

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
ANNUAL ORGANIZATIONAL MEETING**

111 Hawk Avenue and Zoom

AGENDA

October 18th, 2023 – Approximately 3:30 pm (Immediately Following Regular Meeting)

1. Call to Order
2. Approval of the Agenda
3. Motion to adopt the Proposed 2024 Operating & Capital Budgets (*see October 18th, 2023 Regular Meeting Package*)

“...moves to adopt the 2024-2026 Operating and the 2024-2033 Capital Budgets as approved in the October 18th, 2023 Regular Commission meeting”
4. Ratification of 2021-2024 Updated Strategic Plan

“...moves to ratify the 2021 to 2024 BVRTSC Strategic Plan as presented, with a progress update to be provided to the new Board at the January 2024 Commission meeting”
5. Appointment of Avail Chartered Accountants for Audit of 2023 Financials

“...moves to accept Avail Chartered Accountants as the Chartered Accountants for the BVRTSC 2023 financial audit”
6. Setting Dates and Location of Meetings until the 2024 AOM

“...moves that, until the end of October 2024, the Commission will continue with regular meetings on the 2nd Wednesday of each month at 2pm at 111 Hawk Avenue, with a Zoom option to be available”
7. Strategic Plan Items:
 - Gov 4 “As a standard item on AGM agenda, offer to review wording and content of Operating Bylaw”

- Gove 5 ““As a standard item on AGM agenda, offer to conduct Commission Board self-assessment, reviewing Board effectiveness and planning for improvement”

8. Adjournment

Bow Valley *R*egional Transit Services Commission



2021-24 Strategic Plan

“...moves to ratify the 2021 to 2024 BVRTSC Strategic Plan as presented, with a progress update to be provided to the new Board at the first Commission meeting in 2024”

BVRTSC Strategic Planning January 2023 Update

Held at the Moose Hotel, Banff
January 12, 2023



Roam

Introduction



The BVRTSC Strategic Plan was developed in 2020 to assist in guiding the organization between 2021 and 2024. With the last couple of years being spent navigating through COVID, reviewing the strategic plan for continued relevancy and status is warranted at this point.

Governance

Task #	Task Description	2021-22	2023	2024
GOV 1	Create and approve a 4-year Strategic and Business Plan and review it annually	✓		
GOV 2	Review and approve annual operating (3-year rolling) and capital (10-year rolling) budgets.	✓		
GOV 3	Annually establish CAO's goals, conduct their annual performance evaluation, and receive feedback from CAO.			
GOV 4	As a standard item on AGM agenda, offer to review wording and content of Operating Bylaw.		●	
GOV 5	As a standard item on AGM agenda, offer to conduct Commission board self- assessment, reviewing Board effectiveness and planning for improvement.		Fall 2023 ●	
GOV 5A	Create simpler board self-assessment tool.		Board Chair to contact Elevated HR	No specified timeline
GOV 6	Update and improve board orientation process.	✓	Review again in 2023	
GOV 7	Document quarterly review and annual reconciliation of financial results.	✓		
GOV 8	Develop a procedure to review every bylaw and policy once per term.		✓	

Legal Authority and Policy

Task #	Task Description	2021-22	2023	2024
LAP 1	If necessary, develop a Transit Bylaw to assign authority and penalties for fare collection, bus stops, passenger behavior enforcement, etc.			
LAP 2	Continue to update Transit Policy and Procedures Manual.	✓		
LAP 3	If the Commission wishes to expand to include other forms of sustainable transportation, is that permissible under the documents that establish the Commission? If not, what is the change process?			
LAP 4	Consolidate and review the policies directing senior management – determine gaps, if any.			
LAP 5	Do a compliance check with all legal authorities in our territory (federal, provincial, municipal).	✓		

Human Resources

Task #	Task Description	2021-22	2023	2024
HR 1	Continue to develop and update Organization Chart, showing how staffing levels would change with growth.	✓		
HR 2	Develop HR plans, structures and policies to allow for growth.	✓	●	●
HR 3	Create and maintain a development/resilience plan for key administrative positions including cross-training, upgrading, succession.	✓		
HR 4	Ensure staff retention and morale by developing and implementing policies on wages & benefits.	✓		
HR 4A	Ensure staff retention and morale through staff recognition/appreciation and staff events, communication, documented annual performance reviews.	✓		
HR 5	Develop a professional development/training plan, possibly to include Banff Ambassador program.			
HR 6	Investigate pension flexibility, to see whether it is possible to offer a choice between LAPP defined benefit plan and RRSP contributions.			
HR 7	Plan for potential staff housing requirement due to growth	✓		
HR 8	Develop a CAO remuneration policy			
HR 9	Develop an off-boarding process for all staff, including exit interview.			
HR 10	Develop an on-boarding process for admin staff.			



