

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

111 Hawk Avenue and Zoom

AGENDA

August 16th, 2023 2:00 – 4:00pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the June 14th, 2023 Regular Meeting Minutes (attached)
4. Old Business (including Standing Items)
 - a) Bring Forward List of Pending Items (For Information)
 - b) CEO's Monthly Report (For Information)
 - c) Transit Service Monthly Statistics (For Information)
5. New Business
 - a) Presentation of 2nd Quarter financial results (For Information)
 - b) Rural Transit Solutions Fund approval letter and subsequent request (Request for Decision)
 - c) Bus Arrival Prediction Solution (Request for Decision)
 - d) Presentation of Draft Operating and Capital Budgets (Request for Decision)
 - e) Presentation of New Service Level Requests (Request for Decision)
 1. CB Regional additional weekend service
 2. Additional office space
 3. Employee wellness
 4. Maintenance study

New and Revised Positions:

 5. Safety and Training Manager
 6. Transit Systems Technician
 7. Transit Dispatcher
 8. Payroll and HR Administrator
6. Adjournment

Next Meeting – Wednesday September 6th, 2023 10am-Noon (111 Hawk Avenue and Zoom)

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

111 Hawk Avenue and Zoom

MINUTES

June 14th, 2023 2:00 – 3:30pm

BOARD MEMBERS PRESENT

Joanna McCallum, Town of Canmore – Chair
Alex Parkinson, ID9
Tanya Foubert, Town of Canmore
Dave Schebek, ID9
Corrie DiManno, Town of Banff (Virtual)

BOARD MEMBERS ABSENT

Grant Canning, Town of Banff

BVRTSC ADMINISTRATION PRESENT

Steve Nelson, Director of Service Delivery
Mel Booth, Director of Finance and Administration

BVRTSC ADMINISTRATION ABSENT

Martin Bean, CEO

ADMINISTRATION PRESENT

Adrian Field, Town of Banff (Virtual)
Daniella Rubeling, Parks Canada (Virtual)
Patti Youngberg, Parks Canada (Virtual)
Danielle Morine, ID9 (Virtual)
Andy Esarte, Town of Canmore (Virtual)
Jed Cochrane (Virtual)

PUBLIC PRESENT

Greg Colgan – Rocky Mountain Outlook (Virtual)

1. Call to Order at 2:01pm
2. Approval of the Agenda

BVRTSC23-037 Alex Parkinson moves to approve the agenda as presented.

CARRIED UNANIMOUSLY

3. Minutes

Approval of the May 10th, 2023 Regular Meeting Minutes (attached)

BVRTSC23-038 Dave Schebek moves to approve the May 10,2023 Regular Meeting 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) Melanie Booth – RBC company credit card limit increase

BVRTSC23-039 Joanna McCallum moves that the BVRTSC Board approve a company credit card limit increase for Melanie Booth from \$5,000 to \$8,000

CARRIED UNANIMOUSLY

- b) In Camera Session (Cyber security review)

BVRTSC23-040 Dave Schebek moves to go in camera at 2:20pm

CARRIED UNANIMOUSLY

BVRTSC23-041 Tanya Foubert moves to come out of camera at camera at 2:29pm

CARRIED UNANIMOUSLY

BVRTSC23-042 Tanya Foubert moves that the BVRTSC Board approve the recommendation of administration to move forward with the proposal of a 3rd party review of Roam's cyber security environment up to a maximum of \$18,000 to come from operating reserves.

CARRIED UNANIMOUSLY

- c) In Camera Session (HR Discussion)

BVRTSC23-043 Tanya Foubert moves to go in camera at 2:31 pm

CARRIED UNANIMOUSLY

BVRTSC23-044 Joanna McCallum moves to come out of camera at camera at 2:41pm

CARRIED UNANIMOUSLY

BVRTSC23-045 Joanna McCallum moves that the commission approves the CEO performance management process as presented and initiates the CEO mini review at the end of June 2023

CARRIED UNANIMOUSLY

6. Adjournment

BVTSC23-046 Joanna McCallum moves to adjourn the meeting at 2:41pm

CARRIED UNANIMOUSLY

Next Meeting – July meeting is cancelled.

CEO REPORT



August 2023


Financial:

- Following up on the previous messaging around a PHEV, Roam has purchased a 2020 Mitsubishi plug-in hybrid vehicle with only 16,412 kilometres. The vehicle has been picked up and is in service, now and utilizing the charge station at 111 Hawk Avenue. With this purchase being significantly under the budgeted amount, we were able to purchase an extended warranty that will cover repairs for an additional 7 years or a total of 160,000km.

Transit Service Updates:

- Lake Louise Local Route 11 – Service started May 19th, looks to be good uptake and appears to be providing service for its intended audience. Averaging around 125 boardings a day. Update: July average is up to 185 passengers per day
- Route 8X is extremely busy and putting a lot of demands on staff, resulting in some changes to procedures to ensure safety and adequate coverage.
 - Highway construction caused significant delays in early to mid-July, creating problems for drivers, ambassadors, and travelers.
 - All Roam Ambassadors work in pairs now in both Banff and Lake Louise to alleviate any potential conflicts with passengers irate with waiting multiple departures to travel.
 - As a measure to increase customer satisfaction through decreased wait times, we
 - Reservations for most days in August are fully subscribed, with even the 11:12pm departure from Lake Louise being sold out. Reservation ridership is based on sales minus cancelations, so some riders book the late departure to have a guarantee but then line up and come home earlier.
 - 8X averaged 1251 riders per day in July as compared to 885 per day in July 2022. The 2022 number also includes about 100 Lake Louise local rides per day as we still accepted local rides until August 1st.
- Our Nova Hybrid bus is out of service due to the failure of the hybrid transmission. This repair will take two months to complete and approximately \$65,000. With this repair, it is predicted that the vehicle will be in service for another 3 years following this repair as it has recently had the hybrid batteries replaced and an engine rebuild.
- Onlt ridership has been very high this year compared to all previous years. As a result of this, we have contacted additional departures with Southland to increase capacity


on weekends through August and September. Due to the strong ridership and revenue numbers, this is being completed within the current budget parameters.



MORE WAYS TO GET TO BANFF!

Attention On-it Riders!
We're adding additional runs to our summer schedule, starting this weekend until September 3rd.

BOOK YOUR RIDE TODAY!



We're Expanding Our Service to Beautiful Banff National Park!

Attention On-it Riders! We're adding additional runs to our summer schedule, starting this weekend until September 3rd.

- OnIt email following the August long weekend:
"First weekend over 3000 passengers, 3128 total. First single day of over 900 passengers in 1 day, 901 on Saturday 5th August"
- Route 4 (Cave and Basin) has an added stop recently implemented on the corner of Wolf Street and Marten Street to allow seniors to use the bus to return home after picking up groceries. This doesn't change the routing or timing at all and is a benefit to the community.
- Roam will be increasing the number of stops that use QR codes vs. full schedules with the transition to Fall service. Non-central Route 1 and 2 stops will now have QR codes. This simplifies and reduces cost at schedule change-over time and has worked well in Canmore over the last year.



- Feedback on Roam Transit summer service:

- "Message Body:
Good evening! My name is [REDACTED] and I am a resident of the park. I am contacting you regarding my recent experience of trips to and from lake Louise and Banff town. It is very nice that you have scheduled additional buses between lake Louise and Banff for almost every hour (8X bus). However, the amount of the park visitors have significantly increased in summertime and the buses are crowded. The team is doing great work on organizing people in line and controlling the lines, although lines for buses are way too long and the wait time to take a bus (if not booked) is over an hour in a line, even though they accommodate more people than seats available. Parks Canada are encouraging people to take buses and reduce the amount of private vehicles usage in the national park; hence they should take care of people following their suggestion and trying to use public transportation. I've talked to some tourists in the line and a lot of them are very upset they have to wait hours to get in a bus and waste their precious vacation time on that. Should more booking slots be available to reserve in advance that wouldn't be an issue, but they are very limited as there is not many buses scheduled as the demand for those buses we have. I am sure you are aware of the situation, but still feel it's necessary to voice this concern in hope it could be heard and actioned. I will appreciate any feedback you could provide or please let me know who I can contact in regards of this. Thank you!

Bow Valley Regional Transit Services Commission - Roam Transit

224 Banff Ave, Banff, AB

3.6 ★★★★★ 164 reviews ⓘ

📍 Location 📷 Photos



Rachel Lamanque

9 reviews · 1 photo

★★★★★ 2 weeks ago

NEW

Our bus was 45 mins late, the bus skipped some stops entirely.



Angela Wolff

7 reviews • 0 photos

★★★★★ 42 mins ago

The ROAM Transit system is excellent. We were able to visit the area comfortably from North Carolina, USA without a car. We stayed in Canmore, using the 5C to get around Canmore, the 5T to get up to Three Sisters where we were staying and the Regional 3 to get from Canmore to Banff. The buses were always on time. The drivers were friendly and helpful and would radio ahead for the connecting bus to wait for us for quick turnarounds. Once you learn the main hub in Canmore, 9th St and the High School in Banff you can get anywhere. We used the 1 also in Banff to get up to the Gondola. We would definitely do it all again and highly recommend. Canmore buses are free and there are either day passes or single ride tickets (\$3 Sr/Child, \$6Adult). We saved \$1000 on a rental car for the 8 days we visited. The buses run until around midnight and restart around 6 AM.

Ridership comparison to 2019:

Ridership YTD (end of July)	2019	2023	Increase
1 Gondola	315,786	457,235	45%
2 Tunnel Mtn/Fairmont	245,720	412,605	68%
3 Canmore/Banff Regional	114,281	157,410	38%
4 Cave and Basin	11,853	15,658	32%
5 Canmore Local	75,845	176,212	132%
6 Lake Minnewanka	25,752	47,626	85%
8X Lake Louise Express	58,611	122,807	110%
9 Johnston Canyon	5,072	17,562	246%
OnIt	9,964	19,523	96%

Ridership July Only	2019	2023	Increase
1 Gondola	80,651	120,054	49%
2 Tunnel Mtn/Fairmont	61,895	88,562	43%
3 Canmore/Banff Regional	20,422	27,024	32%
4 Cave and Basin	6,704	7,263	8%
5 Canmore Local	14,183	27,677	95%
6 Lake Minnewanka	11,801	24,247	105%
8X Lake Louise Express	24,544	38,802	58%
9 Johnston Canyon	3,943	6,512	65%
OnIt	4,847	10,032	107%

General/Health and Safety

- The BVRTSC has received an official approval letter (excerpt below) for federal funding of 5 projects under the ICIP program. These projects are underway based on initial approval or planned for the next couple of years:

Dear Chairperson McCallum:

I understand Transportation and Economic Corridors staff informally notified your commission about the status of your application on the following projects. This letter serves as official communication of funding approval by the Government of Canada under the Investing in Canada Infrastructure Program's (ICIP) Public Transit stream.

Project ID	ICIP Public Transit Projects	Total Eligible Costs	ICIP Program Contribution	Federal Cost Share	Federal Approval Date
ICIP-PT-169-100	Hybrid Electric Bus Purchase (Bow Valley)	\$5,096,275.00	\$2,038,510.00	40%	31-May-23
ICIP-PT-169-101	Banff Transit Priority and Connectivity Infrastructure	\$1,875,000.00	\$750,000.00	40%	13-Jul-23
ICIP-PT-169-102	Bow Valley Transit Connectivity	\$2,225,000.00	\$890,000.00	40%	31-May-23
ICIP-PT-169-103	West Bow River Pathway	\$2,371,500.00	\$771,500.00	32.53%	13-Jul-23
ICIP-PT-169-104	Bus Stop Improvement and Pathway/Sidewalk Connectivity	\$500,000.00	\$200,000.00	40%	31-May-23
Total:		\$12,067,775.00	\$4,650,010.00		

The maximum federal funding for the projects under the Public Transit stream is 40 and 32.53 per cent of total eligible costs up to the total federal funding amount of \$4,650,010.00.

For these projects, the commission is receiving \$3,625,000 in provincial funding through the Municipal Sustainability Initiative and the Ministry of Environment and Protected Areas. The commission has agreed to be responsible for the remaining costs.

ICIP is a claims-based program, with funding flowing from the Government of Canada to the Government of Alberta. A grant agreement will be signed between the Government of Alberta and the Bow Valley Regional Transit Services Commission to formalize the ICIP funding, and department staff will be reaching out over the next few months to finalize the grant agreement with the commission.

- During Banff's service review process last year, TOB delayed proposed motion to provide free transit for Banff locals on Routes 3 and 8 until this year. The intent was that the Commission partners would discuss the benefits and challenges following Roam's fare review in 2023. Due to personnel changes, BVRTSC administration will not be completing the fare review until late September and can present results at October Board meeting. Partner administration will be meeting in the interim to discuss this proposal – see below from Banff service review:

ANSWER:

The partners in the BVRTSC would be appreciative if Banff delayed considering these proposals until next year, following the Roam fare review. This allows time for the Commission partner municipalities to further analyze the implications that Banff fare free on regional services would have on their municipalities.

- Roam has purchased a canoe pass for staff to use at the Banff Canoe docks. All Roam staff and guests are able to use the pass 7 days per week for a two-hour canoe rental. If any Board members or Administrative liaisons would like to use this pass, please contact Fiona.

- Our operations team are increasing our wheelchair securement training to ensure all drivers have received the appropriate training and are knowledgeable. This training, although done on initial hiring, needs to be refreshed on an annual basis to maintain competency. With limited opportunity to use these skills, a refresher is critical. Roam has purchased a wheelchair for the training department to use for demonstration.
- A summer photo shoot is being organized within our communications department to highlight all our services areas, our new buses, new drivers/faces, etc.
- Roam's new Marketing Generalist (Sarah Parsons) has started this week and one of the first tasks she will be focused on is passenger surveys to obtain feedback prior to the end of the summer season. Additional surveys will be conducted in fall and winter to provide further information from wide ranging demographic.
- Roam is entering a community partnership for the Banff Film Festival this year, with Roam promotion and advertising recognition in exchange for bus passes. To be a part of the film festival and encourage transit use is a benefit for both organizations and all communities involved.

Bow Valley *R*egional Transit Services Commission



BRING FORWARD LIST

BRING FORWARD LIST OF ITEMS PENDING (as August 2023)

ITEM	Date Initiated	Pending Date	Responsible for Completion	Comments:
BVRTSC21-117 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, Dave, Corrie)	Complete
BVRTSC23-042 Tanya Foubert moves that the BVRTSC Board approve the recommendation of administration to move forward with the proposal of a 3 rd party review of Roam's cyber security environment up to a maximum of \$18,000 to come from operating reserves.	July 2023	October 2023	Melanie B	Ongoing

Bow Valley Regional Transit Services Commission Ridership Statistics

Month	Type	Banff Local	Canmore Local	Canmore-Banff Regional	Lake Louise - Banff Regional
July 2023	Ridership	215,929	28,691	27,913	40,249
	Bikes	827	1,142	1,179	91
	Winter Sports	17	41	7	16
	Strollers	382	195	34	48

Route	Monthly Ridership Change 2022 - 2023	Comment
Route 1	23.80%	Change from July 2022 to July 2023
Route 2	35.25%	Change from July 2022 to July 2023
Route 3	26.79%	Change from July 2022 to July 2023
Route 4	1.87%	Change from July 2022 to July 2023
Route 5	71.65%	Change from July 2022 to July 2023
Route 6	21.45%	Change from July 2022 to July 2023
Route 8X	42.73%	Change from July 2022 to July 2023
Route 9	0.20%	Change from July 2022 to July 2023

8/8/2023

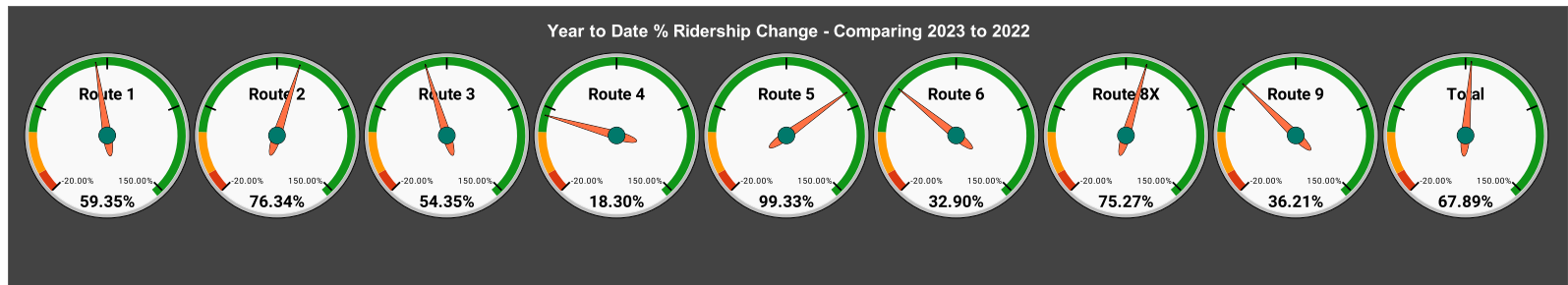
	Route 1 (Inns of Banff/ Gondola)							Route 2 (Tunnel Mtn / Banff Springs Hotel)						Route 4 Cave & Basin								
Month	R1 2019	R1 2021	R1 2022	R1 2022 YTD	R1 2023 YTD	% Change -22	% Change -19	R2 2019	R2 2021	R2 2022	R2 2022 YTD	R2 2023 YTD	% Change -22	% Change -19	R4 2019	R4 2021	R4 2022	R4 2022 YTD	R4 2023 YTD	% Change -22	% Change -19	
January	28,912	4,761	16,080		16,080	40,113		27,358	4,703	16,870		16,870	49,550	193.72%	81.12%							
February	29,757	6,370	19,661		19,661	40,287		26,543	5,903	21,518		21,518	46,804	117.51%	76.33%							
March	34,329	8,668	21,722		21,722	47,437		27,413	7,734	24,785		24,785	52,940	113.60%	93.12%							
April	27,420	6,709	20,918		20,918	40,604		22,763	5,643	20,192		20,192	44,315	119.47%	94.68%							
May	48,522	5,901	37,615		37,615	66,888		32,526	5,008	27,452		27,452	55,186	101.03%	69.67%	1,147	60	1,153	1,153	1,841	59.67%	60.51%
June	66,195	13,551	65,375		65,375	101,852		47,222	11,196	50,118		50,118	75,248	50.14%	59.35%	4,002	535	4,698	4,698	6,554	39.51%	63.77%
July	80,651	31,554	100,148		100,148	123,986		61,895	31,179	67,979		67,979	91,943	35.25%	48.55%	6,704	2,753	7,321	7,321	7,458	1.87%	11.25%
August	81,196	43,151	93,303		23,575	25,005		63,073	34,735	68,183		68,180	17,450	3.38%		7,332	3,438	6,392	1,704	1,746	2.46%	
September	59,934	28,975	61,567					45,951	22,068	53,950				0.00%		3,146	1,709	4,842			0.00%	
October	28,982	16,333	37,893					21,044	12,439	32,911				0.00%				396			0.00%	
November	24,776	15,151	30,751					20,300	13,693	36,146				0.00%								
December	28,935	18,948	45,460					26,238	16,819	50,744				0.00%								
YTD	539,609	200,072	550,493		305,094	486,172		422,326	171,120	470,848		245,794	433,436	76.34%	65.32%	22,331	8,495	24,802	14,876	17,599	18.30%	30.71%

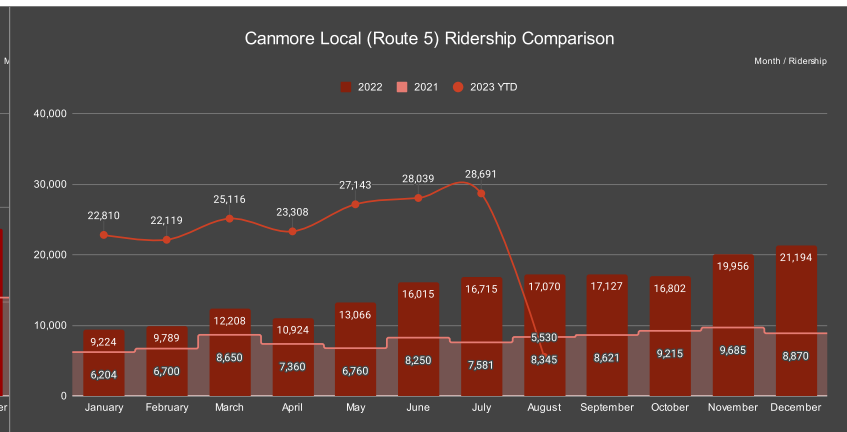
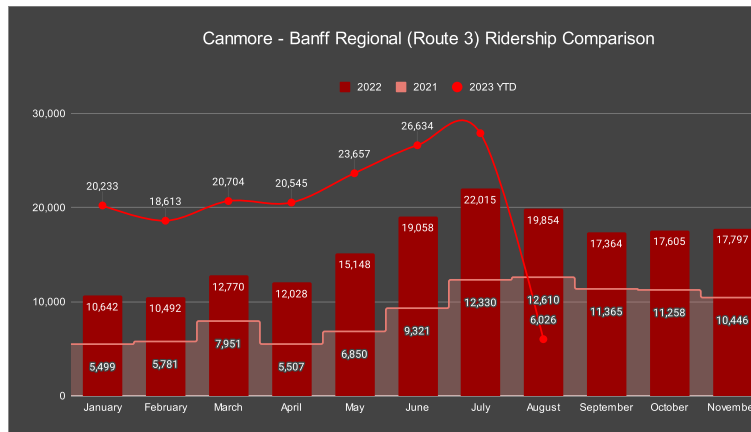
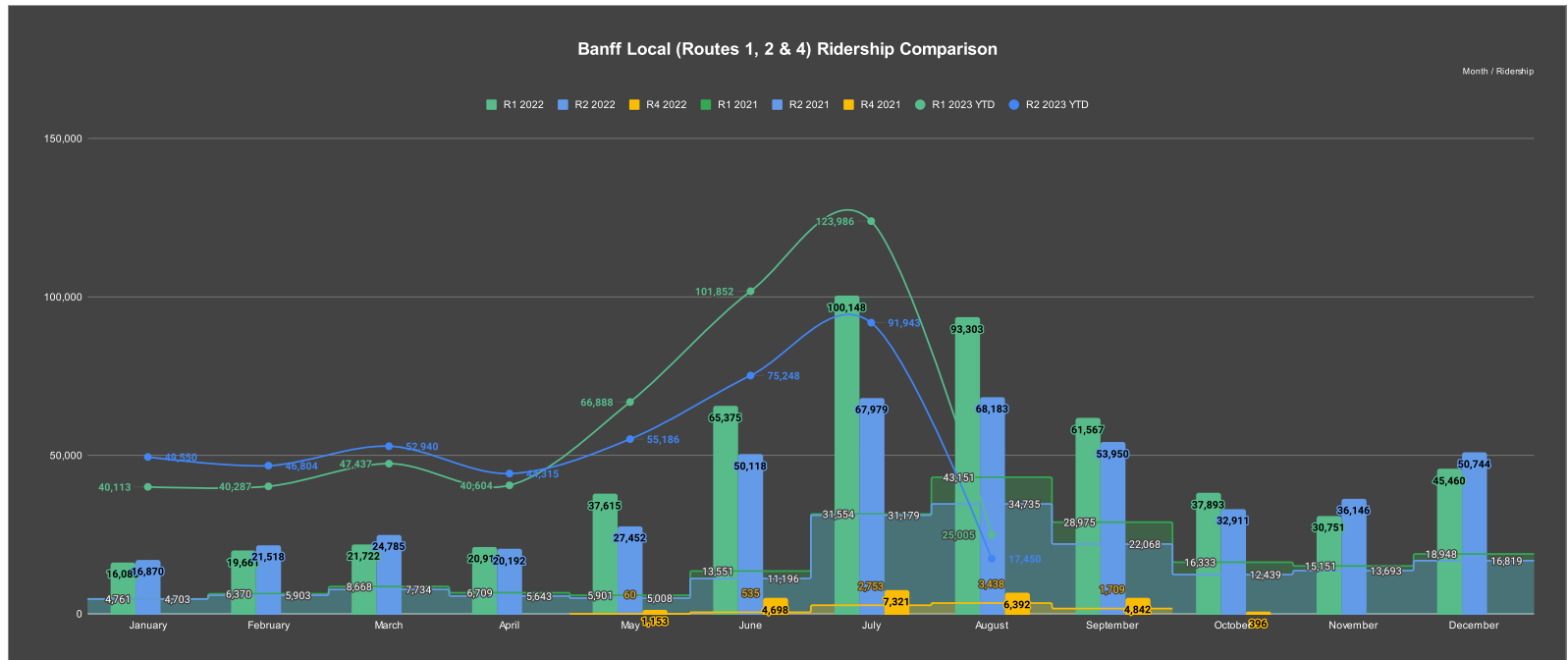
	Route 3 (Canmore-Banff Regional)							Route 5 Canmore							Route 6 Minewanka						
Month	2019	2021	2022	2022 YTD	2023 YTD	% Change - 22	% Change - 19	2019	2021	2022	2022 YTD	2023 YTD	% Change - 22	% Change - 19	2019	2021	2022	2022 YTD	2023 YTD	% Change - 22	% Change - 19
January	15,486	5,499	10,642	10,642	20,233	90.12%	30.65%	10,225	6,204	9,224	9,224	22,810	147.29%	123.08%							
February	12,849	5,781	10,492	10,492	18,613	77.40%	44.86%	8,913	6,700	9,789	9,789	22,119	125.96%	148.17%							
March	15,057	7,951	12,770	12,770	20,704	62.13%	37.50%	9,759	8,650	12,208	12,208	25,116	105.73%	157.36%							
April	14,618	5,507	12,028	12,028	20,545	70.81%	40.55%	9,144	7,360	10,924	10,924	23,308	113.37%	154.90%							
May	16,925	6,850	15,148	15,148	23,657	56.17%	39.78%	10,769	6,760	13,066	13,066	27,143	107.74%	152.05%	3,985	559	2,783	2,783	5,690	104.46%	42.79%
June	18,924	9,321	19,058	19,058	26,634	39.75%	40.74%	12,852	8,250	16,015	16,015	28,039	75.08%	118.17%	9,966	2,857	12,662	12,662	17,689	39.70%	77.49%
July	20,422	12,330	22,015	22,015	27,913	26.79%	36.68%	14,183	7,581	16,715	16,715	28,691	71.65%	102.29%	11,801	6,367	20,639	20,639	25,066	21.45%	112.41%
August	20,105	12,610	19,854	4,310	6,026	39.81%		13,675	8,345	17,070	3,746	5,530	47.62%		12,802	8,396	19,238	4,899	6,022	22.92%	
September	16,379	11,365	17,364			0.00%		12,348	8,621	17,127			0.00%		4,184	3,303	10,182			0.00%	
October	15,563	11,258	17,605			0.00%		14,180	9,215	16,802			0.00%		0	0	530			0.00%	
November	15,682	10,446	17,797			0.00%		13,841	9,685	19,956			0.00%								
December	15,994	10,599	19,213			0.00%		13,526	8,870	21,194			0.00%								
YTD	198,004	109,517	193,986	106,463	164,325	54.35%	37.83%	143,415	96,241	180,090	91,687	182,756	99.33%	131.10%	42,738	21,482	66,034	40,983	54,467	32.90%	82.18%

