BOW VALLEY REGIONAL TRANSIT SERVICES
COMMISSION REGULAR MEETING

111 Hawk Avenue and MS Teams

AGENDA

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

1. Call to Order

2. Approval of the Agenda

3. Minutes

- Approval of the June 12th, 2024 Regular Meeting Minutes (attached)

4. Old Business (including Standing Items)

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

5. New Business

a) Maintenance Study Presentation – Richard Haukka Consulting (For Information Only)
b) Q2 Financial Results (For Information Only)
c) Chair's Report on Budget Process (For Information Only)
d) Presentation of Draft Operating (2025-27) and Capital (2025-2034) Budgets (Request for Decision)
e) Presentation of New Service Level Requests (Request for Decision)

1. Banff Routes 1 and 2 additional hours
2. CB Regional additional mid-day service
3. Automatic Passenger Counter Upgrade
4. Canmore Route 12 Winter Service
5. Transit Dispatch Coordinator (.5 Additional)
6. Accounting Administrator (PT 2025, FT in 2026)
7. General Maintenance Team Member (2026)

f) In-camera Session (HR)

6. Next Regular Meeting – Wednesday September 11th, 2024

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

7. Adjournment

BOW VALLEY REGIONAL TRANSIT SERVICES
COMMISSION REGULAR MEETING

111 Hawk Avenue and MS Teams

MINUTES

June 12th, 2024 2:00-4:00pm

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

BOARD MEMBERS ABSENT
Sean Krausert, Town of Canmore
Alex Parkinson, ID9

BVRTSC ADMINISTRATION PRESENT
Martin Bean, CEO
Mel Booth, Director of Finance and Administration
Steve Nelson, Director of Service Delivery

ADMINISTRATION PRESENT
Patti Youngberg, Parks Canada
Danielle Morine, ID9
Dwight Bourdin, Parks Canada
Adrian Field, Town of Banff
Therese Rogers, Town of Canmore

ADMINISTRATION ABSENT
Daniella Rubeling, Parks Canada

PUBLIC PRESENT
Greg Colgan (RMO) (Virtual)

1. Call to Order

Dave Schebek calls the meeting to order at 2:03 PM

2. Approval of the Agenda

BVRTSC24-34 Dave Schebek moves to accept the Agenda as presented.

CARRIED UNANIMOUSLY

3. Minutes

Approval of the May 8th, 2024 Regular Meeting Minutes (attached)

BVRTSC24-35 Dave Schebek moves to accept the Minutes as presented.

CARRIED UNANIMOUSLY

4. Old Business (including Standing Items)

a) CEO Report (For Information)

b) Bring Forward List of Pending Items (For Information)

c) Transit Service Monthly Statistics (For Information)

Request for wheelchair/mobility aids to be added to ridership sheet

5. New Business

a) Betterez update (For Information Only)

b) Maintenance Re-forecast for remainder of 2024 (For Information Only)

6. Next Regular Meeting – Wednesday July 10th, 2024

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

7. Adjournment

BVRTSC24-36 Dave Schebek moves to adjourn the meeting at 3:20PM.

CARRIED UNANIMOUSLY

CEO REPORT

August 2024

Financial:

Rural Transit Solutions Fund:

Administration has been submitting claims for approved grants under the Rural Transit Solutions Fund and payment has been received quickly.

Federal Funding Announcement:

Infrastructure Canada has announced the initial guidelines and processes around the Canada Public Transit Fund. An overview of the fund is below:

"In February 2021 the Prime Minister announced the new permanent federal funding for public transit and active transportation infrastructure, beginning in 2026-27.

The new Canada Public Transit Fund, announced in 2024, will provide $3 billion per year for public transit and active transportation infrastructure, beginning in 2026-27. The Fund will provide stable and predictable funding to address long-term transit goals and aims to:

- *Increase the use of public transit and active transportation relative to car travel*
- *Increase the housing supply and affordability as part of complete, transit-oriented communities*
- *Help mitigate climate change and improve climate resilience*
- *Improve public transit and active transportation options for all, especially Indigenous People and equity-deserving groups."*

The fund will be rolled out in three streams, two of which will provide potential funding for the BVRTSC. The streams are Baseline Funding, Metro Region Agreements and Targeted Funding. The two that apply for Roam Transit are listed below:

Baseline Funding:

Baseline funding will provide predictable, long-term funding to communities with existing transit systems to support routine capital and non-capital investments, with an expected focus on projects of a relatively small-scale, including public transit and active transportation system expansions, improvements, and state of good repair.

The Baseline funding stream is an approximately $500 million annual envelope that is part of the Canada Public Transit Fund. Allocations from the $500 million funding envelope are determined based on a formula that considers both ridership and population metrics.

The portal for submitting an Expression of Interest for the Baseline Funding Stream is currently open and submissions have to be completed and received by September 16, 2024. The information given during recent webinars outlines that the EOI is very general, with no specific project commitments needing to be identified. Administration will be working on this submission to ensure it is submitted.

Targeted Funding:

The Targeted Funding stream consists of a series of regular calls for applications for specific types of public transit and active transportation projects. The projects supported through this stream range from rural transit on demand to bike or walking paths and pedestrian bridges. By being flexible and tailoring project intakes, the Government of Canada will be able to adapt the stream to evolving priorities and community needs.

This approach builds on the Active Transportation Fund, the Zero Emission Transit Fund and the Rural Transit Solutions Fund launched in 2021. Targeted Funding will support meaningful transit, school transportation and active transportation needs for communities of all sizes across the country, while also targeting federal priorities such as reducing pollution, supporting rural communities and encouraging active lifestyles.

Information on new project intakes and funding opportunities will be made available through this web page, as well as the Housing, Infrastructure and Communities Canada Funding Portal.

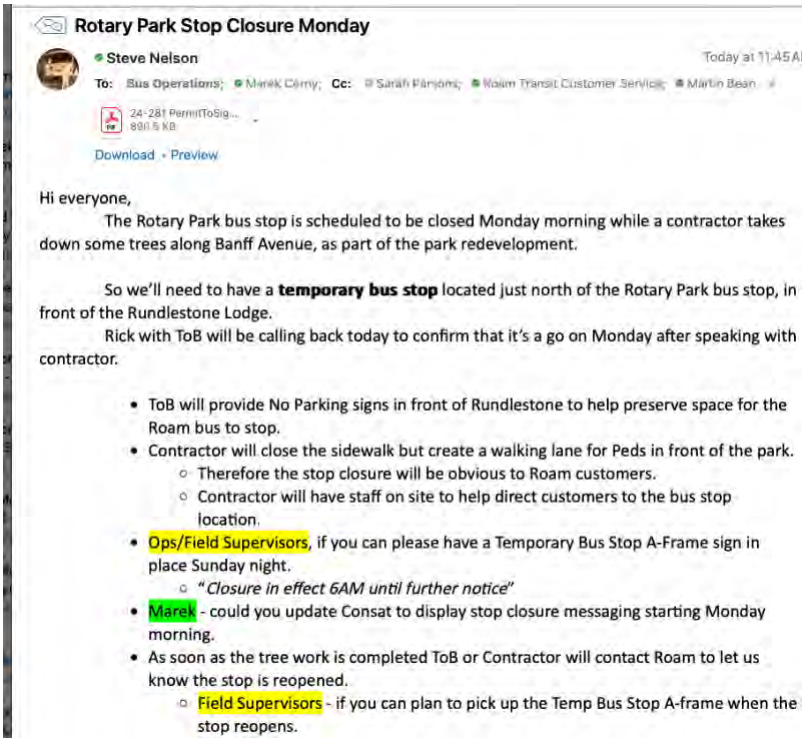
Roam already has two projects under the Rural Transit Solutions Fund and will continue to follow this funding stream to determine other opportunities. It is recommended that partner Municipal administration follow this stream also for active transportation and transportation infrastructure projects.

Transit Service Updates:

- OnIt – Roam is currently contracting an OnIt bus to help reduce the long lineups at Lake Louise for people wanting to return to Banff. The OnIt bus is helping out on Friday, Saturday and Sunday and leaves at 6pm. This is planned to continue through the first week in September and has significantly improved satisfaction for passengers returning from Lake Louise.

- Transit App – Roam is in the process of implementing Transit Royale, allowing passengers to have detailed information on all routes operated. Currently passengers only see information on the closest three routes to where they are located, and this creates challenges in trip planning. Over 100 transit agencies, including Calgary Transit subscribe to Transit Royale for an improved customer experience.

- Stop Closures – to give an idea of the work that our operations team puts into each stop closure, even the ones that are short in duration and don't involve a detour:



Rotary Park Stop Closure Monday

Steve Nelson Today at 11:45 A

To: Bus Operations; Marek Cerny; **Cc:** Sarah Parsons; Roam Transit Customer Service; Martin Bean

24-281 PermitToSig... 880.5 KB

Download · Preview

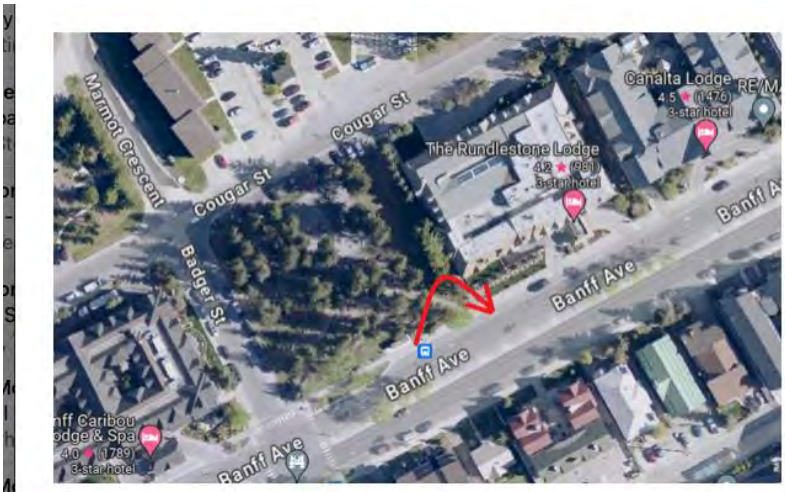
Hi everyone,

The Rotary Park bus stop is scheduled to be closed Monday morning while a contractor takes down some trees along Banff Avenue, as part of the park redevelopment.

So we'll need to have a **temporary bus stop** located just north of the Rotary Park bus stop, in front of the Rundlestone Lodge.

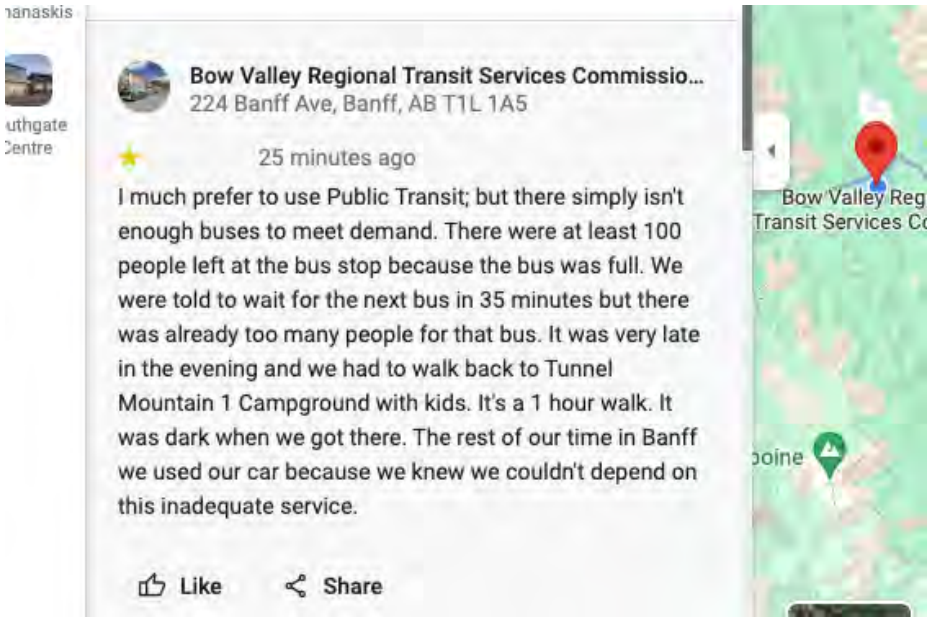
Rick with ToB will be calling back today to confirm that it's a go on Monday after speaking with contractor.

- ToB will provide No Parking signs in front of Rundlestone to help preserve space for the Roam bus to stop.
- Contractor will close the sidewalk but create a walking lane for Peds in front of the park.
  - Therefore the stop closure will be obvious to Roam customers.
  - Contractor will have staff on site to help direct customers to the bus stop location.
- Ops/Field Supervisors, if you can please have a Temporary Bus Stop A-Frame sign in place Sunday night.
  - "*Closure in effect 6AM until further notice*"
- Marek - could you update Consat to display stop closure messaging starting Monday morning.
- As soon as the tree work is completed ToB or Contractor will contact Roam to let us know the stop is reopened.
  - Field Supervisors - if you can plan to pick up the Temp Bus Stop A-frame when the stop reopens.



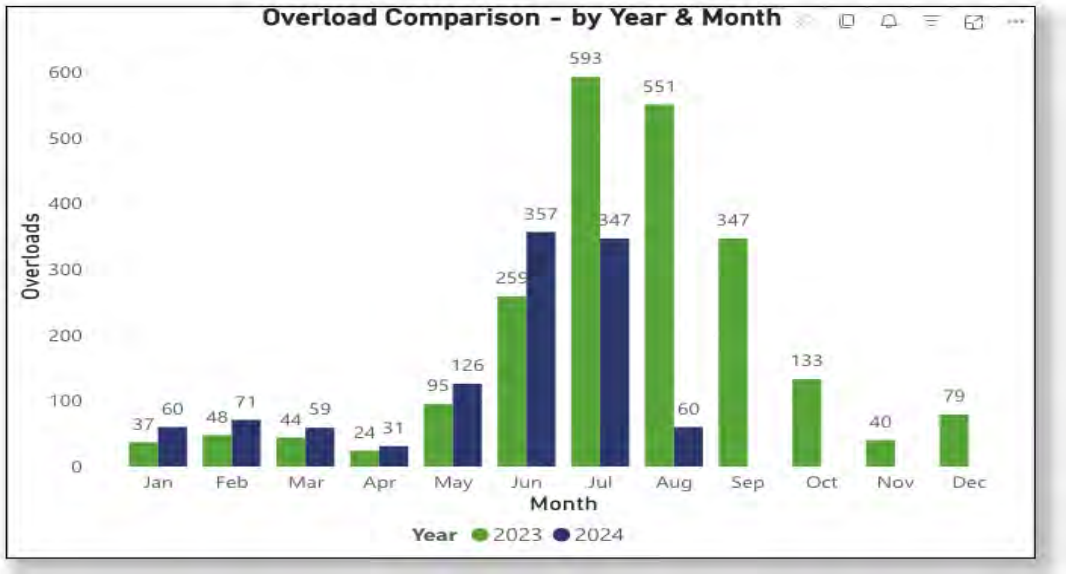
Steve Nelson (he/him)
Director, Service Delivery
Bow Valley Regional Transit Services Commission

Route 2 Comments:



- Roam is operating 1 or 2 overload buses daily as a non-scheduled service on Banff local routes, enabling the drivers to be flexible and support wherever needed. Overload numbers in Banff were up from 2023 in the early part of summer, however, are currently lower than 2023. Pursuit shuttles and Rimrock shuttle buses are projected to be part of the reason for this.

- Additionally, capacity on Route 8X is being managed more effectively by Ambassadors and Customer Service by having adequate staff available to answer emails, phone calls and passenger questions ahead of time. Another change from last year is that passengers require an 8X reservation to be able to transfer to the Moraine shuttles, so less line ups are seen at the Banff High School Transit Hub.



Total percentage of trips that report overloads:

Overloaded Trips by Route

Route	May	June	July	**Total**
Route 1	5.49%	9.11%	7.65%	**7.81%**
Route 2	0.94%	2.60%	3.57%	**2.65%**
Route 3	0.19%	0.25%	0.20%	**0.22%**
Route 4	0.00%	0.00%	0.00%	**0.00%**
Route 5C	0.13%	0.43%	0.13%	**0.25%**
Route 5T	0.12%	0.06%	0.32%	**0.17%**
Route 8X	1.37%	4.41%	5.63%	**4.25%**
Route 9	0.95%	6.01%	2.46%	**3.59%**
Route 12	0.00%	0.00%	0.00%	**0.00%**
Total	**1.46%**	**2.96%**	**2.76%**	**2.58%**

General/Health and Safety

- Roam and Parks Canada have arranged a trip for Board members on Wednesday August 28th to Lake Louise and Moraine Lake to observe the operation of Route 8X and the Parks Canada shuttles.

- The Roam Fare Technology report has been completed and will be brought to the Board shortly, with the intent of having a recommendation and potentially being able to introduce a new faring system including tap to pay in early 2026.

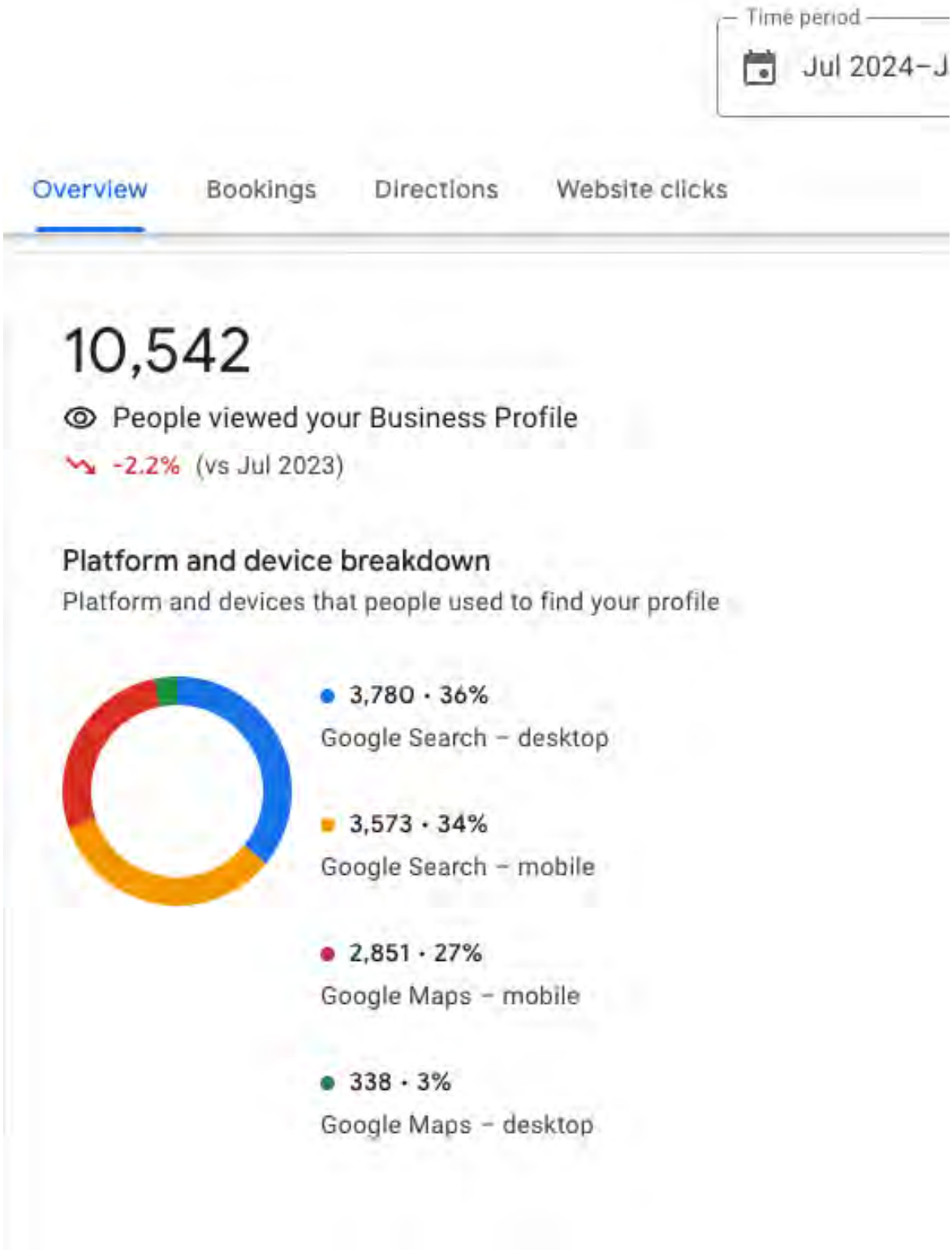
- Brand Standard Update**:**

    - Roam's marketing team will be reviewing and updating the Brand Standard, with any substantial changes recommended being brought back to the Board for approval. Discussion is ongoing around the expansion of the Brand to potentially include limited term messages of cultural awareness through the Brand, however this concept will require significant investigation, and a recommendation would come back to the Board.

- OHS – Roam's Health and Safety Committee has been meeting regularly and providing input on areas where improvements could be made. Recent workplace inspections have been completed on all Roam facilities, identifying any deficiencies for mitigation.

- Roam has been working with TOB and Canadian Rockies Public Schools on a couple of projects at the Banff High School Transit Hub to ensure minimal impact to passengers and safety at the bus stop. They are replacing the front steps at the High School and removing a couple of large trees.

- Google Search Statistics from July 2024:



- Human Resources – our HR team has initiated regular drop-in hours at the Transit Storage and Training facility to ensure support for the team. See below poster recently shared:

Bow Valley Regional Transit Services Commission

BRING FORWARD LIST

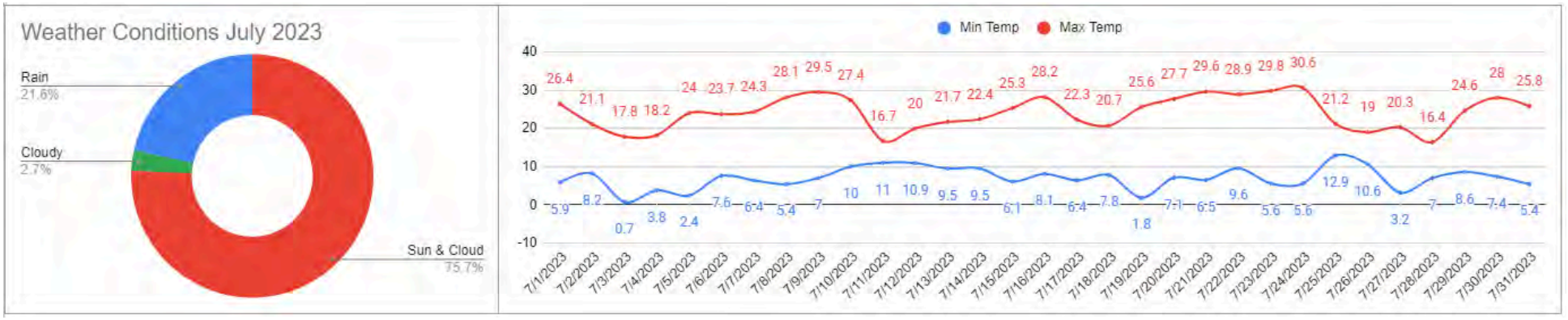
BRING FORWARD LIST OF ITEMS PENDING (as of August, 2024)

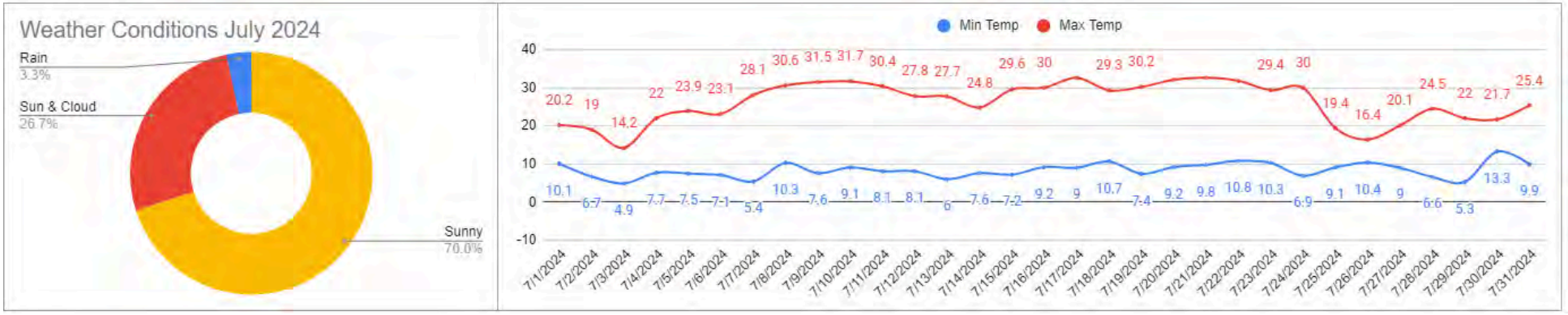
ITEM	Date Initiated	Pending Date	Responsible for Completion	Comments:
BVRTSC23-93 Alex Parkinson moves to discuss the commuter pass more in depth at the strategic planning in 2024.	Nov 8, 2023	Complete	Martin	Commuter pass is in place and being used by residents.
BVRTSC23-065 Joanna McCallum moves to 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. **CARRIED UNANIMOUSLY**	Oct, 18th 2023	Q3 2024	Martin/Steve	Study is currently being completed by Dillon Consulting.
BVRTSC24-14 Barb Pelham moves that 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.	Feb 14, 2024	Complete	Melanie	Insurance has been put in place.

Bow Valley Regional Transit Services Commission Ridership Statistics

Month	Type	Banff Local	Canmore Local	Canmore-Banff Regional	Lake Louise - Banff Regional
July 2024	Ridership	205,285	30,700	32,104	36,750
	Bikes	1,077	1,560	1,597	87
	Winter Sports	0	44	0	0
	Strollers	352	218	79	49
	Mobility Devices	51	15	0	4

Route	Monthly Ridership Change 2023 - 2024	Comment
Route 1	-3.33%	Change from July 2023 to July 2024
Route 2	-0.98%	Change from July 2023 to July 2024
Route 3	0.84%	Change from July 2023 to July 2024
Route 4	-19.82%	Change from July 2023 to July 2024
Route 5	7.00%	Change from July 2023 to July 2024
Route 6	-19.19%	Change from July 2023 to July 2024
Route 8X	-12.14%	Change from July 2023 to July 2024
Route 9	17.68%	Change from July 2023 to July 2024


Weather Conditions July 2023
Rain
21.6%
Cloudy
2.7%
Sun & Cloud
75.7%
Min Temp
Max Temp


Weather Conditions July 2024
Rain
3.3%
Sun & Cloud
26.7%
Sunny
70.0%
Min Temp
Max Temp

8/6/2024

	Route 1 (Inns of Banff/ Gondola)							Route 2 (Tunnel Mtn / Banff Springs Hotel)							Route 4 Cave & Basin							Banff Local (Route 1, 2 & 4)						
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	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22
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	32,950	90,625	90,625	93,761	3.46%	184.56%
February	6,370	19,661	40,833	40,833	46,080	12.85%	134.37%	5,903	21,518	47,270	47,270	51,430	8.80%	139.01%								12,273	41,179	88,103	88,103	97,510	10.68%	136.80%
March	8,668	21,722	47,979	47,979	52,307	9.02%	140.80%	7,734	24,785	53,488	53,488	60,558	13.22%	144.33%								16,402	46,507	101,467	101,467	112,865	11.23%	142.68%
April	6,709	20,918	41,098	41,098	44,341	7.89%	111.98%	5,643	20,192	44,739	44,739	45,853	2.49%	127.08%								12,352	41,110	85,837	85,837	90,194	5.08%	119.40%
May	5,901	37,615	67,740	67,740	72,973	7.73%	94.00%	5,008	27,452	55,890	55,890	60,403	8.07%	120.03%	60	1,153	1,904	1,904	1,740	-8.61%	50.91%	10,969	66,220	125,534	125,534	135,116	7.63%	104.04%
June	13,551	65,375	103,499	103,499	107,404	3.77%	64.29%	11,196	50,118	76,511	76,511	81,019	5.89%	61.66%	535	4,698	6,689	6,689	5,116	-23.52%	8.90%	25,282	120,191	186,699	186,699	193,539	3.66%	61.03%
July	31,554	100,148	125,827	125,827	121,640	-3.33%	21.46%	31,179	67,979	93,346	93,346	92,431	-0.98%	35.97%	2,753	7,321	7,647	7,647	6,131	-19.82%	-16.25%	65,486	175,448	226,820	226,820	220,202	-2.92%	25.51%
August	43,151	93,303	122,140	21,371	20,500	-4.07%		34,735	68,183	91,695	14,862	13,699	-7.83%		3,438	6,392	7,191	1,507	1,041	-30.92%		81,324	167,878	221,026	37,740	35,240	-6.62%	
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	120,359	168,966	0	0	0.00%	
October	16,333	37,893	52,404	0	0	0.00%		12,439	32,911	46,459	0	0	0.00%			396			0			28,772	71,200	98,863	0	0	0.00%	
November	15,151	30,751	33,628	0	0	0.00%		13,693	36,146	43,420	0	0	0.00%									28,844	66,897	77,048	0	0	0.00%	
December	18,948	45,460	49,418	0	0	0.00%		16,819	50,744	54,587	0	0	0.00%									35,767	96,204	104,005	0	0	0.00%	
YTD	200,072	550,493	813,710	488,983	506,889	3.66%	-7.92%	171,120	470,848	733,010	436,095	457,510	4.91%	-2.83%	8,495	24,802	28,273	17,747	14,028	-20.96%	-43.44%	379,687	1,046,143	1,574,993	942,825	978,427	3.78%	-6.47%

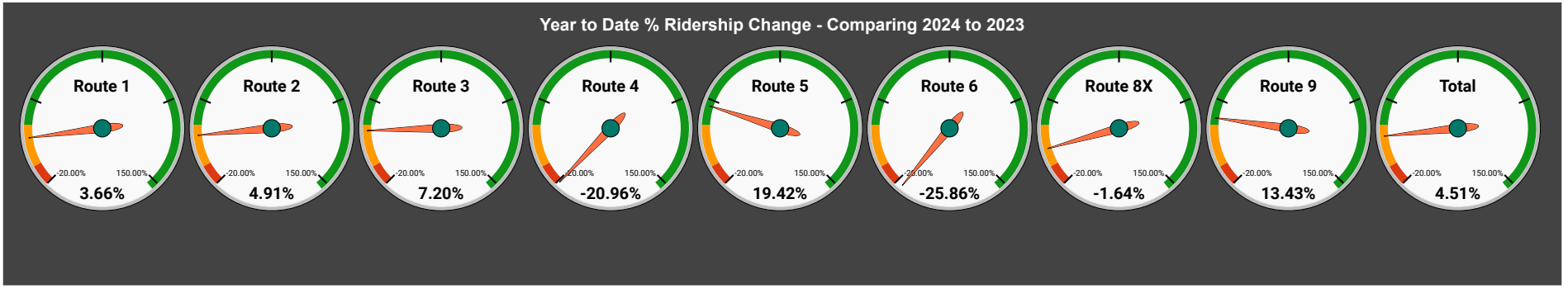
	Route 3 (Canmore-Banff Regional)							Route 5 Canmore							Route 6 Minnewanka							Roam Total Ridership						
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22
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	56,530	147,062	147,062	162,228	10.31%	186.98%
February	5,781	10,492	21,303	21,303	25,415	19.30%	142.23%	6,700	9,789	22,119	22,119	29,174	31.90%	198.03%								25,771	65,499	141,874	141,874	163,675	15.37%	149.89%
March	7,951	12,770	23,824	23,824	27,059	13.58%	111.90%	8,650	12,208	25,116	25,116	30,530	21.56%	150.08%								34,441	75,790	161,319	161,319	182,041	12.85%	140.19%
April	5,507	12,028	23,622	23,622	26,296	11.32%	118.62%	7,360	10,924	23,308	23,308	28,976	24.32%	165.25%								26,365	68,215	143,794	143,794	156,333	8.72%	129.18%
May	6,850	15,148	26,946	26,946	28,087	4.23%	85.42%	6,760	13,066	27,143	27,143	32,036	18.03%	145.19%	559	2,783	5,879	5,879	4,647	-20.96%	66.98%	27,604	106,822	206,716	206,716	223,226	7.99%	108.97%
June	9,321	19,058	30,304	30,304	30,702	1.31%	61.10%	8,250	16,015	28,039	28,039	30,963	10.43%	93.34%	2,857	12,662	18,255	18,255	14,003	-23.29%	10.59%	54,438	190,769	308,030	308,030	314,985	2.26%	65.11%
July	12,330	22,015	31,836	31,836	32,104	0.84%	45.83%	7,581	16,715	28,691	28,691	30,700	7.00%	83.67%	6,367	20,639	25,806	25,806	20,855	-19.19%	1.05%	107,890	271,789	371,077	371,077	356,536	-3.92%	31.18%
August	12,610	19,854	32,667	5,893	4,983	-15.44%		8,345	17,070	27,658	4,711	4,138	-12.16%		8,396	19,238	26,074	5,081	1,288	-74.65%		132,189	253,615	366,644	63,679	54,159	-14.95%	
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	187,534	284,961	0	0	0.00%	
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	118,488	179,071	0	0	0.00%	
November	10,446	17,797	27,903	0	0	0.00%		9,685	19,956	26,722	0	0	0.00%									51,773	110,983	142,511	0	0	0.00%	
December	10,599	19,213	31,157	0	0	0.00%		8,870	21,194	28,482	0	0	0.00%									59,209	146,145	179,224	0	0	0.00%	
YTD	109,517	193,986	329,489	186,983	200,438	7.20%	3.33%	96,241	180,090	311,377	181,937	217,261	19.42%	20.64%	21,482	66,034	92,335	55,021	40,793	-25.86%	-38.22%	684,782	1,652,179	2,632,283	1,543,551	1,613,183	4.51%	-2.36%

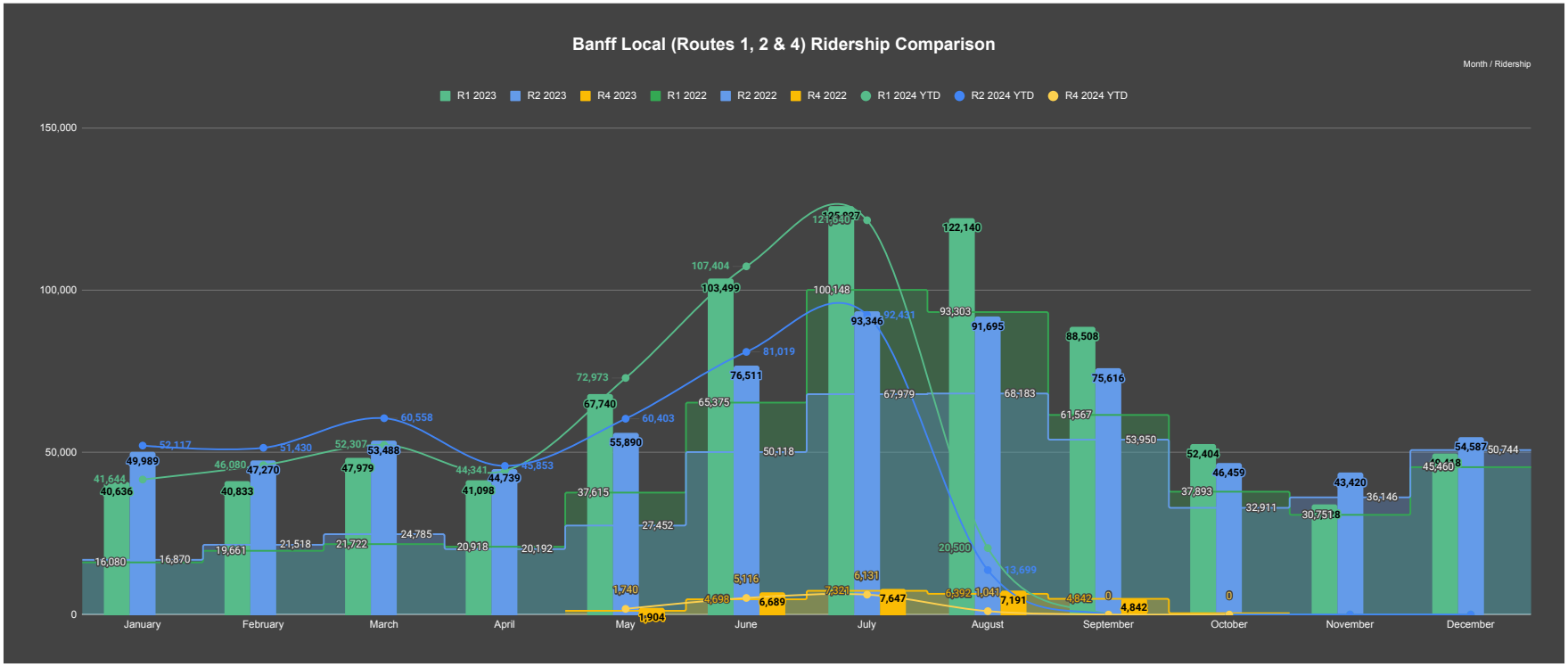
	Route 8X (Express Lake Louise - Banff Regional)							Route 8S (Scenic Lake Louise - Banff Regional)							Route 9 (Johnston Canyon)							Route 10 (Moraine Lake)						
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	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	9,363	10,714	14.43%	165.26%										986	986	862	-12.58%								
March	1,438	4,305	10,205	10,205	10,694	4.79%	148.41%										707	707	893	26.31%								
April	1,146	4,153	10,013	10,013	10,196	1.83%	145.51%										1,014	1,014	671	-33.83%								
May	1,516	8,422	17,400	17,400	19,167	10.16%	127.58%	97							853	1,183	2,602	2,602	2,738	5.23%	131.45%							
June	3,454	18,115	34,555	34,555	33,350	-3.49%	84.10%	862							4,412	4,728	6,185	6,185	7,265	17.46%	53.66%							
July	10,637	28,200	41,826	41,826	36,750	-12.14%	30.32%	1,313	2,183	2,755	2,755	0	-100.00%	-100.00%	4,176	6,589	7,409	7,409	8,719	17.68%	32.33%							
August	15,688	22,575	43,140	7,429	6,169	-16.96%		2,000	1,640	2,974	431	0	-100.00%		3,826	5,360	6,897	1,211	1,626	34.30%								
September	8,728	16,059	31,100	0	0	0.00%		757							1,448	2,908	5,776	0	0	0.00%		1,498	3,535	6,556	0	0	0.00%	
October	3,709	8,061	17,351	0	0	0.00%									419	897	1,884	0	0	0.00%		973	3,393	4,827	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	0	0	0.00%								
YTD	55,221	132,912	249,452	140,579	138,267	-1.64%	4.03%	5,029	3,823	5,729	3,186	0	-100.00%	-100.00%	15,134	22,263	35,751	20,698	23,478	13.43%	5.46%	2,471	6,928	11,383	0	0	0.00%	-100.00%

