

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

**via: Zoom Video Meeting**

**AGENDA**

**February 9<sup>th</sup>, 2022 2:00-3:30pm**

1. Call to Order
2. Approval of the Agenda
3. Minutes
  - Approval of the December 10th, 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) Ratification of email vote regarding bus purchase (**BVRTSC21-137**)
  - b) Report on purchase of additional Proterra Electric Bus (Request for Decision)
  - c) Revisions to BVRTSC Bylaws as per new legislation (Request for Decision)
  - d) Approval of amended 2022-2024 Operating Budget (Request for Decision)
6. Adjournment

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

**via: Zoom Video Meeting**

**MINUTES**

**December 10<sup>th</sup>, 2021      2:00-3:30pm**

**BOARD MEMBERS PRESENT**

Davina Bernard, ID#9 – Vice Chair  
Corrie DiManno, Town of Banff  
Joanna McCallum, Town of Canmore - Chair  
Dave Schebek, ID#9  
Grant Canning, Town of Banff

**BOARD MEMBERS ABSENT**

Tanya Foubert, Town of Canmore

**BVRTSC ADMINISTRATION PRESENT**

Martin Bean, Chief Administrative Officer  
Steve Nelson, Manager Operations  
Mel Booth, Financial Controller  
Fiona Gagnon, Communications and

**ADMINISTRATION PRESENT**

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

**ADMINISTRATION ABSENT**

**Members of the Public**

Greg Colgan – Rocky Mountain Outlook

**1. Call to Order**

Joanna McCallum calls the meeting to order at 2:03PM

## 2. Approval of the Agenda

- *Martin Bean asks to add discussion around future bus purchases.*
- *Joanna McCallum asks to add a discussion around recent new articles regarding future Rail Service in the Valley.*

**BVRTSC21-132** Joanna McCallum moves to approve the Agenda as amended.

**CARRIED UNANIMOUSLY**

## 3. Minutes

- Approval of the November 10, 2021, Regular Meeting Minutes (attached)

**BVRTSC21-133** Joanna McCallum moves to approved Minutes as presented.

**CARRIED UNANIMOUSLY**

## 4. Old Business (including Standing Items)

- a) CAO's Monthly Report (For Information)
- b) Bring Forward List of Pending Items (For Information)
- c) Transit Service Monthly Statistics (For Information)

## 5. New Business

- a) Presentation of Reservation System Trial Report for 2021

**BVRTSC21-134** Davina Bernard moves to approve Administration to continue to utilize a reservation system going forward on routes where limited capacity and ridership warrant its' use.

**CARRIED UNANIMOUSLY**

- b) Discussion around future Roam Transit bus purchases

**BVRTSC21-135** Joanna McCallum moves to direct Administration to cancel contract with Lion Electric regarding the Lion M shuttle bus that was due May 2020.

**CARRIED UNANIMOUSLY**

- c) Discussion around future rail service newspaper article.

January meeting to be cancelled. CAO will prepare and circulate CAO Update and Ridership Statistics for January 12<sup>th</sup>.

Next Commission meeting with be February 9<sup>th</sup>, 2022.

6. Adjournment

**BVRTSC21-136**

Dave Schebek moves to Adjourn the meeting at 2:50PM.

**CARRIED UNANIMOUSLY**



## CAO REPORT



## CAO Update – February 2022

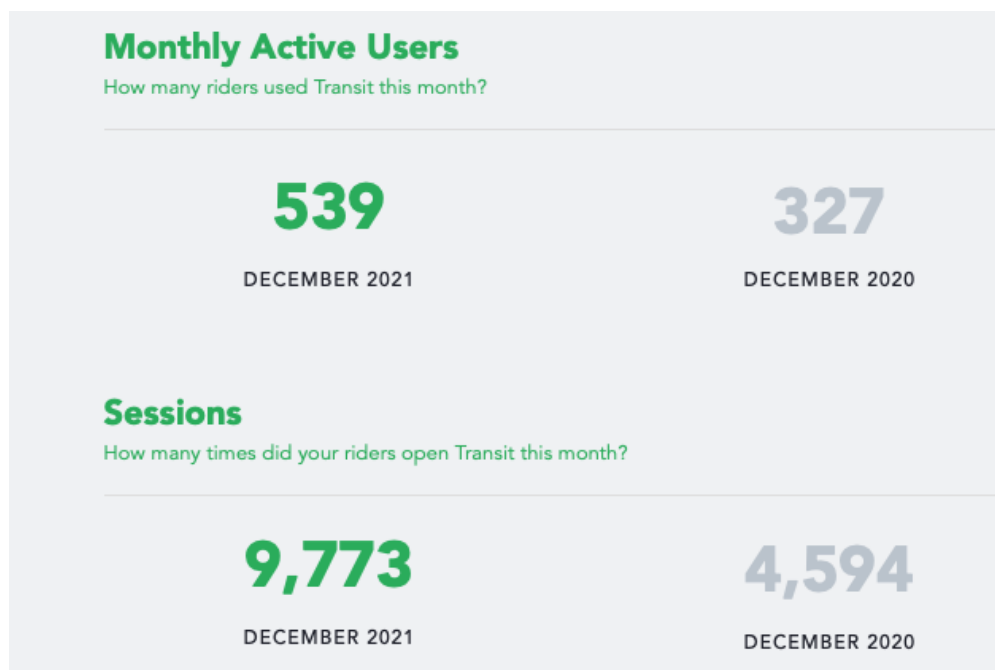
### **Financial:**

- Approval has been received for the transfer of GreenTRIP funds between projects, allowing for the finalization of Purchase Orders for 3 Proterra electric buses for Parks Canada and one electric bus for the Town of Banff. Delivery of these buses will be in the first quarter of 2023, prior to Feb 28<sup>th</sup>.
- Canmore and Banff have both approved budgets, with additional transit services being included in the amended budget being presented today.
- The new Parks Canada Contribution Agreement has been finalized and is currently being reviewed for signature by senior Parks officials in Ottawa.

### **Transit Service Updates:**

- New Service Level Requests, recently approved in the Canmore and Banff budgets are outlined below, along with implementation plans:
  - In Banff, New Service Level requests for additional winter service on both Route 1 and 2, as well as free transit for locals have been approved:
    - Currently we operate one bus on each route, enabling a 40-minute service. Should the additional service achieve final approval, Roam will be able to operate on a 20-minute frequency throughout the winter months. Additionally, this will allow the flexibility to operate into the industrial compound on Route 1, increasing the ability for workers to use Roam for getting to and from work and appointments.
      - Planned implementation for this will be May 20<sup>th</sup>, with discussion happening currently on the schedule and turnaround for the extension into the industrial area.
    - Free transit for locals has also been approved and planning is underway for implementation as of May 20<sup>th</sup>. It is anticipated that locals will present their ID confirming residency in Banff at the Roam office prior to the May 20<sup>th</sup> date and will receive an annual local bus pass.

- In Canmore, additional service on Sundays as well as filling in the hours during the day that a second bus is operating on weekdays have both been approved
  - A schedule is being developed with the intent to commence the additional service as of March 1<sup>st</sup>.
- Route 2 to and from Tunnel Mountain has been seeing increased drinking and unruly activity on weekends over the past couple of months. In response to this, we have reinstituted security services with a bylaw officer riding the bus for a portion of the evenings. This has addressed the problem and increased safety and comfort for drivers and other passengers. It is our intent to continue this through the remainder of winter/spring, monitor the activity reports, and determine the necessity going forward into summer.
- An outstanding RFP is in place for the provision of Calgary to Banff service for the upcoming summer months, closing on February 15<sup>th</sup>. This will be the same service operated by OnIt last year with the addition of daytime departures on Fridays.
- Ridership on all routes is increasing significantly over 2020, with some routes seeing over 200% increases, similar to trends we are receiving from the Transit App:



## Most Popular Lines (taps)

Users tapped these lines more than any other on the home screen.

<b>1</b>	<b>917</b> TAPS IN DECEMBER 2021	<b>366</b> TAPS IN DECEMBER 2020
<b>2</b>	<b>886</b> TAPS IN DECEMBER 2021	<b>218</b> TAPS IN DECEMBER 2020
<b>3</b>	<b>602</b> TAPS IN DECEMBER 2021	<b>342</b> TAPS IN DECEMBER 2020

### General/Health and Safety

- It has been identified that drivers are not getting the required breaks on a couple of services and the new schedules being developed for implementation on March 1<sup>st</sup> on both Routes 3 and 5 will be addressing to ensure that adequate breaks are implemented.
- Office and work from home scheduling has been developed to limit the number of people in the office through January and February and will be then re-evaluated going forward.
- An RFP has just been released for the dispatch software that we have been searching for over the last couple of years. With the additional service and buses being operated, our current system is not efficient or manageable going forward.
- Newly approved positions have all been filled, with Carly Jeffery joining us as our Human Resources Advisor, Kaili Shore as our Digital Content Specialist and Megan Mlynczak joining the dispatch team.



# Bow Valley *Regional* Transit Services Commission



## BRING FORWARD LIST

## BRING FORWARD LIST OF ITEMS PENDING (as of February 2022)

ITEM	Date Initiated	Pending Date	Responsible for Completion	Comments:
<b>BVRTSC21-76</b> 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 <sup>th</sup> , 2021	No Date Assigned	Admin	Will follow what larger transit agencies are doing with trials and report at a later date
<b>BVRTSC21-101</b> Vi Sandford moves 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.	August 11, 2021	February 2022	Admin (Mel)	Request to move to April
<b>BVRTSC21-117</b> Davina Bernard moves that the subcommittee of the CAO performance review committee focuses on the following three topics in 2022.  1. CAO updated Contract 2. CAO performance pay structure update 3. CAO performance review structure update.			Board (Joanna, Davina, Corrie)	

# Bow Valley Regional Transit Services Commission Ridership Statistics



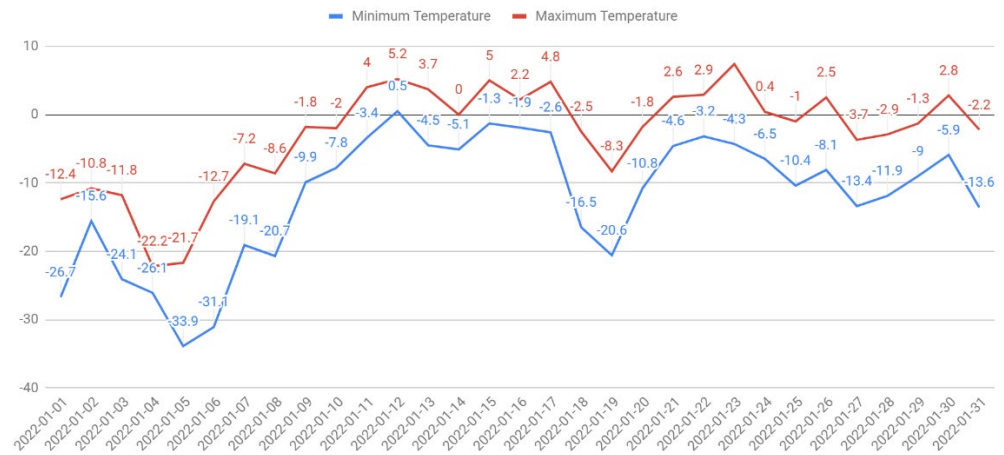
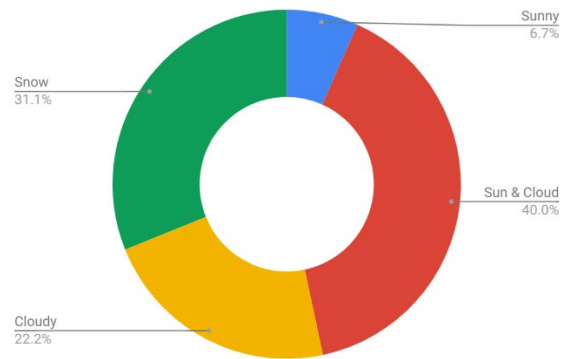
Month	Type	Banff Local	Canmore Local	Canmore - Banff Regional	Lake Louise - Banff Regional
January 2022	Bikes	2	31	9	5
	Strollers	2	31	6	0
	Winter Sports	252	130	731	99

## January 2022

Route	Monthly Ridership Change 2021/2022	Comments
Route 1	229%	January 2022 to January 2021 (Pandemic)
Route 2	246%	January 2022 to January 2021 (Pandemic)
Route 3	92%	January 2022 to January 2021 (Pandemic)
Route 5	48%	January 2022 to January 2021 (Pandemic)
Route 8X	230%	January 2022 to January 2021 (Pandemic)