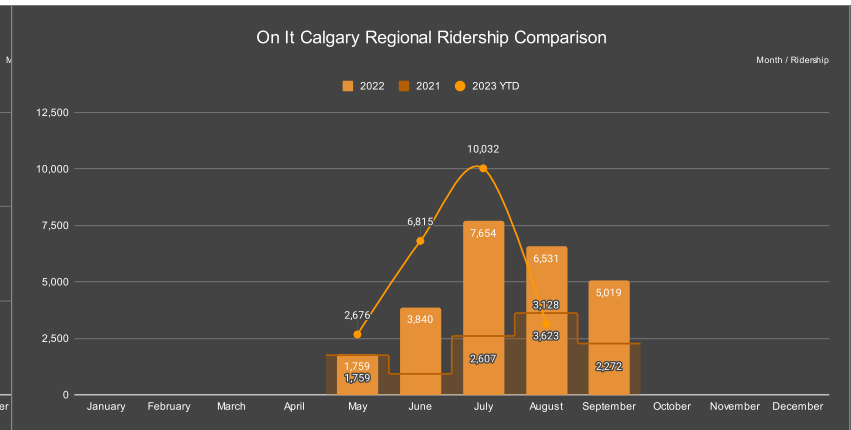
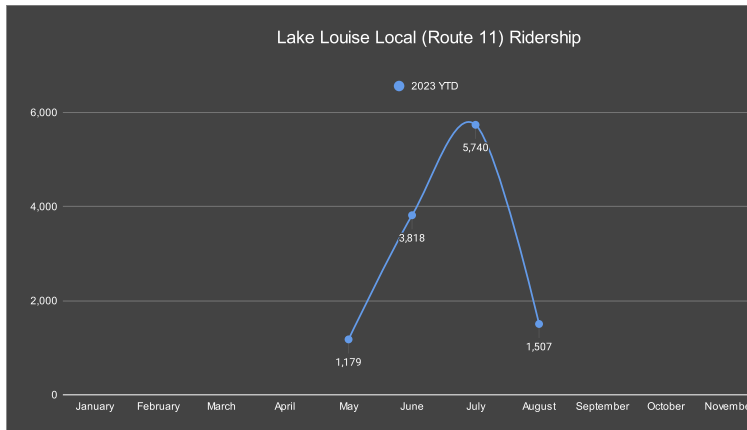
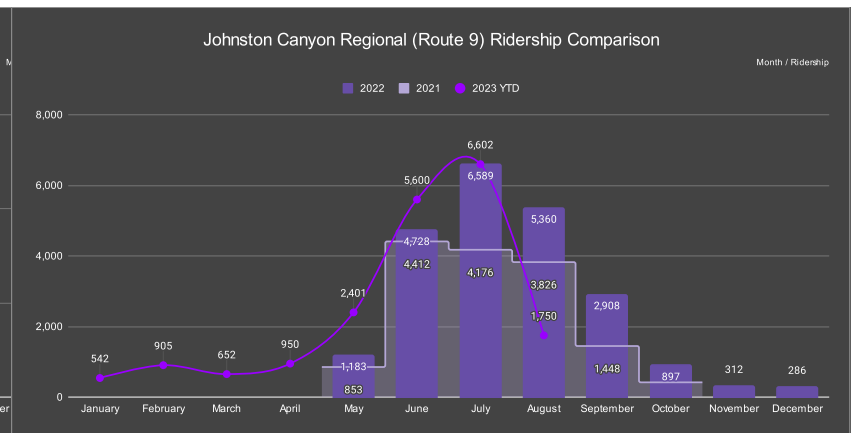
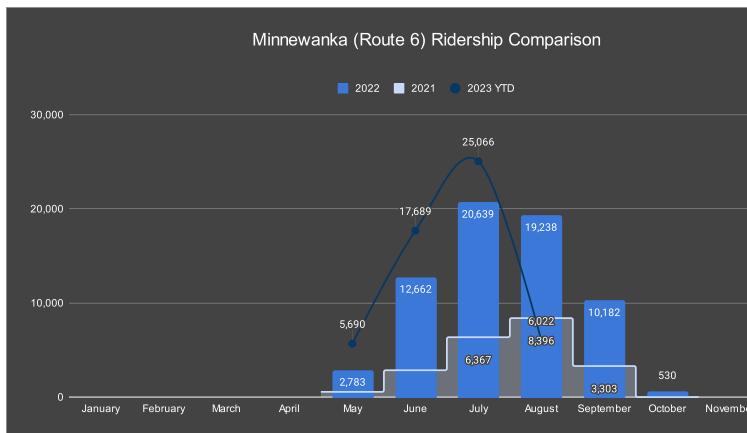
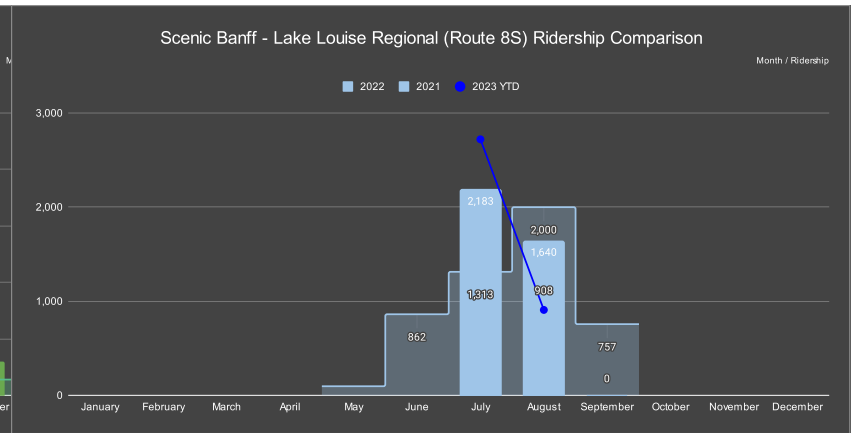
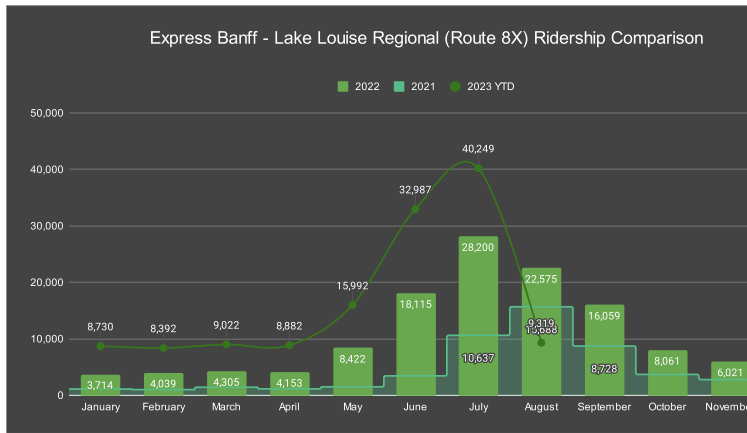
	Route 8X (Express Lake Louise - Banff Regional)							Route 8S (Scenic Lake Louise - Banff Regional)							Route 9 (Johnston Canyon)						
Month	2019	2021	2022	2022 YTD	2023 YTD	% Change - 22	% Change - 19	2019	2021	2022	2022 YTD	2023 YTD	% Change - 22	% Change - 19	2019	2021	2022	2022 YTD	2023 YTD	% Change - 22	% Change - 19
January	4,053	1,117	3,714	3,714	8,730						135.06%	115.40%							542		
February	2,920	1,017	4,039	4,039	8,392	107.77%	187.40%												905		
March	3,310	1,438	4,305	4,305	9,022	109.57%	172.57%												952		
April	2,926	1,146	4,153	4,153	8,882	113.87%	203.55%												950		
May	5,634	1,516	8,422	8,422	15,992	89.88%	183.85%												2,401	102.96%	
June	15,224	3,454	18,115	18,115	32,987	82.10%	116.68%	795	97	862			0.00%	-100.00%	1,129	4,412	1,183	1,183	5,600	18.44%	396.01%
July	24,544	10,637	28,200	28,200	40,249	42.73%	63.99%	3,521	1,313	2,183	2,183	2,721	24.64%	-22.72%	3,943	4,176	6,589	6,589	6,602	0.20%	67.44%
August	24,743	15,688	22,575	5,260	9,319	77.17%		4,058	2,000	1,640	455	908	99.56%		4,262	3,826	5,360	1,744	1,750	0.34%	-58.94%
September	15,154	8,728	16,059			0.00%		303	757	0			0.00%		1,659	1,448	2,908			0.00%	
October	5,581	3,709	8,061			0.00%										419	897			0.00%	
November	4,715	2,798	6,021			0.00%											312			0.00%	
December	6,645	3,973	9,248			0.00%											286			0.00%	
YTD	115,449	55,221	132,912	76,208	133,573	75.27%	103.67%	8,677	5,029	3,823	2,638	3,629	37.57%	-36.22%	10,993	15,134	22,263	14,244	19,402	36.21%	200.67%

	Route 10 (Moraine Lake)							On-It (Calgary Regional)							Route 11 (Lake Louise Local)						
Month	2019	2021	2022	2022 YTD	2023 YTD	% Change - 22	% Change - 19	2019	2021	2022	2022 YTD	2023 YTD	% Change - 22	% Change - 19	2019	2021	2022	2022 YTD	2023 YTD	% Change - 22	% Change - 19
January																					
February																					
March																					
April																					
May									1,759	1,759	1,759	2,676	52.13%						1,179		
June								1,271	930	3,840	3,840	6,815	77.47%	436.19%					3,818		
July								3,846	2,607	7,654	7,654	10,032	31.07%	160.84%					5,740		
August								4,847	3,623	6,531	1,936	3,128	61.57%					1,507			
September		1,498	3,535			0.00%		6,282	2,272	5,019			0.00%								
October		973	3,393			0.00%		4,017													
November																					
December																					
YTD	0	2,471	6,928	0	0	0.00%	0.00%	20,263	11,191	24,803	15,189	22,651	49.13%	11.79%	0	0	0	0	12,244	0.00%	0.00%

	Route 5C (Cougar Creek)							Route 5T (Three Sisters)						
Month	2019	2021	2022	2022 YTD	2023 YTD	% Change - 22	% Change - 19	2019	2021	2022	2022 YTD	2023 YTD	% Change - 22	% Change - 19
January														
February														
March														
April														
May														
June														
July														
August					2,342							2,242		
September														
October														
November														
December														
YTD	0	0	0	0	2,342	0.00%	0.00%	0	0	0	0	2,242	0.00%	0.00%







Bow Valley *Regional* Transit Services Commission



NEW BUSINESS

Bow Valley *Regional* Transit Services Commission



2022 Second Quarter Financial Results

Q2 2023 Overall summary of results

Bow Valley Regional Transit Services Commission						
All routes - Actual vs budget vs Prior Year (PY)						
January - June 2023						
	Actual	Budget	Over/ under budget		PY Jan-Mar 2022	Difference from PY
Income						
Bus Pass Sales	1,646,464	1,416,141	230,323		971,323	675,141
Interest Revenue	117,910	9,998	107,912		18,294	99,616
Marketing & Advertising Revenue	19,245	27,215	(7,970)		10,284	8,961
Other Income	12,482	1,199	11,283		78,450	(65,968)
Partner Programs	260,266	257,340	2,926		208,876	51,390
Recoveries - Operating (non-members)	796,145	748,106	48,039		523,725	272,421
Requisitions - Operating	2,041,311	2,217,805	(176,494)		1,636,520	404,791
Total Income	4,893,824	4,677,804	216,020		3,447,472	1,446,352
Gross Profit						
Expenses						
Advertising & Marketing Expenses	34,770	87,421	(52,651)		33,902	868
Contracted Services / Professional Fees	118,766	66,992	51,774		122,041	(3,275)
Fuel Expense	355,496	442,254	(86,758)		365,222	(9,727)
General Operating Expenses	74,426	66,354	8,072		81,023	(6,597)
Infrastructure Maintenance	29,849	30,786	(937)		43,646	(13,797)
Insurance Expense	95,111	89,985	5,126		72,840	22,271
Software Fees & Licences	104,506	81,807	22,699		68,179	36,328
Staff, Training, Travel & Meals	75,069	78,154	(3,085)		41,047	34,022
Transit storage facility	158,629	133,897	24,732		93,495	65,134
Vehicle Expenses	934,054	714,759	219,295		614,533	319,520
Wages & Benefits	2,483,989	2,636,544	(152,555)		1,630,467	853,522
Total Expenses	4,464,663	4,428,953	35,710		3,166,396	1,298,268
Surplus / Deficiency Prior to Amortization	429,160	248,851	180,309		281,077	148,084
Amortization Expense	783,903	783,907	(4)		646,955	136,948
Net Revenue	(354,743)	(535,056)	180,313		(365,879)	11,136

Overall, we are pacing ahead of projections with the surplus prior to amortization approximately \$180,000 ahead of budget.

REVENUE

Overall pass revenues are up approximately \$230,000 from budget and approximately \$675,000 higher than PY.

- Routes 1 and 2 revenues were budgeted based on 2019 rev/per service hour. Error was made when budgeting that the reduction for resident fare free was not incorporated. Likely to keep being under budget all year.
- Route 3 revenues are generally consistent with budget. NSLR increases to service hours budgeted to start January but did not actually start until the end of March, so with the strong ridership we would expect this to be over budget for the remainder of the year.
- Route 8 is over significantly over budgeted revenues due to overflow bus, ridership increases, and additional service hours added in March.
- Route 8X is also significantly over budgeted revenues due to addition of 8XD, and the record ridership on this route.
- Winter service hours for Route 9 were not included in the budget, so revenues here are over budget as well.

Interest is over budgeted amounts and prior year by approximately \$100,000. Includes CIBC investment interest on operating reserve amounts and interest on ATB operating accounts. There are higher operating balances due to funds in bank account for Parks buses and payment of annual requisitions.

Other income is mostly warranty income.

Non member recoveries are based on actual expenses incurred.

Member recoveries are based on budgeted amounts except for:

- TOB and TOC contributions for ONIT Q2 have been accrued but not billed till the end of the summer. This is not included in the budget.
- ID# contributions to Lake Louise summer routes, which are allocated at the end of the year.

EXPENSES

Overall expenses are up approximately \$35,000 from budget and \$1.3 million from PY.

Significant expense discrepancies are coming from:

- Advertising expenses are below budget by \$53,000 but based on actual expenditures. Expect this line item to continue to be under budget for the remainder of the year.
- Contracted services above budget due to ONIT contract expenses for Q2 which are not budgeted.
- Fuel expenses are under budget. Service hours are over, but fuel expenses are below budgeted amounts. This is due to 2 main factors:
 - 2023 budget was done based on average 2022 costs. We have not seen any similar levels of costs in 2023.

- When 2023 budget was done we had limited information for budgeting cost savings from electric vehicles. Costs in this area are lower than budgeted.
 - Also the NSLR for Route 3 and Route 5 did not start until a few months later than budget.
- General operating expenses are over budget. Bank fees are \$20,000 over budget due to increases in revenues and associated Moneris costs. There are a few other cost savings in this area year to date which lessen the impact of the bank fees. But we still expect this to be over budget for the remainder of the year.
- Software over budget mostly due to Hopthru expenses. The annual expenses of \$21,000 were missed by the vendor for 22/23 and were billed in June 2023 with the 23/24 invoice.
- Transit storage building is over budget. This is due to increasing expenses in this area such as approximately \$10,000 per quarter for wash bay drain cleaning which was not budgeted.
- Town of Banff vehicle maintenance expenses are approximately \$200,000 above budgeted figures to date. Since TOB gave us the estimates for the budget the costs for labour have increased over 20%. We anticipate that this will be over budget by year end.
- Wages to date are below amounts by approximately \$150,000. All wages are either at or slightly below budget. This is the busy start of the summer season, and we anticipate that this will be more in line with budget for Q3.

	Bow Valley Regional Transit Services Commission All Routes - Actual vs Budget (pg 1/2) January - June 2023																	
	Administrative		Calgary-Banff		Rt 01 - Banff Local (Sulphur Mtn)		Rt 02 - Banff Local (Tunnel Mtn)		Rt 03 - CB Regional		Rt 04 - Cave and Basin		Rt 05 - Canmore Local		Rt 06 - Lake Minnewanka		Rt 08 - LLB Regional Winter	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Income																		
Bus Pass Sales	0				136,522	170,830	102,792	186,867	606,670	597,843	7,466	4,754			16,477	9,883	352,916	204,341
Interest Revenue	117,910	9,998																
Marketing & Advertising Revenue	540				4,175	7,426	3,690	7,681	4,558	6,323	534		3,053	5,785	728		400	
Other Income	2,054				5,214	590	5,214	609										
Partner Programs					160,378	143,468	91,509	104,872	1,816	1,500					6,563	7,500		
Recoveries - Operating (non-members)			47,502		11,705	12,411	22,968	14,583			87,648	103,619			238,659	282,537	57,816	
Requisitions - Operating	285,423	285,423	24,606		399,837	399,833	331,647	331,648	245,082	245,082			669,835	669,835			84,881	84,931
Total Income	405,927	295,421	72,108	0	717,830	734,558	557,819	646,260	858,126	850,748	95,648	108,373	672,888	675,620	262,427	299,920	496,012	289,272
Gross Profit	405,927	295,421	72,108	0	717,830	734,558	557,819	646,260	858,126	850,748	95,648	108,373	672,888	675,620	262,427	299,920	496,012	289,272
Expenses																		
Advertising & Marketing Expenses	5,256				5,300	21,007	4,439	20,994	7,196	15,684	689	1,144	5,290	13,907	1,232	1,997	1,395	4,933
Contracted Services / Professional Fees	22,311	30,193	69,608		3,748	5,713	4,230	6,029	4,574	4,216	622	493	5,704	11,943	1,602	1,663	2,151	1,901
Fuel Expense	313				44,068	62,592	40,769	40,048	101,740	141,990	1,249	2,294	70,350	71,470	6,024	14,869	51,879	48,905
General Operating Expenses	24,940	31,128			4,376	4,926	3,781	5,019	12,857	9,893	318	281	3,141	4,490	684	688	8,389	4,452
Infrastructure Maintenance	2,219	98			7,319	6,052	7,187	6,646	2,882	2,795	429	560	2,297	8,987	987	1,131	910	2,858
Insurance Expense	7,384	6,526			14,791	13,617	11,846	10,906	12,091	11,206	3,048	2,694	12,706	13,554	8,062	7,812	2,989	2,604
Software Fees & Licences	12,549	13,229			17,041	11,360	16,142	10,476	14,763	9,738	2,631	2,522	13,949	11,296	6,620	5,125	4,561	3,450
Transit storage facility	18,619	26,503			11,175	12,712	7,219	10,775	6,044	4,918	2,609	1,466	5,386	6,389	6,316	2,534	574	2,430
Staff, Training, Travel & Meals	6,507	864			28,473	29,829	23,887	27,334	25,905	29,190	6,440	3,599	6,895	3,018	13,107	7,171	12,182	8,395
Vehicle Expenses	24,424	3,000			169,910	128,924	153,435	115,704	184,879	140,373	18,424	19,576	168,330	128,734	36,503	36,560	76,654	47,230
Wages & Benefits	216,652	183,879	2,500		411,797	437,823	383,163	392,334	416,004	480,688	45,717	61,404	361,747	401,829	105,227	144,202	203,499	162,115
Total Expenses	341,174	295,420	72,108	0	717,998	734,555	656,098	646,265	788,935	850,691	82,177	96,033	655,794	675,617	186,365	223,752	364,609	289,273
Surplus / Deficiency Prior to Amortization	64,753	1	0	0	-167	3	-98,279	-5	69,191	57	13,471	12,340	17,094	3	76,063	76,168	131,404	-1
Amortization Expense	22,842	22,845			154,836	154,840	149,868	149,864	81,222	81,222	12,339	12,339	89,910	89,910	76,170	76,170	36,423	36,423
Net Income	41,911	-22,844	0	0	-155,003	-154,837	-248,147	-149,869	-12,031	-81,165	1,132	1	-72,816	-89,907	-107	-2	94,981	-36,424

	Bow Valley Regional Transit Services Commission All Routes - Actual vs Budget (pg 2/2) January - June 2023												
	Rt 08S - LLB Regional Summer Scenic		Rt 08X - LLB Regional Summer Express		Rt 09 - Johnston Canyon		Rt 10 - Moraine Lake		Rt 11 - Lake Louise Local		TOTAL		
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	% of Budget
Income													
Bus Pass Sales		27,505	357,141	179,581	56,887	34,537	-10		9,604		1,646,464	1,416,141	116%
Interest Revenue											117,910	9,998	1179%
Marketing & Advertising Revenue	320		375		679				194		19,245	27,215	71%
Other Income											12,482	1,199	1041%
Partner Programs											260,266	257,340	101%
Recoveries - Operating (non-members)	89,232	63,066	98,557	202,480	119,127	60,245	10,895	9,165	12,037		796,145	748,106	106%
Requisitions - Operating		52,636		98,136		50,281					2,041,311	2,217,805	92%
Total Income	89,552	143,207	456,072	480,197	176,692	145,063	10,885	9,165	21,836	0	4,893,824	4,677,804	105%
Gross Profit	89,552	143,207	456,072	480,197	176,692	145,063	10,885	9,165	21,836	0	4,893,824	4,677,804	
Expenses													
Advertising & Marketing Expenses	81	1,490	1,217	5,086	2,338	1,179			336		34,770	87,421	40%
Contracted Services / Professional Fees	562	898	2,682	3,180	853	763			119		118,766	66,992	177%
Fuel Expense		9,125	24,120	42,967	11,936	7,994			3,048		355,496	442,254	80%
General Operating Expenses	50	874	14,331	3,769	1,447	834	12		101		74,426	66,354	112%
Infrastructure Maintenance	467	319	3,942	1,088	850	252			360		29,849	30,786	97%
Insurance Expense	5,436	5,208	11,322	10,650	5,436	5,208					95,111	89,985	106%
Software Fees & Licences	2,465	3,324	9,120	8,122	4,381	3,165	128		156		104,506	81,807	128%
Transit storage facility	2,201	1,847	11,673	7,018	2,805	1,562			447		75,069	78,154	96%
Staff, Training, Travel & Meals	8,034	4,780	17,760	15,140	9,378	4,577	40		21		158,629	133,897	118%
Vehicle Expenses	10,297	19,775	63,721	55,935	20,992	18,948	135		6,351		934,054	714,759	131%
Wages & Benefits	27,232	61,220	207,425	235,647	82,223	66,238	10,570	9,165	10,232		2,483,989	2,636,544	94%
Total Expenses	56,823	108,860	367,314	388,602	142,638	110,720	10,885	9,165	21,171	0	4,464,089	4,428,953	101%
Surplus / Deficiency Prior to Amortization	32,729	34,347	88,759	91,595	34,054	34,343	0	0	664	0	429,735	248,851	
Amortization Expense	34,350	34,350	91,593	91,594	34,350	34,350					783,903	783,907	
Net Income	-1,621	-3	-2,834	1	-296	-7	0	0	664	0	-354,168	-535,056	