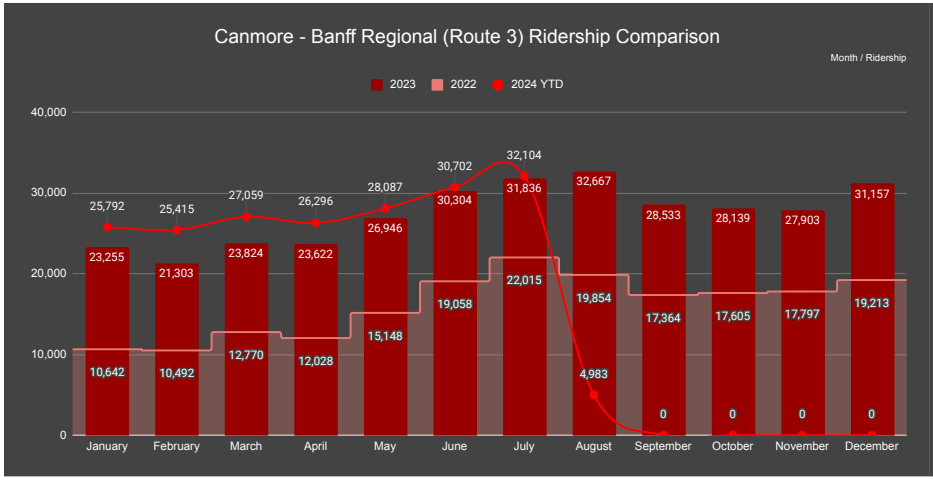
	On-It (Calgary Regional) - Banff							On-It (Calgary Regional) - Lake Louise							Route 11 (Lake Louise Local)						
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22
January					363																
February					753																
March					830																
April																					
May	1,759	1,759	2,792	2,792	2,165	-22.46%	23.08%										1,212	1,212	1,435	18.40%	
June	930	3,840	6,815	6,815	5,650	-17.09%	47.14%					647					3,993	3,993	5,163	29.30%	
July	2,607	7,654	10,031	10,031	5,618	-43.99%	-26.60%					1,041					5,934	5,934	7,206	21.44%	
August	3,623	6,531	10,389	1,593	1,829	14.81%						269					6,208	1,184	715	-39.60%	
September	2,272	5,019	10,329	0	0	0.00%						0					3,574	0	0	0.00%	
October			2,389	0	0	0.00%						0					853	0	0	0.00%	
November																					
December																					
YTD	11,191	24,803	42,745	21,231	17,208	-18.95%	-30.62%	0	0	0	0	1,957	0.00%	0.00%	0	0	21,774	12,323	14,519	17.82%	0.00%

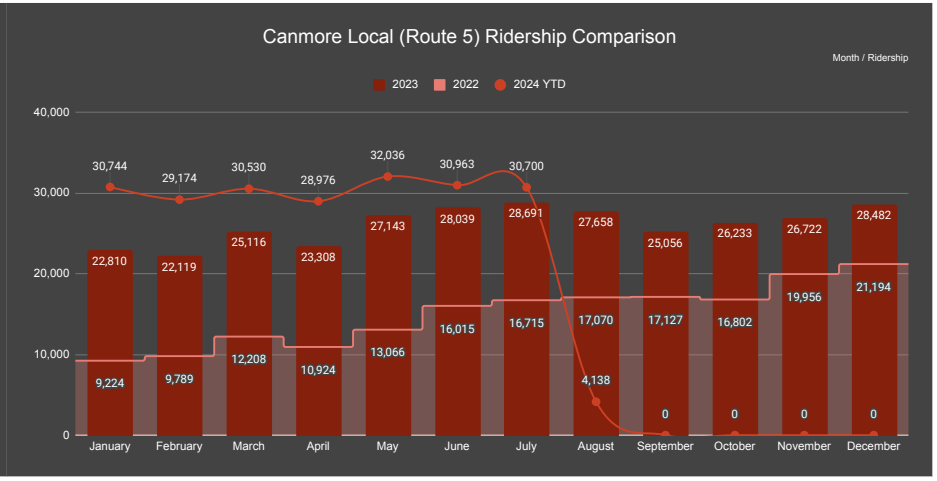
	Route 5C (Cougar Creek)							Route 5T (Three Sisters)							Route 12 (Grassi Lakes)						
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 UTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22
January					19,797							10,947									
February					17,830							11,344									
March					18,442							12,088									
April					17,958							11,018									
May					18,563							13,473							680		
June					17,076							13,887							1,896		
July					17,115							13,585							1,723		
August			15,005	2,413	2,207	-8.54%				12,653	0	2,367	0.00%						702		
September			14,113	0	0	0.00%				10,943	0	0	0.00%						0		
October			15,771	0	0	0.00%				10,462	0	0	0.00%						0		
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	2,413	128,988	5245.54%	0.00%	0	0	56,525	0	88,709	0.00%	0.00%	0	0	0	0	5,001	0.00%	0.00%

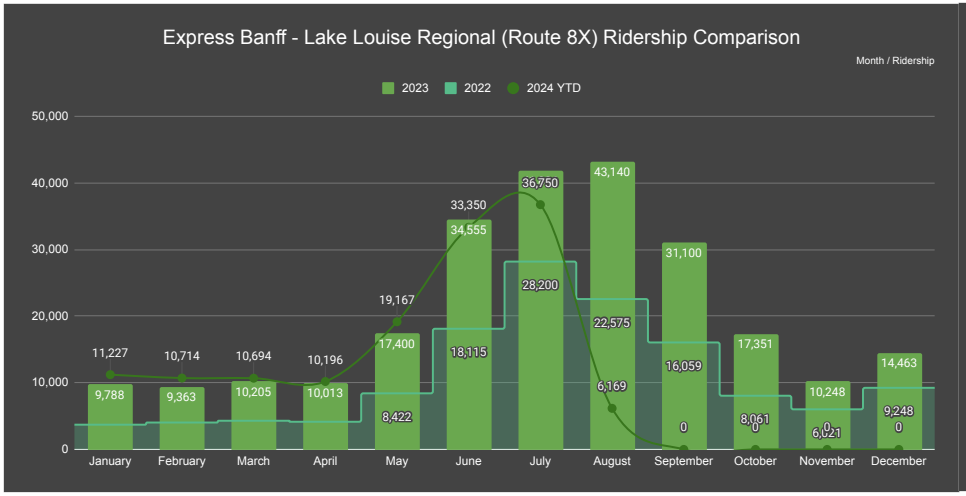
Please note that comparative date for 5C and 5T separately will not be available until August as route data was not split until then

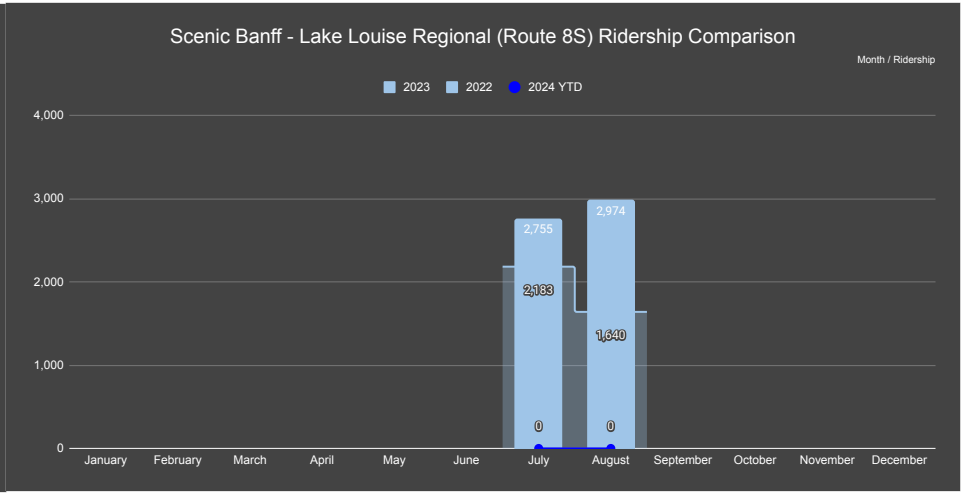


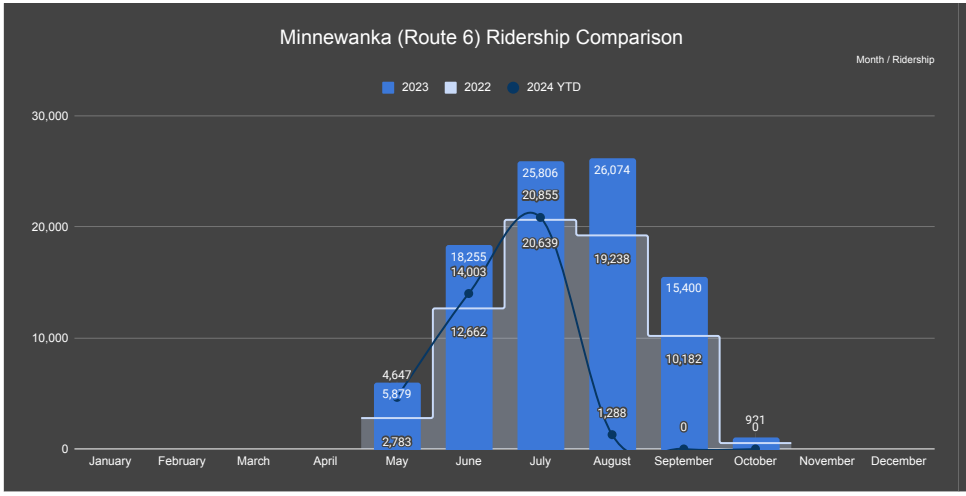

Banff Local (Routes 1, 2 & 4) Ridership Comparison
Month / Ridership
R1 2023
R2 2023
R4 2023
R1 2022
R2 2022
R4 2022
R1 2024 YTD
R2 2024 YTD
R4 2024 YTD
150,000
100,000
50,000
0
January
February
March
April
May
June
July
August
September
October
November
December

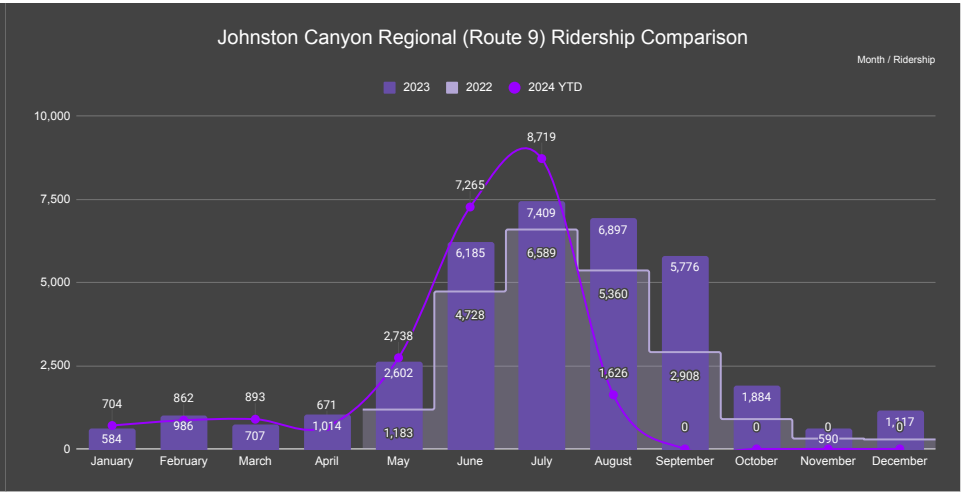

Canmore - Banff Regional (Route 3) Ridership Comparison
Month / Ridership
2023
2022
2024 YTD
40,000
30,000
20,000
10,000
0
January
February
March
April
May
June
July
August
September
October
November
December

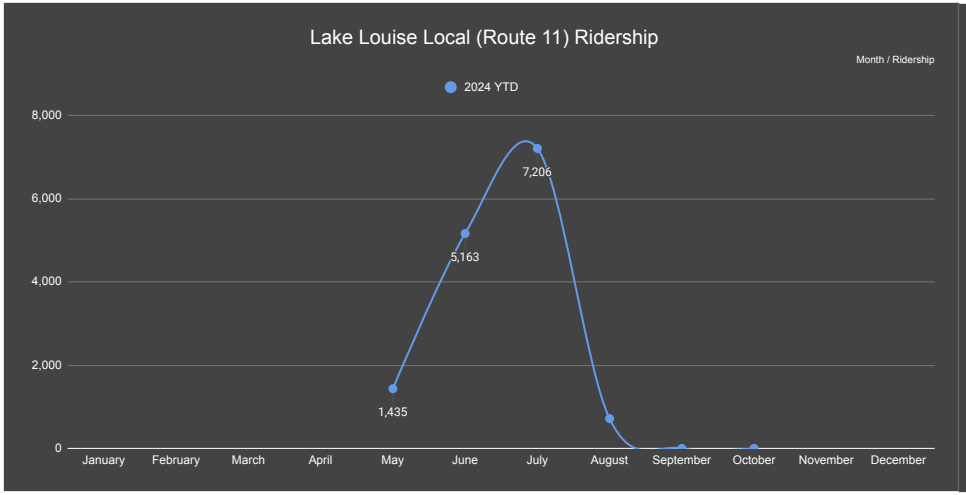

Canmore Local (Route 5) Ridership Comparison
Month / Ridership
2023
2022
2024 YTD
40,000
30,000
20,000
10,000
0
January
February
March
April
May
June
July
August
September
October
November
December

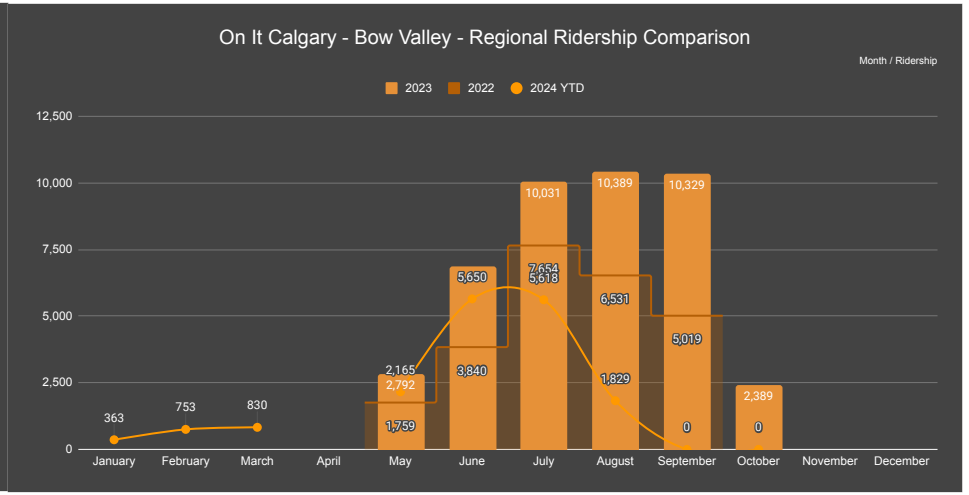

Express Banff - Lake Louise Regional (Route 8X) Ridership Comparison
Month / Ridership
2023
2022
2024 YTD
50,000
40,000
30,000
20,000
10,000
0
January
February
March
April
May
June
July
August
September
October
November
December
11,227
10,714
10,694
10,196
19,167
33,350
36,750
43,140
31,100
17,351
10,248
14,463
9,788
9,363
10,205
10,013
17,400
34,555
28,200
22,575
16,059
8,061
6,421
9,248
8,422
18,115
6,169
0
0
0
0
0

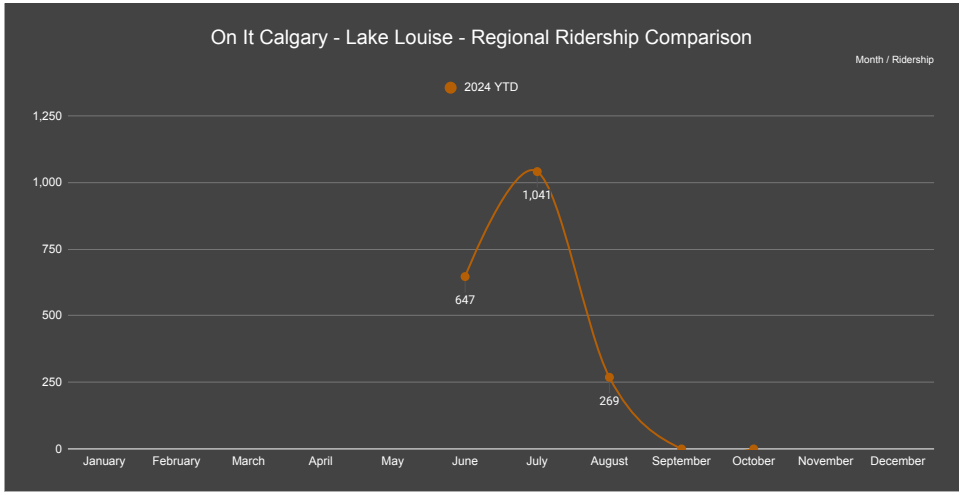

Scenic Banff - Lake Louise Regional (Route 8S) Ridership Comparison
Month / Ridership
2023
2022
2024 YTD
4,000
3,000
2,000
1,000
0
January
February
March
April
May
June
July
August
September
October
November
December
2,755
2,974
2,183
1,640
0
0
0
0


Minnewanka (Route 6) Ridership Comparison
Month / Ridership
2023
2022
2024 YTD
30,000
20,000
10,000
0
January
February
March
April
May
June
July
August
September
October
November
December
4,647
5,879
2,783
18,255
14,003
12,662
25,806
20,855
20,639
26,074
19,238
1,288
15,400
10,182
0
921
0


Johnston Canyon Regional (Route 9) Ridership Comparison
Month / Ridership
2023
2022
2024 YTD
10,000
7,500
5,000
2,500
0
January
February
March
April
May
June
July
August
September
October
November
December
704
862
893
671
2,738
7,265
8,719
584
986
707
1,014
2,602
6,185
7,409
6,897
5,776
1,884
0
1,017
1,183
4,728
6,589
5,360
2,908
0
1,626
0
590
0


Lake Louise Local (Route 11) Ridership
Month / Ridership
2024 YTD
8,000
6,000
4,000
2,000
0
1,435
5,163
7,206
January
February
March
April
May
June
July
August
September
October
November
December


On It Calgary - Bow Valley - Regional Ridership Comparison
Month / Ridership
2023
2022
2024 YTD
12,500
10,000
7,500
5,000
2,500
0
363
753
830
2,165
2,792
1,759
5,650
3,840
7,654
5,618
10,031
6,531
1,829
10,389
5,019
0
10,329
0
2,389
0
January
February
March
April
May
June
July
August
September
October
November
December


On It Calgary - Lake Louise - Regional Ridership Comparison
Month / Ridership
2024 YTD
1,250
1,000
750
500
250
0
647
1,041
269
January
February
March
April
May
June
July
August
September
October
November
December

Bow Valley Regional Transit Services Commission

NEW BUSINESS

Bow Valley Regional Transit Services Commission

2024 BVRTSC Maintenance Analysis

Bow Valley Bus Maintenance Review

Prepared for Roam Transit by Richard Haukka

Richard Haukka Ltd

August 2024

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Terms and Definitions

AM	Asset Management Software
Bus to Mechanic Ratio	# of active revenue vehicles/by # of technicians
ERP	Enterprise Resource Program
Hours per bus ratio	# of planned tech hours per revenue vehicle
DEF	Diesel Exhaust Fluid
MBDF	Mean Distance Between Failure
Non-Revenue Vehicle	Vehicle not designated to generate revenue
PM	Preventative Maintenance
Planned maintenance	Maintenance activity occurring before failure
Reactive maintenance	Maintenance occurring after failure/max life
Red Seal Heavy Duty Mechanic	Certified technician recognized inter-provincially
Revenue Vehicle	Fleet vehicle designated to generate revenue
Roam	Bow Valley Regional Transit Services Commission
ToB	Town of Banff

Executive Summary

With twenty-five years in transit maintenance, I have experience in designing, managing, improving, and contracting maintenance services for specialty fleets such as transit buses. My story includes ten years working as a Red Seal technician on Vancouver's trolleybuses and hybrid diesel buses and a further seven years supervising and managing large maintenance operations (300-500 buses per fleet) in the greater Vancouver area for Translink. This includes successfully commissioning the maintenance operation plan and managing the Hamilton Transit Center, which was designed specifically for maintaining pressure gas-fueled buses and electric buses. For the last five years, I served as the National Director of Maintenance for Pacific Western Transportation, where our leadership team grew the transit division by being awarded contracts through RFP. This growth was over 100% in terms of service hours, fleet size, staff, and revenue during my time there.

My experience and success in the Transit industry are reflected in this report.

Bow Valley Regional Transit Services Commission (Roam) set out to assess the effectiveness of its current fleet maintenance relationship with the Town of Banff. Roam Transit has several areas for improvement available in its bus maintenance and fleet management strategy. This report covers the major areas which directly and indirectly impact the bottom line of Roam Transit and the Town of Banff's maintenance operations.

Problems underlying the current maintenance program are symptomatic, such as rapidly rising costs, excessive time to turn around vehicles from their maintenance cycle, and degrading vehicle conditions. The good news is these problems are the result of rapid growth and not the result of deteriorated operational management. This report recommends implementing a core set of maintenance KPIs to measure the most impactful components of maintenance operations to facilitate improvement. Currently, most of these measurables are out of Roam Transit's direct control. They have not been expressed contractually as requirements to its subcontracted maintenance provider, the Town of Banff.

The recommendations made in this report highlight the largest opportunities for improvement. This will bring improvement and success by shifting control of ***how***

maintenance will be performed into the hands of Bow Valley Transit and what happens when expectations are not met. The recommendations fall into three options. The first option is status quo. This means changing nothing significant and continuing maintenance as it is currently trending. The second option is to improve controls on risk and cost. This option would increase oversight on maintenance functions, create a maintenance plan (improving budgeting) and add personnel to do this work. The third is to focus on growth. This is achieved by designing and implementing a maintenance system to facilitate sustainable growth and scale sufficient to handle 100+ buses with predictable cost and time commitments. This includes insourcing most of the maintenance functions.

These options take into consideration the reality of the existing varied fleet makeup and the current limitations on real estate in use by Roam and ToB Fleet Services.

Implementing the recommendations suggested in this document will begin to change the direction of maintenance by increasing the available fleet for operations and reducing annual maintenance costs.

Sincerely,

Richard Haukka Ltd.

1 Introduction

Maintenance of the revenue fleet, the facilities and the people who perform maintenance functions in and around these assets is often the single biggest influence on any bus operation's success or failure. Maintenance costs are typically the second biggest operational expense each month after driver costs.

Excellent maintenance directly influences the efficiency of bus services delivered to the public. Ideally, Roam Transit's passengers would be completely unaware of the maintenance work performed to deliver service. A well-maintained vehicle does not draw attention. Excellent maintenance is invisible to the customer.

2 Background

Bow Valley Regional Transit Services Commission (Roam) commissioned this study in the summer of 2023 to determine the underlying reasons for rapidly rising fleet maintenance costs and irregular fleet availability and to suggest possible solutions.

Observations

2.1 Staffing

Roam Transit maintenance operations are outsourced to the Town of Banff. The boundary between the organizations is crossed through communication between the Roam Transit dispatch team and the shop manager and foreman at the Town of Banff Fleet Services, which includes work orders (work requests), email correspondence, and a weekly production meeting (Tuesdays at 13:00).

Banff Fleet Services has eight dedicated transit mechanics supported by a shop foreman who oversees all shop operations, including transit and township equipment. At least two of the eight transit mechanics are apprentices. Table one breaks down the planned hours per bus that ToB has set aside for Roam.

Table 1 - Hours per bus by mechanic and apprentice at Banff

Number of revenue generating buses	31
Productive hours per year per mechanic	1,680
Number of techs dedicated to Roam	8
Total productive hours	13,440
Hours per bus per year	434

When staffing is at full complement, a generous number of hours are allocated to each revenue vehicle. This is heavy compared to transit operations in Canada and industrial bussing operations in North America. With the additional (over industry) hours experienced at ToB Fleet Services, productivity is behind expectations. The reason for this comes from a lack of efficiency. This lack of efficiency is sourced from facility layout and capacity issues, mechanic shift hours design, lack of preventative maintenance, and training/expertise on transit-specific technology.

For comparison, below is an industry average guide of planned hours per bus in Canada, shown in Table 2:

Table 2 – Average mechanic hours planned per bus in Canada *(contracted and municipal)*

Bus Type/Industry	Hours per bus*
School Bus (heavy & medium yellow bus)	40
Light Transit (cutaway, custom transit)	90
Heavy Transit (27'-45' bus)	180
Coach (2 & 3 axle large platform)	250
Industrial Bus (All, combined on/off road)	300

**planned hours*

Planned work includes preventative maintenance, expected repairs generated by inspections, vehicle use and regulatory inspections.

2.1.1 Staff Retention

All the maintenance staff except for the wash rack are employed by the Town of Banff. Mechanical staff are in short supply across Canada. Turnover is a major risk to all organizations requiring this specialized labour. ToB has been short-staffed by at least one position for an extended period of time. To overcome this challenge, they have decided to increase their apprenticeship program and have at least two apprentices for the eight positions that work on Roam Transit units. This is a worthwhile long-term strategy because apprentices tend to stay with the organization after completing their four-year program, either because of retention agreements or because they enjoy the work they have become proficient in.

Retention of skilled trades workers is challenging. Because this class of worker earns a relatively high wage, they are motivated by home ownership, quality of life for raising a family and cost of living. Even a higher than industry average wage rate may not be enough to retain an employee who can purchase a home in a less expensive community while making a slightly lower wage.

ToB currently pays Red Seal mechanics approximately $54/h. This is in the range of competitive wages in Western Canada in the bus industry. The larger transit agencies lead the base wage scale in Canada. Coast Mountain Bus Company in Vancouver, BC, is

advertising $57.94 as their rate and a comprehensive benefits package, including a generous pension plan. Most transit companies offer shift premiums for working after 16:00 and 1.5x or 2x base wage for weekend work.

Table 3 - Advertised base wage for certified mechanics in Canada in 2024

Transit Company	*Base wage*
CMBC	$ 57.94
Town of Banff	$ 54.00
Whistler Transit	$ 51.00
Calgary Transit	$ 50.51
Victoria Transit	$ 49.45
Diversified Transportation	$ 48.75
Edmonton Transit	$ 45.57
Toronto Transit	$ 43.76
Metrolinx	$ 39.23

ToB has no formal performance incentives, skills certification payment or graduated wage scale[1] system in place at this time.

2.2 Skilled and trained maintenance workforce

Maintenance and repairs of transit buses are specialized and technically demanding activities. Hiring technicians with the skills required to do all types of work on a transit bus in Canada is almost impossible. Important factors to consider are the need to 'build your own' technicians by hiring for aptitude, willingness to learn, and the ability to commit to the company long enough to make the investment worthwhile. The current plan at the ToB is to hire certified Red Seal technicians when possible and work within the abilities of those they hire.

[1] The current graduated wage scale is non-functional because mechanics start at the top rate to be competitive in attracting new employees.

2.2.1 Developing and retaining maintenance staff

There is no formal structure for developing and retaining mechanical staff outside the apprenticeship program at the Town of Banff. This organization has seen staff turnover recently and historically has a turnover trend due to regional issues such as housing and the nature of tourism in Banff. A strategy to develop and retain technicians over the long term to benefit Roam Transit should be implemented.

Also, a formal training program that satisfies Roam Transit's operational needs in the short and long term should be implemented. The training program should be structured to start with the most urgently needed training for every tech who interacts with Roam’s fleet while providing training to specific individuals for specialty systems.

Recognition of technician skills and abilities is an effective method of rewarding high-achieving employees while reinforcing the maintenance team's performance expectations. It was observed that the skill level between technicians at the ToB is widely varied, with some able to self-learn technology like the battery-electric bus while others need to be supervised or teamed up. During the site visit in May, shop floor staff brought up this as a problem as everyone makes the same top rate from day one, but the output is measurably different between technicians.

Retention of technicians can be achieved separately through incentive pay linked to job performance and training certifications held/achieved. Financially incentivizing certifications is an excellent way to ensure technicians maintain their qualifications or are more likely to sign up for training provided by the employer. Private operating companies like Transdev, Diversified Transportation and Keolis have deployed this model in some of their employment contracts in Canada.

Below is an example of how it could be presented to a technician:

Table 4 - Example of technician *incentive plan* to continue professional development

Certification Held	*Premium (per hour worked)*
CVIP Certificate	$0.50
Cummins Diagnostics	$1.00
ZF axle & Meritor axle, Transit	$0.50
HVAC, MCI, Nova Bus, etc.	$0.50

In this example, a technician who has completed the above training courses and maintains their certification can earn $2.50/h more (approximately $5,800/year). To the company, the cost would be similar to retraining a new employee to gain the necessary training but without losing the productive hours required to perform the training.

Additional value is delivered through **stratifying employee compensation**. Currently, everyone makes the same ‘top’ rate on day one at ToB Fleet Services. This is a disincentive for employee engagement and can lead to top performers looking elsewhere for better opportunities.

2.3 Prioritization and execution of revenue vehicle work vs support vehicle work

Prioritization of repairs should always be revenue vehicles over non-revenue vehicles except where a specific case of resources (available parts and labour for one unit vs another) can be explicitly made. Typically, a repair facility blending multiple types of equipment will struggle to decide which units to repair first for the client because the constraints the repair facility faces do not align with the client's business needs. Defining this repair priority (revenue vs non-revenue) should be one in a written maintenance agreement. In the event there is more than one maintenance provider for the operating company, the priority should be set specific to the abilities and skill set of each maintenance vendor.

Roam currently outsources all non-revenue vehicle work to allow ToB Fleet Support to focus on the revenue fleet.

ToB values Roam as a major part of its workload by dedicating a significant portion of its labour resources to their needs. However, it views Roam as a separate entity and as a client.

ToB has its own priority matrix, with Transit units falling below emergency vehicles and highway clearing vehicles on that matrix.

Support vehicle maintenance can be obtained on the open market through automotive maintenance providers at roughly half the cost of shops that utilize heavy-duty or commercial/industrial mechanics to perform duties. Support vehicle maintenance should not displace revenue vehicle work. For this reason, a maintenance strategy, including a blend of local/on-site repairs and outsourced maintenance and repairs to an automotive vendor, should be implemented for all company non-revenue vehicles.

For maintenance costs beyond year three of ownership on any vehicle, a repair vs replacement cost structure should be set to prevent unexpected downtime and repair costs. Modern support vehicles on automotive platforms can be cost-prohibitive to repair vs replace if major components require repair or replacement. Long-term costs can be budgeted and managed accurately if support vehicles are depreciated before major component repairs are required. The benefits of managing this dynamic intentionally are continuous vehicle availability, predictable costs and lower average fleet age.

2.4 Revenue vehicle daily service and support processes

The current process of logging and scheduling maintenance of revenue vehicles is achieved through communication between Roam dispatch and ToB maintenance contacts. Maintenance complaints and events are logged utilizing technology in the form of the Whip-Around app to log trip inspections, vehicle defects and repair work orders. Unfortunately, these work orders exist only within the Whip-Around app environment and need to be re-entered manually into the maintenance provider's software (Pearl) for processing through manual entry.

Repairing defects and recording the correction currently only exists within the maintenance provider work order system. When the vehicle is repaired, a Roam Transit dispatcher may observe the repair being noted complete in a shared Google document **and/or** receive a

verbal summary from the mechanic on what was performed on the bus when it was dropped off at the parking facility. The dispatcher then logs the fault as corrected in the Whip-Around system. The Whip-around process is efficient and auditable. However, it does not connect to the maintenance records created and maintained by ToB and may be different or missing key information. The requirement to use any specific system or produce and archive any specific maintenance data has not been adopted or made part of a service agreement with ToB. Having ToB adopt Whip-around or Roam adapt Pearl would require additional administrative work. The current arrangement makes it difficult for operators to review signed-off defects that have been repaired. The ability to review signed-off and repaired defects in the vehicle log is key to satisfying the NSC Daily Trip Inspection requirements (*detailed in NSC standard 13, schedule 1*).

The communication system with wash rack operations is achieved using a centralized whiteboard located in the wash bay. While manual, this system is efficient and indicates a well-run operation because it creates a single, centralized source of tactical plans and status

for the employees. Daily minor repairs could be scheduled and rectified through this form of scheduling if Roam Transit employed someone capable of performing the work.

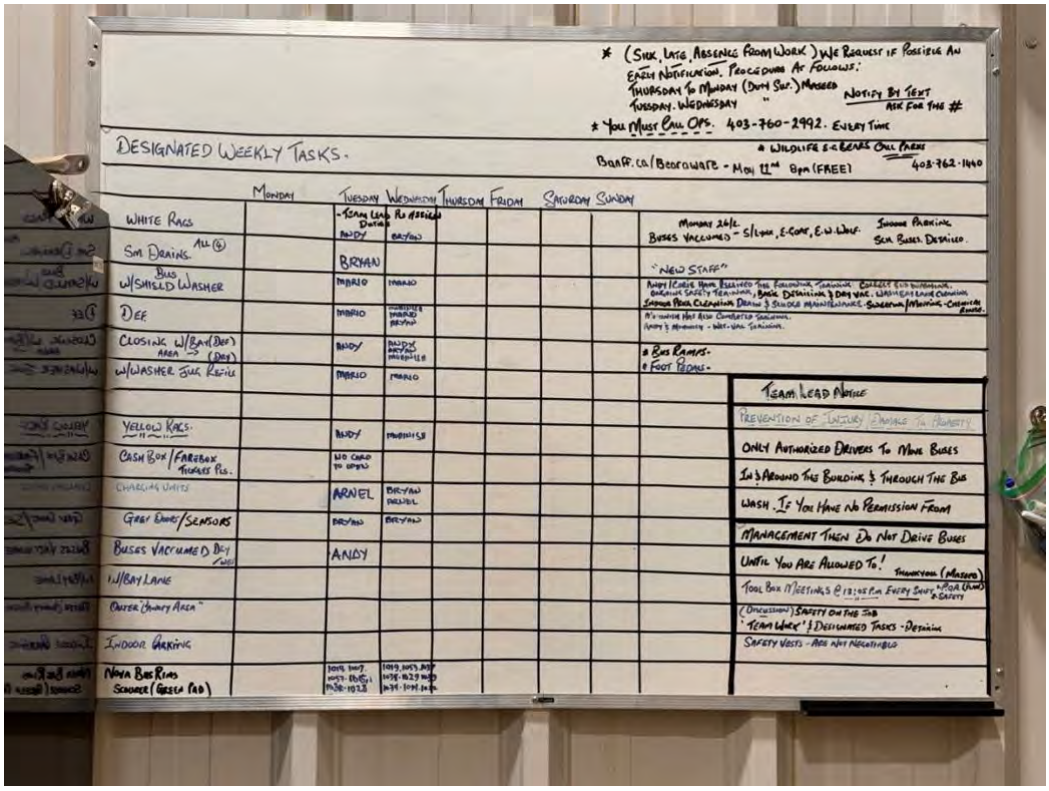


Photo - 1 - Whiteboard in Roam Transit wash rack

2.5 Preventative Maintenance Program

Roam Transit relies on the government's required 30-day inspection to address vehicle maintenance and quality. This inspection focuses on minimum safety and does not address vehicle life, cost, or performance.