## Weather for January 2022

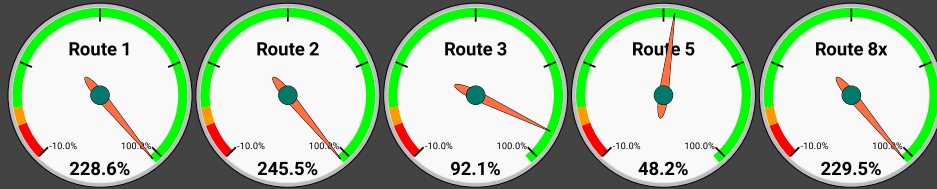
Weather Conditions January 2022



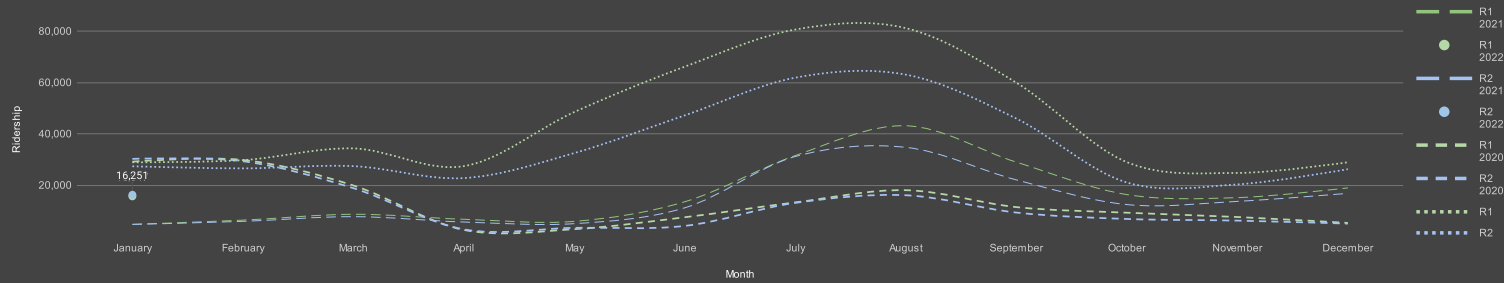
	Route 1 (Inns of Banff/ Gondola)						Route 2 (Tunnel Mtn / Banff Springs Hotel)						Route 3 (Canmore-Banff Regional)						Banff Local Combined Totals (Routes 1, 2, 4)						Train Station Park & Ride			
Month	2019	2020	2021	2021 YTD	2022	% Change	2019	2020	2021	2021 YTD	2022	% Change	2019	2020	2021	2021 YTD	2022	% Change	2019	2020	2021	2021 YTD	2022	% Change	2021	2021 YTD	2022	% Change
January	28,912	29,158	4,761	4,761	15,647	228.6%	27,358	30,240	4,703	4,703	16,251	245.5%	15,486	17,784	5,499	5,499	10,566	92.1%	56,270	59,398	9,464	9,464	31,898	237.05%	0		0	
February	29,757	29,827	6,370		0	0.0%	26,543	29,325	5,903		0	0.0%	12,849	14,547	5,781		0	0.0%	56,300	59,152	12,273	0	0	0.00%				
March	34,329	19,875	8,668		0	0.0%	27,413	18,828	7,734		0	0.0%	15,057	11,410	7,951		0	0.0%	61,742	38,703	16,402	0	0	0.00%				
April	27,420	2,557	6,709		0	0.0%	22,763	2,791	5,643		0	0.0%	14,618	4,106	5,507		0	0.0%	50,183	5,348	12,352	0	0	0.00%				
May	48,522	2,856	5,901		0	0.0%	32,526	3,386	5,008		0	0.0%	16,925	6,279	6,850		0	0.0%	82,195	6,242	10,969	0	0	0.00%				
June	66,195	7,508	13,551		0	0.0%	47,222	4,137	11,196		0	0.0%	18,924	5,552	9,321		0	0.0%	117,419	11,706	25,282	0	0	0.00%	378	0	0	0.0%
July	80,651	13,296	31,554		0	0.0%	61,895	13,110	31,179		0	0.0%	20,422	6,973	12,330		0	0.0%	149,250	26,952	65,486	0	0	0.00%	1,713	0	0	0.0%
August	81,196	18,048	43,151		0	0.0%	63,073	16,072	34,735		0	0.0%	20,105	8,331	12,610		0	0.0%	151,601	35,139	81,324	0	0	0.00%	1,512	0	0	0.0%
September	59,934	11,450	28,975		0	0.0%	45,951	9,328	22,068		0	0.0%	16,379	7,335	11,365		0	0.0%	109,031	21,104	52,752	0	0	0.00%	662	0	0	0.0%
October	28,982	9,269	16,333		0	0.0%	21,044	6,834	12,439		0	0.0%	15,563	7,535	11,258		0	0.0%	50,026	16,103	28,772	0	0	0.00%				
November	24,776	7,594	15,151		0	0.0%	20,300	6,189	13,693		0	0.0%	15,682	6,388	10,446		0	0.0%	45,076	13,783	28,844	0	0	0.00%				
December	28,935	5,293	18,948		0	0.0%	26,238	5,011	16,819		0	0.0%	15,994	5,246	10,599		0	0.0%	55,173	10,304	35,767	0	0	0.00%				
YTD	539,609	156,731	200,072	4,761	15,647	228.6%	422,326	145,251	171,120	4,703	16,251	245.5%	198,004	101,486	109,517	5,499	10,566	92.1%	984,266	303,934	379,687	9,464	31,898	237.0%	4,265	0	0	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	2021	2021 YTD	2022	% Change	2019	2020	2021	2021 YTD	2022	% Change	2019	2020	2021	2021 YTD	2022	% Change	2019	2020	2021	2021 YTD	2022	% Change	2019	2020	2021	2021 YTD	2022	% Change
January	10,225	14,620	6,204	6,204	9,193	48.2%							4,053	7,617	1,117	1,117	3,680	229.45%	86,034	92,919	22,284	22,284	55,337	148.3%						
February	8,913	14,327	6,700		0	0.0%							2,920	5,913	1,017		0	0.00%	80,982	88,026	25,771	0	0	0.0%						
March	9,759	9,323	8,650		0	0.0%							3,310	4,187	1,438		0	0.00%	89,868	59,436	34,441	0	0	0.0%						
April	9,144	2,506	7,360		0	0.0%							2,926	1,088	1,146		0	0.00%	76,871	11,960	26,365	0	0	0.0%						
May	10,769	3,322	6,760		0	0.0%	1,147	0	60		0	0.0%	5,634	1,585	1,516		0	0.00%	120,779	19,828	27,604	0	0	0.0%	1,271					0.0%
June	12,852	3,619	8,250		0	0.0%	4,002	61	535		0	0.0%	15,224	1,446	3,454		0	0.00%	180,155	32,767	54,438	0	0	0.0%	3,846	244	930		0	0.0%
July	14,183	5,726	7,581		0	0.0%	6,704	546	2,753		0	0.0%	24,544	4,150	10,637		0	0.00%	232,511	58,916	107,890	0	0	0.0%	4,847	1565	2483		0	0.0%
August	13,675	6,447	8,345		0	0.0%	7,332	1,019	3,438		0	0.0%	24,743	7,462	15,688		0	0.00%	237,528	71,039	132,189	0	0	0.0%	6,262	2134	3623		0	0.0%
September	12,348	6,119	8,621		0	0.0%	3,146	326	1,709		0	0.0%	15,154	3,961	8,728		0	0.00%	165,538	43,167	88,472	0	0	0.0%	4,017	981	2272		0	0.0%
October	14,180	7,839	9,215		0	0.0%							5,581	1,747	3,709		0	0.00%	86,305	32,432	54,346	0	0	0.0%						
November	13,841	7,305	9,685		0	0.0%							4,715	1,155	2,798		0	0.00%	79,314	27,476	51,773	0	0	0.0%						
December	13,526	5,592	8,870		0	0.0%							6,645	1,010	3,973		0	0.00%	91,338	21,142	59,209	0	0	0.0%						
YTD	143,415	86,745	96,241	6,204	9,193	48.2%	22,331	1,952	8,495	0	0	0.0%	115,449	41,321	55,221	1,117	3,680	229.45%	1,527,223	559,108	684,782	22,284	55,337	148.33%	20,263	4,924	9,308	0	0	0.0%

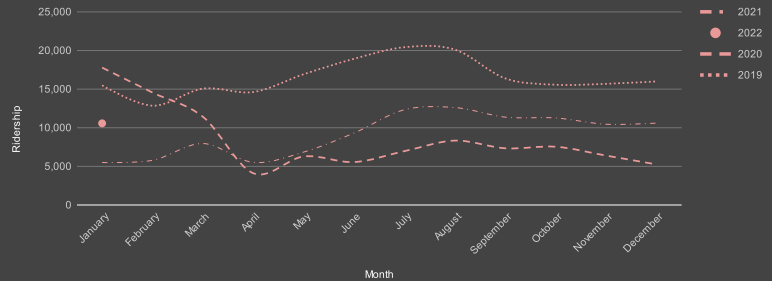
### Year to Date % Ridership Change - Comparing 2021 to 2022



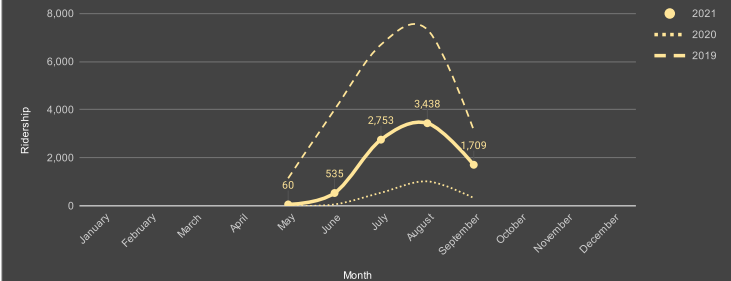
### Banff Local (Routes 1 and 2) Ridership Comparison

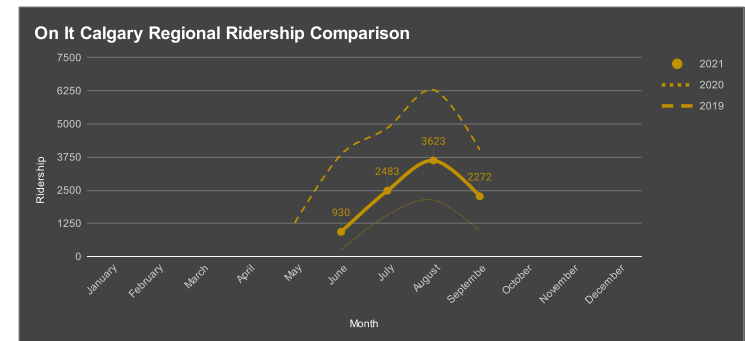
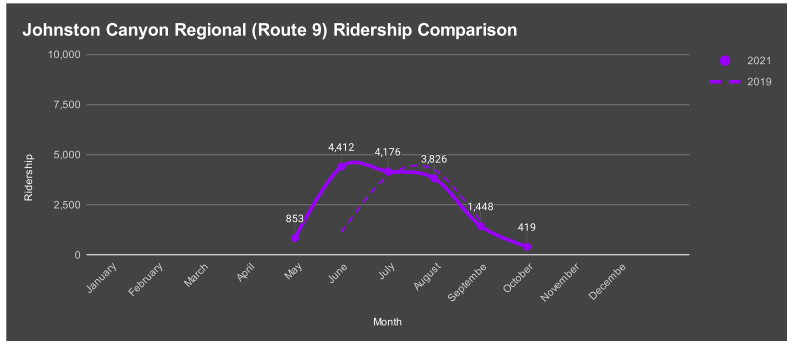
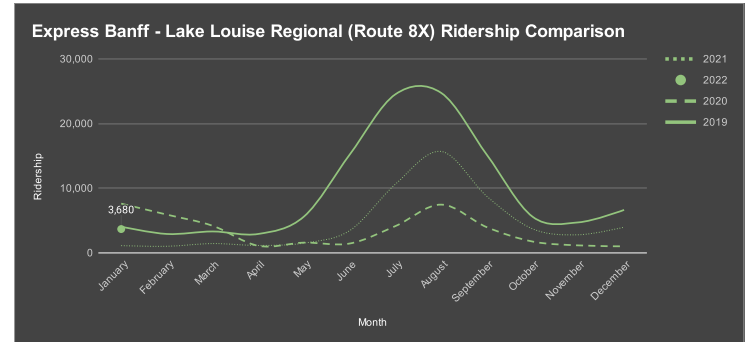
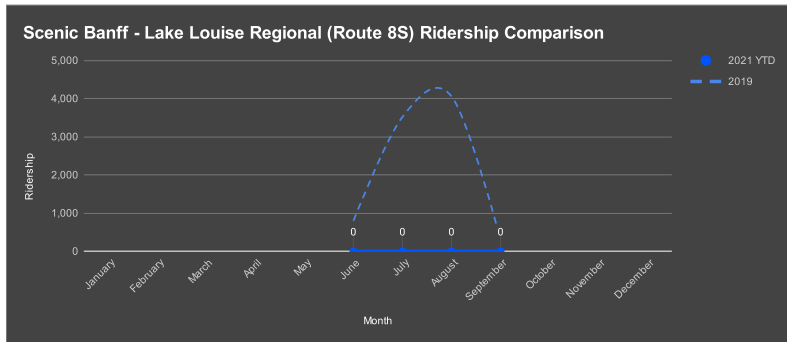
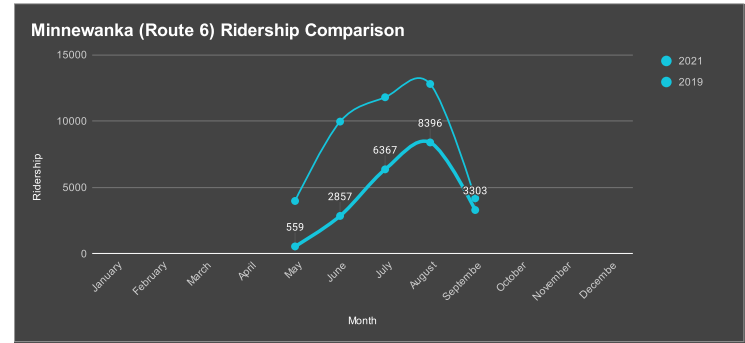
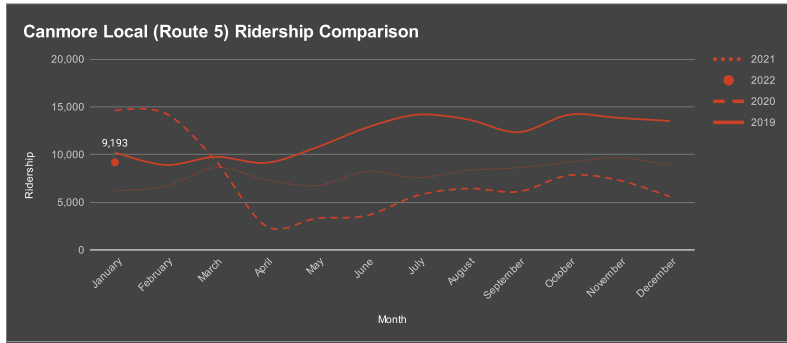


### Canmore - Banff Regional (Route 3) Ridership Comparison



### Banff Local (Route 4) Ridership Comparison





Bow Valley *Regional* Transit Services Commission

**WHAT'S  
NEW!**

NEW BUSINESS



# Bow Valley *Regional* Transit Services Commission



## ***Ratification of Email Vote – Proterra Bus Purchase (Goat Replacement)***

*“... moves to ratify the approved email vote BVRTSC21-137, regarding the purchase of a Proterra Bus to replace the failed Goat Nova bus as circulated on December 18<sup>th</sup>, 2021”*

**Grant Canning:**

**From:** Canning, Grant <[Grant.Canning@banff.ca](mailto:Grant.Canning@banff.ca)>

**Sent:** Monday, December 20, 2021 6:23:15 PM

**To:** Joanna McCallum <[joanna.mccallum@canmore.ca](mailto:joanna.mccallum@canmore.ca)>

**Cc:** Corrie DiManno <[corrie.dimanno@roamtransit.com](mailto:corrie.dimanno@roamtransit.com)>; Davina Bernard

<[davinabernard@improvementdistrict9.ca](mailto:davinabernard@improvementdistrict9.ca)>; [daveschebek@improvementdistrict9.ca](mailto:daveschebek@improvementdistrict9.ca) <[daveschebek@improvementdistrict9.ca](mailto:daveschebek@improvementdistrict9.ca)>; Tanya Foubert <[tanya.foubert@canmore.ca](mailto:tanya.foubert@canmore.ca)>; Martin Beam <[martin.beam@roamtransit.com](mailto:martin.beam@roamtransit.com)>

**Subject:** Re: Board Decision

I vote in favour

Sent from my iPhone

**Tanya Foubert:**

On Dec 21, 2021, at 6:08 AM, Tanya Foubert <[tanya.foubert@canmore.ca](mailto:tanya.foubert@canmore.ca)> wrote:

I think I worded it wrong. I vote in favour.

Get [Outlook for iOS](#)

**Davina Bernard:**



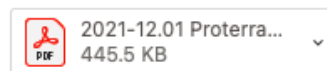
**Re: Board Decision**



• Davina Bernard <[davinabernard@improvementdistrict9.ca](mailto:davinabernard@improvementdistrict9.ca)>

Yesterday at 6:00 PM

**To:** • Joanna McCallum; **Cc:** • Grant Canning; • Corrie DiManno; +3 more



[Download All](#) • [Preview All](#)

I am in favour of this motion as presented.

