

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

via: Zoom Video Meeting

Revised AGENDA

August 11th, 2021 2:00-4:00pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the June 9th, 2021 Regular Meeting Minutes (attached)
4. Old Business (including Standing Items)
 - a) CAO's Monthly Report (For Information)
 - b) Bring Forward List of Pending Items (For Information)
 - c) Transit Service Monthly Statistics (For Information)
5. New Business
 - a) Presentation of Q2 Results (For Information Only)
 - b) Presentation of draft 2022-2024 Operating Budget (Request for Decision)
 - c) Presentation of draft 2022 – 2031 Capital Budget (Request for Decision)
 - d) New Service Level Requests for consideration (Request for Decision)
 - Human Resources Coordination Role (Full Time)
 - Dispatch Coordinator Role (Part Time)
 - e) Elevated HR Driver Compensation Review (Request for Decision)
 - f) Report on return to in person Board meetings (Request for Decision)
 - g) Face Covering Policy P3 (Request for Decision)
 - h) In Camera Session (Human Resources)
6. Adjournment

Next Meeting – Via Zoom – Wednesday September 8th at 2:00pm

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

via: Zoom Video Meeting

MINUTES

June 9th, 2021 2:00-3:30pm

BOARD MEMBERS PRESENT

Vi Sandford, Town of Canmore

Davina Bernard, ID#9

Dave Schebek, ID#9

Brian Standish, Town of Banff – Chair

Chip Olver, Town of Banff

Joanna McCallum, Town of Canmore – Vice Chair

BOARD MEMBERS ABSENT

BVRTSC ADMINISTRATION PRESENT

Martin Bean, Chief Administrative Officer

Steve Nelson, Operations Manager

Mel Booth, Financial Controller

ADMINISTRATION PRESENT

Alex Kolesch, Parks Canada

Daniella Rubeling, Parks Canada

Andy Esarte, Town of Canmore

Adrian Field, Town of Banff

ADMINISTRATION ABSENT

Danielle Morine, ID9

Members of the Public

Greg Colgan, Reporter Rocky Mountain Outlook

1. Call to Order

Brian Standish calls the meeting to order at 2:01PM

2. Approval of the Agenda

BVRTSC21-91 Dave Schebek moves to approve the meeting Agenda as presented

CARRIED UNANIMOUSLY

3. Minutes

- Approval of the May 13th, 2021 Regular Meeting Minutes (attached)

BVRTSC21-92 Brian Standish 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) Chair's Report on Budget Process (For Information Only)
- b) Discussion regarding 10pm Departure – Banff to Lake Louise Return (For Information Only)
 - Administration to prepare a report for ID9 Council by June 28th for their July 8th meeting

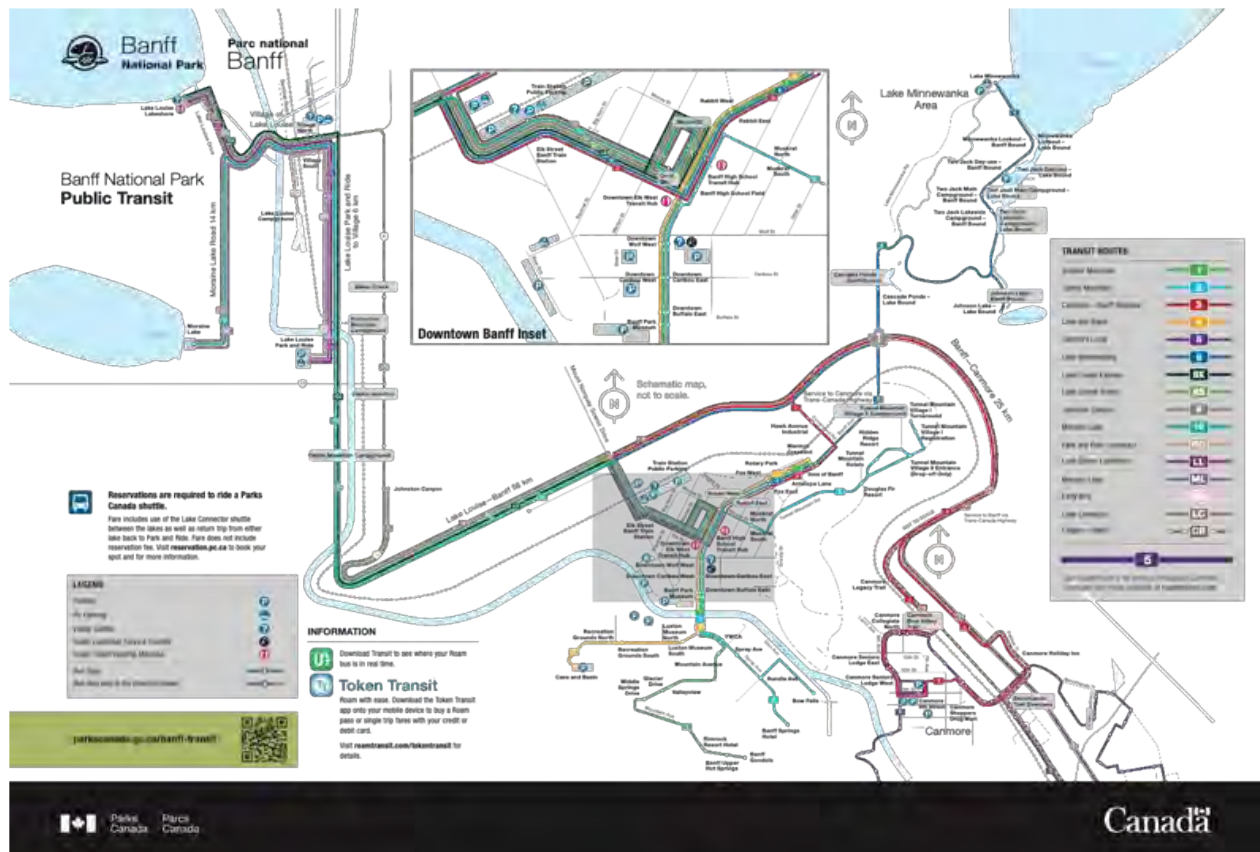
6. Adjournment

BVRTSC21-93 Brian Standish moves to adjourn the meeting at 2:30pm

CARRIED UNANIMOUSLY

Next Meeting Date: Wednesday July 14th at 2:00pm

Bow Valley Regional Transit Services Commission



CAO Report

CAO Update – June 2021

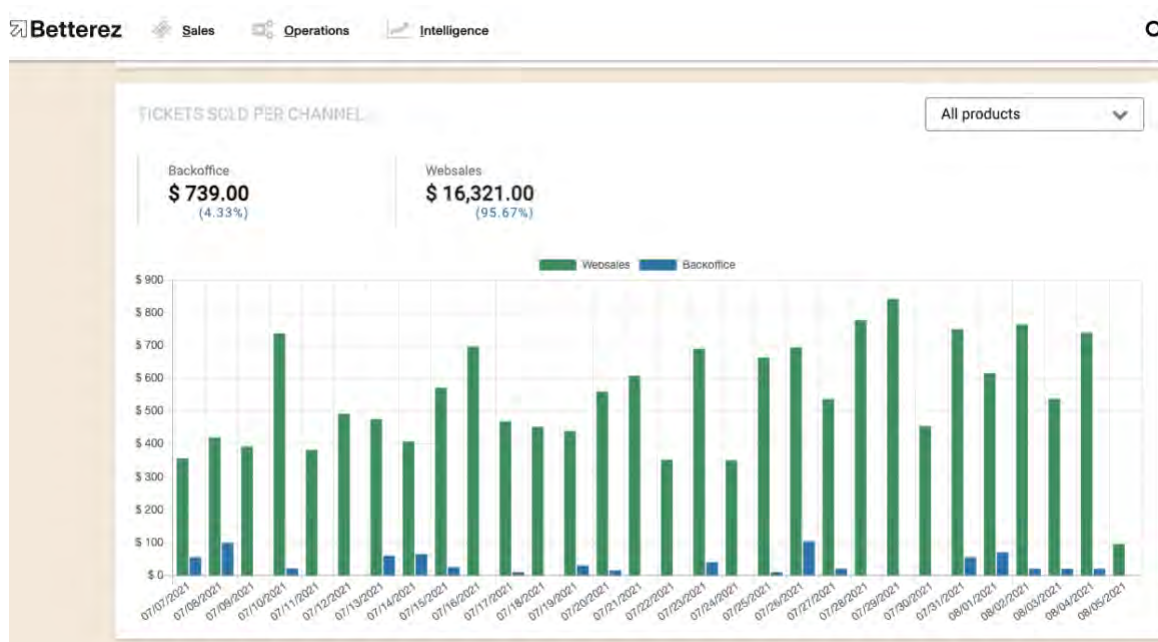
Financial:

- Administration has finalized the transfer of the original 3 hybrid buses from the Town of Banff to the Commission. This transfer is following the Commission direction of all rolling stock being owned by the Commission and fixed infrastructure being owned by the municipalities. This is a net neutral transaction as Banff was charging lease payments to the Commission which were then recognized in their requisition.
- Administration is working with our municipal partners to ensure that GreenTRIP funding for ongoing projects is being claimed on a regular basis as the program is ending in February of next year.

Transit Service Updates

- On the direction of ID9 Council, administration has reinstated the 10pm departure from Banff to Lake Louise to allow residents and visitors to come to Banff for the evening for groceries, dinner or other reasons. This was put back in place as of August 1st.
 - **04-08-07-2021** Vice Chair Bernard **MOVED** to direct Administration to work with the BVRTSC to start the 10pm departure from Banff again as of August 1st and continue on through the winter. MOTION CARRIED UNANIMOUSLY
- Summer service on Banff Avenue has been generally successful to date, other than a few challenges with the gates. Unfortunately, we have been forced to detour on Beaver Street for about a week after one of our buses hit and damaged the gate due to its closing while the bus was traveling going through. This incident was driver error and has been addressed.
- Following submission of the paperwork to the Town of Banff planning department for tent that we were planning to put in the Banff Avenue pedestrian zone, anticipated delays in arrival of the tent would make a short window for this to be used this year. As a result, we will be using more roving ambassador hours and looking at the possibility of implementing a tent for next year should the pedestrian zone be reinstated.

- Reservations: The reservation system is working well for Johnston Canyon and Lake Louise Scenic. With the road now open to traffic from Castle Junction back to Johnston Canyon, reservations and ridership have slowed from what was anticipated, however we are still selling out on some departures.
- Reservation ticket sales for the last 30 days are listed below. “Backoffice” are tickets sold through walk ins at our customer service centre and “websales” are all online.



- Reservation Ridership:

General/Health and Safety

- MD OF Bighorn contacted the BVRTSC for an initial exploratory conversation regarding the possibility of transit for Deadman’s Flats, Harvie Heights and Exshaw areas. Administration suggested conducting a feasibility study to determine the best and most economical way to proceed. Shortly after this conversation the RMO ran the article below detailing that the MD would not be proceeding to the next step:
<https://www.rmotoday.com/md-of-bighorn/roam-transit-membership-too-expensive-for-md-of-bighorn-3870953>

- Roam midsummer-ish event:

Summer Sizzler BBQ – Save the Date – Aug. 18

Please join us for a BBQ lunch, games, and prizes on Wednesday, Aug. 18.

When: 1 p.m. to 4 p.m.

Where: Roam Transit Training & Operations Centre, 111 Hawk Avenue

RSVP: customerservice@roamtransit.com by Monday, Aug. 16.

- With the removal of restrictions that is happening in Alberta, we plan on keeping all current safety protocols in place, with the exception of mandatory masks (on today's agenda), for the foreseeable future.
- Roam has received a couple of requests for longer term passes for commuters between Canmore and Lake Louise. Currently residents must buy two passes to complete this route. Administration will be looking at options to add this fare in the Fall to encourage locals to commute using transit.
- Administration will be considering options for increased staff training, including courses such as "Respect in the Workplace", offered by Sheldon Kennedy's Respect Group. As the organization continues to grow, we need to ensure we are being proactive with staff training and engagement.
- The media opening of the Roam Training and Operations Centre was a success, attended by local and some Calgary media. The Honourable Ric McIver, Minister of Transportation for Alberta was in attendance and was one of the speakers. Subsequent to this event, the UCP completed a cabinet shuffle and now Rajan Sawhney is the Minister of Transportation:

<https://www.cbc.ca/news/canada/edmonton/alberta-cabinet-shuffle-july-2021-1.6094450>

- For 2022 a large project will be updating our fleet plan to determine how to achieve our replacement and growth objectives with the increasing move to alternative fuel vehicles. Edmonton has recently ordered another 20 Proterra buses to bring their electric fleet to 60 vehicles and additional examples such as the one below are being seen more regularly:



[Halifax Transit Announcement](#)

Bow Valley *Regional* Transit Services Commission



BRING FORWARD LIST

BRING FORWARD LIST OF ITEMS PENDING (as of August 2021)

ITEM	Date Initiated	Pending Date	Comments:
BVRTSC21-76 Chip Olver moves to request Administration to continue to research air purification systems and report back to the Commission at a future meeting.	March 17 th , 2021	Fall 2021	Will follow what larger transit agencies are doing with trials and report at a later date

Bow Valley Regional Transit Services Commission Ridership Statistics



Month	Type	Banff Local	Canmore Local	Canmore - Banff Regional	Lake Louise - Banff Regional
July 2021	Bikes	612	313	1094	180
	Strollers	230	88	34	26
	Winter Sports	2	2	1	13

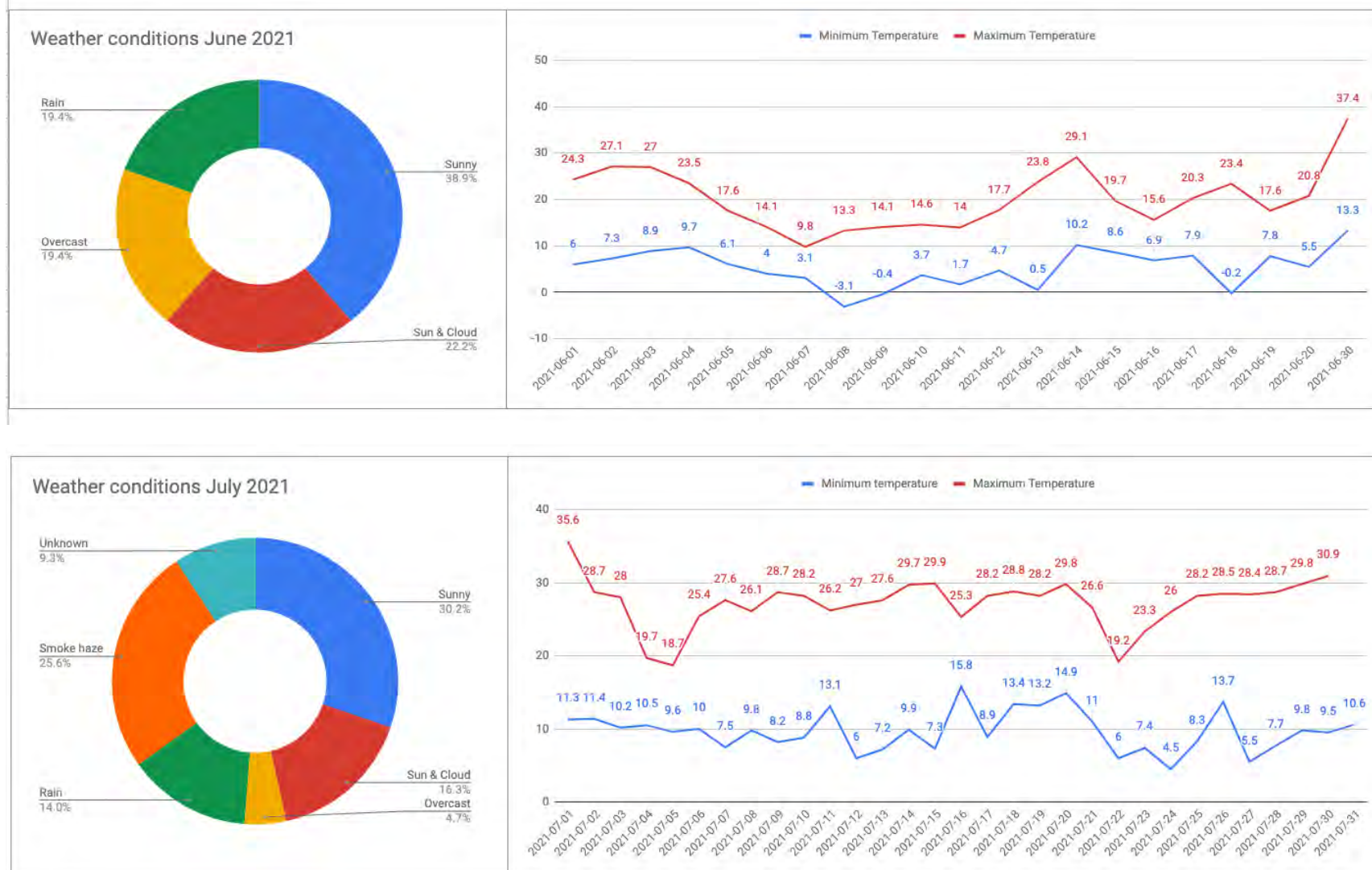
July 2021

Route	Monthly Ridership Change 2020/2021	Comments
Route 1	+135.6%	July 2021 to July 2020 (Pandemic)
Route 2	+137.7%	July 2021 to July 2020 (Pandemic)
Route 3	+76.8%	July 2021 to July 2020 (Pandemic)
Route 4	+403.7%	July 2021 to July 2020 (Pandemic)
Route 5	+30.8%	July 2021 to July 2020 (Pandemic)
Route 8X	+155.9%	July 2021 to July 2020 (Pandemic)

Route 9 Reservations – July 2021

Pass Riders – 538	Reservations – 2936	Cash Fares – 381	Token Transit - 321	Total Ridership = 4176
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Weather for June and July 2021

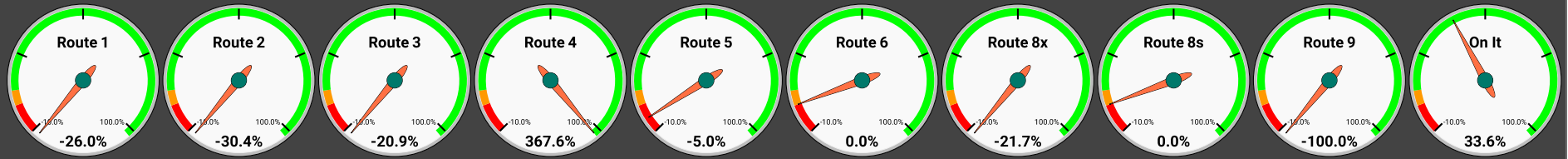


	Route 1 (Inns of Banff/ Gondola)					Route 2 (Tunnel Mtn / Banff Springs Hotel)					Route 3 (Canmore-Banff Regional)					Banff Local Combined Totals (Routes 1, 2, 4, and 6)					Train Station Park & Ride			
Month	2019	2020	2020 YTD	2021	% Change	2019	2020	2020 YTD	2021	% Change	2019	2020	2020 YTD	2021	% Change	2019	2020	2020 YTD	2021	% Change	2020	2020 YTD	2021	% Change
January	28,912	29,158	29,158	4,761	-83.7%	27,358	30,240	30,240	4,703	-84.4%	15,486	17,784	17,784	5,499	-69.1%	56,270	59,398	59,398	9,464	-84.07%	0			
February	29,757	29,827	29,827	6,370	-78.6%	26,543	29,325	29,325	5,903	-79.9%	12,849	14,547	14,547	5,781	-60.3%	56,300	59,152	59,152	12,273	-79.25%				
March	34,329	19,875	19,875	8,668	-56.4%	27,413	18,828	18,828	7,734	-58.9%	15,057	11,410	11,410	7,951	-30.3%	61,742	38,703	38,703	16,402	-57.62%				
April	27,420	2,557	2,875	6,709	133.4%	22,763	2,791	3,088	4,918	59.3%	14,618	4,106	4,577	5,507	20.3%	50,183	5,348	5,963	11,627	94.99%				
May	48,522	2,856	2,856	5,901	106.6%	32,526	3,386	3,386	5,008	47.9%	16,925	6,279	6,279	6,849	9.1%	82,195	6,242	6,242	10,963	75.63%				
June	66,195	7,508	7,582	13,551	78.7%	47,222	4,137	4,224	11,196	165.1%	18,924	5,552	5,749	9,321	62.1%	117,419	11,706	12,008	25,282	110.54%	0	0	78	0.0%
July	80,651	13,296	13,296	31,329	135.6%	61,895	13,112	13,110	31,165	137.7%	20,422	6,973	6,973	12,327	76.8%	149,250	26,958	27,574	65,244	136.61%	0	0	622	0.0%
August	81,196	18,047	1,500	1,840	22.7%	63,073	16,071	1,050	1,282	22.1%	20,105	8,330	423	327	-22.7%	151,601	35,135	2,932	3,252	10.92%	0	0	310	0.0%
September	59,934	11,454		0	0.0%	45,951	9,327		0	0.0%	16,379	7,334		0	0.0%	109,031	21,106	0	0	0.00%	0	0	0	0.0%
October	28,982	9,268		0	0.0%	21,044	6,834		0	0.0%	15,563	7,535		0	0.0%	50,026	16,102	0	0	0.00%				
November	24,776	7,594		0	0.0%	20,300	6,189		0	0.0%	15,682	6,388		0	0.0%	45,076	13,783	0	0	0.00%				
December	28,935	5,293		0	0.0%	26,238	5,011		0	0.0%	15,994	5,246		0	0.0%	55,173	10,304	0	0	0.00%				
YTD	539,609	156,733	106,969	79,129	-26.0%	422,326	145,251	103,251	71,909	-30.4%	198,004	101,484	67,742	53,562	-20.9%	984,266	303,937	211,972	154,507	-27.1%	0	0	1,010	0.0%