	Bow Valley Regional Transit Services Commission All Routes - Actual vs Prior Year (pg 1/2) January - June 2023															
	Administrative		Calgary-Banff		Rt 01 - Banff Local (Sulphur Mtn)		Rt 02 - Banff Local (Tunnel Mtn)		Rt 03 - CB Regional		Rt 04 - Cave and Basin		Rt 05 - Canmore Local		Rt 06 - Lake Minnewanka	
	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)
INCOME																
Bus Pass Sales					136,522	89,852	102,792	83,609	606,670	369,541	7,466	2,967		-93	16,477	7,541
Interest Revenue	117,910	18,294														
Marketing & Advertising Revenue	540	93			4,175	1,945	3,690	1,182	4,558	2,840	534	200	3,053	1,802	728	200
Other Income	2,054	77			5,214	4,403	5,214	4,866		4,810		408		25,519		
Partner Programs					160,378	139,242	91,509	68,670	1,816	964					6,563	
Recoveries - Operating (non-members)		-20,479	47,502	52,712	11,705	10,706	22,968	17,786			87,648	54,081			238,659	163,272
Requisitions - Operating	285,423	288,501	24,606	27,305	399,837	247,547	331,647	265,290	245,082	180,066			669,835	457,753		
Total Income	405,927	286,487	72,108	80,018	717,830	493,695	557,819	441,403	858,126	558,221	95,648	57,655	672,888	484,981	262,427	171,014
EXPENSES																
Advertising & Marketing Expenses	5,256	2,260			5,300	4,517	4,439	4,255	7,196	5,424	689	445	5,290	11,795	1,232	785
Contracted Services / Professional Fees	22,311	16,818	69,608	80,018	3,748	5,744	4,230	3,812	4,574	3,228	622	576	5,704	4,811	1,602	1,732
Fuel Expense	313	281			44,068	39,188	40,769	35,174	101,740	105,229	1,249	2,363	70,350	69,384	6,024	14,542
General Operating Expenses	24,940	30,287			4,376	8,721	3,781	7,282	12,857	10,393	318	1,092	3,141	5,012	684	3,258
Infrastructure Maintenance	2,219	2,650			7,319	5,683	7,187	5,480	2,882	11,763	429	196	2,297	13,055	987	360
Insurance Expense	7,384	4,968			14,791	15,920	11,846	13,455	12,091	8,388	3,048	1,114	12,706	10,460	8,062	5,357
Software Fees & Licences	12,549	5,040			17,041	11,129	16,142	10,787	14,763	9,484	2,631	1,342	13,949	7,091	6,620	3,165
Staff, Training, Travel & Meals	18,619	11,574			11,175	6,286	7,219	5,081	6,044	4,574	2,609	922	5,386	3,679	6,316	2,267
Transit storage facility	6,507				28,473	18,600	23,887	15,378	25,905	13,404	6,440	3,221	6,895	3,486	13,107	9,664
Vehicle Expenses	24,424	5,802			169,910	99,401	153,435	93,666	184,879	137,369	18,424	8,487	168,330	114,026	36,503	26,939
Wages & Benefits	216,652	159,769	2,500		411,797	229,791	383,163	215,095	416,004	313,532	45,717	28,679	361,747	284,155	105,227	62,861
Total Expenses	341,174	239,449	72,108	80,018	717,998	444,981	656,098	409,466	788,935	622,789	82,177	48,436	655,794	526,951	186,365	130,929
Surplus / Deficiency Prior to Amortization	64,753	47,038	0	-	(167)	48,714	(98,279)	31,937	69,191	(64,568)	13,471	9,219	17,094	(41,970)	76,063	40,084
Amortization Expense	22,842.00	26,118.00			154,836.00	133,788.00	149,868.00	133,788.00	81,222.00	72,888.00	12,339.00	9,170.00	89,910.00	73,242.00	76,170.00	39,971.00
Net Income	41,911	20,920	0	-	(155,003)	(85,074)	(248,147)	(101,851)	(12,031)	(137,456)	1,132	49	(72,816)	(115,212)	(107)	113

	Bow Valley Regional Transit Services Commission All Routes - Actual vs Prior Year (pg 2/2) January - June 2023														
	Rt 08 - LLB Regional Winter		Rt 08S - LLB Regional Summer Scenic		Rt 08X - LLB Regional Summer Express		Rt 09 - Johnston Canyon		Rt 10 - Moraine Lake		Rt 11 - Lake Louise Local		TOTAL		
	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Jan - Jun 2023	Jan - Jun 2022 (PY)	Change
INCOME															
Bus Pass Sales	352,916	169,086		857	357,141	219,011	56,887	28,953	-10		9,604		1,646,464	971,323	675,141
Interest Revenue													117,910	18,294	99,616
Marketing & Advertising Revenue	400	582	320	247	375	945	679	247			194		19,245	10,284	8,961
Other Income		28,166				10,200							12,482	78,450	-65,968
Partner Programs													260,266	208,876	51,390
Recoveries - Operating (non-members)	57,816		89,232	65,151	98,557	98,591	119,127	77,033	10,895	4,872	12,037		796,145	523,725	272,421
Requisitions - Operating	84,881	170,058											2,041,311	1,636,520	404,791
Total Income	496,012	367,893	89,552	66,255	456,072	328,747	176,692	106,233	10,885	4,872	\$ 21,836	\$ -	\$ 4,893,824	\$ 3,447,472	\$ 1,446,352
EXPENSES															0
Advertising & Marketing Expenses	1,395	1,726	81	579	1,217	1,372	2,338	744			336		34,770	33,902	868
Contracted Services / Professional Fees	2,151	1,402	562	786	2,682	2,362	853	754			119		118,766	122,041	-3,275
Fuel Expense	51,879	49,259			24,120	41,412	11,936	8,389			3,048		355,496	365,222	-9,727
General Operating Expenses	8,389	4,340	50	1,529	14,331	7,146	1,447	1,965	12		101		74,426	81,023	-6,597
Infrastructure Maintenance	910	3,448	467	178	3,942	653	850	180			360		29,849	43,646	-13,797
Insurance Expense	2,989	1,775	5,436	2,662	11,322	6,078	5,436	2,662					95,111	72,840	22,271
Software Fees & Licences	4,561	3,960	2,465	3,263	9,120	9,647	4,381	3,259	128	11	156		104,506	68,179	36,328
Staff, Training, Travel & Meals	574	644	2,201	1,236	11,673	3,701	2,805	1,012		73	447		75,069	41,047	34,022
Transit storage facility	12,182	8,064	8,034	4,832	17,760	12,014	9,378	4,832	40		21		158,629	93,495	65,134
Vehicle Expenses	76,654	65,334	10,297	13,319	63,721	37,160	20,992	12,965	135	67	6,351		934,054	614,533	319,520
Wages & Benefits	203,499	155,433	27,232	10,991	207,425	122,883	82,223	42,557	10,570	4,720	10,232		2,483,989	1,630,467	853,522
Total Expenses	365,183	295,386	56,823	39,376	367,314	244,427	142,638	79,318	10,885	4,871	\$ 21,171	\$ -	\$ 4,464,663	\$ 3,166,396	\$ 1,298,268
Surplus / Deficiency Prior to Amortization	130,830	72,507	32,729	26,879	88,759	84,320	34,054	26,916	-	0	\$ 664	\$ -	\$ 429,160	\$ 281,077	\$ 148,084
Amortization Expense	36,423.00	19,989.00	34,350.00	26,880.00	91,593.00	84,271.00	34,350.00	26,850.00					783,903	646,955	
Net Income	94,407	52,518	(1,621)	(1)	(2,834)	49	(296)	66	-	0	664	-	(354,743)	(365,879)	11,136

Bow Valley Regional Transit Services Commission Administrative									
	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Interest Revenue	61,144	4,997	1224%	56,766	5,001	1135%	117,910	9,998	1179%
Marketing & Advertising Revenue				540			540		
Other Income	60			1,994			2,054		
Requisitions - Operating	154,608	154,608	100%	130,815	130,815	100%	285,423	285,423	100%
Total Income	\$ 215,812	\$ 159,605	135%	190,115	135,816	140%	405,927	295,421	137%
Expenses									
Advertising & Marketing Expenses	887			4,369			5,256	-	
Contracted Services / Professional Fees	9,617	18,664	52%	12,694	11,529	110%	22,311	30,193	74%
Fuel Expense	75			238			313		
General Operating Expenses	11,558	15,564	74%	13,382	15,564	86%	24,940	31,128	80%
Infrastructure Maintenance	608	47		1,612	51		2,219	98	
Insurance Expense	3,692	3,265	113%	3,692	3,261	113%	7,384	6,526	113%
Software Fees & Licences	5,179	6,614	78%	7,370	6,615	111%	12,549	13,229	95%
Staff, Training, Travel & Meals	10,738	13,255	81%	7,881	13,248	59%	18,619	26,503	70%
Transit storage facility	1,220	432	282%	5,287	432		6,507	864	753%
Vehicle Expenses	11,375	1,500	758%	13,048	1,500	870%	24,424	3,000	814%
Wages & Benefits	117,703	100,264	117%	98,949	83,615	118%	216,652	183,879	118%
Total Expenses	172,653	159,605	108%	168,521	135,815	124%	341,174	295,420	115%
Surplus / Deficiency Prior to Amortization	43,159	-		21,594	1		64,753	1	
Amortization Expense	11,421	11,424	100%	11,421	11,421	100%	22,842	22,845	100%
Net Income	31,738	(11,424)		10,173	(11,420)		41,911	(22,844)	

1) Interest from operating reserve in CIBC investments and operating account. Higher than budget.

2) Marketing expenses are Roam promo items purchased.

3) Contracted Services are below budget. Over budget in IT contract, but overall behind because no contract contingency has been used yet.

4) Below budget for contract services. For some expenses in this category more expenses have been allocated to routes. Also transit storage expenses for utilities are now allocated below.

5) Conference, meals, staff recognition expenses lower than budget. But due to timing of expenses, and will likely catch up to budget later in the year.

6) Approximately \$19K for parts for accidents in first half of the year which are allocated to Admin instead of routes

4) Currently more admin wages allocated to admin class that budgeted. More is allocated to routes in the summer, so this should correct itself as the summer progresses.

Bow Valley Regional Transit Services Commission
2023 Quarterly KPIs with 2022 Actuals

All Routes	January - June 2023			
	2023	2023	COMP	2022
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 72.14	\$ 52.73	36.8%	\$ 78.07
Gross Cost per Service Hour	\$ 179.57	\$ 161.20	11.4%	\$ 194.53
Direct Operating Cost per Service Hour	\$ 146.40	\$ 128.07	14.3%	\$ 148.09
Overhead per Service Hour	\$ 8.91	\$ 8.84	0.8%	\$ 10.19
Lease/Amortization per Service Hour	\$ 24.26	\$ 24.29	-0.1%	\$ 36.25
Net Cost per Service Hour (CUTA)	\$ 83.18	\$ 84.18	-1.2%	\$ 80.20
% Cost Recovery (CUTA)	55%	39%		49%
Gross cost per KM	\$ 6.42	\$ 6.06		\$ 7.29
Route KM	904,260	858,720		629,541
Ridership	1,066,952	980,121	8.9%	563,630
Service Hours	32,316	32,275	0.1%	23,583
Ridership per Service Hour	33	30	8.7%	24

Cost recovery % excludes route 5

Bow Valley Regional Transit Services Commission									
Route 1 - Banff Local Sulphur Mtn									
	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales	54,226	72,466	75%	82,296	98,364	84%	136,522	170,830	80%
Marketing & Advertising Revenue	205	3,150	7%	3,970	4,276	93%	4,175	7,426	56%
Other Income	602	248	243%	4,612	342	1349%	5,214	590	884%
Partner Programs	56,880	71,735	79%	103,498	71,733	144%	160,378	143,468	112%
Recoveries - Operating (non-members)	5,794	6,204	93%	5,910	6,207	95%	11,705	12,411	94%
Requisitions - Operating	169,440	169,436	100%	230,397	230,397	100%	399,837	399,833	100%
Total Income	287,147	323,239	89%	430,684	411,319	105%	717,830	734,558	98%
Expenses									
Advertising & Marketing Expenses	1,373	8,910	15%	3,928	12,097	32%	5,300	21,007	25%
Contracted Services / Professional Fees	1,797	2,424	74%	1,951	3,289	59%	3,748	5,713	66%
Fuel Expense	27,823	26,550	105%	16,245	36,042	45%	44,068	62,592	70%
General Operating Expenses	2,278	2,090	109%	2,097	2,836	74%	4,376	4,926	89%
Infrastructure Maintenance	2,066	2,567	80%	5,253	3,485	151%	7,319	6,052	121%
Insurance Expense	6,337	6,810	93%	8,454	6,807	124%	14,791	13,617	109%
Software Fees & Licences	6,071	4,819	126%	10,969	6,541	168%	17,041	11,360	150%
Staff, Training, Travel & Meals	5,542	5,389	103%	5,633	7,323	77%	11,175	12,712	88%
Transit storage facility	16,375	14,577	112%	12,098	15,252	79%	28,473	29,829	95%
Vehicle Expenses	82,390	54,690	151%	87,520	74,234	118%	169,910	128,924	132%
Wages & Benefits	191,525	194,412	99%	220,272	243,411	90%	411,797	437,823	94%
Total Expenses	343,578	323,238	106%	374,420	411,317	91%	717,998	734,555	98%
Surplus / Deficiency Prior to Amortization	(56,431)	1		56,264	2		(167)	3	
Amortization Expense	77,418	77,422	100%	77,418	77,418	100%	154,836	154,840	100%
Net Income	(133,849)	(77,421)		(21,154)	(77,416)		(155,003)	(154,837)	

Service hours consistent with budget

- 1) Pass revenues less than budget for Q2. Pass revenues were incorrectly budgeted, and did not include a reduction for resident fare free. Revenues are expected to be under budget all year.
- 2) Partner program revenue is over budget due to strong ridership for Pursuit gondola program.
- 3) Advertising expenses are under budget but based on actual expenses to date.
- 4) Fuel expenses are under budget due to a higher % electric buses being used on this route compared to original budgeted amounts, and the cost savings compared to diesel.
- 5) Software is over budget. Hopthru ridership analytics error and annual fee for 22/23 was all not billed until June 2023 at the same time as 23/24 invoice
- 6) Vehicle expenses are significantly over budget. Overall TOB vehicle maintenance billing is \$200,000 over budget year to date. As discussed earlier in the year there was a substantial increase in the rate billed to TOB mechanics that was not budgeted. We expect this to continue to be over budget for the remainder of the year.
- 7) All wages are slightly under budget. Partly due to timing of pay period end dates. Also just getting into busy summer period, so expect these wages to catch up to budget by Q3

Bow Valley Regional Transit Services Commission
2023 Quarterly KPIs with 2022 Actuals

Route 1 - Banff Local Sulphur Mtn	January - June 2023			
	2023	2023	COMP	2022
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 61.39	\$ 49.01	25.3%	\$ 78.85
Gross Cost per Service Hour	\$ 166.02	\$ 144.78	14.7%	\$ 178.39
Direct Operating Cost per Service Hour	\$ 132.51	\$ 111.69	18.6%	\$ 130.02
Overhead per Service Hour	\$ 8.91	\$ 8.84	0.8%	\$ 10.19
Lease/Amortization per Service Hour	\$ 24.60	\$ 24.25	1.4%	\$ 38.18
Net Cost per Service Hour (CUTA)	\$ 80.03	\$ 71.52	11.9%	\$ 61.36
% Cost Recovery (CUTA)	43%	41%		56%
Gross cost per KM	\$ 10.46	\$ 9.59		\$ 14.43
Route KM	102,867	99,297		52,308
Ridership	337,179	367,760	-8.3%	181,326
Service Hours	6,480	6,577	-1.5%	4,231
Ridership per Service Hour	52	56	-6.9%	43

Bow Valley Regional Transit Services Commission Route 2 - Banff Local Tunnel Mtn									
	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales	36,582	86,961	42%	66,210	99,906	66%	102,792	186,867	55%
Marketing & Advertising Revenue	205	3,574	6%	3,485	4,107	85%	3,690	7,681	48%
Other Income	602	281	214%	4,612	328	1406%	5,214	609	856%
Partner Programs	45,591	52,438	87%	45,918	52,434	88%	91,509	104,872	87%
Recoveries - Operating (non-members)	11,370	7,290	156%	11,598	7,293	159%	22,968	14,583	157%
Requisitions - Operating	157,190	157,191	100%	174,457	174,457	100%	331,647	331,648	100%
Total Income	251,540	307,735	82%	306,280	338,525	90%	557,819	646,260	86%
Expenses									
Advertising & Marketing Expenses	1,349	9,770	14%	3,090	11,224	28%	4,439	20,994	21%
Contracted Services / Professional Fees	1,653	2,806	59%	2,576	3,223	80%	4,230	6,029	70%
Fuel Expense	28,860	18,635	155%	11,910	21,413	56%	40,769	40,048	102%
General Operating Expenses	2,156	2,338	92%	1,624	2,681	61%	3,781	5,019	75%
Infrastructure Maintenance	1,818	3,099	59%	5,368	3,547	151%	7,187	6,646	108%
Insurance Expense	5,076	5,455	93%	6,770	5,451	124%	11,846	10,906	109%
Software Fees & Licences	5,708	4,876	117%	10,435	5,600	186%	16,142	10,476	154%
Staff, Training, Travel & Meals	3,442	5,012	69%	3,777	5,763	66%	7,219	10,775	67%
Transit storage facility	13,864	13,539	102%	10,023	13,795	73%	23,887	27,334	87%
Vehicle Expenses	80,671	53,848	150%	72,764	61,856	118%	153,435	115,704	133%
Wages & Benefits	189,814	188,364	101%	193,350	203,970	95%	383,163	392,334	98%
Total Expenses	334,411	307,742	109%	321,687	338,523	95%	656,098	646,265	102%
Surplus / Deficiency Prior to Amortization	(82,871)	(7)		(15,408)	2		(98,279)	(5)	
Amortization Expense	74,934	74,930	100%	74,934	74,934	100%	149,868	149,864	100%
Net Income	(157,805)	(74,937)		(90,342)	(74,932)		(248,147)	(149,869)	

Service hours consistent with budget

- 1) Pass revenues less than budget for Q2. Pass revenues were incorrectly budgeted, and did not include a reduction for resident fare free. Revenues are expected to be under budget all year.
- 2) Partner program revenue is under budget due to changes to Fairmont contract rates after budget was finalized.
- 3) Advertising expenses are under budget but based on actual expenses to date.
- 4) Software is over budget. Hopthru ridership analytics error and annual fee for 22/23 was all not billed until June 2023 at the same time as 23/24 invoice
- 5) Vehicle expenses are significantly over budget. Overall TOB vehicle maintenance billing is \$200,000 over budget year to date. As discussed earlier in the year there was a substantial increase in the rate billed to TOB mechanics that was not budgeted. We expect this to continue to be over budget for the remainder of the year.
- 6) All wages are slightly under budget. Partly due to timing of pay period end dates. Also just getting into busy summer period, so expect these wages to catch up to budget by Q3

Bow Valley Regional Transit Services Commission
2023 Quarterly KPIs with 2022 Actuals

Route 2 - Banff Local Tunnel Mtn	January - June 2023			
	2023	2023	COMP	2022
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 40.27	\$ 50.87	-20.8%	\$ 56.44
Gross Cost per Service Hour	\$ 164.21	\$ 144.52	13.6%	\$ 185.57
Direct Operating Cost per Service Hour	\$ 129.27	\$ 109.56	18.0%	\$ 132.32
Overhead per Service Hour	\$ 8.91	\$ 8.84	0.8%	\$ 10.19
Lease/Amortization per Service Hour	\$ 26.02	\$ 26.11	-0.3%	\$ 43.06
Net Cost per Service Hour (CUTA)	\$ 97.91	\$ 67.54	45.0%	\$ 86.07
% Cost Recovery (CUTA)	29%	43%		40%
Gross cost per KM	\$ 11.28	\$ 11.18		\$ 15.30
Route KM	86,150	76,281		45,342
Ridership	324,043	294,160	10.2%	160,840
Service Hours	5,920	5,899	0.4%	3,737
Ridership per Service Hour	55	50	9.8%	43

Bow Valley Regional Transit Services Commission Route 3 - Canmore / Banff Regional									
	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales	254,887	297,820	86%	351,783	300,023	117%	606,670	597,843	101%
Marketing & Advertising Revenue	1,125	3,150	36%	3,433	3,173	108%	4,558	6,323	72%
Partner Programs	456	750	61%	1,360	750	181%	1,816	1,500	121%
Requisitions - Operating	129,560	129,560	100%	115,522	115,522	100%	245,082	245,082	100%
Total Income	386,028	431,280	90%	472,098	419,468	113%	858,126	850,748	101%
Expenses									
Advertising & Marketing Expenses	3,087	7,814	40%	4,109	7,870	52%	7,196	15,684	46%
Contracted Services / Professional Fees	2,360	2,100	112%	2,215	2,116	105%	4,574	4,216	108%
Fuel Expense	51,018	70,734	72%	50,722	71,256	71%	101,740	141,990	72%
General Operating Expenses	5,798	4,928	118%	7,059	4,965	142%	12,857	9,893	130%
Infrastructure Maintenance	1,585	1,393	114%	1,297	1,402	93%	2,882	2,795	103%
Insurance Expense	6,046	5,605	108%	6,046	5,601	108%	12,091	11,206	108%
Software Fees & Licences	5,890	4,852	121%	8,873	4,886	182%	14,763	9,738	152%
Staff, Training, Travel & Meals	2,674	2,449	109%	3,370	2,469	136%	6,044	4,918	123%
Transit storage facility	15,016	14,586	103%	10,889	14,604	75%	25,905	29,190	89%
Vehicle Expenses	104,028	69,929	149%	80,851	70,444	115%	184,879	140,373	132%
Wages & Benefits	189,522	246,865	77%	226,482	233,823	97%	416,004	480,688	87%
Total Expenses	387,024	431,255	90%	401,911	419,436	96%	788,935	850,691	93%
Surplus / Deficiency Prior to Amortization	(997)	25		70,188	32		69,191	57	
Amortization Expense	40,611	40,611	100%	40,611	40,611	100%	81,222	81,222	100%
Net Income	(41,608)	(40,586)		29,577	(40,579)		(12,031)	(81,165)	

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Route 3 NSLR increases in service hours did not happen until the end of March, but were budgeted from Jan onwards. Service hours are slightly below budget

1) Pass revenues over budget for Q2. Strong revenues and ridership, and we expect this to continue throughout the summer.

2) Advertising expenses are under budget but based on actual expenses to date.

3) Fuel costs are below budget. Service hours are below budget, and 3C is predominately using an electric bus which has significant costs savings compared to diesel.

4) Software is over budget. Hopthru ridership analytics error and annual fee for 22/23 was all not billed until June 2023 at the same time as 23/24 invoice

5) Vehicle expenses are significantly over budget. Overall TOB vehicle maintenance billing is \$200,000 over budget year to date. As discussed earlier in the year there was a substantial increase in the rate billed to TOB mechanics that was not budgeted. We expect this to continue to be over budget for the remainder of the year.

6) All wages are slightly under budget. Partly due to timing of pay period end dates. Also just getting into busy summer period, so expect these wages to catch up to budget by Q3

Bow Valley Regional Transit Services Commission
2023 Quarterly KPIs with 2022 Actuals

Route 3 - Canmore / Banff Regional	January - June 2023			
	2023	2023	COMP	2022
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 105.13	\$ 84.85	23.9%	\$ 98.15
Gross Cost per Service Hour	\$ 150.32	\$ 140.10	7.3%	\$ 163.09
Direct Operating Cost per Service Hour	\$ 128.99	\$ 119.17	8.2%	\$ 135.53
Overhead per Service Hour	\$ 8.91	\$ 8.84	0.8%	\$ 10.19
Lease/Amortization per Service Hour	\$ 12.42	\$ 12.09	2.7%	\$ 17.37
Net Cost per Service Hour (CUTA)	\$ 32.77	\$ 43.17	-24.1%	\$ 47.57
% Cost Recovery (CUTA)	76%	66%		67%
Gross cost per KM	\$ 3.94	\$ 3.36		\$ 4.22
Route KM	264,449	297,653		204,536
Ridership	130,386	155,619	-16.2%	79,889
Service Hours	6,936	7,138	-2.8%	5,289
Ridership per Service Hour	19	22	-13.8%	15

Bow Valley Regional Transit Services Commission Route 4 - Cave & Basin									
	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales	-			7,466	4,754	157%	7,466	4,754	157%
Marketing & Advertising Revenue				534			534	-	
Recoveries - Operating (non-members)	25,776	23,406	110%	61,872	80,213	77%	87,648	103,619	85%
Total Income	25,776	23,406	110%	69,872	84,967	82%	95,648	108,373	88%
Expenses									
Advertising & Marketing Expenses	117	0		572	1,144	50%	689	1,144	60%
Contracted Services / Professional Fees	241	270	89%	381	223	171%	622	493	126%
General Operating Expenses	28	0		290	281	103%	318	281	113%
Infrastructure Maintenance	186	0		243	560	43%	429	560	77%
Insurance Expense	1,524	1,347	113%	1,524	1,347	113%	3,048	2,694	113%
Software Fees & Licences	443	0		2,189	2,522	87%	2,631	2,522	104%
Staff, Training, Travel & Meals	1,402	0		1,208	1,466	82%	2,609	1,466	178%
Transit storage facility	3,358	1,296	259%	3,082	2,303		6,440	3,599	179%
Vehicle Expenses	6,530	6,000	109%	11,894	13,576	88%	18,424	19,576	94%
Wages & Benefits	12,788	14,493	88%	32,930	46,911	70%	45,717	61,404	74%
Total Expenses	26,616	23,406	114%	55,561	72,627	77%	82,177	96,033	86%
Surplus / Deficiency Prior to Amortization	(840)	-		14,311	12,340		13,471	12,340	
Amortization Expense				12,339	12,339	100%	12,339	12,339	100%
Net Income	(840)	-		1,972	1		1,132	1	

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Service hours consistent with budget

1) Recoveries based on actual net expenses.

