

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

111 Hawk Avenue and Zoom

AGENDA

February 14th, 2024 2:00-4:00pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the January 3rd, 2023 Regular Meeting Minutes (attached)
4. Old Business (including Standing Items)
 - a) CEO's Monthly Report (For Information)
 - b) Bring Forward List of Pending Items (For Information)
 - c) Transit Service Monthly Statistics (For Information)
5. New Business
 - a) Presentation of updated Bald Eagle Peaks financing report (Request for Decision)
 - b) Approval of 2024 amended 3-year Operating and 10-year Capital Budgets (Request for Decision)
 - c) OnIt 2024 Service (Request for Decision)
 - d) Rescinding of Temporary COVID Sick Pay Policy (Request for Decision)
 - e) Cyber Insurance (Request for Decision)
 - f) Strategic Plan status update (For Information Only)
6. Adjournment

Next Regular Meeting – March 13th, 2024

To be held at: 111 Hawk Avenue, Banff and Zoom

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

111 Hawk Avenue and Zoom

MINUTES

January 3rd, 2024 2:00-4:00pm

BOARD MEMBERS PRESENT

Tanya Foubert, Town of Canmore
Barb Pelham, Town of Banff
Dave Schebek, ID9 (Chair)
Grant Canning, Town of Banff (Vice Chair)

BOARD MEMBERS ABSENT

Alex Parkinson, ID9
Sean Krausert, Town of Canmore

BVRTSC ADMINISTRATION PRESENT

Martin Bean, CEO
Mel Booth, Director of Finance and Administration (Virtual)
Steve Nelson, Director of Service Delivery

ADMINISTRATION PRESENT

Kimberly Fisher, Parks Canada
Patti Youngberg, Parks Canada
Adrian Field, Town of Banff

PUBLIC PRESENT

1. Call to Order

Dave Schebek calls meeting to order at 2:00PM

2. Approval of the Agenda

BVRTSC24-01 Grant Canning moves to approve the agenda as presented.

CARRIED UNANIMOUSLY

3. Minutes

- Approval of the November 8th, 2023 Regular Meeting Minutes (attached)

BVRTSC24-02 Dave Schebek moves to approve minutes as presented.

CARRIED UNANIMOUSLY

4. Old Business (including Standing Items)

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

5. New Business

- a) Presentation of report on frequency improvements for 2024 (For information only)
- b) Presentation of Bald Eagle Peaks financing report (Request for Decision)

BVRTSC24-03 Tanya Foubert moves to postpone the financing decision until the February 14th Commission meeting.

CARRIED UNANIMOUSLY

- c) Project change application – Rural Transit Solutions Fund (Request for Decision)

BVRTSC24-04 Barb Pelham moves that the Board direct Administration to proceed with the Rural Transit Solutions Fund Project Change Form, allowing for the purchase of 3 full size accessible electric buses under this program, and eliminating the funding for the purchase of 3 EV Minibuses.

CARRIED UNANIMOUSLY

- d) Ratification of email vote for training bus purchase (Request for Decision)

BVRTSC24-05 Dave Schebek moves that the Board provide Administration with the authority to purchase a maximum of 2 buses to operate solely as training buses, with funding to purchase not to exceed \$80,000 sourced from reserves.

CARRIED UNANIMOUSLY

6. Adjournment

Tanya Foubert moves to adjourn the meeting at 3:47PM.

CARRIED UNANIMOUSLY

Next Regular Meeting – February 14th, 2024

To be held at: 111 Hawk Avenue, Banff and virtually on Microsoft Teams

CEO REPORT



February 2024

Financial:

- Electric bus RFP – RFP has closed for the purchase of two electric buses to be delivered in 2025 and has been awarded to Nova Bus. Nova Bus is the supplier for several of Roam's diesel buses also.
- As the sale of Proterra to Phoenix Motorcar Company was completed on January 11th, administration is working to better understand the impact of this on our fleet support and warranty going forward. The BVRTSC's lawyers are maintaining communication in order to advise as information becomes available. There are currently 3 Proterra buses out of service on a long-term basis due to the supplier of gearboxes not shipping any parts pending resolution of the bankruptcy.

Transit Service Updates:

- Maintenance challenges, both electric bus and diesel, are creating concern for winter service and for the upcoming summer. Proterra's bankruptcy has slowed their parts delivery on a number of items, with some suppliers currently not shipping until the bankruptcy situation is resolved. Additionally, labour shortages and supply chain issues are leaving Roam with either no spare buses to operate or minimal spare capacity.
- A significant amount of maintenance is being outsourced, primarily to providers in Calgary. This will have a financial impact going forward; however the Town of Banff has secured one additional mechanic to fill a vacant spot, which will enable more work to be completed in-house.
- Semi-Annually, Roam Administration is provided with a Carrier Profile from Alberta Transportation showing any infractions and concerns. This was completed to December 31st, 2023 and shows no areas of concern.
- Two water main breaks over the past few weeks have impacted Banff drivers, including Roam Transit – see picture below from Friday January 26th:



- Vandalism does not occur often on Roam services, however on occasion, it is seen as in the case below of graffiti inside a bus:



○ Route 8S Summer

- Route 8X has increased service for the winter months as compared to the previous winter; there are now 11 departures each way between Banff and Lake Louise as compared to 7 departures last winter. So far, ridership levels have reflected the increased service and improved convenience. Ridership for the month of November shows the continued increases that were experienced in October. November ridership on Route 8X was 10,248, a 70% increase from 2022.
- The BVRTSC has been approved by Canmore Council to take over a portion of the Protective Services Building (old Firehall). The space will be shared with the Town of Canmore Protective Services department and will be able to house two of Roam's smaller (30 foot) buses. This will enable the Canmore fleet to be parked inside and

also meet the need that Roam has for office space. It is anticipated that the available space will be able to allow for 5 or 6 people to be able to work from the building.

- Roam has committed to purchasing 4 sets of automatic tire chains to retrofit the 4 MCI highway coaches that operate between Canmore, Banff, and Lake Louise. Currently the coaches are supplied with tire socks to assist on slippery days, primarily on Lake Louise hill. The tire socks are cumbersome to use and require the driver to be outside the bus in a potentially challenging situation, and they do not last. The automatic tire chains are operated from the dash and are being supplied at a cost of \$3500 per vehicle. It is intended to have all installed prior to fall of this year.
- Here is an example of a local business promoting transit use:



General/Health and Safety

- The BVRTSC has strategic planning happening in Q2 of 2024 to create the 2025-28 Strategic and Business Plan. The strategic planning facilitation will commence at the end of April and will be facilitated by Shift Consulting. It is anticipated that a day and a half of facilitated planning will be conducted, with some pre-work distributed ahead of time. Administration is meeting with Shift Consulting in the second week of March to further discuss expected outcomes of the session and begin to develop a session outline.
- Roam Transit has been chosen as one of the municipalities to be included in a study sponsored by Fortis Alberta to help inform the transition to a zero-emission fleet. The link to the announcement with details on the project is here:

<https://www.canada.ca/en/office-infrastructure/news/2024/01/government-of-canada-cutric-and-fortisalberta-support-a-planning-project-to-transition-to-zero-emission-vehicles.html>

- Since moving into the building at 111 Hawk Avenue, Roam Operations staff have been challenged with high temperatures making for an uncomfortable workplace. The windows in the building are non-opening and, on warm days in the summer, conditions are not optimal. This was partially resolved temporarily with a portable air conditioner last summer in the dispatch office. The building was roughed in for air conditioning on construction and that air conditioning is being installed in February to be ready for the upcoming summer months.
- The bus charger fan that failed last month has been replaced and the other unit inspected. Roam now has a spare fan on hand and has arranged a regular inspection program for the chargers.
- Roam has agreed to partner once again with the Banff Film and Book Festival as a sponsor, moving their volunteers and some of their ticket holders sustainably through the Bow Valley for the events in the Fall of 2024.
- Roam's marketing and communications team has recently created a new program for showcasing Bow Valley talent:

*"The Bow Valley Regional Transit Services Commission, in collaboration with Pro Image Signs & Printing, presents the **Roam Transit Spotlight on Artists Advertising Program**, providing local artists in the Bow Valley region with free access to interior transit panel advertising space. This initiative is designed to showcase and promote the talent thriving within the Bow Valley area. While there is no cost associated with securing the advertising space, applicants are responsible for covering expenses related to the design of the advertising panels"*

- **Rocky Mountain Outlook – Letter to the Editor: January 19, 2024**

"A big thank you to all the Roam transit bus drivers who safely deliver us, and many visitors, to the Sulphur Mountain trailhead, Tunnel Mountain and Hoodoos, Lake Louise, Canmore, and downtown Banff. No cracked windshields or grit-covered personal vehicle; just a comfortable, stress-free ride. Roam drivers, you are appreciated. Jeannette Fish and Chuck O'Callaghan, Banff"

- The 111 Hawk Avenue building had an issue with cables snapping on the entrance door to the wash bay during the evening of Jan 23rd, damaging a couple of door panels and rendering the door inoperable for a day. The door servicing company had it repaired within a day, reducing the impact to operations.
- Administration is working with the new Phoenix (Proterra) organization to deliver in-person "First Responder Training" in March. This will be open to all first responders



in Banff, Canmore and Lake Louise, with the intent of ensuring safety awareness in the event of an incident with an electric bus.

Bow Valley *R*egional Transit Services Commission



BRING FORWARD LIST

BRING FORWARD LIST OF ITEMS PENDING (as February 2024)

ITEM	Date Initiated	Pending Date	Responsible for Completion	Comments:
BVRTSC23-93 Alex Parkinson moves to discuss the commuter pass more in depth at the strategic planning in 2024.	Nov 8, 2023	Strategic Planning 2024	Martin	To be discussed further at the Strategic Planning Sessions to be held in 2024
BVRTSC23-065 Joanna McCallum moves to hire a consultant to conduct a study based on ridership and projected growth to map out the network-wide fleet associated operational and infrastructure requirements for the next 10 years, as well as the anticipated associated budget, to be funded through capital reserves to a maximum of \$50,000 to be brought back by Q3 2024. <p style="text-align: center;">CARRIED UNANIMOUSLY</p>	Oct, 18 th 2023	Q3 2024	Martin/Steve	
BVRTSC24-05 Dave Schebek moves that the Board provide Administration with the authority to purchase a maximum of 2 buses to operate solely as training buses, with funding to purchase not to exceed \$80,000 sourced from reserves. <p style="text-align: center;">CARRIED UNANIMOUSLY</p>	January 3 rd , 2024	ASAP	Martin/Steve	The initial vehicles identified were not viable as they were anticipated to be unable to meet Alberta Inspection Standards.