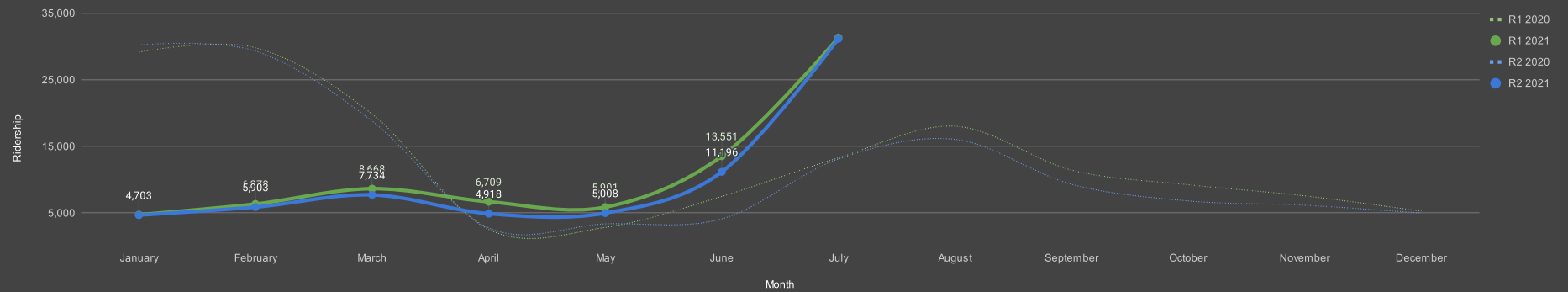
	Route 5 Canmore					Route 4 Cave and Basin					Route 8X (Express Lake Louise - Banff Regional)					Roam TOTAL Ridership (Not incl. Onlt or Parking Shuttles)					On-It (Calgary Regional)				
Month	2019	2020	2020 YTD	2021	% Change	2019	2020	2020 YTD	2021	% Change	2019	2020	2020 YTD	2021	% Change	2019	2020	2020 YTD	2021	% Change	2019	2020	2020 YTD	2021	% Change
January	10,225	14,620	14,620	6,204	-57.6%						4,053	7,617	7,617	1,116	-85.35%	86,034	99,419	99,419	22,283	-77.6%					
February	8,913	14,327	14,327	6,597	-54.0%						2,920	5,913	5,913	1,018	-82.78%	80,982	93,939	93,939	25,669	-72.7%					
March	9,759	9,323	9,323	8,650	-7.2%						3,310	4,187	4,187	1,438	-65.66%	89,868	63,623	63,623	34,441	-45.9%					
April	9,144	2,506	2,800	7,360	162.9%						2,926	1,088	1,187	1,146	-3.45%	76,871	13,048	14,527	25,640	76.5%					
May	10,769	3,322	3,322	6,760	103.5%						1,147	0	0	54	0.0%	5,634	1,585	1,585	1,516	-4.35%					120,779
June	12,852	3,618	3,731	8,250	121.1%	4,002	61	124	535	331.5%	15,224	1,446	1,476	3448	133.60%	180,155	22,566	28,482	49,953	75.4%	1,271	244	244	792	0.0%
July	14,183	5,724	5,726	7,488	30.8%	6,704	550	546	2,750	403.7%	24,544	4,150	4,150	10618	155.86%	232,511	45,370	51,442	103,869	101.9%	3,846	1565	1,530	1,826	224.6%
August	13,675	6,447	293	144	-50.9%	7,332	1,017	72	130	80.8%	24,743	7,461	583	613	5.15%	237,528	59,507	4,629	6,724	45.3%	4,847	2134	398	283	19.3%
September	12,348	6,119		0	0.0%	3,146	325			0.0%	15,154	3,960		0	0.00%	165,538	39,500	0	-2	0.0%	6,282	2134	398	283	-28.9%
October	14,180	7,837		0	0.0%						5,581	1,747		0	0.00%	86,306	33,221	0	0	0.0%	4,017	981	0	0	0.0%
November	13,841	7,305		0	0.0%						4,715	1,155		0	0.00%	79,314	28,631	0	0	0.0%					
December	13,526	5,592		0	0.0%						6,645	1,010		0	0.00%	91,338	22,152	0	0	0.0%					
YTD	143,415	86,740	54,142	51,453	-5.0%	22,331	1,953	742	3,469	367.6%	115,449	41,319	26,698	20,913	-21.67%	1,527,224	538,404	374,438	295,224	-21.16%	20,263	4,924	2,172	2,901	33.6%

	Route 6 (Minnewanka)					Route 8S (Scenic Lake Louise - Banff Regional)				Route 9 (Johnston Canyon)				Route 10 (Moraine Lake)			
Month	2019	2020	2020 YTD	2021	% Change	2019	2020 YTD	2021	% Change	2019	2020 YTD	2021	% Change	2020	2020 YTD	2021	% Change
January																	0
February																	
March																	
April																	
May	3985	0	0	559	0.0%			97				853					
June	9966	0	0	2,857	0.0%	795	0	862	8.4%	1,129	0	4412	290.79%				
July	11801	0	0	6,367	0.0%	3,521	0	1,313	-62.7%	3,943	0	4176	5.91%				
August	12802	0	0	2,107	0.0%	4,058	0	0	-100.0%	4,262	0		-100.00%				
September	4184	0	0	0	0.0%	303	0	0	-100.0%	1,659	0		-100.00%	2,463			0.0%
October														956			0.0%
November																	
December																	
YTD	42,738		0	11,890	0.0%	8,677	0	2,272	0.0%	10,993	0	9,441	-100.00%	3,419		0	0.0%

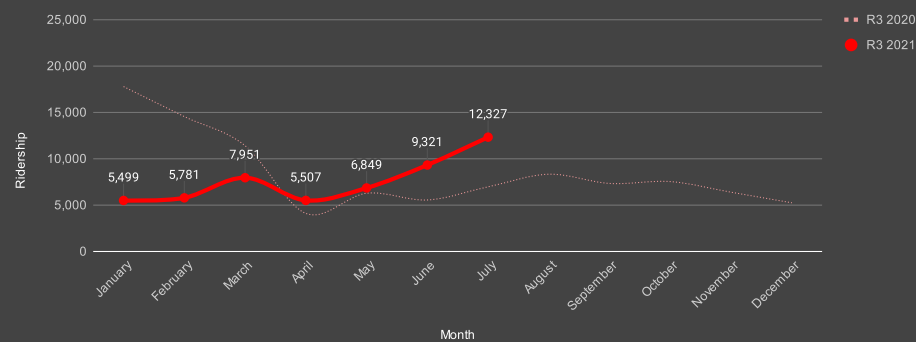
Year to Date % Ridership Change - Comparing 2020 to 2021



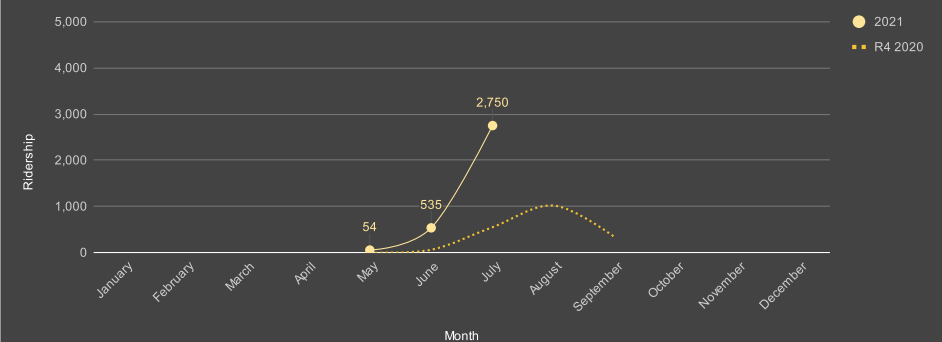
Banff Local (Routes 1 and 2) Ridership Comparison

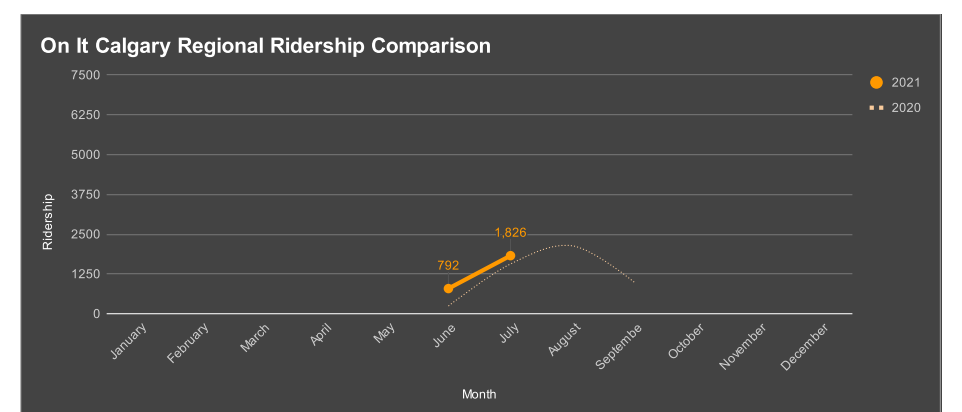
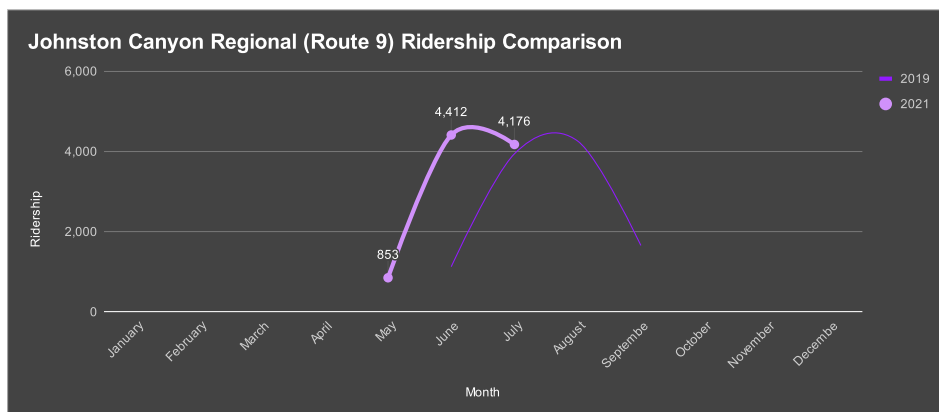
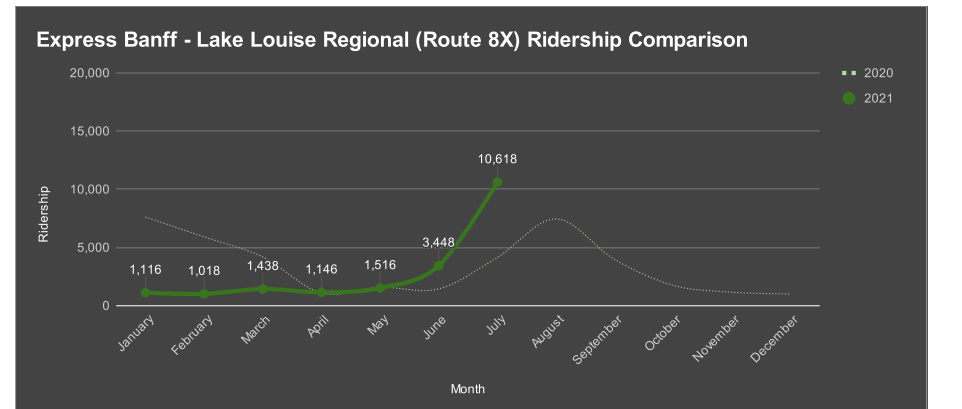
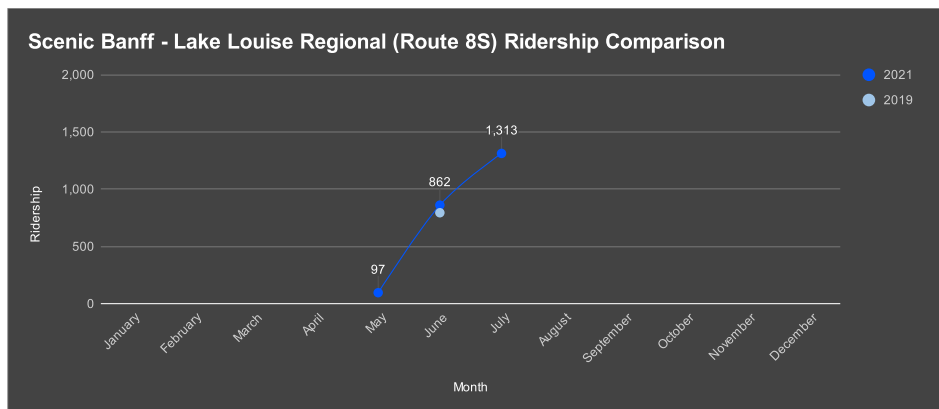
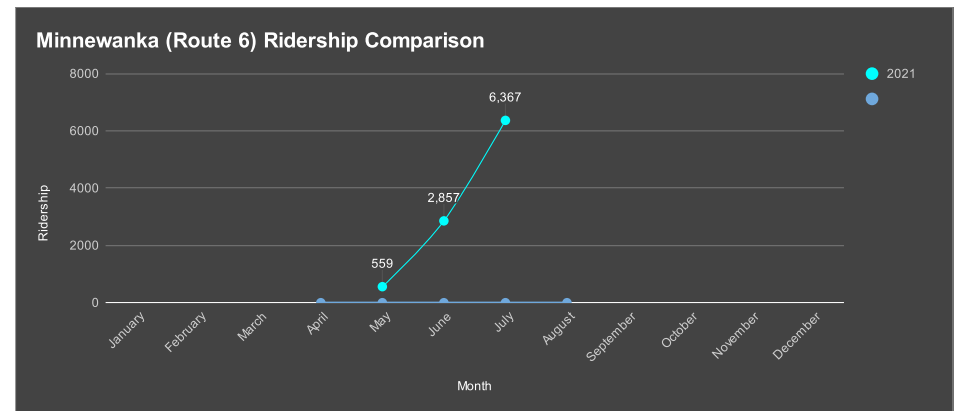
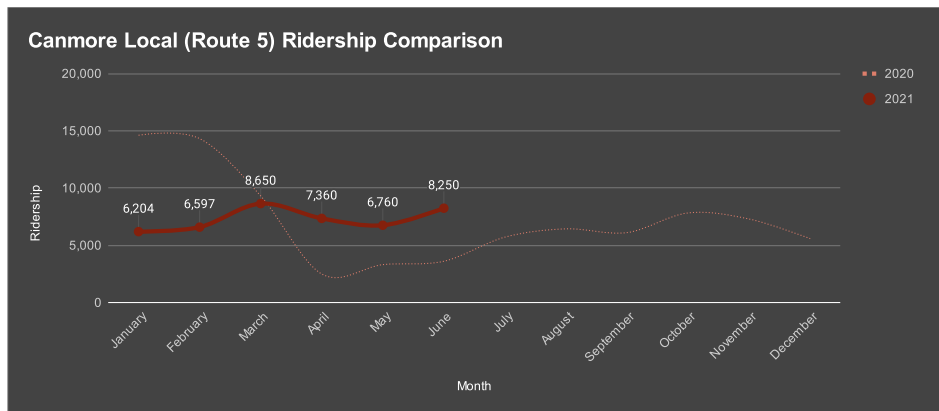


Canmore - Banff Regional (Route 3) Ridership Comparison



Banff Local (Route 4) Ridership Comparison





Bow Valley *Regional* Transit Services Commission



Bow Valley *R*egional Transit Services Commission



2021 Q2 Financial Report

Q2 Overall summary of results

Bow Valley Regional Transit Services Commission						
All routes - Actual vs budget vs Prior Year (PY)						
January - June 2021						
	Actual	Budget	Over/ under budget		PY Jan-Mar 2020	Difference from PY
Income						
Bus Pass Sales	243,508	156,747	86,761		148,842	94,667
Farebox Revenue	91,373	410,338	(318,965)		249,076	(157,703)
Interest Revenue	5,100	10,002	(4,902)		14,805	9,553
Marketing & Advertising Revenue	9,953	24,223	(14,270)		18,261	(24,980)
Other Income	704	1,044	(340)		4,447	(12,352)
Partner Programs	89,554	130,560	(41,006)		99,294	(168,225)
Recoveries - Operating (non-members)	494,640	459,825	34,815		415,973	62,366
Requisitions - Operating	1,280,590	1,407,674	(127,084)		1,304,789	495,431
Total Income	2,215,424	2,600,413	(384,989)		2,255,488	298,756
Gross Profit						
Expenses						
Advertising & Marketing Expenses	19,334	54,281	(34,947)		28,626	(56,280)
Contracted Services / Professional Fees	69,901	99,096	(29,195)		90,015	(11,754)
Fuel Expense	182,890	271,146	(88,256)		176,040	(187,997)
General Operating Expenses	42,718	52,305	(9,587)		45,362	8,584
Infrastructure Maintenance	17,239	14,832	2,407		2,269	(9,337)
Insurance Expense	37,810	40,470	(2,660)		34,552	12,081
Software Fees & Licences	66,943	78,143	(11,200)		65,241	4,101
Training, Travel & Meals	6,712	16,730	(10,018)		7,296	(13,204)
Vehicle Expenses	448,821	448,578	243		436,692	61,606
Wages & Benefits	1,254,868	1,393,742	(138,874)		1,033,898	(482,186)
Total Expenses	2,147,234	2,469,323	(322,089)		1,919,991	(674,385)
Surplus / Deficiency Prior to Amortization	68,189	131,090	(62,901)		335,497	(267,308)
Other Expenses						
Amortization Expense	496,042	496,043	(1)		430,882	(301,640)
Net Revenue	(427,853)	(364,953)	(62,900)		(95,385)	(332,468)

REVENUE

Still a significant impact on revenues being felt in Q1 and Q2 from COVID 19 effects on ridership and revenues. Now that the majority of the restrictions have been lifted, we are hoping that ridership will increase over the rest of the summer.

Overall pass/farebox/partner revenues are \$424,000; down from budgeted amounts of \$697,000 and prior year amounts of \$497,000.

Bus pass sales includes a category for ticket vending machines and reservations system revenues. Customers are purchasing through alternative means instead of paying on the bus that is why pass sales are over budget and farebox revenues are under budget.

Advertising revenues are down approximately \$14,000 from budget. Advertising interest only started again from May onwards, so we expect to an increase in these revenues in the remainder of the year.

EXPENSES

Overall operating expenses are \$2.1 million down from budgeted amounts of \$2.4 million and up from prior year amounts of \$1.9 million. Prior year there was a large cutback in service hours and wages and expenses in the first few months of COVID 19, impacting Q2 results.

Advertising and marketing expenses have increased in the lead up to summer, but much less than budgeted amounts. Driver recruitment approximately \$10,000 less than budgeted amounts.

Contracted services are down. Bush washing wages for the new cleaning crew were budgeted in this line item, but actual expenses have been posted to the wages & benefits section. Also, there is no longer any security on the routes.

Fuel expense is down from budget by \$88,000 but based on actual usage.

Travel, conferences, training, and meals are down approximately \$10,000 due to continued impact of COVID 19 on these types of expenses.

Overall, most wages are consistent with budgeted amounts except driver wages which are \$140,000 less than budget.

Bow Valley Regional Transit Services Commission
2021 Quarterly KPIs with 2020 Actuals

All Routes	January - June 2021			
	2021	2021	COMP	2020
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 21.66	\$ 36.34	-40.4%	\$ 34.22
Gross Cost per Service Hour	\$ 130.52	\$ 148.55	-12.1%	\$ 153.58
Direct Operating Cost per Service Hour	\$ 93.38	\$ 110.10	-15.2%	\$ 110.98
Overhead per Service Hour	\$ 9.93	\$ 10.49	-5.3%	\$ 12.29
Lease/Amortization per Service Hour	\$ 27.21	\$ 27.96	-2.7%	\$ 30.32
Net Cost per Service Hour (CUTA)	\$ 81.65	\$ 84.25	-3.1%	\$ 89.05
% Cost Recovery (CUTA)	26%	30%		28%
Gross cost per KM	\$ 4.25	\$ 3.95		\$ 4.73
Route KM	616,076	699,297		
Ridership	190,062	388,903	-51.1%	313,098
Service Hours	20,064	19,894	0.9%	15,190
Ridership per Service Hour	9	20	-51.5%	21

Bow Valley Regional Transit Services Commission
2021 Quarterly KPIs with 2020 Actuals

Route 1 - Banff Local Sulphur Mtn	January - June 2021			
	2021	2021	COMP	2020
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 25.59	\$ 44.18	-42.1%	\$ 47.99
Gross Cost per Service Hour	\$ 126.98	\$ 142.00	-10.6%	\$ 139.72
Direct Operating Cost per Service Hour	\$ 82.67	\$ 98.17	-15.8%	\$ 102.19
Overhead per Service Hour	\$ 9.93	\$ 10.49	-5.3%	\$ 12.29
Lease/Amortization per Service Hour	\$ 34.37	\$ 33.35	3.1%	\$ 25.24
Net Cost per Service Hour (CUTA)	\$ 67.01	\$ 64.47	3.9%	\$ 66.49
% Cost Recovery (CUTA)	28%	41%		42%
Gross cost per KM	\$ 7.48	\$ 7.44		\$ 7.56
Route KM	57,295	62,824		
Ridership	45,960	146,247	-68.6%	91,780
Service Hours	3,376	3,548	-4.8%	2,741
Ridership per Service Hour	14	41	-67.0%	33

Bow Valley Regional Transit Services Commission
2021 Quarterly KPIs with 2020 Actuals

Route 2 - Banff Local Tunnel Mtn	January - June 2021			
	2021	2021	COMP	2020
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 15.89	\$ 37.41	-57.5%	\$ 25.63
Gross Cost per Service Hour	\$ 131.54	\$ 140.31	-6.3%	\$ 134.33
Direct Operating Cost per Service Hour	\$ 87.78	\$ 96.68	-9.2%	\$ 96.99
Overhead per Service Hour	\$ 9.93	\$ 10.49	-5.3%	\$ 12.29
Lease/Amortization per Service Hour	\$ 33.82	\$ 33.14	2.0%	\$ 25.04
Net Cost per Service Hour (CUTA)	\$ 81.83	\$ 69.75	17.3%	\$ 83.66
% Cost Recovery (CUTA)	16%	35%		23%
Gross cost per KM	\$ 9.20	\$ 5.36		\$ 7.96 *
Route KM	46,206	83,489		*
Ridership	39,462	111,849	-64.7%	88,706
Service Hours	3,234	3,357	-3.7%	2,763
Ridership per Service Hour	12	33	-63.4%	32

* NEW calculation starting 2021.

Bow Valley Regional Transit Services Commission
2021 Quarterly KPIs with 2020 Actuals

Route 3 - Canmore / Banff Regional	January - June 2021			
	2021	2021	COMP	2020
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 42.70	\$ 61.10	-30.1%	\$ 53.85
Gross Cost per Service Hour	\$ 119.08	\$ 126.39	-5.8%	\$ 128.81
Direct Operating Cost per Service Hour	\$ 92.79	\$ 100.49	-7.7%	\$ 99.83
Overhead per Service Hour	\$ 9.93	\$ 10.49	-5.3%	\$ 12.29
Lease/Amortization per Service Hour	\$ 16.35	\$ 15.41	6.1%	\$ 16.69
Net Cost per Service Hour (CUTA)	\$ 60.03	\$ 49.88	20.3%	\$ 58.27
% Cost Recovery (CUTA)	42%	55%		48%
Gross cost per KM	\$ 2.70	\$ 2.74		\$ 2.58 *
Route KM	171,269	180,826		*
Ridership	40,908	55,892	-26.8%	59,677
Service Hours	3,891	4,155	-6.4%	3,543
Ridership per Service Hour	11	13	-21.8%	17

* NEW calculation starting 2021.

Bow Valley Regional Transit Services Commission
2021 Quarterly KPIs with 2020 Actuals

Route 4 - Cave & Basin	January - June 2021			
	2021	2021	COMP	2020
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 1.05	\$ 7.80	-86.5%	\$ (0.02)
Gross Cost per Service Hour	\$ 150.86	\$ 201.06	-25.0%	\$ 752.48
Direct Operating Cost per Service Hour	\$ 116.96	\$ 167.65	-30.2%	\$ 534.64
Overhead per Service Hour	\$ 9.93	\$ 10.49	-5.3%	\$ 12.29
Lease/Amortization per Service Hour	\$ 23.96	\$ 22.93	4.5%	\$ 205.55
Net Cost per Service Hour (CUTA)	\$ 125.84	\$ 170.34	-26.1%	\$ 546.96
% Cost Recovery (CUTA)	1%	4%		0%
Gross cost per KM	\$ 9.97	\$ 13.48		\$ 10.25 *
Route KM	4,313	317600%		*
Ridership	589	3,862	-84.7%	61
Service Hours	285	304	-6.3%	43
Ridership per Service Hour	2	13	-83.7%	1

* NEW calculation starting 2021.

Bow Valley Regional Transit Services Commission
2021 Quarterly KPIs with 2020 Actuals

Route 5 - Canmore Local	January - June 2021			
	2021	2021	COMP	2020
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 0.26	\$ 1.44	-81.9%	\$ (0.32)
Gross Cost per Service Hour	\$ 101.27	\$ 117.11	-13.5%	\$ 123.87
Direct Operating Cost per Service Hour	\$ 78.47	\$ 91.20	-14.0%	\$ 92.90
Overhead per Service Hour	\$ 9.93	\$ 10.49	-5.3%	\$ 12.29
Lease/Amortization per Service Hour	\$ 12.87	\$ 15.42	-16.6%	\$ 18.68
Net Cost per Service Hour (CUTA)	\$ 88.15	\$ 100.25	-12.1%	\$ 105.51
% Cost Recovery (CUTA)	0%	1%		0%
Gross cost per KM	\$ 4.99	\$ 4.26		\$ 5.09 *
Route KM	96,108	104,195		*
Ridership	43,821	36,736	19.3%	47,714
Service Hours	4,738	3,880	22.1%	3,168
Ridership per Service Hour	9	9	-2.3%	15

* NEW calculation starting 2021.