Davina Bernard  
Councillor - Improvement District 9  
403-434-0137

**Corrie DiManno:**

**From:** "DiManno, Corrie" <[Corrie.DiManno@banff.ca](mailto:Corrie.DiManno@banff.ca)>

**Date:** December 20, 2021 at 10:51:15 AM MST

**To:** Joanna McCallum <[joanna.mccallum@canmore.ca](mailto:joanna.mccallum@canmore.ca)>

**Subject:** BVRTSC Motion

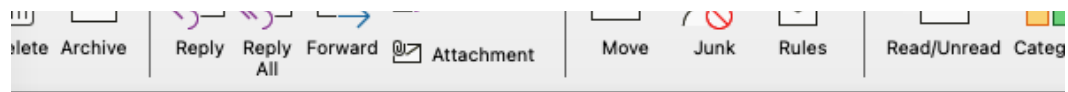
Hi J,


I'm in favour of the motion and looks like the email went to my old Roam email -for future.



Thank you, go Roam, go!

Corrie DiManno  
Mayor of Banff  
[corrie.dimanno@banff.ca](mailto:corrie.dimanno@banff.ca)

**Dave Schebek:**



 **RE: Board Decision**

 **Dave Schebek** <Dave.Schebek@skilouise.com>  
To:  Martin Bean


You replied to this message on 2021-12-28, 3:54 PM.



Sorry Martin for the delay.

I'm in favour of this

Dave

**Joanna McCallum:**

 **Re: Board Decision**

 **Joanna McCallum** <joanna.mccallum@canmore.ca> Today at 2:27 PM  
To:  Martin Bean

You replied to this message on 2021-12-21, 2:27 PM. Show Reply

Hi Martin, I vote in favour.

Sent from my iDoohickey

# Report to the Bow Valley Regional Transit Services Commission

## Report 2021–12.01 – Proterra Electric Bus Purchase

December 17, 2021 – Report by Martin Bean

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### **SUMMARY/ ISSUE**

The Commission has an opportunity to buy another Proterra Electric bus through GreenTRIP funding, which will support the GreenTRIP fleet project calling for additional buses in Banff service. With the GreenTRIP funding being extended until March of 2023, moving ahead with this purchase is being recommended by Administration. This has become a time sensitive issue as one of the original hybrid diesel buses has had a catastrophic failure near the end of its life, with repair costs outweighing the value of remaining bus life.

### **PREVIOUS COMMISSION DIRECTION/POLICY**

The Commission has approved the purchase of 5 electric Proterra buses to date through various funding partners, including GreenTRIP grant funding.

#### **Administration Recommendation:**

**That the Commission approve the purchase of an additional electric bus from Proterra through the City of Edmonton's onboarding clause versus the option of repairing the 2008 Goat Hybrid Diesel bus; funding to be provided by GreenTRIP and Commission reserves as outlined in report 2021-12.01, pending final written funding revisions by Alberta Transportation.**

### **INVESTIGATION**

The Province (Alberta Transportation) has recently given verbal approval for an extension to the GreenTRIP program until March of 2023. Additionally, they have verbally approved the transfer of funds between existing GreenTRIP projects. Administration is waiting for written confirmation of these changes.

With the upcoming expiry of GreenTRIP funding, it is unknown whether there will be further funding available in the near future that provides as much (2/3) funding to support electric bus purchases. It is anticipated that the move to zero emission buses will continue to have grants available at unknown levels, however typical grants have been at the 40-50% levels.

This is an opportunity to move further along our path to a zero-emission fleet by adding a fully electric bus to the fleet while upgrading from an original first-generation Hybrid Diesel bus. The estimated cost for replacing the failed battery pack on the hybrid diesel bus is between \$90K and \$120K, with the bus being inoperable without this battery pack. With only 3 years left in planned service for this vehicle, the decision to upgrade to electric at this point is prudent from a fiscal, environmental, and operational perspective.

Our current ability to purchase (through Edmonton's contract) continues through August of 2022. Proterra has space on their assembly line to enable our deadlines to be met as long as we provide a non-binding letter of intent next week and provide a final purchase order by mid-January.

# Report to the Bow Valley Regional Transit Services Commission

## Report 2021–12.01 – Proterra Electric Bus Purchase

December 17, 2021 – Report by Martin Bean

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### Currently

Roam will have 5 electric buses in the fleet by early 2022, with these zero emission vehicles comprising 16% of the fleet.

### Proposed

Purchase an additional bus from Proterra utilizing reserve funding and GreenTRIP funding as outlined in the chart below, with the proposed bus to be delivered in Q1 of 2023 and designated primarily for Banff local service.

### Option

1. Remain status quo with existing fleet and limit the service to be provided. This option does not meet the service levels desired by the Commission and our partners.
2. Repair the 2008 hybrid diesel bus for approximately \$100,000 and utilize it for another 3 years before retiring it.
3. Delay this purchase and explore other future grant funding that may be put forward by Federal and Provincial Governments. This option would potentially involve reducing service levels

### **IMPLICATIONS:**

Purchasing an additional bus will give increased flexibility on utilization and increase our zero-emission fleet offerings.

### **BUSINESS PLAN/ BUDGET IMPLICATIONS**

This purchase requires approximately \$1,378,000 of capital funding (\$919K to be paid by GreenTRIP). This is a conservative estimate based on today's exchange rate.

There will be additional costs for the operation of a higher value fully electric bus than those of a hybrid diesel due to the increased amortization/reserves required for future replacement. These costs are anticipated to be an increase of approximately \$30K per year on the capital side, with the increase to be seen in 2024 (as amortization is only calculated at 50% for the year that the asset goes into service, there will be no significant change in 2023).

The funding for this project is based on 2/3 being provided by GreenTRIP and then other reserves held by the BVRTSC will supplement to round out the required municipal 1/3 as outlined below:

- **GreenTRIP will pay 2/3 of the total price of the purchase, currently estimated to be \$919K**
- **The shortfall to be funded by other sources will be \$459K with details outlined below and further illustrated in the chart:**
  - **Lion bus previously approved funding (Banff portion) – this project is not proceeding and the funding available is \$51,111**
  - **Capital Reserve saved for Goat bus replacement - \$320,204**
  - **BVRTSC operating reserve will be used to fund the remainder of the required funding, which will be approximately \$88,018**

# Report to the Bow Valley Regional Transit Services Commission

## Report 2021–12.01 – Proterra Electric Bus Purchase

December 17, 2021 – Report by Martin Bean

Proterra Bus Purchase - Delivery Jan 2023	
USD	\$ 1,060,000
CAD @ 1.30(estimate)	\$ 1,378,000
Extras	
<b>Total Purchase Price (Canadian Dollars)</b>	<b>\$ 1,378,000</b>
<b>Funding Requirement</b>	
GreenTRIP Provincial Grant 2/3	\$ 918,667
Municipal Funding Required	\$ 459,333
<b>Municipal Funding Sources</b>	
Banff portion of previously approved Lion Bus Purchase (not proceeding)	\$ 51,111
Capital Reserve Saved for Goat Replacement	\$ 320,204
BVRTSC Operating Reserve (Banff Allocation)	\$ 88,018
<b>Total Amount Funded</b>	<b>\$ 1,378,000</b>
Funding Calculation Check: Should = \$0	\$ -

The BVRTSC, through the capital reserve program, has saved approximately \$320K for the purchase of a vehicle to replace the Goat Hybrid Diesel bus, as outlined below:

	Balance Dec 31 2020	2021 contributions	Total capital reserve for goat
Buses:	\$ 202,363.95	22950	\$ 225,313.95
Engines:	\$ (12,569.65)	3737	-\$ 8,832.65
Bus Wraps:	\$ 7,079.11	1324	\$ 8,403.11
Bus Transmissions:	\$ 26,855.66	2334	\$ 29,189.66
Hybrid Bus Battery Pack:	\$ 58,498.77		\$ 58,498.77
Bus Refurbishment:	\$ 9,319.68	1167	\$ 10,486.68
Bike Rack:	\$ 511.28	115	\$ 626.28
Farebox:	\$ (4,631.53)	1150	-\$ 3,481.53
	\$ 287,427.27	\$ 32,777.00	\$ 320,204.27

### **BRAND IMPACT**

Purchasing a bus through this opportunity will improve the Brand image of Roam, as it moves our fleet further towards zero-emission vehicles and promotes a route that will get more people out of private vehicles and onto transit.

### **RISKS**

All risks associated with a new purchase; operational, safety and human resource risks. Financial risk exists for ongoing operational costs should anticipated maintenance and fuel savings (electric vs. diesel) not be realized.

# Bow Valley *R*egional Transit Services Commission



## ***Additional Proterra Bus Purchase Report***



# Report to the Bow Valley Regional Transit Services Commission

## Report 2022–01.01 – Hybrid Bus Replacement (Proterra)

January 27, 2022 – Report by Martin Bean

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### SUMMARY/ ISSUE

The Commission has an opportunity to buy another Proterra Electric bus through GreenTRIP funding, which will support the GreenTRIP fleet project calling for additional buses in Banff service. With the GreenTRIP funding being extended until March of 2023, moving ahead with this purchase is being recommended by Administration. This has become a time sensitive issue as a second hybrid diesel bus has had a similar failure near the end of its life, with repair costs outweighing the value of remaining bus life.

### PREVIOUS COMMISSION DIRECTION/POLICY

The Commission has previously approved the purchase of 9 electric Proterra buses to date through various funding partners, including GreenTRIP grant funding.

#### **Administration Recommendation:**

**That the Commission approve the purchase of an additional electric bus from Proterra through the City of Edmonton's onboarding clause versus the option of repairing the 2008 Grizzly Hybrid Diesel bus; funding to be provided by GreenTRIP and Commission reserves.**

### INVESTIGATION

The Province (Alberta Transportation) has recently approved the transfer of funds between projects within GreenTRIP. This will allow for enough dollars to be in place to fund 2/3 of the additional bus purchase. The remaining third will be funded by Commission reserves that have been saved for the Hybrid bus replacement.

With the upcoming expiry of GreenTRIP funding, it is unknown whether there will be further funding available in the near future that provides as much (2/3) funding to support electric bus purchases. It is anticipated that the move to zero emission buses will continue to have grants available at unknown levels, however typical grants have been at the 40-50% levels.

This is an opportunity to move further along our path to a zero-emission fleet by adding a fully electric bus to the fleet while upgrading from an original first-generation Hybrid Diesel bus. **The estimated cost for replacing the failed battery pack on the hybrid diesel bus has been revised since the last report with the estimate now coming in at \$142,500.** With only 3 years left in planned service for this vehicle, the decision to upgrade to electric at this point is prudent from a fiscal, environmental, and operational perspective.

Our current ability to purchase (through Edmonton's contract) continues through August of 2022.



# Report to the Bow Valley Regional Transit Services Commission

## Report 2022–01.01 – Hybrid Bus Replacement (Proterra)

January 27, 2022 – Report by Martin Bean

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### Currently

Roam will have 5 electric buses in the fleet by early 2022, with these zero emission vehicles comprising 16% of the fleet. With the additional purchases on the books, Roam will have approximately 30% of its' fleet electric by 2023.

### Proposed

Purchase an additional bus from Proterra utilizing reserve funding and GreenTRIP funding as outlined in the chart below, with the proposed bus to be delivered in Q1 of 2023 and designated primarily for Banff local service.

### Option

1. Remain status quo with existing fleet and limit the service to be provided. This option does not meet the service levels desired by the Commission and our partners.
2. Repair the 2008 hybrid diesel bus for \$142,000 and utilize it for another 3 years before retiring it.
3. Delay this purchase and explore other future grant funding that may be put forward by Federal and Provincial Governments. This option would potentially involve reducing service levels for multiple years.

### **IMPLICATIONS:**

Purchasing an additional bus will give increased flexibility on utilization and increase our zero-emission fleet offerings.

With not repairing the Grizzly bus, Roam will have a shortage of buses for the summer of 2022. This will impact plans for operating 4 buses on Route 1 and 15-minute frequency. Route 1 will operate on a 20-minute frequency with 3 buses this summer and expand to 4 buses and 15-minute frequency in the summer of 2023.

### **BUSINESS PLAN/ BUDGET IMPLICATIONS**

This purchase requires approximately \$1,358,500 of capital funding (\$906K to be paid by GreenTRIP). This is a conservative estimate based on a reasonable increase to today's exchange rate.

There will be additional costs for the operation of a higher value fully electric bus than those of a hybrid diesel due to the increased amortization/reserves required for future replacement. These costs are anticipated to be an increase of approximately \$30K per year on the capital side, with the increase to be seen in 2023 (as amortization is only calculated at 50% for the year that the asset goes into service, there will be no significant change in 2022).

The funding for this project is based on 2/3 being provided by GreenTRIP and then other reserves held by the BVRTSC will supplement to round out the required municipal 1/3 as outlined below:

## Report to the Bow Valley Regional Transit Services Commission

### Report 2022–01.01 – Hybrid Bus Replacement (Proterra)

January 27, 2022 – Report by Martin Bean

- GreenTRIP will pay 2/3 of the total price of the purchase, currently estimated to be \$905,667
- Capital Reserve saved for Hybrid bus replacement - \$353,000
- Approximate amount to be taken from BVRTSC Operating Reserve (Banff Allocation) - \$99,833

Proterra Bus Purchase - Delivery Feb 2023	
USD	\$ 1,045,000
CAD @ 1.30(estimate)	\$ 1,358,500
Extras	
<b>Total Purchase Price (Canadian Dollars)</b>	<b>\$ 1,358,500</b>
<b><u>Funding Requirement</u></b>	
GreenTRIP Provincial Grant 2/3	\$ 905,667
Additional Funding Required	\$ 452,833
<b><u>Other Funding Sources</u></b>	
BVRTSC Capital Reserve Saved for Grizzly Replacement	\$ 353,000
BVRTSC Operating Reserve (Banff Allocation)	\$ 99,833
<b>Total Amount Funded</b>	<b>\$ 1,358,500</b>
Funding Calculation Check: Should = \$0	\$ -

The BVRTSC, through the capital reserve program, has saved approximately \$353K (\$320K as of 2021 +\$33K from 2022) for the purchase of a vehicle to replace the Grizzly Hybrid Diesel bus, as outlined below:

## Report to the Bow Valley Regional Transit Services Commission

### Report 2022-01.01 – Hybrid Bus Replacement (Proterra)

January 27, 2022 – Report by Martin Bean

#### Grizzly Bus Reserve Analysis (end of 2021):

	Balance Dec 31 2020	2021 contriubtions	Total capital Reserve for Grizzly
Buses:	\$ 202,363.95	22950	\$ 225,313.95
Engines:	\$ (12,569.65)	3737	-\$ 8,832.65
Bus Wraps:	\$ 7,079.11	1324	\$ 8,403.11
Bus Transmissions:	\$ 26,855.66	2334	\$ 29,189.66
Hybrid Bus Battery Pack:	\$ 58,498.77		\$ 58,498.77
Bus Refurbishment:	\$ 9,319.68	1167	\$ 10,486.68
Bike Rack:	\$ 511.28	115	\$ 626.28
Farebox:	\$ (4,631.53)	1150	-\$ 3,481.53
	\$ 287,427.27	\$ 32,777.00	\$ 320,204.27

#### **BRAND IMPACT**

Purchasing a bus through this opportunity will improve the Brand image of Roam, as it moves our fleet further towards zero-emission vehicles and promotes a route that will get more people out of private vehicles and onto transit.