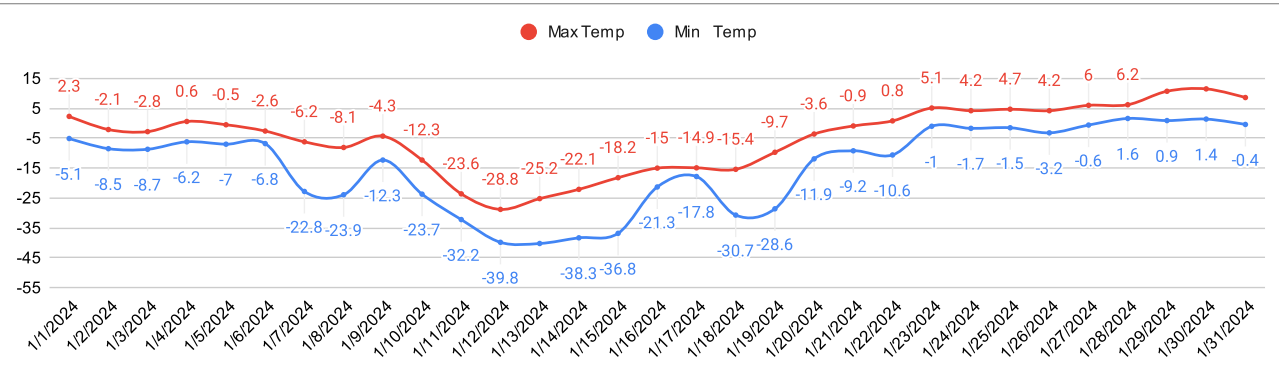
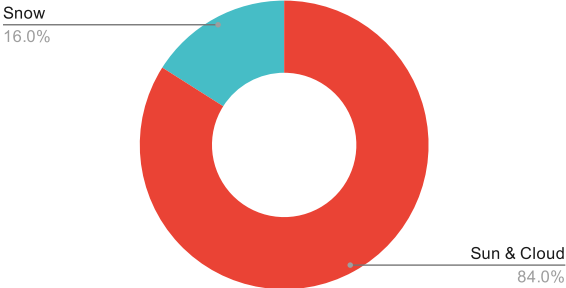
Bow Valley Regional Transit Services Commission Ridership Statistics



Month	Type	Banff Local	Canmore Local	Canmore-Banff Regional	Lake Louise - Banff Regional
January 2024	Ridership	93,761	30,744	25,792	11,227
	Bikes	24	231	107	20
	Winter Sports	2,329	700	2,022	47
	Strollers	107	114	37	3

Route	Monthly Ridership Change 2023 - 2024	Comment
Route 1	2.48%	Change from January 2023 to January 2024
Route 2	4.26%	Change from January 2023 to January 2024
Route 3	10.91%	Change from January 2023 to January 2024
Route 4		Change from January 2023 to January 2024
Route 5	34.78%	Change from January 2023 to January 2024
Route 6		Change from January 2023 to January 2024
Route 8X	14.70%	Change from January 2023 to January 2024
Route 9	20.55%	Change from January 2023 to January 2024

Weather Conditions January 2024



Banff Local (Route 1, 2 & 4)							
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22
January	9,464	32,950	90,625	90,625	93,761	3.46%	184.56%
February	12,273	41,179	88,103	12,619	12,890	2.15%	
March	16,402	46,507	101,467	0	0	0.00%	
April	12,352	41,110	85,837	0	0	0.00%	
May	10,969	66,220	125,534	0	0	0.00%	
June	25,282	120,191	186,699	0	0	0.00%	
July	65,486	175,448	226,820	0	0	0.00%	
August	81,324	167,878	221,026	0	0	0.00%	
September	52,752	120,359	168,966	0	0	0.00%	
October	28,772	71,200	98,863	0	0	0.00%	
November	28,844	66,897	77,048	0	0	0.00%	
December	35,767	96,204	104,005	0	0	0.00%	
YTD	379,687	1,046,143	1,574,993	103,244	106,651	3.30%	-89.81%

Roam Total Ridership							
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22
January	22,284	56,530	147,062	147,062	162,228	10.31%	186.98%
February	25,771	65,499	141,874	20,153	21,091	4.66%	
March	34,441	75,790	161,319	0	0	0.00%	
April	26,365	68,215	143,794	0	0	0.00%	
May	27,604	106,822	206,716	0	0	0.00%	
June	54,438	190,769	308,030	0	0	0.00%	
July	107,890	271,789	371,077	0	0	0.00%	
August	132,189	253,615	366,644	0	0	0.00%	
September	88,472	187,534	284,961	0	0	0.00%	
October	54,346	118,488	179,071	0	0	0.00%	
November	51,773	110,983	142,511	0	0	0.00%	
December	59,209	146,145	179,224	0	0	0.00%	
YTD	684,782	1,652,179	2,632,283	167,215	183,319	9.63%	-88.90%

2/5/2024

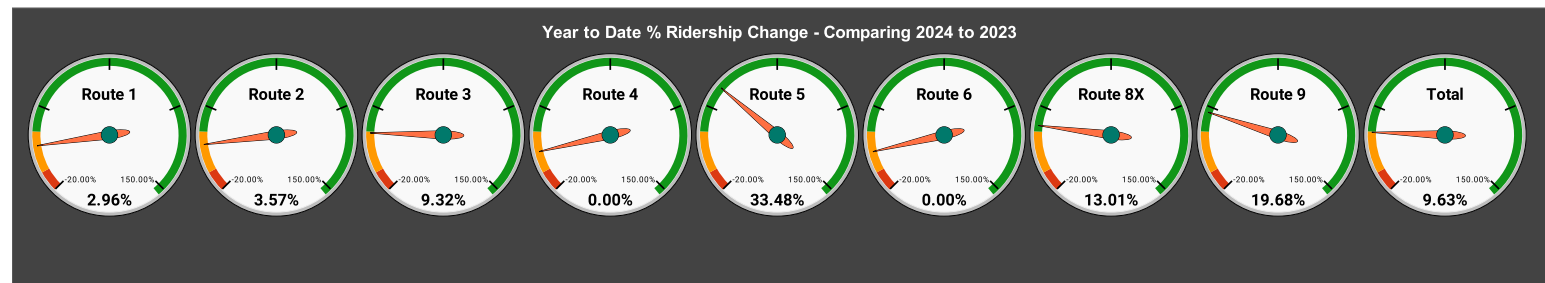
Route 1 (Inns of Banff/ Gondola)								Route 2 (Tunnel Mtn / Banff Springs Hotel)								Route 4 Cave & Basin								
Month	R1 2021	R1 2022	R1 2023	R1 2023 YTD	R1 2024 YTD	% Change - 23	% Change - 22	R2 2021	R2 2022	R2 2023	R2 2023 YTD	R2 2024 YTD	% Change - 23	% Change - 22	R4 2021	R4 2022	R4 2023	R4 2023 YTD	R4 2024 YTD	% Change - 23	% Change - 22	2021		
January	4,761	16,080	40,636	40,636	41,644	2.48%	158.98%	4,703	16,870	49,989	49,989	52,117	4.26%	208.93%									9,464	
February	6,370	19,661	40,833	5,498	5,857	6.53%		5,903	21,518	47,270	7,121	7,033	-1.23%										12,273	
March	8,668	21,722	47,979	0	0	0.00%		7,734	24,785	53,488	0	0	0.00%										16,402	
April	6,709	20,918	41,098	0	0	0.00%		5,643	20,192	44,739	0	0	0.00%										12,352	
May	5,901	37,615	67,740	0	0	0.00%		5,008	27,452	55,890	0	0	0.00%		60	1,153	1,904	0	0	0.00%			10,969	
June	13,551	65,375	103,499	0	0	0.00%		11,196	50,118	76,511	0	0	0.00%		535	4,698	6,689	0	0	0.00%			25,282	
July	31,554	100,148	125,827	0	0	0.00%		31,179	67,979	93,346	0	0	0.00%		2,753	7,321	7,647	0	0	0.00%			65,486	
August	43,151	93,303	122,140	0	0	0.00%		34,735	68,183	91,695	0	0	0.00%		3,438	6,392	7,191	0	0	0.00%			81,324	
September	28,975	61,567	88,508	0	0	0.00%		22,068	53,950	75,616	0	0	0.00%		1,709	4,842	4,842	0	0	0.00%			52,752	
October	16,333	37,893	52,404	0	0	0.00%		12,439	32,911	46,459	0	0	0.00%			396		0	0				28,772	
November	15,151	30,751	33,628	0	0	0.00%		13,693	36,146	43,420	0	0	0.00%					0	0				28,844	
December	18,948	45,460	49,418	0	0	0.00%		16,819	50,744	54,587	0	0	0.00%										35,767	
YTD	200,072	550,493	813,710	46,134	47,501	2.96%	-91.37%	171,120	470,848	733,010	57,110	59,150	3.57%	-87.44%	8,495	24,802	28,273	0	0	0.00%	-100.00%		379,687	

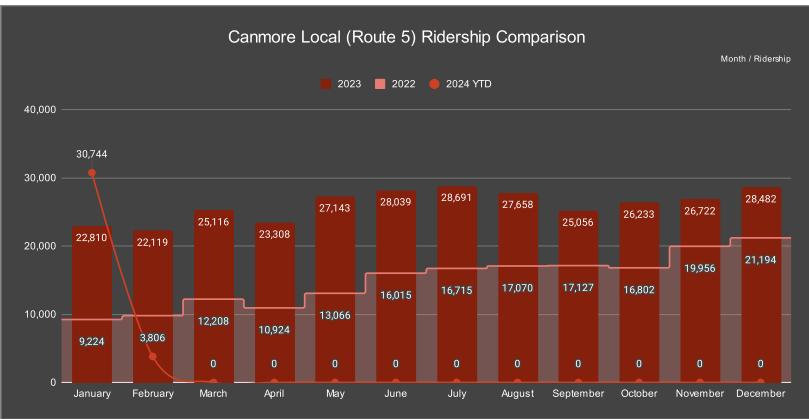
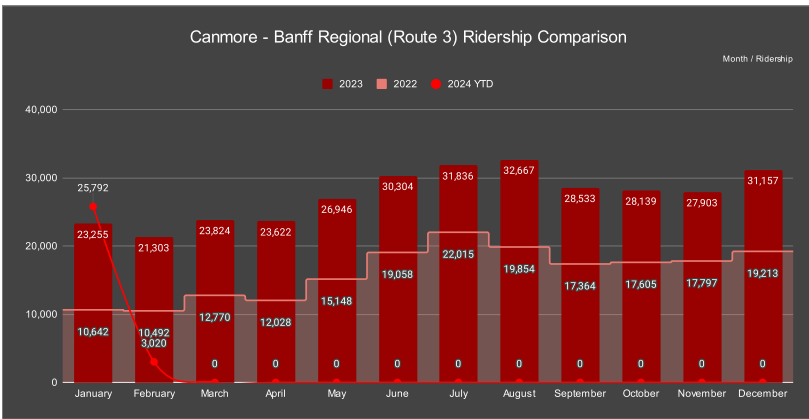
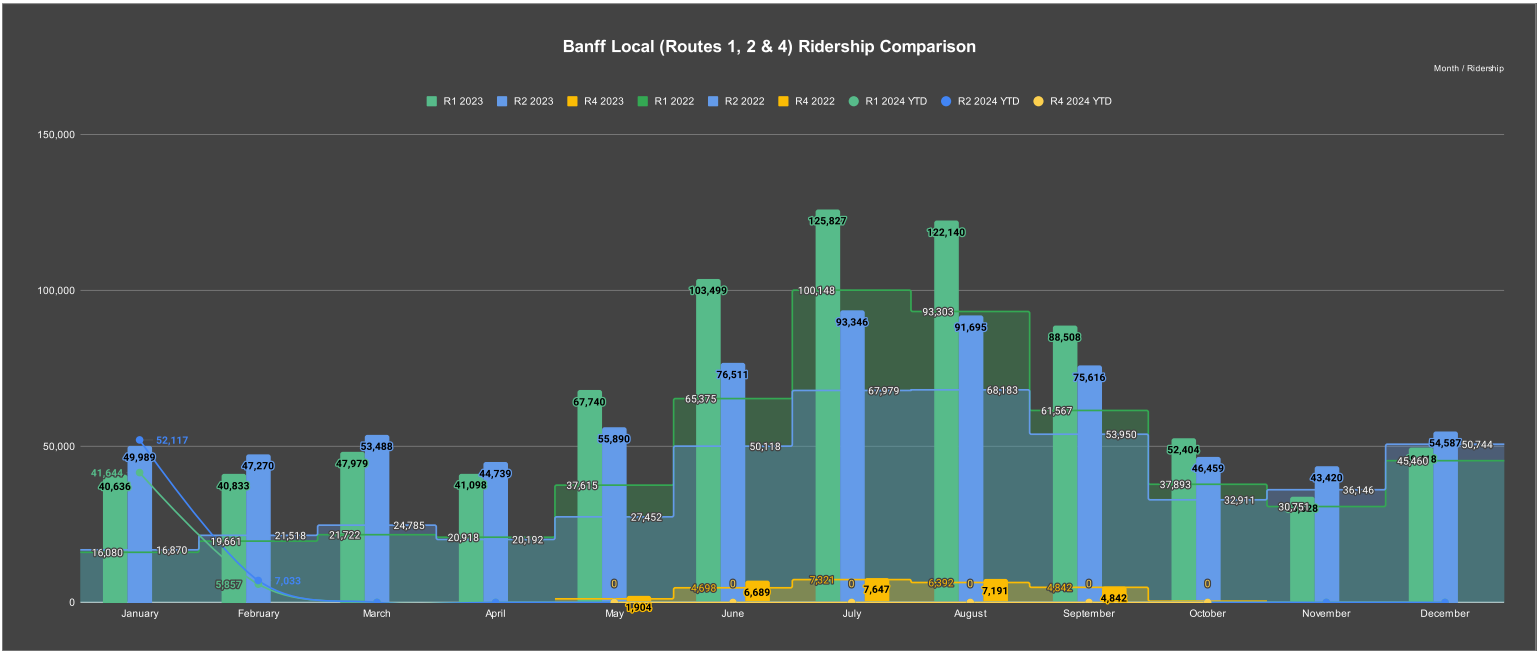
Route 3 (Canmore-Banff Regional)								Route 5 Canmore								Route 6 Minnewanka								
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021		
January	5,499	10,642	23,255	23,255	25,792	10.91%	142.36%	6,204	9,224	22,810	22,810	30,744	34.78%	233.30%									22,284	
February	5,781	10,492	21,303	3,101	3,020	-2.62%		6,700	9,789	22,119	3,074	3,806	23.81%										25,771	
March	7,951	12,770	23,824	0	0	0.00%		8,650	12,208	25,116	0	0	0.00%										34,441	
April	5,507	12,028	23,622	0	0	0.00%		7,360	10,924	23,308	0	0	0.00%										26,365	
May	6,850	15,148	26,946	0	0	0.00%		6,760	13,066	27,143	0	0	0.00%		559	2,783	5,879	0	0	0.00%			27,604	
June	9,321	19,058	30,304	0	0	0.00%		8,250	16,015	28,039	0	0	0.00%		2,857	12,662	18,255	0	0	0.00%			54,438	
July	12,330	22,015	31,836	0	0	0.00%		7,581	16,715	28,691	0	0	0.00%		6,367	20,639	25,806	0	0	0.00%			107,890	
August	12,610	19,854	32,667	0	0	0.00%		8,345	17,070	27,658	0	0	0.00%		8,396	19,238	26,074	0	0	0.00%			132,189	
September	11,365	17,364	28,533	0	0	0.00%		8,621	17,127	25,056	0	0	0.00%		3,303	10,182	15,400	0	0	0.00%			88,472	
October	11,258	17,605	28,139	0	0	0.00%		9,215	16,802	26,233	0	0	0.00%			530	921	0	0	0.00%			54,346	
November	10,446	17,797	27,903	0	0	0.00%		9,685	19,956	26,722	0	0	0.00%										51,773	
December	10,599	19,213	31,157	0	0	0.00%		8,870	21,194	28,482	0	0	0.00%										59,209	
YTD	109,517	193,986	329,489	26,356	28,812	9.32%	-85.15%	96,241	180,090	311,377	25,884	34,550	33.48%	-80.82%	21,482	66,034	92,335	0	0	0.00%	-100.00%		684,782	