Engine oil changes are performed on engine hours and not kilometres, **but in practice, they happen during every 30-day inspection** due to efficiencies in scheduling shop time. An audit of hours vs. specifications should be performed to ensure this is acceptable. Warranty will be void with extended oil change intervals on new equipment.

A preventative maintenance **program specific to transit vehicles** should be developed. This would be executed in the form of a customized transit-specific 30-day inspection guide,

which would address transit bus wear items rather than just the base mechanical items that exist in a generic government 30-day inspection form.

The program's focus should be reducing vehicle downtime. This is achieved by inspecting high-risk components and replacing them before they fail or are fully depleted. The long-term savings of implementing such a program are realized in the form of reduced maintenance events, which reduces the need for ‘spare’ vehicles. If the repair operations are managed carefully, additional savings come in the form of reduced maintenance hours per bus per year because planned work is executed more efficiently than reactive repairs.

2.6 Record keeping

Roam Transit owns a master archive for all basic vehicle records. Paper copies of the latest regulatory documents are currently held in the dispatch office at 111 Hawk Avenue. This is an industry best practice for auditing and replacing damaged/lost paperwork that must be onboard every dispatched vehicle. ToB forwards completed paperwork to Roam and does not attempt to create a fleet archive for Roam at this time.

2.7 Tools and equipment

ToB Fleet Services does not have a comprehensive toolkit for performing specialized transit maintenance services. The tools to perform specialized services on a specific bus build and major repairs like axle, engine, and electrical should be included in the procurement process of a bus fleet and are recommended to be owned by the operating company through the life of the fleet. The price to procure all tooling required to support a bus fleet from delivery to end of life is typically a small fraction of what it would be to go to the tooling manufacturers and purchase the items one by one as needed during the vehicle lifecycle. If maintenance is to be outsourced, the requirement to own and maintain all required tooling or rent it from the operating company at a discount should be factored into pricing and performance metrics.

2.8 Certification compliance

Both Roam Transit and ToB's facilities maintain basic occupancy and operational certification. ToB is responsible for maintaining minimum levels of skilled trade certification to perform government regulatory inspections and safety-related repairs on vehicles maintained in its facility.

2.9 Battery electric bus maintenance

Battery electric bus maintenance has been handled by allowing technicians who are most interested in the platform to specialize and learn as much as possible on it. Initially, this provides the fastest way for the organization to learn about a new technology. However, the silo effect caused by allowing only one or two people to possess all of the knowledge was a problematic scheduling and preventative maintenance issue for the company later on. While some technicians will be better at and know more about certain things than others, it is essential for operations to spread as much general knowledge as possible across all maintenance staff. This is because scheduling vehicle downtime for preventative maintenance is the most difficult part of performing that maintenance.

Long-term sustainment strategy for unique technology is to source as much of the work as possible. In the case of battery electric buses, working closely with the manufacturer to understand how proprietary and specialized technologies function, so they can be accurately diagnosed and easy-to-repair fixes can be implemented in-house with little downtime. Once warranty periods expire, investing in a systematic method of diagnosing and repairing specialized modules, such as wiring, harnesses inverters, and battery modules, can also increase up time for vehicles as well as decrease the material cost significantly. This is especially important for components, which can have extremely long lead times.

Electric buses promise financial savings over other propulsion types. Electric buses can be challenging to maintain because they retain many of the complicated maintenance-intensive systems found in all commercial vehicles. However, the owner of an electric bus can still expect to save significantly on fuel and consumable costs. With maintenance expenses, a

worst-case scenario realized by other transit agencies in North America is approximately 10% savings over a similarly equipped diesel bus.

Expected areas of savings from a maintenance perspective:

- No oil changes (*on most components*)
- No DEF and consumable fluids
- No emissions equipment, maintenance or expensive catalyst replacements
- No transmission repairs (*electric bus without gearbox option)
- Reduction of maintenance events, ideally to regulatory inspection intervals

To get the most out of an electric bus, an internal preventative maintenance program should be developed to address nuisance problems found on a specific bus type. High-maintenance problem areas should be inspected and preventatively repaired during government inspection intervals. This preventive maintenance list would likely start by covering door systems, electrical connectors, coolant, leaks, and other items that would likely appear repeatedly on a monthly basis from this specific bus type.

The goal should be to have the vehicle run continuously without issue in between the regulated 30-day inspection interval.

3 Potential Challenges

The current arrangement between Roam Transit and the ToB **functions like a subcontract service**. However, it **lacks contract language to protect Roam Transit (and ToB) from risk**.

Contracted services are typically arranged through an RFP process, which outlines in detail the operating contract's deliverables and what happens when the prescribed requirements are not met on time or with sufficient quality.

Key factors that influence a maintenance provider's performance, such as staff training, hours of operation, inventory control, on-time repairs, and repair quality, are currently not stated in any contract language and are **not within Roam Transit's control**.

3.1 Fleet Makeup

Roam Transit has 35 revenue vehicles listed (*including 3 units arriving in late September 2024*), comprised of **six separate categories**: light-duty cutaway, medium-duty low-floor diesel, heavy-duty low-floor diesel, heavy-duty diesel-hybrid, fully electric heavy-duty bus, and highway coach. By comparison to most transit operations of this size, Roam Transit's fleet makeup is highly varied. This complicates the effort required to perform maintenance efficiently and procure parts and training materials on time. A best practice discipline maintained by contracted services like BC Transit would result in a fleet makeup of no more than 2-3 different vehicle types within a fleet of this size.

Table 5 - Fleet list provided March 2024

Make/Model	Year	Length Feet (w/o Bike Rack)
Chevrolet G4500 DSL Cutaway	2013	27
Chevrolet G4500 DSL Cutaway	2013	27
Grande West Vicinity	2016	30
Grande West Vicinity	2016	30
Grande West Vicinity	2018	30

MCI D45 CRT LE	2019	45' 10"
MCI D45 CRT LE	2019	45' 10"
MCI D45 CRT LE	2019	45' 10"
MCI D45 CRT LE	2019	45' 10"
MCI D45 CRT LE	2024	45' 10"
MCI D45 CRT LE	2024	45' 10"
MCI D45 CRT LE	2024	45' 10"
Nova Hybrid LFS	2008	40
Nova LFS	2012	40
Nova LFS	2012	40
Nova LFS	2016	40
Nova LFS	2016	40
Nova LFS	2017	40
Nova LFS	2017	40
Nova LFS	2017	40
Nova LFS	2017	40
Nova LFS	2019	40
Nova LFS	2019	40
Nova LFS	2019	40
Nova LFSE+	2024	40
Nova LFSE+	2024	40
Proterra Catalyst 40	2019	42.5
Proterra Catalyst E2 Max	2020	42.5
Proterra Catalyst E2 Max	2020	42.5
Proterra Catalyst E2 Max	2020	42.5
Proterra ZX5 Max	2023	42.5
Proterra ZX5 Max	2021	42.5
Proterra ZX5 Max	2023	42.5
Proterra ZX5 Max	2023	42.5
Proterra ZX5 Max	2023	42.5
Proterra ZX5 Max	2023	42.5

3.2 Use of Sub-Contractors

Subcontracted labour can be more financially effective and time-efficient than internal labour. This is why most small to medium transit agencies in Canada have either set out with the contracted services model or moved to it later after establishing a transit agency. With

maintenance, the success of using subcontractors depends on the language within the contract (measurable quality, performance, etc.), the region having the desired expertise at a subcontracted company, and their available hours to subcontract at the standard set out in the contract. To ensure this, contract language should be developed and agreed to with every company listed in a ‘preferred vendors list.’ Without an agreement, contractors prioritize their work schedule and quality to their advantage.

Subcontractors will always say ‘yes, we can’ to new work without conditions imposed on quality, return time, and warranty.

3.2.1 Coordination with Existing Sub-Contractors

Existing contractors' performance will vary depending on their internal dynamics regarding staffing levels, expertise, time of year, etc. To smooth out inconsistencies in costs and repair times, all subcontractors should be secured through a maintenance subcontractor agreement that defines Roam Transit's needs and expectations in a binding performance contract.

3.2.2 Ensuring Warranty Compliance

Warranty compliance is achieved through accurately documenting defects and appropriate communication with the warranty provider. Modern bus manufacturers have stringent requirements to ensure successful warranty claims through the programs they provide. This standard is not available by default in most bus maintenance operations in Canada. Warranty compliance is not something that will be achieved through a 3rd party maintenance provider by default. To successfully achieve this, warranty requirements must be met during all vehicle repairs involving components currently covered by a warranty agreement because of downstream complications. There have been industry examples of ‘bumper to bumper’ warranties being voided on Nova and New Flyer buses when unauthorized repairs are performed on electrical, body and chassis work.

Warranty compliance is best achieved by the operating company (bus owner) by setting repair standards and documentation standards that satisfy warranty requirements on major systems for the entire duration of any warranty agreements on a specific vehicle.

3.2.3 Advantages of Unified contracts

Creating and managing operations through unified contracts clarifies who is responsible for what within an operation. Such a contract fosters teamwork and promotes a sense of fairness between parties. A well-written contract can align the interests of the company and its vendors. The key reasons a company should create a unified contract with its operating stakeholders include:

- Specifying performance standards required by the company
- Breach of contract actions for non-compliance
- Assessing and scoring the performance of sub-contractors
- Damages

Another advantage of a unified contract is cost sharing on items with shared benefits, such as facility, equipment, Asset Management Software, and training costs. However, these short-term advantages can become disadvantages or restrictions in the long term with growth or changes in the operating environment.

The goal of creating a unified contract for maintenance work would be to improve efficiency, reliability and equitable business operations.

4 Use of an Asset Management (AM) Application

Utilizing AM Fleet Management System is an industry best practice. The value added to the management of a bus fleet increases exponentially as the fleet grows in size. Roam does not currently have an Asset Management application. Simply having a software suite does not add value on it's own. The software tools implemented into core daily business processes is where efficiency and savings are found. Examples of properly implemented Asset Management software include:

- Reduced administration time
- Accurate record keeping
- Single source of information
- Easy auditing/reporting
- Accurate budgeting and forecasting to the bus level
- Scalable inventory management

Proper use of Asset Management software allows for a significant scaling up of fleet size without adding administrative hours linearly as the fleet increases.

Table 6 - Admin hours per unit example with and without Asset Management Software

	25	management hours per unit/ year
# of Units	Manual Admin Hours	A.M. Admin hours
10	250	400
50	1,250	400
100	2,500	400
200	5,000	400
500	12,500	400
1500	37,500	400

While there is no perfect software, selecting one with sufficient features for future growth is important because the **cost of changing software later is high**.

Utilizing an Asset Management Software suite also allows for the easy tracking and auditing of fuel, DEF, oil consumption, time and mileage-based tasks like preventative maintenance.

5 Training and Audits

The ToB utilizes the apprenticeship program recognized by the Canadian government to hire unskilled labour and create certified technicians over the required four years of training. There is no current technician development program at ToB (upgrade and specialization training for propulsion systems, electrical, or transit bus-specific technology).

Technical training is included in the procurement and delivery of every bus order. ToB typically accepts and attends this training. For new technicians entering the workshop outside this training cycle, there is no training program to meet the technical needs of Roam Transit and its specialty vehicles. The current mode of operation for technicians arriving after a vehicle delivery cycle is to ‘learn as you go’. The handover of knowledge and experience is primarily verbal, leaving all fleet knowledge and expertise in the hands of the technician.

5.1 Training, Initial and On-Going for All Levels of Staff and Sub-Contractors

Initial training for new technicians is limited to rudimentary workplace safety and orientation training, followed by internal system training and handling basic parts/inventory functions. There is no training setup to cover bus-specific technology. There is no training material to provide to sub-contractors on the systems to be worked on to ensure quality and timely repairs are being performed.

5.1.1 Training Process Overview

Initial training for all maintenance staff should include the company's methodology and preventative maintenance programs (bus, facility, Human Resources, etc.) deployed by Roam Transit to achieve its goals. It is best to establish a culture of training for new and existing employees on a regular basis, even if the training is minor in nature. This will help to establish and maintain Roam Transit’s forward momentum and position of leadership with its employees.

Specialized training for mechanics, service person dispatchers, Bus washers, etc., should be delivered separately to orient new employees into their roles.

5.1.2 Newly Hired Maintenance Team Members

Newly hired maintenance team members should be onboarded with the expectation that they may need to work evenings and weekends and work on the road to assist in recovering equipment. The expectation that shifts are spread out over the week and the clock to accommodate work on the fleet when it is not in service should be the starting point. It is far more difficult to do this after you've hired someone.

Every maintenance team member should be aware of the process of how maintenance is performed. The concept of maintenance and safety being synonymous in the public transportation industry may be a new one for a heavy-duty or truck mechanic. Focus on these concepts is recommended:

- The role of the operator in the maintenance cycle (trip inspection)
- The role of preventative maintenance & vehicle inspections
- Government regulation and the bus industry (PM's, CVIP program, etc.)
- Repair standards

Technical training should be provided as an overview of the technical information available. Due to the nature of technical literature, it is not effective to attempt to cover all systems and processes before they are required by a technician. A newly hired technician will most likely remember that there is material on a topic they come across after onboarding rather than remember the specific details if they have not yet performed the tasks.

5.1.3 Initial Training – Heavy Duty Mechanics

Onboarding new maintenance employees must include basic training in performing their required duties using the Asset Management Software and understanding the leverage the software provides. ToB does a basic orientation of their Pearl software for all technicians.

Initial training for all mechanics should include a vehicle orientation review of Rome's preventative maintenance program, maintenance standards, maintenance goals regarding vehicle life repair times, and documentation standards. Technicians do not receive this training.

5.1.4 Initial Training – Service Line Workers

Roam has washrack employees who don't qualify as service line workers from a maintenance provider perspective. However, their role fits this category best.

Service line workers should all be trained in vehicle orientation, facility orientation, and preventative maintenance programs to understand how the process works and their role in it. They should also be taught how to report deficiencies and safety issues and complete paperwork.

5.1.5 Ongoing Training – All Maintenance Employees

There is no ongoing training program for technicians at ToB.

All maintenance employees should receive some form of annual review of company onboarding materials. This review should include changes in the last year, new expectations, and a review of policies and procedures which may have been problematic over the last year. This review should be done in the spirit of process improvement and employee engagement and not be delivered in a remedial fashion.

5.1.6 Facility Training

When asked, Roam employees and ToB employees had general knowledge of how the safety and evacuation systems worked. ToB technicians were well-versed in which areas of the shop worked best for specific tasks.

All employees should receive basic facility training. This should include reviewing a basic facility map with emergency exits, learning how to operate all the doors and switches, and knowing who to call in an emergency (such as a water leak, injury, or fire). This facility training should also include information on **how the facility is maintained** and how often. When employees know such information, they are more likely to report smaller deficiencies and take better care of the facility.

5.1.7 Monthly Training Reports

A training matrix should be maintained, which includes all current employees and all available training. Training should be categorized into mandatory, recommended, and optional by employee classification. Reviewing this list every month is the best practice in the industry. Scheduling employees into available slots on the calendar will ensure forward momentum and help the company achieve its training goals annually.

Training is an excellent KPI to add to the corporate dashboard.

5.1.8 Updating Maintenance Staff on Technical Changes

There is no current documented practice of regularly updating maintenance staff on technical changes at ToB Fleet Services. Bus manufacturers constantly change the technology they use to deliver new buses. Access to technical and training documentation from the Bus vendor may be the only way to get this information, and it should be requested as part of the bus procurement process.

When a new bus type is delivered, two or three technical training sessions can often be added to the procurement contract to accommodate orientation and process training for subsystems like doors, HVAC, and electrical.

Update information from manufacturers such as Cummins, Nova Bus, Vicinity Bus, etc. is delivered automatically and electronically through distribution lists. Using Cummins engines as an example, you must have a Cummins ID number and online account to get these notifications, which apply to specific engines and BUS builds. A shop leader or maintenance manager could deliver these updates through review meetings or brief technical training sessions.

5.2 Parts Management

Currently, the ToB procures and manages bus parts for Roam Transit. Significant improvements have been implemented in this area in the last year, including hiring a parts person and tracking which parts are on hand and what has been ordered through their Pearl software. Before this initiative, there was no auditable list of standing inventories for the transit fleet, but parts were pre-purchased on repair orders and stored in a room ‘off the books.’

Today, the inventory room is split into two inventory sites, one with parts provided at no cost by Roam through grant funding and another purchased by Banff as inventory to be consumed on Transit units as required.

The reported new limit for on-hand inventory has been raised to $300,000 but is currently half of that. The parts person has been tasked with stocking parts that have a high turnover for the transit fleet. The parts person is doing this work manually, selecting which parts to stock

as per the recommendation of the mechanics. This method of stocking certain parts should be considered a starting point and not an ongoing mode of operation.

Below is a screenshot of a part record in the Pearl software. The software appears sophisticated enough that would allow suggested stocking levels based on usage over the last year. It is recommended that you closely review such software's recommended stocking levels and implement them wherever possible to reduce wait times for parts and administrative workload at the shop office level. Implementing and using the reorder functionality of this (or any like) software would produce additional measurable KPIs to enhance management’s ability to plan and improve the output of the business operations.

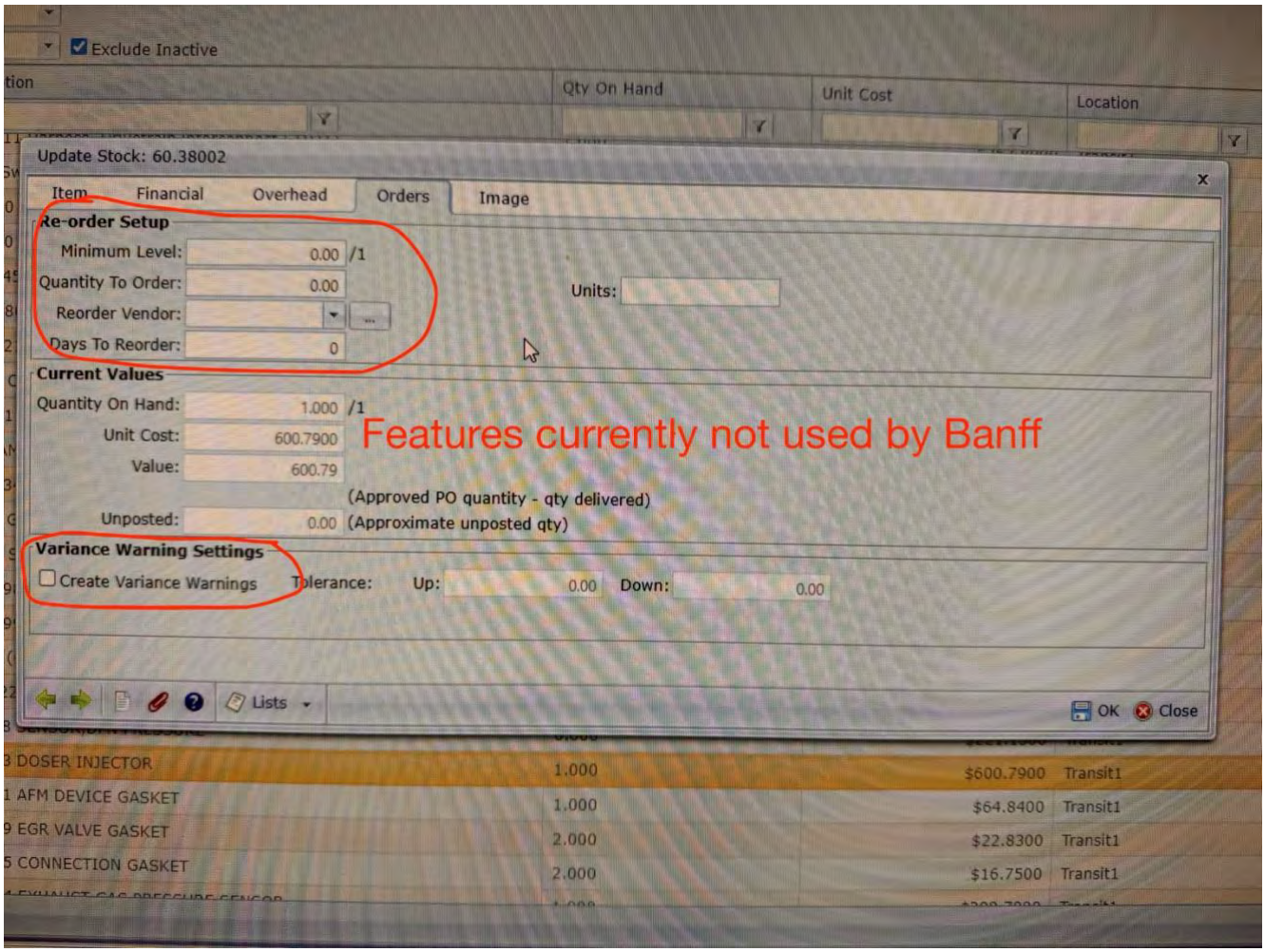


Photo - 2 - Part record screen in Pearl software. Unused features that could be implemented.

Inventory management should be done by developing a strategy and implementing the software tools included in an asset management suite to achieve the goals of the strategy.

Specific details of this strategy should be based on important performance metrics like planned work completed with on-hand inventory vs jobs requiring emergency part ordering, replenishment of inventory through minimum/maximum stock methodology and preferred vendors with approved pricing matrixes.

All parts should be received at the inventory site and charged out to work orders. Any other form of transaction (like transferring in, manually adjusting quantities, etc.) should be prohibited or done with accounting approval to ensure control. This method provides the visibility of key inventory statistics to accurately stock the right parts to increase fleet uptime while minimizing waste in the form of slow-moving inventory and excessively expensive vendors.

Fluid and consumable tracking to the until level also helps eliminate waste by revealing units that consume excessively and if' shrinkage' occurs within the supply chain.

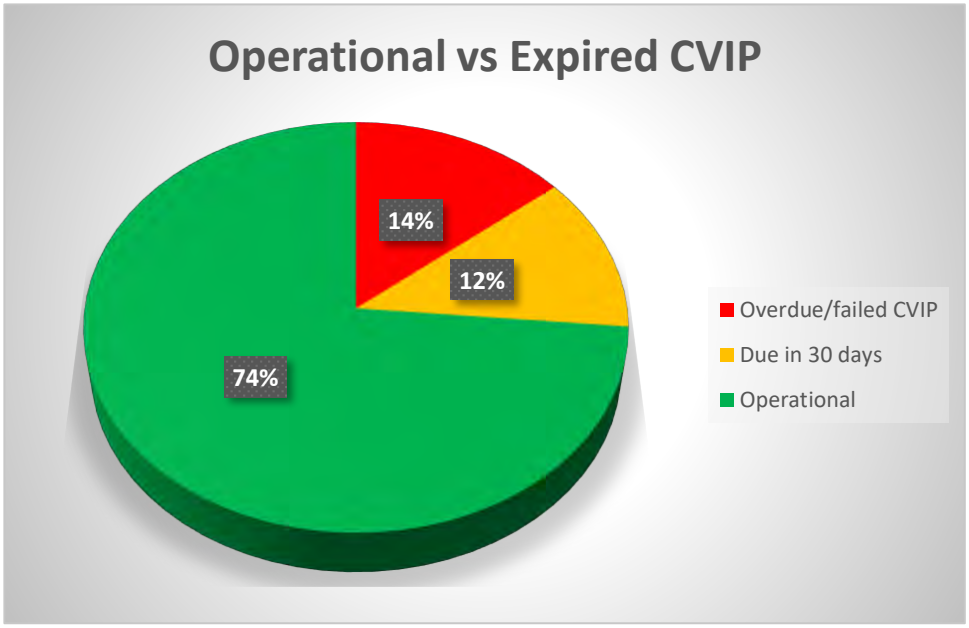
5.3 Meeting Performance Standards

Every important performance standard should be measured against a set budget. Where a regulatory standard sets the minimum expectation (like a CVIP inspection is 2x per year/every six months), the KPI budget should be set according to what operations require from maintenance. Consider the fleet spare ratio, labour availability, maintenance shop hours and the ability to plan ahead of breakdowns. Example: Mature transit organizations set a KPI for overdue CVIPs at +/-10% of the fleet size. The 10% threshold is based on the idea that a max 10% of the fleet should be off the road for not meeting minimum government expectations at any one time (90% of the fleet should pass a roadside audit any time of the year). This KPI should have a Green/Yellow/Red spectrum of 0-3% green. 3.1-7% yellow, 7.1-10% red. In the example below, 14% of Roam’s buses are held because of failed/expired CVIPs (5 buses). This would be outside the maximum acceptable set threshold of 10% because no other maintenance work could be performed on the currently rolling/operating fleet without cutting service.

If the choice is made to not cut service but focus on fixing the existing repairs faster, it causes a wave of maintenance work in the future when the currently operating buses are removed

from service for inspection. This ‘wave’ of work creates additional downtime by stressing parts ordering, supply chains and labour schedules.

Table 7 - CVIP KPI (Expired/Due/Operational)



As the threshold of yellow (3-7% of fleet) is crossed, management action should be to intercede into shop operations by reviewing the current operations plan, adjusting or increasing labour to focus on correcting the declining situation and adjust the long term plan to prevent future lack of equipment due to expired/failed CVIP’s.

Overdue preventative maintenance should be measured and reported at every opportunity. Preventative maintenance is often the first thing compromised when problems in service delivery occur. If labour is unavailable or the parts are delayed, the time to do scheduled preventative maintenance is lost. The downstream effects are realized much later in the form of vehicle reliability and, after that, fleet availability. This chain reaction of events can take six to eighteen months to occur within a fleet when labour shortages and/or poor planning are chronic.

Below is a suggestion of forward-facing maintenance KPI’s to be reviewed weekly and reported monthly:

- Overdue CVIP’s
- Overdue PM’s (all scheduled work)
- Overdue campaign work
- % of fleet with open work orders (units down)
- % of fleet scheduled for maintenance
- Number of buses daily scheduled for dispatch/scheduled for maintenance/scheduled for spare
- Ratio (%) of planned vs unplanned work orders (i.e. WO’s created further than 72 hours in advance are considered planned. Less than 72 hours in advance are reactive)

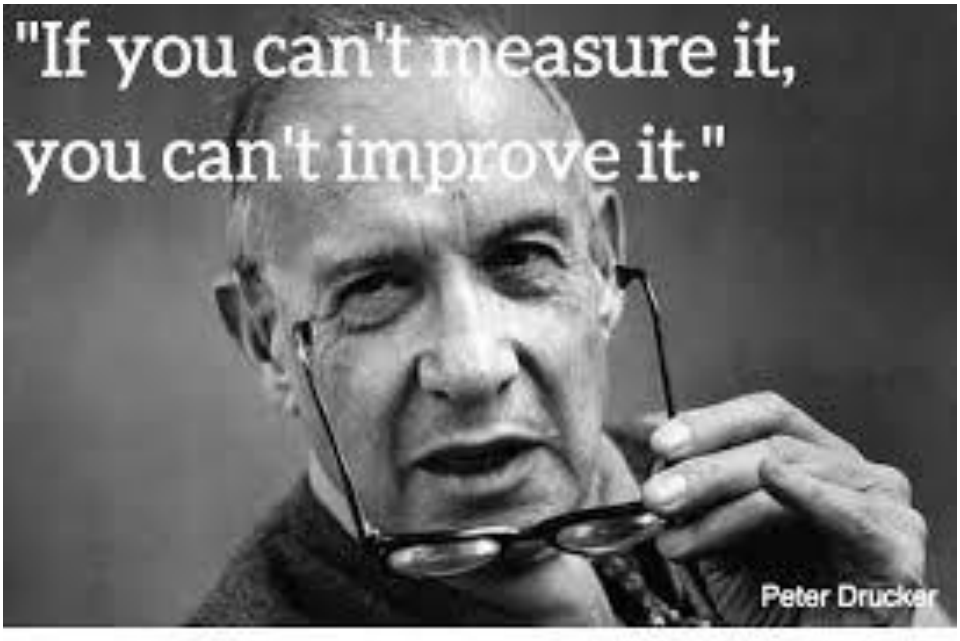


Photo - 3 - Peter Drucker's Famous Quote: "If you can't measure it, you can't improve it."

6 Repair Standards

Currently, Roam Transit does not define any repair standard for its fleet. It leaves the state of repair to be set by the Town of Banff or whoever performs any work on their units. When a 3rd party vendor performs regulatory government inspections on their behalf, there is a lack of an expressed standard, leaving the results of that inspection to be defined as ‘pass or fail’ based on minimum acceptable/legal standards. The current arrangement leaves many Roam Transit units failing semi-annual inspections and being down for several weeks for repairs twice a year. This is an indication that standards of repair are not being maintained. They have also not been set.

To complicate the current situation, ToB assigns apprentices to do 30-day inspections. These are the least experienced technical staff at the facility. They have a rudimentary understanding of what is a pass or fail in the eyes of minimum safety, but they generally lack the ability to do any predictive or proactive work while the vehicle is in for its inspection.

When repair standards are not explicitly expressed, technicians tend to either over-maintain or under-maintain customers' vehicles based on their own needs and constraints. Example: A technician is assigned a 30-day inspection and told the unit is required for service that afternoon. The technician will tend to pass the inspection if key components are above minimum government standards. The extreme opposite scenario creates the inverse effect. This leads to high costs and increased downtime.

Defining the lowest level a vehicle can be operated to before it is removed from service for repair is a key part of managing fleet uptime and availability long-term. This standard should be set by the operating company, and maintenance providers should adhere to it through contract language, which can be understood in the simplified figure below (Figure 1). In theory, if the standards are properly set, a vehicle should never fail the most basic government inspections (CVIPs) because key safety and operational components would be caught in the preventative or monthly inspections and repaired or replaced before reaching the point of being unacceptably worn out.

Repair standards should also be part of the training, onboarding, and auditing of shop management and technicians. The standard may be adjusted over time as the fleet ages or as budgetary needs dictate. Without expressing the standard, a fleet tends to be either over-maintained or under-maintained, depending on the constraints of the maintenance provider.

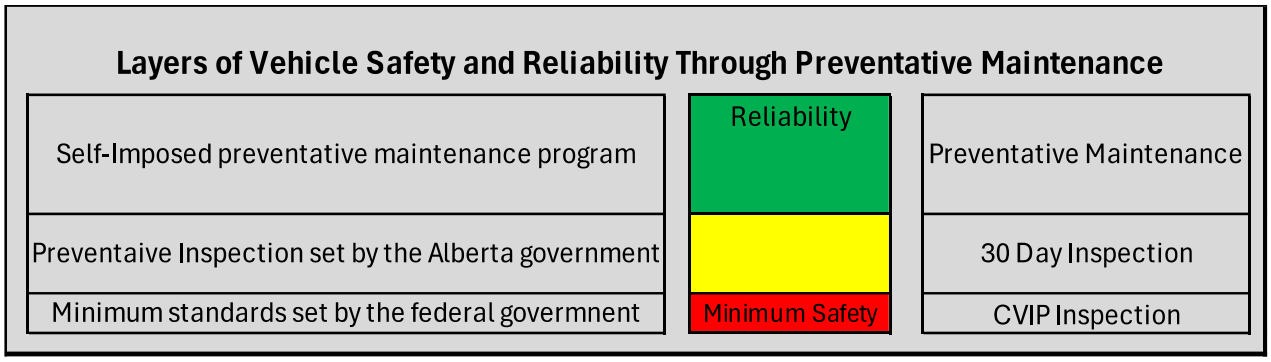


Figure 1 - Repair hierarchy from preventative maintenance down to minimum government standards

The level to which a vehicle is maintained in every vehicle subsystem defines the repair standard. The owner/operating company should express this standard in writing. When Roam Transit sets up an operating agreement or short-term contract with a third-party vendor, the repair standards should be part of the quote/pricing process. This written standard is used in communication between companies and with technicians working on the vehicles. When this standard is functioning properly, adjusting the repair standard can improve vehicle reliability or save short-term costs as needed.

An example of this would be brake lining thickness. The legal minimum is typically 2mm of brake lining thickness. It would be recommended to schedule a replacement of the brake lining by 7mm (Knorr-Bremse transit axle example starts at 20mm) to maximize the life of the brake calliper and rotor. This works because a thicker lining absorbs more heat and does not force the other more expensive components to absorb this heat, dramatically increasing their useful life. This example is adopted by the majority of Transit operations in North America, especially in areas where hills and/or highway use are part of the service region. With this example standard set, monitor lining thickness on every inspection, it is possible to combine jobs that allow for quick brake pad changes (wheels come off) and

reduce the need to have the bus come in for brake linings separately. Typically, rear brake linings need to be replaced twice yearly, and front brakes every year[2].

With an established repair standard, proactive work can be planned out to ensure that a vehicle functions as desired until the end of its service life. The required end-of-service life is often defined by vehicle depreciation schedules. This can be problematic if insufficient mid-life work has been performed when it would have been most meaningful.

6.1 Proactive Overhaul Program

Proactive maintenance should be implemented and managed by the company that owns their assets. This is in alignment with the desire to see the assets (buses, facilities) last as long as possible with minimum maintenance costs. In this case, Roam should prescribe and manage a proactive maintenance/preventative maintenance program and apply it to their fleet maintenance program.

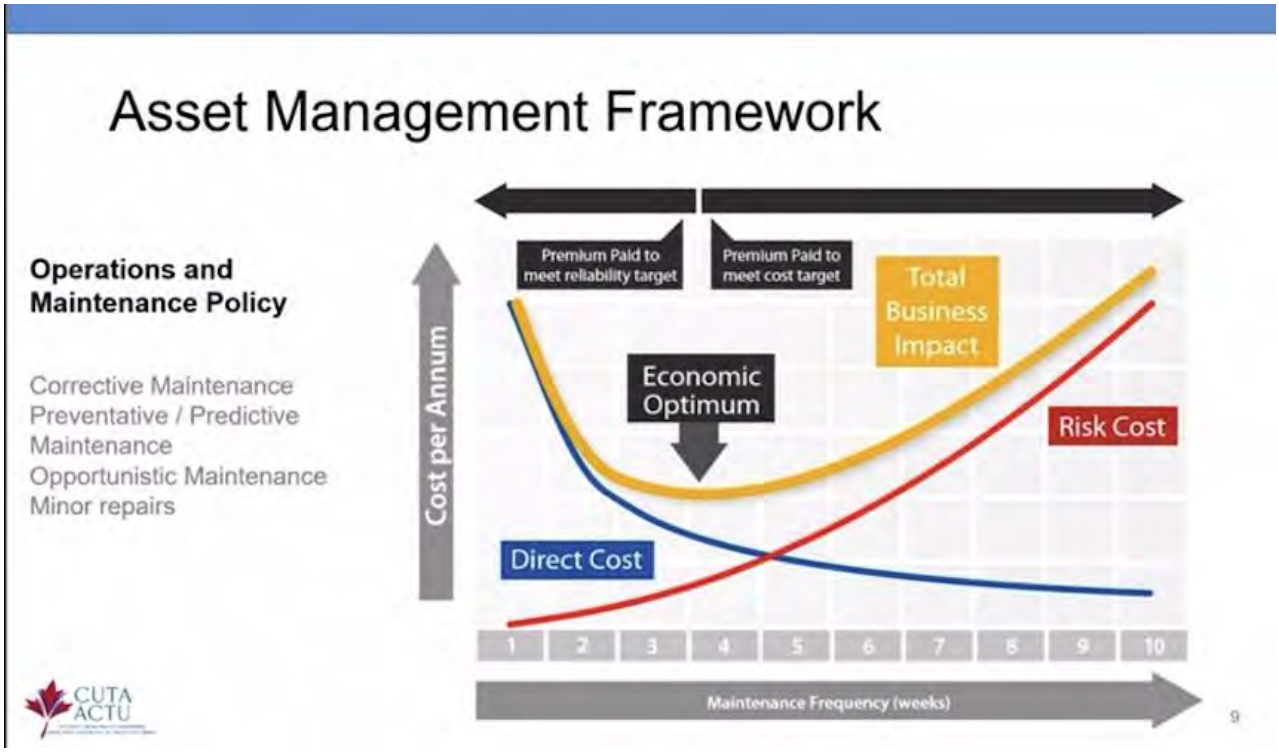
An example of this would be major component replacements such as engines, transmissions and electric battery packs/drive units. All of these components have an expected useful life of five to ten years (or hours, KM, etc.) of service but often need increased attention in the last years of the operation of a vehicle. If the vehicle becomes unsafe or unreliable to the point it is used less than the other units in the fleet, the net effect is a more aggressive wear rate on the vehicles left to do the work. This, in turn, shortens the lifecycle of the components on those units, which applies further pressure to replace more vehicles faster. A proactive overhaul program allows for additional control of when a unit will be retired and replaced, with higher reliability in the last one-half to 1/3rd of service life.