2) All wages are slightly under budget. Partly due to timing of pay period end dates. Also just getting into busy summer period, so expect these wages to catch up to budget by Q3

Bow Valley Regional Transit Services Commission
2023 Quarterly KPIs with 2022 Actuals

Route 4 - Cave & Basin	January - June 2023			
	2023	2023	COMP	2022
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 23.45	\$ 11.65	101.3%	\$ 16.22
Gross Cost per Service Hour	\$ 288.42	\$ 275.17	4.8%	\$ 221.25
Direct Operating Cost per Service Hour	\$ 250.14	\$ 235.38	6.3%	\$ 173.41
Overhead per Service Hour	\$ 8.91	\$ 8.84	0.8%	\$ 10.19
Lease/Amortization per Service Hour	\$ 29.37	\$ 30.95	-5.1%	\$ 37.66
Net Cost per Service Hour (CUTA)	\$ 235.60	\$ 232.57	1.3%	\$ 167.37
% Cost Recovery (CUTA)	9%	5%		9%
Gross cost per KM	\$ 28.71	\$ 13.48		\$ 10.25 *
Route KM	4,325			*
Ridership	8,375	7,314	14.5%	5,851
Service Hours	431	408	5.5%	420
Ridership per Service Hour	19	18	8.5%	14

Bow Valley Regional Transit Services Commission Route 5 - Canmore Local									
	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Marketing & Advertising Revenue	850	2,876	30%	2,203	2,909	76%	3,053	5,785	53%
Requisitions - Operating	337,855	337,855	100%	331,980	331,980	100%	669,835	669,835	100%
Total Income	338,705	340,731	99%	334,183	334,889	100%	672,888	675,620	100%
Expenses									
Advertising & Marketing Expenses	1,801	6,915	26%	3,489	6,992	50%	5,290	13,907	38%
Contracted Services / Professional Fees	3,030	5,939	51%	2,674	6,004	45%	5,704	11,943	48%
Fuel Expense	35,889	35,537	101%	34,461	35,933	96%	70,350	71,470	98%
General Operating Expenses	1,869	2,235	84%	1,272	2,255	56%	3,141	4,490	70%
Infrastructure Maintenance	1,325	4,470	30%	972	4,517	22%	2,297	8,987	26%
Insurance Expense	6,353	6,777	94%	6,353	6,777	94%	12,706	13,554	94%
Software Fees & Licences	5,433	5,617	97%	8,516	5,679	150%	13,949	11,296	123%
Staff, Training, Travel & Meals	2,320	3,175	73%	3,067	3,214	95%	5,386	6,389	84%
Transit storage facility	3,364	1,501	224%	3,531	1,517	233%	6,895	3,018	228%
Vehicle Expenses	94,698	64,014	148%	73,632	64,720	114%	168,330	128,734	131%
Wages & Benefits	173,377	204,550	85%	188,370	197,279	95%	361,747	401,829	90%
Total Expenses	329,457	340,730	97%	326,337	334,887	97%	655,794	675,617	97%
Surplus / Deficiency Prior to Amortization	9,248	1		7,846	2 3922.85		17,094	3	
Amortization Expense	44,955	44,955	100%	44,955	44,955	100%	89,910	89,910	100%
Net Income	(35,707)	(44,954)		(37,109)	(44,953)		(72,816)	(89,907)	

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Route 5 under in service hours by approximately 500 hours. NSLR increases in service hours did not happen until the end of March, but were budgeted from Jan onwards.

- 1) Advertising expenses are under budget but based on actual expenses to date.
- 2) Contract expenses under budget due to cleaning being below budgeted amounts.
- 3) Fuel expenses are on target with budget when they should be under. To date route 5 has not been using electric bus as anticipated. So paying for diesel for all service hours.
- 4) Infrastrure maintenance below budget. No major infrastructure paid to date. Might see more expenses here later in the year.
- 5) Vehicle expenses are significantly over budget. Overall TOB vehicle maintenance billing is \$200,000 over budget year to date. As discussed earlier in the year there was a substantial increase in the rate billed to TOB mechanincs that was not budgeted. We expect this to continue to be over budget for the remainder of the year.
- 6) All wages are slightly under budget. Due to service hours being below budget and timing of pay period end dates. Also just getting into busy summer period, so expect these wages to catch up to budget by Q3

Bow Valley Regional Transit Services Commission
2023 Quarterly KPIs with 2022 Actuals

Route 5 - Canmore Local	January - June 2023			
	2023	2023	COMP	2022
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 0.51	\$ 0.89	-42.6%	\$ 5.94
Gross Cost per Service Hour	\$ 148.93	\$ 127.04	17.2%	\$ 159.68
Direct Operating Cost per Service Hour	\$ 124.29	\$ 103.69	19.9%	\$ 129.72
Overhead per Service Hour	\$ 8.91	\$ 8.84	0.8%	\$ 10.19
Lease/Amortization per Service Hour	\$ 15.73	\$ 14.51	8.4%	\$ 19.77
Net Cost per Service Hour (CUTA)	\$ 132.69	\$ 111.64	18.9%	\$ 133.96
% Cost Recovery (CUTA)	0%	1%		4%
Gross cost per KM	\$ 5.96	\$ 6.38		\$ 10.02
Route KM	149,686	129,829		73,671
Ridership	148,535	81,692	81.8%	71,615
Service Hours	5,986	6,516	-8.1%	4,623
Ridership per Service Hour	25	13	97.9%	15

Bow Valley Regional Transit Services Commission Route 6 - Lake Minnewanka									
	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales				16,477	9,883	167%	16,477	9,883	167%
Marketing & Advertising Revenue				728			728	-	
Partner Programs				6,563	7,500	88%	6,563	7,500	88%
Recoveries - Operating (non-members)	52,664	49,226	107%	185,995	233,311	80%	238,659	282,537	84%
Total Income	52,664	49,226	107%	209,764	250,694	84%	262,427	299,920	87%
Expenses									
Advertising & Marketing Expenses	136			1,096	1,997	55%	1,232	1,997	62%
Contracted Services / Professional Fees	638	1,122	57%	965	541	178%	1,602	1,663	96%
Fuel Expense	0			6,024	14,869	41%	6,024	14,869	41%
General Operating Expenses	68			616	688	90%	684	688	99%
Infrastructure Maintenance	450			537	1,131	47%	987	1,131	87%
Insurance Expense	2,989	3,906	77%	5,073	3,906	130%	8,062	7,812	103%
Software Fees & Licences	1,409			5,211	5,125	102%	6,620	5,125	129%
Staff, Training, Travel & Meals	3,394			2,922	2,534	115%	6,316	2,534	249%
Transit storage facility	6,960	2,592	269%	6,147	4,579		13,107	7,171	183%
Vehicle Expenses	10,130	9,000	113%	26,373	27,560	96%	36,503	36,560	100%
Wages & Benefits	28,527	32,606	87%	76,701	111,596	69%	105,227	144,202	73%
Total Expenses	54,700	49,226	111%	131,664	174,526	75%	186,365	223,752	83%
Surplus / Deficiency Prior to Amortization	(2,037)	-		78,099	76,168		76,063	76,168	
Amortization Expense				76,170	76,170	100%	76,170	76,170	100%
Net Income	(2,037)	-		1,929	(2)		(107)	(2)	

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Service hours consistent with budget

1) Recoveries based on actual net expenses.

2) All wages are slightly under budget. Partly due to timing of pay period end dates. Also just getting into busy summer period, so expect these wages to catch up to budget by Q3

Bow Valley Regional Transit Services Commission
2023 Quarterly KPIs with 2022 Actuals

Route 6 - Lake Minnewanka	January - June 2023			
	2023	2023	COMP	2022
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 39.35	\$ 17.99	118.6%	\$ 43.07
Gross Cost per Service Hour	\$ 345.90	\$ 320.03	8.1%	\$ 296.21
Direct Operating Cost per Service Hour	\$ 257.43	\$ 231.63	11.1%	\$ 214.09
Overhead per Service Hour	\$ 8.91	\$ 8.84	0.8%	\$ 10.19
Lease/Amortization per Service Hour	\$ 79.56	\$ 79.56	0.0%	\$ 71.94
Net Cost per Service Hour (CUTA)	\$ 227.00	\$ 222.48	2.0%	\$ 181.20
% Cost Recovery (CUTA)	15%	7%		19%
Gross cost per KM	10.30	\$ 5.01		\$ - *
Route KM	32,439			*
Ridership	23,379	13,154	77.7%	15,445
Service Hours	966	966	0.0%	943
Ridership per Service Hour	24	14	77.7%	16

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

	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales	213,031	132,306	161%	139,885	72,035	194%	352,916	204,341	173%
Marketing & Advertising Revenue				400			400	-	
Recoveries - Operating (non-members)				57,816			57,816	-	
Requisitions - Operating	53,198	53,248	100%	31,683	31,683	100%	84,881	84,931	100%
Total Income	266,229	185,554	143%	229,784	103,718	222%	496,012	289,272	171%
Expenses									
Advertising & Marketing Expenses	1,179	3,194	37%	216	1,739	12%	1,395	4,933	28%
Contracted Services / Professional Fees	1,213	1,231	99%	938	670	140%	2,151	1,901	113%
Fuel Expense	31,088	31,665	98%	20,791	17,240	121%	51,879	48,905	106%
General Operating Expenses	5,291	2,883	184%	3,098	1,569	197%	8,389	4,452	188%
Infrastructure Maintenance	730	1,850	39%	180	1,008	18%	910	2,858	32%
Insurance Expense	1,494	1,302	115%	1,494	1,302	115%	2,989	2,604	115%
Software Fees & Licences	2,163	2,235	97%	2,398	1,215	197%	4,561	3,450	132%
Staff, Training, Travel & Meals	486	1,572	31%	88	858	10%	574	2,430	24%
Transit storage facility	7,257	4,357	167%	4,925	4,038		12,182	8,395	145%
Vehicle Expenses	49,566	30,012	165%	27,088	17,218	157%	76,654	47,230	162%
Wages & Benefits	108,799	105,254	103%	94,700	56,861	167%	203,499	162,115	126%
Total Expenses	209,265	185,555	113%	155,918	103,718	150%	365,183	289,273	126%
Surplus / Deficiency Prior to Amortization	56,963	(1)		73,866	-		130,830	(1)	
Amortization Expense	24,282	24,282	100%	12,141	12,141	100%	36,423	36,423	100%
Net Income	32,681	(24,283)		61,725	(12,141)		94,407	(36,424)	

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Route 8 over in service hours by approximately 650 due to additional bus being added at the beginning on March.

1) Pass sales well over budgeted amounts. Very strong sales and ridership, and addition of the extra bus.

2) Parks billing for extra bus. Billed per service hour based on variable costs and portion of revenue per service hour.

3) Advertising expenses are under budget but based on actual expenses to date.

4) Fuel expenses over budget due to additional service hours.

5) General operating expenses are over budget due to moneris fees from increased sales.

6) Vehicle expenses are significantly over budget. Due to combination of additional service hours and overall TOB vehicle maintenance billing is \$200,000 over budget year to date. As discussed earlier in the year there was a substantial increase in the rate billed to TOB mechanics that was not budgeted. We expect this to continue to be over budget for the remainder of the year.

7) Wages over budget due to additional service hours.

Bow Valley Regional Transit Services Commission
2023 Quarterly KPIs with 2022 Actuals

Route 8 - Lake Louise / Banff Regional Winter	January - June 2023			
	2023	2023	COMP	2022
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 120.20	\$ 89.10	34.9%	\$ 85.64
Gross Cost per Service Hour	\$ 146.26	\$ 151.56	-3.5%	\$ 149.10
Direct Operating Cost per Service Hour	\$ 124.26	\$ 126.13	-1.5%	\$ 128.96
Overhead per Service Hour	\$ 8.91	\$ 8.84	0.8%	\$ 10.19
Lease/Amortization per Service Hour	\$ 13.10	\$ 16.59	-21.0%	\$ 9.95
Net Cost per Service Hour (CUTA)	\$ 12.97	\$ 45.87	-71.7%	\$ 53.51
% Cost Recovery (CUTA)	90%	66%		62%
Gross cost per KM	\$ 3.10	\$ 2.99		\$ 3.38
Route KM	138,758	116,228		101,829
Ridership	42,404	21,358	98.5%	20,334
Service Hours	2,940	2,294	28.2%	2,310
Ridership per Service Hour	14	9	54.9%	9

Bow Valley Regional Transit Services Commission Route 8X - Lake Louise / Banff Regional Summer Express									
	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales				357,141	179,581	199%	357,141	179,581	199%
Marketing & Advertising Revenue				375					
Recoveries - Operating (non-members)	87,938	53,597	164%	10,619	148,883	7%	98,557	202,480	49%
Requisitions - Operating	0	25,978	0%		72,158	0%	-	98,136	0%
Total Income	87,938	79,575	111%	368,135	400,622	92%	456,072	480,197	95%
Expenses									
Advertising & Marketing Expenses	56	0		1,161	5,086	23%	1,217	5,086	24%
Contracted Services / Professional Fees	993	1,734	57%	1,689	1,446	117%	2,682	3,180	84%
Fuel Expense	0	0		24,120	42,967	56%	24,120	42,967	56%
General Operating Expenses	208	0		14,123	3,769	375%	14,331	3,769	380%
Infrastructure Maintenance	673	0		3,270	1,088	301%	3,942	1,088	362%
Insurance Expense	4,619	5,325	87%	6,703	5,325	126%	11,322	10,650	106%
Software Fees & Licences	1,619	0		7,502	8,122	92%	9,120	8,122	112%
Staff, Training, Travel & Meals	5,821	0		5,852	7,018	83%	11,673	7,018	166%
Transit storage facility	9,499	6,246	152%	8,261	8,894	93%	17,760	15,140	117%
Vehicle Expenses	9,543	12,000	80%	54,178	43,935	123%	63,721	55,935	114%
Wages & Benefits	58,139	54,270	107%	149,286	181,377	82%	207,425	235,647	88%
Total Expenses	91,169	79,575	115%	276,145	300,133	92%	367,314	379,708	97%
Surplus / Deficiency Prior to Amortization	(3,232)	-		91,990	100,489		88,759	100,489	0.88327
Amortization Expense		-		91,593	91,594	100%	91,593	91,594	100%
Net Income	(3,232)	-		397	8,895		(2,834)	8,895	

Route 8X over in service hours of approximately 200 hours. Addition of 8XD which is a combination of 8X and lake louise local hours. Rt 11 expenses and revenue tracked in separate class.

1) Revenues well over budget due to record ridership levels

2) Recoveries based on actual net expenses.

3) Allocation ID#9 contribution not adjusted for until year end

4) Advertising expenses are under budget but based on actual expenses to date.

5) Fuel was budgeted based on average 2022 rates, which for 8X on included May/June when rates were at their highest in 2022. Fuel should have been budgeted based on a lower amount. Expect that although service hours will be over fuel will likely still be under budget

6) General operating expenses are over budget due to moneris fees from increased sales.

6) Vehicle expenses are significantly over budget. Due to combination of additional service hours and overall TOB vehicle maintenance billing is \$200,000 over budget year to date. As discussed earlier in the year there was a substantial increase in the rate billed to TOB mechanincs that was not budgeted. We expect this to continue to be over budget for the remainder of the year.

7) All wages are slightly under budget. Partly due to timing of pay period end dates. Also just getting into busy summer period, so expect these wages to catch up to budget by Q3

Bow Valley Regional Transit Services Commission
2023 Quarterly KPIs with 2022 Actuals

Route 8X - Lake Louise / Banff Regional Express - Summer	January - June 2023			
	2023	2023	COMP	2022
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 257.30	\$ 108.94	136.2%	\$ 275.44
Gross Cost per Service Hour	\$ 324.49	\$ 300.84	7.9%	\$ 332.31
Direct Operating Cost per Service Hour	\$ 265.59	\$ 235.73	12.7%	\$ 232.43
Overhead per Service Hour	\$ 8.91	\$ 8.84	0.8%	\$ 10.19
Lease/Amortization per Service Hour	\$ 49.99	\$ 56.27	-11.2%	\$ 89.70
Net Cost per Service Hour (CUTA)	\$ 17.20	\$ 135.64	-87.3%	\$ (32.83)
% Cost Recovery (CUTA)	94%	45%		114%
Gross cost per KM	\$ 6.54	\$ 3.06		\$ - *
Route KM	92,198			*
Ridership	41,601	30,734	35.4%	22,419
Service Hours	1,859	1,649	12.7%	1,589
Ridership per Service Hour	22	19	20.1%	14

Bow Valley Regional Transit Services Commission Route 9 - Johnson Canyon									
	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales	11,274			45,613	34,537		56,887	34,537	
Marketing & Advertising Revenue		0		679			679	-	
Recoveries - Operating (non-members)	45,044	15,193	296%	74,082	45,052	164%	119,127	60,245	198%
Requisitions - Operating		12,680	0%		37,601	0%	-	50,281	0%
Total Income	56,318	27,873	202%	120,374	117,190	103%	176,692	145,063	122%
Expenses									
Advertising & Marketing Expenses	14	0		2,324	1,179	197%	2,338	1,179	198%
Contracted Services / Professional Fees	323	510	63%	530	253	209%	853	763	112%
Fuel Expense	4,806	0		7,130	7,994	89%	11,936	7,994	149%
General Operating Expenses	337	0		1,110	834	133%	1,447	834	173%
Infrastructure Maintenance	196	0		654	252	260%	850	252	337%
Insurance Expense	2,242	2,604	86%	3,194	2,604	123%	5,436	5,208	104%
Software Fees & Licences	767	0		3,614	3,165	114%	4,381	3,165	138%
Staff, Training, Travel & Meals	1,479	0		1,326	1,562	85%	2,805	1,562	180%
Transit storage facility	5,284	1,728	306%	4,095	2,849	144%	9,378	4,577	205%
Vehicle Expenses	7,406	6,000	123%	13,585	12,948	105%	20,992	18,948	111%
Wages & Benefits	31,262	17,034	184%	50,961	49,204	104%	82,223	66,238	124%
Total Expenses	54,115	27,876	194%	88,523	82,844	107%	142,638	110,720	129%
Surplus / Deficiency Prior to Amortization	2,203	(3)		31,851	34,346	0.92736	34,054	34,343	
Amortization Expense		-		34,350	34,350	100%	34,350	34,350	100%
Net Income	2,203	(3)		(2,499)	(4)		(296)	(7)	

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Route 9 approximately 400 service hours more than budget. Route running weekends during winter which was not included in budgeted service hours.

1) Pass revenues substantially over due to increased service hours.

2) Recoveries based on actual net expenses.

3) Allocation ID#9 contribution not adjusted for until year end

4) Fuel over budget due to increased service hours

5) Transit storage over budget due to increase in allocation due to additional service hours.

6) Vehicle expenses are significantly over budget. Due to combination of additional service hours and overall TOB vehicle maintenance billing is \$200,000 over budget year to date. As discussed earlier in the year there was a substantial increase in the rate billed to TOB mechanics that was not budgeted. We expect this to continue to be over budget for the remainder of the year.

7) Wages over budget due to additional service hours.

Bow Valley Regional Transit Services Commission
2023 Quarterly KPIs with 2022 Actuals

Route 9 - Johnston Canyon	January - June 2023			
	2023	2023	COMP	2022
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 103.08	\$ 82.23	25.4%	\$ 128.72
Gross Cost per Service Hour	\$ 274.95	\$ 354.96	-22.5%	\$ 370.23
Direct Operating Cost per Service Hour	\$ 222.39	\$ 263.62	-15.6%	\$ 257.22
Overhead per Service Hour	\$ 8.91	\$ 8.84	0.8%	\$ 10.19
Lease/Amortization per Service Hour	\$ 43.64	\$ 82.49	-47.1%	\$ 102.82
Net Cost per Service Hour (CUTA)	\$ 128.23	\$ 190.23	-32.6%	\$ 138.68
% Cost Recovery (CUTA)	45%	30%		48%
Gross cost per KM	6.59	\$ 5.37		\$ 7.66 *
Route KM	33,389			21,303 *
Ridership	11,050	4,991	121.4%	5,911
Service Hours	800	420	90.5%	441
Ridership per Service Hour	14	12	16.2%	13

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

	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales				-	27,505	0%	-	27,505	0%
Marketing & Advertising Revenue				320			320	-	
Recoveries - Operating (non-members)	28,621	13,888	206%	60,611	49,178	123%	89,232	63,066	141%
Requisitions - Operating		11,591	0%		41,045	0%	-	52,636	0%
Total Income	28,621	25,479	112%	60,931	117,728	52%	89,552	143,207	63%
Expenses									
Advertising & Marketing Expenses	14			67	1,490	4%	81	1,490	5%
Contracted Services / Professional Fees	270	510	53%	291	388	75%	562	898	63%
Fuel Expense					9,125	0%	-	9,125	0%
General Operating Expenses	29			22	874	2%	50	874	6%
Infrastructure Maintenance	191			276	319	86%	467	319	146%
Insurance Expense	2,242	2,604	86%	3,194	2,604	123%	5,436	5,208	104%
Software Fees & Licences	602			1,863	3,324	56%	2,465	3,324	74%
Staff, Training, Travel & Meals	1,439			762	1,847	41%	2,201	1,847	119%
Transit storage facility	3,979	1,728	230%	4,055	3,052	133%	8,034	4,780	168%
Vehicle Expenses	6,403	6,000	107%	3,894	13,775	28%	10,297	19,775	52%
Wages & Benefits	13,323	14,637	91%	13,909	46,583	30%	27,232	61,220	44%
Total Expenses	28,491	25,479	112%	28,333	83,381	34%	56,823	108,860	52%
Net Operating Income	131	-		32,598	34,347	0.94909	32,729	34,347	0.95289
Amortization Expense		-		34,350.00	34,350.00	100%	34,350	34,350	100%
Net Income	131	-		(1,752)	(3)		(1,621)	(3)	

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Service hours were budgeted for the full summer, but actual service hours are weekends only starting in July.

1) Recoveries based on actual net expenses.

2) Allocation ID#9 contribution not adjusted for until year end

3) Route not operating yet but includes fixed bus expenses and summer training and planning

Bow Valley Regional Transit Services Commission Route 10 - Moraine Lake									
	Jan - Mar, 2023			Apr - Jun, 2023			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales	(10)						(10)	-	
Recoveries - Operating (non-members)	5,442.81	5,632.00	97%	5,452	3,533	154%	10,895	9,165	119%
Total Income	5,433	5,632	96%	5,452	3,533	154%	10,885	9,165	119%
Expenses									
General Operating Expenses	12	-					12	-	
Software Fees & Licences	53	-		75			128	-	
Transit storage facility	40								
Vehicle Expenses	135	-					135	-	
Wages & Benefits	5,192	5,632	92%	5,378	3,533	152%	10,570	9,165	115%
Total Expenses	5,433	5,632	96%	5,452	3,533	154%	10,885	9,165	119%
Surplus / Deficiency Prior to Amortization	0	-		(0)	-		0	-	
Amortization Expense		-		-	-		-	-	
Net Income	0	-		(0)	-		0	-	

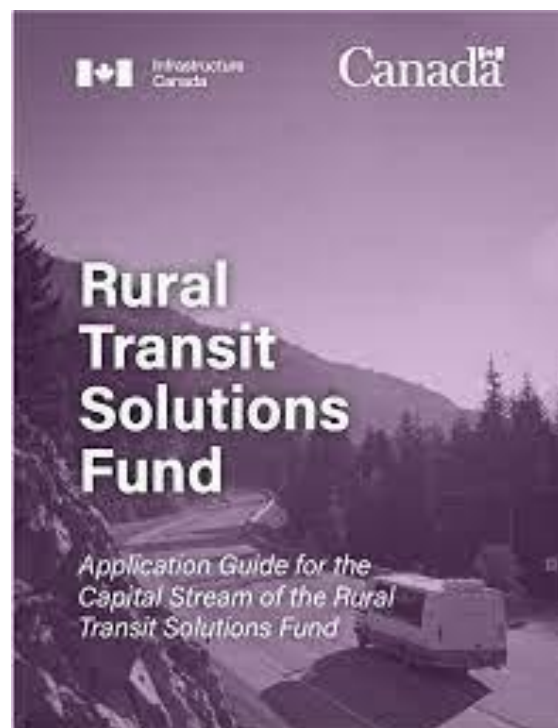
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1) Recoveries based on actual net expenses.

2) Route not operating yet but includes fixed bus expenses and summer training and planning

Bow Valley *R*egional Transit Services Commission



Rural Transit Solutions Fund

Minister of Intergovernmental Affairs,
Infrastructure and Communities



Ministre des Affaires intergouvernementales,
de l'Infrastructure et des Collectivités

Ottawa, Canada K1P 0B6

July 24, 2023

Martin Bean
Bow Valley Regional Transit Services Commission
221 Beaver Street, Box 338
Banff, AB T1L 1A5
martin.bean@roamtransit.com

Dear Martin Bean,

I am pleased to inform you of the approval in principle for the 'Purchase of three accessible vehicles to expand transit services between Canmore, Banff and Lake Louise, Alberta' project (the Project). This approval is given following the successful review of the Project under the terms and conditions of the Rural Transit Solutions Fund (RTSF) of the Permanent Public Transit Program (PPTP).

As per the terms outlined in the program terms and conditions, Canada will support up to 80 percent of the total eligible project costs, to a maximum federal contribution of \$3,000,000. Funding from all government sources cannot exceed 100 percent of the Project's total eligible costs.

For Canada to pay eligible costs for the approved project, all requirements outlined in the contribution agreement will have to be met. With this approval in principle, eligible costs as determined under the terms and conditions of the RTSF and incurred as of the date of this letter will be eligible for federal reimbursement subject to the timely execution of a contribution agreement. If a contribution agreement is not signed, the Government of Canada will not reimburse any costs incurred. Once signed, the contribution agreement represents the final federal approval of the Project.

...2

Canada

The contribution agreement will include payment conditions, reporting requirements, meeting schedules, and communication protocols (this is not an exhaustive list). In addition to other terms and conditions that will be identified within the contribution agreement, the following conditions will also apply:

- Prior to signing the contribution agreement, Bow Valley Regional Transit Services Commission will provide the Government of Canada proof that all project funding, other than the federal contribution, has been secured;
- Expenditures incurred prior to the date of this letter, as well as any and all expenditures related to contracts signed prior to the date of this letter, are ineligible for reimbursement with the exception of costs incurred for Indigenous consultation, which are eligible for a period of up to twelve months prior to the Project approval in principle date;
- Bow Valley Regional Transit Services Commission will satisfy the Government of Canada with respect to the competitive and transparent tendering process to be established for the Project, and that all contracts be awarded in a manner that is transparent, competitive, fair, consistent with value for money principles, and is in accordance with all applicable domestic and international trade agreements;
- Bow Valley Regional Transit Services Commission will be responsible for obtaining all the permits required to carry out the Project and ensure its operation for the period of disposal of the property;
- Bow Valley Regional Transit Services Commission will be responsible for all ineligible costs, cost increases or overruns, and any cost related to the ongoing operation and maintenance of the Project, regardless of the outcome of any of the Project tendering processes; and,
- Canada and Bow Valley Regional Transit Services Commission will jointly conduct communication activities on the financing of the Project (“Joint Communications”). Joint Communications will not occur without the prior knowledge and agreement of all Parties, if any.