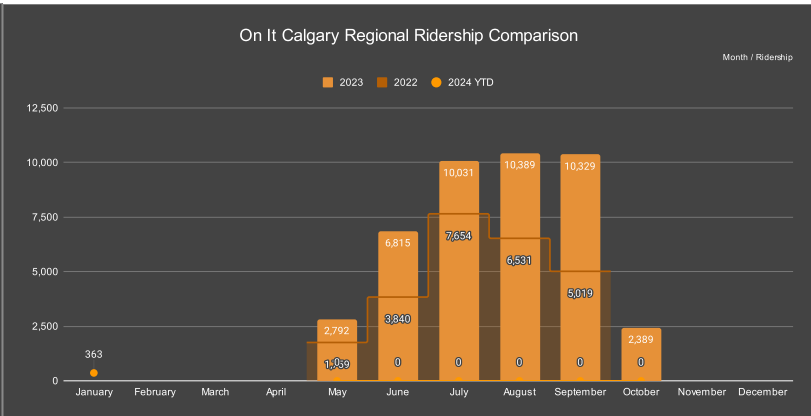
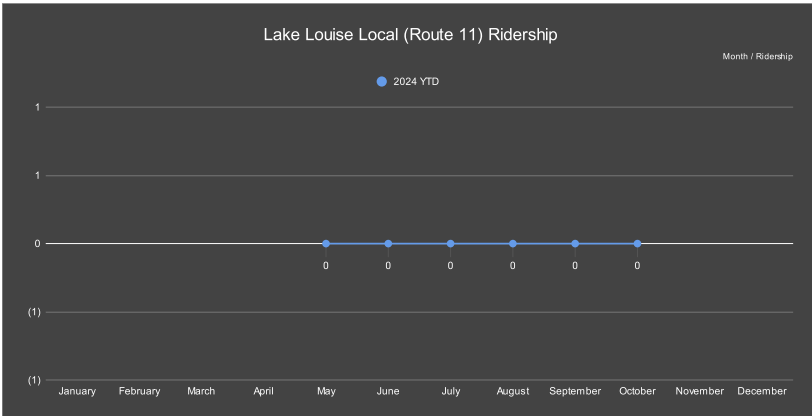
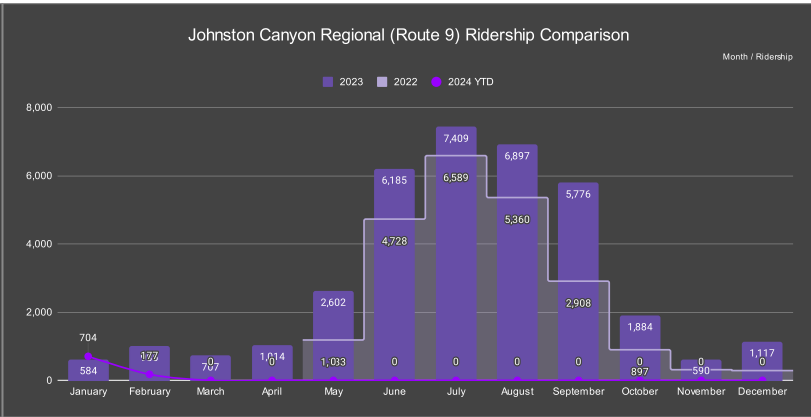
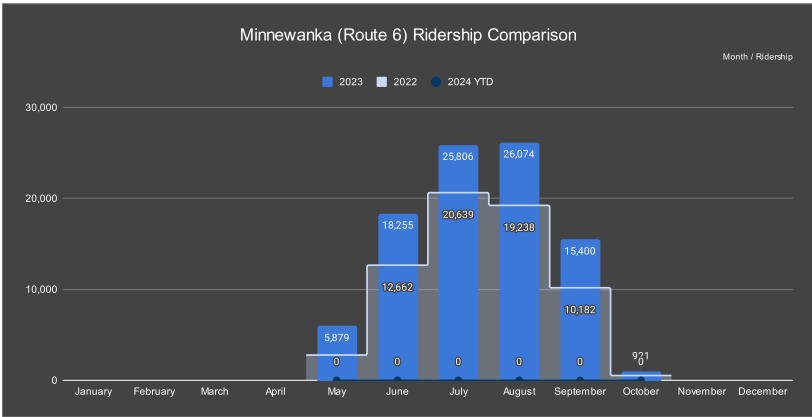
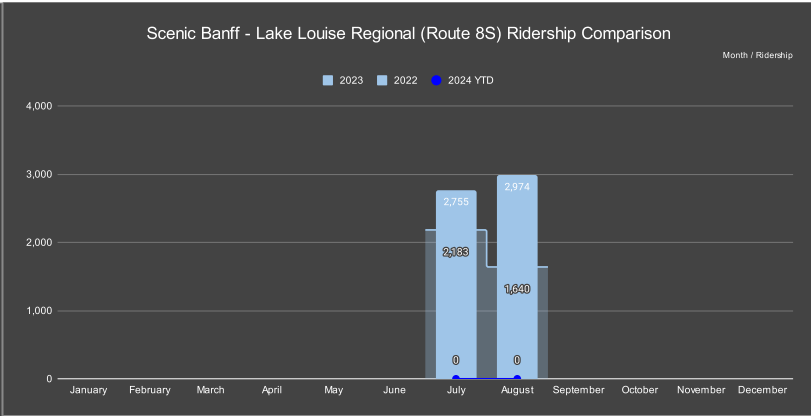
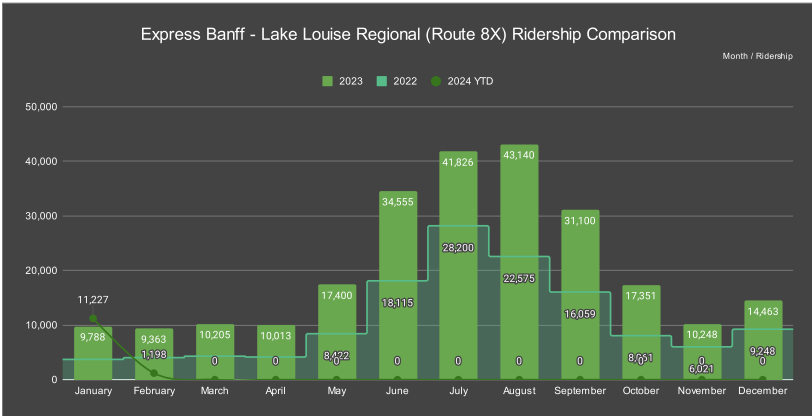
Route 8X (Express Lake Louise - Banff Regional)								Route 8S (Scenic Lake Louise - Banff Regional)								Route 9 (Johnston Canyon)							
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22		
January	1,117	3,714	9,788	9,788	11,227	14.70%	202.29%										584	584	704	20.55%			
February	1,017	4,039	9,363	1,207	1,198	-0.72%											986	152	177	16.35%			
March	1,438	4,305	10,205	0	0	0.00%											707	0	0	0.00%			
April	1,146	4,153	10,013	0	0	0.00%											1,014	0	0	0.00%			
May	1,516	8,422	17,400	0	0	0.00%		97										0	0				
June	3,454	18,115	34,555	0	0	0.00%		862									4,412	4,728	6,185	0	0	0.00%	
July	10,637	28,200	41,826	0	0	0.00%		1,313	2,183	2,755	0	0	0.00%		4,176	6,589	7,409	0	0	0.00%			
August	15,688	22,575	43,140	0	0	0.00%		2,000	1,640	2,974	0	0	0.00%		3,826	5,360	6,897	0	0	0.00%			
September	8,728	16,059	31,100	0	0	0.00%		757							1,448	2,908	5,776	0	0	0.00%			
October	3,709	8,061	17,351	0	0	0.00%									419	897	1,884	0	0	0.00%			
November	2,798	6,021	10,248	0	0	0.00%										312	590	0	0	0.00%			
December	3,973	9,248	14,463	0	0	0.00%										286	1,117	0	0	0.00%			
YTD	55,221	132,912	249,452	10,995	12,425	13.01%	-90.65%	5,029	3,823	5,729	0	0	0.00%	-100.00%	15,134	22,263	35,751	736	881	19.68%	-96.04%		

	Route 10 (Moraine Lake)							On-It (Calgary Regional)							Route 11 (Lake Louise Local)						
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22
January												363									
February																					
March																					
April																					
May								1,759	1,759	2,792	0	0	0.00%				1,212	0	0	0.00%	
June								930	3,840	6,815	0	0	0.00%				3,993	0	0	0.00%	
July								2,607	7,654	10,031	0	0	0.00%				5,934	0	0	0.00%	
August								3,623	6,531	10,389	0	0	0.00%				6,208	0	0	0.00%	
September	1,498	3,535	6,556	0	0	0.00%		2,272	5,019	10,329	0	0	0.00%				3,574	0	0	0.00%	
October	973	3,393	4,827	0	0	0.00%				2,389	0	0	0.00%				853	0	0	0.00%	
November																					
December																					
YTD	2,471	6,928	11,383	0	0	0.00%	-100.00%	11,191	24,803	42,745	0	363	0.00%	-98.54%	0	0	21,774	0	0	0.00%	0.00%

	Route 5C (Cougar Creek)							Route 5T (Three Sisters)							
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 UTD	% Change - 23	% Change - 22	
January					19,797							10,947			
February					2,370							1,436			
March					0							0			
April					0							0			
May					0	Please note that comparative date for 5C and 5T separately will not be available until August								0	
June					0	as route data was not split until then								0	
July					0							0			
August			15,005	0		0.00%				12,653	0		0.00%		
September			14,113	0	0	0.00%				10,943	0	0	0.00%		
October			15,771	0	0	0.00%				10,462	0	0	0.00%		
November			16,468	0	0	0.00%				11,318	0	0	0.00%		
December			17,333	0	0	0.00%				11,149	0	0	0.00%		
YTD	0	0	78,690	0	22,167	0.00%	0.00%	0	0	56,525	0	12,383	0.00%	0.00%	







Bow Valley *R*egional Transit Services Commission



NEW BUSINESS

Bow Valley *Regional* Transit Services Commission



Staff Accommodation Financing Report

Report to the Bow Valley Regional Transit Services Commission

Report 2023–12.01 Staff Accommodation Financing options

February 7, 2024 – December 2023 report updated by Melanie Booth

SUMMARY/ ISSUE

Bald Eagle Chalets staff accommodation purchase was previously approved by The Board, agreement has been signed and first deposit has been paid., with the anticipated possession date in late April of 2024.