CUTA recommends developing and implementing an asset management framework to realize the advertised lifespan of transit assets in use in Canada. This means increasing

[2] Brake lining wear estimate based on conventional diesel 40’ transit bus in a mixed environment, 100,000km/year

direct costs initially (per asset) to realize lower direct costs later in an asset's useful life (when less depreciated value is left on the asset).

Table 8 - CUTA Predictive/Preventative Maintenance Payback Example



Operations and maintenance policies can affect an asset's total cost over its useful life. Maintenance, for example, can be undertaken when a repair is needed; this is known as corrective maintenance. It can also be undertaken at specific time intervals, anticipating that asset failures may occur; this is known as preventative or predictive maintenance. On the other hand, maintenance policies can be opportunistic, which means that when an asset is undergoing repairs, additional maintenance may be undertaken on components that are nearing the end of their useful life but also accessible when other work is being performed.

6.2 Supplementary inspections and servicing

Supplementary inspections and scheduled servicing of components are recommended to improve the vehicle's uptime and reliability while providing additional leverage to budget for maintenance expenses instead of waiting for a reactive repair event. Winterization work

is a meaningful seasonal activity (replacing air filters, adjusting thermostats, AC desiccant cartridges, etc.).

Other supplementary inspections can include checking AND recording for wear in components like kingpins, brake linings, tire tread depth, state of refrigerant charge (HVAC), condition of coolant, oil samples, etc. All of these checks and recordings can provide additional information that makes possible to improve vehicle life, maintenance costs and reliability with minimal costs. Roam Transit should review the benefits of each and implement which adds the most value at this time. Roam should own the database for these records.

6.3 Data Analysis and Improvement

The objective of collecting and analysing data from the fleet is to make meaningful decisions that serve the goal of the company. That goal is to minimize downtime and repair costs while maximizing vehicle life (and the components).

Wear limits and component conditions should be recorded in a quantitative format, which allows for trend analysis and straightforward reporting. With some recorded history, a Mean Distance Between Failure can be developed for components that tend to be replaced annually or every few years. A global MDBF statistic can also be used to compare the reliability of bus type and year.

Definition: mean distance between failures (MDBF), which is the average distance travelled by a bus before it breaks down. This metric can vary depending on the type, age, and maintenance of the bus, as well as the road and weather conditions.

From the American Public Transportation Association (APTA): According to the 2020 MDBF APTA report, the average MDBF for all types of buses was **9,900 miles** (about **15,900 km**), which means that a bus would break down once every 15,900 km on average. However, this number varied by bus type, ranging from 6,500 miles (10,500 km) for standard diesel buses to 18,000 miles (29,000 km) for electric buses.

To convert MDBF to breakdowns per million km, divide one million by the MDBF. For example, for standard diesel buses, the breakdowns per million km would be:

1,000,000/10,500 = 95.2

In this example, a standard diesel bus would have about 95 breakdowns per million km travelled.

Using the same formula, we can calculate the breakdowns per million km for other types of buses based on the APTA report:

Bus type	**MDBF (miles)**	**MDBF (km)**	**Breakdowns per million km**
Standard diesel	6,500	10,500	95.2
Diesel hybrid	8,300	13,400	74.6
Compressed natural gas (CNG)	9,200	14,800	67.6
Electric	18,000	29,000	34.5
All types	9,900	15,900	62.9

If Roam Transit does not realize similar reliability metrics with its fleet, it is recommended to investigate why. Proper data analysis enables an organization to manage maintenance trends as they happen.

7 Communications

Maintenance should be considered its own operation, and maintenance communications should be published similarly.

Maintenance KPI's should be published as often as possible online and or posted weekly for key maintenance personnel and management to see.

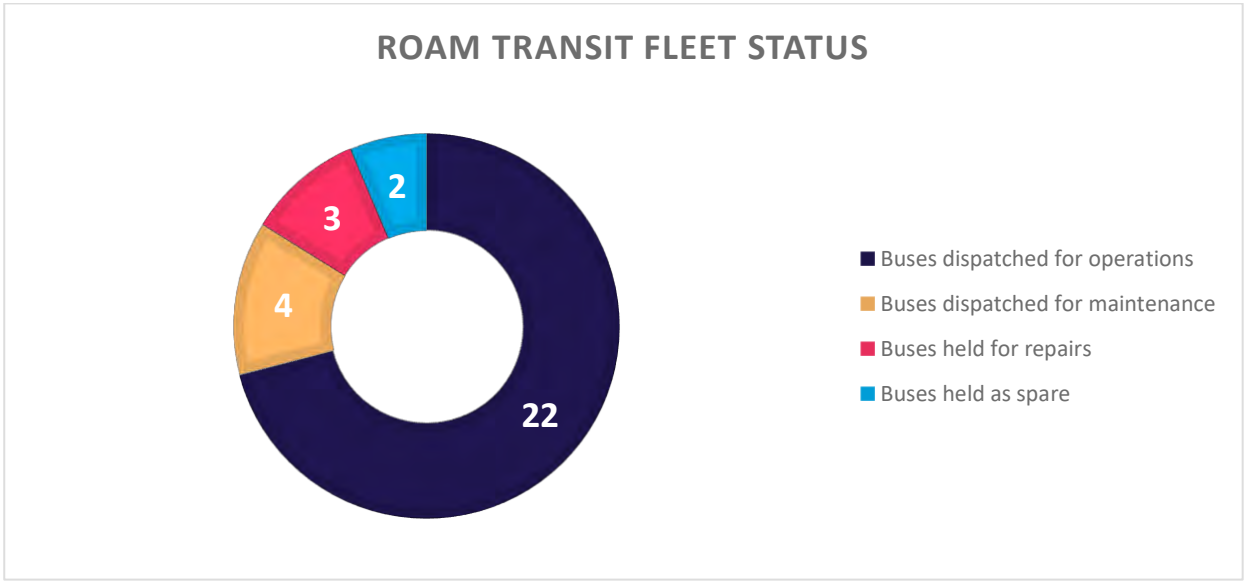


Figure 2 - Example of Fleet Status, Including Maintenance Operations

The core of **maintenance communication is regulated in Canada through the trip inspection process**. This process is intended to be a two-way communication between the operator of a vehicle and the maintenance personnel reviewing and or repairing the vehicle in advance of returning it to service.

To improve the efficiency of this process, Roam Transit has implemented the use of the app Whip-Around, which allows for a phone or tablet-based trip inspection to be performed and defects to be logged into a central database. This platform also provides other communications, such as which vehicles are held for maintenance or otherwise unavailable, which is a helpful safeguard to prevent a vehicle that is not ready for service from being dispatched by accident.

However, the Whip-Around system **does not integrate into the maintenance system used at Banff Fleet Services**. To solve this problem, a transit dispatcher must key in driver logs into work orders in the Pearl system so they can be addressed by a technician. Once the deficiency is reviewed by a technician, the work order is updated and closed using Pearl software. A note of completion can be inputted into the Whip-Around app.

Roam Transit and the ToB should review this process in detail to ensure it complies with transport regulations regarding safety-related repairs noted by operators.

7.1 Communicating Policy and Procedure

Communication in operations appears robust, including bulletins and posters visible to all employees. This is the best practice seen in most major transit organizations in Canada and North America. There is enough information available about the work being performed that employees are able to answer many of their own questions and develop their knowledge while in the workplace.

Photo - 4 - Notifications for drivers in Roam Transit facility

Photo - 5 - Route information available for drivers in the Roam Facility

There is much less visible correspondence when it comes to maintenance communication. When a few operators were asked, they were unaware of lockout/tagout procedures or other basic maintenance functions that would apply to them.

The best practices observed in use for operations **could be extended to overlap with maintenance** operations to enhance the knowledge and comprehension of the driver group.

Roam Transit should have its **own equipment lockout and safety protocols**. This lockout procedure can directly apply to facility and shop equipment as well as buses.

A clearly written policy and procedure on lockout and related items is critical when onboarding new staff or reviewing incidents with existing staff if such an event arises.

Communication about fleet status: **items to include** on a ‘vehicle held’ or lockout tag.

- when a vehicle is to be held out of service,
- why is it held
- when a vehicle can be released for service

Company-issued maintenance policy and procedure documents should be available centrally in an online database for all employees.

7.2 Technical Bulletins

There is no current technical bulletin protocol from Roam Transit or ToB regarding transit work. Technical Bulletins are an excellent way to standardize communication from Roam Transit to all applicable maintenance personnel regarding changes or additions to news regarding vehicles, technology, procedures, or events such as meetings and fleet training.

Bus warranty documents, recalls, notices and update campaigns should all be released to employees through the technical Bulletin process. A best practice among all major transit maintenance operations is to have a formal sign-off process for each technician to certify the communication has been received, read and understood.

An online archive of all technical bulletins should be available for future reference. This library should become a place where employees can access technical information, links, procedures, documents, etc., from a single location to improve efficiency.

7.3 Quality Control, Continuous Improvement

There is no quality control system in place for the Roam Transit fleet or at the ToB Fleet Services.

Ensuring that a sufficient level of quality (standard of repair) is achieved in maintenance occurs through sufficient communication with those who perform maintenance and those who issue the work. Regular review of repair documentation should result in routine/daily

conversation around findings, reasons for component replacement, wear limits, and repair times.

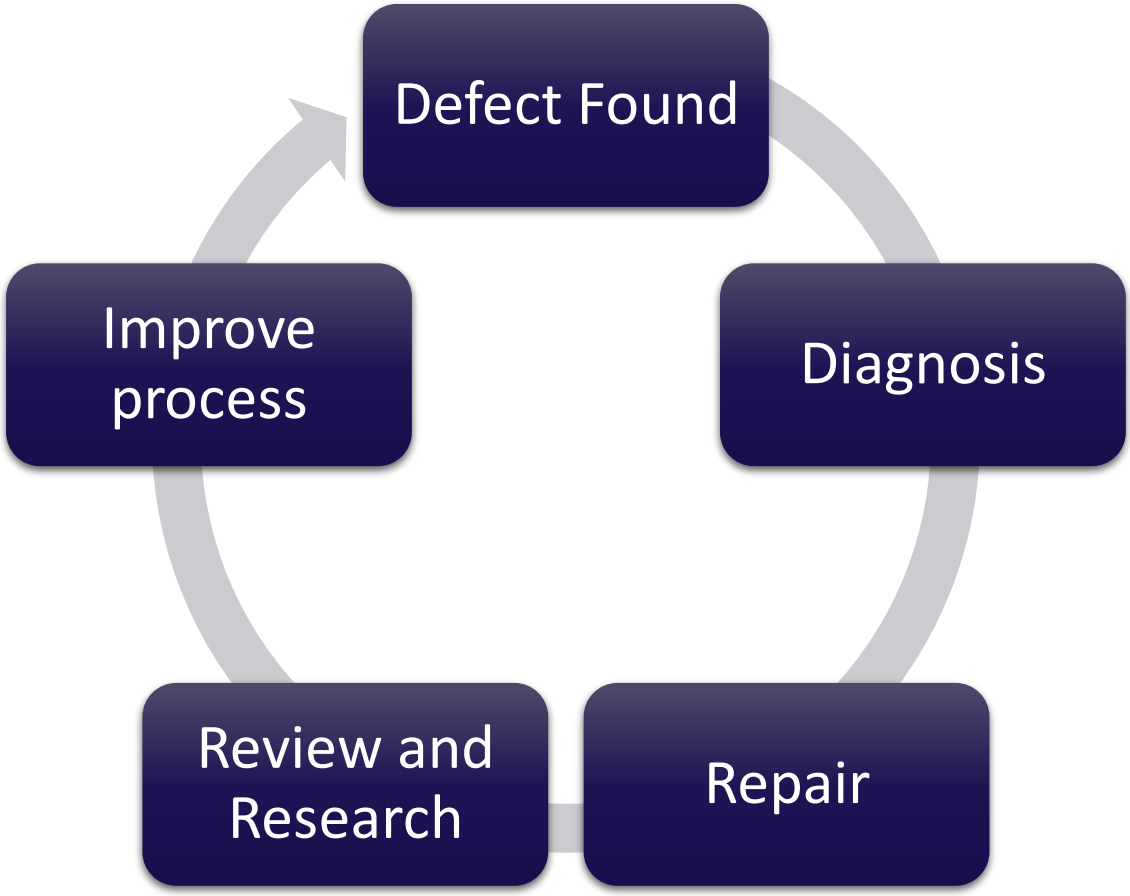


Figure 3 - Continuous improvement cycle in fleet maintenance

This method of routine communication on key maintenance points achieves continuous improvement and the control of desired quality. Ideally, the mechanic, shop foreman, and maintenance management would regularly discuss all points of the cycle illustrated above.

The ***defect found***, ***diagnosis*** and ***repair*** steps occur within the operational segment, while the research & review, and improvement process steps are controlled by maintenance management but involve participation via feedback on what was found during the ***diagnostic*** and ***repair*** process steps of every maintenance event.

For this to be effective, the operating company should detail the requirements for entering and recording maintenance events. Roam has not set this Requirement. **Roam should require (from its maintenance providers) sufficient data resolution billing per job to scrutinize every maintenance event's hours, parts and turnaround time.**

An ideal working model to emulate would be the automotive industry, where the technician directly logs their activities into the system and finalizes their notes and attachments before the vehicle is returned to the customer. In this model, a **service writer or manager often preps the work in advance by creating the work order, setting the tasks and pre-ordering and delivering the parts**. This improves the workshop's output by prepping the basic framework of the job so the technician is directed into the highest-priority work that aligns with the goal of releasing the vehicle for service on time.

In a retail automotive environment, the service writer or shop manager audits completed work daily before approving and billing the customer to ensure customer acceptance. In the fleet environment, the **shop foreman should audit and close completed work to ensure communication, time, quality, and safety standards are met.** The work order summary should include important details like what was repaired, what parts were changed and how long it took.

When **real-time entry is used, managing and auditing technician efficiency and productivity is straightforward and intuitive**. If post-work data entry is allowed, these metrics are less transparent. With Roam Transit’s fleet, efficiency and productivity may only be measured by the foreman and shop manager's observations and based on their opinion on what is reasonable. These KPI is not being asked for or reported to Roam from the ToB.

A final note: A service writer is an expensive solution for order processing. With the small volumes of work that the ToB performs, a dedicated service writer is overkill, creating an additional information filter between the mechanic and the customer (Roam).

Summary of Recommendations

A review of maintenance data, financial records, staff interviews, and site visits has resulted in several recommendations for the improvement of Roam Transit's maintenance costs, fleet availability, and capacity to grow in the future. The following recommendations are organized into high-value, medium-value, and industry-value/priority categories and inserted into a suggested execution timeline (*7.4 below*).

The recommendations go above and beyond option one, status quo. Status quo can only be maintained by increasing funding for fleet maintenance significantly as the fleet ages while planning for additional fleet downtime as more parts are required to be procured. The two levers of survival in option one (status quo) are 1. More buses for the spare ratio and 2. More mechanical hours set aside in the current maintenance plan. In this case, I do not recommend continuing with the current operating model.

Option two is to implement controls that enable stable, predictable results from maintenance operations. Those points are listed below under ***industry best practices*** and ***medium value*** recommendations.

Option three is to focus on growth. In this option, I recommend implementing all the recommendations in this report, including the ***high-value*** recommendations listed below.

<u>High Value</u>

- Roam Transit should take control of its own maintenance program. Roam Transit can do this by creating its **own Master Service Agreement**. This document will define Roam Transit's maintenance goals, acceptable state of repair, repair standards, preventative maintenance programs (including checklists, forms, etc.), measurable components, technical bulletins, instruction letters, inventory requirements, repair times, vehicle turnaround times, spare ratio requirements, etc. The maintenance program detailed in the Master Services Agreement will supplement the government's 30-day inspection and address frequent failure points in its fleet. It will be used to measure the performance of maintenance providers and provide language to establish

what happens within the contract if minimum standards are not met. Facility and technician certification requirements should be specified in the maintenance services agreement and include contingency plans if key maintenance employees are lost (quit or transfer away with required certifications). The MSA should include detailed penalties incurred when business operations are impacted because compliance with certification requirements is not maintained (example: buses are not CVIP'd on time because no inspectors were available in the weeks leading to vehicle expiry due to holiday or other controllable reason). One suitable option is to have the maintenance vendor(s) require certification reporting every period to ensure they are maintaining compliance of required competencies. With multiple vendors, prioritization of who does what work on schedule can be adjusted based on such reporting requirements.

- Roam Transit should employ its **own head of maintenance** to oversee all maintenance functions required to maintain the Roam Transit fleet and facility operations. This position would also be responsible for auditing maintenance records, inspections, maintenance training, communications regarding maintenance to maintenance staff and operations, developing and maintaining preventive maintenance programs, maintenance cost analysis, vehicle, lifecycle, analysis, contracted, maintenance services management, vendor relations, inventory management, technological updates for revenue vehicles, non-revenue, vehicle maintenance, contribution to procurement processes regarding rolling stock and facility.

- The Town of Banff should enhance its internal maintenance management plan. The goal should be to **schedule work 3 to seven days in advance**, updating the plan daily to ensure available labour is used most effectively. A workshop management plan could be modelled from the dealership and retail mechanical service provider industries. In the long-term, the plan should be extended beyond one month to accommodate mandatory 30-day inspections on all on-road equipment managed and maintained at the Town of Banff, including Roam Transit's fleet.

- Roam Transit should insource its vehicle inspections. This would improve repair times and financial efficiency while improving repair standards. To achieve this, Roam

should **hire its own certified technician** to focus on regulatory inspections, safety checks, and preventative maintenance work. This would only be possible if Roam has access to an appropriate workspace, such as a leased work bay or new facility due to the need to lift units with a hoist. Roam Transit can maintain contracted services to perform prescribed repairs only, or any scope deemed appropriate.

- Roam Transit should **employ a handyman/service person** who can work to repair small defects daily, which would allow a vehicle to be returned to service the next day without delay. Examples would be replacing wiper blades, adjusting loose mirrors, replacing burnt-out lamps, performing farebox maintenance, tightening the interior hardware, brackets, seats, etc. Currently, this type of repair work is not addressed until the next 30-day inspection interval. If the shop is too busy and Roam Transit requires the unit back quickly to meet service requirements, all small items are skipped, and the vehicle is returned to service for another month. The return on investment for this position is high, and the business case is drafted in Appendix 3 at the end of this document.

Medium Value

- Roam Transit should **refine the scope of maintenance**. This should be developed to allow for decision-making on who will do what. For example, a handyman (service person) can perform non-safety-running repairs before a vehicle inspection interval. Safety-sensitive repairs should be performed by qualified technicians and undersigned by certified technicians. Regulatory inspections should be performed by certified technicians rather than by uncertified, inexperienced technicians. This scope of maintenance should also limit the size and cost of repair a maintenance provider will tackle. For instance, a running repair facility should not rebuild major components like engines and transmissions without a binding quote, just as a 3rd party vendor would be expected to.

- The Town of Banff should continue to develop its inventory management/delivery plan. This plan should include **maintaining on-hand (or on-time) inventory to perform all planned work.** The current practice doubles the vehicle handling and scheduling

requirements. This is to initially review the equipment defect, make a list of parts required to repair, then stop the work and park the vehicle. Repairs are initiated once parts arrive.

- Roam Transit **should specify inventory performance** to support its fleet. The expectation should be to have sufficient parts on hand to complete scheduled work before executing the scheduled work. Standard running repairs items, such as lights, wipers, mirrors, doors, brakes, steering, and suspension items that commonly need to be replaced, should be on a priority list (such as the previous sentence) either in stock locally or close by at a vendor. Successful implementation of an inventory management plan reduces fleet downtime is measured by the number of buses waiting for parts each week, open work orders with parts ordered that should be in stock, and frequency of routine stock reordering, counting and turnover. All these functions can be performed electronically and reported through query of the work management system and daily/weekly status reports.

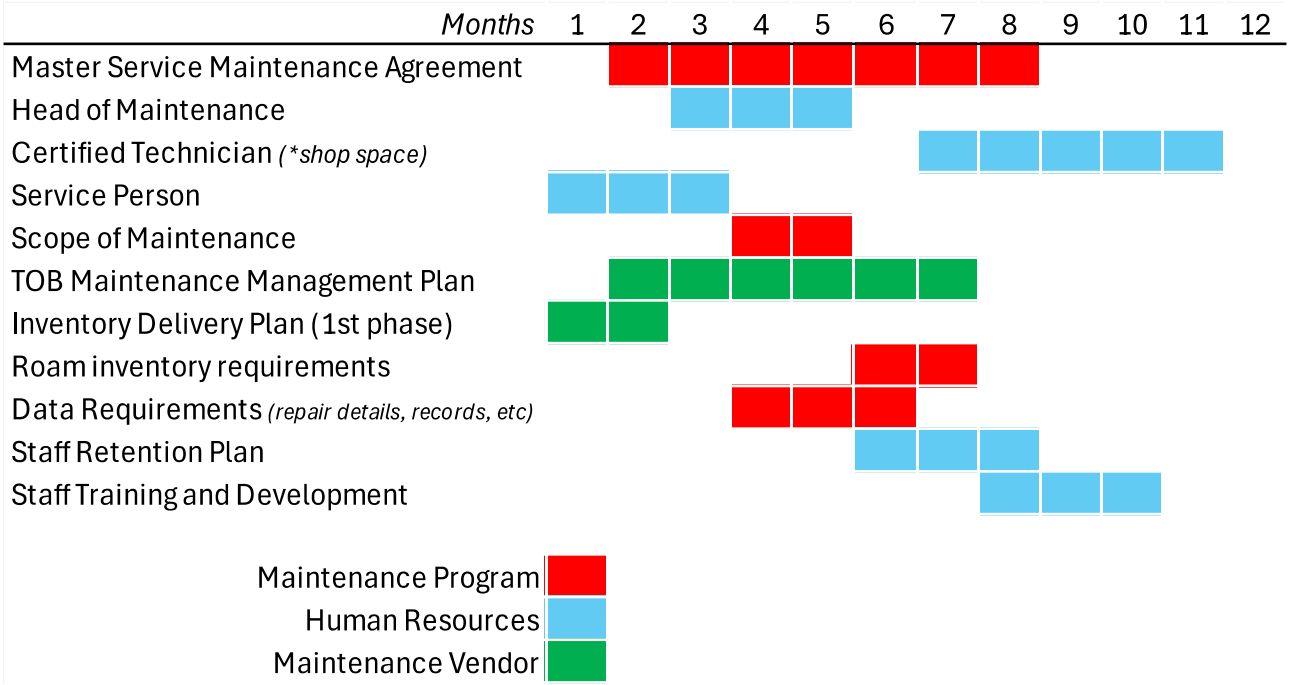
Industry Best Practice

- Roam Transit should **specify data and communication requirements** for its maintenance providers. This includes requirements on digital record keeping, quoting on repairs above a certain dollar value (and/or time commitment), and using ERP or AM software over which it has control or access records kept on its fleet. Digital copies of every inspection form and measurement form for wearable items (brake, kingpin, oil life, etc.) should be filed electronically by unit number and date. A master tracking form for wearable items should also be implemented for efficient work planning and budgeting activities. Use of and training Roam Transit policy and procedure where it applies to 2nd or 3rd party vendors interacting with Roam Transit equipment.

- ToB should design and implement a **staff retention plan** to apply to critical positions such as certified technicians. See section 2.2.1 for further details.

7.4 Suggested timeline to implement improvements

Below is a suggested order and timeline for creating and implementing each recommendation. The intent of overlaying certain items in the illustrated order is to gain the most value from the work done before or during the current phase. An example would **be Roam developing its Master Services Maintenance agreement while the ToB refines its maintenance management** plan. In the timeline below, it is suggested to begin framing the Master Services Maintenance Agreement as soon as possible while going to the market for a Head of Maintenance. Finding the right individual who can fulfill the requirements placed on them should not be rushed.



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Appendix 1: If you decide to outsource…

If you decide to contract out or outsource all aspects of servicing and maintenance, the areas you need to consider are listed below.

- Scope Of the Service
- Term Of Contract
- Region's Responsibilities for Provision of Service
- Contractor's Responsibilities for Provision of Service
- Region's Responsibilities for General Maintenance of Bus Fleet and Non-Revenue Vehicles
- Contractor's Responsibilities for General Maintenance of Bus Fleet and Non-Revenue Vehicles
- Payment For Service
- Authority To Issue Directives
- Failure To Perform
- Termination
- Change Of Law
- Performance Security
- Insurance And Claims
- Workplace Safety and Insurance Board

- Legislative & Licensing Requirements
- Inspections By Region
- Right To Audit
- Dispute Resolution
- Performance Standards
- Merit Incentives for Exceptional Performance
- Service Contractor Report Card Performance Metrics and KPI’s

Appendix 2: Further reading

Alberta Government. (2016). Summary of Maintenance and Safety Program Requirements for Provincially-Regulated Alberta-Based Commercial Buses. https://www.alberta.ca/system/files/custom_downloaded_images/tr-summary-of-safety-and-maintenance-program-requirements.pdf

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Appendix 3: Business case for other maintenance labour

The case for a Service Person (maintenance technician, non-certified) is based on two important factors: most light vehicle repairs do not require heavy-duty certified mechanics, and the labour costs are significantly less (almost half) than those of a Red Seal Heavy Duty Mechanic in Canada.

Table 9 - Labour costs: HD, CT and Service Person Models based on 13,800h per year

					Burden rate HD	Burden Rate CT	Burden Rate Service Tech		
	*2024 Roam Maintennace cost projection based on TOB projected hours May 2024				$117	$105	$75		
	Cost of Labour per Year Options								
		Hours: HD Techs	Hours: CT Tech	Hours: Service Person	HD Tech @ $130/h	CT Tech @ $115	Service Person @ $80/h	Total FTE	Total Cost
Option 1	Only HD Technicians	13,800	0	0	$1,614,600	$0	$0	8	$1,614,600
Option 2	HD Technicians & Service Persons	12,200		1,600	$1,427,400	$0	$120,000	6	$1,547,400
Option 3	Insourced CT Technicians (2x), Service persons (1x), & TOB (x3)	9,000	3,200	1,600	$1,053,000	$336,000	$120,000	6	$1,509,000
	*TOB projection is 13,800 for 31 buses in 2024	445	hours per bus						
	Definitions:								
	HD Technician	Heavy Duty Red Seal Certified Technician							
	CT Technician	Commercial Transport (or Truck and Transport) Red Seal Certified Technician							
	Service Technician	Technically capable general labourer capable of performing minor repairs with minor job specific training							

An additional efficiency is realized in splitting the maintenance events into major/minor repairs. This relieves the queue for repairs required by a certified technician (ToB), significantly reducing turn-around times for maintenance work. This improvement allows the 30-day inspections to happen on time or early. Basically, you can have vehicles repaired simultaneously, one on scheduled, major work, and one for minor repairs. The current Roam maintenance model requires the technician on shift to stop the major repairs in progress and attend to minor repairs if they are deemed important enough to be done immediately. Ultimately, this slows the productivity of major repairs, increasing their cost and displacing future required work.

Further savings could come in reducing the percentage of fixed overhead paid to ToB due to the reduced burden on their maintenance operation.

Bow Valley Regional Transit Services Commission

2024 Second Quarter Financial Results

Q2 2024 Overall summary of results

Bow Valley Regional Transit Services Commission All routes - Actual vs budget vs Prior Year (PY) January - June 2024						
	Actual	Budget	Over/ under budget		PY Jan-Jun 2023	Difference from PY
Income						
Bus Pass Sales	1,869,174	1,838,438	30,736		1,646,464	222,710
Interest Revenue	117,425	42,000	75,425		117,910	(485)
Marketing & Advertising Revenue	25,812	28,006	(2,194)		19,245	6,567
Other Income	30,368	1,234	29,134		12,482	17,886
Partner Programs	286,119	269,438	16,681		260,266	25,853
Recoveries - Operating (non-members)	1,032,485	1,075,836	(43,351)		796,145	236,340
Requisitions - Operating	2,684,124	2,821,776	(137,652)		2,041,311	642,813
Total Income	6,045,507	6,076,728	(31,221)		4,893,824	1,151,683
Gross Profit						
Expenses						
Advertising & Marketing Expenses	29,837	47,105	(17,268)		34,725	(4,888)
Contracted Services / Professional Fees	385,668	88,863	296,805		118,766	266,902
Fuel Expense	470,339	483,828	(13,489)		355,496	114,843
General Operating Expenses	83,462	103,659	(20,197)		74,426	9,036
Infrastructure Maintenance	23,071	43,862	(20,791)		29,849	(6,778)
Insurance Expense	97,187	115,532	(18,345)		95,111	2,076
Software Fees & Licences	112,619	122,271	(9,652)		104,495	8,124
Staff, Training, Travel & Meals	90,572	116,424	(25,853)		75,114	15,457
Transit storage facility	209,597	176,517	33,080		158,629	50,968
Vehicle Expenses	1,680,632	1,137,868	542,764		934,054	746,579
Wages & Benefits	3,275,796	3,393,262	(117,466)		2,483,989	791,808
Total Expenses	6,458,779	5,829,192	629,588		4,464,653	1,994,127
Surplus / Deficiency Prior to Amortization	(413,273)	247,536	(660,809)		429,171	(842,444)
Amortization Expense	1,038,477	1,038,477	(0)		783,903	254,574
Net Revenue	**(1,451,750)**	**(790,941)**	**(660,808)**		**(354,732)**	**(1,097,018)**

Overall, we are pacing behind projections with the surplus prior to amortization approximately $660,000 behind of budget.

REVENUE

Overall pass revenues are down approximately $31,000 from budget and approximately $222,000 higher than PY.

- Routes 1, 2 and 3 actual revenues are less than budgeted amounts. But we will hopefully make up some of this shortfall over the summer months.
- Route 8 summer/winter actual revenues are $125K above budget to date, we expect this trend to continue over the remainder of the year.

Interest is over budgeted amounts due to high interest rates. Includes CIBC investment interest on operating reserve amounts and interest on ATB operating accounts.

Non member recoveries are based on actual expenses incurred.

Member recoveries are based on budgeted amounts except for ID# contributions to Lake Louise summer routes, which are allocated at the end of the year.

Member and non-member recoveries for Route 12 will be allocated at the end of the year.

Member and non-member recoveries for Onit are not included in budgeted figures.

EXPENSES

Overall expenses are up approximately $630,000 from budget and $1.9 million from PY.

At this stage the only significant expense discrepancies are coming from contract services and vehicle maintenance costs. Most other expenses are either consistent or slightly above/below budget projections to date.

Contract services include $146,000 for Onit, and $174,000 for diversified operating Route 6.

Town of Banff vehicle maintenance expenses are approximately $530,000 above budgeted figures to date. Mechanic wages and fixed overhead costs are approximately $350,000 over budget. Parts and supplies are approximately $180,000 overbudget. This was discussed in June when Administration presented updated forecasts for these expenses for the rest of the year. We have had lots of maintenance issues over the first two quarters, and some major repairs. We expect this amount to be significantly over budget at year end, but hopefully costs savings in other areas can reduce the annual deficit.

Transit storage building is over budget. We have seen increased utility costs, and some larger R&M items for machinery and equipment in the building that were not budgeted for.

Driver wages are approximately $120,000 below budget. Due to service hour reductions, and Route 6 being operated externally.