Bow Valley Regional Transit Services Commission
2021 Quarterly KPIs with 2020 Actuals

Route 6 - Lake Minnewanka	January - June 2021			
	2021	2021	COMP	2020
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 4.27	\$ 8.85	-51.7%	\$ -
Gross Cost per Service Hour	\$ 137.94	\$ 193.54	-28.7%	\$ -
Direct Operating Cost per Service Hour	\$ 102.28	\$ 156.58	-34.7%	\$ -
Overhead per Service Hour	\$ 9.93	\$ 10.49	-5.3%	\$ -
Lease/Amortization per Service Hour	\$ 25.73	\$ 26.47	-2.8%	\$ -
Net Cost per Service Hour (CUTA)	\$ 107.94	\$ 158.22	-31.8%	\$ -
% Cost Recovery (CUTA)	4%	5%		0%
Gross cost per KM	4.14	\$ 5.01		\$ - *
Route KM	27,723	25,290		*
Ridership	3,416	10,463	-67.4%	0
Service Hours	833	833	0.0%	0
Ridership per Service Hour	4	13	-67.4%	0

* NEW calculation starting 2021.

Bow Valley Regional Transit Services Commission
2021 Quarterly KPIs with 2020 Actuals

Route 8 - Lake Louise / Banff Regional Winter	January - June 2021			
	2021	2021	COMP	2020
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 26.70	\$ 47.30	-43.6%	\$ 60.78
Gross Cost per Service Hour	\$ 132.28	\$ 142.84	-7.4%	\$ 133.87
Direct Operating Cost per Service Hour	\$ 96.83	\$ 105.20	-8.0%	\$ 109.65
Overhead per Service Hour	\$ 9.93	\$ 10.49	-5.3%	\$ 12.29
Lease/Amortization per Service Hour	\$ 25.52	\$ 27.15	-6.0%	\$ 11.93
Net Cost per Service Hour (CUTA)	\$ 80.06	\$ 68.39	17.1%	\$ 61.16
% Cost Recovery (CUTA)	25%	41%		50%
Gross cost per KM	\$ 2.72	\$ 1.99		\$ 2.65 *
Route KM	91,795	137,166		*
Ridership	5,610	8,072	-30.5%	19,400
Service Hours	1,890	1,890	0.0%	1,866
Ridership per Service Hour	3	4	-30.5%	10

* NEW calculation starting 2021.

Bow Valley Regional Transit Services Commission
2021 Quarterly KPIs with 2020 Actuals

Route 8S - Lake Louise / Banff Regional Scenic - Summer	January - June 2021			
	2021	2021	COMP	2020
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 18.96	\$ 22.49	-15.7%	\$ -
Gross Cost per Service Hour	\$ 198.27	\$ 240.01	-17.4%	\$ -
Direct Operating Cost per Service Hour	\$ 126.01	\$ 166.06	-24.1%	\$ -
Overhead per Service Hour	\$ 9.93	\$ 10.49	-5.3%	\$ -
Lease/Amortization per Service Hour	\$ 62.32	\$ 63.46	-1.8%	\$ -
Net Cost per Service Hour (CUTA)	\$ 116.98	\$ 154.06	-24.1%	\$ -
% Cost Recovery (CUTA)	14%	13%		0%
Gross cost per KM	4.15	\$ 5.05		\$ - *
Route KM	19,098	15,545		*
Ridership	959	676	41.9%	0
Service Hours	400	400	0.0%	0
Ridership per Service Hour	2	2	41.9%	0

* NEW calculation starting 2021.

Bow Valley Regional Transit Services Commission
2021 Quarterly KPIs with 2020 Actuals

Route 8X - Lake Louise / Banff Regional Express - Summer	January - June 2021			
	2021	2021	COMP	2020
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 29.20	\$ 53.48	-45.4%	\$ 21.69
Gross Cost per Service Hour	\$ 231.03	\$ 260.29	-11.2%	\$ 396.66
Direct Operating Cost per Service Hour	\$ 161.46	\$ 194.81	-17.1%	\$ 215.82
Overhead per Service Hour	\$ 9.93	\$ 10.49	-5.3%	\$ 12.29
Lease/Amortization per Service Hour	\$ 59.63	\$ 54.99	8.4%	\$ 168.55
Net Cost per Service Hour (CUTA)	\$ 142.19	\$ 151.81	-6.3%	\$ 206.42
% Cost Recovery (CUTA)	17%	26%		10%
Gross cost per KM	\$ 3.04	\$ 3.06		\$ 4.81 *
Route KM	78,242	72,565		*
Ridership	4,072	14,146	-71.2%	2,436
Service Hours	1,029	1,139	-9.7%	507
Ridership per Service Hour	4	12	-68.1%	5

* NEW calculation starting 2021.

Bow Valley Regional Transit Services Commission
2019 Quarterly KPIs with 2018 Actuals

Route 9 - Johnston Canyon	January - June 2021			
	2021	2021	COMP	2020
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 96.19	\$ 31.01	210.2%	\$ -
Gross Cost per Service Hour	\$ 203.72	\$ 238.64	-14.6%	\$ -
Direct Operating Cost per Service Hour	\$ 129.86	\$ 163.06	-20.4%	\$ -
Overhead per Service Hour	\$ 9.93	\$ 10.49	-5.3%	\$ -
Lease/Amortization per Service Hour	\$ 63.93	\$ 65.09	-1.8%	\$ -
Net Cost per Service Hour (CUTA)	\$ 43.60	\$ 142.54	-69.4%	\$ -
% Cost Recovery (CUTA)	69%	18%		0%
Gross cost per KM	3.30	\$ 5.37		\$ - *
Route KM	24,027	14,221		*
Ridership	5,265	960	448.4%	0
Service Hours	390	390	0.0%	0
Ridership per Service Hour	FALSE	2	-100.0%	0

* NEW calculation starting 2021.

	<div>Bow Valley Regional Transit Services Commission</div> <div>All Routes - Actual vs Budget (pg 1/2)</div> <div>January - June 2021</div>																			
	Administrative		Calgary-Banff		Intercept Lot Shuttle		Moraine early bird shuttle		Rt 01 - Banff Local (Sulphur Mtn)		Rt 02 - Banff Local (Tunnel Mtn)		Rt 03 - CB Regional		Rt 04 - Cave and Basin		Rt 05 - Canmore Local		Rt 06 - Lake Minnewanka	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Income																				
Bus Pass Sales									10,503	11,809	10,577	12,327	128,121	99,799	57		-6		973	
Farebox Revenue									10,074	56,356	12,893	58,640	35,315	147,042	243	2,371			2,532	7,375
Interest Revenue	5,100	10,002																		
Marketing & Advertising Revenue	467								2,264	6,356	2,274	6,740	2,050	5,546			1,236	5,581	55	
Other Income	114								130	507	130	537								
Partner Programs									63,426	81,708	25,492	47,352	636	1,500						
Recoveries - Operating (non-members)	-17,414	-23,485	17,968				12,000		9,824	11,141	12,832	10,192			39,475	55,145			101,935	143,959
Requisitions - Operating	232,167	232,167	13,925						193,688	193,688	200,988	200,988	176,690	176,690			348,280	348,280		
Total Income	\$ 220,435	\$ 218,684	\$ 31,893	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ 289,909	\$ 361,565	\$ 265,185	\$ 336,776	\$ 342,812	\$ 430,577	\$ 39,775	\$ 57,516	\$ 349,510	\$ 353,861	\$ 105,494	\$ 151,334
Expenses																				
Advertising & Marketing Expenses	2,248	276							3,107	9,982	2,981	9,074	4,360	8,775	164	1,084	3,925	7,419	426	2,160
Contracted Services / Professional Fees	15,629	26,621	31,893						2,769	12,907	2,750	12,491	3,756	16,085	566	1,325	5,198	9,951	1,617	3,206
Fuel Expense	2				804		536		25,200	35,616	21,932	28,496	43,170	83,042	2,340	1,697	39,933	42,208	7,444	10,903
General Operating Expenses	22,429	26,454							4,037	4,387	4,014	4,383	5,827	5,944	107	126	2,165	3,662	289	341
Infrastructure Maintenance									3,996	2,694	4,079	2,980	2,890	1,564	518	288	63	3,817	653	645
Insurance Expense	3,787	3,978							6,657	7,774	5,002	6,261	4,672	4,240	722	654	5,167	4,733	1,873	2,743
Software Fees & Licences	4,363	14,042							9,457	11,310	9,074	11,118	9,312	9,168	1,431	2,206	8,405	7,759	2,960	4,320
Training, Travel & Meals	6,353	13,542							63	557	63	527	80	541	5	36	77	598	7	94
Vehicle Expenses	739	6,546			866		577		75,915	72,175	73,273	70,839	88,994	67,746	8,748	11,416	74,326	54,270	20,534	34,518
Wages & Benefits	131,545	127,225			2,097				159,327	204,261	171,214	190,605	210,949	233,473	19,624	33,134	232,546	219,444	52,068	74,779
Total Expenses	\$ 187,095	\$ 218,684	\$ 31,893	\$ -	\$ 3,767	\$ -	\$ 1,113	\$ -	\$ 290,529	\$ 361,663	\$ 294,382	\$ 336,774	\$ 374,011	\$ 430,578	\$ 34,225	\$ 51,966	\$ 371,806	\$ 353,861	\$ 87,869	\$ 133,709
Surplus / Deficiency Prior to Amortization	\$ 33,339	\$ -	\$ 0	\$ -	\$ (3,767)	\$ -	\$ 10,887	\$ -	\$ (620)	\$ (98)	\$ (29,196)	\$ 2	\$ (31,199)	\$ (1)	\$ 5,550	\$ 5,550	\$ (22,295)	\$ -	\$ 17,625	\$ 17,625
Amortization Expense	27,372	27,377							100,002	99,998	94,410	94,414	45,300	45,280	5,550	5,550	54,504	54,502	17,625	17,625
Net Income	\$ 5,967	\$ (27,377)	\$ 0	\$ -	\$ (3,767)	\$ -	\$ 10,887	\$ -	\$ (100,622)	\$ (100,096)	\$ (123,606)	\$ (94,412)	\$ (76,499)	\$ (45,281)	\$ 0	\$ -	\$ (76,799)	\$ (54,502)	\$ -	\$ -

			Bow Valley Regional Transit Services Commission All Routes - Actual vs Budget (pg 2/2) January - June 2021												
	Rt 07 - Banff Centre		Rt 08 - LLB Regional Winter		Rt 08S - LLB Regional Summer Scenic		Rt 08X - LLB Regional Summer Express		Rt 09 - Johnston Canyon		Rt 10 - Moraine Lake		TOTAL		
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	% of Budget
Income															
Bus Pass Sales			32,528	18,594	6,021	1,062	19,810	12,111	34,924	1,045			243,508	156,747	155%
Farebox Revenue			16,890	70,812	1,339	7,930	9,767	48,779	2,321	11,033			91,373	410,338	22%
Interest Revenue													5,100	10,002	51%
Marketing & Advertising Revenue			1,042		55		455		55				9,953	24,223	41%
Other Income					165				165				704	1,044	67%
Partner Programs													89,554	130,560	69%
Recoveries - Operating (non-members)	17,414	23,485			67,161	51,736	195,962	139,668	37,484	47,984			494,640	459,825	108%
Requisitions - Operating			114,852	114,852		30,474		82,270		28,265			1,280,590	1,407,674	91%
Total Income	\$ 17,414	\$ 23,485	\$ 165,312	\$ 204,258	\$ 74,741	\$ 91,202	\$ 225,994	\$ 282,828	\$ 74,949	\$ 88,327	\$ -	\$ -	\$ 2,215,424	\$ 2,600,413	85%
Expenses															
Advertising & Marketing Expenses			968	2,988	234	1,271	687	9,929	234	1,323			19,334	54,281	36%
Contracted Services / Professional Fees			2,062	8,056	783	1,763	2,117	5,057	702	1,634	59		69,901	99,096	71%
Fuel Expense			20,782	37,627	3,642	5,118	13,348	22,130	3,758	4,309			182,890	271,146	67%
General Operating Expenses			2,287	4,362	256	468	728	1,736	579	442			42,718	52,305	82%
Infrastructure Maintenance			325	1,852	1,561	197	1,426	610	1,728	185			17,239	14,832	116%
Insurance Expense	1,388	1,298	1,151	1,044	1,726	1,566	3,940	4,613	1,726	1,566			37,810	40,470	93%
Software Fees & Licences	1,725	2,498	3,879	3,204	3,318	2,871	9,603	6,776	3,416	2,871			66,943	78,143	86%
Training, Travel & Meals			43	604	8	68	9	90	5	73			6,712	16,730	40%
Vehicle Expenses	6,891	12,264	42,575	27,611	12,997	17,882	30,371	55,491	12,015	17,820			448,821	448,578	100%
Wages & Benefits			111,311	116,910	27,183	36,961	109,250	121,882	27,754	35,068			1,254,868	1,393,742	90%
Total Expenses	\$ 10,004	\$ 16,060	\$ 185,381	\$ 204,258	\$ 51,707	\$ 68,165	\$ 171,478	\$ 228,314	\$ 51,915	\$ 65,291	\$ 59	\$ -	\$ 2,147,234	\$ 2,469,323	87%
Surplus / Deficiency Prior to Amortization	\$ 7,410	\$ 7,425	\$ (20,069)	\$ -	\$ 23,034	\$ 23,037	\$ 54,516	\$ 54,514	\$ 23,034	\$ 23,036	\$ (59)	\$ -	\$ 57,303	\$ 131,090	
Amortization Expense	7,410	7,425	43,285	43,285	23,034	23,037	54,516	54,514	23,034	23,036			496,042	496,043	100%
Net Income	\$ -	\$ -	\$ (63,354)	\$ (43,285)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (59)	\$ -	\$ (427,853)	\$ (364,953)	

	<div>Bow Valley Regional Transit Services Commission</div> <div>All Routes - Actual vs Prior Year (pg 1/2)</div> <div>January - June 2021</div>																	
	Administrative		Calgary-Banff		Intercept Lot Shuttle		Moraine early bird		Rt 01 - Banff Local (Sulphur Mtn)		Rt 02 - Banff Local (Tunnel Mtn)		Rt 03 - CB Regional		Rt 04 - Cave and Basin		Rt 05 - Canmore Local	
	Jan - Mar, 2021	Jan - Mar, 2020 (PY)	Jan - Mar, 2020	Jan - Mar, 2019 (PY)	Jan - Mar, 2020	Jan - Mar, 2019 (PY)	Jan - Mar, 2021	Jan - Mar, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)
INCOME																		
Bus Pass Sales									10,503	12,135	10,577	12,061	128,121	92,467	57		-6	-4,270
Farebox Revenue									10,074	36,183	12,893	31,752	35,315	92,405	243	-1		-6
Grant Revenue																		
Interest Revenue	5,100	14,805																
Marketing & Advertising Revenue	467								2,264	4,922	2,274	4,172	2,050	5,226			1,236	2,058
Other Income	114	131							130	1,087	130	1,307		116				1,202
Partner Programs									63,426	77,202	25,492	21,512	636	580				
Recoveries - Operating (non-members)	-17,414	-7,994	17,968	10,047			12,000		9,824	9,799	12,832	13,897			39,475	29,278		
Requisitions - Operating	232,167	223,765	13,925			23,250			193,688	143,089	200,988	214,747	176,690	142,638			348,280	309,636
Total Income	220,435	230,707	31,893	10,047	-	23,250	12,000	-	289,909	284,417	265,185	299,448	342,812	333,432	39,775	29,277	349,510	308,620
EXPENSES																		
Advertising & Marketing Expenses	2,248	-40							3,107	4,203	2,981	3,435	4,360	4,891	164	490	3,925	7,702
Contracted Services / Professional Fees	15,629	26,155	31,893	10,816					2,769	9,331	2,750	8,936	3,756	8,832	566	567	5,198	10,740
Fuel Expense	2	2			804		536		25,200	24,358	21,932	21,072	43,170	58,298	2,340	245	39,933	31,935
General Operating Expenses	22,429	25,363							4,037	5,340	4,014	4,236	5,827	5,019	107	98	2,165	1,933
Infrastructure Maintenance									3,996	163	4,079	288	2,890	277	518	110	63	1,240
Insurance Expense	3,787	2,470							6,657	6,085	5,002	4,572	4,672	4,244	722	654	5,167	4,733
Software Fees & Licences	4,363	3,863							9,457	9,987	9,074	9,562	9,312	9,045	1,431	1,339	8,405	7,534
Training, Travel & Meals	6,353	4,649							63	642	63	509	80	255	5	102	77	230
Vehicle Expenses	739	484			866		577		75,915	84,681	73,273	85,305	88,994	71,558	8,748	14,521	74,326	59,541
Wages & Benefits	131,545	130,711			2,097				159,327	150,213	171,214	144,983	210,949	191,273	19,624	4,596	232,546	168,714
Total Expenses	187,095	193,658	31,893	10,816	3,767	-	1,113	-	290,529	295,005	294,382	282,898	374,011	353,692	34,225	22,722	371,806	294,303
Surplus / Deficiency Prior to Amortization	33,339	37,049	0	(769)	(3,767)	23,250	10,887	-	(620)	(10,587)	(29,196)	16,550	(31,199)	(20,260)	5,550	6,555	(22,295)	14,317
Amortization Expense	27,372	12,452							100,002	52,120	94,410	52,120	45,300	56,222	5,550	8,701	54,504	56,575
Net Income	5,967	24,597	0	(769)	(3,767)	23,250	10,887	-	(100,622)	(62,707)	(123,606)	(35,570)	(76,499)	(76,482)	0	(2,146)	(76,799)	(42,257)

			Bow Valley Regional Transit Services Commission All Routes - Actual vs Prior Year (pg 2/2) January - June 2021														
	Rt 06 - Lake Minnewanka		Rt 07 - Banff Centre		Rt 08 - LLB Regional Winter		Rt 08S - LLB Regional Summer Scenic		Rt 08X - LLB Regional Summer Express		Rt 09 - Johnston Canyon		Rt 10 - Moraine Lake		TOTAL		
	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Jan - Jun, 2021	Jan - Jun, 2020 (PY)	Change
INCOME																	
Bus Pass Sales	973			8	32,528	29,216	6,021		19,810	7,228	34,924	-4			243,508	148,842	94,667
Farebox Revenue	2,532	-123		2,703	16,890	82,867	1,339	-50	9,767	3,563	2,321	-25		-193	91,373	249,076	-157,703
Grant Revenue															0	0	0
Interest Revenue															5,100	14,805	-9,705
Marketing & Advertising Revenue	55			373	1,042	1,311	55		455	200	55				9,953	18,261	-8,308
Other Income		116					165				165	488			704	4,447	-3,743
Partner Programs															89,554	99,294	-9,740
Recoveries - Operating (non-members)	101,935	64,699	17,414	59,172			67,161	45,625	195,962	148,145	37,484	43,305			494,640	415,973	78,667
Requisitions - Operating					114,852	140,444		22,298		67,780		17,142			1,280,590	1,304,789	-24,199
Total Income	105,494	64,693	17,414	62,257	165,312	253,837	74,741	67,873	225,994	226,916	74,949	60,905	\$ - \$ (193)	\$ -	\$ 2,215,424	\$ 2,255,488	\$ (40,064)
EXPENSES																	0
Advertising & Marketing Expenses	426	821		1,237	968	2,008	234	463	687	2,856	234	560			19,334	28,626	-9,292
Contracted Services / Professional Fees	1,617	1,406		1,116	2,062	5,841	783	600	2,117	5,103	702	571	59		69,901	90,015	-20,114
Fuel Expense	7,444			3,341	20,782	31,592	3,642		13,348	5,198	3,758				182,890	176,040	6,850
General Operating Expenses	289	267		623	2,287	1,631	256	113	728	629	579	110			42,718	45,362	-2,644
Infrastructure Maintenance	653				325	80	1,561		1,426	110	1,728	0			17,239	2,269	14,970
Insurance Expense	1,873	1,698	1,388	1,294	1,151	1,044	1,726	1,566	3,940	4,626	1,726	1,566			37,810	34,552	3,258
Software Fees & Licences	2,960	2,527	1,725	2,434	3,879	3,872	3,318	3,072	9,603	8,935	3,416	3,070			66,943	65,241	1,702
Training, Travel & Meals	7	247		71	43	176	8	105	9	207	5	102			6,712	7,296	-584
Vehicle Expenses	20,534	26,385	6,891	5,684	42,575	47,063	12,997	8,944	30,371	23,823	12,015	8,702			448,821	436,692	12,129
Wages & Benefits	52,068	12,941		39,046	111,311	111,245	27,183	11,963	109,250	57,880	27,754	10,331			1,254,868	1,033,898	220,969
Total Expenses	87,869	46,293	10,004	54,847	185,381	204,551	51,707	26,825	171,478	109,367	51,915	25,013	\$ 59 \$ -	\$ -	\$ 2,147,234	\$ 1,919,991	\$ 227,244
Surplus / Deficiency Prior to Amortization	17,625	18,400	7,410	7,410	(20,069)	49,286	23,034	41,048	54,516	117,549	23,034	35,892	\$ (59) \$ (193)	\$ -	\$ 57,303	\$ 335,497	\$ (278,194)
Amortization Expense	17,625	19,678	7,410	8,451	43,285	20,731	23,034	29,418	54,516	84,996	23,034	29,418			496,042	430,882	
Net Income	-	(1,278)	-	(1,041)	(63,354)	28,555	-	11,630	-	32,553	-	6,474	(59) (193)	\$ -	\$ (427,853)	\$ (95,385)	(332,468)

Bow Valley Regional Transit Services Commission Administrative									
	Jan - Mar, 2021			Apr - Jun, 2021			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Interest Revenue	2,333	5,001	47%	2,768	5,001	55%	5,100	10,002	51%
Marketing & Advertising Revenue	187			280			467	-	
Other Income	14			100			114		
Recoveries - Operating (non-members)	-8,249	-11,743	70%	(9,165)	(11,742)	78%	(17,414)	(23,485)	74%
Requisitions - Operating	126,177	126,177	100%	105,990	105,990	100%	232,167	232,167	100%
Total Income	\$ 120,461	\$ 119,435	101%	99,973	99,249	101%	220,435	218,684	101%
Expenses									
Advertising & Marketing Expenses	599	138	434%	1,649	138	1195%	2,248	276	815%
Contracted Services / Professional Fees	10,970	19,553	56%	4,660	7,068	66%	15,629	26,621	59%
General Operating Expenses	10,461	13,227	79%	11,968	13,227	90%	22,429	26,454	85%
Insurance Expense	1,497	1,989	75%	2,289	1,989	115%	3,787	3,978	95%
Software Fees & Licences	1,840	3,021	61%	2,523	11,021	23%	4,363	14,042	31%
Training, Travel & Meals	2,259	6,771	33%	4,094	6,771	60%	6,353	13,542	47%
Vehicle Expenses	671	3,273	20%	69	3,273	2%	739	6,546	11%
Wages & Benefits	73,294	71,463	103%	58,251	55,762	104%	131,545	127,225	103%
Total Expenses	101,593	119,435	85%	85,503	99,249	86%	187,095	218,684	86%
Surplus / Deficiency Prior to Amortization	18,869	-		14,470	-		33,339	-	
Amortization Expense	13,686	13,688	100%	13,686	13,689	100%	27,372	27,377	100%
Net Income	5,183	(13,688)		784	(13,689)		5,967	(27,377)	

1) Interest earned is split between operating cash and deferred capital contributions. Larger amount in current year allocated to deferred capital.