#### **RISKS**

All risks associated with a new purchase; operational, safety and human resource risks. Financial risk exists for ongoing operational costs should anticipated maintenance and fuel savings (electric vs. diesel) not be realized.

# Bow Valley *R*egional Transit Services Commission



## ***BVRTSC 2022 Bylaw Revision***

# Report to the Bow Valley Regional Transit Services Commission

## Commission Bylaw Revisions

February 2 2022

### SUMMARY/ ISSUE

Documentation received from the Provincial Government outline some recent changes to legislation governing Regional Services Commissions. To be in compliance with the new legislation requirements, a few updates are required to the BVRTSC bylaws.

### PREVIOUS COMMISSION DIRECTION/POLICY

In December 2021 administration committed that a report would be brought back to the Board with recommended revisions for the February 2022 meeting in order to address new requirements.

Administration Recommendation:

That the Commission:

- Approve the revised bylaws as presented.

### INVESTIGATION

Administration reviewed information provided from the provincial government and the bylaws of the newly established Edmonton Metropolitan Transit Services Commission to help address the new sections. The required and suggested amendments were made and sent to RMRF, the lawyers for the BVRTSC, for review. Below are the comments from the legal review:

**From:** Daina Young <[DYoung@rmrf.com](mailto:DYoung@rmrf.com)>  
**Date:** Wednesday, February 2, 2022 at 1:23 PM  
**To:** Martin Bean <[martin.bean@roamtransit.com](mailto:martin.bean@roamtransit.com)>  
**Cc:** Melanie Booth <[melanie.booth@roamtransit.com](mailto:melanie.booth@roamtransit.com)>, "Michelle L. Neveu" <[MNeveu@rmrf.com](mailto:MNeveu@rmrf.com)>  
**Subject:** RE: Bylaw changes

Hi Martin,

This was good timing, as this was on my list to send out today!

I am attaching the amended bylaw with some suggested revisions, but a few questions as well. I think this will allow you to determine whether you can be ready for tomorrow's agenda package deadline, or whether you think there is more time required.

In addition to the comments in the attached I would note that where the bylaws refer to "Members" you will want to update the definition to list the municipalities and include any other municipality added as a member of the Commission in accordance with Bylaw 3-2011 from time to time. This isn't urgent, but as a housekeeping matter I think would make sense.

Subject to the following comments, the requirements of the MGA with respect to Bylaws are in my opinion satisfied. Where the requirement is satisfied I have noted the bylaw in question.

Bylaw Requirement	
(a) respecting the provision of the commission's services;	<ul style="list-style-type: none"><li>• Bylaw 3-2011</li></ul>
(b) respecting the administration of the commission;	<ul style="list-style-type: none"><li>• Bylaw 3-2011</li></ul>

# Report to the Bow Valley Regional Transit Services Commission

## Commission Bylaw Revisions

February 2 2022

(c) respecting the process for changing the directors of the board and the chair of the commission and for setting the terms of office of the board and the chair;	<ul style="list-style-type: none"><li>• Bylaw 1-2011</li><li>• Note that the preamble and Section 3.1 refer to the requirement for Ministerial approval of bylaws, which no longer exists. This does not mean that the Commission has not complied with this requirement (subsection (c)), but I note it as a housekeeping issue that can be dealt with when convenient.</li><li>• Section 3.1 of the Bylaw is inaccurate, in that s. 191(2) of the MGA does not apply to bylaws passed by Regional Services Commissions. It is also not a requirement under the MGA that the member municipalities' councils approve bylaw amendments, although you could incorporate that requirement if you wanted to.</li></ul>
(d) respecting the process for adding or removing members;	<ul style="list-style-type: none"><li>• Bylaw 3-2011</li></ul>
(e) respecting the fees to be charged by the commission for services provided to its customers or to any class of its customers;	<ul style="list-style-type: none"><li>• Bylaw 2-2011</li><li>• Section 3.1 of the Bylaw is inaccurate, in that s. 191(2) of the MGA does not apply to bylaws passed by Regional Services Commissions. It is also not a requirement under the MGA that the member municipalities' councils approve bylaw amendments, although you could incorporate that requirement if you wanted to.</li></ul>
(f) respecting the disposal of assets by the commission;	<ul style="list-style-type: none"><li>• I don't see this specifically dealt with in the bylaws. This is sometimes dealt with by saying that generally speaking the Manager (or equivalent) is authorized to dispose of the Commission's assets as required but that certain dispositions (land, assets used in the delivery of services, dispositions over X amount) require Board approval.</li></ul>
(g) respecting the process for disestablishment of the commission, including the treatment of assets and liabilities on disestablishment.	<ul style="list-style-type: none"><li>• Bylaw 3-2011</li></ul>

### **IMPLICATIONS**

No change to the operation and administration of the commission. Only wording changes to bylaws to be consistent with legislation changes and new bylaws to address disposal of assets, and terms for disestablishment of the Commission.

### **BRAND IMPACT**

The changes have no impact on the Roam Brand.

### **RISKS**

None. Legal review of changes was done.

# Report to the Bow Valley Regional Transit Services Commission

## Commission Bylaw Revisions

February 2 2022

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### **ATTACHMENTS**

Revised - Bylaw 1, Bylaw 2 and Bylaw 3

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION  
BYLAW 1- 2011**

**BEING A BYLAW RESPECTING THE APPOINTMENT OF A BOARD OF DIRECTORS AND CHAIRPERSON OF BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION,**

**WHEREAS** the Bow Valley Regional Transit Services Commission has been established by Alberta Regulation 59/2011, and

**WHEREAS** the first Board of Directors and Chairperson of the Bow Valley Regional Transit Services Commission was appointed through Ministerial Order L:040/11 in accordance with the *Municipal Government Act*, and

**WHEREAS** pursuant to the provisions of Part 15.1, Section 602.07(1) (a) of the *Municipal Government Act*, the Bow Valley Regional Transit Services Commission must pass a bylaw respecting the appointment of its directors and the designation of its Chair, and

**WHEREAS** a bylaw must be passed under Section 602.07(1) (a) of the *Municipal Government Act*, must be approved by the Minister of Municipal Affairs before coming into force,

**NOW THEREFORE** the Commission enacts the following:

**1. DEFINITIONS**

- 1.1. “Act” means the *Municipal Government Act*, R.S.A. 2000, c. M-26;
- 1.2. “Board” means the Board of Directors of the Commission;
- 1.3. “Chair” means the chairperson of the Board;
- 1.4. “Commission” means the *Bow Valley Regional Transit Services Commission*;
- 1.5. “Director” means the representative of a Member of the Board appointed in accordance with this Bylaw;
- 1.6. “Member” or “Members” means those members set out in the Regulation;
- 1.7. “Regulation” means Alberta Regulation No. 59/2011;



## **2. BOARD OF DIRECTORS**

- 2.1. The Board shall consist of Six (6) Directors that shall be appointed as follows:
  - 2.1.1. Two (2) Directors, whom shall be elected officials, from each Member of the Commission.
- 2.2. A Director's appointment can be revoked through written notification from a Member's Council of a replacement Director.
- 2.3. Selection of the Chair and Vice-Chair shall be through nomination and the support of the majority of the Voting Members.
- 2.4. A Chair and Vice-Chair shall occupy the positions for one year.

## **3. AMENDMENTS**

- 3.1. This Bylaw does not come into force until the bylaw is passed by a majority of the Directors of the Board.
- 3.2. The first time that the Bylaw is amended, a notice that contains both the existing Bylaw (in full) and the proposed Bylaw (in full) will be provided to Directors and Members at least one month in advance of when Members will vote on the changes. Thereafter, the notice will only contain new items, items to be changed, or items to be removed from the existing Bylaw.

Originally approved June 15, 2011

Amended by the Board of the Commission on February 9, 2022

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Joanna McCallum, Chairperson

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION  
BYLAW No. 2-2011**

**BEING A BYLAW RESPECTING THE FEES TO BE CHARGED BY THE  
COMMISSION TO ITS CUSTOMERS**

**WHEREAS** the Bow Valley Regional Transit Services Commission has been established by Alberta Regulation 59/2011, and

**WHEREAS** the first Board of Directors and Chairperson of the Bow Valley Regional Transit Services Commission was appointed through Ministerial Order L:040/11 in accordance with the *Municipal Government Act*, and

**WHEREAS** pursuant to the provisions of Part 15.1, Section 602.07(1) (b) of the *Municipal Government Act*, the Bow Valley Regional Transit Services Commission must pass a bylaw governing the fees to be charged by the commission for services provided to its customers or to any class of its customers,

**NOW THEREFORE** the Commission enacts the following:

**1. DEFINITIONS**

- 1.1. “Act” means the *Municipal Government Act*, R.S.A. 2000, c. M-26;
- 1.2. “Board” means the Board of Directors of the Commission;
- 1.3. “Commission” means the *Bow Valley Regional Transit Services Commission*;
- 1.4. “Director” means the representative of a Member of the Board appointed in accordance with this Bylaw;
- 1.5. “Member” or “Members” means those members set out in the Regulation;
- 1.6. “Regulation” means Alberta Regulation No. 59/2011;

**2. BOARD OF DIRECTORS**

- 2.1. The Board shall levy fees annually to its customers to cover the actual costs of the provision of public transit services for those customers, as well as to cover other supporting costs related to those public transit services, including but not limited to the Commission’s annual administrative costs, marketing costs, and capital reserve costs. The Board shall apply the cost allocation principles and methodology described in the Bow Valley Regional Transit Services Commission Five-Year Business Plan.

### **3. AMENDMENTS**

- 3.1. In accordance with Section 191(2) of the Act a bylaw to amend this Bylaw does not come into force until the bylaw is passed by a majority of the Directors of the Board and approved by the municipal councils or main governing body of the Members.
- 3.2. The first time that the Bylaw is amended, a notice that contains both the existing Bylaw (in full) and the proposed Bylaw (in full) will be provided to Directors and Members at least one month in advance of when Members will vote on the changes. Thereafter, the notice will only contain new items, items to be changed, or items to be removed from the existing Bylaw.

Originally approved June 15, 2011

Amended by the Board of the Commission on February 9, 2022

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Joanna McCallum, Chairperson

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION  
BYLAW 3- 2011  
OPERATING BYLAW**

**BEING A BYLAW RESPECTING THE COMMISSION'S ABILITY TO  
OPERATE, MANAGE AND ADMINISTER SERVICES TO ITS' CUSTOMERS**

WHEREAS pursuant to the provisions of the *Municipal Government Act*, the Board of the Commission must pass Bylaws respecting the appointment of its Directors and the designation of its Chair, and may pass Bylaws respecting the provision of the Commission's services and the governance of the administration of the Commission; and

NOW THEREFORE the Board enacts the following:

**1. DEFINITIONS**

- 1.1. "Act" means the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended or replaced from time to time;
- 1.2. "Annual Organizational Meeting" means the meeting of the Board held once each fiscal year;
- 1.3. "Auditor" means the auditor of the Commission appointed by the Board who shall report to the Board on the annual financial statement of the Commission and on the financial procedures and activities of the Commission;
- 1.4. "Board" means the Board of Directors of the Commission as per Bylaw 1-2011 section 2;
- 1.5. "Chair" means the Chairperson of the Board;
- 1.6. "Commission" means the Bow Valley Regional Transit Services Commission;
- 1.7. "Customers" means a municipal authority, federal agency, accommodation facility, or any other organization that is represented on the Commission or receives public transit service from the Commission by way of contract;
- 1.8. "Director" means the representative of a Member of the Commission appointed in accordance with Bylaw 1-2011;
- 1.9. "Fare Revenue Shortfall" means the amount that is collected from public transit service passenger fares below what was budgeted in the Commission's annual budget for each service;

- 1.10. “Fare Revenue Surplus” is the amount that is collected from public transit service passenger fares above what was budgeted in the Commission’s annual budget for each service;
- 1.11. “Fee” means the amount levied by the Board to each of its Customers to cover the costs of providing public transit services, including but not limited to administration, capital reserve, marketing, and service contract costs;
- 1.12. “Financial Plan” means a detailed outline of the Commission’s strategic objectives, capital requirements, budget (which includes the estimated operating and maintenance costs, fare revenues, grant funding, and income from fees and other sources), and the cost-sharing and revenue-sharing framework. Financial plans can be annual, three or five-year rolling plans;
- 1.13. “Manager” means the administrative lead position of the Commission selected by the Board, which may be changed to another title from time to time at the discretion of the Board;
- 1.14. “Member” or “Members” mean the Town of Banff, The Town of Canmore and Improvement District 9 and any other Government body added as a member of the Commission in accordance with Bylaw 3-2011 from time to time.;
- 1.15. “Non-Voting Representatives” means environmental interest groups, destination marketing groups, and or other groups who would actively participate in the activities of the Commission and who would have representatives at the Board meetings but no voting rights;
- 1.16. “Regulation” means Alberta Regulation No. 59/2011, as amended or replaced from time to time;
- 1.17. “Revenue Vehicle Hour” is a measure of the scheduled hours of service that are available to passengers for transport. One Revenue Vehicle Hour is equivalent to one transit vehicle traveling in one hour in revenue service;
- 1.18. “Service Area” means those service areas set out in the Regulation;
- 1.19. “Transit User Satisfaction Measures” are indicators that measure how satisfied transit users are with the transit system, and may include level of satisfaction with service frequency, hours of operation, and route coverage;
- 1.20. “Vice-Chair” means Vice-Chair of the Board; and
- 1.21. “Voting Members” means the Town of Banff, Town of Canmore, and Improvement District #9, all of whom have voting rights and as described

in Bylaw 1-2011 section 2, subsection 2.1 and 2.1.1.

## 2. OBJECTIVES

2.1. The objectives of the Commission are:

- (a) to provide and or coordinate local and regional transit services within the service area;
- (b) to attract more transit users; and
- (c) to contribute towards improving air quality and the reduction of greenhouse gas emissions.

## 3. MANAGEMENT

3.1. There shall be a Manager and other officers as determined by the Board at its discretion.

3.2. The Board may select as Manager:

- (a) an individual who will be an employee of the Commission;
- (b) an individual municipality; or
- (c) an organization engaged on a contractual basis to the Commission.

3.3. The Manager will be the sole administrative direct report to the Board through the Chair (as the Board's primary representative).

3.4. The Manager shall carry out the following duties including, but not limited to:

- (a) introducing policies and procedures for Board approval;
- (b) ensuring that the policies and programs of the Commission are implemented;
- (c) advising and informing the Board on the operations and affairs of the Commission;
- (d) performing the duties and exercising the powers assigned to the Manager in this Bylaw;
- (e) performing the duties and exercising the powers required of the

Manager in the *Act* or any other applicable legislation;

- (f) ensuring the funds of the Commission are received and disbursed in accordance with the directives of the Board, subject to this Bylaw;
- (g) managing finances to effectively operate the Commission including establishing bank account(s), establishing good cash management practices/ protocols, and exercising purchase of goods and services as per policies and procedures;
- (h) ensuring detailed accounts of all income and expenditures are kept;
- (i) ensuring an account of all transactions of the Commission and the financial position of the Commission are rendered to the Board at meetings or whenever required by the Board;
- (j) ensuring all books, papers, records, correspondence, contracts and other documents belonging to the Commission are maintained and disclosed in accordance with applicable legislation;
- (k) carrying out any lawful direction of the Board;
- (l) advising the Board on staffing requirements to effectively administer Commission business; and
- (m) being solely responsible for the supervision/ management of all the staff of the Commission.