Bow Valley Regional Transit Services Commission
All Routes - Actual vs Prior Year (pg 1/2)
January - June 2024

	Administrative		Calgary-Banff		Rt 01 - Banff Local (Sulphur Mtn)		Rt 02 - Banff Local (Tunnel Mtn)		Rt 03 - CB Regional		Rt 04 - Cave and Basin		Rt 05 - Canmore Local		Rt 06 - Lake Minnewanka		Rt 08 - LLB Regional Winter (Extra parks bus)	
	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)
INCOME																		
Bus Pass Sales					138,817	136,522	103,277	102,792	747,846	606,670	10,095	7,466			16,607	16,477	102,417	
Interest Revenue	117,425	117,910																
Marketing & Advertising Revenue	138	540			6,719	4,175	6,079	3,690	5,906	4,558		534	5,554	3,053		728		
Other Income	25,854	2,054			17	5,214	17	5,214					4,480					
Partner Programs					174,175	160,378	105,529	91,509	952	1,816					5,463	6,563		
Recoveries - Operating (non-members)			108,074	47,502	12,412	11,705	24,356	22,968			126,746	87,648			294,330	238,659	156,728	
Requisitions - Operating	326,247	285,423	43,199	24,606	583,092	399,837	528,426	331,647	303,854	245,082			794,277	669,835				
Total Income	**469,665**	**405,927**	**151,273**	**72,108**	**915,232**	**717,830**	**767,683**	**557,819**	**1,058,557**	**858,126**	**136,841**	**95,648**	**804,311**	**672,888**	**316,401**	**262,427**	**259,145**	**-**
EXPENSES																		
Advertising & Marketing Expenses	1,459	5,211			6,710	5,300	5,956	4,439	6,071	7,196	373	689	5,254	5,290	548	1,232	307	
Contracted Services / Professional Fees	39,851	22,311	146,273	69,608	2,915	3,748	2,623	4,230	3,635	4,574	1,103	622	5,877	5,704	174,447	1,602	533	
Fuel Expense	842	313			60,822	44,068	48,975	40,769	134,791	101,740	2,718	1,249	83,054	70,350	0	6,024	26,979	
General Operating Expenses	30,219	24,940			5,037	4,376	4,349	3,781	11,844	12,857	486	318	3,511	3,141	762	684	2,956	
Infrastructure Maintenance	888	2,219			4,336	7,319	4,019	7,187	4,680	2,882	257	429	340	2,297	1,356	987	145	
Insurance Expense	9,675	7,384			14,599	14,791	11,692	11,846	11,402	12,091	2,852	3,048	11,938	12,706	8,456	8,062	2,818	
Software Fees & Licences	18,027	12,549			17,410	17,041	16,070	16,142	16,662	14,763	2,290	2,631	13,856	13,949	5,393	6,620	2,922	-11
Staff, Training, Travel & Meals	25,200	18,664			12,485	11,175	7,814	7,219	6,963	6,044	3,196	2,609	5,661	5,386	2,973	6,316	456	
Transit storage facility	3,510	6,507			39,921	28,473	35,577	23,887	42,945	25,905	5,906	6,440	13,676	6,895	11,801	13,107	11,341	
Vehicle Expenses	11,519	24,424			315,936	169,910	285,005	153,435	325,214	184,879	35,064	18,424	289,013	168,330	45,262	36,503	60,950	
Wages & Benefits	262,959	216,652	5,000	2,500	512,256	411,797	472,900	383,163	572,296	416,004	69,882	45,717	498,789	361,747	33,764	105,227	116,457	
Total Expenses	**404,147**	**341,174**	**151,273**	**72,108**	**992,427**	**717,998**	**894,978**	**656,098**	**1,136,503**	**788,935**	**124,127**	**82,177**	**930,969**	**655,794**	**284,761**	**186,365**	**225,865**	**(11)**
Surplus / Deficiency Prior to Amortization	**65,517**	**64,753**	**-**	**0**	**(77,195)**	**(167)**	**(127,295)**	**(98,279)**	**(77,946)**	**69,191**	**12,715**	**13,471**	**(126,659)**	**17,094**	**31,640**	**76,063**	**33,280**	**11**
Amortization Expense	37,842	22,842			229,836	154,836	224,868	149,868	81,222	81,222	12,339	12,339	89,910	89,910	31,640	76,170	33,280	
Net Income	**27,675**	**41,911**	**-**	**0**	**(307,031)**	**(155,003)**	**(352,163)**	**(248,147)**	**(159,168)**	**(12,031)**	**376**	**1,132**	**(216,569)**	**(72,816)**	**-**	**(107)**	**-**	**11**

Bow Valley Regional Transit Services Commission
All Routes - Actual vs Prior Year (pg 2/2)
January - June 2024

	Rt 08 - LLB Regional Winter		Rt 08S - LLB Regional Summer Scenic		Rt 08X - LLB Regional Summer Express		Rt 09 - Johnston Canyon		Rt 10 - Moraine Lake		Rt 11 - Lake Louise local		Rt 12 - Grassi Lakes		TOTAL		
	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Jan - Jun, 2024	Jan - Jun, 2023 (PY)	Change
INCOME																	
Bus Pass Sales	309,611	352,916			364,056	357,141	64,190	56,887		-10	12,258	9,604			1,869,174	1,646,464	222,710
Interest Revenue															117,425	117,910	-485
Marketing & Advertising Revenue	1,209	400		320	110	375	97	679				194			25,812	19,245	6,567
Other Income															30,368	12,482	17,886
Partner Programs															286,119	260,266	25,853
Recoveries - Operating (non-members)		57,816		89,232	172,907	98,557	123,731	119,127	13,201	10,895		12,037			1,032,485	796,145	236,340
Requisitions - Operating	105,029	84,881			0	0									2,684,124	2,041,311	642,813
Total Income	**415,849**	**496,012**	**-**	**89,552**	**537,073**	**456,072**	**188,017**	**176,692**	**$ 13,201**	**$ 10,885**	**$ 12,258**	**$ 21,836**	**$ -**	**$ -**	**$ 6,045,507**	**$ 4,893,824**	**$ 1,151,683**
EXPENSES																	0
Advertising & Marketing Expenses	599	1,395		81	875	1,217	392	2,338			111	336	1,182		29,837	34,725	-4,888
Contracted Services / Professional Fees	1,523	2,151		562	4,517	2,682	2,189	853			92	119	91		385,668	118,766	266,902
Fuel Expense	50,104	51,879			39,869	24,120	16,730	11,936			4,429	3,048	1,028		470,339	355,496	114,843
General Operating Expenses	7,303	8,389		50	14,994	14,331	1,682	1,447	76	12	199	101	46		83,462	74,426	9,036
Infrastructure Maintenance	230	910		467	4,361	3,942	373	850	19		259	360	1,808		23,071	29,849	-6,778
Insurance Expense	2,818	2,989		5,436	8,712	11,322	11,274	5,436					951		97,187	95,111	2,076
Software Fees & Licences	5,116	4,561		2,465	9,552	9,120	4,561	4,381	231	128	288	156	240		112,619	104,495	8,124
Staff, Training, Travel & Meals	938	574		2,201	16,890	11,673	3,046	2,805	23	0	2,515	447	2,413		90,572	75,114	15,457
Transit storage facility	13,782	12,182		8,034	16,159	17,760	12,329	9,378	30	40	92	21	2,527		209,597	158,629	50,968
Vehicle Expenses	101,460	76,654		10,297	118,902	63,721	69,581	20,992		135	8,041	6,351	14,686		1,680,632	934,054	746,578
Wages & Benefits	189,625	203,499		27,232	362,127	207,425	121,088	82,223	12,821	10,570	29,441	10,232	16,391		3,275,796	2,483,989	791,808
Total Expenses	**373,498**	**365,183**	**-**	**56,823**	**596,955**	**367,314**	**243,245**	**142,638**	**$ 13,201**	**$ 10,885**	**$ 45,467**	**$ 21,171**	**$ 41,362**	**$ -**	**$ 6,458,779**	**$ 4,464,653**	**$ 1,994,126**
Surplus / Deficiency Prior to Amortization	**42,351**	**130,830**	**-**	**32,729**	**(59,882)**	**88,759**	**(55,227)**	**34,054**	**$ 0**	**$ -**	**$ (33,210)**	**$ 664**	**$ (41,362)**	**$ -**	**$ (413,272)**	**$ 429,171**	**$ (842,444)**
Amortization Expense	36,423	36,423		34,350	147,207	91,593	80,160	34,350.00			15,000.00		18,750.00		1,004,727	783,903	
Net Income	**5,928**	**94,407**	**-**	**(1,621)**	**(207,089)**	**(2,834)**	**(135,387)**	**(296)**	**0**	**-**	**(48,210)**	**664**	**(60,112)**	**-**	**(1,451,749)**	**(354,732)**	**(1,097,018)**

Bow Valley Regional Transit Services Commission
All Routes - Actual vs Budget (pg 1/2)
January - June 2024

	Administrative		Calgary-Banff		Rt 01 - Banff Local (Sulphur Mtn)		Rt 02 - Banff Local (Tunnel Mtn)		Rt 03 - CB Regional		Rt 04 - Cave and Basin		Rt 05 - Canmore Local		Rt 06 - Lake Minnewanka	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Income																
Bus Pass Sales	0				138,817	182,238	103,277	163,709	747,846	777,208	10,095	3,234			16,607	13,215
Interest Revenue	117,425	42,000														
Marketing & Advertising Revenue	138				6,719	7,579	6,079	7,893	5,906	6,522	0		5,554	6,012	0	
Other Income	25,854				17	607	17	627					4,480			
Partner Programs					174,175	158,755	105,529	95,741	952	1,545					5,463	13,397
Recoveries - Operating (non-members)			108,074		12,412	13,032	24,356	24,236			126,746	116,611			294,330	312,533
Requisitions - Operating	326,247	326,249	43,199		583,092	582,791	528,426	528,429	303,854	303,854			794,277	794,275		
Total Income	**$ 469,665**	**$ 368,249**	**$ 151,273**	**$ -**	**$ 915,232**	**$ 945,002**	**$ 767,683**	**$ 820,635**	**$ 1,058,557**	**$ 1,089,129**	**$ 136,841**	**$ 119,845**	**$ 804,311**	**$ 800,287**	**$ 316,401**	**$ 339,145**
Expenses																
Advertising & Marketing Expenses	1,459				6,710	11,701	5,956	11,370	6,071	8,643	373	563	5,254	7,128	548	981
Contracted Services / Professional Fees	39,851	33,574	146,273		2,915	9,144	2,623	9,092	3,635	6,801	1,103	1,388	5,877	14,412	174,447	2,819
Fuel Expense	842				60,822	63,697	48,975	44,690	134,791	143,183	2,718	2,346	83,054	74,705	0	7,535
General Operating Expenses	30,219	39,555			5,037	7,236	4,349	6,902	11,844	20,148	486	505	3,511	4,744	762	1,226
Infrastructure Maintenance	888	103			4,336	6,717	4,019	7,178	4,680	13,890	257	550	340	9,278	1,356	1,110
Insurance Expense	9,675	8,123			14,599	19,240	11,692	14,880	11,402	14,332	2,852	3,353	11,938	13,428	8,456	9,863
Software Fees & Licences	18,027	37,111			17,410	15,761	16,070	14,502	16,662	13,057	2,290	3,208	13,856	10,180	5,393	6,400
Transit storage facility	25,200	32,543			12,485	15,096	7,814	11,913	6,963	10,098	3,196	2,795	5,661	10,936	2,973	6,106
Staff, Training, Travel & Meals	3,510	2,225			39,921	37,949	35,577	32,010	42,945	32,415	5,906	6,675	13,676	3,414	11,801	13,350
Vehicle Expenses	11,519	3,150			315,936	207,893	285,005	182,483	325,214	242,563	35,064	19,505	289,013	189,993	45,262	38,429
Wages & Benefits	262,959	211,865	5,000		512,256	550,563	472,900	485,616	572,296	583,998	69,882	66,617	498,789	462,069	33,764	156,408
Total Expenses	**$ 404,147**	**$ 368,249**	**$ 151,273**	**$ -**	**$ 992,427**	**$ 944,996**	**$ 894,978**	**$ 820,636**	**$ 1,136,503**	**$ 1,089,128**	**$ 124,127**	**$ 107,506**	**$ 930,969**	**$ 800,287**	**$ 284,761**	**$ 244,227**
Surplus / Deficiency Prior to Amortization	**$ 65,517**	**$ 0**	**$ -**	**$ -**	**$ (77,195)**	**$ 6**	**$ (127,295)**	**$ (1)**	**$ (77,946)**	**$ 1**	**$ 12,715**	**$ 12,339**	**$ (126,659)**	**$ -**	**$ 31,640**	**$ 94,918**
Amortization Expense	37,842	37,844			229,836	229,838	224,868	224,866	81,222	81,221	12,339	12,339	89,910	89,909	31,640	94,920
Net Income	**$ 27,675**	**$ (37,843)**	**$ -**	**$ -**	**$ (307,031)**	**$ (229,832)**	**$ (352,163)**	**$ (224,867)**	**$ (159,168)**	**$ (81,220)**	**$ 376**	**$ (0)**	**$ (216,569)**	**$ (89,909)**	**$ (0)**	**$ (2)**

Bow Valley Regional Transit Services Commission
All Routes - Actual vs Budget (pg 2/2)
January - June 2024

	Rt 08 - LLB Regional Winter (Extra parks bus)		Rt 08 - LLB Regional Winter		Rt 08S - LLB Regional Summer Scenic		Rt 08X - LLB Regional Summer Express		Rt 09 - Johnston Canyon		Rt 10 - Moraine Lake		Rt 11 - Lake Louise local		Rt 12 - Grassi Lakes		TOTAL		
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	% of Budget
Income																			
Bus Pass Sales	102,417		309,611	356,215		0	364,056	294,370	64,190	48,249		0	12,258				1,869,174	1,838,438	102%
Interest Revenue																	117,425	42,000	280%
Marketing & Advertising Revenue			1,209				110		97				0				25,812	28,006	92%
Other Income																	30,368	1,234	2461%
Partner Programs																	286,119	269,438	106%
Recoveries - Operating (non-members)	156,728			94,609	0	29,976	172,907	331,558	123,731	105,532	13,201	10,103	0			37,645	1,032,485	1,075,836	96%
Requisitions - Operating			105,029	105,030		27,227	0	20,421		95,855					0	37,645	2,684,124	2,821,776	95%
Total Income	**$ 259,145**	**$ -**	**$ 415,849**	**$ 555,854**	**$ -**	**$ 57,203**	**$ 537,073**	**$ 646,348**	**$ 188,017**	**$ 249,636**	**$ 13,201**	**$ 10,103**	**$ 12,258**	**$ -**	**$ -**	**$ 75,290**	**$ 6,045,507**	**$ 6,076,728**	**99%**
Expenses																			
Advertising & Marketing Expenses	307		599	2,504		0	875	2,784	392	786		0	111		1,182	645	29,837	47,105	63%
Contracted Services / Professional Fees	533		1,523	2,772	0	525	4,517	5,802	2,189	1,731	0	0	92		91	803	385,668	88,863	434%
Fuel Expense	26,979		50,104	83,225		0	39,869	51,326	16,730	9,113	0	0	4,429		1,028	4,008	470,339	483,828	97%
General Operating Expenses	2,956		7,303	9,636		0	14,994	11,152	1,682	2,246	76	0	199		46	309	83,462	103,659	81%
Infrastructure Maintenance	145		230	2,902		0	4,361	1,191	373	338	19	0	259		1,808	605	23,071	43,862	53%
Insurance Expense	2,818		2,818	3,288		3,288	8,712	13,449	11,274	9,863					951	2,425	97,187	115,532	84%
Software Fees & Licences	2,922		5,116	3,683	0	0	9,552	9,425	4,561	6,429	231	0	288		240	2,515	112,619	122,271	92%
Transit storage facility	456		938	5,519	0	0	16,890	15,635	3,046	3,501	23	0	2,515		2,413	2,282	90,572	116,424	78%
Staff, Training, Travel & Meals	11,341		13,782	8,666	0	4,450	16,159	22,015	12,329	13,350	30		92		2,527		209,597	176,517	119%
Vehicle Expenses	60,950		101,460	127,333	0	0	118,902	90,445	69,581	24,180	0	0	8,041		14,686	11,894	1,680,632	1,137,868	148%
Wages & Benefits	116,457		189,625	306,328	0	5,217	362,127	403,625	121,088	119,801	12,821	10,103	29,441		16,391	31,054	3,275,796	3,393,262	97%
Total Expenses	**$ 225,865**	**$ -**	**$ 373,498**	**$ 555,855**	**$ -**	**$ 13,480**	**$ 596,955**	**$ 626,849**	**$ 243,245**	**$ 191,337**	**$ 13,201**	**$ 10,103**	**$ 45,467**	**$ -**	**$ 41,362**	**$ 56,540**	**$ 6,458,779**	**$ 5,829,192**	**111%**
Surplus / Deficiency Prior to Amortization	**$ 33,280**	**$ -**	**$ 42,351**	**$ (0)**	**$ -**	**$ 43,724**	**$ (59,882)**	**$ 19,500**	**$ (55,227)**	**$ 58,299**	**$ -**	**$ -**	**$ (33,210)**	**$ -**	**$ (41,362)**	**$ 18,750**	**$ (413,273)**	**$ 247,536**	
Amortization Expense	33,280		36,423	36,422		43,725	147,207	110,344	80,160	58,300	0	0	15,000		18,750	18,750	1,038,477	1,038,477	
Net Income	**$ -**	**$ -**	**$ 5,928**	**$ (36,422)**	**$ -**	**$ (1)**	**$ (207,089)**	**$ (90,844)**	**$ (135,387)**	**$ (1)**	**$ -**	**$ -**	**$ (48,210)**	**$ -**	**$ (60,112)**	**$ -**	**$ (1,451,750)**	**$ (790,941)**	

Bow Valley Regional Transit Services Commission
Administrative

	Jan - Mar, 2024			Apr - Jun, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Interest Revenue	51,028	21,000	243%	66,397.14	21,000.00	316%	117,425	42,000	280%	1
Marketing & Advertising Revenue	138						138			
Other Income	23,360			2,494.10			25,854			
Recoveries - Operating (non-members)							-	-		
Requisitions - Operating	205,578	205,579	100%	120,669.00	120,670.20	100%	326,247	326,249	100%	
Total Income	$ 280,105	$ 226,579	124%	189,560	141,670	134%	469,665	368,249	128%	
Expenses										
Advertising & Marketing Expenses	196			1,263			1,459	-		
Contracted Services / Professional Fees	15,463	20,464	76%	24,388	13,110	186%	39,851	33,574	119%	2
Fuel Expense	445			396			842			
General Operating Expenses	12,937	19,778	65%	17,281	19,778	87%	30,219	39,555	76%	3
Infrastructure Maintenance	738	52		150	52		888	103		
Insurance Expense	3,887	4,061	96%	5,788	4,061	143%	9,675	8,123	119%	
Software Fees & Licences	8,963	18,556	48%	9,064	18,556	49%	18,027	37,111	49%	4
Staff, Training, Travel & Meals	14,902	16,272	92%	10,297	16,272	63%	25,200	32,543	77%	
Transit storage facility	2,225	1,112	200%	1,285	1,112		3,510	2,225	158%	
Vehicle Expenses	9,132	1,575	580%	2,387	1,575	152%	11,519	3,150	366%	5
Wages & Benefits	134,486	144,710	93%	128,473	67,155	191%	262,959	211,865	124%	6
Total Expenses	203,375	226,579	90%	200,772	141,670	142%	404,147	368,249	110%	
Surplus / Deficiency Prior to Amortization	76,729	0		(11,212)	(0)		65,517	0		
Amortization Expense	18,921	18,922	100%	18,921	18,922	100%	37,842	37,844	100%	
Net Income	57,808	(18,922)		(30,133)	(18,922)		27,675	(37,843)		

1) Interest from operating reserve in CIBC investments and operating account. Higher than budget, due to higher interest rates.

2) Contracted Services are above budget. Includes progress billing for strategic plan.

3) Additional office space not taken over till May.

4) More software allocated to routes than budgeted.

5) Some repairs on admin vehicles, and allocation of transit storage fixed costs for spare vehicle.

6) Admin wage allocation over budgeted amount by $22,000. This will even itself out over the summer when more wages are allocation to summer routes.

Also, includes $25,000 of driver wages for AM support driver that does not drive a particular route, but available for moving buses, helping dispatch, and in case drivers call in sick etc

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

All Routes	January - June 2024			
	2024 ACTUAL	2024 BUDGET	COMP %	2023 ACTUAL
Revenue per Service Hour	$ 62.41	$ 59.05	5.7%	$ 59.29
Gross Cost per Service Hour	$ 206.63	$ 188.08	9.9%	$ 154.85
Direct Operating Cost per Service Hour	$ 168.58	$ 150.89	11.7%	$ 124.08
Overhead per Service Hour	$ 7.45	$ 9.01	-17.4%	$ 6.76
Lease/Amortization per Service Hour	$ 30.61	$ 28.18	8.6%	$ 24.01
Net Cost per Service Hour (CUTA)	$ 113.61	$ 100.85	12.7%	$ 71.55
% Cost Recovery (CUTA)	42%	44%		54%
Gross cost per KM	$ 7.53	$ 6.78		$ 5.56
Route KM	961,385	1,003,641		909,755
Ridership	1,174,362	1,029,162	14.1%	1,108,595
Service Hours	35,019	36,192	-3.2%	32,652
Ridership per Service Hour	34	28	17.9%	34

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

Route 1 - Banff Local Sulphur Mtn	January - June 2024			
	2024 ACTUAL	2024 BUDGET	COMP %	2023 ACTUAL
Revenue per Service Hour	$ 47.27	$ 48.66	-2.9%	$ 46.77
Gross Cost per Service Hour	$ 189.22	$ 173.77	8.9%	$ 140.73
Direct Operating Cost per Service Hour	$ 146.72	$ 131.68	11.4%	$ 109.63
Overhead per Service Hour	$ 7.45	$ 9.01	-17.4%	$ 6.76
Lease/Amortization per Service Hour	$ 35.06	$ 33.07	6.0%	$ 24.34
Net Cost per Service Hour (CUTA)	$ 106.90	$ 92.04	16.1%	$ 69.62
% Cost Recovery (CUTA)	31%	35%		40%
Gross cost per KM	$ 13.27	$ 12.53		$ 8.96
Route KM	96,458	99,548		102,867
Ridership	364,749	329,304	10.8%	341,785
Service Hours	6,764	7,177	-5.7%	6,550
Ridership per Service Hour	54	46	17.5%	52

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

	Jan - Mar, 2024			Apr - Jun, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Bus Pass Sales	52,021	77,939	67%	86,796	104,299	83%	138,817	182,238	76%	1
Marketing & Advertising Revenue	1,421	3,242	44%	5,299	4,337	122%	6,719	7,579	89%	
Other Income	17	259	7%		348	0%	17	607	3%	
Partner Programs	51,832	59,724	87%	122,343	99,031	124%	174,175	158,755	110%	
Recoveries - Operating (non-members)	6,206	6,516	95%	6,206	6,516		12,412	13,032	95%	
Requisitions - Operating	261,674	261,374	100%	321,418	321,417	100%	583,092	582,791	100%	
Total Income	**373,171**	**409,054**	**91%**	**542,061**	**535,948**	**101%**	**915,232**	**945,002**	**97%**	
Expenses										
Advertising & Marketing Expenses	1,265	5,004	25%	5,445	6,697	81%	6,710	11,701	57%	
Contracted Services / Professional Fees	1,445	3,911	37%	1,470	5,233	28%	2,915	9,144	32%	2
Fuel Expense	27,944	27,242	103%	32,878	36,455	90%	60,822	63,697	95%	
General Operating Expenses	2,041	3,096	66%	2,995	4,140	72%	5,037	7,236	70%	
Infrastructure Maintenance	594	2,872	21%	3,742	3,845	97%	4,336	6,717	65%	
Insurance Expense	7,501	9,620	78%	7,098	9,620	74%	14,599	19,240	76%	
Software Fees & Licences	8,200	6,741	122%	9,210	9,020	102%	17,410	15,761	110%	
Staff, Training, Travel & Meals	6,424	6,452	100%	6,062	8,644	70%	12,485	15,096	83%	
Transit storage facility	21,502	18,974	113%	18,419	18,974		39,921	37,949	105%	
Vehicle Expenses	147,982	88,912	166%	167,954	118,981	141%	315,936	207,893	152%	3
Wages & Benefits	203,477	236,224	86%	308,779	314,339	98%	512,256	550,563	93%	4
Total Expenses	**428,376**	**409,048**	**105%**	**564,051**	**535,948**	**105%**	**992,427**	**944,996**	**105%**	
Surplus / Deficiency Prior to Amortization	**(55,205)**	**6**		**(21,990)**	**0**		**(77,195)**	**6**		
Amortization Expense	114,918	114,919	100%	114,918	114,919	100%	229,836	229,838	100%	
Net Income	**(170,123)**	**(114,913)**		**(136,908)**	**(114,919)**		**(307,031)**	**(229,832)**		

Service hours approximately 400 less than budget to date

1) Pass revenues less than budget for Q2. Partially due to less service hours.

2) Contracted services less than budget, no security to date.

3) Overall TOB vehicle maintenance over budget by $500K. So all routes significantly over budget

4) Driver wages $32,000 under budget due to less service hours.

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

Route 2 - Banff Local Tunnel Mtn	January - June 2024			
	2024 ACTUAL	2024 BUDGET	COMP %	2023 ACTUAL
Revenue per Service Hour	$ 34.98	$ 42.56	-17.8%	$ 34.09
Gross Cost per Service Hour	$ 190.79	$ 176.11	8.3%	$ 142.65
Direct Operating Cost per Service Hour	$ 145.66	$ 130.33	11.8%	$ 110.06
Overhead per Service Hour	$ 7.45	$ 9.01	-17.4%	$ 6.76
Lease/Amortization per Service Hour	$ 37.68	$ 36.76	2.5%	$ 25.84
Net Cost per Service Hour (CUTA)	$ 118.13	$ 96.79	22.1%	$ 82.73
% Cost Recovery (CUTA)	23%	31%		29%
Gross cost per KM	$ 13.98	$ 14.28		$ 9.87
Route KM	83,846	77,675		86,150
Ridership	351,380	306,128	14.8%	327,887
Service Hours	6,144	6,297	-2.4%	5,962
Ridership per Service Hour	57	49	17.6%	55

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

	Jan - Mar, 2024			Apr - Jun, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Bus Pass Sales	35,989	76,841	47%	67,287	86,868	77%	103,277	163,709	63%	1
Marketing & Advertising Revenue	1,421	3,705	38%	4,658	4,188	111%	6,079	7,893	77%	
Other Income	17	292	6%		335	0%	17	627	3%	
Partner Programs	52,765	47,870	110%	52,765	47,870	110%	105,529	95,741	110%	
Recoveries - Operating (non-members)	12,178	12,118	100%	12,178	12,118	100%	24,356	24,236	100%	
Requisitions - Operating	245,395	245,395	100%	283,031	283,034	100%	528,426	528,429	100%	
Total Income	**347,764**	**386,221**	**90%**	**419,919**	**434,413**	**97%**	**767,683**	**820,635**	**94%**	
Expenses										
Advertising & Marketing Expenses	1,282	5,336	24%	4,673	6,034	77%	5,956	11,370	52%	
Contracted Services / Professional Fees	1,315	4,268	31%	1,308	4,824	27%	2,623	9,092	29%	2
Fuel Expense	21,114	20,975	101%	27,861	23,715	117%	48,975	44,690	110%	
General Operating Expenses	1,790	3,240	55%	2,559	3,662	70%	4,349	6,902	63%	
Infrastructure Maintenance	519	3,375	15%	3,500	3,802	92%	4,019	7,178	56%	
Insurance Expense	6,008	7,440	81%	5,684	7,440	76%	11,692	14,880	79%	
Software Fees & Licences	7,700	6,808	113%	8,370	7,694	109%	16,070	14,502	111%	
Staff, Training, Travel & Meals	3,492	5,591	62%	4,322	6,322	68%	7,814	11,913	66%	
Transit storage facility	19,071	16,005	119%	16,505	16,005	103%	35,577	32,010	111%	
Vehicle Expenses	136,517	85,657	159%	148,488	96,826	153%	285,005	182,483	156%	3
Wages & Benefits	200,910	227,527	88%	271,990	258,089	105%	472,900	485,616	97%	4
Total Expenses	**399,717**	**386,222**	**103%**	**495,261**	**434,413**	**114%**	894,978	820,636	109%	
Surplus / Deficiency Prior to Amortization	**(51,953)**	**(1)**		**(75,342)**	**-**		**(127,295)**	**(1)**		
Amortization Expense	112,434	112,433	100%	112,434	112,433	100%	224,868	224,866	100%	
Net Income	**(164,387)**	**(112,434)**		**(187,776)**	**(112,433)**		**(352,163)**	**(224,867)**		

1) Pass revenues less than budget for Q2. Hopefully some of this shortfall will be made up over the summer months.

2) Contracted services less than budget, no security to date.

3) Overall TOB vehicle maintenance over budget by $500K. So all routes significantly over budget

4) All wages slightly under budget to date.

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

Route 3 - Canmore / Banff Regional	January - June 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	$ 101.39	$ 103.35	-1.9%	$ 88.38
Gross Cost per Service Hour	$ 172.12	$ 164.08	4.9%	$ 132.91
Direct Operating Cost per Service Hour	$ 152.68	$ 143.33	6.5%	$ 113.74
Overhead per Service Hour	$ 7.45	$ 9.01	-17.4%	$ 6.76
Lease/Amortization per Service Hour	$ 11.99	$ 11.73	2.2%	$ 12.41
Net Cost per Service Hour (CUTA)	$ 58.74	$ 49.00	19.9%	$ 32.12
% Cost Recovery (CUTA)	63%	68%		73%
Gross cost per KM	$ 4.31	$ 3.94		$ 3.49
Route KM	297,313	316,640		264,449
Ridership	132,649	132,344	0.2%	149,254
Service Hours	7,444	7,599	-2.0%	6,936
Ridership per Service Hour	18	17	2.3%	22

Bow Valley Regional Transit Services Commission
Route 3 - Canmore / Banff Regional

	Jan - Mar, 2024			Apr - Jun, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Bus Pass Sales	337,901	388,602	**87%**	409,945	388,606	**105%**	**747,846**	**777,208**	**96%**	**1**
Marketing & Advertising Revenue	1,397	3,261	**43%**	4,509	3,261	**138%**	**5,906**	**6,522**	**91%**	
Partner Programs	656	773	**85%**	296	773	**38%**	**952**	**1,545**	**62%**	
Requisitions - Operating	151,374	151,374	**100%**	152,480	152,480	**100%**	**303,854**	**303,854**	**100%**	
Total Income	**491,327**	**544,010**	**90%**	**567,230**	**545,120**	**104%**	**1,058,557**	**1,089,129**	**97%**	
Expenses										
Advertising & Marketing Expenses	2,462	4,321	**57%**	3,609	4,322	**83%**	**6,071**	**8,643**	**70%**	
Contracted Services / Professional Fees	2,013	3,401	**59%**	1,622	3,400	**48%**	**3,635**	**6,801**	**53%**	
Fuel Expense	64,197	71,591	**90%**	70,594	71,592	**99%**	**134,791**	**143,183**	**94%**	**2**
General Operating Expenses	5,356	10,074	**53%**	6,488	10,074	**64%**	**11,844**	**20,148**	**59%**	
Infrastructure Maintenance	2,938	6,946	**42%**	1,743	6,944	**25%**	**4,680**	**13,890**	**34%**	
Insurance Expense	6,046	7,166	**84%**	5,357	7,166	**75%**	**11,402**	**14,332**	**80%**	
Software Fees & Licences	7,841	6,530	**120%**	8,821	6,527	**135%**	**16,662**	**13,057**	**128%**	
Staff, Training, Travel & Meals	2,804	5,047	**56%**	4,159	5,051	**82%**	**6,963**	**10,098**	**69%**	
Transit storage facility	23,099	16,207	**143%**	19,846	16,207	**122%**	**42,945**	**32,415**	**132%**	**3**
Vehicle Expenses	167,224	121,284	**138%**	157,989	121,279	**130%**	**325,214**	**242,563**	**134%**	**4**
Wages & Benefits	263,296	291,441	**90%**	309,000	292,557	**106%**	**572,296**	**583,998**	**98%**	**5**
Total Expenses	**547,277**	**544,008**	**101%**	**589,226**	**545,120**	**108%**	**1,136,503**	**1,089,128**	**104%**	
Surplus / Deficiency Prior to Amortization	**(55,949)**	**1**		**(21,996)**	**0**		**(77,946)**	**1**		
Amortization Expense	40,611	40,611	**100%**	40,611	40,611	**100%**	**81,222**	**81,221**	**100%**	
Net Income	**(96,560)**	**(40,610)**		**(62,607)**	**(40,611)**		**(159,168)**	**(81,220)**		

1) Pass revenues less than budget for Q2. Hopefully some of this shortfall will be made up over the summer months.

2) Fuel under budget. Using 1 electric bus on this route for 3C, so seeing costs savings here.

3) Transit storage over budget. Winter utility and R&M costs are split by winter routes.

4) Overall TOB vehicle maintenance over budget by $500K. So all routes significantly over budget

5) All wages slightly under budget to date.

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

Route 4 - Cave & Basin	January - June 2024			
	2024 ACTUAL	2024 BUDGET	COMP %	2023 ACTUAL
Revenue per Service Hour	$ 26.39	$ 7.37	258.1%	$ 23.09
Gross Cost per Service Hour	$ 365.30	$ 283.21	29.0%	$ 280.23
Direct Operating Cost per Service Hour	$ 324.51	$ 245.03	32.4%	$ 237.16
Overhead per Service Hour	$ 7.45	$ 9.01	-17.4%	$ 6.76
Lease/Amortization per Service Hour	$ 33.34	$ 29.17	14.3%	$ 36.31
Net Cost per Service Hour (CUTA)	$ 305.57	$ 246.67	23.9%	$ 220.84
% Cost Recovery (CUTA)	8%	3%		9%
Gross cost per KM	$ 29.30	$ 13.48		$ 10.25
Route KM	4,768	5,494		4,325
Ridership	6,856	6,045	13.4%	8,593
Service Hours	383	439	-12.8%	347
Ridership per Service Hour	18	14	30.1%	25

Bow Valley Regional Transit Services Commission
Route 4 - Cave & Basin

	Jan - Mar, 2024			Apr - Jun, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Bus Pass Sales	-			10,095	3,234	312%	10,095	3,234	312%	
Recoveries - Operating (non-members)	32,240	24,311	133%	94,506	92,300	102%	126,746	116,611	109%	1
Total Income	32,240	24,311	133%	104,601	95,534	109%	136,841	119,845	114%	
Expenses										
Advertising & Marketing Expenses				373	563	66%	373	563	66%	
Contracted Services / Professional Fees	464	272	170%	639	1,116	57%	1,103	1,388	79%	
General Operating Expenses	3	0		483	505	96%	486	505	96%	
Infrastructure Maintenance	40	0		217	550	39%	257	550	47%	
Insurance Expense	1,524	1,677	91%	1,328	1,677	79%	2,852	3,353	85%	
Software Fees & Licences	675	0		1,616	3,208	50%	2,290	3,208	71%	
Staff, Training, Travel & Meals	1,873	941	199%	1,323	1,854	71%	3,196	2,795	114%	
Transit storage facility	3,332	3,338	100%	2,575	3,338		5,906	6,675	88%	
Vehicle Expenses	10,985	6,000	183%	24,078	13,505	178%	35,064	19,505	180%	
Wages & Benefits	13,365	12,084	111%	56,516	54,534	104%	69,882	66,617	105%	
Total Expenses	32,261	24,311	133%	91,866	83,195	110%	124,127	107,506	115%	2
Surplus / Deficiency Prior to Amortization	(21)	(0)		12,735	12,339		12,715	12,339		
Amortization Expense				12,339	12,339	100%	12,339	12,339	100%	
Net Income	(21)	(0)		396	(0)		376	(0)		

1) Recoveries based on actual net expenses.

2) Route operating expenses over budget to date mostly due to TOB vehicle maintenance expenses being significantly over budget

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

Route 5 - Canmore Local	January - June 2024			
	2024 ACTUAL	2024 BUDGET	COMP %	2023 ACTUAL
Revenue per Service Hour	$ 1.49	$ 0.92	62.8%	$ 0.51
Gross Cost per Service Hour	$ 160.48	$ 145.93	10.0%	$ 131.10
Direct Operating Cost per Service Hour	$ 138.57	$ 122.14	13.5%	$ 108.73
Overhead per Service Hour	$ 7.45	$ 9.01	-17.4%	$ 6.76
Lease/Amortization per Service Hour	$ 14.46	$ 14.77	-2.1%	$ 15.61
Net Cost per Service Hour (CUTA)	$ 144.53	$ 130.24	11.0%	$ 114.98
% Cost Recovery (CUTA)	1%	1%		0%
Gross cost per KM	$ 7.14	$ 5.99		$ 5.28
Route KM	151,058	159,719		149,686
Ridership	182,423	147,403	23.8%	148,535
Service Hours	6,718	6,552	2.5%	6,031
Ridership per Service Hour	27	22	20.7%	25

Bow Valley Regional Transit Services Commission
Route 5 - Canmore Local

	Jan - Mar, 2024			Apr - Jun, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Marketing & Advertising Revenue	2,402	3,006	80%	3,152	3,006	105%	5,554	6,012	92%	
Other Income	4,480						4,480	-		
Requisitions - Operating	396,491	396,490	100%	397,786	397,785	100%	794,277	794,275	100%	
Total Income	403,373	399,496	101%	400,938	400,791	100%	804,311	800,287	101%	
Expenses										
Advertising & Marketing Expenses	1,979	3,564	56%	3,275	3,564	92%	5,254	7,128	74%	
Contracted Services / Professional Fees	3,139	7,204	44%	2,738	7,208	38%	5,877	14,412	41%	
Fuel Expense	43,521	37,352	117%	39,533	37,353	106%	83,054	74,705	111%	1
General Operating Expenses	1,627	2,372	69%	1,884	2,372	79%	3,511	4,744	74%	
Infrastructure Maintenance		4,640	0%	340	4,638	7%	340	9,278	4%	
Insurance Expense	6,353	6,714	95%	5,585	6,714	83%	11,938	13,428	89%	
Software Fees & Licences	6,535	5,090	128%	7,322	5,090	144%	13,856	10,180	136%	
Staff, Training, Travel & Meals	2,043	5,470	37%	3,618	5,466	66%	5,661	10,936	52%	
Transit storage facility	3,348	1,707	196%	10,328	1,707	605%	13,676	3,414	401%	
Vehicle Expenses	147,000	95,000	155%	142,013	94,993	149%	289,013	189,993	152%	2
Wages & Benefits	218,921	230,383	95%	279,869	231,686	121%	498,789	462,069	108%	3
Total Expenses	434,465	399,496	109%	496,505	400,791	124%	930,969	800,287	116%	
Surplus / Deficiency Prior to Amortization	(31,092)	-		(95,567)	-		(126,659)	-		
Amortization Expense	44,955	44,954	100%	44,955	44,954	100%	89,910	89,909	100%	
Net Income	(76,047)	(44,954)		(140,522)	(44,954)		(216,569)	(89,909)		

1) Fuel over budget. Budgeted for 1 electric bus on this route, but not being used so not the seeing costs savings here.

2) Overall TOB vehicle maintenance over budget by $500K. So all routes significantly over budget

3) All wages slightly under budget to date.

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

Route 6 - Lake Minnewanka	January - June 2024			
	2024 ACTUAL	2024 BUDGET	COMP %	2023 ACTUAL
Revenue per Service Hour	$ 29.62	$ 25.71	15.2%	$ 24.60
Gross Cost per Service Hour	$ 433.23	$ 337.74	28.3%	$ 279.23
Direct Operating Cost per Service Hour	$ 382.23	$ 235.97	62.0%	$ 192.92
Overhead per Service Hour	$ 7.45	$ 9.01	-17.4%	$ 6.76
Lease/Amortization per Service Hour	$ 43.55	$ 92.76	-53.0%	$ 79.55
Net Cost per Service Hour (CUTA)	$ 360.05	$ 219.27	64.2%	$ 175.08
% Cost Recovery (CUTA)	8%	10%		12%
Gross cost per KM	-	$ 5.01		$ 8.32
Route KM	-	24,940		32,439
Ridership	18,650	16,786	11.1%	24,134
Service Hours	745	1,035	-28.0%	966
Ridership per Service Hour	25	16	54.4%	25

* Note Route 6 is being operated externally this summer. Service hours have been included in KPI's, but KM have not.

Bow Valley Regional Transit Services Commission
Route 6 - Lake Minnewanka

	Jan - Mar, 2024			Apr - Jun, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Bus Pass Sales				16,607	13,215	126%	16,607	13,215	126%	
Partner Programs				5,463	13,397	41%	5,463	13,397	41%	
Recoveries - Operating (non-members)	69,460	51,639	135%	224,870	260,894	86%	294,330	312,533	94%	1
Total Income	**69,460**	**51,639**	**135%**	**246,941**	**287,506**	**86%**	**316,401**	**339,145**	**93%**	
Expenses										
Advertising & Marketing Expenses				548	981	56%	548	981	56%	
Contracted Services / Professional Fees	464	1,156	40%	173,983	1,663	10462%	174,447	2,819	6189%	2
General Operating Expenses	7			755	1,226	62%	762	1,226	62%	
Infrastructure Maintenance	95			1,260	1,110	114%	1,356	1,110	122%	
Insurance Expense	4,135	4,932	84%	4,320	4,932	88%	8,456	9,863	86%	
Software Fees & Licences	1,750			3,643	6,400	57%	5,393	6,400	84%	
Staff, Training, Travel & Meals	4,534	2,274	199%	(1,561)	3,832	-41%	2,973	6,106	49%	
Transit storage facility	6,689	6,675	100%	5,112	6,675		11,801	13,350	88%	
Vehicle Expenses	21,969	9,000	244%	23,293	29,429	79%	45,262	38,429	118%	
Wages & Benefits	29,878	27,603	108%	3,887	128,805	3%	33,764	156,408	22%	
Total Expenses	**69,521**	**51,639**	**135%**	**215,239**	**192,588**	**112%**	**284,761**	**244,227**	**117%**	3
Surplus / Deficiency Prior to Amortization	**(62)**	**-**		**31,702**	**94,918**		**31,640**	**94,918**		
Amortization Expense				31,640	94,920	33%	31,640	94,920	33%	
Net Income	**(62)**	**-**		**62**	**(2)**		**0**	**(2)**		

1) Recoveries based on actual net expenses.