Motion BVRTSC23-004 from February 2023 states that administration would bring back financing options to the Board for approval.

This report details our recommendations for financing the purchase.

Administration Recommendation:

The Board directs administration to move forward with no external financing, with:

- 75% of the purchase will be funded internally - from Banff operating reserve (25%); from ID9 operating reserve (25%); and General Commission reserve (25%).
- 25% of the purchase, which is Canmore's proportionate share, will be funded from the Canmore operating reserve, an additional capital requisition, or a combination of the two. (Option 1 below).

INVESTIGATION

Bald Eagle Chalets staff accommodation purchase is scheduled for completion at the end of April 2024.

The agreed upon purchase price	\$1,027,674
Deposit	(100,000)
Total payable on closing	\$927,674 Plus additional closing costs for legal etc.

Administration has investigated bank financing however we feel this option would not be optimal for the Commission's needs at this stage. Loan amortization terms quoted are 10, 15 or 20 years, and interest rates quoted were between 6.52% and 8.19%. Resulting in a total cost of borrowing ranging between 250,000 on a 10-year term to 725,000 on a 20-year term. See Appendix 5 and 6 for more information on banking proposals.

Administration recommends either financing from Operating reserves/General Commission reserves or the Alberta Government Loans to Local Authorities program. Or a combination of these options. See below.

Suggested proportionate split

Report to the Bow Valley Regional Transit Services Commission

Report 2023–12.01 Staff Accommodation Financing options

February 7, 2024 – December 2023 report updated by Melanie Booth

Town of Banff	25%	\$	256,919
Town of Canmore	25%	\$	256,919
Improvement district 9	25%	\$	256,919
General Commission reserve	25%	\$	256,919
	100%	\$	1,027,674

Borrowing assumptions

Purchase price		\$	1,027,674
Deposit paid from operating reserves		-\$	100,000
General Commission reserve		-\$	256,919
Amount to be borrowed		\$	670,756

Borrowing analysis has been done based on \$700,000.

Operating reserves

Based on December 31, 2022 Operating reserve balances, and commitments to date Banff and ID9 both have sufficient reserves available to fund their 25% of the purchase above.

Currently Canmore is unable to utilize any more Operating reserve funds because the optimal balance of 25% of 2024 Operating reserves cannot be met. However, these balances will be updated based on 2023 surplus or deficit compared to budget. This would create a situation where, if this option was selected, Canmore may have to be invoiced for part or all their share.

See reserves summary Appendix 3

General Commission reserves

2023-year end balances will be increased based on current year results. Administration is confident that the General Commission reserve minus current commitments will be sufficient to keep this reserve above zero for 2024.

See reserves summary Appendix 3

Borrowing process

Currently the Commission has no borrowing, therefore there are currently no restrictions with debt or debt servicing limits.

See Appendix 1 for limits and restrictions based on 2022 audited financial statements.

Report to the Bow Valley Regional Transit Services Commission

Report 2023–12.01 Staff Accommodation Financing options

February 7, 2024 – December 2023 report updated by Melanie Booth

The Board would have to approve a borrowing bylaw.

If the loan term is 5 years or less advertising the bylaw is not required, if the loan is over 5 years administration would need to advertise the borrowing bylaw to allow for public consultation process. There are restrictions in terms of how long the borrowing bylaw must be advertised, a petition period and court application period to ensure the borrowing bylaw and passing of the bylaw meets all of the requirements of the MGA.

Administration recommends looking towards a term of 5 years to avoid the lengthy advertising process.

See Appendix 2 for more information on borrowing bylaws and advertising restrictions.

Alberta Government Loans to Local Authorities program

The Alberta Government loans to local authority's program provides eligible authorities with financing for capital projects. The application deadline is January 31st 2024 for funding issuance of March 15 2024.

The Commission would have to go through an approval process for the project and the funding, therefore acceptance would not be guaranteed. The loan program has not dealt with Transit Services Commissions in the past, so the organization and project would have to go through a more rigorous approval process.

Based on borrowing of \$700,000 over 5 years repayments would be \$80,000 semi-annually. Resulting in a cost of borrowing of \$99,000 over the 5-year term.

See Alberta Government Loans to Local Authorities program Appendix 4

OPTIONS

Option 1

Move forward with no financing.

75% of the purchase will be funded internally - from Banff operating reserve (25%); from ID9 operating reserve (25%); and General Commission reserve (25%).

25% of the purchase which is Canmore's proportionate share with either come from Canmore operating reserve, an additional capital requisition, or a combination of the two.

Option 2

Fund deposit and 25% of purchase price internally from Operating and General Commission reserves, borrowing the balance of approximately \$700,000 through a 5-year Alberta Government loan within the capital financing for Local Authorities program.

Report to the Bow Valley Regional Transit Services Commission

Report 2023–12.01 Staff Accommodation Financing options

February 7, 2024 – December 2023 report updated by Melanie Booth

Borrowing bylaw will have to be approved by the Board. This will be emailed after the meeting for approval if this option is chosen.

If the application for the loan program is not successful administration will present other financing alternatives to the Board in March for approval.

BUSINESS PLAN/ BUDGET IMPLICATIONS

Current budgeted operating costs for Banff and Canmore staff accommodation net of rent received is \$88,000 for 2024.

Depending on whether the financing option is chosen this will impact the amount that will be on the 2024 operating statement. Operating costs may be under or over the budgeted amount for 2024.

2025 budget will be adjusted to accurately reflect the option chosen and both interest and principal debt servicing requirements.

BRAND IMPACT

Positive brand standard impact through hiring and retaining strong team members.

Option of financing vs not financing will not have an impact on brand standard.

RISKS

Financial risk associated with expenditure option chosen and level of cost recovery compared to 2024 budgeted amount.

Interest rate change risks based on current economic conditions. With the Ab Govt loan program, the interest rate is fixed for the entire period, so risk if interest rates go down, the Commission will be paying more than market rates. However, these rates are much less than those quoted from the banking institutions.

Interest rate risk of borrowing vs using internal reserve funds. Borrowing will leave internal reserve funds to earn interest in our ATB and CIBC accounts. Interest rates received on investments and bank account balances will fluctuate based on market interest rates. Risk of differential of interest received vs interest paid.

Report to the Bow Valley Regional Transit Services Commission

Report 2023–12.01 Staff Accommodation Financing options

February 7, 2024 – December 2023 report updated by Melanie Booth

Appendix 1 - Debit limits

From our December 31, 2022 audited financial statements:

13. Debt limits

Section 276(2) of the Municipal Government Act requires that debt and debt limits are defined by Alberta Regulation 255/2000 for the Commission are to be disclosed as follows:

	2022	2021
Total debt limit	\$ 4,996,606	\$ 3,709,994
Total debt	-	-
	\$ 4,996,606	\$ 3,709,994
Debt servicing limit	\$ 999,321	\$ 741,999
Debt servicing	-	-
	\$ 999,321	\$ 741,999

The debt limit is calculated at 0.5 times revenue of the Commission (as defined in Alberta Regulation 255/2000) and the debt service limit is calculated at 0.1 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify Commissions which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the Commission. Rather, the financial statements must be interpreted as a whole.

Debt for Regional Services Commission is not included in the debt servicing calculation of member municipalities:

Regional Services Commission

6.1 If a municipality is a member of a regional services commission, the municipality shall exclude any proportionate share of commission revenues, debt and debt service reported in the last audited annual financial statement of the municipality from the calculation of its revenue, total debt and debt service.



AR 13/2013 s2

Part 2

Report to the Bow Valley Regional Transit Services Commission

Report 2023–12.01 Staff Accommodation Financing options

February 7, 2024 – December 2023 report updated by Melanie Booth

Appendix 2 – Information on Borrowing bylaws

Excerpt from the Municipal Govt Act:

Capital property - short-term borrowing

257(1) This section applies to a borrowing made for the purpose of financing a capital property when the term of the borrowing is 5 years or less.

162

258	MUNICIPAL GOVERNMENT ACT	RSA 2000 Chapter M-26
-----	--------------------------	--------------------------

(2) The expenditure for the capital property must be included in a budget.

(3) Repealed 1998 c24 s13.

(4) A borrowing bylaw that authorizes the borrowing does not have to be advertised.

1994 cM-26.1 s257;1996 c30 s14;1998 c24 s13

If the term of borrowing is greater than 5 years the borrowing bylaw must be advertised. See link for requirements and timelines

https://www.alberta.ca/system/files/custom_downloaded_images/tbf-municipal-borrowing-timelines.pdf

Report to the Bow Valley Regional Transit Services Commission

Report 2023–12.01 Staff Accommodation Financing options

February 7, 2024 – December 2023 report updated by Melanie Booth

Appendix 3 – Reserves Summary

Operating reserves:

	Operating reserves		
	Town of Banff	Town of Canmore	Improvement District 9
Balance at December 31 2022	1,352,958	565,125	870,744
Current approved commitments			
Balance of Town of Canmore Dillon Study		15,345	
Additional amount for 2023 interim staff accomodation	6,667	6,667	6,667
Deposit for staff accomodation	33,333	33,333	33,333
Amount approved for KPMG cyber review	6,000	6,000	6,000
Total of approved commitments	46,000	61,345	46,000
Operating reserve balances after comittments	1,306,958	503,780	824,744
Optimal balance calculation			
2024 operating requisitions	2,637,142	2,174,783	720,045
Optimal balance - 25%	659,286	543,696	180,011
Balance available to use	647,673	- 39,916	644,733

General Commission reserve:

<u>General Commission reserves</u>	
Balance at December 31 2022	858,869
Arrival prediction software (2024)	260,000
Additional highway coaches (2025)	615,000
Current capital reserve balance including future comit -	16,131

Currently fully committed. However, there will be additions to this balance for the December 31, 2023 year end. And administration is confident that the additions will be greater than the additional commitment of \$257,000.

Report to the Bow Valley Regional Transit Services Commission

Report 2023–12.01 Staff Accommodation Financing options

February 7, 2024 – December 2023 report updated by Melanie Booth

Appendix 4 – Ab Govt loan program

Application deadlines:

The upcoming loan issuance dates and application deadlines are as follows:

Issue date	Application deadline
December 15, 2023	October 31, 2023
March 15, 2024	January 31, 2024
June 17, 2024	April 30, 2024
September 16, 2024	July 31, 2024
December 16, 2024	October 31, 2024

To have funding available for closing date of April 30th we would need to apply for the January 31st deadline.

Current rates as of December 27th 2023 - note interest rates will stay the same for entire period.



Loans to Local Authorities - Loan Calculator

Please read the instructions accessed via the button below, fill in the appropriate information, and click "Calculate Loan".