Transit Service

Task #	Task Description	2021-22	2023	2024
TS 1	Overall system review – Roam plus other transportation providers, how does it all work together?			
TS 2	Draft for commission approval and recommendation to the partners a policy to allow the CAO to make service adjustments (+/- 10% service hours) for operational needs without prior approval of the Contributing Partner(s)			
TS 3	Consider new partners as/when those partners commit to contribution			
TS 4	Complete study exploring provision of on demand service for the severely disabled			
TS 5	Re-establish partnership on Banff Centre route.		On hold	
TS 6	Innovation: investigate our relationship with alternative modes (car share, bike share, gondola)			
TS 7	Conduct system review meetings with all potential partners in the area. Look for opportunities for integration, to give riders one-stop shopping.			
TS 8	Review contribution agreements with Parks Canada and renew agreements as possible.			
TS 9	Identify the metrics for each route. Review and optimize all existing routes with regard to the strategic direction from the commission.			
TS 10	Investigate all new route opportunities within our mandate. Start with discussions with partners, then map out opportunities and create plan for roll-out			
TS 11	Continue to expand Roam's involvement in Lake Louise local service			
TS 12	Explore on-demand service options to reach outlying areas.			

Task #	Task Description	2021-22	2023	2024
INF 1	Work with Parks Canada on a Lake Louise Transit Exchange.	✓		🟡
INF 2	Implement a consistent visual identity for Roam bus stops, passenger shelters and signage. This does not mean that every bus stop will be exactly the same, but it does mean that consistent elements will make the stops easily recognizable for users.	✓		
INF 3	Explore and champion transit priority infrastructure.	✓		
INF 4	Plan for new infrastructure if needed for growth.			

Infrastructure



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Fleet

Task #	Task Description	2021-22	2023	2024
FL 1	Maintain a 10-year rolling Fleet Plan identifying the timing and cost of the acquisition, refurbishment and disposal of each bus, planning for maintenance of service and for growth. Update budget with regard to grant availability/probability.			
FL 2	Bus Specifications - Continue to investigate fleet options with regard to best practices in new technologies, sustainability and accessibility	✓		

Technology

Task #	Task Description	2021-22	2023	2024
TEC 1	Add Arrival prediction displays at major bus stops and improve accuracy of Arrival prediction displays.	✓		
TEC 2	Add more on-board wifi.	✓		
TEC 3	Improve app.			
TEC 4	Promote and install technology to deliver more transit information to customers in secondary locations, such as hotel lobbies, etc., when hotels are ready.	✓		
TEC 5	Ensure latest technology is available/used for tracking ridership and other key performance indicators.	✓		
TEC 6	Explore multilingual customer interface.			
TEC 7	Explore options for more efficient boarding @ crunch locations, including passenger queueing, how to get on/off, ticket vending machines.	✓	●	●
TEC 8	Continue to investigate individual technology to deliver messages (area information) to riders on visitor-focused routes.			



Marketing and Communications Services

Task #	Task Description	2021-22	2023	2024
MCS 1	Update our online presence - use all new means to keep current.	✓		
MCS 2	Make a formal presentation at least once annually to each partner council.	✓		
MCS 3	Continue to build relationships at the federal and provincial levels to ensure that BVRTSC is understood.	✓		
MCS 4	Update and implement Marketing Plan to increase levels of awareness among visitors and increase ridership and mode share. Continue to refine how we will position, advertise and promote our services in the local, regional and national/ international markets.		In Progress	
MCS 5	Define policy for how we will contribute to community events and initiatives, including how we will communicate about our contributions			●
MCS 6	Evaluate and review Roam brand standard for currency and effectiveness.			
MCS 7	Finalize transfer of Brand Standard from Town of Banff to the BVRTSC.	✓		
MCS 8	Investigate multilingual communication.			
MCS 9	Develop and implement PSA program on buses (wildlife safety, etc.) Five messages, three languages.			
MCS 10	Continue to produce hard-copy communications		✗	✗
MCS 11	Advocate for disincentives to private vehicle use.	✓		

Task #	Task Description	2021-22	2023	2024
FS 1	Review fares annually, checking against Commission's and partners' relative valuing of ridership vs. revenue and cost reduction vs. frequency.	✓		
FS 2	Explore opportunities for and advocate for free-to-user public transit, where it works for the partners.	✓		
FS 3	Conduct formal fare review like the one in 2018.		Planned for Q2 2023	



Fare System

Task #	Task Description	2021-22	2023	2024
FIN 1	Annual Financial Audit.	✓		
FIN 2	Annual Capital Grant Review – investigate access to capital grants from higher orders of government.	✓		
FIN 3	Operating and Capital Budget Reserve Policy -- investigate policies and update if necessary, in light of changing grant availability and growth.		●	
FIN 4	Excess Operating Revenue Policy - investigate policy and update if necessary.		●	
FIN 5	Prepare a rolling 10-year Capital Plan to reflect the goals of this Plan.	✓		
FIN 6	Review capital amortization schedule and assumptions.		●	●