2) Contracted services for Diverisfied opearting route

3) Most route expenses are under budget due to diversified operating the route. Still includes fixed bus expenses including fixed building costs for transit storage building.

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

Route 8 - Lake Louise / Banff Regional Winter	January - June 2024			
	2024 ACTUAL	2024 BUDGET	COMP %	2023 ACTUAL
Revenue per Service Hour	$ 118.15	$ 100.00	18.1%	$ 120.20
Gross Cost per Service Hour	$ 199.82	$ 176.34	13.3%	$ 144.08
Direct Operating Cost per Service Hour	$ 171.36	$ 156.05	9.8%	$ 124.23
Overhead per Service Hour	$ 7.45	$ 9.01	-17.4%	$ 6.76
Lease/Amortization per Service Hour	$ 21.01	$ 11.27	86.4%	$ 13.09
Net Cost per Service Hour (CUTA)	$ 60.66	$ 65.06	-6.8%	$ 10.80
% Cost Recovery (CUTA)	66%	61%		92%
Gross cost per KM	$ 3.86	$ 3.48		$ 3.05
Route KM	180,946	180,512		138,758
Ridership	54,130	45,069	20.1%	49,440
Service Hours	3,498	3,562	-1.8%	2,940
Ridership per Service Hour	15	13	22.3%	17

Includes ID#9 bus and additional parks bus

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

	Jan - Mar, 2024			Apr - Jun, 2024			Total				8 Winter ID9	8 Winter Parks	8 Winter Total	
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget		Actual	Actual	Actual	Budget
Income														
Bus Pass Sales	259,737	236,609	110%	152,292	119,606	127%	412,029	356,215	116%	1	309,611	102,417	412,029	356,215
Marketing & Advertising Revenue	579	0		630			1,209	-			1,209		1,209	-
Recoveries - Operating (non-members)	63,478	61,066	104%	93,249	33,543	278%	156,728	94,609	166%	2		156,728	156,728	94,609
Requisitions - Operating	67,792	67,793	100%	37,237	37,238	100%	105,029	105,030	100%		105,029		105,029	105,030
Total Income	**391,586**	**365,468**	**107%**	**283,408**	**190,387**	**149%**	**674,994**	**555,854**	**121%**		**415,849**	**259,145**	**674,994**	**555,854**
Expenses														
Advertising & Marketing Expenses	838	1,664	50%	68	840	8%	906	2,504	36%		599	307	906	2,504
Contracted Services / Professional Fees	1,296	1,842	70%	760	930	82%	2,056	2,772	74%		1,523	533	2,056	2,772
Fuel Expense	49,358	55,280	89%	27,725	27,945	99%	77,082	83,225	93%		50,104	26,979	77,082	83,225
General Operating Expenses	6,979	6,400	109%	3,281	3,236	101%	10,260	9,636	106%	3	7,303	2,956	10,260	9,636
Infrastructure Maintenance	375	1,928	19%		974	0%	375	2,902	13%		230	145	375	2,902
Insurance Expense	2,989	1,644	182%	2,648	1,644	161%	5,637	3,288	171%	4	2,818	2,818	5,637	3,288
Software Fees & Licences	4,365	2,446	178%	3,673	1,237	297%	8,038	3,683	218%	4	5,116	2,922	8,038	3,683
Staff, Training, Travel & Meals	1,313	3,665	36%	82	1,854	4%	1,394	5,519	25%		938	456	1,394	5,519
Transit storage facility	13,610	4,333	314%	11,514	4,333		25,123	8,666	290%	5	13,782	11,341	25,123	8,666
Vehicle Expenses	100,581	83,249	121%	61,830	44,084	140%	162,410	127,333	128%	6	101,460	60,950	162,410	127,333
Wages & Benefits	172,315	203,017	85%	133,766	103,310	129%	306,082	306,328	100%		189,625	116,457	306,082	306,328
Total Expenses	**354,017**	**365,468**	**97%**	**245,346**	**190,387**	**129%**	**599,363**	**555,855**	**108%**		**373,498**	**225,865**	**599,363**	**555,855**
Surplus / Deficiency Prior to Amortization	**37,569**	**(0)**		38,062	**(0)**		**75,631**	**(0)**			**42,351**	**33,280**	**75,631**	**(0)**
Amortization Expense	24,282	24,281	100%	45,421	12,141	374%	69,703	36,422	191%	4	36,423	33,280	69,703	36,422
Net Income	**13,287**	**(24,281)**		**(7,359)**	**(12,141)**		**5,928**	**(36,422)**			**5,928**	-	**5,928**	**(36,422)**

Includes ID9 bus and parks additional bus

1) Pass sales over budget to date for Q2 due to strong ridership numbers.

2) Parks billed based on service hours for second bus on the route.

3) General operating expenses over budget because of Moneris service charges and increased revenues

4) Over budget because 2 buses allocated to route instead of 1.

5) Transit storage building over budget, partially due to 2 buses on route, also winter utilities, snow clearing and R&M for builing over the winter charged to winter routes.

6) Overall TOB vehicle maintenance over budget by $500K. So all routes significantly over budget

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

Route 8X - Lake Louise / Banff Regional Express - Summer	January - June 2024			
	2024 ACTUAL	2024 BUDGET	COMP %	2023 ACTUAL
Revenue per Service Hour	$ 179.83	$ 128.27	40.2%	$ 195.68
Gross Cost per Service Hour	$ 376.01	$ 331.28	13.5%	$ 258.64
Direct Operating Cost per Service Hour	$ 294.79	$ 273.14	7.9%	$ 201.05
Overhead per Service Hour	$ 7.45	$ 9.01	-17.4%	$ 6.76
Lease/Amortization per Service Hour	$ 73.78	$ 49.13	50.2%	$ 50.83
Net Cost per Service Hour (CUTA)	$ 122.40	$ 153.89	-20.5%	$ 12.12
% Cost Recovery (CUTA)	60%	45%		94%
Gross cost per KM	$ 8.19	$ 3.06		$ 5.13
Route KM	92,919	99,499		92,198
Ridership	41,218	32,197	28.0%	41,684
Service Hours	2,025	2,295	-11.8%	1,827
Ridership per Service Hour	20	14	45.1%	23

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

	Jan - Mar, 2024			Apr - Jun, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Bus Pass Sales				364,056	294,370	124%	364,056	294,370	124%	1
Marketing & Advertising Revenue				110						
Recoveries - Operating (non-members)	126,566	76,651	165%	46,342	254,906	18%	172,907	331,558	52%	2
Requisitions - Operating		4,721	0%		15,700	0%	-	20,421	0%	3
Total Income	**126,566**	**81,372**	**156%**	**410,508**	**564,976**	**73%**	**537,073**	**646,348**	**83%**	
Expenses										
Advertising & Marketing Expenses				875	2,784	31%	875	2,784	31%	
Contracted Services / Professional Fees	1,855	1,786	104%	2,662	4,016	66%	4,517	5,802	78%	
Fuel Expense		0		39,869	51,326	78%	39,869	51,326	78%	7
General Operating Expenses	17			14,977	11,152	134%	14,994	11,152	134%	4
Infrastructure Maintenance	670			3,691	1,191	310%	4,361	1,191	366%	
Insurance Expense	4,271	6,725	64%	4,441	6,725	66%	8,712	13,449	65%	5
Software Fees & Licences	2,636			6,916	9,425	73%	9,552	9,425	101%	
Staff, Training, Travel & Meals	10,035	4,939	203%	6,854	10,695	64%	16,890	15,635	108%	
Transit storage facility	9,018	11,008	82%	7,142	11,008	65%	16,159	22,015	73%	5
Vehicle Expenses	29,292	15,000	195%	89,610	75,445	119%	118,902	90,445	131%	6
Wages & Benefits	69,438	62,917	110%	292,689	340,708	86%	362,127	403,625	90%	7
Total Expenses	**127,231**	**102,374**	**124%**	**469,724**	**524,474**	**90%**	**596,955**	**626,849**	**95%**	
Surplus / Deficiency Prior to Amortization	**(665)**	**(21,002)**		**(59,217)**	**40,502**		**(59,882)**	**19,500**		
Amortization Expense		-		147,207	110,344	133%	147,207	110,344	133%	
Net Income	**(665)**	**(21,002)**		**(206,424)**	**(69,842)**		**(207,089)**	**(90,844)**		

Actual budget for Route 8X included both Route 8X and Route 11

1) Pass sales over budget to date for Q2 due to strong ridership numbers.

2) Recoveries based on actual net expenses.

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

4) General operating expenses over budget because of Moneris service charges and increased revenues

5) Expenses under budget because a 2nd bus was allocated to Route 8 winter for parks 2nd bus.

6) Overall TOB vehicle maintenance over budget by $500K. So all routes significantly over budget

7) Fuel and driver wages under budget partially due to Route 11 expenses being budgeted here.

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

	Jan - Mar, 2024			Apr - Jun, 2024			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Recoveries - Operating (non-members)		4,013	0%		25,963	0%	-	29,976	0%
Requisitions - Operating		3,645	0%		23,583	0%	-	27,227	0%
Total Income	-	7,657	0%	-	49,546	0%	-	57,203	0%
Expenses									
Contracted Services / Professional Fees		525	0%		-		-	525	0%
Insurance Expense		1,644	0%		1,644	0%	-	3,288	0%
Transit storage facility		2,225	0%		2,225	0%	-	4,450	0%
Wages & Benefits		3,263	0%		1,953	0%	-	5,217	0%
Total Expenses	-	7,657	0%	-	5,822	0%	-	13,480	0%
Net Operating Income	-	(0)	0	-	43,724	0	-	43,724	0
Amortization Expense		-			43,725	0%	-	43,725	0%
Net Income	-	(0)	0	-	(1)		-	(1)	

Route not operating this year, so any fixed bus costs or summer training and planning has been allocated to operating parks routes

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

Route 9 - Johnston Canyon	January - June 2024			
	2024 ACTUAL	2024 BUDGET	COMP %	2023 ACTUAL
Revenue per Service Hour	$ 78.85	$ 57.97	36.0%	$ 71.96
Gross Cost per Service Hour	$ 405.20	$ 310.01	30.7%	$ 228.69
Direct Operating Cost per Service Hour	$ 298.35	$ 229.90	29.8%	$ 178.30
Overhead per Service Hour	$ 7.45	$ 9.01	-17.4%	$ 6.76
Lease/Amortization per Service Hour	$ 99.40	$ 71.10	39.8%	$ 43.64
Net Cost per Service Hour (CUTA)	$ 226.95	$ 180.94	25.4%	$ 113.10
% Cost Recovery (CUTA)	26%	24%		39%
Gross cost per KM	8.16	$ 5.37		$ 5.48
Route KM	40,507	27,014		33,389
Ridership	13,133	10,000	31.3%	0
Service Hours	815	832	-2.0%	0
Ridership per Service Hour	16	12	34.1%	0

Bow Valley Regional Transit Services Commission
Route 9 - Johnson Canyon

	Jan - Mar, 2024			Apr - Jun, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Bus Pass Sales	12,257	14,291		51,933	33,958					
Marketing & Advertising Revenue				97			97	-		
Recoveries - Operating (non-members)	79,606	45,511	175%	44,125	60,021	74%	123,731	105,532	117%	1
Requisitions - Operating		41,338	0%		54,517	0%	-	95,855	0%	2
Total Income	**91,863**	**101,139**	**91%**	**96,155**	**148,497**	**65%**	**188,017**	**249,636**	**75%**	
Expenses										
Advertising & Marketing Expenses	106	232	46%	286	554	52%	392	786	50%	
Contracted Services / Professional Fees	1,048	883	119%	1,141	848	135%	2,189	1,731	126%	
Fuel Expense	4,560	2,700	169%	12,170	6,413	190%	16,730	9,113	184%	3
General Operating Expenses	300	667	45%	1,382	1,579	88%	1,682	2,246	75%	
Infrastructure Maintenance	67	100	67%	306	238	129%	373	338	110%	
Insurance Expense	5,531	4,932	112%	5,743	4,932	116%	11,274	9,863	114%	4
Software Fees & Licences	1,586	1,904	83%	2,975	4,525	66%	4,561	6,429	71%	
Staff, Training, Travel & Meals	1,712	1,415	121%	1,334	2,086	64%	3,046	3,501	87%	
Transit storage facility	6,943	6,675	104%	5,386	6,675	81%	12,329	13,350	92%	
Vehicle Expenses	30,478	7,161	426%	39,103	17,019	230%	69,581	24,180	288%	5
Wages & Benefits	39,089	45,321	86%	81,999	74,480	110%	121,088	119,801	101%	
Total Expenses	**91,418**	**71,989**	**127%**	**151,826**	**119,348**	**127%**	**243,245**	**191,337**	**127%**	
Surplus / Deficiency Prior to Amortization	**445**	**29,150**		**(55,672)**	**29,149**		**(55,227)**	**58,299**		
Amortization Expense	29,148	29,150	100%	51,012	29,150	175%	80,160	58,300	137%	
Net Income	**(28,703)**	**(0)**		**(106,684)**	**(1)**		**(135,387)**	**(1)**		

1) Recoveries based on actual net expenses.

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

3) Fuel over budget. Budgeted for 1 electric bus on this route, but not consistently being used so not the seeing costs savings here.

4) Includes insurance allocation for 8S bus.

5) Overall TOB vehicle maintenance over budget by $500K. So all routes significantly over budget

Bow Valley Regional Transit Services Commission
Route 10 - Moraine Lake

	Jan - Mar, 2024			Apr - Jun, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Recoveries - Operating (non-members)	6,200	6,229	100%	7,001	3,875	181%	13,201	10,103	131%	1
Total Income	6,200	6,229	100%	7,001	3,875	181%	13,201	10,103	131%	
Expenses										
General Operating Expenses	-	-		76	-		76	-		
Infrastructure Maintenance	19	-			-		19	-		
Software Fees & Licences	113	-		118	-		231	-		
Staff, Training, Travel & Meals	16	-		7	-		23	-		
Transit storage facility	30									
Wages & Benefits	6,021	6,229	97%	6,800	3,875	175%	12,821	10,103	127%	
Total Expenses	6,200	6,229	100%	7,001	3,875	181%	13,201	10,103	131%	2
Surplus / Deficiency Prior to Amortization	-	-		-	-		-	-		
Amortization Expense		-		-	-		-	-		
Net Income	-	-		-	-		-	-		

1) Recoveries based on actual net expenses.

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

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

Route 11 - Lake Louise Local	January - June 2024			
	2024 ACTUAL	2024 BUDGET	COMP %	2023 ACTUAL
Revenue per Service Hour	$ 38.91		0.0%	$ 33.33
Gross Cost per Service Hour	$ 200.49		0.0%	$ 79.47
Direct Operating Cost per Service Hour	$ 144.34		0.0%	$ 72.01
Overhead per Service Hour	$ 7.45		0.0%	$ 6.76
Lease/Amortization per Service Hour	$ 48.70		0.0%	$ 0.70
Net Cost per Service Hour (CUTA)	$ 112.87		0.0%	$ 45.44
% Cost Recovery (CUTA)	26%		0.0%	42%
Gross cost per KM	$ 5.76			$ 4.25
Route KM	10,962			5,495
Ridership	6,598		0.0%	5,205
Service Hours	315		0.0%	294
Ridership per Service Hour	21		0.0%	18

Budget was included with 8X numbers in 2024

Bow Valley Regional Transit Services Commission
Route 11 - Lake Louise Local

	Jan - Mar, 2024			Apr - Jun, 2024			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income									
Bus Pass Sales				12,258			**12,258**		-
Requisitions - Operating							**-**		-
Total Income	**-**	**-**		**12,258**	**-**		**12,258**		-
Expenses									
Advertising & Marketing Expenses				111			**111**		-
Contracted Services / Professional Fees				92		-	**92**		-
Fuel Expense				4,429		-	**4,429**		-
General Operating Expenses				199		-	**199**		-
Infrastructure Maintenance				259		-	**259**		-
Software Fees & Licences				288			**288**		-
Staff, Training, Travel & Meals				2,515			**2,515**		-
Transit storage facility				92			**92**		-
Vehicle Expenses				8,041			**8,041**		-
Wages & Benefits				29,441			**29,441**		-
Total Expenses	**-**	**-**		**45,467**	**-**		**45,467**		-
Net Operating Income	**-**	**-**		**(33,210)**	**-**		**(33,210)**		-
Amortization Expense			-	15,000			**15,000**		-
Net Income	**-**	**-**		**(48,210)**	**-**		**(48,210)**		-

Expenses for Route 11 were budgeted under Route 8X. Parks did not want to support this route, but ID9 did. Allocated to speperate class, but did not adjust 8X budget.

Bow Valley Regional Transit Services Commission
2024 Quarterly KPIs with 2023 Actuals

Route 12 - Grassi Lakes	January - June 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	
Revenue per Service Hour	$ -	$ -		
Gross Cost per Service Hour	$ 366.34	$ 149.67	144.8%	
Direct Operating Cost per Service Hour	$ 246.20	$ 139.60	76.4%	
Overhead per Service Hour	$ 7.45	$ 9.01	-17.4%	
Lease/Amortization per Service Hour	$ 112.69			
Net Cost per Service Hour (CUTA)	$ 253.65	$ 148.62	70.7%	
% Cost Recovery (CUTA)	0%	0%		
Gross cost per KM	$ 23.60	$ 4.81		
Route KM	2,607	12,600		
Ridership	2,576	0		
Service Hours	168	405	-58.5%	
Ridership per Service Hour	15	0		

Route did not operate in 2023

Bow Valley Regional Transit Services Commission
Route 12 - Grassi Lakes

	Jan - Mar, 2024			Apr - Jun, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income										
Recoveries - Operating (non-members)					37,645	0%	-	37,645	0%	
Requisitions - Operating					37,645	0%	-	37,645	0%	
Total Income	-	-		-	75,290	0%	-	75,290	0%	1
Expenses										
Advertising & Marketing Expenses				1,182	645	183%	1,182	645	183%	
Contracted Services / Professional Fees				91	803	11%	91	803	11%	
Fuel Expense				1,028	4,008	26%	1,028	4,008	26%	
General Operating Expenses				46	309	15%	46	309	15%	
Infrastructure Maintenance				1,808	605	299%	1,808	605	299%	
Insurance Expense				951	2,425	39%	951	2,425	39%	
Software Fees & Licences				240	2,515	10%	240	2,515	10%	
Staff, Training, Travel & Meals				2,413	2,282	106%	2,413	2,282	106%	
Transit storage facility				2,527			2,527	-		
Vehicle Expenses				14,686	11,894	123%	14,686	11,894	123%	
Wages & Benefits				16,391	31,054	53%	16,391	31,054	53%	
Total Expenses	-	-		41,362	56,540	73%	41,362	56,540	73%	2
Net Operating Income	-	-		(41,362)	18,750		(41,362)	18,750		
Amortization Expense		-		18,750	18,750	100%	18,750	18,750	100%	
Net Income	-	-		(60,112)	-		(60,112)	-		

Route operating weekends only. Budgeted for 7 days per week over the summer.

1) Allocations will be done at year end based on actual expenses.

2) Expenses are under budget due to less service hours on this route.

Bow Valley Regional Transit Services Commission

Draft Operating and Capital Budgets

"… moves to accept the draft 2025– 2027 BVRTSC Operating Budget as presented."

"… moves to accept the draft 2025 – 2034 BVRTSC Capital Budget as presented."

Chair's Report to the Bow Valley Regional Transit Services Commission

August 2024

RE: Budget Process/Schedule

SUMMARY/ISSUE:

A primary goal of the budget process is for Commission members to approve a budget that is in the best interests of the BVRTSC and its stakeholders as a whole, while also being satisfactory to each of the individual municipal partners. Further, it is necessary for the budget to be approved in a timely manner, usually no later than the AGM in October, in order for all of the municipal partners to be aware of the actual transit requisition amounts that will affect their respective individual budget processes.

This report sets out a proposed budget process/schedule to be used this year in order to ensure ample opportunity for review and input of the Commission members, municipal partners, and the public; while ensuring orderly and timely approval of the budget. This schedule draws upon the successful budget processes in multiple previous years that have utilized a similar schedule. This proposed process/ schedule will be subject to discussion by the Board, and changes made based upon feedback.

APPLICABLE BVRTSC BYLAW PROVISIONS:

BYLAW #3 – Operating Bylaw

5.3. The Board shall hold an Annual Organizational Meeting, which shall be held no later than October 30th of each year. At each Annual Organizational Meeting, the next year's financial and strategic plans, shall be voted on and adopted.

5.5. Notification of the Annual Organizational Meeting shall be provided to each Director and Non-Voting representatives no less than thirty (30)days prior to the date of the Annual Organizational Meeting.

11.1. Without limiting the requirements for the budget pursuant to the Act, Part 15.1, s. 602.2 and 602.23, on or before September 1st of each year the Board shall prepare an annual and three-year rolling financial plan that shall set out the expected:

(a) estimated expenditures for the:

(i) purchase of operating services, which would include maintenance services;

(ii) administration of the Commission, including salaries for the transit manager and any other Commission staff;

(iii) marketing activities of the Commission; and

(iv) 10 year capital investments (for vehicle and/or nonvehicle assets);

(b) the fees levied to each contributing party (using the cost allocation principles and methodology described in Schedule A, which shall be reviewed every three years after the initiation of the Commission);

(c) Proposed fare schedule for the next three years;

(d) expected ridership and resulting fare revenues for each transit service for the next three years; and

(e) expected grants for the next three years.

11.2. Directors shall be required to distribute the annual and three-year rolling financial plans to their respective organizations and constituents and consult with them on these plans, and the Voting Members shall be entitled to vote on these plans after the consultations have been completed.

11.3. The annual and three-year rolling financial plans shall require at least a fifty percent (50%) majority vote and support from at least one representative from each municipality to pass. The financial plans shall be revised if they are not passed and the revised plans shall be voted on by the Board again.

11.4. Any Voting Member, Non-Voting representative, or member of the public may submit comments and questions to the Board in writing in relation to the annual and three-year rolling financial plans within thirty (30) days immediately following the date of distribution of the proposed financial plan.

11.5. Subject to the Act, the Manager may, during any financial year, present to the Board, amendments to the annual financial plan for the current year. Any amendments to the annual financial plan shall be made in accordance with the procedure set forth in this bylaw.

BUDGET PROCESS/SCHEDULE:

August 14th, 2024 – Regular BVRTSC Meeting . . . a PRELIMINARY DRAFT Operating Budget and a PRELIMINARY DRAFT Capital Budget will be presented. The preliminary draft budgets serve to solicit initial *written* feedback from the Commission Members. Accordingly, during the meeting Members and municipal partner administrative liaisons will be invited to ask questions of clarification about the preliminary draft operating budget. No motions should be brought forward at this time as the preliminary draft operating budget is not being tabled for approval, only information and feedback. Members are then encouraged to consider the preliminary draft operating budget, including seeking input from their respective municipal administrations, and provide written comments to the CEO **by August 28th,** 2023 in order for a PROPOSED Operating Budget and a PROPOSED Capital Budget to be presented to the Board for consideration, revision and approval during the September regular BVRTSC meeting.

September 11th , 2024 – Regular BVRTSC Meeting . . . a PROPOSED Operating Budget and a PROPOSED Capital Budget will be presented to the Commission for consideration, debate of any proposed amendments, and ultimately approval. The vote on the PROPOSED budgets (i.e. not amending motions) will use the voting formula contained s. 11.3 of Bylaw #3 (i.e. majority vote including at least one Member from each municipal partner). The approved PROPOSED Operating Budget and PROPOSED Capital Budget will then be distributed by Members to their respective municipal administrations and anyone else they wish to obtain feedback (including members of the public). As per s. 11.4 of Bylaw #3, written feedback to the circulated budgets may be received within 30 days of the initial distribution, i.e. **written feedback to the CEO by** October 13th, 2024

The date of the Annual Organizational Meeting will be set to immediately follow the regular meeting on October *TBA*

OCTOBER TBA, 2024 – Regular BVRTSC Commission Meeting . . . a FINAL Operating Budget and a FINAL Capital Budget will be presented to the Commission for consideration, debate of any proposed amendments, and ultimately approval for presentation to the Annual Organizational Meeting (which will immediately follow this meeting). Members will be encouraged to raise any and all of their issues with the budget at this time in order to avoid doing so at the Annual Organizational Meeting. Once again, the vote on the FINAL budgets (i.e. not amending motions) will use the voting formula contained s. 11.3 of Bylaw #3.

OCTOBER TBA 2024 – Annual Organizational Meeting . . . the FINAL Operating Budget and the FINAL Capital Budget approved by the Commission will be presented for vote and adoption. As above, this vote will be in accordance with the voting formula contained s. 11.3 of Bylaw #3. **Through the above process:**

- Members and their respective municipalities will have opportunity for feedback to the budget process. Feedback on the PRELIMINARY DRAFT Operating Budget will be received between August 14th, 2024 and August 30rh, 2024 and feedback on the PROPOSED Operating and Capital Budgets will be received at the September 11th meeting as well as during the 30 days from September 13th, 2024 to October 13th, 2024.
- Members will have opportunity to propose amendments to the budget at the September 11th, 2024 meeting where the PROPOSED budgets are considered; and at the October TBA, 2024 meeting where the FINAL budgets are considered.
- At least one representative from each of the municipal partners will have voted in favour of the approved PROPOSED budgets, the approved FINAL budgets to be presented to the Annual Organizational Meeting, and the approved FINAL budgets at the Annual Organizational Meeting.
- The public will have opportunity for feedback during the 30 days between September 13th, 2024 and October 13th, 2024 and at the Annual Organizational Meeting based upon the publicized meeting date and review of the available agenda package.

END OF REPORT

BVRTSC 2025 BUDGET COMMENTS

OVERALL BUDGET ASSUMPTIONS

Service hours

2025 budget is presented with 81,267 service hours:

- Increase from previously approved budget of approximately 3,000 hours

Differences:

- Summer season is May 15th to September 28th, and Thanksgiving is October 13th.
- Includes approved NSLR for Route 1E
- Routes 2, 3 and 8X include some minor service hour changes from actual compared with previously approved budgeted amounts.
- Route 8 (Banff/LL) Winter, 2 buses per day with 1 hour extra on both buses per day.
- Route 9 (Johnston Canyon) is scheduled to run to Thanksgiving, with service continuing on weekends in the winter season
- Route 10 (Moraine Lake) – runs Sept 14th to Oct 13th.
- Route 11 (LL Local) is assumed to be running till Thanksgiving, paid by ID9 only.
- Route 12 (Grassi Lakes) is scheduled to run to Sept 14th.

Ridership assumptions

2025 budget is presented with the following assumptions for ridership:

- Ridership is based on 2023 ridership per service hour + 2% updated to 2025 budgeted service hours.
- Routes 8 winter/summer ridership estimates are more conservative based on 90% of 2023 ridership per service hour numbers.
- 1% increases in ridership forecast for 2026 and 2027.

Pass/Farebox revenue assumptions

2025 budget is presented with the following assumptions for pass/farebox revenue:

- Sales revenue for year-round routes is based on 2023 sales revenue per service hour + 2% updated to 2025 budgeted service hours.
- Routes 8 winter/summer estimates are more conservative based on 90% of 2023 revenue per service hour.
- Summer only routes are based on previously approved revenue amounts.

General Notes

2025 operating budget is presented with the following general assumptions:

- 3 MCI diesel buses will arrive in the fall of 2024. For the operating expenses 1 assumed to be a spare, 1 used on Route 3 and 1 used on Route 8X

BVRTSC 2025 BUDGET COMMENTS

- 3 new Nova electric, 1 for Canmore and 2 for Banff arriving spring of 2025
- 3 new Nova hybrids for Banff arriving spring of 2025.
- Inflation estimates for 2026 and 2027 are 3%

	Admin and All routes			
	2025 Previously approved	2025 Draft budget	$ Difference from PA	% Difference from PA
INCOME				
Bus Pass Sales	4,110,661	4,450,606	339,944	8%
Interest Revenue	86,520	150,000	63,480	73%
Marketing & Advertising Revenue	59,669	59,669	0	
Other Income	2,701	2,701	0	
Partner Programs	591,233	669,299	78,066	13%
Recoveries - Operating (non-members)	2,622,583	2,630,697	8,114	0%
Requisitions - Operating	6,068,185	7,010,133	941,947	16%
Total Income	**13,541,553**	**14,973,104**	**1,431,552**	11%
GROSS INCOME	**13,541,553**	**14,973,104**	**1,431,552**	
EXPENSES				
Advertising & Marketing Expenses	106,793	106,793	0	0%
Contracted Services / Professional Fees	158,022	410,460	252,438	160%
Fuel Expense	1,070,149	1,013,915	-56,234	-5%
General Operating Expenses	229,881	227,756	-2,125	-1%
Infrastructure Maintenance	96,378	96,378	0	0%
Insurance Expense	239,773	273,616	33,843	14%
Software Fees & Licences	285,445	302,831	17,386	6%
Staff, Training, Travel & Meals	257,224	225,687	-31,537	-12%
Transit storage facility	363,625	472,877	109,252	30%
Vehicle Expenses	2,656,111	3,551,955	895,844	34%
Wages & Benefits				
Admin wages & benefits	989,580	990,580	1,000	0%
Wash Bay wages & benefits	386,789	386,788	-1	0%
Customer service wages & benefits	464,845	515,119	50,274	11%
Driver wages & benefits	4,633,262	4,708,645	75,383	2%
Operations wages & benefits	863,541	863,570	29	0%
Total Wages & Benefits	7,338,016	7,464,702	126,686	2%
Total Operating Expenses	**12,801,416**	**14,146,970**	**1,345,554**	**11%**
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION	740,136	826,134		
Amortization Expense	2,505,578	2,904,049		
Total Other Expenses	**2,505,578**	**2,904,049**		
NET INCOME	**-1,765,441**	**-2,077,915**		
SERVICE HOURS	78,240	81,267	3,026	**4%**

BVRTSC 2025 BUDGET COMMENTS

Overall revenue before requisitions is up by $481,000 from the previously approved budget due to increases in projections interest revenue, fare/pass revenue and partner programs discussed below.

Overall operating expenses are up by 1,345,000 from the previously approved budget. Largest cost increases are in the following areas:

- Contracted services of $250,000
- Transit storage increase of $110,000
- Vehicle maintenance increase of $900,000
- Wages increase of $126,000.

Variances are discussed in detail below.

Overall amortization estimate has increased by $400,000 due to addition MCI and Nova buses.

The overall result:

- Increase in member contributions by $941,000.
- Increase in non-member contributions by $8,000 (Parks increase $2,500, Alberta Parks increase -$5,500).

See detailed route analysis worksheets for route specific variances.

Other notes:

- Revenue line items such as advertising and charter sales have been kept consistent with previously approved budget levels.

- Interest revenue estimates have increased by $63,000 based on higher average operating balances, CIBC investment accounts and higher average interest rates.

- Pass sales have increased by $339,000. This reflects increases in service hours, ridership and revenues specifically on Routes 8 winter/summer

- Partner program revenue overall has increased by $78,000. Based on 2024 actual contracts amounts plus inflationary increase. Pursuit Banff Gondola and Lake Minnewanka Boat cruise programs based on 2023 actual revenues for these programs.

- Contract services has increased by $250,000. $215,000 of this is OnIt which has been included in the 2025 budget. In past years, OnIt was outside of the BVRTSC budget, which created challenges with recording revenue and expenses.

- Fuel costs are a decrease from previously approved levels of $56,000. Service hours have increased, however with the addition of more electric/hybrid buses the proportion of service hours from electric and hybrid buses is increasing.
    - Electricity costs for Rt5/Rt12 have been excluded as Town of Canmore pays electric cost directly for the shared storage building.

- Insurance has increased $33,000 from previous approved to reflect increasing fleet size, a 5% increase in expected premiums and additional $10,000 for cyber insurance.

- Software costs overall have increased $17,000 from previous approved estimates. Generally, software costs are expected to be consistent with previously approved, plus a $12,000 addition for the Transit Royale app.

- Staff training, travel and meal including Staff accommodation expenses have decreased $31,000 from previously approved amounts mostly because 2024 Canmore staff accommodation projections were based on having financing for the property purchased.

- Transit storage costs have increased $110,000 from previously approved.

    - Cost estimates included approximately $55,000 for increasing utility costs, amounts for larger repairs and maintenance and some general contract work R&M.
    - Portion of rent payable for the Town of Canmore protective services building for bus storage of $55,000 has been included. The Canmore storage expenses are in Route 5 and 12 only.

- Vehicle maintenance - There has been a large increase of $900,000 in vehicle expenses expected from the Town of Banff. As discussed earlier this year 2024 maintenance costs are expected to be much larger than previously approved amounts. 2025 increase is consistent with 2024 forecasted increases. The following has been included:

    - Mechanic hours have been estimated by the Town of Banff, and an additional % has been added to this estimate for fluctuations in labour utilization, and overtime hours.
    - Fixed building costs charged are assumed to increase based on 62.5% usage of space (increased from 50%).
    - Increasing parts costs.
    - Parts assumed to be 75% of labour costs, and vehicle supplies assumed to be 10% of labour costs.

- Wages and Benefits have increased $126,000 from previously approved amounts.

    - Administration/Operations/Wash Bay wages are consistent with previously approved amounts.

- Customer service wages are $50,000 higher than previously approved. This includes 4 full-time year-round employees and increases to summer hours to provide the coverage necessary for the Visitors centre, office shifts for responding to emails/phone calls, and ambassadors shifts and the Banff transit hub and in Lake Louise.
- Driver wages have increased $75,000 from previously approved due to increases in service hours of approximately 3,000 hours.