Environmental Assessment and Duty to Consult

- Based on the information provided, it is Canada’s understanding that there are no federal requirements under the *Impact Assessment Act* for the Project.
- Canada has determined that there is no obligation to consult with Indigenous peoples since Aboriginal and/or Treaty rights under Section 35 of the *Constitution Act, 1982*, are not expected to be adversely impacted by the Project.

...3

Due to the competitive nature of the RTSF, changes to the scope of the Project require careful review and approval by Canada. As the Project is being approved in principle on the information in the application, please notify my officials, in writing, should you expect changes in scope or timing to the Project. The Project must be completed two years after the signing of an agreement and prior to the end of the program, March 31, 2026, which includes the submission of claims for eligible expenses.

My officials will contact you shortly to move forward with the negotiation of the contribution agreement.

I would like to take this opportunity to thank you for your collaboration and commitment to the successful delivery of the RTSF. I look forward to working with you as we continue to implement public transportation infrastructure for the benefit of all Canadians.

Please accept my best regards.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. LeBlanc', with a stylized, cursive script.

The Honourable Dominic LeBlanc, P.C., K.C., M.P.
Minister of Intergovernmental Affairs, Infrastructure and Communities

Report to the Bow Valley Regional Transit Services Commission

Report 2023–08.01 Additional Low Floor Accessible Highway Coach Purchase

August 10, 2023 – Report by Martin Bean

SUMMARY/ ISSUE

Both service and ridership increases have been significant over the last few years, with 2023 increases being the most in Roam's history. The service increases, along with our transition to having one third of our fleet electric, have created challenges for our Regional routes. This proposal seeks to purchase 3 low floor efficient diesel highway coaches to supplement the regional fleet operating between Canmore and Banff plus Banff to Lake Louise, where electric bus range is not sufficient.

PREVIOUS COMMISSION DIRECTION/POLICY

Bow Valley Regional Transit Services Commission Strategic and Business Plan 2021-2024

- Mission Statement - "As an essential service, we operate, enhance and grow our regional transit system through innovative and efficient transportation solutions, to ensure that residents and visitors are able to live, work and play in the Bow Valley without the use of a private vehicle"

Administration Recommendation:

The Board direct administration to immediately begin the procurement process through RFP to purchase three low floor diesel highway coaches for regional service, to be delivered in Spring 2025 and funded as outlined up to a maximum dollar value of \$1.25 million per vehicle. This purchase will utilize 80% grant funding through the Federal Rural Transit fund, along with Commission funding of 20% to come from capital reserves

INVESTIGATION

Roam Transit currently has a spare capacity ratio policy of 25-40%, however this policy is being revisited due to experience with the current fleet and parts availability. The fewer vehicles in a fleet or area, the higher the spare ratio needs to be. As vehicles age, maintenance requirements increase and this, coupled with significant parts supply issues, are creating a situation where Roam is experiencing shortage of available vehicles to complete service.

The highway coaches are used on both Route 3 (Canmore/Banff Regional) and Route 8X (Lake Louise Regional). Electric buses are not optimal on these routes as the range of charge is not sufficient to operate a full day. In addition to the high mileage required, highway routes do not have the hills that are needed to assist battery power by regenerative braking operations.

Currently Roam operates four MCI highway coaches on these routes and we have reached capacity without any further possibility of route expansion. Additionally, when maintenance is required and one or more of these highway coaches is out of service for multiple days or weeks, customer service levels

Report to the Bow Valley Regional Transit Services Commission

Report 2023–08.01 Additional Low Floor Accessible Highway Coach Purchase

August 10, 2023 – Report by Martin Bean

are severely impacted. Administration's intent is to purchase vehicles with identical features to the ones currently on the routes.

Having three more of this type of highway coach will both improve spare capacity and allow for additional frequency on routes as demand requires.

There are minimal grants that allow for the purchase of conventionally powered buses. The Rural Transit Solutions Fund to be used for this purchase is the only fund that administration is aware of that will allow this purchase, in the interest of expanding service in rural areas. This grant provides a generous level of funding that is not typically realized and creates a strong opportunity for fleet expansion.

Purchase to

BUSINESS PLAN/ BUDGET IMPLICATIONS

- Capital:

The capital cost for the purchase of 3 low floor highway buses is approximately \$3,750,000, offset by grant funding (80% for Rural Transit Solutions fund – if approved). It is anticipated that amortization on the vehicles will be approximately \$100,000 per year per bus. 50% of the amortization cost would apply in 2025 (the year the vehicles enter service) and then 100% in subsequent years.

Net cost to be funded through the Commission Capital Reserve and then reimbursed through capital requisitions over the lifetime of the buses. It is proposed through this request that funding from Commission reserves comes from 1/3 of each partner's reserve.

The increase in each partner's annual capital requisition is estimated to be \$50,000 to fund replacement of the bus. Costs are calculated based on an assumption of a 15-year service life, and a 50% grant for replacement. Reserve contributions for the bus will begin in 2026.

- Operating:

Operating impact will be assessed for the 2025 budget once a determination is made on route increases to be realized with the addition of these vehicles. It is anticipated that the vehicles will be delivered in Q1 of 2025.

Proposed Timeline:

- RFP issued August 31st, 2023.
- RFP closes September 30th, 2023.
- RFP awarded October 15th, 2023.

Report to the Bow Valley Regional Transit Services Commission

Report 2023–08.01 Additional Low Floor Accessible Highway Coach Purchase

August 10, 2023 – Report by Martin Bean

- Delivery February 2025

Low Floor Highway Coach - Delivery February 2025	
	\$ 1,150,000
Extras	\$ 100,000
Total Per Bus	\$ 1,250,000
Number of Vehicles	3
Total Purchase Price (Canadian Dollars)	\$ 3,750,000
Extended Cost	
Funding Requirement	
Rural Transit Solutions Fund	\$ 3,000,000
Additional Funding Required	\$ 750,000
Other Funding Sources	
BVRTSC Banff Capital Reserve	\$ 250,000
BVRTSC Canmore Capital Reserve	\$ 250,000
BVRTSC ID9 Capital Reserve	\$ 250,000
Total Amount Funded	\$ 3,750,000
Funding Calculation Check: Should = \$0	\$ -

BRAND IMPACT

Purchasing buses through this opportunity will improve the Brand image of Roam, as it provide new additional vehicles and enhances the ability of Roam to meet customer service with fully accessible highway use vehicles.

RISKS

- All risks associated with a new purchase; operational, safety and human resource risks.
- Production challenges and shortages delaying the delivery.

OPTIONS

- Delay purchase one year and still have the opportunity to utilize grant funding, however it is anticipated that vehicle costs will continue to rise.
- Delay purchase until budget approvals are finalized and requisition partners. This option creates a likely scenario that vehicles will not be in place for summer 2025.

Bow Valley *Regional* Transit Services Commission



Bus Arrival Prediction Tool

Report to the Bow Valley Regional Transit Services Commission

Report 2023–08.02 Roam Transit Arrival Prediction System

August 10, 2023 – Report by Martin Bean

SUMMARY/ ISSUE

Both service and ridership increases have been significant over the last few years, with 2023 increases being the most in Roam's history. With ridership set to top 2 million in 2023, the reliance on a robust arrival prediction system is critical. DoubleMap, Roam's current provider, has been purchased and rolled into other organizations multiple times in the 5 years of Roam's contract. Due to these mergers, DoubleMap will cease to exist in June of next year at the latest, therefore a new provider is required.

PREVIOUS COMMISSION DIRECTION/POLICY

Roam Transit used NextBus for a number of years prior to switching to DoubleMap in 2018. DoubleMap has met our needs but will cease to exist in 2024.

Administration Recommendation:

The Board direct administration to contract a new real time prediction system based on the results and evaluation of the recently closed RFP, up to a maximum increase of \$300,000 over 5 years between currently budgeted and a new system cost, to be funded from capital reserves.

INVESTIGATION

Administration was aware of this change a number of months ago and put out a request for proposals in June of this year and informed the Board of this process. See below excerpt from May 2023 BVRTSC Board Meeting:

- o Roam's CAD/AVL real time tracking system, DoubleMap, which feeds bus locations, headway signs and on street signs is being discontinued as of the end of 2023. This change is necessitating us to go to RFP to find a new provider and ensure a seamless transition. The RFP is anticipated to be out in the next week or so and close in mid-June.

DoubleMap provides a number of services for Roam and the expectation would be that the new system would be required to provide the same. These features include arrival prediction, head sign integration, on-street sign integration, automatic passenger counting integration and automated voice announcements.

The arrival prediction system is available to passengers via either a computer or a mobile application. Passengers can use this through a trip planning tool with digital feedback on bus arrivals or through a map that show actual bus location and movement.

Report to the Bow Valley Regional Transit Services Commission

Report 2023–08.02 Roam Transit Arrival Prediction System

August 10, 2023 – Report by Martin Bean

The back end of the program is the method that dispatchers use to assign vehicles to routes and monitor their progress. Additionally, there is messaging capability to send push messages out to the app, web, and on-street signs.

Roam had anticipated replacing or refreshing the system in 2025, therefore some dollars have been budgeted for this replacement already.

BUSINESS PLAN/ BUDGET IMPLICATIONS

Cost of new system estimated:

	\$400,000 first year
	\$50,000 per subsequent year (x4)
Total cost:	\$600,000

	\$80,000 already budgeted
	\$52,000 per subsequent year (x5)
Total Budgeted:	\$340,000

Difference of: \$260,000 to come from capital reserves

BRAND IMPACT

The Roam Brand emphasized customer service and a key component of this is reliability and predictability. The arrival prediction system is a critical to the brand image.

RISKS

- All risks associated with a new purchase: implementation, integration and operational risk
- Reputation risk is minimal with an established provider

OPTIONS

Report to the Bow Valley Regional Transit Services Commission

Report 2023–08.02 Roam Transit Arrival Prediction System

August 10, 2023 – Report by Martin Bean

- Do not purchase a new system, revert to manual operation of bus head signs and audio announcements. Roam buses would have no tracking ability in this case for passengers or dispatchers.

Bow Valley *Regional* Transit Services Commission



Draft Operating and Capital Budgets

"... moves to accept the draft 2024– 2026 BVRTSC Operating Budget as presented."

"... moves to accept the draft 2024 – 2033 BVRTSC Capital Budget as presented."

Bow Valley Regional Transit Services Commission

2024-2026 Draft Operating Budget

ALL ROUTES									
	2022 Actual	Q2 2023 Actual	2023 Forecast	2023 Budget	2024 Previously Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	
INCOME									
Total Advertising & Marketing Revenue	\$ 28,172	\$ 19,051	\$ 48,078	\$ 56,244	\$ 57,931	\$ 57,931	\$ 59,669	\$ 61,459	
Total Farebox Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Grant Revenue	\$ 3,935	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Interest Revenue	\$ 103,551	\$ 117,910	\$ 176,865	\$ 20,000	\$ 21,000	\$ 84,000	\$ 86,520	\$ 89,116	
Total Other Income	\$ 91,528	\$ 12,482	\$ 13,828	\$ 2,546	\$ 2,622	\$ 2,622	\$ 2,701	\$ 2,782	
Total Partner Programs	\$ 509,229	\$ 260,266	\$ 509,241	\$ 519,674	\$ 535,664	\$ 574,013	\$ 591,233	\$ 608,970	
Total Pass Sales	\$ 2,751,410	\$ 1,636,954	\$ 3,525,323	\$ 3,104,510	\$ 3,234,083	\$ 3,856,948	\$ 3,972,656	\$ 4,091,837	
TOTAL INCOME BEFORE REQUISITIONS	\$ 3,487,825	\$ 2,046,664	\$ 4,273,336	\$ 3,702,973	\$ 3,851,301	\$ 4,575,514	\$ 4,712,780	\$ 4,854,164	
Recoveries - Operating (non-members)									
4500 Recoveries - Operating (non-memb)	\$ 1,003,142	\$ 736,606	\$ 1,690,499	\$ 1,693,607	\$ 1,789,710	\$ 2,361,219	\$ 2,481,289	\$ 2,549,180	
Total Recoveries - Operating (non-members)	\$ 1,003,142	\$ 736,606	\$ 1,690,499	\$ 1,693,607	\$ 1,789,710	\$ 2,361,219	\$ 2,481,289	\$ 2,549,180	
Total Requisitions - Capital	\$ 23,219	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Requisitions - Operating									
4420-1 Operating Requisition - TOB	\$ 2,084,129	\$ 949,166	\$ 1,938,548	\$ 1,938,543	\$ 1,979,112	\$ 2,424,288	\$ 2,495,590	\$ 2,788,378	
4420-2 Operating Requisition - TOC	\$ 1,703,668	\$ 887,517	\$ 1,756,904	\$ 1,756,898	\$ 1,942,816	\$ 2,039,057	\$ 2,221,944	\$ 2,599,779	
4420-5 Operating Requisition - ID9	\$ 782,478	\$ 180,022	\$ 565,619	\$ 766,714	\$ 864,605	\$ 876,004	\$ 978,411	\$ 984,050	
Total Requisitions - Operating	\$ 4,570,275	\$ 2,016,705	\$ 4,261,071	\$ 4,462,155	\$ 4,786,533	\$ 5,339,349	\$ 5,695,945	\$ 6,372,207	
TOTAL INCOME	\$ 9,084,461	\$ 4,799,975	\$ 10,224,906	\$ 9,858,735	\$ 10,427,544	\$ 12,276,083	\$ 12,890,014	\$ 13,775,550	
EXPENSES									
Total Advertising & Marketing Expenses	\$ 76,715	\$ 34,433	\$ 78,199	\$ 189,512	\$ 195,198	\$ 99,436	\$ 102,419	\$ 105,491	
Total Contracted Services / Professional Fees	\$ 93,821	\$ 49,039	\$ 119,812	\$ 126,633	\$ 130,432	\$ 144,263	\$ 148,591	\$ 153,046	
Total Fuel Expense	\$ 843,816	\$ 352,448	\$ 880,233	\$ 970,047	\$ 999,149	\$ 1,005,739	\$ 1,036,038	\$ 1,067,120	
Total General Operating Expenses	\$ 209,770	\$ 74,325	\$ 167,635	\$ 196,523	\$ 202,419	\$ 193,264	\$ 199,062	\$ 205,033	
Total Infrastructure Maintenance	\$ 76,086	\$ 29,489	\$ 64,633	\$ 65,922	\$ 88,339	\$ 89,978	\$ 92,677	\$ 95,457	
Total Insurance Expense	\$ 151,027	\$ 95,111	\$ 191,070	\$ 179,937	\$ 185,771	\$ 226,498	\$ 233,293	\$ 240,292	
Total Software Fees & Licences	\$ 142,999	\$ 104,350	\$ 229,080	\$ 187,145	\$ 192,773	\$ 271,320	\$ 279,462	\$ 287,844	
Total Training, Travel & Meals	\$ 90,842	\$ 74,570	\$ 173,268	\$ 172,169	\$ 177,334	\$ 242,525	\$ 249,423	\$ 256,907	
Total Vehicle Expenses	\$ 1,630,251	\$ 1,086,310	\$ 2,274,294	\$ 1,754,392	\$ 1,807,179	\$ 2,688,654	\$ 2,769,314	\$ 2,852,388	
Total Wages & Benefits - Administrative	\$ 544,875	\$ 322,570	\$ 702,155	\$ 674,600	\$ 694,838	\$ 866,090	\$ 892,073	\$ 918,836	
Total Wages & Benefits - Cleaners	\$ 193,195	\$ 116,134	\$ 262,900	\$ 277,923	\$ 286,261	\$ 344,234	\$ 354,561	\$ 365,198	
Total Wages & Benefits - Customer Support	\$ 203,567	\$ 118,231	\$ 304,431	\$ 340,092	\$ 350,295	\$ 426,097	\$ 438,880	\$ 452,047	
Wages & Benefits - Drivers									
5221 Drivers Wages	\$ 2,137,149	\$ 1,085,894	\$ 2,690,928	\$ 2,992,696	\$ 3,082,477	\$ 3,730,049	\$ 3,841,950	\$ 3,957,209	
5223 Drivers Wages - Training	\$ 110,087	\$ 318,263	\$ 436,062	\$ 467,044	\$ 481,056	\$ 489,316	\$ 503,995	\$ 519,116	
Total Wages & Benefits - Drivers	\$ 2,662,692	\$ 1,648,388	\$ 3,371,221	\$ 3,459,740	\$ 3,563,532	\$ 4,219,365	\$ 4,345,946	\$ 4,476,325	
Total Wages & Benefits - Operations	\$ 509,320	\$ 265,934	\$ 560,237	\$ 580,626	\$ 598,152	\$ 575,146	\$ 592,400	\$ 610,174	
TOTAL OPERATING EXPENSES	\$ 7,428,978	\$ 4,371,332	\$ 9,379,167	\$ 9,175,262	\$ 9,594,072	\$ 11,392,610	\$ 11,734,141	\$ 12,086,157	
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION (equal to Parks contribution towards amortization)									
\$ 1,655,483	\$ 428,643	\$ 845,739	\$ 683,473	\$ 833,473	\$ 883,473	\$ 1,155,873	\$ 1,689,393		
Amortization Expense									
5900 Amortization Exp	\$ 1,403,140	\$ 783,903	\$ 1,745,582	\$ 1,745,577	\$ 2,245,577	\$ 2,275,578	\$ 2,505,578	\$ 2,705,578	
Total Amortization Expense	\$ 1,403,140	\$ 783,903	\$ 1,745,582	\$ 1,745,577	\$ 2,245,577	\$ 2,275,578	\$ 2,505,578	\$ 2,705,578	
NET INCOME	\$ 252,343	\$ 355,260	\$ 899,843	\$ 1,062,104	\$ 1,412,105	\$ 1,392,105	\$ 1,349,705	\$ 1,016,185	

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

All Routes

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 52.86	\$ 54.98	\$ 59.52	\$ 61.30	\$ 63.14
Gross Cost per Service Hour	\$ 156.57	\$ 169.76	\$ 179.31	\$ 186.83	\$ 194.09
Direct Operating Cost per Service Hour	\$ 123.43	\$ 129.19	\$ 141.64	\$ 145.88	\$ 150.26
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour	\$ 25.07	\$ 32.25	\$ 30.17	\$ 33.22	\$ 35.87
Net Cost per Service Hour (CUTA)	\$ 78.64	\$ 82.52	\$ 89.62	\$ 92.31	\$ 95.07
% Cost Recovery (CUTA)	40%	40%	40%	40%	40%
Kilometers	1,868,093	1,808,836	2,163,647	2,163,647	2,163,647
Gross cost per KM	\$ 5.84	\$ 6.53	\$ 6.25	\$ 6.51	\$ 6.77
Ridership	2,194,066	2,216,007	2,371,664	2,395,381	2,419,334
Service Hours	69,621	69,621	75,424	75,424	75,424
Ridership per Service Hour	32	32	31	32	32

exclude 5 on cost recovery

Route 1 - Banff Local Sulphur Mountain

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 47.46	\$ 49.81	\$ 49.92	\$ 51.41	\$ 52.96
Gross Cost per Service Hour	\$ 139.82	\$ 154.00	\$ 165.30	\$ 169.66	\$ 180.75
Direct Operating Cost per Service Hour	\$ 109.13	\$ 112.43	\$ 124.60	\$ 128.33	\$ 132.18
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour	\$ 22.62	\$ 33.26	\$ 33.21	\$ 33.60	\$ 40.61
Net Cost per Service Hour (CUTA)	\$ 69.74	\$ 70.93	\$ 82.18	\$ 84.64	\$ 87.18
% Cost Recovery (CUTA)	40%	41%	38%	38%	38%
Kilometers	212,847	212,847	215,332	215,332	215,332
Gross cost per KM	\$ 9.26	\$ 10.20	\$ 10.96	\$ 11.25	\$ 11.98
Ridership	799,131	807,122	795,525	803,480	811,515
Service Hours	14,098	14,098	14,274	14,274	14,274
Ridership per Service Hour	57	57	56	56	57

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Route 2 - Banff Local Tunnel Mountain

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 50.15	\$ 52.87	\$ 42.28	\$ 43.55	\$ 44.86
Gross Cost per Service Hour	\$ 141.14	\$ 156.96	\$ 168.51	\$ 172.84	\$ 184.94
Direct Operating Cost per Service Hour	\$ 107.89	\$ 111.20	\$ 123.85	\$ 127.57	\$ 131.40
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour	\$ 25.18	\$ 37.45	\$ 37.15	\$ 37.55	\$ 45.59
Net Cost per Service Hour (CUTA)	\$ 65.82	\$ 66.63	\$ 89.07	\$ 91.74	\$ 94.49
% Cost Recovery (CUTA)	43%	44%	32%	32%	32%
Kilometers	158,051	158,051	161,358	161,358	161,358
Gross cost per KM	\$ 10.91	\$ 12.14	\$ 12.99	\$ 13.33	\$ 14.26
Ridership	641,366	647,780	668,987	675,677	682,434
Service Hours	12,222	12,222	12,441	12,441	12,441
Ridership per Service Hour	52	53	54	54	55

Route 3 - Canmore / Banff Regional

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 84.85	\$ 87.39	\$ 104.79	\$ 107.93	\$ 111.17
Gross Cost per Service Hour	\$ 137.22	\$ 142.43	\$ 156.95	\$ 161.70	\$ 166.17
Direct Operating Cost per Service Hour	\$ 117.20	\$ 122.17	\$ 137.13	\$ 141.25	\$ 145.49
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour	\$ 11.95	\$ 11.95	\$ 12.32	\$ 12.72	\$ 12.72
Net Cost per Service Hour (CUTA)	\$ 40.42	\$ 43.08	\$ 39.85	\$ 41.05	\$ 42.28
% Cost Recovery (CUTA)	68%	67%	72%	72%	72%
Kilometers	599,558	540,301	636,759	636,759	636,759
Gross cost per KM	\$ 3.29	\$ 3.79	\$ 3.54	\$ 3.64	\$ 3.75
Ridership	325,304	328,557	289,391	292,285	295,208
Service Hours	14,379	14,379	14,353	14,353	14,353
Ridership per Service Hour	23	23	20	20	21

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Route 4 - Cave & Basin

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 11.65	\$ 12.00	\$ 7.37	\$ 7.59	\$ 7.82
Gross Cost per Service Hour	\$ 217.90	\$ 223.44	\$ 223.10	\$ 229.40	\$ 235.49
Direct Operating Cost per Service Hour	\$ 180.77	\$ 186.08	\$ 189.35	\$ 195.03	\$ 200.88
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour	\$ 29.06	\$ 29.06	\$ 26.25	\$ 26.65	\$ 26.65
Net Cost per Service Hour (CUTA)	\$ 177.19	\$ 182.38	\$ 189.48	\$ 195.16	\$ 201.02
% Cost Recovery (CUTA)	6%	6%	4%	4%	4%
Kilometers	7,448	7,448	16,320	16,320	16,320
Gross cost per KM	\$ 33.89	\$ 34.76	\$ 17.82	\$ 18.32	\$ 18.81
Ridership	24,543	24,788	22,803	23,031	23,261
Service Hours	1,159	1,159	1,303	1,303	1,303
Ridership per Service Hour	21	21	17	18	18

Route 5 - Canmore Local

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 0.89	\$ 0.91	\$ 0.91	\$ 0.94	\$ 0.97
Gross Cost per Service Hour	\$ 125.05	\$ 132.21	\$ 138.40	\$ 146.30	\$ 150.13
Direct Operating Cost per Service Hour	\$ 102.64	\$ 105.75	\$ 116.25	\$ 119.73	\$ 123.33
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour	\$ 14.34	\$ 18.15	\$ 14.65	\$ 18.84	\$ 18.84
Net Cost per Service Hour (CUTA)	\$ 109.82	\$ 113.15	\$ 122.83	\$ 126.52	\$ 130.32
% Cost Recovery (CUTA) - N/A					
Kilometers	261,810	261,810	321,193	321,193	321,193
Gross cost per KM	\$ 6.28	\$ 6.64	\$ 5.68	\$ 6.00	\$ 6.16
Ridership	185,852	187,711	283,047	285,877	288,736
Service Hours	13,140	13,140	13,176	13,176	13,176
Ridership per Service Hour	14	14	21	22	22

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Route 6 - Lake Minnewanka

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 17.42	\$ 18.29	\$ 24.19	\$ 24.92	\$ 25.66
Gross Cost per Service Hour	\$ 263.14	\$ 286.71	\$ 273.37	\$ 295.50	\$ 301.41
Direct Operating Cost per Service Hour	\$ 181.43	\$ 186.79	\$ 183.95	\$ 189.47	\$ 195.15
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour	\$ 73.64	\$ 91.61	\$ 81.92	\$ 98.31	\$ 98.31
Net Cost per Service Hour (CUTA)	\$ 172.09	\$ 176.82	\$ 167.26	\$ 172.28	\$ 177.45
% Cost Recovery (CUTA)	9%	9%	13%	13%	13%
Kilometers	67,616	67,616	75,375	75,375	75,375
Gross cost per KM	\$ 10.83	\$ 11.80	\$ 11.34	\$ 12.26	\$ 12.51
Ridership	42,499	42,924	67,248	67,920	68,600
Service Hours	2,783	2,783	3,128	3,128	3,128
Ridership per Service Hour	15	15	21	22	22

Route 8 - Lake Louise / Banff Regional - Winter

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 89.10	\$ 93.55	\$ 100.01	\$ 103.01	\$ 106.10
Gross Cost per Service Hour	\$ 150.23	\$ 154.23	\$ 168.12	\$ 173.22	\$ 178.07
Direct Operating Cost per Service Hour	\$ 125.42	\$ 129.18	\$ 149.41	\$ 153.89	\$ 158.51
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour	\$ 16.74	\$ 16.74	\$ 11.21	\$ 11.61	\$ 11.61
Net Cost per Service Hour (CUTA)	\$ 44.39	\$ 43.94	\$ 56.90	\$ 58.61	\$ 60.37
% Cost Recovery (CUTA)	67%	68%	64%	64%	64%
Kilometers	204,027	204,027	321,496	321,496	321,496
Gross cost per KM	\$ 2.96	\$ 3.04	\$ 3.32	\$ 3.42	\$ 3.51
Ridership	53,566	54,102	90,597	91,503	92,418
Service Hours	4,026	4,026	6,344	6,344	6,344
Ridership per Service Hour	13	13	14	14	15