2) Non-member allocation for route 7

3) Advertising above budget, includes promotion backpacks and postcards.

4) Contracted Services are below budget. Accounting fees were budeted in admin, but split across routes. And no contract contingency spending.

5) Budget for 8K for HR software, no spending yet.

6) Minimal travel, meals and memberships paid to date.

75) Lion electric bus budgeted in admin. But delivery delayed.

Bow Valley Regional Transit Services Commission
Route 1 - Banff Local Sulphur Mtn

	Jan - Mar, 2021			Apr - Jun, 2021			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Bus Pass Sales	5,204	6,145	85%	5,299	5,664	94%	10,503	11,809	89%	1
Farebox Revenue	4,092	26,073	16%	5,982	30,283	20%	10,074	56,356	18%	1
Marketing & Advertising Revenue	577	2,741	21%	1,687	3,615	47%	2,264	6,356	36%	
Other Income	130	218	60%		289	0%	130	507	26%	
Partner Programs	31,518	40,854	77%	31,908	40,854	78%	63,426	81,708	78%	1
Recoveries - Operating (non-members)	4,912	5,573	88%	4,912	5,568	88%	9,824	11,141	88%	
Requisitions - Operating	70,776	70,776	100%	122,912	122,912	100%	193,688	193,688	100%	
Total Income	117,208	152,380	77%	172,700	209,185	83%	289,909	361,565	80%	
Expenses										
Advertising & Marketing Expenses	1,087	4,403	25%	2,020	5,579	36%	3,107	9,982	31%	2
Contracted Services / Professional Fees	1,396	3,960	35%	1,373	8,947	15%	2,769	12,907	21%	3
Fuel Expense	9,849	16,694	59%	15,351	18,922	81%	25,200	35,616	71%	4
General Operating Expenses	1,639	1,890	87%	2,398	2,497	96%	4,037	4,387	92%	
Infrastructure Maintenance	99	1,163	8%	3,897	1,531	255%	3,996	2,694	148%	
Insurance Expense	3,329	3,889	86%	3,329	3,885	86%	6,657	7,774	86%	
Software Fees & Licences	4,739	5,515	86%	4,718	5,795	81%	9,457	11,310	84%	
Training, Travel & Meals	32	238	14%	31	319	10%	63	557	11%	
Vehicle Expenses	32,252	28,237	114%	43,663	43,938	99%	75,915	72,175	105%	
Wages & Benefits	72,448	86,391	84%	86,879	117,870	74%	159,327	204,261	78%	5
Total Expenses	126,870	152,380	83%	163,659	209,283	78%	290,529	361,663	80%	
Surplus / Deficiency Prior to Amortization	(9,661)	-		9,041	(98)		(620)	(98)		
Amortization Expense	50,001	49,997	100%	50,001	50,001	100%	100,002	99,998	100%	
Net Income	(59,662)	(49,997)		(40,960)	(50,099)		(100,622)	(100,096)		

- 1) Pass sales/farebox revenue/partner program revenue are down from budget due to continued impacts of COVID on ridership.
- 2) Still minimal Advertising and Marketing activity, just starting up for the summer season, so less than budget
- 3) Bus washing wages budgeted here, but in wages section. Also no security.
- 4) Fuel expenses less than budget but based on actual expense incurred.
- 5) Driver wages lower than budget. But based on actual expenses incurred.

**Bow Valley Regional Transit Services Commission
Route 2 - Banff Local Tunnel Mtn**

	Jan - Mar, 2021			Apr - Jun, 2021			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Bus Pass Sales	5,219	6,145	85%	5,358	6,182	87%	10,577	12,327	86%	1
Farebox Revenue	5,393	23,950	23%	7,499	34,690	22%	12,893	58,640	22%	1
Marketing & Advertising Revenue	577	3,072	19%	1,697	3,668	46%	2,274	6,740	34%	
Other Income	130	243	53%		294	0%	130	537	24%	
Partner Programs	12,675	23,676	54%	12,817	23,676	54%	25,492	47,352	54%	1
Requisitions - Operating	92,722	92,722	100%	108,266	108,266	100%	200,988	200,988	100%	
Total Income	123,132	149,808	82%	142,053	186,968	76%	265,185	336,776	79%	
Expenses										
Advertising & Marketing Expenses	1,057	4,193	25%	1,924	4,881	39%	2,981	9,074	33%	2
Contracted Services / Professional Fees	1,420	4,132	34%	1,330	8,359	16%	2,750	12,491	22%	3
Fuel Expense	9,194	13,818	67%	12,738	14,678	87%	21,932	28,496	77%	4
General Operating Expenses	1,639	1,999	82%	2,374	2,384	100%	4,014	4,383	92%	
Infrastructure Maintenance	161	1,363	12%	3,918	1,617	242%	4,079	2,980	137%	
Insurance Expense	2,501	3,132	80%	2,501	3,129	80%	5,002	6,261	80%	
Software Fees & Licences	4,689	5,608	84%	4,385	5,510	80%	9,074	11,118	82%	
Training, Travel & Meals	33	239	14%	30	288	11%	63	527	12%	
Vehicle Expenses	32,751	29,053	113%	40,522	41,786	97%	73,273	70,839	103%	
Wages & Benefits	80,389	86,271	93%	90,825	104,334	87%	171,214	190,605	90%	5
Total Expenses	133,834	149,808	89%	160,548	186,966	86%	294,382	336,774	87%	
Surplus / Deficiency Prior to Amortization	(10,701)	-		(18,495)	2		(29,196)	2		
Amortization Expense	47,205	47,209	100%	47,205	47,205	100%	94,410	94,414	100%	
Net Income	(57,906)	(47,209)		(65,700)	(47,203)		(123,606)	(94,412)		

- 1) Pass sales/farebox revenue/partner program revenue are down from budget due to continued impacts of COVID on ridership.
- 2) Still minimal Advertising and Marketing activity, just starting up for the summer season, so less than budget
- 3) Bus washing wages budgeted here, but in wages section. Also no security.
- 4) Fuel expenses less than budget but based on actual expense incurred.
- 5) Driver wages lower than budget. But based on actual expenses incurred.

Bow Valley Regional Transit Services Commission Route 3 - Canmore / Banff Regional									
	Jan - Mar, 2021			Apr - Jun, 2021			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales	56,268	46,723	120%	71,853	53,076	135%	128,121	99,799	128%
Farebox Revenue	15,771	61,391	26%	19,544	85,651	23%	35,315	147,042	24%
Marketing & Advertising Revenue	495	2,631	19%	1,556	2,915	53%	2,050	5,546	37%
Partner Programs	292	750	39%	344	750	46%	636	1,500	42%
Requisitions - Operating	94,002	94,002	100%	82,688	82,688	100%	176,690	176,690	100%
Total Income	166,827	205,497	81%	175,985	225,080	78%	342,812	430,577	80%
Expenses									
Advertising & Marketing Expenses	2,325	4,199	55%	2,035	4,576	44%	4,360	8,775	50%
Contracted Services / Professional Fees	1,988	6,298	32%	1,768	9,787	18%	3,756	16,085	23%
Fuel Expense	21,077	37,988	55%	22,093	45,054	49%	43,170	83,042	52%
General Operating Expenses	2,422	2,819	86%	3,405	3,125	109%	5,827	5,944	98%
Infrastructure Maintenance	1,270	743	171%	1,620	821	197%	2,890	1,564	185%
Insurance Expense	2,336	2,116	110%	2,336	2,124	110%	4,672	4,240	110%
Software Fees & Licences	4,773	4,578	104%	4,539	4,590	99%	9,312	9,168	102%
Training, Travel & Meals	42	257	16%	38	284	13%	80	541	15%
Vehicle Expenses	41,614	30,022	139%	47,380	37,724	126%	88,994	67,746	131%
Wages & Benefits	100,922	116,477	87%	110,027	116,996	94%	210,949	233,473	90%
Total Expenses	178,770	205,497	87%	195,241	225,081	87%	374,011	430,578	87%
Surplus / Deficiency Prior to Amortization	(11,942)	-		(19,256)	(1)		(31,199)	(1)	
Amortization Expense	22,650	22,642	100%	22,650	22,638	100%	45,300	45,280	100%
Net Income	(34,592)	(22,642)		(41,906)	(22,639)		(76,499)	(45,281)	

- 1) Overall Pass sales/farebox revenue/partner program revenue are down from budget due to continued impacts of COVID on ridership.
- 2) Still minimal Advertising and Marketing activity, just starting up for the summer season, so less than budget
- 3) Bus washing wages budgeted here, but in wages section. Also no security.
- 4) Fuel expenses less than budget but based on actual expense incurred.
- 5) Vehicle expenses above budget. Current year allocation based on service hours.
- 6) Driver wages lower than budget. But based on actual expenses incurred.

Bow Valley Regional Transit Services Commission Route 4 - Cave & Basin									
	Jan - Mar, 2021			Apr - Jun, 2021			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales	-			57			57	-	
Farebox Revenue				243	2,371	10%	243	2,371	10%
Recoveries - Operating (non-members)	3,485	10,296	34%	35,990	44,849	80%	39,475	55,145	72%
Total Income	3,485	10,296	34%	36,290	47,220	77%	39,775	57,516	69%
Expenses									
Advertising & Marketing Expenses	29	133	22%	136	951	14%	164	1,084	15%
Contracted Services / Professional Fees	453	0		114	1,325	9%	566	1,325	43%
Fuel Expense	0	0		2,340	1,697	138%	2,340	1,697	138%
General Operating Expenses	0	0		107	126	85%	107	126	85%
Infrastructure Maintenance		0		518	288	180%	518	288	180%
Insurance Expense	0	0		722	654	110%	722	654	110%
Software Fees & Licences	0	0		1,431	2,206	65%	1,431	2,206	65%
Training, Travel & Meals	0	0		5	36	13%	5	36	13%
Vehicle Expenses	3,000	3,000	100%	5,748	8,416	68%	8,748	11,416	77%
Wages & Benefits	297	7,163	4%	19,327	25,971	74%	19,624	33,134	59%
Total Expenses	3,778	10,296	37%	30,447	41,670	73%	34,225	51,966	66%
Surplus / Deficiency Prior to Amortization	(293)	-		5,843	5,550		5,550	5,550	
Amortization Expense				5,550	5,550	100%	5,550	5,550	100%
Net Income	(293)	-		293	-		0	-	

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1) Recoveries based on actual expenses.

2) Wages lower than budget, but based on actual expenses

Bow Valley Regional Transit Services Commission Route 5 - Canmore Local

	Jan - Mar, 2021			Apr - Jun, 2021			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales	-6						(6)	-	
Marketing & Advertising Revenue	495	2,790	18%	742	2,791	27%	1,236	5,581	22%
Requisitions - Operating	177,672	177,672	100%	170,608	170,608	100%	348,280	348,280	100%
Total Income	178,161	180,462	99%	171,350	173,399	99%	349,510	353,861	99%
Expenses									
Advertising & Marketing Expenses	2,296	3,710	62%	1,629	3,709	44%	3,925	7,419	53%
Contracted Services / Professional Fees	2,626	6,051	43%	2,572	3,900	66%	5,198	9,951	52%
Fuel Expense	20,334	22,633	90%	19,599	19,575	100%	39,933	42,208	95%
General Operating Expenses	639	1,836	35%	1,525	1,826	84%	2,165	3,662	59%
Infrastructure Maintenance	63	1,910	3%	-	1,907	0%	63	3,817	2%
Insurance Expense	2,584	2,366	109%	2,584	2,367	109%	5,167	4,733	109%
Software Fees & Licences	4,411	3,881	114%	3,994	3,878	103%	8,405	7,759	108%
Training, Travel & Meals	41	299	14%	36	299	12%	77	598	13%
Vehicle Expenses	36,800	27,138	136%	37,527	27,132	138%	74,326	54,270	137%
Wages & Benefits	115,107	110,638	104%	117,439	108,806	108%	232,546	219,444	106%
Total Expenses	184,901	180,462	102%	186,904	173,399	108%	371,806	353,861	105%
Surplus / Deficiency Prior to Amortization	(6,741)	-		(15,555)	-		(22,295)	-	
Amortization Expense	27,252	27,250	100%	27,252	27,252	100%	54,504	54,502	100%
Net Income	(33,993)	(27,250)		(42,807)	(27,252)		(76,799)	(54,502)	

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- 1) Still minimal Advertising and Marketing activity, just starting up for the summer season, so less than budget
- 2) Bus washing below budget
- 3) Vehicle expenses above budget. Current year allocation based on service hours.
- 4) Waged higher than budget, but based on actual expenses.

**Bow Valley Regional Transit Services Commission
Route 6 - Lake Minnewanka**

	Jan - Mar, 2021			Apr - Jun, 2021			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales	-			973			973	-	
Farebox Revenue				2,532	7,375	34%	2,532	7,375	34%
Marketing & Advertising Revenue				55			55	-	
Recoveries - Operating (non-members)	7,309	24,253	30%	94,625	119,706	79%	101,935	143,959	71%
Total Income	7,309	24,253	30%	98,185	127,081	77%	105,494	151,334	70%
Expenses									
Advertising & Marketing Expenses	84	300	28%	341	1,860	18%	426	2,160	20%
Contracted Services / Professional Fees	1,356			261	3,206	8%	1,617	3,206	50%
Fuel Expense				7,444	10,903	68%	7,444	10,903	68%
General Operating Expenses				289	341	85%	289	341	85%
Infrastructure Maintenance				653	645	101%	653	645	101%
Insurance Expense				1,873	2,743	68%	1,873	2,743	68%
Software Fees & Licences				2,960	4,320	69%	2,960	4,320	69%
Training, Travel & Meals				7	94	7%	7	94	7%
Vehicle Expenses	6,000	9,000	67%	14,534	25,518	57%	20,534	34,518	59%
Wages & Benefits	745	14,953	5%	51,323	59,826	86%	52,068	74,779	70%
Total Expenses	8,185	24,253	34%	79,684	109,456	73%	87,869	133,709	66%
Surplus / Deficiency Prior to Amortization	(876)	-		18,501	17,625	1.0497	17,625	17,625	1
Amortization Expense				17,625	17,625	100%	17,625	17,625	100%
Net Income	(876)	-		876	-		0	-	

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3

1) Recoveries based on actual expenses.

2) Vehicle Expenses included allocation for 3rd bus on Minnewnka route. Only 2 buses were allocated for Q1 and 2.

3) Wages lower than budget, but based on actual expenses

**Bow Valley Regional Transit Services Commission
Route 7 - Banff Centre**

	Jan - Mar, 2021			Apr - Jun, 2021			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Recoveries - Operating (non-members)	8,249	11,743	70%	9,165	11,742	78%	17,414	23,485	74%
Total Income	8,249	11,743	70%	9,165	11,742	78%	17,414	23,485	74%
Expenses									
Insurance Expense	694	653	106%	694	645	108%	1,388	1,298	107%
Software Fees & Licences	850	1,247	68%	875	1,251	70%	1,725	2,498	69%
Vehicle Expenses	3,000	6,132	49%	3,891	6,132	63%	6,891	12,264	56%
Total Expenses	4,544	8,032	57%	5,460	8,028	68%	10,004	16,060	62%
Surplus / Deficiency Prior to Amortization	3,705	3,711		3,705	3,714		7,410	7,425	
Amortization Expense	3,705	3,711	100%	3,705	3,714	100%	7,410	7,425	100%
Net Income	-	-		-	-		-	-	

Fixed expenses for route 7 bus only. Allocated to admin to split amount members

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

	Jan - Mar, 2021			Apr - Jun, 2021			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Bus Pass Sales	20,379	10,230	199%	12,149	8,364	145%	32,528	18,594	175%	1
Farebox Revenue	10,396	47,619	22%	6,493	23,193	28%	16,890	70,812	24%	1
Marketing & Advertising Revenue	165			877			1,042	-		
Requisitions - Operating	72,939	72,939	100%	41,913	41,913	100%	114,852	114,852	100%	
Total Income	103,880	130,788	79%	61,433	73,470	84%	165,312	204,258	81%	
Expenses										
Advertising & Marketing Expenses	463	1,930	24%	505	1,058	48%	968	2,988	32%	2
Contracted Services / Professional Fees	1,214	4,714	26%	847	3,342	25%	2,062	8,056	26%	3
Fuel Expense	15,488	24,138	64%	5,295	13,489	39%	20,782	37,627	55%	4
General Operating Expenses	670	2,807	24%	1,616	1,555	104%	2,287	4,362	52%	
Infrastructure Maintenance	130	1,190	11%	195	662	29%	325	1,852	18%	
Insurance Expense	767	696	110%	384	348	110%	1,151	1,044	110%	
Software Fees & Licences	2,474	2,123	117%	1,405	1,081	130%	3,879	3,204	121%	
Training, Travel & Meals	26	388	7%	17	216	8%	43	604	7%	
Vehicle Expenses	23,052	16,892	136%	19,523	10,719	182%	42,575	27,611	154%	5
Wages & Benefits	72,378	75,910	95%	38,932	41,000	95%	111,311	116,910	95%	
Total Expenses	116,663	130,788	89%	68,718	73,470	94%	185,381	204,258	91%	
Surplus / Deficiency Prior to Amortization	(12,783)	-		(7,286)	-		(20,069)	-		
Amortization Expense	28,857	28,857	100%	14,428	14,428	100%	43,285	43,285	100%	
Net Income	(41,640)	(28,857)		(21,714)	(14,428)		(63,354)	(43,285)		

- 1) Overall Pass sales and farebox revenue are down from budget due to continued impacts of COVID on ridership.
- 2) Still minimal Advertising and Marketing activity, just starting up for the summer season, so less than budget
- 3) Bus washing wages budgeted here, but in wages section. Also no security.
- 4) Fuel expenses less than budget but based on actual expense incurred.
- 5) Vehicle expenses above budget. Current year allocation based on service hours.

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

	Jan - Mar, 2021			Apr - Jun, 2021			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales				6,021	1,062	567%	6,021	1,062	567%
Farebox Revenue				1,339	7,930	17%	1,339	7,930	17%
Marketing & Advertising Revenue				55			55	-	
Other Income				165			165	-	
Recoveries - Operating (non-members)	9,648	7,893	122%	57,513	43,843	131%	67,161	51,736	130%
Requisitions - Operating		4,649	0%		25,825	0%	-	30,474	0%
Total Income	9,648	12,542	77%	65,093	78,660	83%	74,741	91,202	82%
Expenses									
Advertising & Marketing Expenses	36	466	8%	198	805	25%	234	1,271	18%
Contracted Services / Professional Fees	565			218	1,763	12%	783	1,763	44%
Fuel Expense				3,642	5,118	71%	3,642	5,118	71%
General Operating Expenses				256	468	55%	256	468	55%
Infrastructure Maintenance				1,561	197	792%	1,561	197	792%
Insurance Expense				1,726	1,566	110%	1,726	1,566	110%
Software Fees & Licences	1,250			2,068	2,871	72%	3,318	2,871	116%
Training, Travel & Meals				8	68	12%	8	68	12%
Vehicle Expenses	4,500	4,500	100%	8,497	13,382	63%	12,997	17,882	73%
Wages & Benefits	3,662	7,576	48%	23,521	29,385	80%	27,183	36,961	74%
Total Expenses	10,013	12,542	80%	41,694	55,623	75%	51,707	68,165	76%
Net Operating Income	(365)	-		23,399	23,037		23,034	23,037	
Amortization Expense		-		23,034	23,037	100%	23,034	23,037	100%
Net Income	(365)	-		365	-		-	-	

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- 1) Recoveries based on actual expenses.
- 2) ID# actual contribution allocated at year end instead of a quarterly basis.
- 3) Vehicle expenses below budget. Current year allocation based on service hours.
- 4) Wages lower than budget, but based on actual expenses

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

	Jan - Mar, 2021			Apr - Jun, 2021			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Bus Pass Sales				19,810	12,111	164%	19,810	12,111	164%	
Farebox Revenue				9,767	48,779	20%	9,767	48,779	20%	
Marketing & Advertising Revenue				455			455	-		
Recoveries - Operating (non-members)	33,086	28,571	116%	162,876	111,097	147%	195,962	139,668	140%	1
Requisitions - Operating		16,830	0%		65,440	0%	-	82,270	0%	
Total Income	33,086	45,401	73%	192,908	237,427	81%	225,994	282,828	80%	
Expenses										
Advertising & Marketing Expenses	115	5,000	2%	572	4,929	12%	687	9,929	7%	2
Contracted Services / Professional Fees	1,753			364	5,057	7%	2,117	5,057	42%	
Fuel Expense				13,348	22,130	60%	13,348	22,130	60%	3
General Operating Expenses				728	1,736	42%	728	1,736	42%	
Infrastructure Maintenance				1,426	610	234%	1,426	610	234%	
Insurance Expense				3,940	4,613	85%	3,940	4,613	85%	
Software Fees & Licences	5,000			4,603	6,776	68%	9,603	6,776	142%	4
Training, Travel & Meals				9	90	10%	9	90	10%	
Vehicle Expenses	9,000	9,000	100%	21,371	46,491	46%	30,371	55,491	55%	5
Wages & Benefits	18,371	31,401	59%	90,879	90,481	100%	109,250	121,882	90%	6
Total Expenses	34,239	45,401	75%	137,239	182,913	75%	171,478	228,314	75%	
Surplus / Deficiency Prior to Amortization	(1,153)	-		55,669	54,514		54,516	54,514		
Amortization Expense		-		54,516	54,514	100%	54,516	54,514	100%	
Net Income	(1,153)	-		1,153	-		-	-		

- 1) Recoveries based on actual expenses.
- 2) Still minimal Advertising and Marketing activity, just starting up for the summer season, so less than budget
- 3) Fuel expenses less than budget but based on actual expense incurred.
- 4) Remix software, budget for this is over the summer months
- 5) Vehicle expenses below budget. Current year allocation based on service hours.
- 6) Wages lower than budget, but based on actual expenses

Bow Valley Regional Transit Services Commission Route 9 - Johnson Canyon

	Jan - Mar, 2021			Apr - Jun, 2021			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales				34,924	1,045	3342%	34,924	1,045	3342%
Farebox Revenue				2,321	11,033	21%	2,321	11,033	21%
Marketing & Advertising Revenue				55			55	-	
Other Income				165			165	-	
Recoveries - Operating (non-members)	9,653	7,804	124%	27,831	40,180	69%	37,484	47,984	78%
Requisitions - Operating		4,599	0%		23,666	0%	-	28,265	0%
Total Income	9,653	12,403	78%	65,296	75,924	86%	74,949	88,327	85%
Expenses									
Advertising & Marketing Expenses	36	434	8%	198	889	22%	234	1,323	18%
Contracted Services / Professional Fees	565			137	1,634	8%	702	1,634	43%
Fuel Expense				3,758	4,309	87%	3,758	4,309	87%
General Operating Expenses				579	442	131%	579	442	131%
Infrastructure Maintenance				1,728	185	934%	1,728	185	934%
Insurance Expense				1,726	1,566	110%	1,726	1,566	110%
Software Fees & Licences	1,348			2,067	2,871	72%	3,416	2,871	119%
Training, Travel & Meals				5	73	6%	5	73	6%
Vehicle Expenses	4,500	4,500	100%	7,515	13,320	56%	12,015	17,820	67%
Wages & Benefits	3,654	7,469	49%	24,100	27,599	87%	27,754	35,068	79%
Total Expenses	10,103	12,403	81%	41,812	52,888	79%	51,915	65,291	80%
Surplus / Deficiency Prior to Amortization	(450)	-		23,484	23,036	1.01945	23,034	23,036	
Amortization Expense		-		23,034	23,036	100%	23,034	23,036	100%
Net Income	(450)	-		450	-		0	-	

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1) Pass sales above budget due to 1A road closure and reservation system.

2) Recoveries based on actual expenses.

3) Remix software, budget for this is over the summer months

4) Vehicle expenses below budget. Current year allocation based on service hours.