PROPOSED REQUISITION SUMMARY

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

- Banff Local (Route 1 & 2) Town of Banff
- Canmore Local (Route 5) Town of Canmore
- CB Regional (Route 3) ½ Town of Banff, ½ Town of Canmore
- LLB Regional Winter (Route 8) – ID9 & Parks for 2nd bus only.
- LLB Regional Summer Express & Scenic (Route 8X & 8S) – ID9 & Parks
- Johnston Canyon (Route 9) – ID9 & Parks
- Lake Minnewanka (Route 6), Cave & Basin (Route 4), Moraine Lake (Route 10) - Parks
- Administrative/Commission – 1/3 Town of Banff, 1/3 Town of Canmore, 1/3 ID9
- Route 11 (Lake Louise Local) – ID9
- Route 12 (Grassi Lakes) – ½ Town of Canmore and ½ Alberta Parks (pre-paid)

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

	2024	2025	2025		2025	2025	2027
Banff	**Budget**	**Previously Approved Budget**			**DRAFT Budget**		
Operating	$2,847,910	$ 3,076,715	$ 3,285,763		$3,527,239	$3,909,666	$4,022,813
Capital	$ 637,100	$ 818,500	$ 1,021,100		$ 968,200	$1,379,300	$1,399,400
	$3,485,010	$ 3,895,215	$ 4,306,863		$4,495,439	$5,288,966	$5,422,213
	2024	**2025**	**2025**		**2025**	**2025**	**2027**
Canmore	**Budget**	**Previously Approved Budget**			**DRAFT Budget**		
Operating	$2,203,551	$ 2,264,054	$ 2,331,227		$2,587,003	$2,663,338	$2,741,962
Capital	$ 290,000	$ 360,700	$ 415,000		$ 409,300	$ 528,000	$ 535,500
	$2,493,551	$ 2,624,754	$ 2,746,227		$2,996,303	$3,191,338	$3,277,462
	2024	**2025**	**2025**		**2025**	**2025**	**2027**
ID #9	**Budget**	**Previously Approved Budget**			**DRAFT Budget**		
Operating	$ 720,045	$ 727,416	$ 739,336		$ 895,891	$ 910,628	$ 926,176
Capital	$ 68,014	$ 76,366	$ 126,425		$ 166,766	$ 159,925	$ 161,990
	$ 788,059	$ 803,782	$ 865,761		$1,062,657	$1,070,553	$1,088,166
	2024	**2025**	**2025**		**2025**	**2025**	**2027**
Parks Canada*	**Budget**	**Previously Approved Budget**			**DRAFT Budget**		
Operating	$2,405,860	$ 2,519,124	$ 2,588,899		$2,521,678	$2,586,325	$2,652,832
	$2,405,860	$ 2,519,124	$ 2,588,899		$2,521,678	$2,586,325	$2,652,832
*includes contributions to Rt1, Rt2, Rt 4, Rt 6, Rt 8S, Rt 8X, Rt 9, Rt 10							
	2024	**2025**	**2025**		**2025**	**2025**	**2027**
Alberta Parks	**Budget**	**Previously Approved Budget**			**DRAFT Budget**		
Operating	$ 101,642	$ 103,458	$ 105,813		$ 109,019	$ 111,540	$ 114,135
	$ 101,642	$ 103,458	$ 105,813		$ 109,019	$ 111,540	$ 114,135

BVRTSC NEW SERVICE LEVEL REQUESTS

The following new service level requests have been proposed for 2025:

	Banff	Canmore	ID9	Non-member	Total
Accounting Administrator - part-time	14,967	11,250	10,566	9,963	46,746
Dispatch Co-ordinator - half time	24,135	14,037	5,512	7,116	50,800
APC system replacement - annual costs	3,929	1,905	1,310	2,857	10,000
Total	**43,030**	**27,192**	**17,388**	**19,936**	**107,546**

New service level requests proposed for 2026:

- Accounting Administrator – move to full-time
- General maintenance – full-time role

CAPITAL BUDGET DETAILED DISCUSSION

2025 capital budget is presented with the following general assumptions:

- Banff
  - Added battery replacement for existing electric buses purchased 2021-2023 (added approx. $170,000 in 2025)
  - Added battery replacement for 2025 electric bus additions from 2026 onwards (added approx. $130,000 from 2026)
  - Increased smartcard/hotel inventory amounts to $15,000 to reflect actual annual costs
- Canmore
  - Pushed 2024 electric bus purchase to 2025 – changes starting capital replacement contributions to 2026 instead of 2025 (decreased 2025 contributions by approx. $60,000)
  - Adjusted battery amount to changing assumptions (added approximately $15,000 to annual contributions)
  - Added battery replacement for 2025 electric bus additions from 2026 onwards (added approx. $50,000 from 2026)
- Commission
  - Moved MCI purchase to 2024 instead of 2025 which starts the capital replacement contributions in 2025 instead of 2026.
  - Added component parts for MCI to be consistent with previous years – engine, transmission and bus refurbishment amounts.
  - Added $30,000 for an additional operations vehicle in 2025.
  - Added approximately $10,000 for staff accommodation replacement for furniture etc.

BVRTSC 2025 BUDGET COMMENTS

Note regarding battery additions – Due to the Proterra bankruptcy and the following issues with supporting the battery replacement over the life of the vehicles we have added an amount for batteries into our capital replacement plan. This is to reflect the fact that BVRTSC will likely have to pay for the battery replacement when/if the batteries die.
Each electric bus has 6 batteries, we have assumed that 50% of the batteries will need to be replaced once over the expected life of the vehicle. Battery costs are currently $60,000 USD per battery.

Administration is planning a new faring system for implementation in 2026, pending presentation of the Fare Collection report. A NSLR will be presented at a later date with projected costs.

Bow Valley Regional Transit Services Commission
2025-2027 DRAFT Operating Budget

ALL ROUTES

	2023 Actual	Q2 2024 Actual	2024 Forecast	2024 Budget	2025 Previously Approved Budget	2025 DRAFT Budget	2026 DRAFT Budget	2027 DRAFT Budget
INCOME								
Total Advertising & Marketing Revenue	$ 51,334	$ 25,812	$ 55,736	$ 57,931	$ 59,669	$ 59,669	$ 61,459	$ 63,303
Total Farebox Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Grant Revenue	$ 2,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Interest Revenue	$ 241,881	$ 117,425	$ 159,425	$ 84,000	$ 86,520	$ 150,000	$ 154,500	$ 159,135
Total Other Income	$ 20,180	$ 30,368	$ 31,754	$ 2,622	$ 2,701	$ 2,701	$ 2,782	$ 2,866
Total Partner Programs	$ 643,355	$ 286,119	$ 644,046	$ 574,013	$ 591,233	$ 669,299	$ 689,378	$ 710,059
Total Pass Sales	$ 4,391,366	$ 1,869,174	$ 4,126,397	$ 3,995,902	$ 4,110,661	$ 4,450,606	$ 4,580,447	$ 4,720,113
TOTAL INCOME BEFORE REQUISITIONS	$ 5,350,116	$ 2,328,898	$ 5,017,359	$ 4,714,469	$ 4,850,785	$ 5,332,275	$ 5,488,566	$ 5,655,476
Recoveries - Operating (non-members)								
4500 Recoveries - Operating (non-memb)	$ 1,520,129	$ 924,410	$ 2,668,527	$ 2,507,502	$ 2,622,583	$ 2,630,697	$ 2,558,273	$ 2,615,320
Total Recoveries - Operating (non-members)	$ 1,520,129	$ 924,410	$ 2,668,527	$ 2,507,502	$ 2,622,583	$ 2,630,697	$ 2,558,273	$ 2,615,320
Total Requisitions - Capital	$ 31,661	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Requisitions - Operating								
4420-1 Operating Requisition - TOB	$ 1,998,544	$ 1,372,194	$ 2,848,222	$ 2,847,910	$ 3,076,715	$ 3,527,239	$ 3,909,666	$ 4,022,813
4420-2 Operating Requisition - TOC	$ 1,774,400	$ 1,054,953	$ 2,204,913	$ 2,203,551	$ 2,264,054	$ 2,587,003	$ 2,663,338	$ 2,741,962
4420-5 Operating Requisition - ID9	$ 464,233	$ 213,778	$ 683,028	$ 720,045	$ 727,416	$ 895,891	$ 1,050,220	$ 1,077,823
Total Requisitions - Operating	$ 4,237,177	$ 2,640,925	$ 5,736,162	$ 5,771,506	$ 6,068,185	$ 7,010,133	$ 7,623,224	$ 7,842,598
TOTAL INCOME	$ 11,139,082	$ 5,894,233	$ 13,422,048	$ 12,993,477	$ 13,541,553	$ 14,973,104	$ 15,670,063	$ 16,113,394
EXPENSES								
Advertising & Marketing Expenses								
5700 Advertising and Marketing	$ 100,369	$ 29,837	$ 83,259	$ 101,851	$ 104,906	$ 104,906	$ 108,053	$ 111,296
5715 Commission	$ -	$ -	$ 948	$ 1,832	$ 1,887	$ 1,887	$ 1,944	$ 2,002
Total Advertising & Marketing Expenses	$ 100,369	$ 29,837	$ 84,207	$ 103,682	$ 106,793	$ 106,793	$ 109,997	$ 113,298
Fuel Expense								
General Operating Expenses								
5350 Bank charges - TVM & Reservations	$ 79,155	$ 32,090	$ 75,135	$ -	$ -	$ -	$ -	$ -
5351 Office Supplies	$ 44,790	$ 7,481	$ 15,082	$ 14,716	$ 15,157	$ 15,157	$ 15,612	$ 16,081
5352 Bank Service Charges	$ 9,100	$ 3,156	$ 4,656	$ 83,146	$ 85,640	$ 91,412	$ 94,154	$ 96,978
5353 Janitorial Supplies & Services	$ 2,249	$ 538	$ 1,920	$ 2,666	$ 2,746	$ 2,746	$ 2,829	$ 2,913
5354 Postage and Office Delivery	$ 1,303	$ 927	$ 2,526	$ 3,150	$ 3,245	$ 3,245	$ 3,342	$ 3,443
5357 Cell Phone	$ 19,475	$ 9,261	$ 25,180	$ 30,703	$ 31,624	$ 26,109	$ 26,892	$ 27,700
5358 Office Phone/internet	$ 9,472	$ 5,601	$ 12,420	$ 13,323	$ 13,723	$ 13,723	$ 14,135	$ 14,559
5359 Board meeting expense	$ 751	$ 130	$ 855	$ 1,450	$ 1,493	$ 1,493	$ 1,538	$ 1,584
5360 Cash over/short	$ 11	-$ 38	-$ 38	$ -	$ -	$ -	$ -	$ -
5361 Bad debts	$ 1,783	$ -	$ -	$ -	$ -	$ -	$ -	$ -
5626 Office Rent	$ 28,000	$ 18,054	$ 47,679	$ 56,293	$ 57,981	$ 59,350	$ 61,131	$ 62,965
5627 Copier	$ 3,071	$ 2,865	$ 7,472	$ 8,845	$ 9,110	$ 7,020	$ 7,231	$ 7,449
5630 Utilities	$ 6,974	$ 3,325	$ 7,772	$ 8,894	$ 9,161	$ 7,500	$ 7,725	$ 7,957
Total General Operating Expenses	$ 206,138	$ 83,390	$ 200,659	$ 223,186	$ 229,881	$ 227,756	$ 234,589	$ 241,629
Infrastructure Maintenance								
5430 Parks Canada Land Rent	$ 529	$ 550	$ 840	$ 579	$ 597	$ 597	$ 614	$ 633
5632 Infrastructure Maintenance Expense	$ 53,471	$ 22,521	$ 71,772	$ 92,992	$ 95,782	$ 95,782	$ 98,655	$ 101,615
Total Infrastructure Maintenance	$ 54,000	$ 23,071	$ 72,612	$ 93,571	$ 96,378	$ 96,378	$ 99,270	$ 102,248
Insurance Expense								
5310 General Liability Insurance	$ 11,338	$ 5,922	$ 12,158	$ 12,472	$ 12,846	$ 22,846	$ 23,531	$ 24,237
5320 Fleet insurance	$ 181,135	$ 91,265	$ 198,999	$ 220,317	$ 226,927	$ 250,770	$ 258,293	$ 266,043
Total Insurance Expense	$ 192,473	$ 97,187	$ 211,156	$ 232,789	$ 239,773	$ 273,616	$ 281,824	$ 290,280
Software Fees & Licences								
5362 Software and License Fees	$ 148,716	$ 81,120	$ 190,917	$ 203,711	$ 209,822	$ 229,243	$ 236,121	$ 243,204
5617 Website	$ 11,399	$ 850	$ 8,678	$ 15,228	$ 15,684	$ 15,684	$ 16,155	$ 16,639
5620 Smart Farebox Software	$ 8,899	$ 7,433	$ 11,155	$ 6,690	$ 6,893	$ 6,892	$ 7,099	$ 7,310
5622 Bus Prediction Software	$ 49,012	$ 23,216	$ 50,822	$ 51,501	$ 53,046	$ 51,011	$ 52,541	$ 54,119
Total Software Fees & Licences	$ 218,026	$ 112,619	$ 261,573	$ 277,129	$ 285,445	$ 302,831	$ 311,916	$ 321,272
Staff, Training, Travel & Meals								
5171 Conference Fees	$ 3,023	$ 1,385	$ 5,485	$ 8,199	$ 8,445	$ 8,445	$ 8,698	$ 8,959
5172 Meals	$ 9,848	$ 9,719	$ 18,794	$ 18,139	$ 18,683	$ 19,198	$ 19,774	$ 20,366
5173 Training	$ 11,114	$ 25,859	$ 39,579	$ 26,204	$ 26,990	$ 30,521	$ 31,437	$ 32,378
5180 Travel Expense	$ 6,606	$ 3,341	$ 6,837	$ 6,933	$ 7,141	$ 7,322	$ 7,541	$ 7,767
5181 Mileage	$ 3,264	$ 1,300	$ 5,759	$ 8,596	$ 8,854	$ 9,350	$ 9,631	$ 9,920
5225 Staff costs - Uniforms/abstract/medical	$ 45,529	$ 31,320	$ 52,016	$ 39,495	$ 40,680	$ 41,635	$ 42,884	$ 44,172
5226 Recruitment	$ 8,346	$ 2,828	$ 14,741	$ 21,842	$ 22,497	$ 22,607	$ 23,285	$ 23,983
5227 Driver Training	$ 7,601	$ -	$ 3,135	$ 6,095	$ 6,277	$ 6,792	$ 6,996	$ 7,204
5228 Staff retention/recognition	$ 8,671	$ 5,642	$ 14,771	$ 17,847	$ 18,006	$ 28,006	$ 28,846	$ 29,711
5229 Staff accommodation - Banff	$ 30,110	$ 7,070	$ 17,674	$ 89,626	$ 92,314	$ 40,000	$ 41,200	$ 42,435
5230 Staff accomodation - Canmore	$ -	-$ 1,450	-$ 1,450	$ -	$ -	$ -	$ -	$ -
5356 Memberships	$ 9,193	$ 3,558	$ 6,240	$ 5,365	$ 5,526	$ 10,000	$ 10,300	$ 10,609
5619 Business Hosting Expenses	$ -	$ -	$ 879	$ 1,758	$ 1,810	$ 1,810	$ 1,865	$ 1,921
Total Staff, Training, Travel & Meals	$ 143,305	$ 90,572	$ 184,459	$ 250,098	$ 257,224	$ 225,687	$ 232,457	$ 239,425
Transit storage facility								
5420 Transit storage rent	$ 213,457	$ 139,667	$ 311,734	$ 353,034	$ 363,625	$ 472,877	$ 487,063	$ 501,675
5421 Transit storage utilities	$ 63,492	$ 28,813	$ 57,626	$ -	$ -	$ -	$ -	$ -
5422 Transit storage repairs & maintenance	$ 42,258	$ 41,116	$ 82,233	$ -	$ -	$ -	$ -	$ -
Total Transit storage facility	$ 319,207	$ 209,597	$ 451,593	$ 353,034	$ 363,625	$ 472,877	$ 487,063	$ 501,675

Bow Valley Regional Transit Services Commission
2025-2027 DRAFT Operating Budget

ALL ROUTES

	2023 Actual	Q2 2024 Actual	2024 Forecast	2024 Budget	2025 Previously Approved Budget	2025 DRAFT Budget	2026 DRAFT Budget	2027 DRAFT Budget
Vehicle Expenses								
5250 Parts	$ 786,644	$ 595,741	$ 1,223,835	$ 931,772	$ 959,725	$ 1,240,622	$ 1,277,841	$ 1,316,175
5251 Parts - Accident Related	$ 31,028	$ -	$ -	$ -	$ -	$ -	$ -	$ -
5252 Replacement Bus For Maintenance Days	$ 194	$ -	$ -	$ -	$ 150,000	$ -	$ -	$ -
5255 Vehicle Supplies	$ 112,144	$ 77,713	$ 145,720	$ 132,998	$ 136,987	$ 164,085	$ 169,008	$ 174,079
5260 Maintenance Labour	$ 1,074,506	$ 995,569	$ 1,931,802	$ 1,356,271	$ 1,396,960	$ 2,134,809	$ 2,198,853	$ 2,264,819
5410 Bus Lease	$ -	$ 10,284	$ 52,853	$ -	$ -	$ -	$ -	$ -
5628 Bus wrap repair	$ 35	$ 1,325	$ 7,342	$ 12,077	$ 12,439	$ 12,439	$ 12,812	$ 13,196
Total Vehicle Expenses	**$ 2,004,551**	**$ 1,680,632**	**$ 3,361,552**	**$ 2,433,117**	**$ 2,656,111**	**$ 3,551,955**	**$ 3,658,514**	**$ 3,768,269**
Wages & Benefits - Administrative								
5110 Wages - Administrative	$ 574,201	$ 362,598	$ 868,963	$ 960,757	$ 989,580	$ 990,580	$ 1,019,847	$ 1,049,993
5131 CPP & EI - Admin	$ 33,678	$ 26,143	$ 26,517	$ -	$ -	$ -	$ -	$ -
5133 Health Benefits - Admin	$ 24,863	$ 15,753	$ 16,058	$ -	$ -	$ -	$ -	$ -
5134 LAPP - Admin	$ 58,693	$ 34,002	$ 34,601	$ -	$ -	$ -	$ -	$ -
5135 WCB - Admin	$ 12,980	$ 35,286	$ 36,173	$ -	$ -	$ -	$ -	$ -
5136 myHSA - Admin Fees - Admin	$ -	$ 63	$ 63	$ -	$ -	$ -	$ -	$ -
5137 myHSA Program - Admin	$ -	$ 1,248	$ 1,253	$ -	$ -	$ -	$ -	$ -
Total Wages & Benefits - Administrative	**$ 704,414**	**$ 475,093**	**$ 983,628**	**$ 960,757**	**$ 989,580**	**$ 990,580**	**$ 1,019,847**	**$ 1,049,993**
Wages & Benefits - Cleaners								
5286 Health Benefits - Cleaners	$ 8,630	$ 6,274	$ 6,466	$ -	$ -	$ -	$ -	$ -
5287 LAPP - Cleaners	$ 7,810	$ 7,916	$ 8,128	$ -	$ -	$ -	$ -	$ -
5635 Wages - Cleaners	$ 230,442	$ 138,154	$ 331,925	$ 375,523	$ 386,789	$ 386,788	$ 398,392	$ 410,345
5636 Cleaners - WCB	$ 4,920	$ 3,514	$ 3,610	$ -	$ -	$ -	$ -	$ -
5637 Cleaners - CPP&EI	$ 16,939	$ 10,702	$ 10,990	$ -	$ -	$ -	$ -	$ -
5638 Cleaners Wages - Training	$ 1,253	$ 1,227	$ 1,239	$ -	$ -	$ -	$ -	$ -
5639 myHSA Program - Cleaners	$ 2,972	$ 3,245	$ 3,411	$ -	$ -	$ -	$ -	$ -
5640 myHSA - Admin Fees - Cleaners	$ 149	$ 162	$ 171	$ -	$ -	$ -	$ -	$ -
Total Wages & Benefits - Cleaners	**$ 273,116**	**$ 171,195**	**$ 365,939**	**$ 375,523**	**$ 386,789**	**$ 386,788**	**$ 398,392**	**$ 410,345**
Wages & Benefits - Customer Support								
5631 Wages - Customer Centre Support	$ 303,135	$ 154,572	$ 473,449	$ 451,305	$ 464,845	$ 515,119	$ 530,573	$ 546,488
5633 Customer Centre Support - CPP&EI	$ 18,642	$ 12,106	$ 12,539	$ -	$ -	$ -	$ -	$ -
5634 Customer Centre Support - WCB	$ 6,508	$ 3,907	$ 4,047	$ -	$ -	$ -	$ -	$ -
5682 LAPP - Customer Service	$ 7,883	$ 3,656	$ 3,763	$ -	$ -	$ -	$ -	$ -
5683 Health Benefits - Customer Service	$ 4,861	$ 2,238	$ 2,290	$ -	$ -	$ -	$ -	$ -
5684 myHSA Program - Customer Service	$ 1,545	$ 2,008	$ 2,049	$ -	$ -	$ -	$ -	$ -
5685 myHSA - Admin Fees - Customer Service	$ 77	$ 107	$ 109	$ -	$ -	$ -	$ -	$ -
Total Wages & Benefits - Customer Support	**$ 342,652**	**$ 178,594**	**$ 498,245**	**$ 451,305**	**$ 464,845**	**$ 515,119**	**$ 530,573**	**$ 546,488**
Wages & Benefits - Drivers								
5221 Drivers Wages	$ 2,881,989	$ 1,435,371	$ 3,487,193	$ 4,001,455	$ 4,121,498	$ 4,197,911	$ 4,323,848	$ 4,453,563
5223 Drivers Wages - Training	$ 411,781	$ 304,655	$ 455,487	$ 496,858	$ 511,764	$ 510,734	$ 526,056	$ 541,838
5231 Drivers CPP & EI	$ 228,786	$ 126,466	$ 131,034	$ -	$ -	$ -	$ -	$ -
5232 LAPP - Drivers	$ 154,678	$ 77,107	$ 79,805	$ -	$ -	$ -	$ -	$ -
5233 Health Benefits - Drivers	$ 119,853	$ 66,640	$ 68,838	$ -	$ -	$ -	$ -	$ -
5234 WCB - Drivers	$ 61,200	$ 41,841	$ 44,034	$ -	$ -	$ -	$ -	$ -
5235 myHSA program - Drivers	$ 24,017	$ 17,555	$ 17,910	$ -	$ -	$ -	$ -	$ -
5236 myHSA-Admin Fees - Drivers	$ 362	$ 878	$ 895	$ -	$ -	$ -	$ -	$ -
Total Wages & Benefits - Operations	**$ 581,463**	**$ 375,402**	**$ 828,423**	**$ 838,389**	**$ 863,541**	**$ 863,570**	**$ 887,932**	**$ 914,572**
Additional operating costs NSLR	$ -	$ -	$ -	$ -	$ -	$ -	$ 276,000	$ 284,280
TOTAL OPERATING EXPENSES	**$ 10,157,565**	**$ 6,307,434**	**$ 13,625,304**	**$ 12,308,351**	**$ 12,801,416**	**$ 14,146,970**	**$ 14,838,919**	**$ 15,277,164**
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION	**$ 981,517**	**-$ 413,201**	**-$ 203,256**	**$ 685,126**	**$ 740,136**	**$ 826,134**	**$ 831,144**	**$ 836,230**
Amortization Expense								
5900 Amortization Exp	$ 1,768,472	$ 1,038,477	$ 2,385,533	$ 2,275,578	$ 2,505,578	$ 2,904,049	$ 3,204,049	$ 3,204,049
Total Amortization Expense	**$ 1,768,472**	**$ 1,038,477**	**$ 2,385,533**	**$ 2,275,578**	**$ 2,505,578**	**$ 2,904,049**	**$ 3,204,049**	**$ 3,204,049**
NET INCOME	**-$ 786,954**	**-$ 1,451,678**	**-$ 2,588,789**	**-$ 1,590,452**	**-$ 1,765,441**	**-$ 2,077,915**	**-$ 2,372,905**	**-$ 2,367,819**

Operating requisitions 2025 to 2027

	2024	2025	2026	2025	2026	2027	% Change	% Change	$ Change	$ Change
				DRAFT budget						
Town of Banff:	Budget	Previously Approved Budget					25-25	26-26	25-25	26-26
Banff Local - Route 1	$ 1,241,754	$ 1,351,378	$ 1,450,169	$ 1,513,513	$ 1,558,919	$ 1,605,685	12.0%	7.5%	$ 162,135	$ 108,750
Banff Local - Route 2	$ 1,099,406	$ 1,204,858	$ 1,299,501	$ 1,291,578	$ 1,608,825	$ 1,654,838	7.2%	23.8%	$ 86,720	$ 309,324
CB Regional (1/2)	$ 303,520	$ 311,151	$ 320,486	$ 442,829	$ 456,114	$ 469,797	42.3%	42.3%	$ 131,678	$ 135,628
Administrative (1/3)	$ 203,230	$ 209,328	$ 215,608	$ 216,319	$ 222,809	$ 229,493	3.3%	3.3%	$ 6,991	$ 7,201
On-it				$ 63,000	$ 63,000	$ 63,000			$ 63,000	$ 63,000
	$ 2,847,910	**$ 3,076,715**	**$ 3,285,763**	**$ 3,527,239**	**$ 3,909,666**	**$ 4,022,813**	**14.6%**	**19.0%**	**$ 450,524**	**$ 623,903**

	2024	2025	2026	2025	2026	2027	% Change	% Change	$ Change	$ Change
				DRAFT budget						
Town of Canmore	Budget	Previously Approved Budget					25-25	26-26	25-25	26-26
Canmore Local - Route 5	$ 1,595,159	$ 1,640,117	$ 1,689,321	$ 1,801,335	$ 1,855,375	$ 1,911,037	9.8%	9.8%	$ 161,219	$ 166,054
Grassi Lakes - Route 12	$ 101,642	$ 103,458	$ 105,813	$ 109,019	$ 111,540	$ 114,135	5.4%	5.4%	$ 5,561	$ 5,727
CB Regional (1/2)	$ 303,520	$ 311,151	$ 320,486	$ 442,829	$ 456,114	$ 469,797	42.3%	42.3%	$ 131,678	$ 135,628
Administrative (1/3)	$ 203,230	$ 209,328	$ 215,608	$ 216,319	$ 222,809	$ 229,493	3.3%	3.3%	$ 6,991	$ 7,201
On-it				$ 17,500	$ 17,500	$ 17,500			$ 17,500	$ 17,500
	$ 2,203,551	**$ 2,264,054**	**$ 2,331,227**	**$ 2,587,003**	**$ 2,663,338**	**$ 2,741,962**	**14.3%**	**14.2%**	**$ 322,949**	**$ 332,111**

	2024	2025	2026	2025	2026	2027	% Change	% Change	$ Change	$ Change
				DRAFT budget						
Improvement District No. 9	Budget	Previously Approved Budget					25-25	26-26	25-25	26-26
Administrative (1/3)	$ 203,230	$ 209,328	$ 215,608	$ 216,319	$ 222,809	$ 229,493	3.3%	3.3%	$ 6,991	$ 7,201
LLB Regional - Winter	$ 186,814	$ 188,088	$ 193,728	$ 226,986	$ 231,924	$ 237,012	20.7%	19.7%	$ 38,898	$ 38,197
LLB Regional - Rt 8S/8X/9	$ 330,000	$ 330,000	$ 330,000	$ 330,000	$ 330,000	$ 330,000			$ -	$ -
LL Local - Rt 11				$ 122,585	$ 125,895	$ 129,671			$ 122,585	$ 125,895
	$ 720,045	**$ 727,416**	**$ 739,336**	**$ 895,891**	**$ 910,628**	**$ 926,176**	**23.2%**	**23.2%**	**$ 168,474**	**$ 171,292**

	2024	2025	2026	2025	2026	2027	% Change	% Change	$ Change	$ Change
				DRAFT budget						
Parks Canada	Budget	Previously Approved Budget					25-25	26-26	25-25	26-26
Banff Local - Route 1	$ 26,064	$ 27,367	$ 28,188	$ 27,367	$ 28,188	$ 29,034	0.0%	0.0%	$ -	$ -
Banff Local - Route 2	$ 48,472	$ 50,896	$ 52,423	$ 62,884	$ 64,771	$ 66,714	23.6%	23.6%	$ 11,989	$ 12,348
Cave & Basin - Rt 4	$ 281,970	$ 287,028	$ 294,652	$ 305,275	$ 312,933	$ 320,818	6.4%	6.2%	$ 18,247	$ 18,281
Lake Minnewanka - Rt 6	$ 778,227	$ 841,084	$ 857,219	$ 855,938	$ 872,523	$ 889,605	1.8%	1.8%	$ 14,855	$ 15,304
LLB Regional - Rt 8 winter extra bus	$ 168,254	$ 176,667	$ 181,967	$ 220,383	$ 226,994	$ 233,804	24.7%	24.7%	$ 43,716	$ 45,027
LLB Regional - Rt 8S	$ 91,640	$ 99,552	$ 101,174	$ 51,997	$ 53,188	$ 54,408	-47.8%	-47.4%	$ (47,555)	$ (47,986)
LLB Regional - Rt 8X*	$ 506,642	$ 514,480	$ 528,669	$ 388,787	$ 398,099	$ 407,654	-24.4%	-24.7%	$ (125,693)	$ (130,570)
JCB Regional - Rt 9	$ 222,597	$ 226,776	$ 233,182	$ 246,009	$ 253,104	$ 260,406	8.5%	8.5%	$ 19,233	$ 19,922
Adjustment for over $330K maximum for LL summer routes **	$ 217,255	$ 230,537	$ 245,350	$ 127,862	$ 139,592	$ 151,647	-44.5%	-43.1%	$ (102,675)	$ (105,758)
Moraine Lake - Rt 10	$ 64,737	$ 64,737	$ 66,075	$ 85,175	$ 86,932	$ 88,742	31.6%	31.6%	$ 20,438	$ 20,857
On-it				$ 150,000	$ 150,000	$ 150,000			$ 150,000	$ 150,000
	$ 2,405,860	**$ 2,519,124**	**$ 2,588,899**	**$ 2,521,678**	**$ 2,586,325**	**$ 2,652,832**	**0.1%**	**-0.1%**	**$ 2,553**	**$ (2,574)**

*Route 11 included in Parks 8X contribution $ 102,301

BVRTSC 2024 DETAILED ROUTE COMMENTS

OPERATING BUDGET DETAILED DISCUSSION

	2025		2025	2026	2027	$ Change
Town of Banff:	**Previously Approved Budget**			**DRAFT budget**		**25-25**
Banff Local - Route 1	$ 1,351,378		$ 1,513,513	$ 1,558,919	$ 1,605,685	$ 162,135
Banff Local - Route 2	$ 1,204,858		$ 1,291,578	$ 1,608,825	$ 1,654,838	$ 86,720
CB Regional (1/2)	$ 311,151		$ 442,829	$ 456,114	$ 469,797	$ 131,678
Administrative (1/3)	$ 209,328		$ 216,319	$ 222,809	$ 229,493	$ 6,991
On-it			$ 63,000	$ 63,000	$ 63,000	$ 63,000
	$ 3,076,715		**$ 3,527,239**	**$ 3,909,666**	**$ 4,022,813**	**$ 450,524**
	2025		**2025**	**2026**	**2027**	**$ Change**
Town of Canmore	**Previously Approved Budget**			**DRAFT budget**		**25-25**
Canmore Local - Route 5	$ 1,640,117		$ 1,801,335	$ 1,855,375	$ 1,911,037	$ 161,219
Grassi Lakes - Route 12	$ 103,458		$ 109,019	$ 111,540	$ 114,135	$ 5,561
CB Regional (1/2)	$ 311,151		$ 442,829	$ 456,114	$ 469,797	$ 131,678
Administrative (1/3)	$ 209,328		$ 216,319	$ 222,809	$ 229,493	$ 6,991
On-it			$ 17,500	$ 17,500	$ 17,500	$ 17,500
	$ 2,264,054		**$ 2,587,003**	**$ 2,663,338**	**$ 2,741,962**	**$ 322,949**
	2025		**2025**	**2026**	**2027**	**$ Change**
Improvement District No. 9	**Previously Approved Budget**			**DRAFT budget**		**25-25**
Administrative (1/3)	$ 209,328		$ 216,319	$ 222,809	$ 229,493	$ 6,991
LLB Regional - Winter	$ 188,088		$ 226,986	$ 231,924	$ 237,012	$ 38,898
LLB Regional - Rt 8S/8X/9	$ 330,000		$ 330,000	$ 330,000	$ 330,000	$ -
LL Local - Rt 11			$ 122,585	$ 125,895	$ 129,671	$ 122,585
	$ 727,416		**$ 895,891**	**$ 910,628**	**$ 926,176**	**$ 168,474**
	2025		**2025**	**2026**	**2027**	**$ Change**
Parks Canada	**Previously Approved Budget**			**DRAFT budget**		**25-25**
Banff Local - Route 1	$ 27,367		$ 27,367	$ 28,188	$ 29,034	$ -
Banff Local - Route 2	$ 50,896		$ 62,884	$ 64,771	$ 66,714	$ 11,989
Cave & Basin - Rt 4	$ 287,028		$ 305,275	$ 312,933	$ 320,818	$ 18,247
Lake Minnewanka - Rt 6	$ 841,084		$ 855,938	$ 872,523	$ 889,605	$ 14,855
LLB Regional - Rt 8 winter extra bus	$ 176,667		$ 220,383	$ 226,994	$ 233,804	$ 43,716
LLB Regional - Rt 8S	$ 99,552		$ 51,997	$ 53,188	$ 54,408	$ (47,555)
LLB Regional - Rt 8X*	$ 514,480		$ 388,787	$ 398,099	$ 407,654	$ (125,693)
JCB Regional - Rt 9	$ 226,776		$ 246,009	$ 253,104	$ 260,406	$ 19,233
Adjustment for over $330K maximum for LL summer routes **	$ 230,537		$ 127,862	$ 139,592	$ 151,647	$ (102,675)
Moraine Lake - Rt 10	$ 64,737		$ 85,175	$ 86,932	$ 88,742	$ 20,438
On-it			$ 150,000	$ 150,000	$ 150,000	$ 150,000
	$ 2,519,124		**$ 2,521,678**	**$ 2,586,325**	**$ 2,652,832**	**$ 2,553**
			$ 0			
*Route 11 included in Parks 8X contribution	$ 102,301					

Admin – Commission expenses

Overall increase in operating requisitions by $21,000.

- Increase of $63,000 in projected interest revenue to reflect increases interest rates. This is mostly offset by increases in budgeted expenses.
- Increase in contract services of $38,000. IT support has been increased by $20,000 to reflect additional costs in this area for training and setting up policies and procedures. $20,000 has been added to increase available funding for consulting and studies to $50,000.
- Insurance includes an additional $10,000 for cyber insurance.

- Software/insurance/transit storage building/vehicle expenses increased to include 1 MCI as a spare.
- Staffing costs increased by $18,000 to reflect increasing training/professional development for year-round staff and the previously approved long service recognition awards program.

Banff Local – Route 1

Overall increase in requisitions by $162,000

- Increase in service hours of 1,240, mostly from the addition of 1E.
- Increase in partner revenue of $56,000 from Pursuit for Gondola program; budget amounts are consistent with 2023 actuals.
- Decrease in fuel costs to reflect cost savings achieved from electric vehicles and proportion of service hours expected to be electric.
- Increase in software/insurance/transit storage/vehicle maintenance expenses from the addition of the Nova electric and Nova hybrid buses.
- Large increase in vehicle maintenance expenses of $148,000 due to overall increased maintenance costs, new Nova buses, and increased service hours.
- Increased driver wages due to increases in service hours.

Banff Local – Route 2

Overall increase in requisitions by $86,000

- Additional service hours of 378 increasing 2A to actual service hours for 2024.
- Decrease in fare/partner revenue by $25,000 to bring revenues down to be more consistent with revenue per service hour for 2023.
- Decrease in fuel costs to reflect cost savings achieved from electric vehicles and proportion of service hours expected to be electric.
- Increase in software/insurance/transit storage/vehicle maintenance expenses from the addition of the Nova and Nova hybrid buses.
- Large increase in vehicle maintenance expenses of $85,000 due to overall increased maintenance costs and new Nova buses.

Canmore / Banff Regional – Route 3

Overall increase in requisitions by $263,000

- Additional service hours of 323 increasing 3C to actual service hours for 2024.
- Decrease in fare/partner revenue by $66,000 to bring revenues down to be more consistent with revenue per service hour for 2023.
- Large increase in vehicle maintenance expenses of $201,000 due to overall increased maintenance costs and operating costs from new MCI vehicles.

Cave & Basin – Cave & Basin Route 4

Overall requisitions increased by $18,000

- Most expenses expected to be consistent with previously approved amounts.
- Increase in vehicle maintenance consistent with all other routes.

Canmore Local – Route 5

Overall increase in requisitions by $161,000

- Increase in transit storage building to reflects costs paid for bus storage in the Protective Services building.
- Large increase in vehicle maintenance expenses of $144,000 due to overall increased maintenance costs.

Lake Minnewanka Route 6

Overall requisitions increased by $14,000

- Most expenses expected to be consistent with previously approved amounts.
- Fuel costs increased by $10,000, previously approved amounts assumed that 2/3 of service hours were electric, this has been decreased to 25% of service hours assumed to be electric.
- Increase in vehicle maintenance consistent with all other routes.

Lake Louise / Banff Regional (Winter) – Route 8

Overall increase in operating requisitions of $83,000 ($39,000 member and $44,000 non-member)

- Additional 460 service hours, adding 1 service hour per day to both buses due to route timing and considerations.
- Parks paying for extra bus which is approximately 35% of overall service hours.
- Large increase in of expected revenues to bring revenue per service hours to be more consistent with 2023 actuals.
- Parks revenues for the 2nd bus are assumed to be 80% of the first bus. Assuming it will take a while to build ridership for this increased service.
- Increases in expenses and driver wages due to increased service hours.
- Large increase in vehicle maintenance expenses due to overall increased maintenance costs and increased service hours.
- Increase in allocation of customer service wages to reflect year-round reservations, and the administration time to support the reservations.
- Increase in amortization for second bus.
- Parks contributions include amortization for second bus allocated to the route.

BVRTSC 2024 DETAILED ROUTE COMMENTS

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

Overall decrease in Net expenses (including amortization) of $76,000.

- Additional service hours of 391 increasing 8XA and 8XB to actual service hours for 2024.
- Increase in pass revenues of $319,000 to bring revenues per service hour to be more consistent with 2023.
- Increase in operating expenses (including amortization) of $243,000.
    - Increase in customer service wage allocation of $79,000 to reflect increasing staff and ambassador coverage to manage people and reservations on this route.
    - Increase in driver wages of $25,000 for increased service hours.
    - Increase in Moneris fees to be consistent with increasing revenues.
    - Increase of $95,000 vehicle maintenance consistent with all other routes.
    - Increase in amortization to reflect changes to usage, extra bus allocated to route 8 winter, reduced amortization on route 8S, amortization allocated to route 11, and amortization for MCI allocated to this route.