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

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

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 67.17	\$ 69.18	\$ 104.93	\$ 108.08	\$ 111.32
Gross Cost per Service Hour	\$ 295.06	\$ 322.63	\$ 748.44	\$ 850.89	\$ 860.64
Direct Operating Cost per Service Hour	\$ 208.69	\$ 214.83	\$ 308.08	\$ 317.32	\$ 326.84
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour	\$ 78.30	\$ 99.49	\$ 432.86	\$ 525.85	\$ 525.85
Net Cost per Service Hour (CUTA)	\$ 149.60	\$ 153.95	\$ 210.65	\$ 216.97	\$ 223.48
% Cost Recovery (CUTA)	31%	31%	33%	33%	33%
Kilometers	45,876	45,876	10,237	10,237	10,237
Gross cost per KM	\$ 7.59	\$ 8.30	\$ 19.74	\$ 22.44	\$ 22.70
Ridership	10,918	11,027	3,886	3,925	3,964
Service Hours	1,180	1,180	270	270	270
Ridership per Service Hour	9	9	14	15	15

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

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 108.94	\$ 112.20	\$ 128.27	\$ 132.11	\$ 136.08
Gross Cost per Service Hour	\$ 248.23	\$ 264.47	\$ 281.68	\$ 297.12	\$ 304.33
Direct Operating Cost per Service Hour	\$ 188.07	\$ 193.55	\$ 225.89	\$ 232.66	\$ 239.64
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour	\$ 52.09	\$ 62.61	\$ 48.30	\$ 56.73	\$ 56.73
Net Cost per Service Hour (CUTA)	\$ 87.21	\$ 89.65	\$ 105.12	\$ 108.27	\$ 111.52
% Cost Recovery (CUTA)	56%	56%	55%	55%	55%
Kilometers	240,679	240,679	269,752	269,752	269,752
Gross cost per KM	\$ 4.90	\$ 5.22	\$ 6.50	\$ 6.85	\$ 7.02
Ridership	88,544	89,429	113,854	114,993	116,142
Service Hours	4,749	4,749	6,222	6,222	6,222
Ridership per Service Hour	19	19	18	18	19

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Route 9 - Johnston Canyon

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 82.23	\$ 84.70	\$ 57.97	\$ 59.71	\$ 61.50
Gross Cost per Service Hour	\$ 264.89	\$ 288.27	\$ 252.50	\$ 270.28	\$ 276.40
Direct Operating Cost per Service Hour	\$ 192.11	\$ 197.77	\$ 190.61	\$ 196.33	\$ 202.22
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour	\$ 64.71	\$ 82.19	\$ 54.39	\$ 66.23	\$ 66.23
Net Cost per Service Hour (CUTA)	\$ 117.95	\$ 121.38	\$ 140.14	\$ 144.34	\$ 148.67
% Cost Recovery (CUTA)	41%	41%	29%	29%	29%
Kilometers	47,238	47,238	70,898	70,898	70,898
Gross cost per KM	\$ 8.02	\$ 8.73	\$ 7.78	\$ 8.33	\$ 8.52
Ridership	18,169	18,351	26,974	27,244	27,516
Service Hours	1,430	1,430	2,184	2,184	2,184
Ridership per Service Hour	13	13	12	12	13

Route 10 - Moraine Lake

KPI	2023	2024	2024	2025	2026
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 70.12	\$ 73.63	\$ 97.73	\$ 100.66	\$ 103.68
Gross Cost per Service Hour		\$ -	\$ 200.84	\$ 205.69	\$ 210.86
Direct Operating Cost per Service Hour		\$ -	\$ 160.63	\$ 164.85	\$ 169.80
Overhead per Service Hour		\$ -	\$ 7.50	\$ 7.72	\$ 7.96
Lease/Amortization per Service Hour		\$ -	\$ 32.71	\$ 33.11	\$ 33.11
Net Cost per Service Hour (CUTA)		\$ -	\$ 70.40	\$ 71.92	\$ 74.07
% Cost Recovery (CUTA)		0%	44%	45%	58%
Kilometers	22,943	22,943	30,767	30,767	30,767
Gross cost per KM	\$ 4.06	\$ 4.15	\$ 4.12	\$ 4.22	\$ 4.32
Ridership	4,174	4,216	9,352	9,446	9,540
Service Hours	457	457	631	631	631
Ridership per Service Hour	9	9	15	15	15

OVERALL BUDGET ASSUMPTIONS

Service hours

2024 budget is presented with 75,424 service hours:

- Increase from previously approved budget of approximately 5,800 hours

Differences:

- It is a leap year in 2024, adding a day to all services
- Summer season is May 17th to September 15th, and Thanksgiving is later; October 14th.
- Route 4 (Cave & Basin) and 6 (Minnewanka) are scheduled to September 29th
- Extra bus on Rt 8 (Banff/LL) Winter paid for by Parks.
- Assumed 8XD/Route 11 (LL Local) is running.
- Route 9 (Johnston Canyon) is scheduled to run weekends in the winter season
- Route 10 (Moraine Lake) - due to dates above is scheduled to run a full month.
- Route 12 (Grassi Lakes) is scheduled to run for the summer season.

Ridership assumptions

2024 budget is presented with the following assumptions for ridership:

- Ridership is based on 2022/2023 ridership per service hour + 2% updated to 2024 budgeted service hours.
- Used 2023 actual ridership per service hour for Jan-April as these months were still impacted by COVID-19 in 2022.
- Used 2022 ridership per service hour from May-December
- 1% increases in ridership forecast for 2024 and 2025.

Pass/Farebox revenue assumptions

2024 budget is presented with the following assumptions for pass/farebox revenue:

- Sales revenue is based on 2022/2023 sales revenue per service hour + 2% updated to 2024 budgeted service hours.
- Except for:
 - Route 8 where revenue for second bus is unlikely to be as high until ridership builds.
 - Routes 8X where revenue for 8XD is adjusted for Route 11 lower fare (\$2 local).

General Notes

2024 operating budget is presented with the following general assumptions:

- New Proterra electric bus Canmore early 2024
- New spare electric shuttle buses assumed to arrive in 2024 at some point but unsure when.
- Inflation estimates for 2025 and 2026 are 3%

BVRTSC 2024 BUDGET COMMENTS

All routes and Admin:

	All routes			
	2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME				
Bus Pass Sales	3,234,083	3,856,948	622,864	19%
Interest Revenue	21,000	84,000	63,000	
Marketing & Advertising Revenue	57,931	57,931	0	
Other Income	2,622	2,622	0	
Partner Programs	535,664	574,013	38,349	7%
Recoveries - Operating (non-members)	1,789,710	2,361,219	571,509	32%
Requisitions - Operating	4,786,533	5,339,349	552,816	12%
Total Income	10,427,544	12,276,083	1,848,539	18%
GROSS INCOME	10,427,544	12,276,083	1,848,539	
EXPENSES				
Advertising & Marketing Expenses	195,198	99,436	-95,762	-49%
Contracted Services / Professional Fees	130,432	144,263	13,832	11%
Fuel Expense	999,149	1,005,739	6,590	1%
General Operating Expenses	143,588	193,264	49,676	35%
Infrastructure Maintenance	88,339	89,978	1,639	2%
Insurance Expense	185,771	226,498	40,727	22%
Software Fees & Licences	192,773	271,320	78,547	41%
Staff, Training, Travel & Meals	177,334	242,525	65,191	37%
Transit storage facility	284,547	339,862	55,315	19%
Vehicle Expenses	1,581,462	2,348,792	767,330	49%
Wages & Benefits				
Admin wages & benefits	694,838	866,090	171,252	25%
Wash Bay wages & benefits	286,261	344,234	57,973	20%
Customer service wages & benefits	350,295	426,097	75,802	22%
Driver wages & benefits	3,563,532	4,219,365	655,833	18%
Operations wages & benefits	598,152	575,146	-23,006	-4%
Total Wages & Benefits	5,493,078	6,430,932	937,854	17%
Expenses for extra bus*	122,400			
Total Operating Expenses	9,594,072	11,392,610	1,920,938	20%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION				
	833,473	883,473		
Amortization Expense	2,245,577	2,275,578		
Total Other Expenses	2,245,577	2,275,578		
NET INCOME	-1,412,105	-1,392,105		
SERVICE HOURS	69,621	75,424	5,803	8%

Overall revenue before requisitions is up by \$724,000 from the previously approved budget due to increases in projections for fare/pass revenue and partner programs discussed below.

BVRTSC 2024 BUDGET COMMENTS

Overall operating expenses are up by 1,900,000 from the previously approved budget. Largest cost increases are in the following areas:

- Vehicle maintenance increase of \$770,000
- Wages increase of \$940,000.

Variances are discussed in detail below.

Overall amortization estimate has increased by \$30,000 due to addition of previously approved electric shuttle buses. This is tentative as administration has been unable to find appropriate vehicles that are in Canadian production.

The overall result:

- Increase in member contributions by \$550,000.
- Increase in non-member contributions by \$550,000 (Parks \$450,000, Alberta Parks -\$100,000)

See detailed route analysis worksheets for route specific variances.

Other notes:

- Revenue line items such as advertising and charter sales have been kept consistent with previously approved budget levels.
- Interest revenue estimates have increased by \$63,000 based on higher average operating balances and higher interest earned through transferring some balances to CIBC investment account.
- Pass sales have increased by \$620,000. This reflects increases in service hours and ridership as well as strong COVID recovery over 2022 actual numbers.
- Partner program revenue overall has increased by \$38,000. Banff springs contributions have been reduced to reflect current contract, and we have increased amounts for Pursuit for the Banff Gondola and Lake Minnewanka Boat cruise programs to reflect 2022 revenues for these programs.
- Advertising and Marketing expenses have been reduced by \$95,000 to reflect actual planned expenditures in this area. Over the past few years our spending has been much less than budgeted amounts. Also there is now a full-time marketing employee which means that more marketing work is done internally.
- Contract services (IT support) has been increased by \$14,000 to reflect actual costs. Maintenance agreement and backup increasing due to increase in number of staff and size of data and increased IT support needed.
- Fuel consistent with previously approved amounts. Budgeted under the following assumptions:

BVRTSC 2024 BUDGET COMMENTS

- Diesel - we have used 22/23 average cost per service hour updated to 2024 budgeted service hours. Service hours for routes that have electric buses have been prorated for assumed for an assumed diesel vs electric split.
- Electric - we have used 22/23 average cost per service hour x expected electric service hours from above.
- Electricity costs for Rt5/Rt12 have been excluded as Town of Canmore pays electric cost directly for the shared storage building.

Overall, we are starting to see costs benefits of electric vehicles. So, although service hours have increased fuel costs are consistent with previously approved.

- General operating expenses (Bank charges) have increased by \$50,000 to reflect Moneris fees associated with vending machines and the reservation system. We have used approximately 2% of revenue to reflect the increasing number of passengers purchasing tickets this way.
- Insurance has increased \$41,000 from previous approved to reflect increasing fleet size and a 10% increase expected. Overall, we have seen large increases insurance over the past few years, as per discussions with our insurance agent we should expect at least another 10% increase in 2024.
- Software costs overall have increased \$78,000 from previous approved estimates. Generally, software costs are increasing as the number of staff and corresponding licenses increase, and as we move towards more digital solutions.
 - Office 365 has increased by approximately \$10,000 to reflect elevated Microsoft office security levels.
 - HopThru increased by \$20,000 to reflect increased contracted costs.
 - Optibus software increased by \$8,000 to reflect increased contract costs.
 - Token Transit validators increased by \$5,000 to reflect actual expenses.
 - HR software has been increased to \$15,000 to reflect actual expected expenses.
 - Budgeting software has been added for \$15,000.
 - Annual costs for simulator of \$5,000 have been added.
- Staff training, travel and meal (Staff accommodation) expenses have been increased to accommodate both the current property rental in Banff plus the second location to be purchased in Canmore.
- Transit storage costs have increased \$55,000 from previously approved. Increases reflect actual operating expenses for maintenance of the building and wash bay.
- Vehicle maintenance - There has been a large increase of \$770,000 in vehicle expenses expected from the Town of Banff. As discussed previously this year there was a large increase to the hourly rate paid for mechanics, so it is expected that 2023 costs will be well over budget. As per

BVRTSC 2024 BUDGET COMMENTS

preliminary discussion with the Town of Banff we have been told to expect an increase of approximately 20% again. Additional hours have been added for the increasing fleet size.

- Wages and Benefits:
 - Overall large increases in wages and wage related expenses have been seen in 2023 to reflect increasing cost of living and the need to stay competitive for hiring and retaining staff. Wages are expected to increase another 5% in 2024 relative to actual 2023 costs.
 - Admin wages are \$171,000 higher than previously approved. Partly due to increases in wages paid in staff in 2023. The marketing role has increased to full time, but this expense is offset by less marketing expenses in the budget. Also 1 role was left out of the 2023 budget in error. The allocation of Admin wages to Parks routes has increased to reflect actual time spent.
 - Wash bay crew wages are \$58,000 higher than previously approved. We now have 2 full time staff in this area leading to additional benefits costs. We also had to increase the rate that we were paying to retain and attract staff in this area.
 - Customer service wages are \$76,000 higher than previously approved. There are now 3 full time staff including a supervisor in this area to cover the 7 day a week operation leading to additional benefits cost. We have also had to plan to schedule more ambassadors due to security concerns of staff members working by themselves. There has also been a substantial increase in the allocation to 8X to reflect the amount of time spent managing this route.
 - Driver wages have increased \$655,000 from previously approved.
 - Increases in service hours of approximately 5800 hours.
 - Increase in number of full-time drivers from 27 to 33, which increases benefit costs.
 - Budgeted increase to driver wages is approximately 8% from current year wages to ensure the ability to hire and retain
 - Operations has added in an 'on-call' driver shift in the summer months to reduce challenges with either last minute driver unavailability or to assist with mechanical breakdowns. This on-call driver will also be completing tasks as assigned should they not be needed to drive.
 - Wages for a year-round dedicated training team are included in this line item.
 - Operations wages are shown to be under budget due to a portion of these wages (approximately \$50,000) being transferred to driver training which is shown under driver wages above.

BVRTSC 2024 BUDGET COMMENTS

PROPOSED REQUISITION SUMMARY

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

- Banff Local (Route 1 & 2) Town of Banff
- Canmore Local (Route 5) Town of Canmore
- CB Regional (Route 3) ½ Town of Banff, ½ Town of Canmore
- LLB Regional Winter (Route 8) – ID9 & Parks for 2nd bus only.
- LLB Regional Summer Express & Scenic (Route 8X & 8S) – ID9 & Parks
- Johnston Canyon (Route 9) – ID9 & Parks
- Lake Minnewanka (Route 6), Cave & Basin (Route 4), Moraine Lake (Route 10) - Parks
- Administrative/Commission – 1/3 Town of Banff, 1/3 Town of Canmore, 1/3 ID9
- Route 12 (Grassi Lakes) – ½ Town of Canmore and ½ Alberta Parks (pre-paid)

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

Summary of Requisitions - 2024-2026						
	2023	2024	2025	2024	2025	2026
Banff	Budget	Previously Approved Budget		DRAFT Budget		
Operating	\$1,938,543	\$ 1,979,112	\$ 2,257,377	\$ 2,424,288	\$ 2,495,590	\$ 2,570,458
Capital	\$ 626,500	\$ 621,500	\$ 659,800	\$ 632,900	\$ 671,500	\$ 770,500
	\$2,565,043	\$ 2,600,612	\$ 2,917,177	\$3,057,188	\$3,167,090	\$3,340,958
	2023	2024	2025	2024	2025	2026
Canmore	Budget	Previously Approved Budget		DRAFT Budget		
Operating	\$1,756,898	\$ 1,942,816	\$ 2,313,696	\$2,039,057	\$2,099,544	\$2,161,779
Capital	\$ 295,800	\$ 283,200	\$ 341,900	\$ 285,800	\$ 360,700	\$ 365,800
	\$2,052,698	\$ 2,226,016	\$ 2,655,596	\$2,324,857	\$2,460,244	\$2,527,579
	2023	2024	2025	2024	2025	2026
ID #9	Budget	Previously Approved Budget		DRAFT Budget		
Operating	\$ 663,504	\$ 666,258	\$ 676,345	\$ 677,657	\$ 685,001	\$ 695,650
Capital	\$ 78,069	\$ 62,314	\$ 74,766	\$ 63,814	\$ 76,366	\$ 77,225
	\$ 741,573	\$ 728,572	\$ 751,111	\$ 741,472	\$ 761,368	\$ 772,875
	2023	2024	2025	2024	2025	2026
Parks Canada*	Budget	Previously Approved Budget		DRAFT Budget		
Operating	\$1,693,607	\$ 1,789,710	\$ 1,837,648	\$2,242,493	\$2,359,751	\$2,424,745
	\$1,693,607	\$ 1,789,710	\$ 1,837,648	\$2,242,493	\$2,359,751	\$2,424,745
*includes contributions to Rt1, Rt2, Rt 4, Rt 6, Rt 8S, Rt 8X, Rt 9, Rt 10						
	2023	2024	2025	2024	2025	2026
Alberta Parks	Budget	Previously Approved Budget		DRAFT Budget		
Operating				\$ 98,727	\$ 100,938	\$ 103,217
	\$ -	\$ -	\$ -	\$ 98,727	\$ 100,938	\$ 103,217

BVRTSC 2024 BUDGET COMMENTS

BVRTSC NEW SERVICE LEVEL REQUESTS

The following new service level requests have been proposed:

NSLR - Impact on requisitions					
	Banff	Canmore	ID#9	Non-member	Total
HR/payroll administrator	23,793	18,686	16,312	17,209	76,000
ITS tech - 50%	15,204	9,620	2,574	5,852	33,250
Safety and training manager	52,351	33,122	8,863	20,164	114,500
Transit Dispatcher	40,005	25,312	6,772	15,411	87,500
Additional office space	4,000	4,000	4,000	12,000	24,000
Vehicle maintenance evaluation	9,375	4,688	2,813	13,125	30,000
Employee wellness plan	68,349	40,277	20,149	43,225	172,000
CB regional additional service	28,768	28,768			57,536
Total	241,844	164,472	61,484	126,986	594,786

CAPITAL BUDGET DETAILED DISCUSSION

2024 capital budget is presented with the following general assumptions:

- No major changes from 2024 previously approved
- Canmore bus coming 2024, capital replacement requisitions start in 2025.
- Admin shuttle buses coming 2024, capital replacement requisition start in 2025.
- Banff buses added 2025. Capital replacement requisition starts in 2026.

BVRTSC 2024 DETAILED ROUTE COMMENTS

OPERATING BUDGET DETAILED DISCUSSION

LLB cost sharing routes (ID9 & Parks)

Cost sharing requisition summary:

Below is a summary of actual contributions for Lake Louise Banff regional routes, when considering ID9 maximum, and contributions to the regional reserve.

	2024		2024
	Previously		
	Approved		Draft
Improvement District No. 9			
LLB Regional - Rt 8S	\$ 142,890		\$ 82,372
LLB Regional - Rt 8X	\$ 337,161		\$ 433,186
JCB Regional - Rt 9	\$ 137,869		\$ 195,210
LLB Regional Reserve *	-\$ 198,347		-\$ 198,347
Adjustment for over \$330K maximum for LL summer routes **	-\$ 89,572		-\$ 182,421
	\$ 330,000		\$ 330,000
	31%		26%
	2024		2024
	Previously		
	Approved		Draft
Parks Canada			
LLB Regional - Rt 8S	\$ 145,535		\$ 89,078
LLB Regional - Rt 8X	\$ 343,402		\$ 468,451
JCB Regional - Rt 9	\$ 140,422		\$ 211,102
Adjustment for over \$330K maximum for LL summer routes **	\$ 89,572		\$ 182,421
	\$ 718,931		\$ 951,052
	69%		74%
** ID9 maximum \$300K for LL routes - plus an additional \$30K for 8X 10pm departure			
* Amortization is higher than maintenance replacement reserve resulting in reserve adjustment			

BVRTSC 2024 DETAILED ROUTE COMMENTS

Lake Louise / Banff Regional (Summer) – Route 8X

		Route 8 Express			
		2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME					
Bus Pass Sales		532,886	798,071	265,185	50%
Recoveries - Operating (non-members)		343,402	468,451	125,049	36%
Requisitions - Operating		337,161	433,186	96,026	28%
Total Income		1,213,448	1,699,708	486,260	40%
GROSS INCOME		1,213,448	1,699,708	486,260	
EXPENSES					
Advertising & Marketing Expenses		15,088	7,544	-7,544	-50%
Contracted Services / Professional Fees		6,078	6,985	906	15%
Fuel Expense		127,505	139,153	11,648	9%
General Operating Expenses		11,185	22,107	10,922	98%
Infrastructure Maintenance		3,232	3,232	0	0%
Insurance Expense		21,937	26,899	4,962	23%
Software Fees & Licences		24,101	25,554	1,453	6%
Staff, Training, Travel & Meals		20,828	35,171	14,343	69%
Transit storage facility		33,592	44,030	10,438	31%
Vehicle Expenses		147,343	225,984	78,640	53%
Total Wages & Benefits		508,308	868,799	360,491	71%
Total Operating Expenses		919,197	1,405,457	486,260	53%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION		294,251	294,251		
Amortization Expense		294,251	294,251		
Total Other Expenses		294,251	294,251		
NET INCOME		0	0		
SERVICE HOURS		4,749	6,222	1,473	31%

Overall increase in operating requisitions of \$220,000

- Significant increase in service hours with the addition of the 8XD/Route 11 bus. So expected increase in all revenues and route expenses.
- Large increase in revenues due to strong ridership recovery in 2023.
- Revenues have been adjusted to reflect that the portion of Route 11 has a \$2 fare instead of \$10.
- Reduction in advertising to reflect actual planned expenditures in this area.
- Like all other routes there has been increases in vehicle maintenance and wages that are outside of service level increases.
- Route 8X has been allocated additional expenses for customer service and administrative wages to reflect the demand of this service on everyone's time.

BVRTSC 2024 DETAILED ROUTE COMMENTS

Lake Louise / Banff Regional (Summer) – Route 8S

		Route 8 Scenic			
		2024		\$	%
		Previously approved	2024 Draft budget	Difference from PA	Difference from PA
INCOME					
Bus Pass Sales		81,617	28,332	-53,285	-65%
Recoveries - Operating (non-members)		145,535	89,078	-56,457	-39%
Requisitions - Operating		142,890	82,372	-60,518	-42%
Total Income		370,042	199,782	-170,260	-46%
GROSS INCOME		370,042	199,782	-170,260	
EXPENSES					
Advertising & Marketing Expenses		4,421	2,211	-2,211	-50%
Contracted Services / Professional Fees		1,680	2,037	356	21%
Fuel Expense		27,080	4,153	-22,927	-85%
General Operating Expenses		2,597	2,348	-250	-10%
Infrastructure Maintenance		949	949	0	0%
Insurance Expense		10,725	6,575	-4,150	-39%
Software Fees & Licences		9,863	6,772	-3,090	-31%
Staff, Training, Travel & Meals		5,480	4,873	-607	-11%
Transit storage facility		11,049	8,900	-2,149	-19%
Vehicle Expenses		49,363	8,234	-41,129	-83%
Total Wages & Benefits		130,235	36,130	-94,105	-72%
Total Operating Expenses		253,442	83,182	-170,260	-67%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION					
		116,600	116,600		
Amortization Expense		116,600	116,600		
Total Other Expenses		116,600	116,600		
NET INCOME		0	0		
SERVICE HOURS		1,180	270	(910)	-77%

Overall decrease in operating requisitions by \$120,000

- Route is scheduled to only operate weekends during July and August.
- Large decrease in revenue and variable route expenses such as wages, fuel, maintenance etc due to reduction in service hours.
- Also, a reduction in bus fixed expenses – because only expense for 1 bus is being allocated here instead of an equal split with route 9 (of 1.5 buses each) as it has been in the past.

BVRTSC 2024 DETAILED ROUTE COMMENTS

Lake Louise / Banff Regional (Summer) – Route 9

		Route 9			
		2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME					
Bus Pass Sales		121,117	126,629	5,512	5%
Recoveries - Operating (non-members)		140,422	211,102	70,680	50%
Requisitions - Operating		137,869	195,210	57,341	42%
Total Income		399,408	532,941	133,533	33%
GROSS INCOME		399,408	532,941	133,533	
EXPENSES					
Advertising & Marketing Expenses		4,133	2,067	-2,067	-50%
Contracted Services / Professional Fees		1,413	1,784	371	26%
Fuel Expense		28,034	23,915	-4,119	-15%
General Operating Expenses		2,924	4,340	1,416	48%
Infrastructure Maintenance		885	885	0	0%
Insurance Expense		10,725	19,726	9,001	84%
Software Fees & Licences		11,099	16,874	5,776	52%
Staff, Training, Travel & Meals		5,473	7,951	2,478	45%
Transit storage facility		11,049	26,699	15,650	142%
Vehicle Expenses		50,756	63,456	12,700	25%
Total Wages & Benefits		156,317	248,644	92,327	59%
Total Operating Expenses		282,808	416,341	133,533	47%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION		116,600	116,600		
Amortization Expense		116,600	116,600		
Total Other Expenses		116,600	116,600		
NET INCOME		0	0		
SERVICE HOURS		1,430	2,184	754	53%

Overall increase in operating requisitions of \$130,000

- Significant increase in service hours with the addition of the fall/winter weekend service. So expected increase in all route expenses.
- Revenues have been based on 2022 revenue per service hour.
- Reduction in advertising to reflect actual planned expenditures in this area.
- Reduction in fuel expenses because it is anticipated that some of the service hours on this route will be electric.
- Increased in fixed bus expenses such as insurance and software because of reduction in service of 8S and the change in bus allocations.
- Like all other routes there has been increases in vehicle maintenance and wages that are outside of service level increases.