5) Wages lower than budget, but based on actual expenses

2021 Capital Project Summary: Q2

Description	Project # / GL Code	Opening Budget	Actual	Remaining Budget	
Banff Local Route Assets					
Wolf Battery Pack Replacement	18-6103	55,000		55,000	
Wolf Bus Refurbishment	18-6104	17,378		17,378	
Goat Bus Refurbishment	18-6105	14,365		14,365	
Grizzly Bear Bus Refurbishment	18-6106	21,591		21,591	
Wolf Bus Transmission	19-6101	40,600		40,600	
Goat Bus Transmission	19-6102	40,600		40,600	
Grizzly Bear Bus Transmission	19-6103	40,600		40,600	
Goat Battery Pack Replacement	19-6104	55,825		55,825	
Bear Battery Pack Replacement	20-6101	56,662		56,662	
Fleet increased frequency - Proterra electric busses	20-6103	504,547	643,434	-138,887	75% paid in 2020 - GT eligible
Ticket vending machine	20-6104	18,253		18,253	20% not budgeted for grant funding
Park n ride - shuttle bus	21-6101	469,805	555,875	-86,070	1 million paid 2020 - GT eligible
Wolf bus wrap	21-6102	12,025	3,127	8,898	
Goat bus wrap	21-6103	12,025	3,127	8,898	
Bear bus wrap	21-6104	12,025	3,127	8,898	
Arrival prediction signs	21-6105	50,000		50,000	
Smart Card Stock	21-6106	1,000	665	335	
		1,422,301	1,209,354	212,947	
Canmore Local Route Assets					
Bus Stop and Transit wayfinding signs	20-6205	2,180		2,180	
Bus Stop and Transit wayfinding signs	21-6201	10,000		10,000	
Driver swap vehicle	21-6202	15,000		15,000	
Smart Card Stock	21-6203	1,000		1,000	
		28,180	0	28,180	
Canmore/Banff Regional Route Assets					
Moose Bus Refurbishment	19-6308	9,845		9,845	
Moose engine	20-6307	66,965		66,965	
Sheep engine	21-6301	67,969	57,000	10,969	
Moose bus wrap	21-6302	12,025	1,500	10,525	
Sheep bus wrap	21-6303	12,025	1,500	10,525	
Moose transmission	21-6304	41,827		41,827	
Sheep transmission	21-6305	41,827		41,827	
Moose bike rack	21-6306	2,092		2,092	
Sheep bike rack	21-6307	2,092		2,092	
Smart Card Stock	21-6308	1,000	0	1,000	
		257,667	60,000	197,667	
Lake Louise/Banff Regional Route Assets					
Ticket vending machine	20-6410	43,000	1,531	41,469	20% not budgeted for grant funding -
Driver Training equipment	20-6411	200,820	84,333	116,487	CY Betterez
LLB bus stop improvements - Parks			508	-508	\$50,000 paid in 2020 - GT eligible
Proterra - Parks			313,782	-313,782	Will be invoiced to parks
		243,820	400,153	-156,334	Parks has paid \$500K deposit
Commission General Assets					
Bus Tools	19-6014	14,592		14,592	
Dispatch Software	19-6015	50,000	9,600	40,400	Hop Thru
Deer Bus Wrap	19-6018	1,650	4,432	-2,782	
Website and IT	19-6021	10,166		10,166	
Spare cutaway	20-6012	460,000		460,000	Carry forward to 2022
Office Equipment, Furniture, Renovations (put transit storage furntiure here)	20-6013	9,310	48,930	-39,620	Transit storage facility set up
Office Equipment, Furniture, Renovations	21-6001	10,000		10,000	
Office IT, Computers, Wiring	21-6002	4,000	4,729	-729	
Trapeze - additional machine for visitors centre			3,675	-3,675	
		559,718	71,366	488,352	
	Carry forward codes				
TOTAL		2,511,685	1,740,873	770,812	
	PY projects cf	1,733,947.51			
	CY project deposit in 2020	1,030,195.00			
		1,807,932.00			
	capital projects from budget	1,807,933.00			
	difference	-	1.0		

Bow Valley *Regional* Transit Services Commission



2022- 2024 Operating Budget ***2022 – 2031 Capital Plan***

OVERALL BUDGET ASSUMPTIONS

Service hours

2022 budget is presented with 54,577 service hours.

- 2022 Previously approved budget assumed that we would be returning to a level consistent with pre-pandemic 2020 budgeted service hours of 56,606.
- This is a reduction from 2022 previously approved budgeted service hours of approximately 2,000 hours.

Service hour assumptions:

- Summer service in 2022 will be planned for May 21st – September 18th
 - Banff local service will see a staggered increase in service, with first increases happening on May 21 and final additional increasing occurring on June 10th. This will allow 15 minutes on Route 1 and 20 minutes on Route 2 for peaks in the summer months.
- Route 3 board approvals for 3rd bus weekdays from May 1 (BVRTSC19-50) and 2nd bus weekends from Jan 1 (BVRTSC19-51) are incorporated into 2022 service hours. Delayed implementation of these motions due to COVID-19.
- Banff Centre Route is assumed not to run until October 1, 2022.
- On-it has not been included in the budget in the past and has not been included again for 2022.
- Banff train station parking shuttle was removed from the budget for 2021 based on discussions with the Town of Banff however service was subsequently added and will be invoiced separately. At this point, the parking shuttle has not been included in the budget pending a review of 2021 ridership in the fall and will be included as a budget amendment if planned to operate next year.

BVRTSC 2022 BUDGET COMMENTS

		2022 budget	2022 Previously approved budget	Difference
Route 1	Gondola/Banff Ave	10,321	11,180	(858)
Route 2	Tunnel/Bow Falls/BSH	8,961	9,599	(638)
Route 3	Canmore/Banff Regional	11,750	9,750	2,000
Route 4	Cave and Basin	1,017	1,083	(67)
Route 5	Canmore Local	7,784	7,787	(3)
Route 6	Lake Minnewanka	2,783	2,967	(184)
Route 7	Banff Centre	736	2,562	(1,826)
Route 8	Lake Louise Winter	4,026	3,911	116
Route 8X	Lake Louise Express	4,326	4,612	(286)
Route 8S	Lake Louise Scenic	1,180	1,258	(78)
Route 9	Johnston Canyon	1,150	1,226	(76)
Route 10	Moraine Lake Regional	544		544
		54,577	55,933	(1,357)

Ridership assumptions

2022 budget is presented with the following assumptions for ridership:

- Ridership for 2022 has been kept consistent with previously approved budget levels.
(Exception Route3 service additions, Route 7 service cut back, Route 10 ridership added)

Pass/Farebox revenue assumptions

2022 budget is presented with the following assumptions for pass/farebox revenue:

- Revenue collected for 2022 has been kept consistent with previously approved budget levels.
(Exception Route3 service additions, Route 7 service cut back)

General budget assumptions

2022 operating budget is presented with the following general assumptions:

- Two new Proterra electric buses for Canmore and Parks (Lake Minnewanka) in early 2022.
- These additional buses will create increases in some expenses such as insurance, vehicle maintenance, amortization, and changes the allocation of others such as transit storage facility rent and bus software.

BVRTSC 2022 BUDGET COMMENTS

- Lion electric shuttle bus delivery has been pushed to early 2022. Consistent with previously approved budget this is a spare bus that is not currently assigned to a route, so costs will be covered by admin and split 3 ways between members.
- Route 7 is currently planned to run from October 1, 2022 onwards based on preliminary discussions with Banff Centre. The 2022 budget assumes that The Banff Centre will contribute a monthly amount consistent with pre-covid contract levels.
- The current Parks Canada Contribution Agreements expire March 2022. Administration is currently working with Parks to renew our agreements and the 2022 budget has been prepared with the assumption that Roam will continue to support Parks at the same service levels. Any changes in service levels agreed at a later date can be included in a budget amendment.
- Most expense line items have been assumed consistent with previously approved budget levels, with the following exceptions:
 - Reduction in budgeted service hours leads to reduced variable expenses such as fuel, driver wages, vehicle maintenance etc.
 - Cleaning crew wages have been moved from bus wash contract services to the wages and benefits section.
 - Increase in bank fees to reflect additional Moneris changes from vending machine revenues.
 - Increase in IT expenses to cover support for the driving simulator.
 - Increase in insurance expense. 2021 cost increase was larger than budgeted, we also added the Directors and Officers insurance and the addition of contents for the transit storage facility.
 - Software has increased from previously approved for HR dispatch/scheduling software. This is a specialized software that is more based around an annual fee rather than a higher capital outlay. In 2021 we currently have \$50,000 in the capital projects budget for this, but after some initial quotes that capital outlay will be approximately \$20,000 and annual costs of \$25,000. For 2022 budget \$10,000 is in admin, and the remaining \$15,000 is split between the routes.
 - Smart farebox software has been decreased to reflect actual annual operating licencing costs.
 - Transit storage office allocation has been taken out of the general operating expenses and added to the vehicle expenses category with other transit storage facility costs.
 - Admin wages were based on 2021 previously approved budget with included performance increases that did not happen due to COVID-19 wage freeze.
 - Operations wages have increased as administration is moving direct operations positions to a 40 hour work week versus the current 35 hours to reflect the nature and timing demands of this role.

BVRTSC 2022 BUDGET COMMENTS

- Customer service wages have increased due to operational demand and staffing the Parks Canada Visitor Centre from May 1st to Thanksgiving.

Other notes:

- Pass/farebox revenues are estimated based on 2019 levels. There have been changes since 2019 in how bus tickets are being sold with the introduction of ticket vending machines, no change vouchers reducing the volume of farebox transactions and the introduction of the reservation system. We have assumed that revenues will be at a consistent level with 2019, however recognize that the distribution of the revenue has changed. It is difficult to estimate new revenue distribution based on reduced covid numbers. By the 2023 budgeting process we will have a better idea of revenue distribution between these lines items to more accurately reflect how customers are purchasing tickets.
- Reservation system for Route 8S and Route 9 will be analysed in the fall to determine how successful trial was to see if we want to continue with in for 2022 and increase it to any other routes. Estimates of revenues and costs will follow the analysis being completed.
- Maintenance labour has been allocated consistently with the prior year. This is based on a cost per vehicle per month when routes are not operating to reflect monthly inspections, and the balance allocated per service hour to reflect usage.
 - We have increased the labour rates charged by the Town of Banff to reflect an approximate 10% increase.
 - Labour budgets reflect both the decrease in service hours and the increase in number of buses.
 - Parts has been increased from 65% of labour budget to 70% because several buses are coming out of warranty.
- Trapeze hosting is included in the 2022 budget at approximately \$55,000 per year. The current contract expires at the end of October 2022. We are considering the option of hosting this software internally. Costs will be less than current budgeted amounts, but only impacts 2022 budget for 2 months. Included is \$15,000 for IT upgrades in capital for the set-up costs associated with internal hosting, and administration will build new software hosting costs into the 2023 budget process.
- Fuel costs are based on an average of 2019/2020 cost per service hour which is less than previous years estimate which was based on 2019 costs per service hour. With only two months of electric bus operation, there is not enough data to accurately predict fuel savings from electric buses at this stage. For the next budgeting cycle, a detailed analysis of electric bus costs will have been completed and this data will guide future assumptions. To be conservative in the current budget, there are not any fuel savings or utilities costs included in the budget with the assumption that combined costs will be lower than estimated. Some of these costs savings will be absorbed by additional costs associated with utilities and technology to track and analyse electric bus costs.

BVRTSC 2022 BUDGET COMMENTS

- Fuel software annual costs of \$1,200 per year per bus for data analysis have been included in the routes with Proterra buses.
- Cleaning crew budget has a year-round cleaning staff, with additional staff in the summer to adjust to increasing number of busses. For the 2022 budget this expense has been kept consistent with previously approved budget. In the 2023 budgeting process we should have more information about costs and needs to reflect this line item more accurately.
- Driver hours have been updated to reflect more accurate pre/post trip timing now that most drivers (with the exception of Canmore based buses) are not washing or cleaning vehicles.

PROPOSED REQUISITION SUMMARY

The requisitions in this budget are based on the following funding allocations:

- Banff Local (Route 1 & 2) Town of Banff
- Canmore Local (Route 5) Town of Canmore
- CB Regional (Route 3) ½ Town of Banff, ½ Town of Canmore
- LLB Regional Winter (Route 8) – ID9
- LLB Regional Summer Express & Scenic (Route 8X & 8S) – ID9 & Parks
- Johnston Canyon (Route 9) – ID9 & Parks
- Lake Minnewanka (Route 6), Cave & Basin (Route 4), Moraine Lake (Route 10) - Parks
- Administrative/Commission – 1/3 Town of Banff, 1/3 Town of Canmore, 1/3 ID9

The following is a summary of proposed requisitions, see attached operating and capital budgets for details:

BVRTSC 2022 BUDGET COMMENTS

Summary of Requisitions - 2022-2024						
	2021	2022	2023	2022	2023	2024
Banff	Budget	Previously Approved Budget		Proposed Budget		
Operating	\$1,075,464	\$ 1,206,428	\$ 1,125,429	\$1,097,863	\$1,068,964	\$1,090,234
Capital	\$ 328,400	\$ 631,300	\$ 640,700	\$ 636,500	\$ 645,700	\$ 655,100
	\$1,403,864	\$ 1,837,728	\$ 1,766,129	\$1,734,363	\$1,714,664	\$1,745,334
	2021	2022	2023	2022	2023	2024
Canmore	Budget	Previously Approved Budget		Proposed Budget		
Operating	\$1,000,380	\$ 1,047,407	\$ 1,068,356	\$1,100,635	\$1,071,791	\$1,093,115
Capital	\$ 206,500	\$ 209,400	\$ 212,500	\$ 214,600	\$ 275,600	\$ 278,900
	\$1,206,880	\$ 1,256,807	\$ 1,280,856	\$1,315,235	\$1,347,391	\$1,372,015
	2021	2022	2023	2022	2023	2024
ID #9	Budget	Previously Approved Budget		Proposed Budget		
Operating	\$ 620,973	\$ 739,785	\$ 753,949	\$ 716,456	\$ 684,625	\$ 697,552
Capital	\$ 60,699	\$ 61,431	\$ 62,269	\$ 66,631	\$ 67,269	\$ 68,014
	\$ 681,672	\$ 801,216	\$ 816,218	\$ 783,087	\$ 751,894	\$ 765,566
	2021	2022	2023	2022	2023	2024
Parks Canada*	Budget	Previously Approved Budget		Proposed Budget		
Operating	\$1,117,180	\$ 1,062,058	\$ 1,080,656	\$1,097,181	\$1,164,996	\$1,183,495
	\$1,117,180	\$ 1,062,058	\$ 1,080,656	\$1,097,181	\$1,164,996	\$1,183,495

*includes contributions to Rt1, Rt2, Rt 4, Rt 6, Rt 8S, Rt 8X, Rt 9, Rt 10

BVRTSC NEW SERVICE LEVEL REQUESTS

The following new service level requests have been proposed:

- HR Coordinator
- PT dispatch position
- Vacation Allotment Increase

These are not included in the initial draft budget. If approved they will be added into the 2nd draft – see below for the projected changes to the requisitions based on the addition of the above NSLRs:

NSLR - Impact on requisitions					
	Banff	Canmore	ID#9	Non-member	Total
HR Coordinator	16,500	13,500	12,000	22,000	64,000
Dispatch Coordinator (PT)	8,000	8,000	8,000	22,400	46,400
Increase in driver vacation %	16,000	9,000	4,500	5,500	35,000
Total	40,500	30,500	24,500	49,900	145,400

OPERATING BUDGET DETAILED DISCUSSION

All routes

Overall revenue before requisitions is up by \$136,000 from the previously approved budget due to additions of Route 3 extra service levels, reducing Route 7 (Banff Centre) to 3 months and adding additional partner revenue into Route 2 for the Fairmont Hotel.

Overall operating expenses are down \$188,000 from the previously approved budget due to reduced service hours. Largest cost savings are in the following areas:

- Driver wages savings of \$187,000
- Fuel savings of \$92,000
- Insurance increase of \$15,000 due to new buses, D&O insurance, rising insurance costs and new transit storage facility.
- Software increase of \$10,000 mostly due to new HR dispatch scheduling software.
- Wages and benefits (Admin, customer service, operations) increase of \$78,000 due to increasing ops hours per week, external customer service location and increasing base office coverage.

Overall amortization estimate has increased by \$226,000 due to new buses.

The overall result:

- Reduction in member contributions by \$78,000
- Reduction in non-member contributions by \$158,000 (Parks +\$35,000, Banff Centre -\$193,000)

Admin – Commission expenses

Overall budget presented has increased requisitions from previously approved budget by approximately \$78,000. Variance from previously approved 2022 budget is predominantly based on the following:

- Banff centre route not running till Oct 2022. Members are budgeted to cover fixed costs of route as spare cutaway which is an additional \$62,000 split among members.
- Increase of \$10,000 for allocation of transit storage facility for Lion bus.
- Increase of \$4,000 for insurance for increased costs and D&O insurance addition.

Banff Local – Route 1

Service hours reduced by 860 hours compared to previously approved budget.

Operating requisitions are reduced by \$46,000. Variance from previously approved 2022 budget is predominantly based on the following:

- Reduction in driver wages of \$46,000
- Reduction in fuel of \$8,000

- Increase in wages of wages of \$9,000 – customer service increase of \$12,000 and admin decrease of \$3,000.

Banff Local – Route 2

Service hours reduced by 650 hours compared to previously approved budget.

Operating requisitions are reduced by \$92,000. Variance from previously approved 2022 budget is predominantly based on the following:

- Increase in hotel partner program revenue of \$50,000 from the addition of Fairmont.
- Reduction in driver wages of \$31,000
- Reduction in fuel of \$9,000
- Increase in wages of wages of \$7,000 – customer service increase of \$10,000 and admin decrease of \$3,000.

Canmore / Banff Regional – Route 3

Service hours increased by 2,000 hours compared to previously approved budget mostly due to 3rd bus weekdays from May 1, and 2nd bus weekends.

Note approximate increase in requisitions from these 2 changes was approximately \$80,000, so \$40,000 per member.

Operating requisitions are increased by \$7,000. Variance from previously approved 2022 budget is predominantly based on the following:

- Increase in farebox/pass revenue by \$95,000
- Increase in wages and benefits of \$101,000

Canmore Local – Route 5

Service hours consistent with previously approved budget.

Operating requisitions are increased by \$23,000. Variance from previously approved 2022 budget is predominantly based on the following:

- Increase in vehicle expenses, software, and insurance for additional bus

Lake Louise / Banff Regional (Winter) – Route 8

Service hours consistent with previously approved budget.

BVRTSC 2022 BUDGET COMMENTS

Operating requisitions are decreased by \$25,000. Variance from previously approved 2021 budget is predominantly based on the following:

- Reduction in fuel, vehicle expenses and driver wages of \$35,000
- Increase in wages and benefits for admin, ops and customer service of \$10,000.

Banff Centre – Route 7

Route was budgeted to start January 1st but will not start until October 1st.

Net operating expenses including amortization are approximately \$124,000. Banff centre will pay 3 months of their contracted fee which is approximately \$60,000. Leaving the balance to be split between the members.

Cave & Basin – Cave & Basin Route 4 and Minnewanka Route 6

Combined service hours are consistent with compared to previously approved budget.

Operating requisitions are increased by \$75,000. Variance from previously approved 2022 budget is predominantly based on the following:

- Reduction in wages and benefits of \$12, 000
- Increase in vehicle expenses of \$15,000 due to additional bus.
- Increase in amortization by \$70,000 based on new bus, and estimates being based on 2020 actuals.

Lake Louise / Banff Regional (Summer) – Route 8X, 8S & 9

Combined service hours reduced by 400 hours compared with previously approved budget.

Operating requisitions are increased by \$34,000. Variance from previously approved 2022 budget is predominantly based on the following:

- Reduction in fuel, vehicle expenses and driver wages by approximately \$81,000
- Increase in amortization of \$100,000 due to estimates being based on 2020 actuals.
- Increase in software of \$5,000
- Increase in wages and benefits of \$5,000

Lake Louise / Banff Regional (Summer) – Route 10

Based on less service hours, however operating requisitions are up by \$4,300. There has been an allocation of more expenses to this route consistent with other routes to reflect true costs to operating.

CAPITAL BUDGET DETAILED DISCUSSION

2022 capital budget is presented with the following general assumptions:

- All unspent capital project funds from previous years have been carried forward to 2022 capital projects
- Capital replacement contributions for the Lion electric bus has been pushed forward to start in 2023. Increase in commission capital replacement to reflect this.
- Banff three new Proterra electric buses replacement contributions start 2022. Increase in Banff local capital replacement to reflect this.
- New Parks Proterra for Route 6. Not currently included in 2022-2031 capital budget. When finalizing new parks Canada contribution agreements in 2022, we will have to determine if amortization expense is to be allocated to a capital reserve (like LLB regional routes) or if Parks Canada prefers to be billed for capital replacement expenses as they are incurred in future years.
- For the commission new capital has been included:
 - \$15,000 for IT expenditures for internal trapeze hosting
 - \$10,000 for initial set up for visitor's centre location
 - Office furniture and IT amounts have been doubled to reflect the addition of the new transit storage facility.

Capital budget has been prepared based on consistent replacement value as previous years which is based on historical replacement values. If we are replacing all current fleet with environmentally friendly alternatives the replacement estimates need to be much higher to accommodate the higher costs. We have recommended a full analysis of fleet replacement strategy, current capital replacement balances, and capital replacement contributions needed to provide enough funds for fleet replacement described above.