Financial



Performance Monitoring

Task #	Task Description	2021-22	2023	2024
PM 1	Identify targets for all key performance indicators for all routes (overhead per service hour, amortization per service hour, net cost per service hour per route, % capacity used on buses, number of over-full buses, ridership per service hour per route, fuel consumption per service hour, mode share per route, percentage cost recovery per service hour). Prioritize these targets into high, medium and low priorities for each route.			
PM 2	Track all performance indicators.			
PM 3	Annually review performance indicators, targets and priority levels to ensure that they are still appropriate.			
PM 4	Work with CUTA calculations and partners to calculate environmental benefit based on ridership and fuel consumption per service hour.			
PM 5	Quarterly, report individual Route Performance to the Commission.			
PM 6	Annually report and present on Roam Transit system performance to each member Council. This annual report will highlight overall performance plus performance on the strategic directions identified by the individual partners.			
PM 7	Report as required by grantors on government grant funding received.			
PM 8	Compare our performance to the stats and best practices for other tourism destinations, for the information of the Commission board members and the contributing partner councils.			
PM 9	Develop a metric to quantify the number of cars off the road because of transit.			

The way to get started is to quit talking and begin doing.

Walt Disney

Bow Valley *R*egional Transit Services Commission



2023 Audit

“...moves to accept Avail LLP Chartered Professional Accountants as the appointed chartered accountants for the BVRTSC 2023 financial audit”

Note: Administration reached out to multiple auditors for competitive quotations – following this process, Administration is recommending remaining with Avail and will discuss further at the Board meeting.

Proposal for external audit and related services for:
BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
for the years ending December 31, 2023 to 2025

Attention: **Board of Directors**
c/o: **Martin Bean**
Chief Administrative Officer

Submitted by: Calvin Scott, CPA, CA, AMSF
Partner

Avail CPA
100, 530 8 Street South
Lethbridge, AB T1J 2J8

September 7, 2023

Avail CHARTERED
PROFESSIONAL
ACCOUNTANTS



Thank You

Thank you for the opportunity to provide a proposal to continue to provide audit and related services for the Bow Valley Regional Transit Commission ("the Commission"). We feel that we have provided great service over the past years as your auditors and advisors and we are confident that our team will continue to meet the expectations set out by your organization. During our time as your auditors we have developed a detailed knowledge of the operations and requirements of your organization, as well as a thorough understanding of the related audit and accounting requirements.

Audit Requirements

We understand the request for proposal outlines specific services and needs that are required for this audit, including:

- Annual review of the accounting systems and internal controls of the Commission;
- Audit of the books and records in accordance with Canadian auditing standards;
- Preparation of the corporate style financial statements in accordance with Canadian Public Sector Accounting Standards;
- Preparation of the Financial Information Return (FIR) and auditor's report;
- Preparation of a management letter including our observations related to any internal control weaknesses identified and suggestions for improvement;
- Preparation of the T2 corporate income tax return and related schedules;
- Virtual attendance at a Board or Audit Committee meeting to present the financial statements and audit results;
- Discussions relating to audit, financial, and other routine accounting matters as requested during the year;
- Audit of the Local Authorities Pension Plan.

Audit Investment and Fees

We value the Commission as one of our premiere clients and accordingly we are proposing an annual audit fee for the services identified above at **\$14,000**. We believe that this fee will allow us to provide the highest quality of service at the fairest fee. The breakdown is as follows:

Main Audit	\$ 11,500
LAPP Audit	\$ 2,500

It is our experience that Management will often have minor queries throughout the year and may need some assistance with certain year-end adjusting entries. Time related to dealing with Management for routine queries and adjustments is included in the fee.

The fee proposed would not cover any additional services requested during the year. Other professional services would be billed according to the nature of the work performed and would be discussed and agreed upon prior to the engagement.



Delivery Dates

Tentative list of delivery dates for the 2023 audit, subject to management input and approval:

Item	Deadline
Interim audit (if needed)	December 11, 2023
Draft trial balance and general ledger provided to auditor	February 12, 2024
Complete set of year-end working papers provided to auditor	February 19, 2024
Audit field work commences	March 4, 2024
Completion of audit field work (including on-site and virtual)	March 6, 2024
Draft Financial Statements and notes to Management	March 13, 2024
Financial Statements and Management Letter discussed with Management and the Board at Exit Conference	April 9, 2024 (determined by Board)
Financial Statements formally approved by the Board	April 16, 2024 (determined by Board)

The audit schedule shall be completed jointly with cooperation with Commission staff each year and approved by Commission management, as necessary. Throughout the audit process Commission management will receive regular email, phone or virtual communication from our team informing you of our audit progress.

Contact us

Please don't hesitate to call or email if you have any questions, inquiries or would like to discuss our proposal further. We look forward to the opportunity to continue working with the Commission and its team members.

Thanks again,

Calvin Scott, CPA, CA, AMSF
Partner