Alter the current LTLA rates by entering new values in the fields below:

1 year rate	<input type="text"/>	%	3 year rate	<input type="text"/>	%
5 year rate	<input type="text"/>	%	10 year rate	<input type="text"/>	%
15 year rate	<input type="text"/>	%	20 year rate	<input type="text"/>	%
25 year rate	<input type="text"/>	%	30 year rate	<input type="text"/>	%
40 year rate	<input type="text"/>	%	50 year rate	<input type="text"/>	%

Loan calculation performed upon entry of a new value in the field below:

Loan value:	<input type="text"/>	Calculation as at:	<input type="text"/>
-------------	----------------------	--------------------	----------------------

Report to the Bow Valley Regional Transit Services Commission

Report 2023–12.01 Staff Accommodation Financing options

February 7, 2024 – December 2023 report updated by Melanie Booth

You can make full or partial prepayments, but there is a prepayment cost. See <https://open.alberta.ca/publications/loans-to-local-authorities-stop-loss-settlement-policy>

Loan payments – based on 5 years at 4.97%

Calculations based on:				
Principal is \$700,000.00				
Term is 5 Years	Loan Type is Blended	Deferred payments NA Interest rate of 4.97 %		
Payment #	Payment	Principal	Interest	Balance
1	\$79,919.15	\$62,524.15	\$17,395.00	\$637,475.85
2	\$79,919.15	\$64,077.88	\$15,841.27	\$573,397.97
3	\$79,919.15	\$65,670.21	\$14,248.94	\$507,727.76
4	\$79,919.15	\$67,302.12	\$12,617.03	\$440,425.64
5	\$79,919.15	\$68,974.57	\$10,944.58	\$371,451.07
6	\$79,919.15	\$70,688.59	\$9,230.56	\$300,762.48
7	\$79,919.15	\$72,445.20	\$7,473.95	\$228,317.28
8	\$79,919.15	\$74,245.47	\$5,673.68	\$154,071.81
9	\$79,919.15	\$76,090.47	\$3,828.68	\$77,981.34
10	\$79,919.15	\$77,981.34	\$1,937.81	\$0.00
Totals:	\$799,191.50	\$700,000.00	\$99,191.50	

Report to the Bow Valley Regional Transit Services Commission

Report 2023–12.01 Staff Accommodation Financing options

February 7, 2024 – December 2023 report updated by Melanie Booth

Appendix 5 – Borrowing options ATB

ATB only provided quotes for 20 year loan amortization.

Interest rates range between 7.48% and 8.19% for fixed interest rate terms. And total cost of borrowing for these terms between \$651,000 and \$\$725,000 for fixed rate interest terms.

Rates for 20 year amortization are considerably higher than BMO rates quoted below. Did not request rates for 10 and 15 year terms for comparison purposes.

Amount \$1,027,674									
Scenario 1									
Total amount	Loan Amount	Term	Fixed/Variable	Interest Rate	Amortization	Application Fee	Monthly Payment	Total cost of Borrowing	
\$1,027,674	\$700,000.00	1	Variable	P +1.20%	20	2,000	\$6,030.53	\$747,327.55	
Prime is 7.20% as of Dece 15, 2023									
Scenario 2									
Total amount	Loan Amount	Term	Fixed/Variable	Interest Rate	Amortization	Application Fee	Monthly Payment		
\$1,027,674	\$700,000.00	1	Fixed	8.19	20	2,000	\$5,938.12	\$725,149.70	
Scenario 3									
Total amount	Loan Amount	Term	Fixed/Variable	Interest Rate	Amortization	Application Fee	Monthly Payment		
\$1,027,674	\$700,000.00	3	Fixed	7.67%	20	2,000	\$5,712.14	\$670,913.49	
Scenario 4									
Total amount	Loan Amount	Term	Fixed/Variable	Interest Rate	Amortization	Application Fee	Monthly Payment		
\$1,027,674	\$700,000.00	5	Fixed	7.48%	20	2,000	\$5,630.59	\$651,342.79	

Report to the Bow Valley Regional Transit Services Commission

Report 2023–12.01 Staff Accommodation Financing options

February 7, 2024 – December 2023 report updated by Melanie Booth

Appendix 6 – Borrowing options BMO

Based on current banking relationship interest rates between 6.52% to 6.79%.

Cost of borrowing ranging between 250,000 for 10 years at 6.52% to 572,000 for 20 years at 6.79%.

Considerably lower interest rates than ATB, but still much higher than Ab govt loan program.

Current Rates and Payments

Purchase Price: \$1,027,674

Down Payment (31.89%): \$327,674

Lending Required: \$700,000

Term	Monthly Blended Payments Over Amortized Period			
	Rate*	10 years	15 years	20 years
2 year fixed	6.79	\$ 8,018.31	\$ 6,173.39	\$ 5,300.06
3 year fixed	6.57	\$ 7,941.89	\$ 6,090.76	\$ 5,211.53
4 year fixed	6.57	\$ 7,941.89	\$ 6,090.76	\$ 5,211.53
5 year fixed	6.52	\$ 7,924.57	\$ 6,072.06	\$ 5,191.50

*Rate as of Dec 12, 2023; subject to change

In addition to these rates, I am also providing rates based on a full banking relationship. The reason we provide these is to indicate our level of interest in assisting our community-based organizations. We are currently the preferred choice for many local organizations and municipalities and can provide recommendations from them if desired. The rates below are a starting point and depending on the level of banking needs they may even be lower:

Rates with full banking relationship

Purchase Price: \$1,027,674

Down Payment (31.89%): \$327,674

Lending Required: \$700,000

Term	Monthly Blended Payments Over Amortized Period			
	Rate*	10 years	15 years	20 years
2 year fixed	6.29	\$ 7,845.15	\$ 5,986.38	\$ 5,099.83
3 year fixed	6.07	\$ 7,769.55	\$ 5,904.97	\$ 5,012.85
4 year fixed	6.07	\$ 7,769.55	\$ 5,904.97	\$ 5,012.85
5 year fixed	6.02	\$ 7,752.42	\$ 5,886.54	\$ 4,993.18

*Rate as of Dec 12, 2023; subject to change

Bow Valley *Regional* Transit Services Commission



Amended Operating and Capital Budgets (including Council approved New Service Level Requests)

"... moves approve the amended 2024– 2026 BVRTSC Operating Budget as presented."

"... moves to approve the amended 2024 – 2033 BVRTSC Capital Budget as presented."

Addition of New Service Level Requests (NSLR)

Summary of Requisitions - 2024-2026

Changes to approved budget include the following NSLR that were approved after the October, 2023 board meeting:

- Route 3 additional weekend service
- Route 1 additional compound service
- Route 1 extend summer season
- Route 1&2 extend winter service hours
- Banff local 2025 Hybrid buses

	Oct 18, 2023 meeting			Feb 14, 2024 meeting			Difference		
	2024	2025	2026	2024	2025	2026	2024	2025	2026
Banff	Approved Budget			Approved Budget w NSLR			NSLR		
Operating	\$ 2,637,142	\$ 2,705,174	\$ 2,786,328	\$ 2,847,910	\$ 3,076,715	\$ 3,285,763	\$ 210,768	\$ 371,541	\$ 499,435
Capital	\$ 637,100	\$ 671,500	\$ 819,700	\$ 637,100	\$ 818,500	\$ 1,021,100	\$ -	\$ 147,000	\$ 201,400
	\$ 3,274,242	\$ 3,376,674	\$ 3,606,028	\$ 3,485,010	\$ 3,895,215	\$ 4,306,863	\$ 210,768	\$ 518,541	\$ 700,835
Canmore	Approved Budget			Approved Budget w NSLR			NSLR		
Operating	\$ 2,174,783	\$ 2,234,513	\$ 2,300,799	\$ 2,203,551	\$ 2,264,054	\$ 2,331,227	\$ 28,768	\$ 29,542	\$ 30,428
Capital	\$ 290,000	\$ 360,700	\$ 415,000	\$ 290,000	\$ 360,700	\$ 415,000	\$ -	\$ -	\$ -
	\$ 2,464,783	\$ 2,595,213	\$ 2,715,799	\$ 2,493,551	\$ 2,624,754	\$ 2,746,227	\$ 28,768	\$ 29,542	\$ 30,428
ID9	Approved Budget			Approved Budget w NSLR			NSLR		
Operating	\$ 720,045	\$ 727,416	\$ 739,336	\$ 720,045	\$ 727,416	\$ 739,336	\$ -	\$ -	\$ -
Capital	\$ 68,014	\$ 76,366	\$ 126,425	\$ 68,014	\$ 76,366	\$ 126,425	\$ -	\$ -	\$ -
	\$ 788,059	\$ 803,782	\$ 865,761	\$ 788,059	\$ 803,782	\$ 865,761	\$ -	\$ -	\$ -
Parks Canada*	Approved Budget			Approved Budget w NSLR			NSLR		
Operating	\$ 2,405,860	\$ 2,519,124	\$ 2,588,899	\$ 2,405,860	\$ 2,519,124	\$ 2,588,899	\$ -	\$ -	\$ -
	\$ 2,405,860	\$ 2,519,124	\$ 2,588,899	\$ 2,405,860	\$ 2,519,124	\$ 2,588,899	\$ -	\$ -	\$ -
*includes contributions to Rt1, Rt2, Rt 4, Rt 6, Rt 8S, Rt 8X, Rt 9, Rt 10									
Alberta Parks	Approved Budget			Approved Budget w NSLR			NSLR		
Operating	\$ 101,642	\$ 103,458	\$ 105,813	\$ 101,642	\$ 103,458	\$ 105,813	\$ -	\$ -	\$ -
	\$ 101,642	\$ 103,458	\$ 105,813	\$ 101,642	\$ 103,458	\$ 105,813	\$ -	\$ -	\$ -
Total NSLR impact							\$ 239,536	\$ 548,083	\$ 731,263
Operating									
Route 3 additional weekend service							\$ 57,536	\$ 59,083	\$ 60,856
Route 1 additional compound service							\$ 36,000	\$ 37,000	\$ 38,000
Route 1 extend summer season							\$ 28,000	\$ 29,000	\$ 30,000
Route 1&2 extend winter service hours							\$ 118,000	\$ 126,000	\$ 125,000
Banff local 2025 Hybrid buses								\$ 150,000	\$ 276,000
							\$ 239,536	\$ 401,083	\$ 529,856
Capital									
Banff local 2025 Hybrid buses							\$ -	\$ 147,000	\$ 201,400
							\$ -	\$ 147,000	\$ 201,400

Bow Valley Regional Transit Services Commission
2024-2026 APPROVED Operating Budget with NSLR

ALL ROUTES			
	2024 APPROVED Budget	2025 APPROVED Budget	2026 APPROVED Budget
INCOME			
Total Advertising & Marketing Revenue	\$ 57,931	\$ 59,669	\$ 61,459
Total Interest Revenue	\$ 84,000	\$ 86,520	\$ 89,116
Total Other Income	\$ 2,622	\$ 2,701	\$ 2,782
Total Partner Programs	\$ 574,013	\$ 591,233	\$ 608,970
Total Pass Sales	\$ 3,995,902	\$ 4,110,661	\$ 4,238,732
TOTAL INCOME BEFORE REQUISITIONS	\$ 4,714,469	\$ 4,850,785	\$ 5,001,059
Recoveries - Operating (non-members)			
4500 Recoveries - Operating (non-memb)	\$ 2,507,502	\$ 2,622,583	\$ 2,694,712
Total Recoveries - Operating (non-members)	\$ 2,507,502	\$ 2,622,583	\$ 2,694,712
Total Requisitions - Capital	\$ -	\$ -	\$ -
Requisitions - Operating			
4420-1 Operating Requisition - TOB	\$ 2,847,910	\$ 3,076,715	\$ 3,285,763
4420-2 Operating Requisition - TOC	\$ 2,203,551	\$ 2,264,054	\$ 2,331,227
4420-5 Operating Requisition - ID9	\$ 720,045	\$ 727,416	\$ 739,336
Total Requisitions - Operating	\$ 5,771,506	\$ 6,068,185	\$ 6,356,327
TOTAL INCOME	\$ 12,993,477	\$ 13,541,553	\$ 14,052,097
EXPENSES			
Total Advertising & Marketing Expenses	\$ 103,682	\$ 106,793	\$ 109,996
Total Contracted Services / Professional Fees	\$ 178,609	\$ 158,096	\$ 162,835
Total Fuel Expense	\$ 1,038,848	\$ 1,070,149	\$ 1,102,253
Total General Operating Expenses	\$ 223,186	\$ 229,881	\$ 236,773
Total Infrastructure Maintenance	\$ 93,571	\$ 96,378	\$ 99,270
Total Insurance Expense	\$ 232,789	\$ 239,773	\$ 246,966
Total Software Fees & Licences	\$ 277,129	\$ 285,445	\$ 294,007
Total Training, Travel & Meals	\$ 250,098	\$ 257,224	\$ 264,939
Total Vehicle Expenses	\$ 2,786,151	\$ 3,019,735	\$ 3,231,823
Total Wages & Benefits - Administrative	\$ 960,757	\$ 989,580	\$ 1,019,268
Total Wages & Benefits - Cleaners	\$ 375,523	\$ 386,789	\$ 398,395
Total Wages & Benefits - Customer Support	\$ 451,305	\$ 464,845	\$ 478,790
Wages & Benefits - Drivers			
5221 Drivers Wages	\$ 4,001,455	\$ 4,121,498	\$ 4,245,144
5223 Drivers Wages - Training	\$ 496,858	\$ 511,764	\$ 527,117
Total Wages & Benefits - Drivers	\$ 4,498,313	\$ 4,633,262	\$ 4,772,261
Total Wages & Benefits - Operations	\$ 838,389	\$ 863,541	\$ 889,449
TOTAL OPERATING EXPENSES	\$ 12,308,351	\$ 12,801,490	\$ 13,307,024
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION	\$ 685,126	\$ 740,063	\$ 745,073
Amortization Expense			
5900 Amortization Exp	\$ 2,275,578	\$ 2,505,578	\$ 2,705,578
Total Amortization Expense	\$ 2,275,578	\$ 2,505,578	\$ 2,705,578
NET INCOME	-\$ 1,590,452	-\$ 1,765,515	-\$ 1,960,505