3.5. The Board and/or the Manager may, from time to time, may appoint an acting manager who shall be authorized, in the absence of the Manager, to perform such duties of the Manager; further the Board and/or the Manager may define the parameters of the acting manager when an appointment is made.

#### 4. BOARD

- 4.1. The proceedings of the Board shall be conducted in accordance with the *Act* and Bylaw No. 1-2011.
- 4.2. The term of each Director shall be for one year.
- 4.3. Selection of the Chair and the Vice-Chair shall be through nomination and the support of the majority of the Directors at the first Regular Meeting in November of each year.

- 4.4. The Chair and Vice-Chair must be Directors.
- 4.5. Chair and Vice Chair shall occupy the positions for one year (as per s. 2.4 of Bylaw 1-2011) and for no more than three consecutive years, unless otherwise elected by a two-thirds supermajority of the board. Upon leaving the role after a three-year term, the past-chair must vacate the position for at least one year before being eligible for re-election.
- 4.6. A Chair may be removed through a majority vote of Directors.
- 4.7. If the Chair resigns from the Board, the Vice-Chair shall assume the position of Chair until the Directors elect a new Chair.
- 4.8. Each Director, including the Chair and Vice-Chair, have one vote on any given motion, and any tie vote results in that motion being defeated.
- 4.9. A quorum shall be minimum four (4) Directors present at the meeting, which must include the Chair or Vice Chair.
- 4.10. A Director shall not miss more than three consecutive Regular Meetings (does not include Annual General Meeting and Special Meetings). In the event of this occurrence, the Chair or Vice Chair will request that s. 2.2 of Bylaw 1-2011 be exercised and seek a permanent replacement for that Director. Exceptions may be considered by the Board provided circumstances for absences are considered extraordinary and/or for emergency circumstances.
- 4.11. The Board shall be responsible for:
  - a) strategic transit plans;
  - b) annual and three-year financial plans pursuant to s. 11 hereof;
  - c) regional transit policies, performance standards, and Transit User Satisfaction Measures;
  - d) the fare schedule of the services provided by the Commission;
  - e) service marketing plans;
  - f) the contracting of work to public or private organizations, which when applicable are to be rewarded through a competitive bidding process;
  - g) ensuring appropriate programs and policies are created, administered and monitored on a regular basis;



- h) hiring and supporting the Manager; and
- i) considering measures to ensure the regional transit system is integrated to the greatest extent possible.

## 5. MEETINGS

- 5.1. The Board shall hold Regular Meetings at least once every two months or more often at regular intervals as approved by the Board pursuant to s. 5.4.
- 5.2. Special Meetings (outside of the definition of section 5.1) may be called by the Chair at any time with the provision of minimum 5 working days advanced notice to all Directors and with a confirmation of a quorum.
- 5.3. The Board shall hold an Annual Organizational Meeting, which shall be held no later than October 30<sup>th</sup> of each year. At each Annual Organizational Meeting, the next year's financial and strategic plans, shall be voted on and adopted. The date of the Annual Organizational Meeting shall be determined by the Board during the annual budget process.
- 5.4. A schedule of Regular Meetings, including location and time, shall be established by resolution at the Annual Organizational Meeting.
- 5.5. Notification of the Annual Organizational Meeting shall be provided to each Director and Non-Voting representatives no less than thirty (30) days prior to the date of the Annual Organizational Meeting.
- 5.6. At a Regular Meeting held no later than April 30<sup>th</sup> of each year, the Auditor shall present the audited financial statements of the Commission for approval.
- 5.7. An agenda shall be established for all meetings of the Board by submitting a written request to the Manager at least 5 business days prior to the meeting date. Only Directors and the Manager shall be entitled to add items to the proposed agenda.
- 5.8. The Manager shall ensure copies of the agenda and supporting documents are available to the Board and the public no later than 5:00 p.m. three days before a meeting.
- 5.9. If an agenda item is submitted past the deadline it may be added to the agenda through the Chair if carried by a majority vote.

## 6. THE COMMISSION

- 6.1. The Commission shall hold any required Operating Certificate(s) from the Government of Alberta and/or other authorizing jurisdictions in order to operate a transit service as mandated.
- 6.2. The Commission may assume responsibility of any existing and new

contracts between its Members, private operators and other entities; and may renew, cancel, or amend them as needed.

- 6.3. The Commission may form committees and working groups as needed. The composition of these committees and working groups is determined by the Commission

## 7. EXCLUSIVITY RIGHTS OF COMMISSION

- 7.1. The Commission will seek exclusive rights to operate transit services from specified stops, transit exchanges and hubs that service public transportation needs as determined by the Commission. Where exclusive rights are obtained, no other services may use the stops, transit hubs or exchanges designated for the purpose of the Commission's services without the prior written permission of the Commission.

## 8. TRANSIT SERVICES PROVIDED

- 8.1. The transit services and the means by which the costs will be shared by Customers shall be determined on an annual basis.
- 8.2. The Commission envisions operating a number of transit service routes. At minimum, and not limited to these, the following transit services:
- (a) a local Banff service within the boundaries of the Town of Banff, and outside the town boundaries if approved by the Board;
  - (b) a local Canmore service within the boundaries of the Town of Canmore, and outside the town boundaries if approved by the Board;
  - (c) a regional service between the Town of Canmore and the Town of Banff, and shall be connected to local services that operate in the Towns of Banff and Canmore;
  - (d) a regional service for residents and visitors to destinations in Banff National Park outside of the Town of Banff, and shall be connected to local services;
  - (e) a regional service between the Town of Banff and the Hamlet of Lake Louise, and shall be connected to local services that operate in the Town of Banff and the Hamlet of Lake Louise; and
  - (f) a local Lake Louise service between the Hamlet of Lake Louise and the surrounding area.

- 8.3. In addition to the services set out in s. 8.2, other new regional and local transit services may be developed and implemented by the Commission, if approved by the Board.
- 8.4. All vehicles used by the public transit services shall be accessible to persons with disabilities and capable of accommodating bicycles and skis/snowboards.

## 9. COSTS AND PASSENGER REVENUES OF TRANSIT SERVICES AND OTHER COSTS OF THE COMMISSION

- 9.1. The Board shall levy fees annually to its Customers to cover the actual costs of the provision of public transit services for those Customers, as well as to cover other supporting costs related to those public transit services, including but not limited to the Commission's annual administrative costs, marketing costs, and capital reserve costs. The Board shall apply the cost allocation principles and methodology described in Schedule A, which shall be reviewed and revised every four years if necessary, to determine the amounts of these levy fees.
- 9.2. Each of the Customers shall pay for any passenger Fare Revenue Shortfall for any public transit service provided by the Commission. The amount shall be in accordance with their share of the net direct operating costs agreed upon in that year's financial plan, or pursuant to contract, that pertain to the Fare Revenue Shortfall.
- 9.3. For any Fare Revenue Surplus, the Commission shall put the funds in a reserve to the credit of each Customer whose service the Fare Revenue Surplus pertains to be used to cover future cost overruns and/or reduce the amount of future levies.

## 10. TRANSIT SERVICE MARKETING

- 10.1. The Commission shall market the public transit services described in s. 8 through avenues that include but are not limited to:
  - (a) consistent regional branding; and
  - (b) appropriate and innovative means that will effectively reach local and international markets.

## 11. FINANCIAL

- 11.1. Without limiting the requirements for the budget pursuant to the *Act*, the

Board shall prepare an annual and three-year rolling financial plan that shall set out the expected:

- (a) estimated expenditures for the:
    - (i) purchase of operating services, which would include maintenance services;
    - (ii) administration of the Commission, including salaries for the Manager and any other Commission staff;
    - (iii) marketing activities of the Commission; and
    - (iv) 10 year capital investments (for vehicle and/or non-vehicle assets);
  - (b) the fees levied to each Customer (using the cost allocation principles and methodology described in Schedule A);
  - (c) proposed fare schedule for the next three years;
  - (d) expected ridership and resulting fare revenues for each transit service for the next three years; and
  - (e) any anticipated grants for the next three years.
- 11.2. Directors shall be required to distribute the annual and three-year rolling financial plans to their respective organizations and constituents and consult with them on these plans.
- 11.3. The annual and three-year rolling financial plans shall require at least a fifty percent (50%) majority vote and support from at least one representative from each municipality to pass. The financial plans shall be revised if they are not passed and the revised plans shall be voted on by the Board again.
- 11.4. Any Voting Member, Non-Voting Representative, or member of the public may submit comments and questions to the Board in writing in relation to the annual and three-year rolling financial plans within thirty (30) days immediately following the date of distribution of the proposed financial plan.
- 11.5. Subject to the *Act*, the Manager may, during any financial year, present to the Board amendments to the annual financial plan for the current year. Any amendments to the annual financial plan shall be made in accordance with the procedure set forth in this bylaw, especially the voting requirements set out in s. 11.3.

## 12.PUBLIC INPUT

- 12.1. The Commission shall seek and encourage public input in the formulation of new transit services or enhancement of existing transit services, and in the development of the strategic and financial plans.
- 12.2. Regular and Annual Meetings shall be open to the public except during discussions about real property, personnel issues, internal issues of the board, or when receiving advice from a solicitor involving potential litigation issues, subject to the provisions of the *Freedom of Information and Protection of Privacy Act* of Alberta.
- 12.3. If a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act* (Alberta), the Chair shall ensure that any part of a meeting during which discussions are closed to the public through a motion shall include the reason for the closure to be identified in the motion

## 13.CANCELLATION/ADDITION OF SERVICES

- 13.1. A cancellation or addition of services of a permanent nature, including seasonal, involving greater than a 25% change in the cost of a service provided to a Customer or Customers will require the approval by at least a two thirds majority of the Directors and approval by the Voting Member(s) most impacted by this service change.

## 14.MEMBERSHIP AND REPRESENTATION

- 14.1. A municipality or organization may attain membership and voting rights in the Commission if the following is attained:
  - (a) approval by at least two thirds majority of the Board;
  - (b) a resolution or bylaw by the board of directors of that municipality or organization, specifying their approval of and the BVRTSC's bylaws, the annual and three-year financial plans of the BVRTSC, and their commitment to fund the BVRTSC's transit services and related costs as specified in the financial plans;
  - (c) Amending Bylaw 1-2011 and any other Bylaws of BVRTSC required to be amended to reflect the addition of a member;  
and
- 14.2. A Voting Member may withdraw from membership of the Commission

subject to approval of the majority of the Board if the following is attained:

- (a) As per Section 14.1 (c)
  - (b) The Voting Member has fully met its financial and other obligations for one calendar year immediately following the notice of intent to withdraw; and
  - (c) revision(s) and or approval of any other Commission regulations and or policies to reflect the withdrawal
- 14.3. Within two months of a representative of a Voting Member leaving the Commission, the empty Director position shall be filled by the Voting Member.
- 14.4. The Board may appoint, with the approval of at least a fifty 50% majority vote of the Board, non-voting representation from groups that regularly contribute to the Commission's activities, including but not be limited to environmental interest groups and destination marketing groups, who may have representatives on the Board but will not have voting rights.

#### 15.PROCESS FOR DISESTABLISHMENT OF THE COMMISSION

- 15.1. No motion to disestablish the Commission may be made unless a written notice of motion proposing to disestablish the Commission, which MUST be signed by all =Voting Members, is delivered to:
- a. the Chief Executive Officer;
  - b. Non-Voting Representatives
- 15.2. The notice of motion under section 15.1 must:
- a. be delivered to each of the parties listed in section 15.1 no less than 90 days before the date the motion is proposed to be considered by the Board; and
  - b. include the reasons for disestablishment of the Commission and the proposed date of disestablishment.
- 15.3. No later than 30 days before a motion is proposed to be considered by the Board, the Chief Executive Officer must publish notice of it on the website of the Commission.
- 15.4. No later than 21 days before a motion is proposed to be considered by the Board,
- a. each Non- Voting Representative; and
  - b. any person resident in a Member municipality or within the area served by the Commission
- may make a submission in writing to the Board.
- 15.5. Before the Board votes on the motion to disestablish the Commission, the Board must consider any written submissions received under section 15.4.
- 15.6. Before the motion to disestablish the Commission comes before the Board, the Board may by Ordinary Resolution:
- a. direct that the issues raised by the motion be referred to arbitration; and
  - b. direct that the Board provide the Members and the public the opportunity to attend a meeting of the Board to provide verbal submissions

- in addition to any written submissions contemplated under section 15.4.
- 15.7. Subject to compliance with sections 15.2 to 15.6, the Board may by Special Resolution disestablish the Commission.
  - 15.8. The Commission must apply its assets to satisfy all the outstanding liabilities of the Commission at or before the date of the dissolution.
  - 15.9. Subject to section 15.8 and any direction provided by the Board.
    - b, the Chief Executive Officer may determine how the Commission's assets are to be liquidated or applied to meet the Commission's liabilities, including
      - a. marketing any or all of the assets, including advertising and soliciting offers in respect of the assets or any part of them and negotiating terms and conditions of sale as the Chief Executive Officer in the Chief Executive Officer's discretion deems appropriate;
      - b. selling, conveying, transferring, leasing or assigning the assets of the Commission or parts of them outside the ordinary course of business or operations of the Commission; and
      - c. receiving and collecting all monies and accounts owed to the Commission and exercising all remedies of the Commission in collecting such monies, including, without limitation, to enforce any security held by the Commission.
    - b. The Chief Executive Officer must:
      - a. have regard to any security by a lender and any statutory obligations respecting wages or withholdings; and
      - b. take reasonable steps to ensure an orderly and cost-effective wind up of the business and operations of the Commission.
  - 15.10. Subject to ensuring that all outstanding liabilities of the Commission are satisfied, the remaining assets of the Commission, if any, must be divided among the Members based on cost and revenue sharing principles in Schedule A
    - a. If the remaining assets include rolling stock, real estate or other capital property used in the provision of services by the Commission, the Board may by Ordinary Resolution:
      - a. provide each Member with a right to apply to receive specific rolling stock, real estate or another capital asset which that Member contributed to Commission within the two years preceding the date of disestablishment on an "as is" basis and on any other terms and conditions the Board considers appropriate; and
      - b. provide the Members with a right to bid to acquire rolling stock, real estate or other capital property that does not fall within clause a.
    - b. Where a Member receives any remaining assets under section 15.10, the market value of those assets is to be offset against the share to which a Member would otherwise be entitled under first paragraph of section 15.10.
    - c. If the value of an asset acquired by a Member under section 15.10 exceeds the Member's share based on 15.10.b, the Member may receive the asset on payment into trust of the difference between the value of the asset and the Member's Weighted Cost Allocation, which difference is to be distributed among the Members in accordance with section 15.10
    - d. The proceeds from any bid under section 15.10.a or b is to be paid into trust to be distributed amongst the Members in accordance with section 15.10.