BVRTSC 2024 DETAILED ROUTE COMMENTS

Parks only routes:

Cave & Basin – Cave & Basin Route 4

		Route 4			
		2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME					
Bus Pass Sales		13,905	9,608	-4,297	-31%
Recoveries - Operating (non-members)		234,569	270,067	35,498	15%
Total Income		248,474	279,675	31,201	13%
GROSS INCOME		248,474	279,675	31,201	
EXPENSES					
Advertising & Marketing Expenses		3,344	1,672	-1,672	-50%
Contracted Services / Professional Fees		926	1,226	301	32%
Fuel Expense		6,709	6,970	260	4%
General Operating Expenses		824	972	148	18%
Infrastructure Maintenance		1,639	1,639	0	0%
Insurance Expense		5,549	6,706	1,158	21%
Software Fees & Licences		7,377	9,534	2,157	29%
Staff, Training, Travel & Meals		4,284	6,427	2,143	50%
Transit storage facility		8,286	13,350	5,064	61%
Vehicle Expenses		47,250	48,171	921	2%
Total Wages & Benefits		129,381	150,103	20,722	16%
Total Operating Expenses		215,570	246,771	31,201	14%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION		32,904	32,904		
Amortization Expense		32,904	32,904		
Total Other Expenses		32,904	32,904		
NET INCOME		0	0		
SERVICE HOURS		1,159	1,303	145	12%

Overall increase in requisitions of \$35,000

- Small increase in service hours to reflect longer operating season.
- Revenues are based on 2022 revenue per service hour which is less than previously approved amount.
- Expected increase operating expenses based on increase in service hours.

BVRTSC 2024 DETAILED ROUTE COMMENTS

Lake Minnewanka Route 6

		Route 6			
		2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME					
Bus Pass Sales		29,895	39,940	10,045	34%
Partner Programs		21,000	35,726	14,726	70%
Recoveries - Operating (non-members)		722,072	752,849	30,776	4%
Total Income		772,967	828,515	55,547	7%
GROSS INCOME		772,967	828,515	55,547	
EXPENSES					
Advertising & Marketing Expenses		5,926	2,963	-2,963	-50%
Contracted Services / Professional Fees		2,757	3,338	580	21%
Fuel Expense		44,123	22,772	-21,351	-48%
General Operating Expenses		2,042	2,642	600	29%
Infrastructure Maintenance		3,356	3,356	0	0%
Insurance Expense		16,088	19,726	3,639	23%
Software Fees & Licences		15,207	19,340	4,133	27%
Staff, Training, Travel & Meals		7,512	13,704	6,192	82%
Transit storage facility		16,573	26,699	10,126	61%
Vehicle Expenses		94,509	100,870	6,362	7%
Total Wages & Benefits		311,757	359,986	48,229	15%
Total Operating Expenses		519,849	575,397	55,547	11%
SURPLUS / DEFICIENCY PRIOR TO					
AMORTIZATION		253,118	253,118		
Amortization Expense		253,118	253,118		
Total Other Expenses		253,118	253,118		
NET INCOME		0	0		
SERVICE HOURS		2,783	3,128	345	12%

Overall increase in requisitions of \$30,000

- Small increase in service hours to reflect longer operating season.
- Expected increase in revenues and operating expenses based on increase in service hours.
- Large increase in partner program revenue due to Pursuit boat program revenue.

BVRTSC 2024 DETAILED ROUTE COMMENTS

Moraine Lake Route 10

		Route 10			
		2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME					
Bus Pass Sales		33,628	61,642	28,013	83%
Recoveries - Operating (non-members)		57,446	59,677	2,231	4%
Total Income		91,075	121,319	30,244	33%
GROSS INCOME		91,075	121,319	30,244	
EXPENSES					
Advertising & Marketing Expenses		750	375	-375	-50%
Contracted Services / Professional Fees		267	324	57	21%
Fuel Expense		10,555	13,990	3,435	33%
General Operating Expenses		431	1,334	903	209%
Infrastructure Maintenance		482	482	0	0%
Software Fees & Licences		515	515	0	0%
Staff, Training, Travel & Meals		92	708	616	669%
Vehicle Expenses		9,173	20,025	10,852	118%
Total Wages & Benefits		48,808	63,565	14,757	30%
Total Operating Expenses		71,075	101,319	30,244	43%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION		20,000	20,000		
Amortization Expense		20,000	20,000		
Total Other Expenses		20,000	20,000		
NET INCOME		0	0		
SERVICE HOURS		457	631	174	38%

Operating requisitions consistent with prior year.

- Increase in service hours to reflect longer operating season.
- Revenues based on 2022 revenue per service hour – large increase based on strong ridership expected on this route.
- Expected increase in operating expenses based on increase in service hours.
- Fixed bus expenses such as insurance/software etc are in route 8S

BVRTSC 2024 DETAILED ROUTE COMMENTS

Total Parks contribution

	2024		2024
	Previously		
Parks Canada	Approved		Draft
Banff Local - Route 1	\$ 26,064		\$ 26,064
Banff Local - Route 2	\$ 30,627		\$ 48,472
Cave & Basin - Rt 4	\$ 234,569		\$ 270,067
Lake Minnewanka - Rt 6	\$ 722,072		\$ 752,849
LLB Regional - Rt 8 winter extra bus			\$ 154,312
LLB Regional - Rt 8S	\$ 145,535		\$ 89,078
LLB Regional - Rt 8X	\$ 343,402		\$ 468,451
JCB Regional - Rt 9	\$ 140,422		\$ 211,102
Adjustment for over \$330K maximum for LL summer routes **	\$ 89,572		\$ 182,421
Moraine Lake - Rt 10	\$ 57,446		\$ 59,677
	\$ 1,789,710		\$ 2,262,493

This plus \$150,000 for ONIT is within the contribution agreement amount of:

- \$2,424,828 for the 2024-25 fiscal year

BVRTSC 2024 DETAILED ROUTE COMMENTS

OPERATING BUDGET DETAILED DISCUSSION

Admin – Commission expenses

	Admin			
	2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME				
Interest Revenue	21,000	84,000	63,000	300%
Requisitions - Operating	578,454	565,670	-12,784	-2%
Total Income	599,454	649,670	50,216	8%
GROSS INCOME	599,454	649,670	50,216	
EXPENSES				
Contracted Services / Professional Fees	54,848	59,793	4,945	9%
General Operating Expenses	64,123	66,919	2,796	4%
Infrastructure Maintenance	206	206	0	0%
Insurance Expense	13,440	16,245	2,805	21%
Software Fees & Licences	27,271	74,223	46,952	172%
Staff, Training, Travel & Meals	54,589	64,894	10,305	19%
Transit storage facility	1,814	4,450	2,636	
Vehicle Expenses	6,300	6,300	0	0%
Total Wages & Benefits	376,862	356,640	-20,222	-5%
Total Operating Expenses	599,454	649,670	50,216	8%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION	0	0		
Amortization Expense	45,687	75,687		
Total Other Expenses	45,687	75,687		
NET INCOME	-45,687	-75,687		

Overall decrease in operating requisitions by \$12,000.

- Overall budget is consistent with prior year amounts. Increases in projected interest revenue are offset mostly by increases in operating expenses.
- Increased allocation of admin wages to Parks routes to reflect actual time spent on Parks routes by our administration team.

BVRTSC 2024 DETAILED ROUTE COMMENTS

Banff Local – Route 1

		Route 1			
		2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME					
Bus Pass Sales		390,291	352,393	-37,898	-10%
Marketing & Advertising Revenue		16,396	16,396	0	0%
Other Income		1,311	1,311	0	0%
Partner Programs		295,542	343,715	48,173	16%
Recoveries - Operating (non-members)		26,064	26,064	0	0%
Requisitions - Operating		855,408	1,038,592	183,184	21%
Total Income		1,585,012	1,778,471	193,459	12%
GROSS INCOME		1,585,012	1,778,471	193,459	
EXPENSES					
Advertising & Marketing Expenses		46,385	23,272	-23,113	-50%
Contracted Services / Professional Fees		12,615	13,783	1,168	9%
Fuel Expense		138,197	126,697	-11,500	-8%
General Operating Expenses		10,869	14,165	3,295	30%
Infrastructure Maintenance		13,363	13,363	0	0%
Insurance Expense		28,048	35,383	7,335	26%
Software Fees & Licences		25,079	31,345	6,266	25%
Staff, Training, Travel & Meals		28,081	29,631	1,550	6%
Transit storage facility		62,110	69,791	7,681	12%
Vehicle Expenses		284,645	413,507	128,862	45%
Total Wages & Benefits		935,619	1,007,534	71,915	8%
Total Operating Expenses		1,585,012	1,778,471	193,459	12%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION		0	0		
Amortization Expense		459,676	459,676		
Total Other Expenses		459,676	459,676		
NET INCOME		-459,676	-459,676		
SERVICE HOURS		14,098	14,274	176	1%

Overall increase in requisitions by \$183,000

- Previously approved revenues did not consider reductions expected due to resident fare free program.
- Increase in partner revenue from pursuit for Gondola program.
- Reduction in advertising to reflect actual planned expenditures in this area.
- Decrease in fuel to reflect cost savings achieved from electric vehicles and proportion of service hours expected to be electric.
- Large increase in vehicle maintenance expenses due to increased rates, hours, parts person etc.
- Increased wages due to overall increases in wages paid and wage related costs.

BVRTSC 2024 DETAILED ROUTE COMMENTS

Banff Local – Route 2

		Route 2			
		2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME					
Bus Pass Sales		413,737	318,175	-95,562	-23%
Marketing & Advertising Revenue		16,396	16,396	0	0%
Other Income		1,311	1,311	0	0%
Partner Programs		216,032	191,482	-24,550	-11%
Recoveries - Operating (non-members)		30,627	48,472	17,845	58%
Requisitions - Operating		680,883	965,018	284,135	42%
Total Income		1,358,986	1,540,854	181,868	13%
GROSS INCOME		1,358,986	1,540,854	181,868	
EXPENSES					
Advertising & Marketing Expenses		44,805	22,468	-22,337	-50%
Contracted Services / Professional Fees		12,869	14,041	1,172	9%
Fuel Expense		85,477	88,310	2,833	3%
General Operating Expenses		10,699	13,431	2,731	26%
Infrastructure Maintenance		14,165	14,165	0	0%
Insurance Expense		22,898	28,307	5,408	24%
Software Fees & Licences		22,358	28,652	6,294	28%
Staff, Training, Travel & Meals		22,999	23,172	173	1%
Transit storage facility		56,585	60,892	4,307	8%
Vehicle Expenses		246,912	360,553	113,641	46%
Total Wages & Benefits		819,218	886,864	67,646	8%
Total Operating Expenses		1,358,986	1,540,854	181,868	13%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION		0	0		
Amortization Expense		449,732	449,732		
Total Other Expenses		449,732	449,732		
NET INCOME		-449,732	-449,732		
SERVICE HOURS		12,222	12,441	220	2%

Overall increase in requisitions by \$284,000

- Previously approved revenues did not consider reductions expected due to resident fare free program.
- Decrease in partner revenue from Fairmont contract changes.
- Reduction in advertising to reflect actual planned expenditures in this area.
- Large increase in vehicle maintenance expenses due to increased rates, hours, parts person etc.
- Increased wages due to overall increases in wages paid and wage related costs.

BVRTSC 2024 DETAILED ROUTE COMMENTS

Canmore / Banff Regional – Route 3

		Route 3			
		2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME					
Bus Pass Sales		1,240,365	1,487,726	247,361	20%
Marketing & Advertising Revenue		13,117	13,117	0	0%
Partner Programs		3,090	3,090	0	0%
Requisitions - Operating		500,006	464,241	-35,765	-7%
Total Income		1,756,577	1,968,173	211,596	12%
GROSS INCOME		1,756,577	1,968,173	211,596	
EXPENSES					
Advertising & Marketing Expenses		32,540	16,328	-16,212	-50%
Contracted Services / Professional Fees		8,740	9,838	1,098	13%
Fuel Expense		294,588	270,454	-24,134	-8%
General Operating Expenses		20,524	37,819	17,295	84%
Infrastructure Maintenance		26,234	26,234	0	0%
Insurance Expense		23,080	26,924	3,844	17%
Software Fees & Licences		20,203	24,661	4,458	22%
Staff, Training, Travel & Meals		10,324	18,642	8,318	81%
Transit storage facility		60,201	60,892	691	1%
Vehicle Expenses		291,228	458,163	166,935	57%
Total Wages & Benefits		968,915	1,018,217	49,302	5%
Total Operating Expenses		1,756,578	1,968,173	211,596	12%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION		0	0		
Amortization Expense		162,443	162,443		
Total Other Expenses		162,443	162,443		
NET INCOME		-162,443	-162,443		
SERVICE HOURS		14,379	14,353	(26)	0%

Overall decrease in requisitions by \$36,000

- Large increase in revenues due to strong ridership recovery in 2023.
- Reduction in advertising to reflect actual planned expenditures in this area.
- Reduction in fuel expenses due to Rt3C service hours being primarily electric.
- Increase in general operating expenses due to Moneris fees associated with revenue increase.
- Large increase in vehicle maintenance expenses due to increased rates, hours, parts person etc.
- Increased wages due to overall increases in wages paid and wage related costs.

BVRTSC 2024 DETAILED ROUTE COMMENTS

Canmore Local – Route 5

	Route 5			
	2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME				
Bus Pass Sales				
Marketing & Advertising Revenue	12,023	12,023	0	0%
Requisitions - Operating	1,377,596	1,519,654	142,058	10%
Total Income	1,389,619	1,531,677	142,058	10%
GROSS INCOME	1,389,619	1,531,677	142,058	
EXPENSES				
Advertising & Marketing Expenses	28,886	14,326	-14,559	-50%
Contracted Services / Professional Fees	24,805	25,984	1,178	5%
Fuel Expense	148,455	150,231	1,777	1%
General Operating Expenses	9,325	9,325	0	0%
Infrastructure Maintenance	18,660	18,660	0	0%
Insurance Expense	27,918	26,856	-1,062	-4%
Software Fees & Licences	23,465	20,471	-2,994	-13%
Staff, Training, Travel & Meals	13,276	21,581	8,305	63%
Transit storage facility	6,268	6,828	560	9%
Vehicle Expenses	267,383	382,064	114,680	43%
Total Wages & Benefits	821,178	855,352	34,174	4%
Total Operating Expenses	1,389,619	1,531,677	142,058	10%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION	0	0		
Amortization Expense	229,817	179,817		
Total Other Expenses	229,817	179,817		
NET INCOME	-229,817	-179,817		
SERVICE HOURS	13,140	13,176	36	0%

Overall increase in requisitions by \$142,000

- Reduction in advertising to reflect actual planned expenditures in this area.
- Reduction in software and insurance to allocate some expenses to Grassi lakes route.
- Large increase in vehicle maintenance expenses due to increased rates, hours, parts person etc.
- Increased wages due to overall increases in wages paid and wage related costs.

BVRTSC 2024 DETAILED ROUTE COMMENTS

Lake Louise / Banff Regional (Winter) – Route 8

		Route 8 Winter			
		2024 Previously approved	2024 Draft budget	\$ Difference from PA	% Difference from PA
INCOME					
Bus Pass Sales		376,642	634,432	257,790	68%
Recoveries - Operating (non-members)		0	154,312	154,312	
Requisitions - Operating		143,440	159,101	15,661	11%
Total Income		520,082	947,844	427,762	82%
GROSS INCOME		520,082	947,844	427,762	
EXPENSES					
Advertising & Marketing Expenses		8,919	4,460	-4,460	-50%
Contracted Services / Professional Fees		3,432	3,905	473	14%
Fuel Expense		88,427	148,230	59,803	68%
General Operating Expenses		8,045	17,039	8,994	112%
Infrastructure Maintenance		5,168	5,168	0	0%
Insurance Expense		5,362	6,575	1,213	23%
Software Fees & Licences		6,235	6,560	324	5%
Staff, Training, Travel & Meals		4,395	9,605	5,209	119%
Transit storage facility		17,020	17,331	311	2%
Vehicle Expenses		86,599	229,219	142,620	165%
Total Wages & Benefits		286,480	499,755	213,275	74%
Total Operating Expenses		520,082	947,844	427,762	82%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION		0	0		
Amortization Expense		64,750	64,750		
Total Other Expenses		64,750	64,750		
NET INCOME		-64,750	-64,750		
SERVICE HOURS		4,026	6,344	2,318	58%

Overall increase in operating requisitions of \$170,000 (\$16,000 member and \$154,000 non-member)

- Parks paying for extra bus. Actual bus fixed expenses are already in parks other routes. Parks requisition is based portion of pass revenue and variable costs per service hour pro-rated for service hours for additional bus.
- Large increase in revenues due to strong ridership recovery in 2023.
- Revenues for the 2nd bus are assumed to be less than first bus. Assuming it will take a while to build ridership for this increased service.
- Large increase in service hours so large increases in both revenues and operating expenses.
- Reduction in advertising to reflect actual planned expenditures in this area.
- Like all other routes there has been increases in vehicle maintenance and wages that are outside of service hour increases.

Bow Valley Regional Transit Services Commission

2024-2033 DRAFT Capital Budget

	2024	2025	2026	2027	2028	2029
Banff						
Opening Deferred Capital Contribution Balance	\$ 2,700,472	\$ 2,812,741	\$ 3,410,005	\$ 3,896,992	\$ 4,211,213	\$ 4,700,608
Anticipated Grant Funding	-	1,800,000	-	-	-	-
Municipal Contribution to New Assets	-	1,200,000	-	-	-	-
Banff Capital Requisition						
Banff Local Capital Replacement	534,700	560,200	657,900	667,500	677,500	687,600
Canmore / Banff Regional Capital Replacement	64,500	65,500	66,400	67,400	68,400	69,500
Commission Capital Replacement	33,700	45,800	46,200	46,700	47,100	47,500
Total Banff Capital Requisition	632,900	671,500	770,500	781,600	793,000	804,600
Capital Projects						
Banff New Capital Assets	-	(3,000,000)	-	-	-	-
Banff Local Capital Replacement	(71,527)	(1,000)	(183,219)	(401,823)	(286,438)	(48,856)
Canmore / Banff Regional Capital Replacement	(11,434)	(36,570)	(84,987)	(44,235)	(500)	(6,390)
Commission Capital Replacement	(437,669)	(36,667)	(15,307)	(21,321)	(16,667)	(10,000)
Total Capital Projects	(520,631)	(3,074,237)	(283,513)	(467,379)	(303,605)	(65,245)
Closing Deferred Capital Contribution Balance	\$ 2,812,741	\$ 3,410,005	\$ 3,896,992	\$ 4,211,213	\$ 4,700,608	\$ 5,439,962

Canmore						
Opening Deferred Capital Contribution Balance	\$ 1,315,047	\$ 923,760	\$ 1,154,027	\$ 1,305,784	\$ 1,470,672	\$ 1,210,792
Anticipated Grant Funding	1,120,000	-	-	-	522,243	-
Municipal Contribution to New Assets	280,000	-	-	-	-	-
Canmore Capital Requisition						
Canmore Local Capital Replacement	187,600	249,400	253,200	257,000	260,800	264,700
Canmore / Banff Regional Capital Replacement	64,500	65,500	66,400	67,400	68,400	69,500
Commission Capital Replacement	33,700	45,800	46,200	46,700	47,100	47,500
Total Canmore Capital Requisition	285,800	360,700	365,800	371,100	376,300	381,700
Capital Projects						
Canmore Project Capital Expenditures	-	(35,000)	(30,000)	(20,000)	-	-
Canmore Operating Capital Expenditures	(1,627,983)	(22,197)	(83,749)	(120,656)	(1,141,256)	(30,620)
Canmore / Banff Regional Capital Replacement	(11,434)	(36,570)	(84,987)	(44,235)	(500)	(6,390)
Commission Capital Replacement	(437,669)	(36,667)	(15,307)	(21,321)	(16,667)	(10,000)
Total Capital Projects	(2,077,087)	(130,434)	(214,043)	(206,212)	(1,158,423)	(47,010)
Closing Deferred Capital Contribution Balance	\$ 923,760	\$ 1,154,027	\$ 1,305,784	\$ 1,470,672	\$ 1,210,792	\$ 1,545,483

Bow Valley Regional Transit Services Commission

2024-2033 DRAFT Capital Budget

	2024	2025	2026	2027	2028	2029
ID#9						
Opening Deferred Capital Contribution Balance	\$ 1,518,714	\$ 880,962	\$ 1,160,612	\$ 1,561,581	\$ 1,962,587	\$ 1,155,014
Anticipated Grant Funding	-	-	-	-	-	-
Parks Canada Capital Contribution	-	-	-	-	-	-
Maintenance & Replacement Contributions	329,104	334,041	339,051	344,137	349,299	354,539
ID#9 Capital Contribution	-	-	-	-	-	-
ID#9 Capital Requisition						
Lake Louise / Banff Regional Capital Replacement	30,114	30,566	31,025	31,490	31,962	32,442
Commission Capital Replacement	33,700	45,800	46,200	46,700	47,100	47,500
Total ID#9 Capital Requisition	63,814	76,366	77,225	78,190	79,062	79,942
Capital Projects						
LLB Regional Capital Expenditures	(593,002)	(94,091)	-	-	(1,219,268)	(112,233)
Commission Capital Replacement	(437,669)	(36,667)	(15,307)	(21,321)	(16,667)	(10,000)
Total Capital Projects	(1,030,671)	(130,757)	(15,307)	(21,321)	(1,235,935)	(122,233)
Closing Deferred Capital Contribution Balance	\$ 880,962	\$ 1,160,612	\$ 1,561,581	\$ 1,962,587	\$ 1,155,014	\$ 1,467,262

ALL PARTNERS						
Opening Deferred Capital Contribution Balance	\$ 5,534,233	\$ 4,617,464	\$ 5,724,643	\$ 6,764,357	\$ 7,644,473	\$ 7,066,415
Anticipated Grant Funding	1,120,000	1,800,000	-	-	522,243	-
Proposed Annual Contributions	1,591,619	2,642,607	1,552,576	1,575,027	1,597,662	1,620,781
Capital Projects	(3,628,388)	(3,335,428)	(512,862)	(694,912)	(2,697,963)	(234,488)
Remaining Unspent End of Year	\$ 4,617,464	\$ 5,724,643	\$ 6,764,357	\$ 7,644,473	\$ 7,066,415	\$ 8,452,707

Bow Valley *Regional* Transit Services Commission



New Service Level Requests

1. CB Regional additional weekend service
2. Additional office space
3. Employee wellness program
4. Maintenance study

New and Revised Positions:

5. Safety and Training Manager
6. Transit Systems Technician
7. Transit Dispatcher
8. Payroll and HR Administrator

Bow Valley *Regional* Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Martin Bean

Date of Request: August 16, 2023

Title of Initiative: Route 3 (Canmore/Banff Regional) Additional Service

Objective:

Banff/Canmore Regional Service has been extremely successful; however, it has been identified that the frequency and capacity of service may not meet the needs of some residents and visitors and opportunities for increased ridership exist. Increased service availability of service is needed to encourage people to continue making the decision to use transit.

Administration Recommendation:

That the Commission move to endorse:

Increasing service for the third bus on Route 3 to include weekends and statutory holidays to create identical service 7 days per week.

Summary:

- Roam currently operates 3 buses during the week, 2 full day and one operating a split shift between 6am and 10am and 3pm to 7pm. On weekends the third bus currently doesn't operate, leaving frequency at 35 minutes compared to 23 – 25 minutes during the week. This frequency is further reduced at certain times of the day during driver breaks.
- The results of the HarGroup survey indicate that “More Frequent Service” and “Bus Service Ending Later in the Evening” are the most desired enhancements to the system.
- Since implementing additional frequency in 2016, ridership has continued to grow at a substantial rate, with cost recovery on CB Regional being well above other services and well above CUTA stats for any transit agency.
- It is anticipated that ridership will continue to grow and create a capacity issue over the next few years. With this projection, it is predicted that the additional hours on weekends will alleviate the capacity issue and allow for further ridership increase. With the prior

additions to service, ridership has grown at a phenomenal rate, and it is anticipated that ridership will continue to grow.

- Economic, environmental, and social benefits will be increased through visitors using the service, as well as residents moving between the communities for appointments, recreation, social interaction and educational opportunities.
- Route 3 increased to 3 buses in early 2023 and has seen successful uptake in ridership since that increase. This increase will eliminate the gap between weekday and weekend service. With only two buses on weekends, ridership is lower than mid-week.
- The busiest month in 2015 was July and Route 3 averaged 298 passengers per day. With route expansion and growth, Route 3 in July of 2022 averaged 710 riders per day. In the current year, July ridership on Route 3 averaged 901 riders per day. In July 2023, weekdays averaged 955 riders per day whereas weekends average 791 riders per day.

Cost to Implement:

- Marketing and advertising of additional service - \$1,000

Ongoing Operational Cost per year:

Current net operating cost per service hour based on 2023 budget is \$41.05. Assuming 50% less cost recovery as passenger numbers build, a net rate of \$62.00 per service hour is being used for this analysis.

- Weekend and Statutory Holiday Service Increase:

$$8 \text{ hours per weekend day} \times 116 \text{ days} \times \$62 = \$57,536$$

Resources Required to Implement:

- Website changes and schedule change implementation.
- Additional driver hour scheduling

Resources Required to Maintain:

- Dispatch, driver, maintenance and vehicle cleaning schedules will require slight adjustment to ensure service levels are maintained.

Return on Investment:

- Increasing availability of service for both residents and visitors as well as making our communities more liveable through opportunities to use transit versus private vehicles.

Brand Standard Impact:

- Positive Brand Standard impact through increased service offerings and meeting the needs of residents and visitors.