2024 to 2026

	2023	2024	2025	2024	2025	2026	% Change	% Change	\$ Change	\$ Change
	Budget	Previously Approved Budget		Approved budget with NSLR			24-24	25-25	24-24	25-25
Town of Banff:										
Banff Local - Route 1	\$ 843,346	\$ 855,408	\$ 881,455	\$ 1,241,754	\$ 1,351,378	\$ 1,450,169	45.2%	53.3%	\$ 386,346	\$ 469,923
Banff Local - Route 2	\$ 675,319	\$ 680,883	\$ 701,693	\$ 1,099,406	\$ 1,204,858	\$ 1,299,501	61.5%	71.7%	\$ 418,523	\$ 503,165
New bus NSLR 2025	\$ -	\$ -	\$ 217,920						\$ -	
CB Regional (1/2)	\$ 232,602	\$ 250,003	\$ 257,707	\$ 303,520	\$ 311,151	\$ 320,486	21.4%	20.7%	\$ 53,517	\$ 53,444
Administrative (1/3)	\$ 187,277	\$ 192,818	\$ 198,602	\$ 203,230	\$ 209,328	\$ 215,608	5.4%	5.4%	\$ 10,412	\$ 10,726
	\$ 1,938,543	\$ 1,979,112	\$ 2,257,377	\$ 2,847,910	\$ 3,076,715	\$ 3,285,763	43.9%	36.3%	\$ 868,798	\$ 819,338
	2023	2024	2025	2024	2025	2026	% Change	% Change	\$ Change	\$ Change
	Budget	Previously Approved Budget		Approved budget with NSLR			24-24	25-25	24-24	25-25
Town of Canmore										
Canmore Local - Route 5	\$ 1,337,020	\$ 1,377,596	\$ 1,419,387	\$ 1,595,159	\$ 1,640,117	\$ 1,689,321	15.8%	15.6%	\$ 217,563	\$ 220,729
New bus NSLR 2024		\$ 122,400	\$ 438,000							
Grassi Lakes - Route 12				\$ 101,642	\$ 103,458	\$ 105,813				
CB Regional (1/2)	\$ 232,602	\$ 250,003	\$ 257,707	\$ 303,520	\$ 311,151	\$ 320,486	21.4%	20.7%	\$ 53,517	\$ 53,444
Administrative (1/3)	\$ 187,277	\$ 192,818	\$ 198,602	\$ 203,230	\$ 209,328	\$ 215,608	5.4%	5.4%	\$ 10,412	\$ 10,726
	\$ 1,756,898	\$ 1,942,816	\$ 2,313,696	\$ 2,203,551	\$ 2,264,054	\$ 2,331,227	13.4%	-2.1%	\$ 260,734	\$ (49,642)
	2023	2024	2025	2024	2025	2026	% Change	% Change	\$ Change	\$ Change
	Budget	Previously Approved Budget		Approved budget with NSLR			24-24	25-25	24-24	25-25
Improvement District No. 9										
Administrative (1/3)	\$ 187,277	\$ 192,818	\$ 198,602	\$ 203,230	\$ 209,328	\$ 215,608	5.4%	5.4%	\$ 10,412	\$ 10,726
LLB Regional - Winter	\$ 146,227	\$ 143,440	\$ 147,743	\$ 186,814	\$ 188,088	\$ 193,728	30.2%	27.3%	\$ 43,375	\$ 40,345
LLB Regional - Rt 8S	\$ 117,629	\$ 142,890	\$ 144,230	\$ 83,237	\$ 101,107	\$ 101,258	-41.7%	-29.9%	\$ (59,653)	\$ (43,123)
LLB Regional - Rt 8X	\$ 282,100	\$ 337,161	\$ 339,820	\$ 460,181	\$ 522,520	\$ 529,114	36.5%	53.8%	\$ 123,020	\$ 182,700
JCB Regional - Rt 9	\$ 113,153	\$ 137,869	\$ 139,100	\$ 202,185	\$ 230,320	\$ 233,378	46.6%	65.6%	\$ 64,315	\$ 91,220
LLB Regional Reserve *	-\$ 103,210	-\$ 198,347	-\$ 193,410	-\$ 198,347	-\$ 293,410	-\$ 288,400	0.0%	51.7%	\$ -	\$ (100,000)
Adjustment for over \$330K maximum for LL summer routes **	-\$ 79,672	-\$ 89,572	-\$ 99,740	-\$ 217,255	-\$ 230,537	-\$ 245,350	142.5%	131.1%	\$ (127,683)	\$ (130,797)
	\$ 663,504	\$ 666,258	\$ 676,345	\$ 720,045	\$ 727,416	\$ 739,336	8.1%	7.6%	\$ 53,787	\$ 51,071

** ID9 contribution is greater than \$300K for LL routes - however they still pay for the 8X 10pm departure seperately, so this calculation is only implemented when LL summer routes are > \$330,000

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

	2023	2024	2025	2024	2025	2026	% Change	% Change	\$ Change	\$ Change
	Budget	Previously Approved Budget		Approved budget with NSLR			24-24	25-25	24-24	25-25
Parks Canada										
Banff Local - Route 1	\$ 24,823	\$ 26,064	\$ 26,846	\$ 26,064	\$ 27,367	\$ 28,188	0.0%	1.9%	\$ -	\$ 521
Banff Local - Route 2	\$ 29,169	\$ 30,627	\$ 31,546	\$ 48,472	\$ 50,896	\$ 52,423	58.3%	61.3%	\$ 17,845	\$ 19,350
Cave & Basin - Rt 4	\$ 228,826	\$ 234,569	\$ 240,484	\$ 281,970	\$ 287,028	\$ 294,652	20.2%	19.4%	\$ 47,401	\$ 46,544
Lake Minnewanka - Rt 6	\$ 659,573	\$ 722,072	\$ 735,917	\$ 778,227	\$ 841,084	\$ 857,219	7.8%	14.3%	\$ 56,155	\$ 105,167
LLB Regional - Rt 8 winter extra bus				\$ 168,254	\$ 176,667	\$ 181,967				
LLB Regional - Rt 8S	\$ 140,937	\$ 145,535	\$ 149,196	\$ 91,640	\$ 99,552	\$ 101,174	-37.0%	-33.3%	\$ (53,895)	\$ (49,644)
LLB Regional - Rt 8X	\$ 337,997	\$ 343,402	\$ 351,521	\$ 506,642	\$ 514,480	\$ 528,669	47.5%	46.4%	\$ 163,240	\$ 162,959
JCB Regional - Rt 9	\$ 135,574	\$ 140,422	\$ 143,889	\$ 222,597	\$ 226,776	\$ 233,182	58.5%	57.6%	\$ 82,175	\$ 82,887
Adjustment for over \$330K maximum for LL summer routes **	\$ 79,672	\$ 89,572	\$ 99,740	\$ 217,255	\$ 230,537	\$ 245,350			\$ 127,683	
Moraine Lake - Rt 10	\$ 57,036	\$ 57,446	\$ 58,509	\$ 64,737	\$ 64,737	\$ 66,075	12.7%	10.6%	\$ 7,291	\$ 6,228
	\$ 1,693,607	\$ 1,789,710	\$ 1,837,648	\$ 2,405,860	\$ 2,519,124	\$ 2,588,899	34.4%	37.1%	\$ 616,149	\$ 681,476

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	\$ 59.15	\$ 60.86	\$ 62.74
Gross Cost per Service Hour	\$ 156.57	\$ 169.76	\$ 184.53	\$ 193.72	\$ 202.68
Direct Operating Cost per Service Hour	\$ 123.43	\$ 129.19	\$ 147.66	\$ 153.67	\$ 159.83
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour	\$ 25.07	\$ 32.25	\$ 29.08	\$ 32.02	\$ 34.58
Net Cost per Service Hour (CUTA)	\$ 78.64	\$ 82.52	\$ 96.30	\$ 100.84	\$ 105.35
% Cost Recovery (CUTA)	40%	40%	38%	38%	37%
Kilometers	1,868,093	1,808,836	2,163,647	2,163,647	2,163,647
Gross cost per KM	\$ 5.84	\$ 6.53	\$ 6.67	\$ 7.01	\$ 7.33
Ridership	2,194,066	2,216,007	2,371,664	2,395,381	2,419,334
Service Hours	69,621	69,621	78,240	78,240	78,240
Ridership per Service Hour	32	32	30	31	31

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	\$ 48.59	\$ 49.88	\$ 51.54
Gross Cost per Service Hour	\$ 139.82	\$ 154.00	\$ 168.72	\$ 177.77	\$ 192.53
Direct Operating Cost per Service Hour	\$ 109.13	\$ 112.43	\$ 130.35	\$ 138.78	\$ 146.86
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour	\$ 22.62	\$ 33.26	\$ 30.58	\$ 30.96	\$ 37.40
Net Cost per Service Hour (CUTA)	\$ 69.74	\$ 70.93	\$ 89.55	\$ 96.93	\$ 103.59
% Cost Recovery (CUTA)	40%	41%	35%	34%	33%
Kilometers	212,847	212,847	215,332	215,332	215,332
Gross cost per KM	\$ 9.26	\$ 10.20	\$ 12.16	\$ 12.82	\$ 13.88
Ridership	799,131	807,122	795,525	803,480	811,515
Service Hours	14,098	14,098	15,524	15,524	15,524
Ridership per Service Hour	57	57	51	52	52

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	\$ 41.89	\$ 42.96	\$ 44.42
Gross Cost per Service Hour	\$ 141.14	\$ 156.96	\$ 172.89	\$ 182.83	\$ 199.53
Direct Operating Cost per Service Hour	\$ 107.89	\$ 111.20	\$ 129.75	\$ 139.07	\$ 147.88
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour	\$ 25.18	\$ 37.45	\$ 35.35	\$ 35.73	\$ 43.38
Net Cost per Service Hour (CUTA)	\$ 65.82	\$ 66.63	\$ 95.65	\$ 104.14	\$ 111.73
% Cost Recovery (CUTA)	43%	44%	30%	29%	28%
Kilometers	158,051	158,051	161,358	161,358	161,358
Gross cost per KM	\$ 10.91	\$ 12.14	\$ 14.02	\$ 14.82	\$ 16.17
Ridership	641,366	647,780	668,987	675,677	682,434
Service Hours	12,222	12,222	13,080	13,080	13,080
Ridership per Service Hour	52	53	51	52	52

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	\$ 103.35	\$ 106.45	\$ 109.64
Gross Cost per Service Hour	\$ 137.22	\$ 142.43	\$ 162.46	\$ 167.18	\$ 171.83
Direct Operating Cost per Service Hour	\$ 117.20	\$ 122.17	\$ 143.07	\$ 147.17	\$ 151.59
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour	\$ 11.95	\$ 11.95	\$ 11.60	\$ 11.98	\$ 11.98
Net Cost per Service Hour (CUTA)	\$ 40.42	\$ 43.08	\$ 47.52	\$ 48.75	\$ 50.21
% Cost Recovery (CUTA)	68%	67%	69%	69%	69%
Kilometers	599,558	540,301	636,759	636,759	636,759
Gross cost per KM	\$ 3.29	\$ 3.79	\$ 3.90	\$ 4.01	\$ 4.12
Ridership	325,304	328,557	289,391	292,285	295,208
Service Hours	14,379	14,379	15,281	15,281	15,281
Ridership per Service Hour	23	23	19	19	19