## 17. AMENDMENTS



- 17.1. An amendment to this Bylaw may be passed by the Board upon approval by at least a two thirds majority of the Directors.
- 17.2. The first time the Bylaw is amended, a notice that contains both the existing Bylaw (in full) and the proposed Bylaw (in full) will be provided to the Voting Members at least one month in advance of when Directors will vote on the changes. Thereafter, the notice will only contain new items, items to be changed, or items to be removed from the existing Bylaw.

Originally approved on November 16<sup>th</sup>, 2011.

Amended by the Board of the Commission on September 06, 2017.

Amended by the Board of the Commission on December 14, 2018

Amended by the Board of the Commission on February 9, 2022

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Joanna McCallum, Chairperson

## **SCHEDULE A**

### **ALLOCATION OF THE BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION'S COSTS**

#### **Cost and Revenue Sharing Principles**

The guiding principles below will be used to determine the distribution of BVRTSC's various operating and capital costs. These principles will be reviewed periodically, and at minimum every four years.

#### **1. Defining Costs**

- (a) ***Direct Operating Costs*** are those expenses directly attributable to providing transit on any of BVRTSC's routes. These shall be considered to include, but not limited to: administration and implementation of pass sales, hiring, scheduling, cash fare management; advertising/marketing specific to the route; signage specific to each route; bus storage building/utilities costs attributable to each service route; operations fuel/maintenance; Intelligent Transit System costs, including NextBus, Trapeze Fareboxes, GyPsy Next Stop Announcements and any other IT items related to operations; transit operator labour and training; management and office administration time attributable to operations; professional services / studies; and fleet registration, insurance, and permits.
- (b) ***Administrative Costs*** are any operating costs (i.e. non-capital costs) that do not fall within Direct Operating Costs. These shall be considered to include, but not limited to: office rent, photocopier, website, general office supplies, annual audit costs and other general professional services, the office administration salaries that were not attributed to Direct Operating Costs, and non-service specific marketing.
- (c) ***Capital Costs / Reserve*** are expenditures or savings to purchase capital items. These shall be considered to include, but not limited to: rolling stock, fare boxes, signage, bus storage facilities and transit stop furnishings. All transit capital infrastructure and fixtures located within municipalities, except rolling stock, are the property of that municipality, and the upkeep for same is the responsibility of that municipality, albeit the cost of same may be shared if the capital infrastructure benefits routes paid for by other municipalities or other parties (e.g. a centralized storage facility for buses). Reserves or savings to replace/purchase rolling stock or assets that will be used by more than one municipality will be kept by BVRTSC. However, reserves to replace capital assets that belong to and used only by one municipality, or for saving to purchase future assets that will belong to and used only by one municipality, may be kept with BVRTSC *or* may remain with the municipality. Further, only those future capital projects that the municipality agrees to proceed with will be included in BVRTSC planning.

#### **2. Cost Allocation Principles**

(a) ***Re Direct Operating Costs*** (“DOC”)

- i. The DOC of each transit service route are the responsibility of identified parties as determined prior to the approval of route by the Board, less any revenue from that route.
- ii. Any DOC attributable to any of the Voting Members of the BVRTSC (Town of Banff, Town of Canmore, ID#9) will be requisitioned to the respective Voting Members at the beginning of each fiscal year based upon the Board approved budget and projected revenues for the routes, or portions thereof, for which each Voting Member is responsible. Any shortfall in funding as determined at any time during the fiscal year for any route will result in a subsequent requisition to the Voting Member(s) responsible for covering the DOC of that route. As per the Regulation, any surpluses are not returned to any of the Voting Members, but rather placed in reserve to the credit of the Voting Member(s) responsible for the route from which the surplus is derived.
- iii. Any DOC to be covered by a party other than the Voting Members will be secured by a contractual arrangement whereby the party is fully responsible for the DOC pertaining to a particular route, or portion thereof, less any revenue from that route.
- iv. Based upon current and future routes, it is anticipated that the DOC, less any revenue, for various routes will be covered as follows:
  - Banff Local Routes 1 & 2 (as well as any other future local routes approved by Banff) are 100% the responsibility of the Town of Banff;
  - Canmore Local Route 5 (as well as any other future local routes approved by Canmore) are 100% the responsibility of the Town of Canmore;
  - Banff-Canmore Regional Route 3 (as well as any other similar future regional route approved by Banff and Canmore) are 50% the responsibility of each the Town of Banff and the Town of Canmore;
  - Contracted routes, such as Routes 4 (Cave & Basin) & 6 (Minnewanka), are 100% the responsibility of the contracting party;
  - Future routes will be determined on a case by case basis following negotiation amongst the parties directly benefiting from the route.
- v. Revenue collected on each route will be credited against the DOC of that route.

- vi. In the event of transit passes being able to be used for more than one route, then revenue from said passes will be allocated to each route based on actual usage.
- (b) **Re Administrative Costs (“AC”)**
- i. AC will be requisitioned to the respective municipal partners at the beginning of each fiscal year based upon the Board approved budget. Any shortfall in AC funding as determined at any time during the fiscal year may result in a subsequent requisition to the Voting Members if BVRTSC internal mitigations are unable to nullify the shortfall. As per the Regulation, any surpluses are not returned to any of the Voting Members, but rather placed in reserve to the credit of each of the Voting Members in proportion to their contribution to the AC that gave rise to a surplus.
  - ii. AC are to be divided equally amongst all Voting Members.

*Example – Based upon AC in the amount of \$271,388 (forecasted AC in 2017), the AC split between the Voting Members would be:*

<b>2017 BVRTSC Administrative Costs (Equal Partners)</b>	
<i>Requisition to:</i>	<i>PROPOSED</i>
Town of Banff	\$90,462.67
Town of Canmore	\$90,462.67
ID#9	\$90,462.67
<b>TOTAL:</b>	<b>\$271,388</b>

- iii. The Board may allow, by resolution, a Voting Member to pay a lesser amount of the AC for an upcoming limited period of time (i.e. not retroactive) if the Board determines, in its sole discretion, that the lesser amount would be fair and in the best interests of the BVRTSC in the circumstances.
- (c) **Re Capital Costs (“CC”)**
- i. Each Voting Member or contracting party is responsible for the CC pertaining to the routes for which they pay DOC, and in equivalent proportions as DOC are paid. This CC includes, but is not limited to, rolling stock (including spares, or portion thereof), bus storage facilities, transit stop furnishings, signage, etc.
  - ii. CC are calculated based upon capital planning for purchase or replacement of capital assets, and is requisitioned based on an approved BVRTSC capital budget created after consultation with the Voting Members or other funding

parties. The CC requisition takes into account any grant monies received or anticipated to be received.

- iii. Any shortfalls in CC are the responsibility of the funding Voting Member or other party to which the capital funding pertains, and any surpluses through savings or cancelled capital projects or otherwise will accrue to the benefit of the party providing the CC to which the surplus pertains.
- iv. On disposal of any Tangible Capital Assets the same CC proportions applied in c).i. above will be applied to any proceeds of the sale or any costs associated with the disposal of the asset.
- v. The CAO is authorized to initiate and complete disposal of assets at the end of their designated lifecycle. Should it be determined that an asset with a remaining book value of greater than \$50,000 is required to be disposed prior end of its lifecycle, Board approval is required.

# Bow Valley *Regional* Transit Services Commission



## ***Amended Operating Budget (Additional New Service Level Requests)***

*"... moves to approve the amended 2022 – 2024 BVRTSC Operating Budget as presented"*

## BVRTSC 2022 BUDGET NSLR

New Service Level Requests approved:

Banff:

- Local residents fare free
- Additional winter service – route 1 and 2 from Sept 2022

Canmore

- Weekday 2<sup>nd</sup> bus during the day
- Weekend 2<sup>nd</sup> bus on Sundays

2022 to 2024			
	2022	2023	2024
<b><u>Town of Banff:</u></b>	<b>Previously Approved</b>		
Banff Local - Route 1	\$ 385,839	\$ 393,556	\$ 401,429
Banff Local - Route 2	\$ 393,693	\$ 401,566	\$ 409,599
	\$ 779,532	\$ 795,123	\$ 811,028
<b><u>New Service requests</u></b>	<b>Amended</b>		
<i>Local residents fare fee - March 1 start</i>			
Banff Local - Route 1	148,403	181,084	184,656
Banff Local - Route 2	106,661	129,992	132,542
	255,064	311,076	317,198
<i>Additional winter service- Sept 19 2022 start</i>			
Banff Local - Route 1	87,762	164,371	120,594
Banff Local - Route 2	93,277	183,113	143,019
	181,039	347,484	263,612
Total of NSLR	436,102	658,562	580,809
<b><u>Revised</u></b>			
Banff Local - Route 1	622,004	739,011	706,679
Banff Local - Route 2	593,631	714,671	685,160
	1,215,634	1,453,685	1,391,837
	2022	2023	2024
<b><u>Town of Canmore</u></b>	<b>Previously Approved</b>		
Canmore Local - Route 5	\$ 768,059	\$ 783,420	\$ 799,089
<b><u>New Service requests - March 1 start</u></b>	<b>Amended</b>		
Additional weekend bus	46,711	57,197	58,341
2nd bus weekday during the day	112,805	136,668	139,402
	159,515	193,867	197,744
<b><u>Revised</u></b>	\$ 927,574	\$ 977,287	\$ 996,833

Banff - Initial assumption was fare free from March 1 – this has changed to May 20<sup>th</sup>. Did not change amount in revised budget, because expect additional costs for refunds.

2022 to 2024

	2021	2022	2023	2022	2023	2024	% Change	% Change	\$ Change	\$ Change
Town of Banff:	Budget	Previously Approved Budget		Approved			22-22	23-23	22-22	23-23
Banff Local - Route 1	\$ 385,698	\$ 418,212	\$ 427,028	\$ 622,004	\$ 739,013	\$ 706,727	48.7%	73.1%	\$ 203,792	\$ 311,985
Banff Local - Route 2	\$ 386,339	\$ 474,035	\$ 377,937	\$ 593,630	\$ 714,671	\$ 685,110	25.2%	89.1%	\$ 119,595	\$ 336,734
CB Regional (1/2)	\$ 157,350	\$ 160,949	\$ 164,167	\$ 172,972	\$ 171,012	\$ 174,433	7.5%	4.2%	\$ 12,023	\$ 6,845
Administrative (1/3)	\$ 146,076	\$ 153,232	\$ 156,297	\$ 188,239	\$ 146,629	\$ 149,447	22.8%	-6.2%	\$ 35,007	\$ (9,668)
	\$ 1,075,464	\$ 1,206,428	\$ 1,125,429	\$ 1,576,845	\$ 1,771,325	\$ 1,715,718	30.7%	57.4%	\$ 370,417	\$ 645,896
Town of Canmore	Budget	Previously Approved Budget		Approved			22-22	23-23	22-22	23-23
Canmore Local - Route 5	\$ 696,954	\$ 733,226	\$ 747,892	\$ 927,575	\$ 977,287	\$ 996,834	26.5%	30.7%	\$ 194,348	\$ 229,395
CB Regional (1/2)	\$ 157,350	\$ 160,949	\$ 164,167	\$ 172,972	\$ 171,012	\$ 174,433	7.5%	4.2%	\$ 12,023	\$ 6,845
Administrative (1/3)	\$ 146,076	\$ 153,232	\$ 156,297	\$ 188,239	\$ 146,629	\$ 149,447	22.8%	-6.2%	\$ 35,007	\$ (9,668)
	\$ 1,000,380	\$ 1,047,407	\$ 1,068,356	\$ 1,288,786	\$ 1,294,928	\$ 1,320,714	23.0%	21.2%	\$ 241,379	\$ 226,572
Improvement District No. 9	Budget	Previously Approved Budget		Approved			22-22	23-23	22-22	23-23
Administrative (1/3)	\$ 146,076	\$ 153,232	\$ 156,297	\$ 188,239	\$ 146,629	\$ 149,447	22.8%	-6.2%	\$ 35,007	\$ (9,668)
LLB Regional - Winter	\$ 174,897	\$ 273,710	\$ 279,183	\$ 255,061	\$ 260,162	\$ 265,365	-6.8%	-6.8%	\$ (18,649)	\$ (19,021)
LLB Regional - Rt 8S	\$ 69,198	\$ 59,448	\$ 59,639	\$ 76,967	\$ 77,186	\$ 77,407	29.5%	29.4%	\$ 17,519	\$ 17,547
LLB Regional - Rt 8X	\$ 157,178	\$ 164,352	\$ 165,057	\$ 215,409	\$ 215,812	\$ 216,220	31.1%	30.8%	\$ 51,056	\$ 50,755
JCB Regional - Rt 9	\$ 66,447	\$ 42,542	\$ 42,552	\$ 59,214	\$ 58,987	\$ 59,011	39.2%	38.6%	\$ 16,672	\$ 16,435
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	\$ 746,338	\$ 715,018	\$ 728,554	0.9%	-5.2%	\$ 6,554	\$ (38,931)

\*\* ID#9 contribution is greater than \$300K for LL routes - however they still pay for the 8X 10pm departure seperately, so this calculation is only implemented when LL summer routes are > \$330,000

\* 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
Parks Canada	Budget	Previously Approved Budget		Approved			22-22	23-23	22-22	23-23
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	\$ 150,258	\$ 152,775	\$ 155,341	20.5%	20.4%	\$ 25,566	\$ 25,885
Lake Minnewanka - Rt 6	\$ 358,915	\$ 376,167	\$ 382,748	\$ 446,611	\$ 503,412	\$ 510,343	18.7%	31.5%	\$ 70,444	\$ 120,664
LLB Regional - Rt 8S	\$ 117,478	\$ 104,742	\$ 106,604	\$ 99,508	\$ 101,385	\$ 103,303	-5.0%	-4.9%	\$ (5,234)	\$ (5,219)
LLB Regional - Rt 8X	\$ 266,840	\$ 289,570	\$ 295,037	\$ 278,494	\$ 283,474	\$ 288,557	-3.8%	-3.9%	\$ (11,076)	\$ (11,563)
JCB Regional - Rt 9	\$ 112,808	\$ 74,953	\$ 76,062	\$ 76,556	\$ 77,482	\$ 78,754	2.1%	1.9%	\$ 1,603	\$ 1,420
Adjustment for over \$300K maximum for LL summer routes **	\$ 31,418			\$ -	\$ -	\$ -			\$ -	
Moraine Lake - Rt 10	\$ 48,911	\$ 42,509	\$ 43,357	\$ 40,921	\$ 41,539	\$ 42,169	-3.7%	-4.2%	\$ (1,588)	\$ (1,818)
	\$ 1,117,180	\$ 1,062,058	\$ 1,080,656	\$ 1,142,761	\$ 1,211,487	\$ 1,230,916	7.6%	12.1%	\$ 80,703	\$ 130,831