Requisitions - 2022 to 2024

	2021	2022	2023	2022	2023	2024	% Change	% Change	\$ Change	\$ Change
	Budget	Previously Approved Budget		Proposed			22-22	23-23	22-22	23-23
Town of Banff:										
Banff Local - Route 1	\$ 385,698	\$ 418,212	\$ 427,028	\$ 372,305	\$ 379,752	\$ 387,349	-11.0%	-11.1%	\$ (45,906)	\$ (47,276)
Banff Local - Route 2	\$ 386,339	\$ 474,035	\$ 377,937	\$ 381,544	\$ 389,174	\$ 396,960	-19.5%	3.0%	\$ (92,491)	\$ 11,237
CB Regional (1/2)	\$ 157,350	\$ 160,949	\$ 164,167	\$ 164,592	\$ 162,316	\$ 165,563	2.3%	-1.1%	\$ 3,643	\$ (1,851)
Administrative (1/3)	\$ 146,076	\$ 153,232	\$ 156,297	\$ 179,421	\$ 137,722	\$ 140,363	17.1%	-11.9%	\$ 26,190	\$ (18,575)
	\$ 1,075,464	\$ 1,206,428	\$ 1,125,429	\$ 1,097,863	\$ 1,068,964	\$ 1,090,234	-9.0%	-5.0%	\$ (108,565)	\$ (56,465)
Town of Canmore										
Canmore Local - Route 5	\$ 696,954	\$ 733,226	\$ 747,892	\$ 756,621	\$ 771,753	\$ 787,189	3.2%	3.2%	\$ 23,395	\$ 23,861
CB Regional (1/2)	\$ 157,350	\$ 160,949	\$ 164,167	\$ 164,592	\$ 162,316	\$ 165,563	2.3%	-1.1%	\$ 3,643	\$ (1,851)
Administrative (1/3)	\$ 146,076	\$ 153,232	\$ 156,297	\$ 179,421	\$ 137,722	\$ 140,363	17.1%	-11.9%	\$ 26,190	\$ (18,575)
	\$ 1,000,380	\$ 1,047,407	\$ 1,068,356	\$ 1,100,635	\$ 1,071,791	\$ 1,093,115	5.1%	0.3%	\$ 53,227	\$ 3,435
Improvement District No. 9										
Administrative (1/3)	\$ 146,076	\$ 153,232	\$ 156,297	\$ 179,421	\$ 137,722	\$ 140,363	17.1%	-11.9%	\$ 26,190	\$ (18,575)
LLB Regional - Winter	\$ 174,897	\$ 273,710	\$ 279,183	\$ 248,696	\$ 253,670	\$ 258,742	-9.1%	-9.1%	\$ (25,014)	\$ (25,513)
LLB Regional - Rt 8S	\$ 69,198	\$ 59,448	\$ 59,639	\$ 74,431	\$ 74,593	\$ 74,755	25.2%	25.1%	\$ 14,983	\$ 14,954
LLB Regional - Rt 8X	\$ 157,178	\$ 164,352	\$ 165,057	\$ 205,798	\$ 206,015	\$ 206,233	25.2%	24.8%	\$ 41,445	\$ 40,958
JCB Regional - Rt 9	\$ 66,447	\$ 42,542	\$ 42,552	\$ 56,661	\$ 56,383	\$ 56,355	33.2%	32.5%	\$ 14,119	\$ 13,831
LLB Regional Reserve *	\$ 38,595	\$ 46,500	\$ 51,221	-\$ 48,551	-\$ 43,759	-\$ 38,896			\$ (95,051)	\$ (94,980)
Adjustment for over \$300K maximum for LL summer routes	-\$ 31,418									
	\$ 620,973	\$ 739,785	\$ 753,949	\$ 716,456	\$ 684,625	\$ 697,552	-3.2%	-9.2%	\$ (23,329)	\$ (69,324)

* Amortization is higher than maintenace replacement reserve resulting in reserve adjustment to ID#9 to bring contribution down to 40%

	2021	2022	2023	2022	2023	2024	% Change	% Change	\$ Change	\$ Change
	Budget	Previously Approved Budget		Proposed			22-22	23-23	22-22	23-23
Parks Canada										
Banff Local - Route 1	\$ 22,277	\$ 22,723	\$ 22,723	\$ 23,177	\$ 23,641	\$ 24,114	2.0%	4.0%	\$ 454	\$ 918
Banff Local - Route 2	\$ 27,177	\$ 26,701	\$ 27,235	\$ 27,235	\$ 27,780	\$ 28,335	2.0%	2.0%	\$ 534	\$ 545
Cave & Basin - Rt 4	\$ 131,357	\$ 124,693	\$ 126,890	\$ 144,777	\$ 147,184	\$ 149,639	16.1%	16.0%	\$ 20,085	\$ 20,294
Lake Minnewanka - Rt 6	\$ 358,915	\$ 376,167	\$ 382,748	\$ 431,279	\$ 487,773	\$ 494,391	14.7%	27.4%	\$ 55,112	\$ 105,025
LLB Regional - Rt 8S	\$ 117,478	\$ 104,742	\$ 106,604	\$ 95,557	\$ 97,361	\$ 99,204	-8.8%	-8.7%	\$ (9,185)	\$ (9,243)
LLB Regional - Rt 8X	\$ 266,840	\$ 289,570	\$ 295,037	\$ 264,208	\$ 268,896	\$ 273,682	-8.8%	-8.9%	\$ (25,362)	\$ (26,141)
JCB Regional - Rt 9	\$ 112,808	\$ 74,953	\$ 76,062	\$ 72,742	\$ 73,592	\$ 74,787	-2.9%	-3.2%	\$ (2,211)	\$ (2,470)
Adjustment for over \$300K maximum for LL summer routes	\$ 31,418								\$ -	
Moraine Lake - Rt 10	\$ 48,911	\$ 42,509	\$ 43,357	\$ 38,205	\$ 38,769	\$ 39,343	-10.1%	-10.6%	\$ (4,304)	\$ (4,588)
	\$ 1,117,180	\$ 1,062,058	\$ 1,080,656	\$ 1,097,181	\$ 1,164,996	\$ 1,183,495	3.3%	7.8%	\$ 35,123	\$ 84,340

** Note - Revenues for Rt 9 are higher this is why net contributions are lower.

Rt 8X, 8S, 9 have contributions from ID#9 this is why Rt 4 and Rt 6 contriubtions are higher. Also Rt 6 is allocated 2.5 buses leading to increased fixed expenses.

Bow Valley Regional Transit Services Commission

2022-2024 Proposed Operating Budget

ALL ROUTES										
	2020 Actual	Q2 2021 Actual	2021 Forecast	2021 Budget	2022 Previously Approved Budget	2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget		
INCOME										
Advertising & Marketing Revenue										
4200 Advertising & Marketing	\$ 18,451	\$ 9,153	\$ 38,990	\$ 54,060	\$ 55,141	\$ 55,141	\$ 56,244	\$ 57,367		
4201 Print Fees Revenue	\$ 75	\$ 800	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Advertising & Marketing Revenue	\$ 18,526	\$ 9,953	\$ 39,790	\$ 54,060	\$ 55,141	\$ 55,141	\$ 56,244	\$ 57,367		
Farebox Revenue										
4100 Farebox Income	\$ 448,300	\$ 91,404	\$ 829,267	\$ 1,148,201	\$ 1,829,184	\$ 1,818,942	\$ 1,865,768	\$ 1,903,084		
4110 Transit Voucher Reimbursement	-\$ 25,247	-\$ 31	-\$ 106	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Farebox Revenue	\$ 423,053	\$ 91,373	\$ 829,161	\$ 1,148,201	\$ 1,829,184	\$ 1,818,942	\$ 1,865,768	\$ 1,903,084		
Interest Revenue										
4810 Interest Income	\$ 24,473	\$ 5,100	\$ 15,098	\$ 20,000	\$ 12,000	\$ 12,000	\$ 12,240	\$ 12,485		
Total Interest Revenue	\$ 24,473	\$ 5,100	\$ 15,098	\$ 20,000	\$ 12,000	\$ 12,000	\$ 12,240	\$ 12,485		
Other Income										
4700 Charter Sales	\$ 1,228	\$ 260	\$ 1,428	\$ 2,040	\$ 2,080	\$ 2,080	\$ 2,122	\$ 2,164		
4750 Route Detour Fee	\$ -	\$ -	\$ 236	\$ 408	\$ 416	\$ 416	\$ 424	\$ 432		
4820 Foreign Exchange Rev/Exp	\$ 778	-\$ 0	-\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -		
4830 Warranty Income	\$ 3,774	\$ 330	\$ 330	\$ -	\$ -	\$ -	\$ -	\$ -		
4840 Other Revenue	\$ 211	\$ 114	\$ 114	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Other Income	\$ 5,991	\$ 704	\$ 2,108	\$ 2,448	\$ 2,496	\$ 2,496	\$ 2,546	\$ 2,596		
Partner Programs										
4300 Partner Program Revenue	\$ 199,322	\$ 89,554	\$ 349,168	\$ 390,171	\$ 429,178	\$ 480,041	\$ 489,642	\$ 499,434		
Total Partner Programs	\$ 199,322	\$ 89,554	\$ 349,168	\$ 390,171	\$ 429,178	\$ 480,041	\$ 489,642	\$ 499,434		
Pass Sales										
4150 Pass Revenue	\$ 378,585	\$ 257,715	\$ 484,745	\$ 383,775	\$ 499,553	\$ 595,132	\$ 647,035	\$ 659,975		
4600 SmartCard Fee	\$ 4,035	\$ 714	\$ 714	\$ -	\$ -	\$ -	\$ -	\$ -		
5710 Vendor Discounts - Pass Purchase	-\$ 23,237	-\$ 14,921	-\$ 14,921	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Pass Sales	\$ 359,384	\$ 243,508	\$ 470,538	\$ 383,775	\$ 499,553	\$ 595,132	\$ 647,035	\$ 659,975		
TOTAL INCOME BEFORE REQUISITIONS	\$ 1,030,749	\$ 440,193	\$ 1,705,865	\$ 1,998,654	\$ 2,827,551	\$ 2,963,752	\$ 3,073,474	\$ 3,134,942		
Recoveries - Operating (non-members)										
4500 Recoveries - Operating (non-memb)	\$ 874,485	\$ 464,672	\$ 1,122,029	\$ 1,085,762	\$ 1,315,260	\$ 1,155,474	\$ 1,402,831	\$ 1,426,087		
Total Recoveries - Operating (non-members)	\$ 874,485	\$ 464,672	\$ 1,122,029	\$ 1,085,762	\$ 1,315,260	\$ 1,155,474	\$ 1,402,831	\$ 1,426,087		
Requisitions - Capital										
Total Requisitions - Capital	\$ 7,542	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Requisitions - Operating										
4420-1 Operating Requisition - TOB	\$ 1,221,072	\$ 560,410	\$ 1,075,464	\$ 1,075,464	\$ 1,206,428	\$ 1,097,863	\$ 1,068,964	\$ 1,090,234		
4420-2 Operating Requisition - TOC	\$ 1,223,978	\$ 514,014	\$ 1,000,381	\$ 1,000,380	\$ 1,047,407	\$ 1,100,635	\$ 1,071,791	\$ 1,093,115		
4420-5 Operating Requisition - ID9	\$ 582,223	\$ 192,241	\$ 613,796	\$ 613,796	\$ 693,330	\$ 765,007	\$ 728,384	\$ 736,448		
Total Requisitions - Operating	\$ 3,027,272	\$ 1,266,665	\$ 2,689,641	\$ 2,689,639	\$ 2,947,165	\$ 2,963,504	\$ 2,869,139	\$ 2,919,797		
TOTAL INCOME	\$ 4,940,048	\$ 2,171,530	\$ 5,517,534	\$ 5,774,056	\$ 7,089,977	\$ 7,082,730	\$ 7,345,444	\$ 7,480,826		
EXPENSES										
Advertising & Marketing Expenses										
5226 Drivers recruitment	\$ 6,880	\$ 1,657	\$ 5,255	\$ 16,800	\$ 37,647	\$ 37,647	\$ 38,400	\$ 39,167		
5616 Recruitment Costs - Admin	\$ 1,480	\$ 25	\$ 1,872	\$ 3,690	\$ 3,764	\$ 3,764	\$ 3,839	\$ 3,916		
5700 Advertising and Marketing	\$ 36,027	\$ 17,652	\$ 70,528	\$ 91,051	\$ 150,362	\$ 148,502	\$ 153,370	\$ 156,438		
5715 Commission	\$ -	\$ -	\$ 1,344	\$ 2,400	\$ 2,448	\$ 2,424	\$ 2,472	\$ 2,521		
Total Advertising & Marketing Expenses	\$ 44,387	\$ 19,334	\$ 78,999	\$ 113,941	\$ 194,221	\$ 192,337	\$ 198,081	\$ 202,042		

Bow Valley Regional Transit Services Commission

2022-2024 Proposed Operating Budget

ALL ROUTES

	2020 Actual	Q2 2021 Actual	2021 Forecast	2021 Budget	2022 Previously Approved Budget	2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget
Contracted Services / Professional Fees								
5200 Operating Contracts	\$ 55,143	\$ 12,373	\$ 108,487	\$ 151,858	\$ 10,506	\$ 10,506	\$ 10,716	\$ 10,930
5364 Brinks service fees	\$ 3,953	\$ 1,350	\$ 7,633	\$ 10,875	\$ 11,175	\$ 11,270	\$ 11,495	\$ 11,725
5611 Accounting Fees	\$ 17,609	\$ 11,300	\$ 11,483	\$ 12,740	\$ 12,995	\$ 11,260	\$ 11,485	\$ 11,715
5612 Payroll service fee	\$ 5,730	\$ 2,279	\$ 4,468	\$ 3,955	\$ 4,135	\$ 5,535	\$ 5,646	\$ 5,759
5615 Legal Fees	\$ 2,987	\$ 878	\$ 3,606	\$ 4,886	\$ 4,989	\$ 5,189	\$ 5,293	\$ 5,399
5623 Security Fee	\$ 1,260	\$ -	\$ 8,561	\$ 15,332	\$ 15,640	\$ 15,640	\$ 15,953	\$ 16,272
5624 IT Support	\$ 6,256	\$ 3,829	\$ 7,262	\$ 6,439	\$ 6,823	\$ 8,991	\$ 9,171	\$ 9,355
5629 Contract Work	\$ 137,553	\$ 6,000	\$ 18,502	\$ 25,000	\$ 40,500	\$ 40,500	\$ 41,310	\$ 42,136
Total Contracted Services / Professional Fees	\$ 230,491	\$ 38,008	\$ 170,001	\$ 231,085	\$ 106,763	\$ 108,891	\$ 111,069	\$ 113,291
Fuel Expense								
5270 Fuel	\$ 355,733	\$ 181,548	\$ 534,112	\$ 623,710	\$ 742,536	\$ 644,752	\$ 670,712	\$ 684,125
Utilities - electric bus charging	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,120	\$ 6,242
Total Fuel Expense	\$ 355,733	\$ 181,548	\$ 534,112	\$ 623,710	\$ 742,536	\$ 650,752	\$ 676,832	\$ 690,367
General Operating Expenses								
5351 Office Supplies	\$ 13,969	\$ 3,879	\$ 8,916	\$ 9,322	\$ 12,326	\$ 12,326	\$ 12,573	\$ 12,822
5352 Bank Service Charges	\$ 6,980	\$ 4,957	\$ 10,241	\$ 9,422	\$ 9,661	\$ 15,741	\$ 16,056	\$ 16,376
5353 Janitorial Supplies & Services	\$ 13,367	\$ 527	\$ 1,063	\$ 1,040	\$ 1,066	\$ 1,916	\$ 1,954	\$ 1,993
5354 Postage and Office Delivery	\$ 1,057	\$ 33	\$ 1,580	\$ 2,682	\$ 2,744	\$ 2,776	\$ 2,832	\$ 2,888
5355 Miscellaneous Expense	\$ 50	\$ 57	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -
5357 Cell Phone	\$ 11,114	\$ 3,006	\$ 15,237	\$ 21,606	\$ 22,190	\$ 22,190	\$ 22,634	\$ 23,086
5358 Office Phone	\$ 8,459	\$ 3,952	\$ 9,166	\$ 10,081	\$ 10,565	\$ 11,215	\$ 11,439	\$ 11,668
5359 Board meeting expense	\$ 1,125	\$ -	\$ 675	\$ 1,353	\$ 1,380	\$ 1,380	\$ 1,408	\$ 1,436
5626 Office Rent	\$ 39,896	\$ 21,633	\$ 46,107	\$ 47,783	\$ 50,549	\$ 30,456	\$ 31,065	\$ 31,686
5627 Copier	\$ 4,426	\$ 2,655	\$ 4,633	\$ 3,736	\$ 3,888	\$ 4,988	\$ 5,088	\$ 5,189
5630 Utilities	\$ 4,196	\$ 2,020	\$ 4,280	\$ 4,516	\$ 4,606	\$ 4,606	\$ 4,698	\$ 4,792
Total General Operating Expenses	\$ 104,639	\$ 42,718	\$ 101,954	\$ 111,541	\$ 118,975	\$ 107,594	\$ 109,746	\$ 111,936
Infrastructure Maintenance								
5430 Parks Canada Land Rent	\$ 400	\$ 158	\$ 362	\$ 403	\$ 411	\$ 411	\$ 419	\$ 427
5632 Infrastructure Maintenance Expense	\$ 10,637	\$ 17,080	\$ 36,139	\$ 33,693	\$ 35,132	\$ 35,132	\$ 35,834	\$ 36,550
Total Infrastructure Maintenance	\$ 11,037	\$ 17,239	\$ 36,502	\$ 34,096	\$ 35,543	\$ 35,543	\$ 36,253	\$ 36,977
Insurance Expense								
5310 General Liability Insurance	\$ 4,716	\$ 3,647	\$ 5,989	\$ 4,682	\$ 4,776	\$ 8,580	\$ 8,752	\$ 8,927
5320 Fleet insurance	\$ 62,400	\$ 34,163	\$ 79,476	\$ 83,443	\$ 85,112	\$ 95,766	\$ 97,098	\$ 99,041
Total Insurance Expense	\$ 67,117	\$ 37,810	\$ 85,465	\$ 88,125	\$ 89,888	\$ 104,346	\$ 105,849	\$ 107,968
Software Fees & Licences								
5362 Software and License Fees	\$ 33,122	\$ 20,905	\$ 39,658	\$ 42,820	\$ 43,676	\$ 57,825	\$ 58,982	\$ 60,160
5617 Website	\$ 5,576	\$ 1,763	\$ 8,582	\$ 12,240	\$ 12,737	\$ 12,737	\$ 12,992	\$ 13,251
5620 Smart Farebox Software	\$ 47,034	\$ 22,537	\$ 56,619	\$ 63,000	\$ 64,260	\$ 57,529	\$ 58,680	\$ 59,853
5622 Bus Prediction Software	\$ 43,207	\$ 21,737	\$ 45,100	\$ 43,100	\$ 43,962	\$ 45,868	\$ 46,785	\$ 47,721
Total Software Fees & Licences	\$ 128,940	\$ 66,943	\$ 149,960	\$ 161,160	\$ 164,635	\$ 173,959	\$ 177,438	\$ 180,985
Training, Travel & Meals								
5171 Conference Fees	\$ 350	\$ 649	\$ 3,401	\$ 5,500	\$ 7,804	\$ 7,804	\$ 7,960	\$ 8,119
5172 Meals	\$ 1,444	\$ 99	\$ 3,761	\$ 7,320	\$ 14,343	\$ 9,087	\$ 9,269	\$ 9,453
5173 Training	\$ 614	\$ 1,995	\$ 3,097	\$ 2,200	\$ 2,244	\$ 7,500	\$ 7,650	\$ 7,803
5180 Travel Expense	\$ 326	\$ -	\$ 2,772	\$ 5,500	\$ 5,610	\$ 5,610	\$ 5,722	\$ 5,837
5181 Mileage	\$ 1,945	\$ 643	\$ 2,943	\$ 4,335	\$ 5,532	\$ 5,532	\$ 5,643	\$ 5,754
5227 Driver Training	\$ 2,831	\$ 294	\$ 2,733	\$ 4,400	\$ 4,565	\$ 4,565	\$ 4,656	\$ 4,749
5356 Memberships	\$ 5,386	\$ 3,032	\$ 5,537	\$ 5,007	\$ 5,107	\$ 5,107	\$ 5,209	\$ 5,313
5619 Business Hosting Expenses	\$ 10	\$ -	\$ -	\$ -	\$ 1,673	\$ 1,673	\$ 1,706	\$ 1,741
Total Training, Travel & Meals	\$ 12,905	\$ 6,712	\$ 24,244	\$ 34,262	\$ 46,878	\$ 46,878	\$ 47,816	\$ 48,769

Bow Valley Regional Transit Services Commission

2022-2024 Proposed Operating Budget

ALL ROUTES

	2020 Actual	Q2 2021 Actual	2021 Forecast	2021 Budget	2022 Previously Approved Budget	2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget
Vehicle Expenses								
5225 Drivers uniforms	\$ 5,378	\$ 8,286	\$ 23,541	\$ 26,076	\$ 26,985	\$ 26,985	\$ 27,525	\$ 28,075
5228 Driver recognition	\$ 3,043	\$ 536	\$ 2,856	\$ 4,057	\$ 4,291	\$ 4,291	\$ 4,377	\$ 4,463
5250 Parts	\$ 269,715	\$ 127,527	\$ 300,576	\$ 294,135	\$ 376,076	\$ 423,347	\$ 441,823	\$ 450,660
5255 Vehicle Supplies	\$ 34,201	\$ 18,954	\$ 45,549	\$ 45,198	\$ 69,878	\$ 60,437	\$ 61,646	\$ 62,879
5260 Maintenance Labour	\$ 403,384	\$ 240,491	\$ 523,514	\$ 515,473	\$ 668,205	\$ 615,351	\$ 644,312	\$ 657,199
5410 Bus Lease	\$ 59,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5420 Bus Storage	\$ 43,287	\$ 49,884	\$ 143,252	\$ 153,595	\$ 194,201	\$ 214,298	\$ 218,584	\$ 222,955
5628 Bus wrap repair	\$ 1,298	\$ 1,700	\$ 7,090	\$ 9,046	\$ 9,226	\$ 9,226	\$ 9,411	\$ 9,598
Total Vehicle Expenses	\$ 820,812	\$ 447,378	\$ 1,046,378	\$ 1,047,580	\$ 1,348,862	\$ 1,353,935	\$ 1,407,677	\$ 1,435,829
Wages & Benefits - Administrative								
5110 Wages - Administrative	\$ 351,010	\$ 164,325	\$ 381,632	\$ 431,072	\$ 484,146	\$ 468,649	\$ 482,651	\$ 492,303
5131 CPP & EI	\$ 16,871	\$ 10,972	\$ 10,972	\$ -	\$ -	\$ -	\$ -	\$ -
5133 Health Benefits	\$ 7,595	\$ 3,837	\$ 3,837	\$ -	\$ -	\$ -	\$ -	\$ -
5134 LAPP	\$ 33,069	\$ 15,906	\$ 15,906	\$ -	\$ -	\$ -	\$ -	\$ -
5135 WCB - Admin	\$ 7,051	\$ 3,790	\$ 3,790	\$ -	\$ -	\$ -	\$ -	\$ -
Total Wages & Benefits - Administrative	\$ 415,597	\$ 198,830	\$ 416,137	\$ 431,072	\$ 484,146	\$ 468,649	\$ 482,651	\$ 492,303
Wages & Benefits - Cleaners								
5635 Wages - Cleaners	\$ -	\$ -	\$ -	\$ -	\$ 204,698	\$ 200,065	\$ 216,136	\$ 220,459
5635 Cleaners - Training	\$ -	\$ 404	\$ 404	\$ -	\$ -	\$ -	\$ -	\$ -
5637 Cleaners - CPP&EI	\$ -	\$ 15,437	\$ 15,437	\$ -	\$ -	\$ -	\$ -	\$ -
5636 Cleaners - WCB	\$ -	\$ 376	\$ 376	\$ -	\$ -	\$ -	\$ -	\$ -
5287 Cleaners - LAPP	\$ -	\$ 1,147	\$ 1,147	\$ -	\$ -	\$ -	\$ -	\$ -
5286 Health Benefits - Cleaners	\$ -	\$ 1,256	\$ 1,256	\$ -	\$ -	\$ -	\$ -	\$ -
Total Wages & Benefits - Cleaners	\$ -	\$ 18,620	\$ 18,620	\$ -	\$ 204,698	\$ 200,065	\$ 216,136	\$ 220,459
Wages & Benefits - Customer Support								
5631 Wages - Customer Centre Support	\$ 59,810	\$ 44,338	\$ 120,388	\$ 137,287	\$ 181,999	\$ 257,112	\$ 266,726	\$ 272,061
5633 Customer Centre Support - CPP&EI	\$ 4,043	\$ 3,117	\$ 3,117	\$ -	\$ -	\$ -	\$ -	\$ -
5634 Customer Centre Support - WCB	\$ 1,215	\$ 1,006	\$ 1,006	\$ -	\$ -	\$ -	\$ -	\$ -
5682 Customer Service - LAPP	\$ 4,070	\$ 3,983	\$ 3,983	\$ -	\$ -	\$ -	\$ -	\$ -
5683 Health Benefits - Customer Service	\$ 5,958	\$ 3,397	\$ 3,397	\$ -	\$ -	\$ -	\$ -	\$ -
Total Wages & Benefits - Customer Support	\$ 75,097	\$ 55,840	\$ 131,890	\$ 137,287	\$ 181,999	\$ 257,112	\$ 266,726	\$ 272,061
Wages & Benefits - Drivers								
5221 Drivers Wages	\$ 1,314,251	\$ 604,081	\$ 1,711,773	\$ 1,960,218	\$ 2,460,498	\$ 2,273,457	\$ 2,338,293	\$ 2,385,059
5223 Drivers Wages - Training	\$ 47,196	\$ 72,142	\$ 82,013	\$ 100,000	\$ 160,424	\$ 160,099	\$ 163,301	\$ 166,567
5231 Drivers CPP & EI	\$ 94,911	\$ 48,276	\$ 48,276	\$ -	\$ -	\$ -	\$ -	\$ -
5232 LAPP - Drivers	\$ 91,418	\$ 43,068	\$ 43,068	\$ -	\$ -	\$ -	\$ -	\$ -
5233 Health Benefits - Drivers	\$ 56,017	\$ 24,189	\$ 24,189	\$ -	\$ -	\$ -	\$ -	\$ -
5234 WCB - Drivers	\$ 27,579	\$ 15,311	\$ 15,311	\$ -	\$ -	\$ -	\$ -	\$ -
Total Wages & Benefits - Drivers	\$ 1,631,372	\$ 807,068	\$ 1,924,631	\$ 2,060,218	\$ 2,620,922	\$ 2,433,556	\$ 2,501,594	\$ 2,551,626
Wages & Benefits - Operations								
5220 Wages - Operations	\$ 290,633	\$ 142,219	\$ 321,228	\$ 355,097	\$ 405,029	\$ 423,169	\$ 431,632	\$ 440,266
5281 Operations - CPP & EI	\$ 16,396	\$ 10,596	\$ 10,596	\$ -	\$ -	\$ -	\$ -	\$ 3
5282 Operations - LAPP	\$ 27,704	\$ 13,806	\$ 13,806	\$ -	\$ -	\$ -	\$ -	\$ -
5283 Operations - Health Benefits	\$ 8,879	\$ 4,666	\$ 4,666	\$ -	\$ -	\$ -	\$ -	\$ -
5284 Operations - WCB	\$ 5,887	\$ 3,223	\$ 3,223	\$ -	\$ -	\$ -	\$ -	\$ -
Total Wages & Benefits - Operations	\$ 349,498	\$ 174,510	\$ 353,519	\$ 355,097	\$ 405,029	\$ 423,169	\$ 431,632	\$ 440,269
TOTAL OPERATING EXPENSES	\$ 4,247,623	\$ 2,112,556	\$ 5,072,410	\$ 5,429,174	\$ 6,745,095	\$ 6,556,786	\$ 6,769,500	\$ 6,904,882
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION	\$ 692,425	\$ 58,973	\$ 445,124	\$ 344,882	\$ 344,882	\$ 525,944	\$ 575,944	\$ 575,944
Amortization Expense								
5900 Amortization Exp	\$ 933,858	\$ 496,042	\$ 1,064,978	\$ 1,064,972	\$ 1,214,972	\$ 1,441,125	\$ 1,539,793	\$ 1,539,793
Total Amortization Expense	\$ 933,858	\$ 496,042	\$ 1,064,978	\$ 1,064,972	\$ 1,214,972	\$ 1,441,125	\$ 1,539,793	\$ 1,539,793
NET INCOME	-\$ 241,433	-\$ 437,069	-\$ 619,854	-\$ 720,090	-\$ 870,090	-\$ 915,181	-\$ 963,849	-\$ 963,849