Estimated Delivery Date: February 2024

Commission Strategic Priority? Yes/No

Bow Valley *Regional* Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: **Melanie Booth**

Date of Request: **August 6, 2023**

Title of Initiative: **Employee Wellness plan**

Objective:

As Roam grows in the community in terms of popularity, service hours and ridership so too does our operations and administration employee base.

For our current staffing levels, we need space for approximately:

- Administration Office (221 Beaver) 10 - including a desk for the customer service supervisor and 1 floater desk for customer service staff answering phone calls/emails etc.
- Operations (111 Hawk Avenue) 8 - including a floater desk for HR when they are out this location and a desk for our wash bay team lead for scheduling and ordering supplies.

With the renovations done to the Beaver street office we are able to accommodate all administration staff, leaving 1 additional unutilized desk for future growth.

The area we are finding most limiting is Hawk Ave. Currently there are only 2 offices, 1 of which is required to be private and used by the Operations Supervisor. The other office houses 3 desks, which are used by dispatchers and field supervisors on shift. The training room also houses one permanent desk and a floater desk for HR presence. These people are required to leave when training or meetings are being held in that space. We also utilize a windowless storage room for a desk for our wash bay team lead.

This space is over capacity for our current staffing levels, and we are unable to accommodate any office space for additional growth.

Description:

This report is requesting funds available to give our current operational team more space and accommodate additional growth in 2024. With the move to year-round training, space will be an increased premium. Options for securing space include either look at renting some additional office space in the Banff industrial area or look at renting an ATCO trailer to put on the current Hawk Ave property.

It is anticipated that an additional \$2,000 per month is sufficient to explore either of these 2 options. For a total cost of \$24,000 for the year.

Return on Investment:

Achieving an employee base of support staff that allows Roam to meet service requirements approved by the Board and our partner Councils.

Brand Standard Impact:

Offering a space for all our operations support staff where they feel valued and that allows them to do their job to the best of their capacity without interruptions.

Estimated Delivery Date: January 2024

Commission Strategic Priority? Yes/No

Bow Valley Regional Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Melanie Booth

Date of Request: August 6, 2023

Title of Initiative: Employee Wellness plan

Objective:

As Roam grows in the community in terms of popularity, service hours and ridership so too does our employee base. Currently the BVRTSC employee over 100 staff, including 15 full-time salaried staff, 35 full-time hourly staff and approximately 50 part-time year-round/seasonal staff.

The COVID-19 pandemic has brought to the forefront the importance of employee health and wellness, and having strong policies in this area is a key HR strategy leading to the ability to attract and retain high quality employees.

Currently Roam is falling behind in terms of employee wellness offerings, and we feel it is important to take some steps forward in this area to improve our overall benefits package to both full and part time employees.

Description:

In the current labour market, Roam is challenged with attracting and retaining staff. Potential employees have many options and are choosing employers based on more than just pay rates. Improving offerings in terms of employee wellness is critical to stay competitive and attract high quality applicants and retain existing and new employees.

Having strong employee wellness programs is linked to higher employee engagement and retention. Over the past year we have had turnover of 40.9%. Policy improvements are needed to show genuine concern for employee wellbeing and gain the productivity benefits of improved engagement, reducing the costs associated with high turnover.

Currently Roam offers:

- Paid sick time:
 - 3 half days of paid sick time for full-time hourly employees
 - No structured policy for sick time for full-time salaried staff
 - No sick time pay for part-time or seasonal staff.(COVID sick pay policy did provide for paid time off for both FT and PT employees, however this policy is not as relevant with the reduced COVID impacts.

Our current policies have the potential of financially penalizing staff for taking sick time and mean that staff are forced to make the decision between staying at home and getting well and coming to work.

- Benefits package:
 - Manulife and LAPP for FT staff
 - EAP resilience for FT staff
 - Health/wellness spending account for PT staff of \$100 per month.

Full-time staff have a fairly well-rounded benefits package, but the traditional plans lack the flexibility for employees to have the funds available for what they need, and it also lack coverage for wellness expenses.

Part-time staff have access to coverage for both health and wellness expenses, however it is limited to \$100 per month

Administration believes that, with the growth of Roam Transit, it is important to offer a wellness package that is consistent with those of our partners, the Town and Banff and Town of Canmore. This involves introducing paid sick time and improving the wellness benefits offered to both our full time and part time staff.

Administration proposes mid-range best practice policies, including:

- Paid wellness days:
 - 10 paid days off for full-time staff
 - 5 paid days off for part-time staff.

** Available annually and do not carry over if not used and will not be paid out on termination of employment.

** Can be used for sick time, medical appointments, mental health days or needing to care for an immediate family member who is unwell.

** Not intended to be used as additional vacation days.

This policy will ensure that employees take the time that they need to feel better and are not forced to make decision to work when unwell because they cannot afford to lose the pay. We also want to show employees that we recognize that mental health is just as important as physical health. And that our employees feel supported to take care of themselves and ensure that they can be their best when at work.

- Flex spending account (health and wellness)
 - Increase from \$100 to \$150 per month for part-time/seasonal staff.
 - \$750 per year for full-time staff.

This policy will allow more flexible coverage for full-time employees to access more funds in certain areas if their spending is typically above what is allowed by Manulife. It will also offer coverage for wellness expenses such as gym memberships, health and fitness equipment, health supplements, personal development etc.

The policy will increase the coverage for part-time staff. Part-time year-round staff will have \$1,800 per year, and seasonal staff will have an average of \$750 for a 5-month season. This will help attract and retain our much-needed part-time and seasonal staffing base.

Cost to Implement:

This wellness plan will potentially cost the commission:

Wellness days	\$ 115,000
Flex spending account - Part-time staff	\$ 19,500
Flex spending account - Full-time staff	\$ 37,500
Total cost	\$ 172,000

This additional cost is a maximum cost under the assumption that all staff will use the full amount available to them. **Actual cost will likely be 60-75% of the above.**

Costs will be split between members and partners proportionately based on current wages costing split.

Return on Investment:

Achieving an employee base that allows Roam to meet service requirements approved by the Board and our partner Councils. We feel this plan is an important step to attract and maintain existing employees. Without these additions to our benefits plan, it is highly unlikely that Roam will meet these requirements and will not have any ability for growth moving forward.

Brand Standard Impact:

Offering additional wellness coverage will improve the Brand image, as it demonstrates Roam to be a preferred employer in the community. A solid wellness plan speaks to caring about the overall health and wellness of team members.

Options:

- Approval of one portion of wellness plan vs. complete plan
- Direct administration to return with further options for an employee wellness plan

Risks:

Potential risk that some employees may take advantage of wellness days for additional days off. Guidelines will be in place to mitigate abuse of this policy (example: Doctor's note required for 3 or more consecutive days off).

Estimated Delivery Date: January 2024/

Commission Strategic Priority? Yes/No

Bow Valley Regional Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Martin Bean

Date of Request: August 16, 2023

Title of Initiative: Long Term Maintenance Strategy Study

Objective:

The Town of Banff has been providing maintenance services for Roam Transit since its inception. With exponential growth of Roam Transit from 7 buses to the 2024 level of 32 buses, maintenance has become the single highest expenditure for the organization. This study being recommended will assess the efficiency of the maintenance relationship and determine if there is a recommendation for Roam to take maintenance in house in the future.

Administration Recommendation:

That the Commission move to endorse:

Contracting a consultant at a maximum cost of \$30,000 in 2024 to analyze and make recommendations for the composition of Roam's maintenance services over the next 10 year period.

Summary:

The 2017 Dillon "Banff Transit Master Plan" recommended:

11.7 Conclusions and Recommendations

Based on this review, the following is concluded:

- The maintenance program provided by the Town of Banff Fleet Services for Roam Transit compares favourably with its Canadian and Alberta peers in terms of costs, spare ratios and staffing levels;
- Both the BVRTSC and the Town of Banff Fleet Services agree that there are no issues in regards to Fleet meeting service requirements, Fleet conducting inspections (PM and CVIP) on time, and a limited number of on road mechanical issues. As a result, there is no compelling reason to consider a change in governance at this time;
- Fleet Services do not currently provide maintenance program measurements to the BVRTSC, nor have Fleet and the BVRTSC developed formal key performance indicators (KPIs) for the program;

Recommendation:

Based on the above conclusions, the following is recommended:

- That Fleet Services continue to provide transit fleet maintenance services to the BVRTSC.
- That Fleet Services and the BVRTSC jointly develop key performance indicators (KPIs) for the transit maintenance program, and formalize a monitoring and reporting system.

The increase received from the Town of Banff due to labour shortages and costs was approximately 24% in 2023 and another 20% is anticipated for 2024. From BVRTSC February 2023 Board Meeting:

- It is anticipated that maintenance costs will be significantly over budget for 2023, based on a recent change to the structure of the charges that the Town of Banff charges for work on Roam vehicles. See below summary from the Manager of Fleet Services:

"The increased charge out rate reflects the town's recent compensation review of heavy-duty mechanical technicians and their industry. Mechanics are a "hot" or "in demand" segment of the job market and because of this competitiveness, hourly wages have risen. The town's increase to \$115/hr covers the cost of paying its employee's a market competitive salary while recovering cost for its shop space. Market charge out rates for identical work ranges from \$150 to \$190 per hour"

Roam contracts the Town of Banff to provide maintenance for the entire Roam fleet. This arrangement has been in place since the beginning of the Commission. With the growth of the fleet and increased labour and parts costs, Roam's maintenance costs have increased substantially.

While it is believed that these costs are still significantly below private maintenance contractors, it is the BVRTSC's due diligence responsibility to analyze these costs and impacts for future growth. It is administration's belief that an outside consultant is required to analyze and provide a recommendation.

The intent of this study is two-fold; to confirm that the maintenance relationship will remain in the best interests of both parties for the next 10 years, and to determine improvements or changes that can be made to achieve further efficiencies.

Roam currently does not have the infrastructure to provide their own maintenance services and it would be a long-term plan requiring significant investment should a change be recommended and approved. Infrastructure would include a new building (land to be determined), personnel (including staff accommodation) and tools.

Should the study confirm that contracting to the Town of Banff is in the best interests of both parties, the intent would be to recommend a long-term agreement be signed. This would allow the contractor to invest in infrastructure required to improve maintenance capacity and efficiency.

Cost to Implement

Study estimated at \$25-30K

Resources Required to Implement:

- Administration communication with consultants during process
- TOB Fleet Administration communication with consultants during process

Return on Investment:

- Long term plan for both Town of Banff and the BVRTSC for maintenance commitment

Brand Standard Impact:

- Neutral

Estimated Delivery Date: June 2024

Commission Strategic Priority? Yes/No

Bow Valley *Regional* Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Steve Nelson

Date of Request: August 16, 2023

Title of Initiative: Transit Safety and Training Manager (1 Position)

Objective:

BVRTSC continues to grow in service hours operated, fleet and drivers employed. With this growth, a need for increased training, and a focus on employee safety is needed to meet quality of service and operational needs.

Our operation is vibrant 7 days per week, 20 hours per day and with an employee base of over 100 people. The need has reached a critical point to create and integrate a Safety and Training Department and a leader for this department. A structured recruiting, training, and ongoing safety plan is needed to ensure is able to meet service levels in an environment where growth is desired and skilled team members are not readily available.

Description:

- A Transit Safety and Training Manager would be tasked with coordinating, leading, and continuing to improve Roam's current training and safety programs.
 - The development and coordination of Roam's driver training program has been split among our current lineup of driver trainers. Our driver trainer team consists of four full time Roam drivers, and 2 Field Supervisor/Training staff. While Roam's training program has proved successful to date, it's become apparent the need for a more consistent coordination and refinement of our driver training program.
 - Tasks such as improving existing driver training documentation, the creation of consistent formalized training procedures and the maintenance of documentation including standard operating procedures, emergency response planning, as well as the coordination of new hire and Trainer scheduling.
 - Identifying risks or gaps in training and procedures and develop a training program to help Roam minimize exposure.
 - Safety at Roam is a top priority for our employees and our 2M yearly riders. This position will coordinate and deliver a consistent Health and Safety program for all

staff. This would include monthly Health and Safety meetings, managing all required safety training and qualifications for staff, staying current with provincial Health and Safety standards, legislation, and requirements. Manage the completion of hazard identifications, formal workplace inspections as well as update and maintain Roam’s emergency response planning.

Summary:

- For 2023, service hours have increased to 69,621 (75,424 for 2024), with a front-line employee base of over 75 drivers and ambassadors.
- Recruiting and training has evolved from a 2-month process prior to the summer season to a year-round endeavour to ensure adequate staff to meet service requirements.
- It is anticipated that Roam will have to hire approximately 25-30 drivers each spring and this trend will continue. With the added concern of a reduced labour pool being available, Roam currently has approximately 35% of drivers over the age of 60.
- In the summer months, Roam has over 20 buses operating late into the evenings and in the winter months there will be more than 10 operating, with winter road conditions a significant factor.
- Having a year-round training program along with a more structured safety program will increase the opportunity for initial, ongoing and remedial training. This is predicted to reduce costs through lower turnover, lower incidents of damage and higher employee satisfaction.
- Service excellence is a key to Roam success, and as we continue to grow there is a need for a position dedicated to the coordination of driver training and the continued deployment of health and safety standards for our entire team.

Cost to Implement:

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

Ongoing Operational Cost per year:

Salary:	\$90,000 (Proposed Salary Range \$85,000–\$95,000)
Benefits:	\$22,500
IT/Computer/Phone:	\$1,000
Mileage	\$1,000
Total	\$114,500

Resources Required to Implement:

- Reporting to the Director of Service Delivery
- HR and Communications assistance to recruit and hire and for internal messaging
- Existing office space can be utilized within BVRTSC administrative office as well as ‘work from home’ options one day per week.

Resources Required to Maintain:

Supervision will be required from the Operations Manager for approximately two hours per week and continual coordination with the Operations Supervisor, HR Coordinator, and Dispatch team.

Return on Investment:

Ensuring a high standard of service through driver training and safety with progressive and proactive operational support. Coordination and management of the 40+ annual driver onboardings and related required training is critical for employee well-being and satisfaction, resulting in higher team member morale, safety and retention.

Achieving an employee base that allows Roam to meet service requirements approved by the Board and our partner Councils. Without this position, the high standard of driver training expected for Roam Transit drivers is extremely difficult to maintain with our current staffing level. Planning and scheduling driver training as well as developing the training program is currently offloaded to Driver Trainers. This is an overwhelming task and negatively impacts Roam’s ability to provide a high standard of driver training.

Brand Standard Impact:

Positive Brand Standard impact through increased operational excellence, higher front line team satisfaction and increased safety.

Estimated Delivery Date: January 2024
Commission Strategic Priority? Yes/No

Bow Valley *Regional* Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Steve Nelson

Date of Request: August 16, 2023

Title of Initiative: Transit Systems Technician (1 Position)

Objective:

BVRTSC continues to grow in service hours operated, fleet and drivers employed. With this growth, a need for increased management and maintenance of our entire Intelligent Transportation Systems (ITS) is needed to meet quality of service and operational needs.

The objective is to increase the current 0.5 position to a 1.0 full time position.

Description:

Roam's fleet is currently at 31 buses and anticipated to increase. Each bus is equipped with systems that require management and maintenance – these systems include complex electronic smart fareboxes, onboard safety camera systems, digital destination display systems, in-bus passenger information display screens, AVL (automatic Vehicle Location) technology to support real time bus location, curbside bus arrival signage, and automatic passenger counting (APC) systems.

All of these systems are currently supported by our Transit Systems Lead/Trainer position. This position was designed to provide driver training for 50% of the role and systems support for the other 50%. With the increase in fleet and therefore increase in ITS technology deployments, it has become apparent that it is very difficult for these systems to stay fully operational with a 50% dedication. We have instances of safety/event video not being recorded due to technical issues, reduced reliability of APC data, underperforming passenger information screens (nonoperational visual 'next stop' information on buses).

Summary:

- Roam ITS system is made of up of the following technologies that need to be managed and maintained throughout the year:
 - 31 safety and security camera digital video recorders
 - Over 185 individual onboard safety security cameras.
 - 31 Smart fareboxes each made up of multiple moving parts (bill validators, ticket printers, coin validators, onboard hard drives) requiring maintenance and the management of returns for repair.

- 31 Destination Sign Systems
 - 31 APC systems with a total of approx. 55 individual passenger counters.
 - 6 Ticket Vending Machines
 - 20 curbside destination signs
 - 31 AVL systems made up of on-board tablets
 - Multiple customer and staff information dashboards
- A full-time position would allow Roam to take full advantage of the existing ITS systems we have in place and increase the reliability of the critical information collected and/or service performed by these systems.
 - Roam employs a Data Analyst to study and identify important service standards, there are instances where our ability to integrate and analyse important information has been hampered by the current condition of some ITS systems.

Cost to Implement:

Recruitment \$500

Computer/Phone \$3,000

Total: \$3,500

Ongoing Operational Cost per year:

This position is currently performed by a .5 position (Transit Systems Lead/Trainer). The service level request is for an increase from existing budgeted .5 to position to 1.0 position at 40 hours per week.

	(Total current salary is \$78,400)
Salary (Additional .5 Ask):	\$25,800
Benefits (Additional .5 Ask):	\$6,450
IT/Computer/Phone:	\$1,000
Mileage:	N/A
Total (Additional .5 Ask):	\$33,250

Resources Required to Implement:

Reporting to the Operations Supervisor and Director of Service Delivery

Existing office space can be utilized within the Operations building at 111 Hawk Ave.

Resources Required to Maintain:

Supervision will be required from the Director of Service Delivery for approximately two hours per week and continual coordination with the Operations Supervisor, Field Supervisors, and Dispatch team, and Data Analyst.

Return on Investment:

Ensuring a high standard of service for our employees and our customers through the use of well maintained and fully operating ITS systems. From a robust and reliable safety and security onboard camera systems, to fully functioning on board next stop visuals for passengers. Camera systems have proved invaluable to Roam as a tool to identify service issues as well as to contradict reported issues or incidents. In the past, fully functioning camera systems have in fact helped Roam avoid potentially costly legal action.

Keeping ITS systems in excellent working condition ensure less down time for buses and drivers, and helps to keep buses on the road and in-service for customers.

Brand Standard Impact:

Positive Brand Standard impact through increased operational excellence through improved results and performance of existing ITS technology on buses and customer facing services such as on board information screens and ticket vending machines. Increased employee satisfaction through improved customer and employee services.

Estimated Delivery Date: January 2024

Commission Strategic Priority? Yes/No

Bow Valley *Regional* Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Steve Nelson

Date of Request: August 16, 2023

Title of Initiative: Transit Dispatcher (1 Position)

Objective:

BVRTSC continues to grow in service hours, fleet size, transit drivers, and overall ridership. With this growth, a need for increased transit dispatch coverage is needed to meet quality of service and operational needs.

The objective is to increase our current number of Transit Dispatchers from 2 to 3 full time positions.

Description:

Roam operates transit service 7 days a week, 365 days a year approximately 19 hours a day. Roam's Dispatch team is responsible for ensuring we have drivers scheduled, buses available for service and buses/drivers assigned to routes. Being ready to respond to sudden road closures, detours and bus breakdowns. Dispatchers coordinate field response with our Field Supervisors to help ensure Roam drivers have the support they need to provide transit service. They are in close radio contact with in-service drivers as well as drivers looking for changes to their upcoming work schedule.

With the increase in transit service comes an increase in complexity and overall demand for Dispatcher services. The current field of two Dispatchers is not enough to provide a high level of service for our drivers and therefore our customers. It also does not allow for adequate coverage for sick days or vacation days.

An additional Dispatch position would allow Roam more opportunities to provide dispatch services past 5 PM, as well as increase the number of days that Dispatcher work together. Currently our Dispatchers work in pairs one day a week. The remainder of their work week they are Dispatching solo. Driver support after 5pm is currently shared with Field Supervisors and Dispatch staff by way of on call hours/pay.

Summary:

- Roam Dispatchers provide driver/service operational support seven days a week supporting up to 22 buses and 40 drivers each day.

- Dispatchers are a first point of contact for buses in-service as well as buses being repaired by Fleet Services which requires additional coordination of service requirements and available buses.
- Additional coverage is required to allow for adequate support for in-service drivers while also coordinating service needs for the upcoming service day.
- Employee retention and satisfaction require an adequate amount of time away from the office and work-related cell phone calls. This has become extremely difficult to achieve given the current operational volumes.

Cost to Implement:

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

Ongoing Operational Cost per year:

Salary (Additional .5 Amount): \$70,000
 Benefits: \$17,500
 IT/Computer/Phone: \$1000
 Mileage: N/A
Total: 87,500

Resources Required to Implement:

Reporting to the Operations Supervisor
 Existing office space can be utilized within the Operations building at 111 Hawk Ave.
 Communication support for messaging and public information

Resources Required to Maintain:

Supervision will be required from the Operations Supervisor and continual coordination with the Field Supervisors, and fellow Dispatch team members.

Return on Investment:

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

Brand Standard Impact:

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

Estimated Delivery Date: January 2024

Commission Strategic Priority? Yes/No

Bow Valley Regional Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Melanie Booth

Date of Request: August 6, 2023

Title of Initiative: Payroll and Human Resources Administrator

Objective:

BVRTSC continues to grow in service hours operated and employees. With this growth, there is an increase in recruitment, time for payroll and needs associated with paperwork, onboarding, and time spent addressing employee needs and questions.

Currently our HR generalist handles all HR and recruitment within the organization. Due to the ongoing demands of recruitment activities in 2023 we have found it necessary to get external help during the busy summer hiring season from our HR partner Elevated. Now that we have a dedicated HR person in place we are trying to move forward with our HR policies and procedures. This combined with constant turnover, ongoing recruitment and the day-to-day HR demands of our increasing staffing base is proving to be too much for one person to handle.

Currently payroll and benefits are completed by our Accounting/Payroll administrator. The actual processing of payroll is only 2-3 days bi-weekly. However, addressing the needs of employees in terms of benefits and other payroll related questions is increasing as our employee base grows. Also, our busiest period is in the summer, the volume of processing for revenue and payables increases substantially during this time. This coincides with the sharp increase in employees, new hires, onboarding, changes and additions to benefits, time spend on payroll etc.

This lack of capacity in both HR and Accounting and payroll leads to more demands on the Director of Finance, the need to outsource recruiting activities, the inability to move forward with projects and generally things not being addressed in a timely fashion or not being addressed at all. We would like to be taking steps forward with our HR projects to ensure that we attract and retain high quality staff members. However, we find that we are always a few steps behind.

Payroll, benefits, and human resources administration function well within one position and adding this role will help address the capacity issues in these areas.

Description:

- Payroll and Human Resources Administrator (full time)
 - Assistance with preparing payroll for processing
 - Administering company benefit programs – Manulife and MyHSA/WSA

- Administering company pension plan
- Assistance with basic recruitment – reviewing resumes, pre-screening and reference checks
- Educating employees about benefits available to them
- Providing info and support to employees about payroll and benefit matters
- Assistance with the HRIS – maintenance, management, and accuracy of employee data
- Employee onboarding forms and welcome packages
- Other accounting and HR administration support when required

Summary:

- For 2024, service hours are anticipated to increase to approximately 75,000 annually
- Roam has over 100 employees spread across 4 different locations.
- In 2024 we will have 2 staff accommodations with a total of 8 rooms.
- Since January 2022 when the dedicated HR person started Roam has hired 94 employees and lost 45 employees.
- Our current turnover rate is 40.9%.
- We have a 7 day a week customer service operation.
- Recruitment for wash bay staff and customer service staff is a year-round activity due to the nature of the work.
- Driver training has evolved from a 2-month process prior to the summer season to a year-round endeavour to ensure adequate staff to meet service requirements. With the reduced labour pool in the Bow Valley, Roam needs to be continually hiring for drivers.
- The labour market is extremely competitive. As with most organizations in the Bow Valley, Roam is always struggling to find enough employees.
- With an increasing employee base comes increased demand on support staff for human resources, payroll, and benefits administration.
- Employee engagement and retention are key issues that we need to keep on top of to ensure we attract and retain qualified staff.

Cost to Implement:

Recruitment \$500

Computer/Phone \$3,000

Total: \$3,500

Ongoing Operational Cost per year:

Salary: \$58,000 (approx. \$32 per hour x 35 hours/Week)

Benefits: \$18,000

Total \$76,000

Resources Required to Implement:

Supervision by the Director of Finance and Administration

Existing office space can be utilized within BVRTSC administration office.

Options:

Increase outsourcing of HR functions and implement outsourcing of payroll functions.

Return on Investment:

Achieving an employee base that allows Roam to meet service requirements approved by the Board and our partner Councils. Without this position, it is highly unlikely that Roam will meet these requirements and will not have any ability for growth moving forward.

Brand Standard Impact:

Positive Brand Standard impact through increased ability to attract and retain high quality employees.

Estimated Delivery Date: January 2024

Commission Strategic Priority? Yes/No

POTENTIAL ADDITIONAL NEW SERVICE LEVEL REQUESTS

NSL Title	Description	Capital or Operating	NSL Category		Reason
BANFF					
Route 1C	Increase Hours by 3 hours	Operating	Banff	Martin/Adrian	Increased morning service
Route 2B	Increase Hours by 3 hours	Operating	Banff	Martin/Adrian	Increased morning service
Routes 1 and 2	Increase winter hours by 3 hours each	Operating	Banff	Martin/Adrian	Important to grow year-round
Route 1 and 2	Extend summer season to Thanksgiving	Operating	Banff	Martin/Adrian	Town busy past 3 rd week Sept.
Route 1 Year-Round	Additional Hour in am to Compound	Operating	Banff	Martin/Adrian	Town and Parks staff start work at 6am
CANMORE					
Canmore Bus Purchase	Electric or Hybrid	Capital	Canmore	Martin/Andy	ICIP 40%
Canmore Route 13	Fall/Winter service for Grassi Route	Operating	Canmore	Martin/Andy	September 2024 start
CANMORE AND BANFF					
Hybrid Bus Purchase	Purchase 3 hybrid transit buses (2 replacement and 1 additional)	Capital	Banff/Canmore	Martin/Adrian/Andy	40% grant funding