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	\$ 232.49	\$ 237.21	\$ 243.53
Direct Operating Cost per Service Hour	\$ 180.77	\$ 186.08	\$ 198.48	\$ 202.59	\$ 208.66
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour	\$ 29.06	\$ 29.06	\$ 26.22	\$ 26.60	\$ 26.60
Net Cost per Service Hour (CUTA)	\$ 177.19	\$ 182.38	\$ 198.90	\$ 203.02	\$ 209.11
% 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	\$ 18.57	\$ 18.94	\$ 19.45
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	\$ 144.39	\$ 152.24	\$ 156.24
Direct Operating Cost per Service Hour	\$ 102.64	\$ 105.75	\$ 121.98	\$ 125.42	\$ 129.18
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour	\$ 14.34	\$ 18.15	\$ 14.61	\$ 18.79	\$ 18.79
Net Cost per Service Hour (CUTA)	\$ 109.82	\$ 113.15	\$ 128.86	\$ 132.50	\$ 136.48
% Cost Recovery (CUTA) - N/A					
Kilometers	261,810	261,810	321,193	321,193	321,193
Gross cost per KM	\$ 6.28	\$ 6.64	\$ 5.92	\$ 6.25	\$ 6.41
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	\$ 281.74	\$ 303.18	\$ 309.33
Direct Operating Cost per Service Hour	\$ 181.43	\$ 186.79	\$ 192.06	\$ 196.90	\$ 202.81
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour	\$ 73.64	\$ 91.61	\$ 81.89	\$ 98.26	\$ 98.26
Net Cost per Service Hour (CUTA)	\$ 172.09	\$ 176.82	\$ 175.67	\$ 180.01	\$ 185.41
% Cost Recovery (CUTA)	9%	9%	12%	12%	12%
Kilometers	67,616	67,616	75,375	75,375	75,375
Gross cost per KM	\$ 10.83	\$ 11.80	\$ 11.69	\$ 12.58	\$ 12.84
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	\$ 174.94	\$ 180.08	\$ 185.14
Direct Operating Cost per Service Hour	\$ 125.42	\$ 129.18	\$ 155.97	\$ 160.50	\$ 165.32
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour	\$ 16.74	\$ 16.74	\$ 11.17	\$ 11.56	\$ 11.56
Net Cost per Service Hour (CUTA)	\$ 44.39	\$ 43.94	\$ 63.76	\$ 65.52	\$ 67.49
% Cost Recovery (CUTA)	67%	68%	61%	61%	61%
Kilometers	204,027	204,027	321,496	321,496	321,496
Gross cost per KM	\$ 2.96	\$ 3.04	\$ 3.45	\$ 3.55	\$ 3.65
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	\$ 761.38	\$ 860.64	\$ 870.69
Direct Operating Cost per Service Hour	\$ 208.69	\$ 214.83	\$ 320.77	\$ 326.82	\$ 336.63
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour	\$ 78.30	\$ 99.49	\$ 432.82	\$ 525.80	\$ 525.80
Net Cost per Service Hour (CUTA)	\$ 149.60	\$ 153.95	\$ 223.63	\$ 226.76	\$ 233.57
% Cost Recovery (CUTA)	31%	31%	32%	32%	32%
Kilometers	45,876	45,876	10,237	10,237	10,237
Gross cost per KM	\$ 7.59	\$ 8.30	\$ 20.08	\$ 22.70	\$ 22.96
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	\$ 292.41	\$ 308.16	\$ 315.70
Direct Operating Cost per Service Hour	\$ 188.07	\$ 193.55	\$ 236.36	\$ 243.45	\$ 250.76
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour	\$ 52.09	\$ 62.61	\$ 48.26	\$ 56.68	\$ 56.68
Net Cost per Service Hour (CUTA)	\$ 87.21	\$ 89.65	\$ 115.89	\$ 119.36	\$ 122.95
% Cost Recovery (CUTA)	56%	56%	53%	53%	53%
Kilometers	240,679	240,679	269,752	269,752	269,752
Gross cost per KM	\$ 4.90	\$ 5.22	\$ 6.74	\$ 7.11	\$ 7.28
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	\$ 261.21	\$ 278.36	\$ 284.72
Direct Operating Cost per Service Hour	\$ 192.11	\$ 197.77	\$ 199.07	\$ 204.15	\$ 210.28
Overhead per Service Hour	\$ 8.07	\$ 8.31	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour	\$ 64.71	\$ 82.19	\$ 54.35	\$ 66.18	\$ 66.18
Net Cost per Service Hour (CUTA)	\$ 117.95	\$ 121.38	\$ 148.89	\$ 152.47	\$ 157.04
% Cost Recovery (CUTA)	41%	41%	28%	28%	28%
Kilometers	47,238	47,238	70,898	70,898	70,898
Gross cost per KM	\$ 8.02	\$ 8.73	\$ 8.05	\$ 8.58	\$ 8.77
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		\$ -	\$ 209.12	\$ 212.67	\$ 218.05
Direct Operating Cost per Service Hour		\$ -	\$ 168.66	\$ 171.59	\$ 176.73
Overhead per Service Hour		\$ -	\$ 7.79	\$ 8.03	\$ 8.27
Lease/Amortization per Service Hour		\$ -	\$ 32.68	\$ 33.06	\$ 33.06
Net Cost per Service Hour (CUTA)		\$ -	\$ 78.72	\$ 78.95	\$ 81.32
% Cost Recovery (CUTA)		0%	44%	45%	55%
Kilometers	22,943	22,943	30,767	30,767	30,767
Gross cost per KM	\$ 4.06	\$ 4.15	\$ 4.29	\$ 4.36	\$ 4.47
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

Bow Valley Regional Transit Services Commission

2024-2033 APPROVED Capital Budget with NSLR

	2024	2025	2026	2027	2028	2029
Banff						
Opening Deferred Capital Contribution Balance	\$ 2,700,472	\$ 3,056,941	\$ 3,551,205	\$ 4,288,792	\$ 4,857,613	\$ 5,605,508
Anticipated Grant Funding	-	3,240,000	-	-	-	-
Municipal Contribution to New Assets	-	3,360,000	-	-	-	-
Banff Capital Requisition						
Banff Local Capital Replacement	534,700	707,200	859,300	872,200	885,300	898,500
Canmore / Banff Regional Capital Replacement	64,500	65,500	66,400	67,400	68,400	69,500
Commission Capital Replacement	37,900	45,800	95,400	96,600	97,800	99,000
Total Banff Capital Requisition	637,100	818,500	1,021,100	1,036,200	1,051,500	1,067,000
Capital Projects						
Banff New Capital Assets	-	(6,600,000)	-	-	-	-
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	(197,669)	(286,667)	(15,307)	(21,321)	(16,667)	(10,000)
Total Capital Projects	(280,631)	(6,924,237)	(283,513)	(467,379)	(303,605)	(65,245)
Closing Deferred Capital Contribution Balance	\$ 3,056,941	\$ 3,551,205	\$ 4,288,792	\$ 4,857,613	\$ 5,605,508	\$ 6,607,262

Canmore						
Opening Deferred Capital Contribution Balance	\$ 1,315,047	\$ 1,167,960	\$ 1,148,227	\$ 1,349,184	\$ 1,563,972	\$ 1,354,792
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	37,900	45,800	95,400	96,600	97,800	99,000
Total Canmore Capital Requisition	290,000	360,700	415,000	421,000	427,000	433,200
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	(197,669)	(286,667)	(15,307)	(21,321)	(16,667)	(10,000)
Total Capital Projects	(1,837,087)	(380,434)	(214,043)	(206,212)	(1,158,423)	(47,010)
Closing Deferred Capital Contribution Balance	\$ 1,167,960	\$ 1,148,227	\$ 1,349,184	\$ 1,563,972	\$ 1,354,792	\$ 1,740,983

Bow Valley Regional Transit Services Commission

2024-2033 APPROVED Capital Budget with NSLR

	2024	2025	2026	2027	2028	2029
ID9						
Opening Deferred Capital Contribution Balance	\$ 1,518,714	\$ 1,125,162	\$ 1,154,812	\$ 1,604,981	\$ 2,055,887	\$ 1,299,014
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	37,900	45,800	95,400	96,600	97,800	99,000
Total ID#9 Capital Requisition	68,014	76,366	126,425	128,090	129,762	131,442
Capital Projects						
LLB Regional Capital Expenditures	(593,002)	(94,091)	-	-	(1,219,268)	(112,233)
Commission Capital Replacement	(197,669)	(286,667)	(15,307)	(21,321)	(16,667)	(10,000)
Total Capital Projects	(790,671)	(380,757)	(15,307)	(21,321)	(1,235,935)	(122,233)
Closing Deferred Capital Contribution Balance	\$ 1,125,162	\$ 1,154,812	\$ 1,604,981	\$ 2,055,887	\$ 1,299,014	\$ 1,662,762

ALL PARTNERS						
Opening Deferred Capital Contribution Balance	\$ 5,534,233	\$ 5,350,064	\$ 5,854,243	\$ 7,242,957	\$ 8,477,473	\$ 8,259,315
Anticipated Grant Funding	1,120,000	3,240,000	-	-	522,243	-
Proposed Annual Contributions	1,604,219	4,949,607	1,901,576	1,929,427	1,957,562	1,986,181
Capital Projects	(2,908,388)	(7,685,428)	(512,862)	(694,912)	(2,697,963)	(234,488)
Remaining Unspent End of Year	\$ 5,350,064	\$ 5,854,243	\$ 7,242,957	\$ 8,477,473	\$ 8,259,315	\$ 10,011,007

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

via: Zoom Video Meeting

MINUTES

November 18th, 2020

3:00-4:30pm

BOARD MEMBERS PRESENT

Vi Sandford, Town of Canmore

Davina Bernard, ID#9

Joanna McCallum, Town of Canmore – Vice Chair

Dave Schebek, ID#9

Brian Standish, Town of Banff – Chair

Chip Olver, Town of Banff

BOARD MEMBERS ABSENT

BVRTSC ADMINISTRATION PRESENT

Martin Bean, Chief Administrative Officer

Steve Nelson, Operations Manager BVRTSC

Mel Booth, Financial Controller

ADMINISTRATION PRESENT

Andy Esarte, Town of Canmore

Adrian Field, Town of Banff

Alex Kolesch, Parks Canada

Daniella Rubeling, Parks Canada

ADMINISTRATION ABSENT

Danielle Morine, ID9

1. Call to Order

Brian Standish calls the meeting to order at 3:03PM.

2. Approval of the Agenda

BVRTSC20-56 Davina Bernard moves to approve the Agenda as presented.

CARRIED UNANIMOUSLY

3. Minutes

- Approval of the October 30th, 2020 Regular Meeting Minutes (attached)

BVRTSC20-57 Vi Sanford moves to approve the October 30th, 2020 Regular Meeting Minutes as presented.

CARRIED UNANIMOUSLY

- Approval of the October 30th, 2020 Annual Organizational Meeting Minutes (attached)

BVRTSC20-58 Brian Standish moves to approve the October 30th, 2020 Annual Organizational 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) Presentation of Q3 Financial Results (For Information Only)
- b) Report on COVID19 Employee Quarantine Pay (Request for Decision)

BVRTSC20-59 Brian Standish moves that the Commission direct administration to implement a COVID-19 temporary sick pay policy based on up to 10 paid days as outlined.

CARRIED UNANIMOUSLY

- c) Appointment of Chair and Vice Chair of the BVRTSC for 2021 (Request for Decision)

BVRTSC20-60 Chip Olver moves to nominate Brian Standish as Chair for another year.

CARRIED UNANIMOUSLY

BVRTSC20-61 Davina Bernard nominates Joanna McCallum as Vice Chair.

CARRIED UNANIMOUSLY

Next Commission meeting scheduled for December 9th at 2:00 PM.