Bow Valley Regional Transit Services Commission

2022-2031 Proposed Capital Budget

2022-2031 Capital Budget Summary

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Banff										
Opening Deferred Capital Contribution Balance	\$ 1,267,661	\$ 1,796,276	\$ 2,394,852	\$ 2,829,322	\$ 3,417,171	\$ 2,882,383	\$ 3,107,131	\$ 2,252,875	\$ 2,688,354	\$ 2,888,921
Anticipated Grant Funding	-	-	-	-	971,600	-	-	-	-	-
Municipal Contribution to New Assets	-	-	-	-	-	-	-	-	-	-
Banff Capital Requisition										
Banff Local Capital Replacement	537,200	545,200	553,400	561,600	570,000	578,600	587,200	596,000	605,000	614,000
Canmore / Banff Regional Capital Replacement	61,900	62,900	63,800	64,700	65,700	66,700	67,700	68,700	69,700	70,700
Commission Capital Replacement	37,400	37,600	37,900	38,300	38,700	39,100	39,400	39,800	40,200	40,600
Total Banff Capital Requisition	636,500	645,700	655,100	664,600	674,400	684,400	694,300	704,500	714,900	725,300
Capital Projects										
Banff New Capital Assets	-	-	-	-	-	-	-	-	-	-
Banff Local Capital Replacement	(32,841)	(24,162)	(71,527)	(1,000)	(2,080,494)	(390,558)	(1,531,390)	(252,631)	(155,862)	(257,460)
Canmore / Banff Regional Capital Replacement	(51,711)	(5,886)	(11,434)	(36,570)	(84,987)	(44,235)	(500)	(6,390)	(348,471)	(46,918)
Commission Capital Replacement	(23,333)	(17,076)	(137,669)	(39,180)	(15,307)	(24,859)	(16,667)	(10,000)	(10,000)	(10,000)
Total Capital Projects	(107,885)	(47,124)	(220,631)	(76,750)	(2,180,788)	(459,652)	(1,548,556)	(269,021)	(514,333)	(314,378)
Closing Deferred Capital Contribution Balance	\$ 1,796,276	\$ 2,394,852	\$ 2,829,322	\$ 3,417,171	\$ 2,882,383	\$ 3,107,131	\$ 2,252,875	\$ 2,688,354	\$ 2,888,921	\$ 3,299,842

Canmore										
Opening Deferred Capital Contribution Balance	\$ 698,417	\$ 619,112	\$ 817,158	\$ 717,971	\$ 866,924	\$ 938,882	\$ 1,139,888	\$ 1,320,152	\$ 1,602,162	\$ 1,546,291
Anticipated Grant Funding	666,667	-	-	-	-	-	522,243	-	269,014	-
Municipal Contribution to New Assets	333,333	-	-	-	-	-	522,243	-	269,014	-
Canmore Capital Requisition										
Canmore Local Capital Replacement	115,300	174,600	177,200	179,900	182,600	185,300	188,100	190,900	193,700	196,600
Canmore / Banff Regional Capital Replacement	61,900	62,900	63,800	64,700	65,700	66,700	67,700	68,700	69,700	70,700
Commission Capital Replacement	37,400	37,600	37,900	38,300	38,700	39,100	39,400	39,800	40,200	40,600
Total Canmore Capital Requisition	214,600	275,100	278,900	282,900	287,000	291,100	295,200	299,400	303,600	307,900
Capital Projects										
Canmore Project Capital Expenditures	(30,000)	(10,000)	-	(35,000)	(30,000)	(20,000)	-	-	-	-
Canmore Operating Capital Expenditures	(1,188,861)	(44,091)	(228,983)	(23,197)	(84,749)	(1,000)	(1,142,256)	(1,000)	(539,028)	-
Canmore / Banff Regional Capital Replacement	(51,711)	(5,886)	(11,434)	(36,570)	(84,987)	(44,235)	(500)	(6,390)	(348,471)	(46,918)
Commission Capital Replacement	(23,333)	(17,076)	(137,669)	(39,180)	(15,307)	(24,859)	(16,667)	(10,000)	(10,000)	(10,000)
Total Capital Projects	(1,293,905)	(77,054)	(378,087)	(133,947)	(215,043)	(90,094)	(1,159,423)	(17,390)	(897,499)	(56,918)
Closing Deferred Capital Contribution Balance	\$ 619,112	\$ 817,158	\$ 717,971	\$ 866,924	\$ 938,882	\$ 1,139,888	\$ 1,320,152	\$ 1,602,162	\$ 1,546,291	\$ 1,797,272

Banff 2022 - 2031 Capital Budget

					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Banff	Life Cycle	In Service Year	Replace Date	Historic Cost										
FLEET REPLACEMENT														
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										
FLEET REPLACEMENT TOTAL					\$ -	\$ -	\$ -	\$ -	\$ 1,943,200	\$ -	\$ -	\$ -	\$ -	\$ -
FLEET COMPONENT REPLACEMENT														
Engines: (1 replacement during lifecycle)														
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		
Bus Wraps:														
Wolf Bus Wrap	6	2015	2021	\$ 11,500					Bus Repl.					
Goat Bus Wrap	6	2015	2021	\$ 11,500					Bus Repl.					
Bear Bus Wrap	6	2015	2021	\$ 11,500					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					\$ 13,750
Increased Frequency Phase II (Electric Bus #2) Wrap	5	2021	2026	\$ 11,500					\$ 12,763					\$ 13,750
Park N Ride Shuttles - 1 electric busWrap	5	2021	2026	\$ 11,500					\$ 12,763					\$ 13,750

Banff 2022 - 2031 Capital Budget

					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Bus Transmission:														
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										\$ 47,825
Increased Frequency Phase II (Bus #2)	10	2021	2031	\$ 40,000										\$ 47,825
Park N Ride Shuttles - 1 electric bus transmission	10	2021	2031	\$ 40,000										\$ 47,825
Battery Pack:														
Wolf - Hybrid Battery	10	2008	2018	\$ 55,000					Bus Repl.					
Goat - Hybid Battery	11	2008	2019	\$ 55,000					Bus Repl.					
Bear - Hybrid Battery	12	2008	2020	\$ 55,000					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			
Bus Refurbishment (GreenTrip Eligible)														
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										\$ 23,912
Increased Frequency Phase II (Electric Bus #2)	10	2021	2031	\$ 20,000										\$ 23,912
Park N Ride Shuttles - 1 electric bus	10	2021	2031	\$ 20,000										\$ 23,912
Bus Bike Rack Replacement:														
Wolf Bike Rack	9	2008	2017	\$ 2,000					Bus Repl.					
Goat Bike Rack	9	2008	2017	\$ 2,000					Bus Repl.					
Bear Bike Rack	9	2008	2017	\$ 2,000					Bus Repl.					
Elk Bike Rack	9	2017	2026	\$ 2,000					\$ 2,253					
Coyote Bike Rack	9	2018	2027	\$ 2,000						\$ 2,287				
Mule Deer Bike Rack	9	2018	2027	\$ 2,000						\$ 2,287				
Beaver Bike Rack	9	2018	2027	\$ 2,000						\$ 2,287				
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	
Bus Farebox Replacement:														
Wolf Farebox	9	2008	2017	\$ 20,000					Bus Repl.					
Goat Farebox	9	2008	2017	\$ 20,000					Bus Repl.					
Bear Farebox	9	2008	2017	\$ 20,000					Bus Repl.					
Elk Farebox	9	2017	2026	\$ 20,000					\$ 22,530					
Coyote Farebox	9	2018	2027	\$ 20,000						\$ 22,868				
Mule Deer Farebox	9	2018	2027	\$ 20,000						\$ 22,868				
Beaver Farebox	9	2018	2027	\$ 20,000		066				\$ 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		2							\$ 23,559	

Banff 2022 - 2031 Capital Budget

					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Park N Ride Shuttles - 1 electric bus	9	2021	2030	\$ 20,000									\$ 23,559	

Banff 2022 - 2031 Capital Budget

					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Bus Security Camera Replacement:														
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				
FLEET COMPONENT REPLACEMENT TOTAL					\$ 31,841	\$ 23,162	\$ 70,527	\$ -	\$ 136,295	\$ 389,558	\$ 1,530,390	\$ 251,631	\$ 154,862	\$ 256,460
NON-FLEET CAPITAL REPLACEMENT														
Banff - Arrival Prediction Signs	8	2013	2021											
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
Mobile Ticketing Software														
Ticket Vending Machine (1 unit)	10	2020	2030	\$15,000									\$ 17,408	
NON FLEET REPLACEMENT TOTAL					\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
NEW CAPITAL ASSETS					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REPLACEMENT OF CAPITAL ASSETS					\$ 32,841	\$ 24,162	\$ 71,527	\$ 1,000	\$ 2,080,494	\$ 390,558	\$ 1,531,390	\$ 252,631	\$ 155,862	\$ 257,460
TOTAL					\$ 32,841	\$ 24,162	\$ 71,527	\$ 1,000	\$ 2,080,494	\$ 390,558	\$ 1,531,390	\$ 252,631	\$ 155,862	\$ 257,460
Municipal Capital Contribution														
Grant Funding (GreenTRIP 3)														
Grant Funding (PTIF)														
Grant Funding (IICP)														
Grant Funding (ACT)														
Projected Future Grant Funding									\$ 971,600	\$ -	\$ -	\$ -	\$ -	\$ -
Total Annual Capital Commitment					\$ 32,841	\$ 24,162	\$ 71,527	\$ 1,000	\$ 1,108,894	\$ 390,558	\$ 1,531,390	\$ 252,631	\$ 155,862	\$ 257,460

Canmore 2022 - 2031 Capital Budget

					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Canmore	Life Cycle	In Service Year	Replace Date	Historic Cost										
OPERATING CAPITAL														
Fleet Replacement														
Cougar	12	2016	2028	\$450,000							522,243			
Lynx	12	2016	2028	\$450,000							522,243			
Summer Fox	12	2018	2030	\$450,000									538,028	
New Proterra	18	2022	2040	\$1,000,000	1,000,000									
Driver Swap Vehicle	5	2016	2021						16,159					
Engine Replacement														
Cougar	6	2016	2022	\$65,000	68,989						Bus Repl			
Lynx	6	2016	2022	\$65,000	68,989						Bus Repl			
Summer Fox	6	2018	2024	\$65,000			71,074						Bus Repl	
New Proterra	6	2022	2028	\$65,000							71,074			
Bus Wrap Replacement														
Cougar	6	2016	2022	\$11,500	12,206						Bus Repl			
Lynx	6	2016	2022	\$11,500	12,206						Bus Repl			
Summer Fox	6	2018	2024	\$11,500			12,575						Bus Repl	
New Proterra	6	2022	2028	\$11,500							12,575			
Bus Transmission Replacement														
Cougar	8	2016	2024	\$40,000			43,738				Bus Repl			
Lynx	8	2016	2024	\$40,000			43,738				Bus Repl			
Summer Fox	8	2018	2026	\$40,000					45,060				Bus Repl	
New Proterra	9	2022	2031	\$40,000										45,736
Bus Refurbishment														
Cougar	7	2016	2023	\$20,000		21,546					Bus Repl			
Lynx	7	2016	2023	\$20,000		21,546					Bus Repl			
Summer Fox	7	2018	2025	\$20,000				22,197					Bus Repl	
New Proterra	9	2022	2031	\$20,000										22,868
Bus Bike Rack Replacement														
Cougar	6	2016	2022	\$2,000	2,123						Bus Repl			
Lynx	6	2016	2022	\$2,000	2,123						Bus Repl			
Summer Fox	6	2018	2024	\$2,000			2,187						Bus Repl	
New Proterra	6	2022	2028	\$2,000							2,187			
Bus Farebox Replacement														
Cougar	8	2016	2024	\$20,000			21,869				Bus Repl			
Lynx	8	2016	2024	\$20,000			21,869				Bus Repl			
Summer Fox	8	2018	2026	\$20,000					22,530				Bus Repl	
New Proterra	9	2022	2031	\$20,000										22,868

Canmore 2022 - 2031 Capital Budget

					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Bus Security Cameras Replacement														
Cougar	6	2016	2022	\$10,000	10,614						Bus Repl			
Lynx	6	2016	2022	\$10,000	10,614						Bus Repl			
Summer Fox	6	2018	2024	\$10,000			10,934						Bus Repl	
New Proterra	6	2022	2028	\$10,000							10,934			
Smart Card Stock					1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Subtotal:					1,188,861	44,091	228,983	23,197	84,749	1,000	1,142,256	1,000	539,028	
Project Capital														
Bike Trailers														
Arrival Prediction signs	8years				30,000			30,000	30,000	20,000				
Mobile Ticketing Software														
Bus Stop and Transit Wayfinding Signs						10,000		5,000						
Project Capital Subtotal					30,000	10,000	0	35,000	30,000	20,000	0	0	0	
GRANT FUNDING:														
Approved Grant Funding (GreenTRIP 2)					666,667									
Approved Grant Funding (GreenTRIP 3)														
Approved Grant Funding (PTIF)														
Projected Future Grant Funding for Bus Replacement (50%)											522,243		269,014	
TOTAL GRANT FUNDING					666,667	0	0	0	0	0	522,243	0	269,014	

Canmore / Banff Regional 2022-2031 Capital Budget

					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Canmore / Banff Regional	Life Cycle	In Service Year	Replace Date	Historic Cost										
FLEET REPLACEMENT														
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										
FLEET REPLACEMENT TOTAL					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,391,884	\$ -
FLEET COMPONENT REPLACEMENT														
Engines (3 replacements during lifecycle):														
Moose Engine	4.5	2016	2020.5	\$ 65,000				\$ 72,140					Bus Repl.	
Sheep Engine	4.5	2017	2021.5	\$ 65,000					\$ 73,222				Bus Repl.	
Black Bear Engine	4.5	2017	2018	\$ 65,000	\$ 68,989					\$ 74,320				\$ 78,881
Bus Wraps:														
Moose Bus Wrap	5	2016	2021	\$ 11,500					\$ 12,955				Bus Repl.	
Sheep Bus Wrap	5	2016	2021	\$ 11,500					\$ 12,955				Bus Repl.	
Black Bear Bus Wrap	5	2017	2022	\$ 11,500	\$ 12,206					\$ 13,149				\$ 13,956
Bus Transmission:														
Moose Transmission	9	2012	2021	\$ 40,000									Bus Repl.	
Sheep Transmission	9	2012	2021	\$ 40,000									Bus Repl.	
Black Bear Transmission	9	2017	2026	\$ 40,000					\$ 45,060					
Bus Refurbishment (GreenTrip Eligible):														
Moose Refurb	7	2012	2019										Bus Repl.	
Sheep Refurb	7	2012	2019										Bus Repl.	
Black Bear Refurb	7	2017	2024	\$ 20,000			\$ 21,869							
Bus Bike Rack Replacement:														
Moose Bike Rack	9	2012	2021	\$ 2,000									Bus Repl.	
Sheep Bike Rack	9	2012	2021	\$ 2,000									Bus Repl.	
Black Bike Rack	9	2017	2026	\$ 2,000					\$ 2,253					
Bus Farebox Replacement:														
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 2022-2031 Capital Budget

					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Bus Security Camera Replacement:														
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		
FLEET COMPONENT REPLACEMENT TOTAL					\$ 102,422	\$ 10,773	\$ 21,869	\$ 72,140	\$ 168,974	\$ 87,469	\$ -	\$ 11,779	\$ -	\$ 92,837
NON-FLEET CAPITAL REPLACEMENT														
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
Mobile Ticketing Software														
Ticket Vending Machine (1 unit)	10	2020	2030	\$15,000									17,408	
NON FLEET REPLACEMENT TOTAL					\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
NEW CAPITAL ASSETS					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REPLACEMENT OF CAPITAL ASSETS					\$ 103,422	\$ 11,773	\$ 22,869	\$ 73,140	\$ 169,974	\$ 88,469	\$ 1,000	\$ 12,779	\$ 1,392,884	\$ 93,837
TOTAL					\$ 103,422	\$ 11,773	\$ 22,869	\$ 73,140	\$ 169,974	\$ 88,469	\$ 1,000	\$ 12,779	\$ 1,392,884	\$ 93,837
Approved Funding (GreenTRIP 3)														
Approved Grant Funding (PTIF)														
Grant Funding (IICP)														
Grant Funding (ACT)														
Projected Future Grant Funding													695,942	
Total Annual Capital Commitment					103,422	11,773	22,869	73,140	169,974	88,469	1,000	12,779	696,942	93,837
Each Partners Share (1/2 Each TOB and TOC)					51,711	5,886	11,434	36,570	84,987	44,235	500	6,390	348,471	46,918

Lake Louise / Banff Regional 2022-2031 Capital Budget

					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Lake Louise / Banff Regional	Life Cycle	In Service Year	Replace Date	Historic Cost										
Fleet Replacement														
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			17,934
SeaCan Container	10	2019	2029	\$ 15,000								17,408		
Ticket Vending Machine (2 units)	10	2020	2030	\$ 30,000									34,816	
Driver Training Equipment	10	2020	2030	\$ 250,000									290,135	
NEW FLEET TOTAL					15,685	-	-	16,402	-	-	17,151	17,408	324,951	17,934
FLEET COMPONENT REPLACEMENT														
Engine Replacement														
New Bus (MCI) #1	4.5	2019	2023.5	\$ 65,000			72,140				76,567			
New Bus (MCI) #2	4.5	2019	2023.5	\$ 65,000			72,140				76,567			
New Bus (MCI) #3	4.5	2019	2023.5	\$ 65,000			72,140				76,567			
New Bus (MCI) #4	4.5	2019	2023.5	\$ 65,000			72,140				76,567			
New Bus (Nova) #1	4.5	2019	2023.5	\$ 65,000			72,140				76,567			
New Bus (Nova) #2	4.5	2019	2023.5	\$ 65,000			72,140				76,567			
New Bus (Nova) #3	4.5	2019	2023.5	\$ 65,000			72,140				76,567			
Bus Wrap Replacement														
New Bus (MCI) #1	5	2019	2024	\$ 11,500			12,575					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		
Bus Transmission Replacement														
New Bus (MCI) #1	9	2019	2028	\$ 40,000							46,422			
New Bus (MCI) #2	9	2019	2028	\$ 40,000							46,422			
New Bus (MCI) #3	9	2019	2028	\$ 40,000							46,422			
New Bus (MCI) #4	9	2019	2028	\$ 40,000							46,422			
New Bus (Nova) #1	9	2019	2028	\$ 40,000							46,422			
New Bus (Nova) #2	9	2019	2028	\$ 40,000							46,422			
New Bus (Nova) #3	9	2019	2028	\$ 40,000							46,422			

Lake Louise / Banff Regional 2022-2031 Capital Budget

					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Bus Refurbishment														
New Bus (MCI) #1	9	2019	2028	\$ 20,000							23,211			
New Bus (MCI) #2	9	2019	2028	\$ 20,000							23,211			
New Bus (MCI) #3	9	2019	2028	\$ 20,000							23,211			
New Bus (MCI) #4	9	2019	2028	\$ 20,000							23,211			
New Bus (Nova) #1	9	2019	2028	\$ 20,000							23,211			
New Bus (Nova) #2	9	2019	2028	\$ 20,000							23,211			
New Bus (Nova) #3	9	2019	2028	\$ 20,000							23,211			
Bus Bike Rack Replacement														
New Bus (MCI) #1	9	2019	2028	\$ 2,000							2,321			
New Bus (MCI) #2	9	2019	2028	\$ 2,000							2,321			
New Bus (MCI) #3	9	2019	2028	\$ 2,000							2,321			
New Bus (MCI) #4	9	2019	2028	\$ 2,000							2,321			
New Bus (Nova) #1	9	2019	2028	\$ 2,000							2,321			
New Bus (Nova) #2	9	2019	2028	\$ 2,000							2,321			
New Bus (Nova) #3	9	2019	2028	\$ 2,000							2,321			
Bus Security Camera Replacement														
New Bus (MCI) #1	6	2019	2025	\$ 10,000				11,098						12,318
New Bus (MCI) #2	6	2019	2025	\$ 10,000				11,098						12,318
New Bus (MCI) #3	6	2019	2025	\$ 10,000				11,098						12,318
New Bus (MCI) #4	6	2019	2025	\$ 10,000				11,098						12,318
New Bus (Nova) #1	6	2019	2025	\$ 10,000				11,098						12,318
New Bus (Nova) #2	6	2019	2025	\$ 10,000				11,098						12,318
New Bus (Nova) #3	6	2019	2025	\$ 10,000				11,098						12,318
Bus Farebox Replacement														
New Bus (MCI) #1	9	2019	2028	\$ 20,000							23,211			
New Bus (MCI) #2	9	2019	2028	\$ 20,000							23,211			
New Bus (MCI) #3	9	2019	2028	\$ 20,000							23,211			
New Bus (MCI) #4	9	2019	2028	\$ 20,000							23,211			
New Bus (Nova) #1	9	2019	2028	\$ 20,000							23,211			
New Bus (Nova) #2	9	2019	2028	\$ 20,000							23,211			
New Bus (Nova) #3	9	2019	2028	\$ 20,000							23,211			
FLEET COMPONENT REPLACEMENT TOTAL					\$ -	\$ -	\$ 593,002	\$ 77,689	\$ -	\$ -	\$ 1,202,117	\$ 94,825	\$ -	\$ 86,223
NEW CAPITAL ASSETS					15,685	-	-	16,402	-	-	17,151	17,408	324,951	17,934
REPLACEMENT OF CAPITAL ASSETS					-	-	593,002	77,689	-	-	1,202,117	94,825	-	86,223
TOTAL					15,685	-	593,002	94,091	-	-	1,219,268	112,233	324,951	104,157
Parks Canada Funding														
ID#9 Funding														
Approved Grant Funding (GreenTRIP)					0									
Grant Funding (IICP)														
Grant Funding (ACT)														
Projected Future Grant Funding														
Total Annual Capital Spending					\$15,685	\$0	\$593,002	\$94,091	\$0	\$0	\$1,219,268	\$112,233	\$324,951	\$104,157