**Addition of NSLR - approved during Banff and Canmore budget meetings**  
**Summary of Requisitions - 2022-2024**

	<i>Approved budget</i>			<i>Amended for NSLR</i>			<i>Difference</i>		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
<b>Banff</b>									
Operating	\$ 1,140,743	\$ 1,112,764	\$ 1,134,908	\$ 1,576,845	\$ 1,771,325	\$ 1,715,718	\$ 436,102	\$ 658,562	\$ 580,809
Capital	\$ 636,500	\$ 645,700	\$ 655,100	\$ 636,500	\$ 645,700	\$ 655,100	\$ -	\$ -	\$ -
	\$ 1,777,243	\$ 1,758,464	\$ 1,790,008	\$ 2,213,345	\$ 2,417,025	\$ 2,370,818	\$ 436,102	\$ 658,562	\$ 580,809
<b>Canmore</b>									
Operating	\$ 1,129,271	\$ 1,101,061	\$ 1,122,970	\$ 1,288,786	\$ 1,294,928	\$ 1,320,714	\$ 159,515	\$ 193,867	\$ 197,744
Capital	\$ 214,600	\$ 275,600	\$ 278,900	\$ 214,600	\$ 275,600	\$ 278,900	\$ -	\$ -	\$ -
	\$ 1,343,871	\$ 1,376,661	\$ 1,401,870	\$ 1,503,386	\$ 1,570,528	\$ 1,599,614	\$ 159,515	\$ 193,867	\$ 197,744
<b>ID #9</b>									
Operating	\$ 746,338	\$ 715,018	\$ 728,554	\$ 746,338	\$ 715,018	\$ 728,554	\$ -	\$ -	\$ -
Capital	\$ 66,631	\$ 67,269	\$ 68,014	\$ 66,631	\$ 67,269	\$ 68,014	\$ -	\$ -	\$ -
	\$ 812,969	\$ 782,287	\$ 796,568	\$ 812,969	\$ 782,287	\$ 796,568	\$ -	\$ -	\$ -
<b>Parks Canada*</b>									
Operating	\$ 1,142,761	\$ 1,211,487	\$ 1,230,916	\$ 1,142,761	\$ 1,211,487	\$ 1,230,916	\$ -	\$ -	\$ -
	\$ 1,142,761	\$ 1,211,487	\$ 1,230,916	\$ 1,142,761	\$ 1,211,487	\$ 1,230,916	\$ -	\$ -	\$ -
<b>Total NSLR impact</b>							<b>\$ 595,617</b>	<b>\$ 852,429</b>	<b>\$ 778,554</b>

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

# Bow Valley Regional Transit Services Commission

## 2022-2024 Approved Operating Budget

ALL ROUTES				
	2022 Amended Budget	2023 Amended Budget	2024 Amended Budget	
<b>INCOME</b>				
<b>Advertising &amp; Marketing Revenue</b>				
4200 Advertising & Marketing	\$ 55,141	\$ 56,244	\$ 57,367	
<b>Total Advertising &amp; Marketing Revenue</b>	<b>\$ 55,141</b>	<b>\$ 56,244</b>	<b>\$ 57,367</b>	
<b>Farebox Revenue</b>				
4100 Farebox Income	\$ 1,814,495	\$ 2,008,845	\$ 2,128,112	
<b>Total Farebox Revenue</b>	<b>\$ 1,814,495</b>	<b>\$ 2,008,845</b>	<b>\$ 2,128,112</b>	
<b>Interest Revenue</b>				
4810 Interest Income	\$ 12,000	\$ 12,240	\$ 12,485	
<b>Total Interest Revenue</b>	<b>\$ 12,000</b>	<b>\$ 12,240</b>	<b>\$ 12,485</b>	
<b>Other Income</b>				
4700 Charter Sales	\$ 2,080	\$ 2,122	\$ 2,164	
4750 Route Detour Fee	\$ 416	\$ 424	\$ 432	
<b>Total Other Income</b>	<b>\$ 2,496</b>	<b>\$ 2,546</b>	<b>\$ 2,596</b>	
<b>Partner Programs</b>				
4300 Partner Program Revenue	\$ 361,561	\$ 344,622	\$ 351,514	
<b>Total Partner Programs</b>	<b>\$ 361,561</b>	<b>\$ 344,622</b>	<b>\$ 351,514</b>	
<b>Pass Sales</b>				
4150 Pass Revenue	\$ 542,876	\$ 605,339	\$ 629,279	
<b>Total Pass Sales</b>	<b>\$ 542,876</b>	<b>\$ 605,339</b>	<b>\$ 629,279</b>	
<b>TOTAL INCOME BEFORE REQUISITIONS</b>	<b>\$ 2,788,569</b>	<b>\$ 3,029,835</b>	<b>\$ 3,181,353</b>	
<b>Recoveries - Operating (non-members)</b>				
4500 Recoveries - Operating (non-memb)	\$ 1,201,054	\$ 1,449,323	\$ 1,473,508	
<b>Total Recoveries - Operating (non-members)</b>	<b>\$ 1,201,054</b>	<b>\$ 1,449,323</b>	<b>\$ 1,473,508</b>	
<b>Requisitions - Operating</b>				
4420-1 Operating Requisition - TOB	\$ 1,576,845	\$ 1,771,325	\$ 1,715,718	
4420-2 Operating Requisition - TOC	\$ 1,288,786	\$ 1,294,928	\$ 1,320,714	
4420-5 Operating Requisition - ID9	\$ 794,889	\$ 758,777	\$ 767,450	
<b>Total Requisitions - Operating</b>	<b>\$ 3,660,521</b>	<b>\$ 3,825,031</b>	<b>\$ 3,803,883</b>	
<b>TOTAL INCOME</b>	<b>\$ 7,650,143</b>	<b>\$ 8,304,189</b>	<b>\$ 8,458,744</b>	
<b>EXPENSES</b>				
<b>Advertising &amp; Marketing Expenses</b>				
5226 Drivers recruitment	\$ 39,839	\$ 43,284	\$ 44,149	
5616 Recruitment Costs - Admin	\$ 4,591	\$ 4,701	\$ 4,796	
5700 Advertising and Marketing	\$ 165,092	\$ 181,793	\$ 185,430	
5715 Commission	\$ 2,706	\$ 3,001	\$ 3,060	
<b>Total Advertising &amp; Marketing Expenses</b>	<b>\$ 212,228</b>	<b>\$ 232,780</b>	<b>\$ 237,435</b>	
<b>Contracted Services / Professional Fees</b>				

# Bow Valley Regional Transit Services Commission

## 2022-2024 Approved Operating Budget

ALL ROUTES			
	2022 Amended Budget	2023 Amended Budget	2024 Amended Budget
5200 Operating Contracts	\$ 12,656	\$ 13,329	\$ 13,595
5364 Brinks service fees	\$ 11,798	\$ 12,616	\$ 12,869
5611 Accounting Fees	\$ 11,260	\$ 11,485	\$ 11,715
5612 Payroll service fee	\$ 5,991	\$ 6,499	\$ 6,629
5615 Legal Fees	\$ 5,500	\$ 5,760	\$ 5,876
5623 Security Fee	\$ 17,550	\$ 19,972	\$ 20,371
5624 IT Support	\$ 10,327	\$ 10,834	\$ 11,050
5629 Contract Work	\$ 40,500	\$ 41,310	\$ 42,136
<b>Total Contracted Services / Professional Fees</b>	<b>\$ 115,581</b>	<b>\$ 121,806</b>	<b>\$ 124,241</b>
<b>Fuel Expense</b>			
5270 Fuel	\$ 680,220	\$ 736,777	\$ 751,511
Utilities - electric bus charging	\$ 6,714	\$ 7,535	\$ 7,685
<b>Total Fuel Expense</b>	<b>\$ 686,934</b>	<b>\$ 744,312</b>	<b>\$ 759,196</b>
<b>General Operating Expenses</b>			
5351 Office Supplies	\$ 12,923	\$ 13,750	\$ 14,024
5352 Bank Service Charges	\$ 16,261	\$ 17,296	\$ 17,641
5353 Janitorial Supplies & Services	\$ 1,959	\$ 2,026	\$ 2,065
5354 Postage and Office Delivery	\$ 2,843	\$ 2,954	\$ 3,015
5357 Cell Phone	\$ 23,960	\$ 25,173	\$ 25,676
5358 Office Phone	\$ 11,747	\$ 12,378	\$ 12,624
5359 Board meeting expense	\$ 1,380	\$ 1,408	\$ 1,436
5626 Office Rent	\$ 30,456	\$ 31,065	\$ 31,686
5627 Copier	\$ 5,251	\$ 5,562	\$ 5,673
5630 Utilities	\$ 4,606	\$ 4,698	\$ 4,792
<b>Total General Operating Expenses</b>	<b>\$ 111,387</b>	<b>\$ 116,310</b>	<b>\$ 118,632</b>
<b>Infrastructure Maintenance</b>			
5430 Parks Canada Land Rent	\$ 447	\$ 504	\$ 514
5632 Infrastructure Maintenance Expense	\$ 38,453	\$ 41,879	\$ 42,715
<b>Total Infrastructure Maintenance</b>	<b>\$ 38,900</b>	<b>\$ 42,383</b>	<b>\$ 43,229</b>
<b>Insurance Expense</b>			
5310 General Liability Insurance	\$ 8,580	\$ 8,752	\$ 8,927
5320 Fleet insurance	\$ 102,568	\$ 109,946	\$ 112,145
<b>Total Insurance Expense</b>	<b>\$ 111,148</b>	<b>\$ 118,698</b>	<b>\$ 121,072</b>
<b>Software Fees &amp; Licences</b>			
5362 Software and License Fees	\$ 59,890	\$ 62,909	\$ 64,166
5617 Website	\$ 13,220	\$ 13,895	\$ 14,173
5620 Smart Farebox Software	\$ 61,592	\$ 66,402	\$ 67,728
5622 Bus Prediction Software	\$ 49,055	\$ 52,894	\$ 53,953
<b>Total Software Fees &amp; Licences</b>	<b>\$ 183,757</b>	<b>\$ 196,101</b>	<b>\$ 200,020</b>
<b>Training, Travel &amp; Meals</b>			

# Bow Valley Regional Transit Services Commission

## 2022-2024 Approved Operating Budget

ALL ROUTES				
	2022 Amended Budget	2023 Amended Budget	2024 Amended Budget	
5171 Conference Fees	\$ 7,804	\$ 7,960	\$ 8,119	
5172 Meals	\$ 9,134	\$ 9,357	\$ 9,544	
5173 Training	\$ 7,500	\$ 7,650	\$ 7,803	
5180 Travel Expense	\$ 5,610	\$ 5,722	\$ 5,837	
5181 Mileage	\$ 5,680	\$ 5,923	\$ 6,041	
5227 Driver Training	\$ 4,957	\$ 5,395	\$ 5,502	
5356 Memberships	\$ 5,107	\$ 5,209	\$ 5,313	
5619 Business Hosting Expenses	\$ 1,673	\$ 1,706	\$ 1,741	
<b>Total Training, Travel &amp; Meals</b>	<b>\$ 47,465</b>	<b>\$ 48,923</b>	<b>\$ 49,900</b>	
<b>Vehicle Expenses</b>				
5225 Drivers uniforms	\$ 28,920	\$ 31,161	\$ 31,784	
5228 Driver recognition	\$ 4,624	\$ 4,999	\$ 5,098	
5250 Parts	\$ 450,872	\$ 494,900	\$ 504,799	
5255 Vehicle Supplies	\$ 64,369	\$ 69,228	\$ 70,614	
5260 Maintenance Labour	\$ 654,673	\$ 720,136	\$ 734,539	
5420 Bus Storage	\$ 224,598	\$ 241,937	\$ 246,774	
5628 Bus wrap repair	\$ 9,741	\$ 10,370	\$ 10,576	
<b>Total Vehicle Expenses</b>	<b>\$ 1,437,797</b>	<b>\$ 1,572,730</b>	<b>\$ 1,604,184</b>	
<b>Wages &amp; Benefits - Administrative</b>				
5110 Wages - Administrative	\$ 546,542	\$ 573,902	\$ 585,380	
<b>Total Wages &amp; Benefits - Administrative</b>	<b>\$ 546,542</b>	<b>\$ 573,902</b>	<b>\$ 585,380</b>	
<b>Wages &amp; Benefits - Cleaners</b>				
5635 Wages - Cleaners	\$ 211,332	\$ 242,988	\$ 247,848	
<b>Total Wages &amp; Benefits - Cleaners</b>	<b>\$ 211,332</b>	<b>\$ 242,988</b>	<b>\$ 247,848</b>	
<b>Wages &amp; Benefits - Customer Support</b>				
5631 Wages - Customer Centre Support	\$ 274,340	\$ 300,087	\$ 306,090	
<b>Total Wages &amp; Benefits - Customer Support</b>	<b>\$ 274,340</b>	<b>\$ 300,087</b>	<b>\$ 306,090</b>	
<b>Wages &amp; Benefits - Drivers</b>				
5221 Drivers Wages	\$ 2,482,938	\$ 2,708,667	\$ 2,762,841	
5223 Drivers Wages - Training	\$ 166,399	\$ 176,242	\$ 179,766	
<b>Total Wages &amp; Benefits - Drivers</b>	<b>\$ 2,649,337</b>	<b>\$ 2,884,908</b>	<b>\$ 2,942,607</b>	
<b>Wages &amp; Benefits - Operations</b>				
5220 Wages - Operations	\$ 497,453	\$ 532,316	\$ 542,962	
<b>Total Wages &amp; Benefits - Operations</b>	<b>\$ 497,453</b>	<b>\$ 532,316</b>	<b>\$ 542,965</b>	
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 7,124,200</b>	<b>\$ 7,728,245</b>	<b>\$ 7,882,800</b>	
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION (equal to Parks contriubtion towards amortization)</b>	<b>\$ 525,943</b>	<b>\$ 575,944</b>	<b>\$ 575,944</b>	
<b>Amortization Expense</b>				
5900 Amortization Exp	\$ 1,441,125	\$ 1,539,793	\$ 1,539,793	
<b>NET INCOME</b>	<b>-\$ 915,182</b>	<b>-\$ 963,849</b>	<b>-\$ 963,849</b>	

# BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

## All Routes

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 21.65	\$ 42.09	\$ 49.70	\$ 47.36	\$ 46.60	\$ 48.93
Gross Cost per Service Hour	\$ 127.96	\$ 137.90	\$ 140.41	\$ 146.01	\$ 143.05	\$ 145.43
Direct Operating Cost per Service Hour	\$ 94.19	\$ 106.88	\$ 110.83	\$ 112.86	\$ 111.35	\$ 113.58
Overhead per Service Hour	\$ 9.04	\$ 8.33	\$ 8.12	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour	\$ 24.72	\$ 22.68	\$ 21.46	\$ 24.60	\$ 23.80	\$ 23.80
Net Cost per Service Hour (CUTA)	\$ 81.58	\$ 73.12	\$ 69.25	\$ 74.06	\$ 72.65	\$ 72.70
% Cost Recovery (CUTA)	21%	37%	42%	39%	39%	40%
Kilometers	616,076	1,640,489	1,667,874	1,910,869	1,959,328	1,959,328
Gross cost per KM	\$ 4.17	\$ 3.95	\$ 4.77	\$ 4.48	\$ 4.72	\$ 4.80
Ridership	190,062	1,114,381	1,525,185	1,540,415	1,562,901	1,563,109
Service Hours	20,064	46,949	56,606	58,579	64,705	64,705
Ridership per Service Hour	9	24	27	26	24	24

exclude 5 on cost recovery

## Route 1 - Banff Local Sulphur Mountain

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 25.55	\$ 50.57	\$ 57.77	\$ 46.66	\$ 46.85	\$ 51.34
Gross Cost per Service Hour	\$ 126.08	\$ 131.42	\$ 131.01	\$ 135.11	\$ 133.09	\$ 135.33
Direct Operating Cost per Service Hour	\$ 86.06	\$ 98.49	\$ 97.32	\$ 102.54	\$ 104.56	\$ 106.65
Overhead per Service Hour	\$ 9.04	\$ 8.33	\$ 8.12	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour	\$ 30.99	\$ 24.59	\$ 25.57	\$ 24.02	\$ 20.63	\$ 20.63
Net Cost per Service Hour (CUTA)	\$ 69.55	\$ 56.26	\$ 47.67	\$ 64.43	\$ 65.61	\$ 63.37
% Cost Recovery (CUTA)	27%	47%	55%	42%	42%	45%
Kilometers	57,295	150,875	150,875	182,376	182,376	182,376
Gross cost per KM	\$ 7.43	\$ 7.44	\$ 9.71	\$ 8.57	\$ 9.66	\$ 9.82
Ridership	45,960	395,276	539,609	539,609	539,609	539,609
Service Hours	3,376	8,539	11,180	11,569	13,237	13,237
Ridership per Service Hour	14	46	48	47	41	41

# BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

## Route 2 - Banff Local Tunnel Mountain

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 15.85	\$ 44.49	\$ 46.63	\$ 42.05	\$ 42.39	\$ 46.93
Gross Cost per Service Hour	\$ 130.64	\$ 133.21	\$ 135.50	\$ 138.64	\$ 135.78	\$ 138.03
Direct Operating Cost per Service Hour	\$ 91.04	\$ 98.92	\$ 98.93	\$ 102.99	\$ 105.01	\$ 107.11
Overhead per Service Hour	\$ 9.04	\$ 8.33	\$ 8.12	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour	\$ 30.56	\$ 25.95	\$ 28.45	\$ 27.10	\$ 22.87	\$ 22.87
Net Cost per Service Hour (CUTA)	\$ 84.24	\$ 62.77	\$ 60.42	\$ 69.49	\$ 70.52	\$ 68.24
% Cost Recovery (CUTA)	16%	41%	44%	38%	38%	41%
Kilometers	46,206	189,485	189,485	222,866	222,866	222,866
Gross cost per KM	\$ 9.14	\$ 5.36	\$ 6.86	\$ 6.35	\$ 7.24	\$ 7.36
Ridership	39,462	307,620	422,325	422,325	422,325	422,325
Service Hours	3,234	7,619	9,599	10,209	11,877	11,877
Ridership per Service Hour	12	40	44	41	36	36

## Route 3 - Canmore / Banff Regional

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 42.70	\$ 65.63	\$ 84.92	\$ 78.60	\$ 79.10	\$ 80.68
Gross Cost per Service Hour	\$ 118.18	\$ 119.32	\$ 136.31	\$ 129.90	\$ 128.68	\$ 130.97
Direct Operating Cost per Service Hour	\$ 96.13	\$ 99.94	\$ 117.94	\$ 108.04	\$ 106.65	\$ 108.78
Overhead per Service Hour	\$ 9.04	\$ 8.33	\$ 8.12	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour	\$ 13.01	\$ 11.04	\$ 10.26	\$ 13.30	\$ 14.13	\$ 14.13
Net Cost per Service Hour (CUTA)	\$ 62.48	\$ 42.65	\$ 41.14	\$ 38.00	\$ 35.45	\$ 36.16
% Cost Recovery (CUTA)	41%	61%	67%	67%	69%	69%
Kilometers	171,269	399,122	399,122	511,360	540,301	540,301
Gross cost per KM	\$ 2.68	\$ 2.74	\$ 3.33	\$ 2.98	\$ 2.96	\$ 3.01
Ridership	40,908	145,810	198,004	221,604	231,504	231,504
Service Hours	3,891	9,171	9,750	11,750	12,415	12,415
Ridership per Service Hour	11	16	20	19	19	19

# BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

## Route 4 - Cave & Basin

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 1.05	\$ 8.99	\$ 12.22	\$ 13.02	\$ 13.28	\$ 13.55
Gross Cost per Service Hour	\$ 149.97	\$ 140.85	\$ 136.45	\$ 170.29	\$ 172.52	\$ 175.47
Direct Operating Cost per Service Hour	\$ 120.09	\$ 117.57	\$ 113.69	\$ 136.78	\$ 139.52	\$ 142.31
Overhead per Service Hour	\$ 9.04	\$ 8.33	\$ 8.12	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour	\$ 20.84	\$ 14.95	\$ 14.63	\$ 24.95	\$ 25.10	\$ 25.10
Net Cost per Service Hour (CUTA)	\$ 128.08	\$ 116.91	\$ 109.59	\$ 132.32	\$ 134.14	\$ 136.82
% Cost Recovery (CUTA)	1%	7%	10%	9%	9%	9%
Kilometers	4,313	11,214	11,214	10,618	10,618	10,618
Gross cost per KM	\$ 9.91	\$ 13.48	\$ 13.18	\$ 16.30	\$ 16.52	\$ 16.80
Ridership	589	16,469	21,959	21,959	21,959	21,959
Service Hours	285	1,074	1,083	1,017	1,017	1,017
Ridership per Service Hour	2	15	20	22	22	22

## Route 5 - Canmore Local

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 0.26	\$ 1.44	\$ 1.47	\$ 1.23	\$ 1.22	\$ 1.24
Gross Cost per Service Hour	\$ 100.38	\$ 114.29	\$ 118.72	\$ 126.29	\$ 130.83	\$ 133.05
Direct Operating Cost per Service Hour	\$ 78.47	\$ 90.81	\$ 95.63	\$ 101.08	\$ 103.13	\$ 105.20
Overhead per Service Hour	\$ 9.04	\$ 8.33	\$ 8.12	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour	\$ 12.87	\$ 15.14	\$ 14.97	\$ 16.66	\$ 19.80	\$ 19.80
Net Cost per Service Hour (CUTA)	\$ 87.26	\$ 97.71	\$ 102.28	\$ 108.40	\$ 109.82	\$ 112.01
% Cost Recovery (CUTA) - N/A						
Kilometers	96,108	209,410	209,410	209,034	209,034	209,034
Gross cost per KM	\$ 4.95	\$ 4.26	\$ 4.41	\$ 5.61	\$ 6.00	\$ 6.10
Ridership	43,821	108,438	143,415	143,415	143,415	143,415
Service Hours	4,738	7,798	7,787	9,290	9,589	9,589
Ridership per Service Hour	9	14	18	15	15	15

# BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

## Route 6 - Lake Minnewanka

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 4.27	\$ 9.43	\$ 16.02	\$ 17.08	\$ 17.42	\$ 17.77
Gross Cost per Service Hour	\$ 137.05	\$ 152.06	\$ 151.89	\$ 187.00	\$ 207.25	\$ 210.25
Direct Operating Cost per Service Hour	\$ 105.49	\$ 125.13	\$ 126.96	\$ 139.25	\$ 142.04	\$ 144.88
Overhead per Service Hour	\$ 9.04	\$ 8.33	\$ 8.12	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour	\$ 22.52	\$ 18.60	\$ 16.81	\$ 39.19	\$ 57.31	\$ 57.31
Net Cost per Service Hour (CUTA)	\$ 110.25	\$ 124.03	\$ 119.07	\$ 130.73	\$ 132.52	\$ 135.17
% Cost Recovery (CUTA)	4%	7%	12%	12%	12%	12%
Kilometers	27,723	81,851	81,851	84,492	84,492	84,492
Gross cost per KM	\$ 4.12	\$ 5.01	\$ 5.51	\$ 6.16	\$ 6.83	\$ 6.93
Ridership	3,416	32,054	42,738	42,738	42,738	42,738
Service Hours	833	2,696	2,967	2,783	2,783	2,783
Ridership per Service Hour	4	12	14	15	15	15

## Route 7 - Banff Centre

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour			\$ -	\$ 4.64	\$ 5.44	\$ 5.55
Gross Cost per Service Hour			\$ -	\$ 179.70	\$ 79.40	\$ 80.84
Direct Operating Cost per Service Hour			\$ -	\$ 147.29	\$ 63.86	\$ 65.14
Overhead per Service Hour			\$ -	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour			\$ -	\$ 23.86	\$ 7.64	\$ 7.64
Net Cost per Service Hour (CUTA)			\$ -	\$ 151.20	\$ 66.32	\$ 67.65
% Cost Recovery (CUTA)			0%	3%	8%	8%
Kilometers	-	-	27,385	7,867	27,385	27,385
Gross cost per KM			\$ 10.60	\$ 16.81	\$ 7.43	\$ 7.56
Ridership	0	0	16,620	4,076	16,620	16,786
Service Hours	0	0	2,562	736	2,562	2,562
Ridership per Service Hour			0	6	6	7



# BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

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

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 26.70	\$ 57.84	\$ 54.33	\$ 52.77	\$ 53.82	\$ 54.90
Gross Cost per Service Hour	\$ 131.39	\$ 144.11	\$ 153.09	\$ 134.40	\$ 136.22	\$ 138.74
Direct Operating Cost per Service Hour	\$ 98.09	\$ 111.15	\$ 124.32	\$ 116.12	\$ 118.45	\$ 120.81
Overhead per Service Hour	\$ 9.04	\$ 8.33	\$ 8.12	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour	\$ 24.27	\$ 24.62	\$ 20.64	\$ 9.72	\$ 9.87	\$ 9.87
Net Cost per Service Hour (CUTA)	\$ 80.43	\$ 61.65	\$ 78.11	\$ 71.91	\$ 72.52	\$ 73.97
% Cost Recovery (CUTA)	25%	48%	41%	42%	43%	43%
Kilometers	91,795	238,082	238,082	292,186	292,186	292,186
Gross cost per KM	\$ 2.71	\$ 1.99	\$ 2.51	\$ 1.85	\$ 1.88	\$ 1.91
Ridership	5,610	25,013	32,107	32,107	32,107	32,107
Service Hours	1,890	3,281	3,911	4,026	4,026	4,026
Ridership per Service Hour	3	8	8	8	8	8

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

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 18.55	\$ 29.98	\$ 61.77	\$ 65.85	\$ 67.17	\$ 68.51
Gross Cost per Service Hour	\$ 197.38	\$ 196.42	\$ 201.40	\$ 224.88	\$ 227.47	\$ 230.79
Direct Operating Cost per Service Hour	\$ 129.35	\$ 135.28	\$ 143.47	\$ 154.68	\$ 157.77	\$ 160.93
Overhead per Service Hour	\$ 9.04	\$ 8.33	\$ 8.12	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour	\$ 58.99	\$ 52.81	\$ 49.81	\$ 61.65	\$ 61.80	\$ 61.80
Net Cost per Service Hour (CUTA)	\$ 119.84	\$ 113.63	\$ 89.82	\$ 97.38	\$ 98.51	\$ 100.48
% Cost Recovery (CUTA)	13%	21%	41%	40%	41%	41%
Kilometers	19,098	46,255	46,255	45,876	45,876	45,876
Gross cost per KM	\$ 4.13	\$ 5.05	\$ 5.48	\$ 5.78	\$ 5.85	\$ 5.93
Ridership	959	6,587	8,757	8,757	8,757	8,757
Service Hours	400	1,190	1,258	1,180	1,180	1,180
Ridership per Service Hour	2	6	7	7	7	7

# BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

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

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 29.20	\$ 72.31	\$ 80.00	\$ 85.29	\$ 86.99	\$ 88.73
Gross Cost per Service Hour	\$ 230.14	\$ 194.86	\$ 187.51	\$ 208.91	\$ 211.36	\$ 214.52
Direct Operating Cost per Service Hour	\$ 166.73	\$ 146.61	\$ 146.90	\$ 147.51	\$ 150.46	\$ 153.47
Overhead per Service Hour	\$ 9.04	\$ 8.33	\$ 8.12	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour	\$ 54.37	\$ 39.92	\$ 32.49	\$ 52.84	\$ 52.99	\$ 52.99
Net Cost per Service Hour (CUTA)	\$ 146.57	\$ 82.63	\$ 75.03	\$ 70.78	\$ 71.37	\$ 72.80
% Cost Recovery (CUTA)	17%	47%	52%	55%	55%	55%
Kilometers	78,242	239,061	239,061	275,710	275,710	275,710
Gross cost per KM	\$ 3.03	\$ 3.06	\$ 3.62	\$ 3.28	\$ 3.32	\$ 3.37
Ridership	4,072	68,756	88,544	88,544	88,544	88,544
Service Hours	1,029	3,751	4,612	4,326	4,326	4,326
Ridership per Service Hour	4	18	19	20	20	20

## Route 9 - Johnston Canyon

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 95.76	\$ 32.00	\$ 94.07	\$ 100.29	\$ 102.30	\$ 104.34
Gross Cost per Service Hour	\$ 202.83	\$ 196.16	\$ 199.03	\$ 227.85	\$ 229.96	\$ 233.29
Direct Operating Cost per Service Hour	\$ 133.29	\$ 133.66	\$ 139.82	\$ 156.12	\$ 158.73	\$ 161.90
Overhead per Service Hour	\$ 9.04	\$ 8.33	\$ 8.12	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour	\$ 60.50	\$ 54.17	\$ 51.09	\$ 63.18	\$ 63.33	\$ 63.33
Net Cost per Service Hour (CUTA)	\$ 46.56	\$ 109.99	\$ 53.87	\$ 64.38	\$ 64.33	\$ 65.62
% Cost Recovery (CUTA)	67%	23%	64%	61%	61%	61%
Kilometers	24,027	42,316	42,316	41,969	41,969	41,969
Gross cost per KM	\$ 3.29	\$ 5.37	\$ 5.76	\$ 6.24	\$ 6.30	\$ 6.39
Ridership	5,265	8,358	11,107	11,107	11,107	11,107
Service Hours	390	1,159	1,226	1,150	1,150	1,150
Ridership per Service Hour	14	7	9	10	10	10

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION**

**Route 10 - Moraine Lake**

KPI	2021	2021	2022	2022	2023	2024
			Previously			
	YTD		Approved	Approved	Approved	Approved
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour		\$ 34.99	\$ 46.66	\$ 57.75	\$ 58.90	\$ 60.08
Gross Cost per Service Hour			\$ -	\$ 142.45	\$ 144.24	\$ 146.73
Direct Operating Cost per Service Hour			\$ -	\$ 114.61	\$ 116.90	\$ 119.24
Overhead per Service Hour			\$ -	\$ 8.55	\$ 7.90	\$ 8.06
Lease/Amortization per Service Hour			\$ -	\$ 19.28	\$ 19.44	\$ 19.44
Net Cost per Service Hour (CUTA)			\$ -	\$ 65.42	\$ 65.90	\$ 67.22
% Cost Recovery (CUTA)			0%	30%	40%	47%
Kilometers	-	32,818	32,818	26,515	26,515	26,515
Gross cost per KM		\$ 2.40	\$ 2.44	\$ 2.92	\$ 2.96	\$ 3.01
Ridership	0	0	0	4,174	4,216	4,258
Service Hours	0	673	673	544	544	544
Ridership per Service Hour		0	0	8	8	8