6. Adjournment

Meeting adjourned at 3:45PM

Bow Valley *Regional* Transit Services Commission



Summer 2024 Route Efficiency Report

Report to the Bow Valley Regional Transit Services Commission

Report 2024-01.01 OnIt Service 2024 Revisions

January 29, 2024 – Report by Martin Bean

SUMMARY/ ISSUE

Since 2018, the BVRTSC has acted as the liaison and General Contractor for the OnIt service operating between Calgary and the Bow Valley, ensuring that the interests of contributors; Banff, Canmore, and Parks Canada are represented. As the service has grown in popularity, the service contributors are considering changes to increase the service and meet the needs of more residents and visitors.

Administration Recommendation:

1. The Board support the change in one-way fees for Calgary to Canmore/Banff from \$10 per person to \$12 or \$12.50 per person, beginning in 2024
2. The Board support extension of the OnIt contract for 2024 and endorse expansion of the schedule to include direct service between Calgary and the Lake Louise area.

INVESTIGATION

1. Fares:

The OnIt service has been operational since 2017 and the fare from Calgary to Canmore and Banff has remained unchanged at \$10, while the cost of operations has risen significantly. Increasing the fare by \$2 is not anticipated to have a large detrimental effect on the ridership numbers due to the high demand for the service.

In 2023, ridership was 42,745 during the summer months and an additional 2,081 in December for a total of 44,826. \$2 increase in fare would realize additional revenue of approximately \$84,272.88 (44,826 x \$1.88 fare difference after expenses).

Increasing the fare

2. Extension of Contract:

The contract that the BVRTSC has with Southland Transportation (operating as OnIt), that allows for an extension of the service for the years 2023, 2024 and 2025. The RFP was secured in 2022, with Southland being the only bidder. Within the RFP, the schedule was outlined for 2022, with the proponent being responsible for detailed route planning.

In 2023, service was added on Thursday evenings and increased on Fridays to supplement the core services on Saturdays and Sundays.

In 2023, a survey conducted by Southland Transportation shared information that 47% (611 of 1302) of the people surveyed transferred to Roam routes to travel to Lake Louise, contributing

Report to the Bow Valley Regional Transit Services Commission

Report 2024-01.01 OnIt Service 2024 Revisions

January 29, 2024 – Report by Martin Bean

to capacity challenges experienced on Route 8X. In 2024, direct service to Lake Louise is being contemplated to mitigate this challenge and improve the customer experience.

Administration is confident that this will be a positive move for the service and falls within the current contract, as stipulated below:

“The BVRTSC and its partners shall provide information and guidance on any service or schedule changes required throughout the contract.”

“Throughout the term of the contract, service hours may be increased or decreased by the BVRTSC with no financial penalty due to customer demand and operational factors including travel restrictions.”

OPTIONS

1. A) Remain at \$10 and continue with the same service levels as 2024.
B) Increase to \$12.50 and gain an additional approximately \$20,000 in revenue.
2. A) Remain status quo on service destinations, bringing all passengers to Canmore and Banff.
B) Offer the Lake Louise direct service as a trial on a few weekends.

BUSINESS PLAN/ BUDGET IMPLICATIONS

Currently, Parks Canada, Town of Banff and Town of Canmore all have consistent service subsidy amounts in their budgets for 2024 that were available in 2023. Increasing the fare is not intended to impact the subsidy required to operate the service but will give greater flexibility in scheduling to accommodate more riders.

BRAND IMPACT

OnIt is separate from the Roam Brand and these changes are not seen to have the potential of negatively impacting the Roam Brand. Increased service and availability of schedules is seen to have potential positive impact to the OnIt brand.

RISKS

- Risk of ridership not being as strong in 2024
- Risk of weather and event related ridership impacts

Bow Valley *Regional* Transit Services Commission



Rescinding of COVID Sick Pay Policy

Report to the Bow Valley Regional Transit Services Commission

Report 2024-01.02 Rescinding of Temporary Sick Pay Policy

January 30, 2024 – Report by Martin Bean

SUMMARY/ ISSUE

In 2020, the Board approved the implementation of the Temporary COVID Sick Pay Policy. With the implementation of a permanent policy and program regarding sick pay benefits, this policy is now redundant.

Administration Recommendation:

The Board directs administration to rescind Policy SB-2 immediately, due to the implementation of a permanent Roam employee wellness program.

INVESTIGATION

Administration implemented the COVID policy in 2020 to ensure that employees were safe and did not feel obligated to come to work should they be ill with COVID. The policy was intended as a temporary policy to remain in place for the time period that COVID was a factor in the workplace. It was successfully used by employees as required over the past number of years and served its purpose well.

The BVRTSC Board approved the BVRTSC Employee Wellness program in August of 2023, with a follow up report being delivered to the Board in October. This program is now included in the Roam Employee handbook and includes benefits that meet or exceed those contained in the temporary policy.

OPTIONS

No recommended options are being put forward.

BUSINESS PLAN/ BUDGET IMPLICATIONS

There are no anticipated budget implications as the new policy is already in place.

BRAND IMPACT

The new policy is more comprehensive and positive for employees and the Roam brand.

RISKS

No identified risk in rescinding this policy.

Report to the Bow Valley Regional Transit Services Commission

Report 2024-01.02 Rescinding of Temporary Sick Pay Policy

January 30, 2024 – Report by Martin Bean

Bow Valley Regional Transit Services Commission: Staff Benefits Policy

Policy Number: SB-2

Date: November 13, 2020

Policy Area: Sick pay

Policy Name: Temporary COVID Sick Pay Policy

Policy Objectives:

- The Commission is ensuring that it is doing everything possible to help stop the spread of the COVID-19 virus.
- To maintain the Commission's commitment to the health, safety, and wellness of our employees and customers.
- To ensure that Commission employees are not penalized for following provincial mandatory quarantine guidelines and take time off when they are sick rather than continuing to work when unsafe to do so.

Policy:

- 1) Employees are expected to follow provincial health guidelines and quarantine when legally required to do so. See <https://www.alberta.ca/isolation.aspx> for additional information.
- 2) Employees are also expected to use their judgement and not come to work if they are aware they are a close contact of a probable COVID-19 positive case while waiting for test results. See <https://www.albertahealthservices.ca/topics/Page17221.aspx> for more information about close contacts.
- 3) If employees have COVID-19 core symptoms that are not related to a pre-existing illness or health condition, we recommend that they get tested as well as complete their mandatory isolation period. See <https://www.alberta.ca/covid-19-testing-in-alberta.aspx> for a list of symptoms and testing information.
- 4) Although employees may be potentially eligible to participate in the Alberta Government's **International Border Testing Pilot Program**, the BVRTSC is currently not following the reduced quarantine criteria within this program. Any employee that chooses to travel internationally will be subject to the full 14-day isolation period that is in effect. Employees who choose to travel for non-emergency reasons outside of Canada will not be eligible for the COVID sick pay outlined in this policy during the 14-day quarantine period triggered by their international travel.

- 5) Employees are eligible for up to 10 total paid COVID sick days within the 14 day isolation period if the employee is required to be on quarantine and is unable to come to work.
- 6) This benefit is for both part-time and full-time Commission employees.
- 7) The benefit applies to previously scheduled shifts that occur during the required period of isolation only. For example:
 - i An employee is scheduled for 8 shifts over the next 14-day period. The employee will receive 8 days paid leave.
 - ii An employee regularly works Monday-Friday. The employee will receive 10 days paid leave.Part-time drivers shifts will be assessed on a case by case basis, based on their typical scheduled hours at this time of the year.
- 8) Employees are required to notify their supervisors as soon as possible if they are required to quarantine, along with anticipated return to work dates.
- 9) Drivers that are on mandatory quarantine leave will be put back on the schedule when they are legally and safely able to come back to work without compromising the safety of themselves and others according to Alberta public health guidelines.
- 10) Administration employees who are set up to work from home can do so if they are well enough and choose not to use their COVID sick pay entitlement.
- 11) The benefit is for a maximum of 10 days or 2 calendar weeks and does not have to be taken at once. If the time off required is shorter than 14 days, the employee can use the remainder of the days at a later time should they need to quarantine again. For part-time staff this is based on calendar weeks i.e. a 14-day period rather than workdays.
- 12) Once the sick pay has been utilized full-time employees have the option to use their sick pay if they are required to quarantine for a second time
 - i Sick pay is paid according to BVTSC employee sick pay policy.
 - ii Employees that have multiple requests for quarantine leave will be dealt with on a case by case basis.
- 13) If an employee is required to stay away from work longer than the 14-day period, options will include the Federal Canada Recovery Sickness Benefit (CRSB) and these can be discussed with your supervisor.

- 14) This policy is a temporary solution to assist employees during the COVID-19 pandemic only and will be rescinded at a future date.
- 15) With the rapidly changing environment any changes to government employment legislation may require further changes to this policy or make it null and void if the government introduces mandatory paid sick time. This policy will be updated or revoked as deemed necessary.

Bow Valley *Regional* Transit Services Commission



Cyber Crime Insurance

Report to the Bow Valley Regional Transit Services Commission

Report 2024-01.03 Cyber Insurance

January 30, 2024 – Report by Martin Bean

SUMMARY/ISSUE

In 2023, organizations across the globe saw a huge increase in attempts to obtain information through various forms of online methods. Roam had an external organization complete an analysis of our current protocols and recommend some further precautions that have been implemented. Additionally, insurance specific to this type of exposure is being recommended.

Administration Recommendation:

The Board directs administration to move forward with purchasing an additional \$1,000,000 insurance policy specific to cyber insurance for a cost not to exceed \$17,000.

INVESTIGATION

Administration has researched, through our current insurance provider, the possibility of additional insurance coverage specific to cyber-attacks. The ballpark quote received is between \$10,000 and \$15,000 for \$1 million of coverage. In order to receive a more specific quotation, a full application needs to be completed to determine protocols that are currently in place, and they need to make a determination on whether the organization qualifies.

Our current policy has small coverages for cybercrime and this addition would boost the coverage significantly.

G. Cyber Liability

Limit of Liability	\$100,000 – Each Claim \$5,000,000 – Annual Aggregate,	
Sublimits		De
Security and Privacy Liability	\$100,000	All
Regulatory Action	\$100,000	
Network Interruption	\$100,000	
Event Management	\$100,000	
Cyber Extortion	\$50,000	
Insurer:	AIG Insurance Company of Canada	

Points received from KPMG Cyber Security Consultants:

- Premium rates for this coverage have increased significantly over the past few years.
- Firm believer in having some insurance to mitigate.
- Small or moderate attack could cost between \$500K and \$1 Million, excluding reputational and business disruption risks.
- Average cost of a data breach in 2023 was \$5 million, according to Ponemon Institute.

Report to the Bow Valley Regional Transit Services Commission

Report 2024-01.03 Cyber Insurance

January 30, 2024 – Report by Martin Bean

This would be a significant increase on overall insurance costs. Currently the BVRTSC pays \$11,500 for General Liability and approximately \$185,000 for Fleet Insurance.

OPTIONS

Delay this additional coverage and add to the 2025 budget.

BUSINESS PLAN/ BUDGET IMPLICATIONS

Increase to insurance cost for 2024, putting this area over budget.

BRAND IMPACT

Meets with Roam Brand objectives by enhancing organizational strength

RISKS

No identified risk

Bow Valley *R*egional Transit Services Commission



2024 Strategic Plan Status Update

BVRTSC Strategic Planning February 2024 Update

✓ = completed or part of regular annual activities

● = planned for the year in question

✗ = canceled or redundant



Roam

Introduction



Presentation title

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.

This document is administration's update of status as of February 2024

Governance

Task #	Task Description	2021-22	2023	2024
GOV 1	Create and approve a 4-year Strategic and Business Plan and review it annually	✓	✓ Reviewed Jan.	✓ Reviewed Jan.
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.	✓	✓ Mini-Review	
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.		✓	🟡
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.	✓	✓	🟡
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

Presentation title

Task #	Task Description	2021-22	2023	2024
TS 1	Overall system review – Roam plus other transportation providers, how does it all work together?		Ongoing	
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	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.			
TS 13	Advocate for, advise on and champion disincentives to private vehicle use			

Infrastructure

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.		✓	●





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.	✓		New Provider Coming Online
TEC 2	Add more on-board wifi.	✓	✓	
TEC 3	Improve app.			New Provider Coming Online
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.		Google Translate for website	
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.	✓	✓	New website coming online
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.	✓	✓ Fare review done in 2023	✓ Fare technology report coming in 2024
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.		✓	



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.		●	Capital Fleet Plan coming in 2024 Q3

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			



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

Walt Disney