Commission 2022 - 2031 Capital Budget

					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Commission	Life Cycle	In Service Year	Replace Date	Historic Cost										
NEW CAPITAL														
Lion electric - pushed capital replacement forward, but was included in capital projects in 2020	15	2022		\$ 460,000										
NEW CAPITAL TOTAL					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FLEET REPLACEMENT														
Fox Bus	12	2012	2024	\$ 170,000			\$ 191,504							
Deer Bus	12	2012	2024	\$ 170,000			\$ 191,504							
Lion electric	15	2022	2037	\$ 460,000										
Operations Vehicle	6	2016	2022	\$ 8,500	\$ 15,000						\$ 20,000			
FLEET REPLACEMENT TOTAL					\$ 15,000	\$ -	\$ 383,007	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -
FLEET COMPONENT REPLACEMENT														
Bus Wraps:														
Fox Bus	7	2012	2019	\$ 10,000			Bus Repl							
Deer Bus	7	2012	2019	\$ 10,000			Bus Repl							
Lion electric	7	2020	2027	\$ 10,000						11,434				
FLEET COMPONENT REPLACEMENT TOTAL					\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,434	\$ -	\$ -	\$ -	\$ -
NON-FLEET CAPITAL														
Office Equipment, Furniture, Renovations - increase to cover office and transit storage locations					\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Office IT, Computers, Wiring, Telephones,increase to cover office and transit storage locations					\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Website and Information Technology	4	2015	2019	\$ 19,704		\$ 21,227				\$ 22,530				
Trapeze hosting IT	4	2022	2026	\$ 15,000	\$ 15,000				\$ 15,920					
Visitor centre set up	5	2022	2027	\$ 10,000	\$ 10,000					\$ 10,614				
Office phones	5	2016	2021					\$ 7,541						
Fleet Arrival Prediction Replacement	5	2020	2025					\$ 80,000						
NON-FLEET CAPITAL TOTAL					\$ 55,000	\$ 51,227	\$ 30,000	\$ 117,541	\$ 45,920	\$ 63,143	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
ALL PROJECTS TOTAL					\$ 70,000	\$ 51,227	\$ 413,007	\$ 117,541	\$ 45,920	\$ 74,577	\$ 50,000	\$ 30,000	\$ 30,000	\$ 30,000
Municipal Funding														
Grant Funding (Greentrip)														
Grant Funding (IICP)														
Grant Funding (ACT)														
Projected Future Grant Funding							\$ 191,504	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Bow Valley *Regional* Transit Services Commission



New Service Level Requests

1. Dispatch Coordinator
2. Human Resources Coordinator
3. Route 3 Additional Weekend Bus

Motion to consider:

“... moves to approve the New Service Level Request for ... and directs administration to include this in the proposed operating budget to be presented at the September 9th Commission meeting.

Bow Valley *Regional* Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Martin Bean

Date of Request: July 26, 2021

Title of Initiative: Human Resources Coordinator (Full-time)

Objective:

The BVRTSC has seen continual significant growth in service hours operated, fleet size and consequently the number of people employed. With this growth, the need for an internal human resources position to assist with managing the needs of our employee base is becoming increasingly necessary. Our operation is vibrant 7 days per week, 20 hours per day and with an employee base of over 80 people, additional resources are needed to manage the growing HR requirement within our organization.

Summary:

Currently all recruitment, onboarding and HR support is provided by our internal administration and operations staff. With the growth and seasonality of our operations the demand on current staff for providing the necessary time for HR services is becoming an increasing burden.

The BVRTSC utilize the services of an external consultant on a retainer of approximately \$1,000 per month. Administration has determined over the two years that they are very supportive in providing high level human resources advice on best practices and assisting with understanding human rights and other HR legislation. In addition, they have provided assistance with creating our employee handbook, advising on policies and managing, however our growth has created a significant gap in terms of on-site day to day human resources administration.

For the current summer we hired more than 25 drivers to meet the seasonal needs of our partners. Recruitment, onboarding, training, paperwork, follow up, as well as ongoing HR support is an important and time-consuming role. From February through the entire summer, our operations and training staff are busy with operations planning and execution. The workload is creating an overload on our team and leading to employee burnout and taking away from Roam being able to provide a healthy workplace for our team. For 2022 and beyond, it is anticipated that the seasonal hiring needs will continually increase and that qualified employees will become more difficult to recruit.

Our people are our greatest asset it is critical that the organization invests more into employee engagement and culture within the organization. There is the need for a more consistent application of human resource processes throughout the organization such as:

- Recruitment
- Onboarding
- Training
- Employee relations
- Benefits administration
- Performance management
- Exit interviews and improvement recommendations

In 2022, Roam is looking to implement new dispatch, human resources, and scheduling software. It is anticipated that this will be the central hub of policies, procedures, and information within our organization. The administrative support provided by this coordinator position will be critical when setting up, implementing, and using this new software.

Additional training opportunities are being considered for employees such as ‘Respect in the Workplace’ and human resources administrative support will be essential to ensure training is part of an integrated and consistent approach to overall employee engagement within the organization.

Administration believes it is necessary to implement this position in a full-time capacity. The Human Resources Coordinator role is projected to handle all day-to-day requirements, while Elevated HR will continue to assist with writing policies and provide high-level HR advice within the organization. As this role progresses and policies are implemented, we feel that the retainer for the external HR consultant could be reduced to \$500 - \$750 per month.

Cost to Implement:

Recruitment \$500
 Computer/Phone \$3,000
 Total: \$3,500

Ongoing Operational Cost per year:

Salary:	\$50,000
Benefits:	\$13,000
IT/Computer/Phone:	\$1,000

Total	\$64,000
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Total additional cost to Commission = \$64,000

Consistent with other admin expenses this will be split between admin and other routes based on service hours and increase in summer service.

Resources Required to Implement:

Supervision by the Financial Controller
 Existing office space can be utilized within BVRTSC administration office
 Communication support for messaging and public information

Resources Required to Maintain:

Supervision will be required by Financial Controller.

Return on Investment:

Ensuring a high standard of consistently applied HR support within the organization. HR support is critical for employee well-being and satisfaction, resulting in higher team member morale, safety and retention.

Brand Standard Impact:

Positive Brand Standard impact through increased employee engagement and retention.

Estimated Delivery Date: January 2022

Commission Strategic Priority? Yes/No

Bow Valley *Regional* Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Martin Bean

Date of Request: July 26, 2021

Title of Initiative: Dispatch Coordinator (Part Time)

Objective:

BVRTSC as an organization has been growing in service hours operated, fleet and drivers employed. With this growth, a need for increased operations management and redefining of duties is needed to meet quality of service and operational needs. Our operation is vibrant 7 days per week, 20 hours per day and with an employee base of over 80 people, additional resources are needed to manage the hourly operations.

Summary:

- With the increase in services provided, including Parks Canada routes and additional Banff local service, the total service hours operated by Roam Transit will be 52,500 hours. This represents an increase in service hours of 165% over the past 5 years (19,800 hours in 2016). The above service hour numbers do not include services that we operate on a contract basis including:
 - Banff Train Station parking lot shuttle
 - Parks Canada Moraine Lake Early Bird Shuttle
 - OnIt service management and coordination
- Our driver base is currently more than 75 employees, with additional drivers needed before next summer.
- Recruiting and training will require at least an effort of 4 months prior to the operational season. Our current dispatch schedule operates 7 days per week and utilizes our Transit Systems Specialist and our Dispatch Supervisor to fill in on the 3 days per week that our Dispatch Coordinator is not working. With the growth that has happened since our last staffing increase at the end of 2018, this allocation of resources is not viable anymore.
- This year, we hired approximately 25 drivers, many of them available due to no activities happening with their regular employers. For next year, we anticipate needing more than 30 drivers with many of the 2021 drivers not being available. The implication of this is that our training will be extended due to having to hire drivers without licenses and training them to the full requirements of the MELT program.

- Our Transit Systems specialist will be taking on the duties of lead simulator trainer and coordinating our training program going forward as well as the demanding transit systems role.
- Service excellence is a key to the brand and quick and efficient response is required to any mechanical or passenger issues, seven days per week.
- Employee retention and satisfaction require an adequate amount of time away from the office and work-related cell phone calls. This is becoming extremely difficult to achieve given the current operational volumes.
- Improved safety through having supervisory personnel available to attend any required situations in a timelier manner.
- This position is intended to be a full-time role that combines 60% of time in the dispatch role and 40% of time in a driving role.

Cost to Implement:

Recruitment \$500
 Computer/Phone \$3,000
 Total: \$3,500

Ongoing Operational Cost per year:

Salary:	\$60,000
Benefits:	\$16,200
IT/Computer/Phone:	\$1,000

Total	\$77,200
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Driving portion of role	(\$30,800)
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Total additional cost to Commission = \$46,400 – 50% to be funded by Commission routes and 50% to be covered by Parks Canada routes.

Resources Required to Implement:

Supervision by the Operations Supervisor
 Existing office space can be utilized within BVRTSC compound office
 Communication support for messaging and public information

Resources Required to Maintain:

Supervision will be required by the Operations Supervisor.

Return on Investment:

Ensuring a high standard of customer service and safety through progressive and proactive operational support. Operational support is critical for employee well-being and satisfaction, resulting in higher team member morale, safety and retention.

Brand Standard Impact:

Positive Brand Standard impact through increased operational excellence through shortened response time. Increased employee satisfaction through improved response times and availability of supervision.

Estimated Delivery Date: January 2022

Commission Strategic Priority? Yes/No

Bow Valley *R*egional Transit Services Commission



Driver Compensation Review



Compensation Review

Prepared for:

Melanie Booth
ROAM Transit

February 2021

The Challenge

Elevated understands that Roam Transit's bus driver compensation system is essentially giving \$1.00 raise to each person regardless of their performance. In addition, all team members are at the exact same rate regardless of their tenure. The \$1.00 an hour was not based on data or analytics.

The only differentiation is when one of the bus driver's is being used for a training process.

Elevated has been tasked with getting information regarding other city programs throughout the province and recommending solutions and ideas to enhance ROAM Transit's program.

The Process

The first step was to gain data from as many sources in Alberta as it related to their drivers. We are happy to report the following organizations have participated:

	Training Rate	Starting Rate	Max Rate	Vacation
The City of Edmonton	\$23.49 / hr	\$28.09 / hr	\$36.09 / hr	6% - 12%
The City of Calgary	\$27.38/ hr	\$28.78 / hr	\$36.51 / hr	4% - 14%
The City of Red Deer	23.49 / hr	\$28.09 / hr	\$36.09 / hr	4 – 10%
Southland Transportation	\$18.25 / hr	\$21.09	\$23.59	4 – 6%

Note: Pursuit declined to participate.

Notes:

Edmonton and Red Deer are in the same Union

Their vacation begins at 6% and goes up by 2% every 4 years to 12% after 25 years.

Edmonton and Red Deer's trainer's pay is 106% of base wage (Note: ROAM is 107%)

Edmonton and Red Deer pays a shift differential (6 pm to 6 am) of \$1.20 per hour

Edmonton and Red Deer has a Standby pay (where the employee is required to have a cell phone on) \$2.00 / hour that they are on standby

Transit Operators have 3 steps in their pay bands

Transit operators have 3 reviews in their first year and 2 reviews in subsequent years

Calgary's vacation begins at 4% goes up at various increments to 14% after 30 years of service.

Transit Operators have three groupings:

Trainee, General Operator, 60-hour guarantee (however the 60-hour guarantee transit operators make the same as the general operators)

All have 3 steps

Trainers pay goes up by 107%

Shift differential is .90 to \$1.00 depending on how many shifts they take

Transit operators have 3 steps

Transit operators have 3 reviews in their first year and 2 reviews in subsequent years

Southland

Depending on type of service (they can be asked to work school buses to tour operators) they provide service differentials. They reward loyalty and accident free performance but it does not follow schedule.

The second step was to identify how much Step 1 % rate was above the "Living Wage"

		Transit	Southland
Edmonton Living Wage	\$16.51	41% Above	22%
Calgary Living Wage	\$18.15	37% Above	14%
Red Deer Living Wage	\$15.11	46% Above	29%
Bow Valley Living Wage	\$19.50	30% Above	

The third part of the process was to analyze the current system and payment schedule.

Anomalies included:

- Philip's and Koo's salaries different when they are 2 days apart for starting
- Someone who has worked there since 2014 receives the same as someone who has worked there since May of 2019
- Fadi appears to have two different rates that are very extreme

Recommendations

- 1.) Increase training wage to attract new drivers
- 2.) Add steps recognizing years of service (go higher than Calgary)

Example:

Bus Operator

Training Wage	Step 1	Step 2	Step 3	Step 4	Step 5
\$25.00	\$27.25	\$30.00	\$32.75	\$35.50	\$38.25

- 3.) Provide safe driving bonus at the end of year based on hours worked **OR** once they reach Step 5, go up in COLA (example 1.3%)
- 4.) If you choose not to give a safe driving bonus, perhaps use a safe driving record to determine movement through steps in combination with length of service
- 5.) Increase vacation time (as this is part of total compensation and rewards loyalty) - we would recommend starting at 6%, going up every three (3) years to max of 15 years
- 6.) Add a shift differential (if not already in place)

Report to the Bow Valley Regional Transit Services Commission

Driver Compensation

August 5, 2021

SUMMARY/ ISSUE

Roam has grown to a large driver contingent of close to 70 with no formal driver compensation policy or review having been completed. Elevated HR was commissioned to complete a driver compensation review and determine any gaps that may exist.

PREVIOUS COMMISSION DIRECTION/POLICY

Driver compensation has been increased on an annual basis by \$1 per hour, with drivers starting at 2 weeks vacation.

Administration Recommendation:

- That the Commission direct administration to adopt the recommendation in the Elevated HR driver compensation review and increase vacation time for all staff to start at 3 weeks and progress to a maximum of 5 weeks, beginning in 2022.
- That the Commission direct administration to report back to the Board with a compensation policy for staff, considering recommendations contained within the compensation review, by February of 2022

INVESTIGATION

The driver compensation study has determined that the overall compensation package provided by Roam is currently in line with other agencies of its size but lags behind larger agencies such as Calgary and Edmonton Transit.

As we are attracting employees who would like to live and work in the Bow Valley, we are not directly competing with the larger agencies. Roam is currently compensating employees above other transportation providers in the Bow Valley.

Both the Town of Banff and the Town of Canmore start all employees at 3 weeks vacation and Roam is lagging by offering only 2 weeks as a starting allocation.

Employee satisfaction and attraction is affected by this and Roam needs to ensure that we are doing everything possible to attract and retain employees. Retaining employees by providing a strong compensation package and an enjoyable workplace atmosphere will reduce operational and training costs as well as increasing operational excellence.

PROPOSED

Increase vacation allocation for hourly employees beginning in January of 2022 to match the offerings by our municipal partners.

Report to the Bow Valley Regional Transit Services Commission

Driver Compensation

August 5, 2021

Review and determine whether any additional recommendations should be implemented from the driver compensation review and report back to the Board in early 2022.

Develop HR policies to address compensation and benefits going forward by early 2022

BUSINESS PLAN IMPLICATIONS

	Total	Benefits	Wage rate portion	Additional 2% vacation
FT	\$ 1,137,420	\$ 306,542	\$ 830,878	\$ 16,618
PT	\$ 1,035,966	\$ 131,993	\$ 903,973	\$ 18,079
				\$ 34,697

BRAND STANDARD

The Brand Standard has been considered through all aspects of this human resources and administration believes this change will positively influence the Brand Standard through increased employee satisfaction.

RISKS

Financial risk of increased expense.

OPTIONS

Delay implementing the change in vacation policy until 2023 budget year when all potential changes have been considered

Attachment:

Elevated HR Driver Compensation Review

Bow Valley *R*egional Transit Services Commission



Commission Board Meeting Venue

Report to the Bow Valley Regional Transit Services Commission

Report 2021–08.01 – Board Meeting Venue

August 4, 2021

SUMMARY/ ISSUE

Since the emergence of COVID, the BVRTSC Board Meetings have been held via Zoom due to safety concerns and AHS best practice. With lifting restrictions, it should be considered to move the meetings back to an in-person format.

PREVIOUS COMMISSION DIRECTION/POLICY

The BVRTSC has held in-person meetings from its' inception until the advent of COVID.

Administration Recommendation:

That the Commission resume in-person Board meetings in October of 2021 to be held at the Roam Training and Operations Centre with Zoom or another online platform being available for those who are unable to attend in person.

INVESTIGATION

The Zoom format of meetings has been productive and has provided safety for Board members and staff through the height of the pandemic. In person meetings, however, are resuming in a lot of organizations in conjunction with the completion of vaccination for the majority of people.

It is proposed by administration that the learning and training room at 111 Hawk Avenue is the preferred location to reintroduce in-person meetings. The room is more than triple the size of the boardroom previously used for meetings and additionally features large windows for a more pleasant atmosphere. The learning room also has large screen TVs mounted on the wall to easily allow for Zoom attendance.

111 Hawk Avenue (or close by) is served by Roam route 3, thereby allowing Canmore Councillors to utilize Roam to attend the meetings.

Currently

Meetings are currently held monthly on Zoom with no personal interface.

Proposed

In person meetings simultaneously broadcast via Zoom (or alternate) should this be requested by any attendees.

Report to the Bow Valley Regional Transit Services Commission

Report 2021–08.01 – Board Meeting Venue

August 4, 2021

Option

- Remain status quo
- Revert to in-person meetings at 221 Beaver Street.

IMPLICATIONS:

Increased personal interaction with the potential benefit of more robust dialogue and more informed decision making

BUSINESS PLAN/ BUDGET IMPLICATIONS

No budget implications

BRAND IMPACT

In alignment of our Brand as this proposal enhances our Board and employee support.

RISKS

No increased risk associated with this addition.

ATTACHMENTS

None

Report to the Bow Valley Regional Transit Services Commission

Report 2021-08-03 Face Covering Policy

August 5, 2021

SUMMARY/ ISSUE

Face coverings have been mandatory on public transit since July of 2020. As of September 16th, Alberta Health Services is planning to remove the requirement to wear face coverings on public transit.

PREVIOUS COMMISSION DIRECTION/POLICY

Administration Recommendation:

- That the Commission direct administration to rescind Face Covering Policy P3 and follow Alberta Health Services guidelines regarding mandatory masking on transit unless superseded by other regulations.

INVESTIGATION

Roam Transit has had a mandatory face covering policy in place since July of 2020 and saw close to 100% compliance until July 1st of 2021, when face covering restrictions were lifted in Alberta for most places except public transit.

Since that time, we have seen significant increases in the number of masks handed out and in the number of complaints about people being non-compliant in wearing masks. Ambassadors are still handing out masks at key stops and masks are available on the buses.

Roam Transit will have no mechanism for enforcement of mask use as of August 16th, when the province lifts the mask requirement on public transit.

Large agencies in other jurisdictions have removed their mask requirement and are encouraging mask use but not requiring (BC Transit and BC Ferries lifted their requirement as of July 1st). In discussion with CUTA agencies in Alberta, the consensus appears to be to follow the AHS requirement and remove mandatory masking as of August 16th.

It is anticipated that an increased amount of pressure will be put on drivers and ambassadors should we try to mandate masking once the legal requirement has been lifted.

PROPOSED

Remove the requirement for mandatory masking as of August 16th to be in line with Alberta Health Services, however, keep all other safety protocols in place for the foreseeable future. These include

Report to the Bow Valley Regional Transit Services Commission

Report 2021-08-03 Face Covering Policy

August 5, 2021

drivers remaining behind a plexiglass screen and masking when in direct contact with customers inside the vehicle as well as our enhanced cleaning and sanitizing protocols.

Strongly encourage mask use on transit and have Ambassadors continue to hand out masks to those passengers who choose to wear one as well as having a supply on the buses.

Should a municipality implement a bylaw that requires indoor masking including transit, this would necessitate Roam Transit to require masking in that community.

BRAND IMPACT

As we are following the guidelines of Alberta Health Services, there should be no negative impact to the Brand Standard.

RISKS

- The risk of temporarily losing some customers that are not comfortable using transit without masks.
- The possibility of conflict between passengers should there be opposing views on masking
- Should masks remain mandatory on Roam Transit, there is a risk of conflict between Roam front line staff and passengers.

OPTIONS

Maintain mandatory Face Covering Policy and inform all passengers of this as they arrive at the bus stop, along with social media messaging. This would involve ensuring an adequate supply of disposable masks are available as passengers will likely show up without masks.

ATTACHMENTS

Roam Transit Face Covering Policy:

Bow Valley Regional Transit Services Commission

Face Coverings – Policy Number: P3

Date Approved: July 8th, 2020

1.0 POLICY STATEMENT

To help reduce the spread of COVID-19, it is the policy of the Bow Valley Regional Transit Services Commission (the Commission) to require the wearing of non-medical face coverings or masks while boarding, riding and exiting all Roam Transit Services, effective Monday July 13th, 2020 for all riders that are able to wear a mask.

2.0 BACKGROUND

This policy is established to ensure enhanced safety measures are in place for all Roam Transit employees, passengers and the general public. Mandating the use of face coverings on transit is an additional step that has been implemented at a number of Public Transit agencies in Canada and Roam is taking the proactive step of being the first transit agency in Alberta to enact this policy.

Alberta Health Services strongly encourages the wearing of masks when it's difficult to maintain physical distancing.

3.0 DEFINITIONS

Roam Transit Services – all services operated by Roam Transit in the Bow Valley.

Face Covering – Any face covering or mask that covers both the nose and mouth. Cloth face coverings, headwraps, bandanas, scarves, and non-medical or medical disposable or non-medical masks.

Exemptions --

- Children under two years of age.
- Persons with an underlying medical condition which inhibits the ability to wear a mask or face covering.
- Persons who are unable to place or remove a mask or face covering without assistance.
- Roam Transit employees within or behind a physical barrier or shield or in non-public areas where two metre separation can be maintained.
- Additional accommodations in accordance with the Alberta Human Rights Code will also be considered.

Report to the Bow Valley Regional Transit Services Commission

Report 2021-08-03 Face Covering Policy

August 5, 2021

4.0 AUTHORITY

4.1 Administrative Authority: The Chief Administrative Officer (CAO) will have management responsibility for the Mandatory Face Covering program and may further delegate authority to the Operations Manager

4.2 Legislative Authority: Face coverings are not currently legislated in Alberta. The Mandatory Face Covering policy may be brought back for revision dependant on legislative changes made by the municipal, provincial or federal governments or Alberta Health Services.

5.0 REPORTING

The Commission Board shall receive regular reports at the monthly Board meetings on the success of this program and associated challenges, along with an estimated compliance rate.

6.0 GOVERNANCE

Recommendations for any changes to or rescinding of this policy will be brought to the Board as required.

ATTACHMENTS:

Alberta Health Services Link:

<https://www.albertahealthservices.ca/assets/info/ppih/if-ppih-ncov-2019-public-faq.pdf>