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

Overall decrease in Net expenses (including amortization) of $98,000

- Operating expenses reduced by $7,000 because of some fixed bus expenses allocated to other routes.
- Amortization reduced by $90,000 to reflect changes to usage. Allocated to Route 8X, Route 10, Route 11 instead to reflect changing usage.

Lake Louise / Banff Regional (Summer) – Route 9

Overall increase in Net expenses (including amortization) of $26,000

- Increase in operating expenses of $26,000
    - Increase in transit storage allocation of approximately $10,000 to reflect additional costs of winter storage
    - Decrease in some fixed bus costs. Previously approved amounts included allocations from 8S. Current year changes allocations to reflect bus usage, and amounts split between Routes 9, 8X, 10 and 11.
    - Increase in vehicle maintenance costs consistent with all other routes.

Moraine Lake Route 10

Operating requisitions increased by $20,000.

- Increased operating expenses to allocate transit storage and insurance to route.
- Increase in vehicle maintenance costs consistent with all other routes.

BVRTSC 2024 DETAILED ROUTE COMMENTS

Lake Louise Local Route 11

Route 11 was included in the operating budget in 2024 with the assumption that both Parks and ID9 would be contributing. Route 11 revenues/costs were included in 8X budget. For the purposes of the 2025 budget the proportionate costs that were in attributable to Route 11 have been separated from the 8X budget.

Because the 2025 previously approved amounts were proportionate from Route 8X there are some differences when compared to the current year budget. 2025 draft budget is based on 2023 actual revenues and expenses for the first year of operation of the route, and therefore more accurate representation that compared with the previous year's allocation.

Operating requisition has decreased by $74,000.

- Decrease in operating costs of $23,000. Based on actual expected expenses and includes increase in vehicle maintenance consistent with all other routes.
- Route is now just a member route, so does not include requisitions for amortization.

Grassi Lakes Route 12

Operating requisitions increase by $11,000 ($5,500 member and $5,500 non-member)

- Increase in transit storage building to reflects costs paid for bus storage in the Protective Services building.
- Increase in vehicle maintenance expenses consistent with all other routes.

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

All Routes

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	$ 59.15	$ 60.86	$ 63.74	$ 64.57	$ 66.54
Gross Cost per Service Hour	$ 185.33	$ 209.66	$ 222.58	$ 231.94	$ 237.39
Direct Operating Cost per Service Hour	$ 148.45	$ 160.67	$ 169.57	$ 175.26	$ 180.42
Overhead per Service Hour	$ 7.79	$ 9.82	$ 9.68	$ 9.78	$ 10.08
Lease/Amortization per Service Hour	$ 29.08	$ 32.02	$ 35.73	$ 38.81	$ 38.81
Net Cost per Service Hour (CUTA)	$ 97.09	$ 109.63	$ 115.52	$ 120.47	$ 123.96
% Cost Recovery (CUTA)	38%	36%	36%	35%	35%
Kilometers	2,163,647	2,163,647	2,437,283	2,455,283	2,455,283
Gross cost per KM	$ 6.70	$ 7.03	$ 6.93	$ 7.29	$ 7.46
Ridership	2,371,664	2,394,242	2,964,527	3,071,942	3,102,662
Service Hours	78,240	78,240	81,267	82,563	82,563
Ridership per Service Hour	30	31	36	37	38

Route 1 - Banff Local Sulphur Mountain

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	$ 48.59	$ 49.88	$ 48.79	$ 50.25	$ 51.76
Gross Cost per Service Hour	$ 168.72	$ 177.77	$ 187.20	$ 200.45	$ 205.04
Direct Operating Cost per Service Hour	$ 130.35	$ 138.78	$ 140.78	$ 145.01	$ 149.36
Overhead per Service Hour	$ 7.79	$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 30.58	$ 30.96	$ 38.43	$ 47.34	$ 47.34
Net Cost per Service Hour (CUTA)	$ 89.55	$ 96.93	$ 99.98	$ 102.85	$ 105.94
% Cost Recovery (CUTA)	35%	34%	33%	33%	33%
Kilometers	215,332	215,332	251,504	251,504	251,504
Gross cost per KM	$ 12.16	$ 12.82	$ 12.48	$ 13.36	$ 13.67
Ridership	795,525	803,480	992,099	1,002,020	1,012,040
Service Hours	15,524	15,524	16,764	16,764	16,764
Ridership per Service Hour	51	52	59	60	60

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Route 2 - Banff Local Tunnel Mountain

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	$ 41.89	$ 42.96	$ 39.80	$ 37.23	$ 38.50
Gross Cost per Service Hour	$ 172.89	$ 182.83	$ 191.44	$ 204.92	$ 209.68
Direct Operating Cost per Service Hour	$ 129.75	$ 139.07	$ 140.55	$ 150.75	$ 155.28
Overhead per Service Hour	$ 7.79	$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 35.35	$ 35.73	$ 42.91	$ 46.06	$ 46.06
Net Cost per Service Hour (CUTA)	$ 95.65	$ 104.14	$ 108.73	$ 121.62	$ 125.12
% Cost Recovery (CUTA)	30%	29%	27%	23%	24%
Kilometers	161,358	161,358	164,944	182,944	182,944
Gross cost per KM	$ 14.02	$ 14.82	$ 15.62	$ 16.53	$ 16.91
Ridership	668,987	675,677	807,771	893,619	902,555
Service Hours	13,080	13,080	13,458	14,754	14,754
Ridership per Service Hour	51	52	60	61	61

Route 3 - Canmore / Banff Regional

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	$ 103.35	$ 106.45	$ 100.13	$ 103.13	$ 106.23
Gross Cost per Service Hour	$ 162.46	$ 167.18	$ 180.01	$ 184.80	$ 189.89
Direct Operating Cost per Service Hour	$ 143.07	$ 147.17	$ 156.89	$ 161.59	$ 166.44
Overhead per Service Hour	$ 7.79	$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 11.60	$ 11.98	$ 15.14	$ 15.11	$ 15.11
Net Cost per Service Hour (CUTA)	$ 47.52	$ 48.75	$ 64.74	$ 66.56	$ 68.55
% Cost Recovery (CUTA)	69%	69%	61%	61%	61%
Kilometers	636,759	636,759	807,650	807,650	807,650
Gross cost per KM	$ 3.90	$ 4.01	$ 3.48	$ 3.57	$ 3.67
Ridership	289,391	292,285	369,262	372,955	376,684
Service Hours	15,281	15,281	15,604	15,604	15,604
Ridership per Service Hour	19	19	24	24	24

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Route 4 - Cave & Basin

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	$ 7.37	$ 7.59	$ 7.59	$ 7.82	$ 8.05
Gross Cost per Service Hour	$ 232.49	$ 237.21	$ 251.74	$ 257.92	$ 264.44
Direct Operating Cost per Service Hour	$ 198.48	$ 202.59	$ 203.35	$ 209.45	$ 215.73
Overhead per Service Hour	$ 7.79	$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 26.22	$ 26.60	$ 40.40	$ 40.37	$ 40.37
Net Cost per Service Hour (CUTA)	$ 198.90	$ 203.02	$ 203.75	$ 209.73	$ 216.02
% Cost Recovery (CUTA)	4%	4%	4%	4%	4%
Kilometers	16,320	16,320	10,253	10,253	10,253
Gross cost per KM	$ 18.57	$ 18.94	$ 32.02	$ 32.80	$ 33.63
Ridership	22,803	23,031	33,810	34,148	34,490
Service Hours	1,303	1,303	1,304	1,304	1,304
Ridership per Service Hour	17	18	26	26	26

Route 5 - Canmore Local

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	$ 0.91	$ 0.94	$ 0.94	$ 0.97	$ 1.00
Gross Cost per Service Hour	$ 144.39	$ 152.24	$ 165.57	$ 173.59	$ 178.10
Direct Operating Cost per Service Hour	$ 121.98	$ 125.42	$ 138.03	$ 142.17	$ 146.44
Overhead per Service Hour	$ 7.79	$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 14.61	$ 18.79	$ 19.55	$ 23.32	$ 23.32
Net Cost per Service Hour (CUTA)	$ 128.86	$ 132.50	$ 145.07	$ 149.30	$ 153.78
% Cost Recovery (CUTA) - N/A					
Kilometers	321,193	321,193	324,145	324,145	324,145
Gross cost per KM	$ 5.92	$ 6.25	$ 6.71	$ 7.04	$ 7.22
Ridership	283,047	285,877	328,200	331,482	334,797
Service Hours	13,176	13,176	13,140	13,140	13,140
Ridership per Service Hour	21	22	25	25	25

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Route 6 - Lake Minnewanka

KPI	2024	2025 Previously Approved Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
	BUDGET				
Revenue per Service Hour	$ 24.19	$ 24.92	$ 23.25	$ 23.95	$ 24.67
Gross Cost per Service Hour	$ 281.74	$ 303.18	$ 306.93	$ 313.01	$ 319.44
Direct Operating Cost per Service Hour	$ 192.06	$ 196.90	$ 199.99	$ 205.98	$ 212.16
Overhead per Service Hour	$ 7.79	$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 81.89	$ 98.26	$ 98.96	$ 98.93	$ 98.93
Net Cost per Service Hour (CUTA)	$ 175.67	$ 180.01	$ 184.72	$ 190.13	$ 195.83
% Cost Recovery (CUTA)	12%	12%	11%	11%	11%
Kilometers	75,375	75,375	75,375	75,375	75,375
Gross cost per KM	$ 11.69	$ 12.58	$ 12.74	$ 12.99	$ 13.26
Ridership	67,248	67,920	94,194	95,136	96,087
Service Hours	3,128	3,128	3,128	3,128	3,128
Ridership per Service Hour	21	22	30	30	31

Route 8 - Lake Louise / Banff Regional - Winter

KPI	2024	2025 Previously Approved Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
	BUDGET				
Revenue per Service Hour	$ 100.01	$ 103.01	$ 116.21	$ 119.69	$ 123.28
Gross Cost per Service Hour	$ 174.94	$ 180.08	$ 201.17	$ 206.43	$ 212.01
Direct Operating Cost per Service Hour	$ 155.97	$ 160.50	$ 172.79	$ 177.97	$ 183.31
Overhead per Service Hour	$ 7.79	$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 11.17	$ 11.56	$ 20.39	$ 20.36	$ 20.36
Net Cost per Service Hour (CUTA)	$ 63.76	$ 65.52	$ 64.57	$ 66.38	$ 68.37
% Cost Recovery (CUTA)	61%	61%	64%	64%	64%
Kilometers	321,496	321,496	354,183	354,183	354,183
Gross cost per KM	$ 3.45	$ 3.55	$ 3.86	$ 3.97	$ 4.07
Ridership	90,597	91,503	109,428	110,522	111,628
Service Hours	6,344	6,344	6,804	6,804	6,804
Ridership per Service Hour	14	14	16	16	16

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

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

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	$ 104.93	$ 108.08	$ 108.08	$ 111.32	$ 114.66
Gross Cost per Service Hour	$ 761.38	$ 860.64	$ 496.54	$ 505.65	$ 515.20
Direct Operating Cost per Service Hour	$ 320.77	$ 326.82	$ 301.31	$ 310.34	$ 319.65
Overhead per Service Hour	$ 7.79	$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 432.82	$ 525.80	$ 187.24	$ 187.21	$ 187.21
Net Cost per Service Hour (CUTA)	$ 223.63	$ 226.76	$ 201.21	$ 207.12	$ 213.33
% Cost Recovery (CUTA)	32%	32%	35%	35%	35%
Kilometers	10,237	10,237	10,237	10,237	10,237
Gross cost per KM	$ 20.08	$ 22.70	$ 13.10	$ 13.34	$ 13.59
Ridership	3,886	3,925	5,844	5,902	5,961
Service Hours	270	270	270	270	270
Ridership per Service Hour	14	15	22	22	22

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

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	$ 147.00	$ 146.58	$ 191.54	$ 197.29	$ 203.21
Gross Cost per Service Hour	$ 333.85	$ 310.69	$ 332.73	$ 340.70	$ 349.08
Direct Operating Cost per Service Hour	$ 270.89	$ 245.02	$ 263.07	$ 270.96	$ 279.09
Overhead per Service Hour	$ 7.79	$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 55.17	$ 57.65	$ 61.68	$ 61.65	$ 61.65
Net Cost per Service Hour (CUTA)	$ 131.68	$ 106.46	$ 79.51	$ 81.77	$ 84.22
% Cost Recovery (CUTA)	53%	58%	71%	71%	71%
Kilometers	257,552	257,552	305,361	305,361	305,361
Gross cost per KM	$ 7.04	$ 6.55	$ 6.35	$ 6.50	$ 6.66
Ridership	92,854	92,854	149,348	150,841	152,350
Service Hours	5,429	5,429	5,825	5,825	5,825
Ridership per Service Hour	17	17	26	26	26

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Route 9 - Johnston Canyon

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	$ 57.97	$ 59.71	$ 59.71	$ 61.50	$ 63.35
Gross Cost per Service Hour	$ 261.21	$ 278.36	$ 291.07	$ 297.63	$ 304.55
Direct Operating Cost per Service Hour	$ 199.07	$ 204.15	$ 216.19	$ 222.68	$ 229.36
Overhead per Service Hour	$ 7.79	$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 54.35	$ 66.18	$ 66.89	$ 66.85	$ 66.85
Net Cost per Service Hour (CUTA)	$ 148.89	$ 152.47	$ 164.47	$ 169.27	$ 174.35
% Cost Recovery (CUTA)	28%	28%	27%	27%	27%
Kilometers	70,898	70,898	70,898	70,898	70,898
Gross cost per KM	$ 8.05	$ 8.58	$ 8.97	$ 9.17	$ 9.38
Ridership	26,974	27,244	37,619	37,995	38,375
Service Hours	2,184	2,184	2,184	2,184	2,184
Ridership per Service Hour	12	12	17	17	18

Route 10 - Moraine Lake

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	$ 97.73	$ 100.66	$ 100.66	$ 103.68	$ 106.79
Gross Cost per Service Hour	$ 209.12	$ -	$ 245.74	$ 251.63	$ 257.85
Direct Operating Cost per Service Hour	$ 168.66	$ -	$ 193.53	$ 199.33	$ 205.31
Overhead per Service Hour	$ 7.79	$ -	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 32.68	$ -	$ 44.23	$ 44.20	$ 44.20
Net Cost per Service Hour (CUTA)	$ 78.72	$ -	$ 100.85	$ 103.75	$ 106.86
% Cost Recovery (CUTA)	$ 0.55	0%	55%	56%	50%
Kilometers	30,767	30,767	30,767	30,767	30,767
Gross cost per KM	$ 4.29	$ 4.36	$ 5.04	$ 5.16	$ 5.29
Ridership	9,352	9,446	13,944	14,083	14,224
Service Hours	631	631	631	631	631
Ridership per Service Hour	15	15	22	22	23

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Route 11 - Lake Louise Local

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour		$ 33.06	$ 37.08	$ 37.08	$ 38.19
Gross Cost per Service Hour		$ 290.74	$ 210.41	$ 213.61	$ 218.54
Direct Operating Cost per Service Hour		$ 232.65	$ 153.06	$ 156.19	$ 160.87
Overhead per Service Hour		$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour		$ 50.06	$ 49.36	$ 49.33	$ 49.33
Net Cost per Service Hour (CUTA)		$ 207.62	$ 123.96	$ 127.20	$ 131.02
% Cost Recovery (CUTA)		14%	23%	23%	23%
Kilometers		12,200	15,202	15,202	15,202
Gross cost per KM		$ 18.90	$ 14.63	$ 14.85	$ 15.20
Ridership		21,000	23,008	23,238	23,470
Service Hours		793	1,057	1,057	1,057
Ridership per Service Hour		26	22	22	22

Route 12 - Grassi Lakes

KPI	2024	2025	2025	2026	2027
		Previously			
		Approved	Draft	Draft	Draft
	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	$ -	$ -	$ -	$ -	$ -
Gross Cost per Service Hour	$ 193.90	$ 197.83	$ 208.62	$ 213.29	$ 218.26
Direct Operating Cost per Service Hour	$ 139.60	$ 142.91	$ 153.04	$ 157.63	$ 162.36
Overhead per Service Hour	$ 7.79	$ 8.03	$ 7.99	$ 8.10	$ 8.34
Lease/Amortization per Service Hour	$ 46.50	$ 46.89	$ 47.60	$ 47.56	$ 47.56
Net Cost per Service Hour (CUTA)	$ 147.40	$ 150.94	$ 161.03	$ 165.73	$ 170.70
% Cost Recovery (CUTA)	$ -	0%	0%	0%	0%
Kilometers	34,160	34,160	16,764	16,764	16,764
Gross cost per KM	$ 6.23	$ 6.36	$ 13.66	$ 13.97	$ 14.30
Ridership	0	0	0	0	0
Service Hours	1,098	1,098	1,098	1,098	1,098
Ridership per Service Hour	0	0	0	0	0

Bow Valley Regional Transit Services Commission
2025-2034 DRAFT Capital Budget

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Banff										
Opening Deferred Capital Contribution Balance	$ 2,582,523	$ 3,237,153	$ 4,316,940	$ 5,244,283	$ 5,565,267	$ 6,924,521	$ 7,165,307	$ 8,380,247	$ 8,816,839	$ 10,207,584
Anticipated Grant Funding	3,840,000	-	-	-	-	-	-	-	-	-
Municipal Contribution to New Assets	2,760,000	-	-	-	-	-	-	-	-	-
Banff Capital Requisition										
Banff Local Capital Replacement	764,400	1,181,900	1,199,400	1,217,100	1,235,100	1,253,400	1,272,000	1,290,800	1,310,000	1,329,400
Canmore / Banff Regional Capital Replacement	67,600	68,500	69,500	70,500	71,600	72,600	73,600	74,700	75,800	76,900
Commission Capital Replacement	136,200	128,900	130,500	132,100	133,800	135,500	137,200	139,000	140,700	142,500
Total Banff Capital Requisition	968,200	1,379,300	1,399,400	1,419,700	1,440,500	1,461,500	1,482,800	1,504,500	1,526,500	1,548,800
Capital Projects										
Banff New Capital Assets	(6,600,000)	-	-	-	-	-	-	-	-	-
Banff Local Capital Replacement	(15,000)	(197,219)	(415,823)	(1,079,550)	(62,856)	(860,243)	(178,202)	(1,033,045)	(133,255)	(15,000)
Canmore / Banff Regional Capital Replacement	(38,570)	(86,987)	(46,235)	(2,500)	(8,390)	(350,471)	(48,918)	(2,500)	(2,500)	(2,500)
Commission Capital Replacement	(260,000)	(15,307)	(10,000)	(16,667)	(10,000)	(10,000)	(40,740)	(32,363)	-	(46,422)
Total Capital Projects	(6,913,570)	(299,513)	(472,058)	(1,098,716)	(81,245)	(1,220,714)	(267,860)	(1,067,909)	(135,755)	(63,922)
Closing Deferred Capital Contribution Balance	$ 3,237,153	$ 4,316,940	$ 5,244,283	$ 5,565,267	$ 6,924,521	$ 7,165,307	$ 8,380,247	$ 8,816,839	$ 10,207,584	$ 11,692,462

Canmore										
Opening Deferred Capital Contribution Balance	$ 1,342,318	$ 1,430,852	$ 1,772,809	$ 2,131,419	$ 2,107,513	$ 2,349,899	$ 2,266,840	$ 2,682,808	$ 2,963,441	$ 3,521,473
Anticipated Grant Funding	1,200,000	-	-	522,243	-	269,014	-	-	-	-
Municipal Contribution to New Assets	300,000	-	-		-		-	-	-	-
Canmore Capital Requisition										
Canmore Local Capital Replacement	205,500	330,600	335,500	340,600	345,700	350,900	356,100	361,500	366,900	372,400
Canmore / Banff Regional Capital Replacement	67,600	68,500	69,500	70,500	71,600	72,600	73,600	74,700	75,800	76,900
Commission Capital Replacement	136,200	128,900	130,500	132,100	133,800	135,500	137,200	139,000	140,700	142,500
Total Canmore Capital Requisition	409,300	528,000	535,500	543,200	551,100	559,000	566,900	575,200	583,400	591,800
Capital Projects										
Canmore New Capital Assets	(1,500,000)	-	-	-	-	-	-	-	-	-
Canmore Local Capital Replacement	(22,197)	(83,749)	(120,656)	(1,070,183)	(290,324)	(550,603)	(61,273)	(259,704)	(22,868)	-
Canmore / Banff Regional Capital Replacement	(38,570)	(86,987)	(46,235)	(2,500)	(8,390)	(350,471)	(48,918)	(2,500)	(2,500)	(2,500)
Commission Capital Replacement	(260,000)	(15,307)	(10,000)	(16,667)	(10,000)	(10,000)	(40,740)	(32,363)	-	(46,422)
Total Capital Projects	(1,820,767)	(186,043)	(176,890)	(1,089,349)	(308,713)	(911,074)	(150,931)	(294,567)	(25,368)	(48,922)
Closing Deferred Capital Contribution Balance	$ 1,430,852	$ 1,772,809	$ 2,131,419	$ 2,107,513	$ 2,349,899	$ 2,266,840	$ 2,682,808	$ 2,963,441	$ 3,521,473	$ 4,064,352

Bow Valley Regional Transit Services Commission
2025-2034 DRAFT Capital Budget

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ID9										
Opening Deferred Capital Contribution Balance	**$ 1,120,382**	**$ 1,267,098**	**$ 1,750,768**	**$ 2,246,895**	**$ 1,524,322**	**$ 1,922,869**	**$ 2,116,203**	**$ 2,507,184**	**$ 3,018,478**	**$ 2,992,516**
Anticipated Grant Funding	-	-	-	-	-	-	-	-	-	-
Parks Canada Capital Contribution	-	-	-	-	-	-	-	-	-	-
Maintenance & Replacement Contributions	**334,041**	**339,051**	**344,137**	**349,299**	**354,539**	**359,857**	**365,255**	**370,734**	**376,295**	**381,939**
ID#9 Capital Contribution	-	-	-	-	-	-	-	-	-	-
ID#9 Capital Requisition										
Lake Louise / Banff Regional Capital Replacement	30,566	31,025	31,490	31,962	32,442	32,928	33,422	33,924	34,433	34,949
Commission Capital Replacement	136,200	128,900	130,500	132,100	133,800	135,500	137,200	139,000	140,700	142,500
Total ID#9 Capital Requisition	**166,766**	**159,925**	**161,990**	**164,062**	**166,242**	**168,428**	**170,622**	**172,924**	**175,133**	**177,449**
Capital Projects										
LLB Regional Capital Expenditures	(94,091)	-	-	(1,219,268)	(112,233)	(324,951)	(104,157)	-	(577,388)	(120,907)
Commission Capital Replacement	(260,000)	(15,307)	(10,000)	(16,667)	(10,000)	(10,000)	(40,740)	(32,363)	-	(46,422)
Total Capital Projects	**(354,091)**	**(15,307)**	**(10,000)**	**(1,235,935)**	**(122,233)**	**(334,951)**	**(144,897)**	**(32,363)**	**(577,388)**	**(167,328)**
Closing Deferred Capital Contribution Balance	**$ 1,267,098**	**$ 1,750,768**	**$ 2,246,895**	**$ 1,524,322**	**$ 1,922,869**	**$ 2,116,203**	**$ 2,507,184**	**$ 3,018,478**	**$ 2,992,516**	**$ 3,384,576**

ALL PARTNERS										
Opening Deferred Capital Contribution Balance	$ 5,045,224	$ 5,935,103	$ 7,840,517	$ 9,622,596	$ 9,197,101	$ 11,197,290	$ 11,548,350	$ 13,570,240	$ 14,798,758	$ 16,721,574
Anticipated Grant Funding	5,040,000	-	-	522,243	-	269,014	-	-	-	-
Proposed Annual Contributions	4,938,307	2,406,276	2,441,027	2,476,262	2,512,381	2,548,785	2,585,577	2,623,357	2,661,327	2,699,988
Capital Projects	(9,088,428)	(500,862)	(658,948)	(3,424,000)	(512,192)	(2,466,739)	(563,688)	(1,394,839)	(738,511)	(280,172)
Remaining Unspent End of Year	**$ 5,935,103**	**$ 7,840,517**	**$ 9,622,596**	**$ 9,197,101**	**$ 11,197,290**	**$ 11,548,350**	**$ 13,570,240**	**$ 14,798,758**	**$ 16,721,574**	**$ 19,141,390**

Bow Valley Regional Transit Services Commission

New Service Level Requests

1. Banff Routes 1 and 2 additional hours
2. CB Regional additional mid-day service
3. Automatic Passenger Counter Upgrade
4. Canmore Route 12 Winter Service

New and Revised Positions:

5. Transit Dispatcher (.5 addition)
6. Accounting Administrator (PT in 2025 – FT in 2026)
7. General Maintenance Team Member(2026)

Bow Valley Regional Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: **Martin Bean**

Date of Request: **August 7, 2024**

Title of Initiative: **2025 Additional Seasonal Hours on Routes 1 and 2**

Objective:

Local routes in Banff are operating at capacity in the summer months and additional service hours are needed to reduce the number of overloads and eliminate minor gaps in service. Passenger satisfaction is affected by waiting for multiple buses at peak times of day.

Increase hours of existing summer service route blocks to accommodate passengers in expanding demand times. Overloads are being experienced at additional times of day, resulting in passengers regularly being left behind at bus stops and having to wait for one or more buses or arrange alternate transportation.

The service hour increase being recommended for 2025, and subsequent years adds a total of 5 hours per day over two routes for the summer service period. Currently the service on the two routes is listed below:

Route 1 – Banff Avenue North End to Gondola/Hot Springs/Rimrock

Currently budgeted for 4 buses to operate during the summer months, with 5 buses budgeted and approved to operate in 2025:

Bus 1A	6:00am – midnight	18 hours
Bus 1B	6:35am – 1130pm	17 hours
Bus 1C	9:40am – 8:40pm	11 hours
Bus 1D	10:48am – 7:48pm	9 hours
Bus 1E (new)	11:00am – 8:00pm	9 hours

Route 2 – Tunnel Mountain to Fairmont Banff Springs Hotel

Currently budgeted for 3 buses to operate in 2024 and 2025. 4th bus approved to be added to service in 2026:

Bus 2A	6:00am – Midnight	18 hours
Bus 2B	8:45am – 11:42pm	15 hours
Bus 2C	11:40am – 8:15pm	8.5 hours

Proposed Service Increase Details:

1-2025 NSL Route 1C Banff Avenue/Gondola	Increase by 2 Hours to allow for earlier morning start to reduce overloads. 0830 until 2130	Operating	Banff
1-2025 NSL Route 2B Tunnel Mtn/Banff Springs	Increase Hours by 1 hour to match winter service (0700 until 2300)	Operating	Banff
1-2025 NSL Route 2C Tunnel Mtn/Banff Springs	Increase by 2 hours to operate from 10:15 until 20:45	Operating	Banff

Administration Recommendation:

That the Commission move to endorse:

Adding a total of 5 service hours per day to routes 1 and 2 for summer 2025, with the intent of reducing overloads and increasing service reliability, subject to approval during Banff Council's budget process.

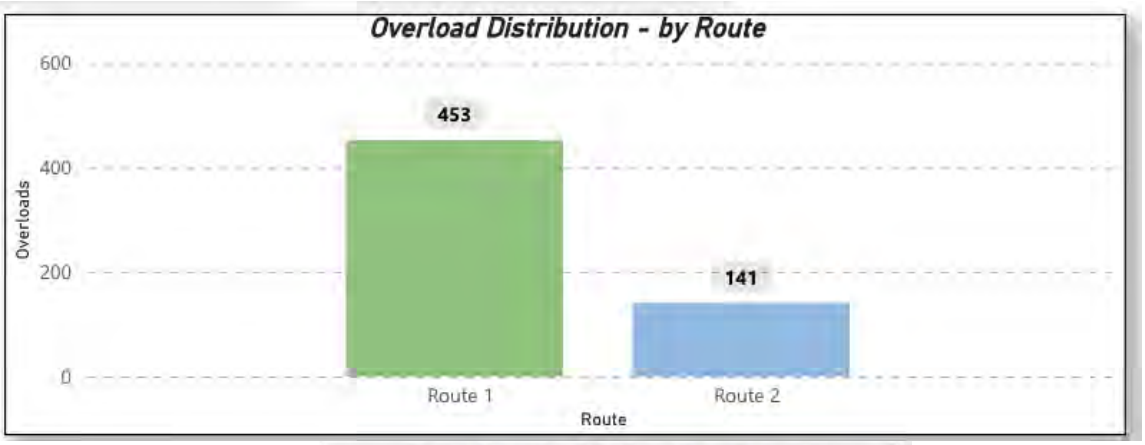
Summary:

- It is anticipated that ridership will continue to grow increase the capacity issue over the next few years. With this projection, it is predicted that additional hours during the expanding peaks will help alleviate the capacity issue and allow for further ridership increase. With the prior additions to service, ridership has grown at a phenomenal rate, and it is anticipated that ridership will continue to grow.

- Economic, environmental, and social benefits will be increased through visitors using the service, as well as residents moving between the communities for appointments, recreation, social interaction and educational opportunities.

- Overloads are common on Banff local service and have been encountered in both 2023 and 2024. In 2024, service was reduced by one bus due to a shortage of buses and minibuses were used to fill the shortfall and minimize overloads. The additional hours on both routes will help to spread out the volume.

Overload Report:
Overloads recorded on Banff local service from May 17th until July 29th 2024



Overloaded Trips by Route

Route	May	June	July	Total
Route 1	5.49%	9.11%	7.65%	**7.81%**
Route 2	0.94%	2.60%	3.57%	**2.65%**
Total	**3.33%**	**6.00%**	**5.69%**	**5.34%**

Bus Stop	Overloads
Banff Park Museum	77
Banff Gondola	69
Rimrock Resort Hotel	69
Elk Street Transit Hub	61
Banff High School Field	45
Downtown Caribou West	38
Downtown Wolf Street West	36
Mountain Ave	20
YWCA	19
Downtown Buffalo East	18
Moose Street	18
Tunnel Mountain Resort	18
Moose and Muskrat South	14
Total	**594**

The benefits of this additional service would be:

- More consistent coverage of service during driver break times
- Improved service during morning hours; increasing customer satisfaction
- Reduction of overloads during high demand hours

Cost to Implement:

- Marketing and advertising of additional service - $1,000
- Additional variable costs outlined in operating cost table.

Capital Cost:

- No capital cost implications as existing equipment will be used for this service addition

Ongoing Operational Cost per year:

Direct operating cost and revenue estimates are based on the 2025 BVRTSC Draft Operating Budget KPI. Revenue projections below are reduced from the current KPI based reduced passenger volume during the time required to build ridership.

ADDITIONAL SERVICE HOURS BANFF LOCAL - SUMMER 2025

2025 Increase	Route KPI (Direct Operating Cost)	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
Route 1C (2 Extra Hours)	$ 141.33	2	136	$ (24.40)	$ 31,805
Route 2B (1 Extra Hour)	$ 140.88	1	136	$ (19.90)	$ 16,453
Route 2C (2 Extra Hours)	$ 140.88	2	136	$ (19.90)	$ 32,907
				Revenue at 50%	
Total					**$ 81,165**

2026 Increase	Route KPI	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
Route 1C (2 Extra Hours)	$ 145.57	2	136	$ (37.69)	$ 29,343
Route 2B (1 Extra Hour)	$ 151.07	1	136	$ (27.92)	$ 16,748
Route 2C (2 Extra Hours)	$ 151.07	2	136	$ (27.92)	$ 33,497
				Revenue at 75%	
Total					**$ 79,589**

2024 Increase	Route KPI	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
Route 1C (2 Extra Hours)	$ 149.94	2	136	$ (38.82)	$ 30,225
Route 2B (1 Extra Hour)	$ 155.60	1	136	$ (28.88)	$ 17,234
Route 2C (2 Extra Hours)	$ 155.60	2	136	$ (28.88)	$ 34,468
				Revenue at 75%	
Total					**$ 81,926**

Resources Required to Implement:

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

Resources Required to Maintain:

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

Return on Investment:

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

Brand Standard Impact:

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

Option:

- Revise delivery date back to 2026

Estimated Delivery Date: February 2025

Commission Strategic Priority? Yes/No

Bow Valley Regional Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: **Martin Bean**

Date of Request: **August 7th, 2024**

Title of Initiative: 2-2025 NSL - Route 3 (CB Regional) Additional Service

Objective:

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

Roam currently operates 3 buses every day on a year-round basis: 2 full day and one operating a split shift between 6:30 am and 11am and 3pm to 7pm. This creates a gap during the middle of the day where only two buses are operating, and frequency is reduced. This increase in service hours will increase convenience for passengers and potentially entice more people to leave their vehicles at home and use transit.

Administration Recommendation:

That the Commission move to endorse:

Increasing service hours for the third bus on Route 3 seven days per week to fill in the current mid-day gap between approximately 11am and 3pm, beginning in February of 2025, subject to approval by both Banff and Canmore Councils.

Summary:

- Since implementing additional frequency in 2016, ridership has continued to grow at a substantial rate, with cost recovery on CB Regional being well above other services and well above CUTA stats for any transit agency.

- It is anticipated that ridership will continue to grow and create a capacity issue over the next few years. With this projection, it is predicted that the additional hours during the

day will help alleviate the capacity issue and allow for further ridership increase. With the prior additions to service, ridership has grown at a phenomenal rate, and it is anticipated that ridership will continue to grow.

- Economic, environmental, and social benefits will be increased through visitors using the service, as well as residents moving between the communities for appointments, recreation, social interaction and educational opportunities.

- Route 3 increased to 3 buses in early 2023 and has seen successful uptake in ridership since that increase. In Roam's previous service additions, ridership increases are seen as awareness of increased flexibility and frequency have been put in place.

- This increase will enable consistent service 7 days per week, with 3 buses operating throughout the day.

- The busiest month in 2015 was July and Route 3 averaged 298 passengers per day. With route expansion and growth, Route 3 in July of 2022 averaged 710 riders per day. **In the current year, July ridership on Route 3 averaged 1035 riders per day.**

	Route 3 (Canmore-Banff Regional)						
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22
January	5,499	10,642	23,255	23,255	25,792	10.91%	142.36%
February	5,781	10,492	21,303	21,303	25,415	19.30%	142.23%
March	7,951	12,770	23,824	23,824	27,059	13.58%	111.90%
April	5,507	12,028	23,622	23,622	26,296	11.32%	118.62%
May	6,850	15,148	26,946	26,946	28,087	4.23%	85.42%
June	9,321	19,058	30,304	30,304	30,702	1.31%	61.10%
July	12,330	22,015	31,836	29,913	29,806	-0.36%	
August	12,610	19,854	32,667	0	0	0.00%	
September	11,365	17,364	28,533	0	0	0.00%	
October	11,258	17,605	28,139	0	0	0.00%	
November	10,446	17,797	27,903	0	0	0.00%	
December	10,599	19,213	31,157	0	0	0.00%	
YTD	109,517	193,986	329,489	179,167	193,157	7.81%	-0.43%

Cost to Implement:

- Marketing and advertising of additional service - $1,000
- Revision of signage at all Route 3 bus stops - $2,000

Capital Cost:

- No capital cost implications as existing equipment will be used for this service addition.

Ongoing Operational Cost per year:

ADDITIONAL SERVICE HOURS CB REGIONAL 2025

2025 Increase	Route KPI (Direct Operating Cost)	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
Route 1C (2 Extra Hours)	$ 157.25	4	365	$ (50.06)	$ 156,497
				Revenue at 50%	
Total					**$ 156,497**
2026 Increase	**Route KPI**	**Hours of Service**	**Days of Service**	**Estimated Revenue Per Hour**	**Total Cost**
Route 1C (2 Extra Hours)	$ 161.97	4	365	$ (51.56)	$ 161,199
				Revenue at 50%	
Total					**$ 161,199**
2027 Increase	**Route KPI**	**Hours of Service**	**Days of Service**	**Estimated Revenue Per Hour**	**Total Cost**
Route 1C (2 Extra Hours)	$ 166.83	4	365	$ (74.00)	$ 135,532
				Revenue at 70%	
Total					**$ 135,532**

Revenue projections in the above table reflect 50% of current revenue KPI in year 1 and 2 and up to 70% in year 3.

Resources Required to Implement:

- Website changes and schedule change implementation.
- Additional driver hour scheduling
- Additional maintenance based on extra service

Resources Required to Maintain:

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

Return on Investment:

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

Brand Standard Impact:

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

Option:

- Revise delivery date back to 2026

Estimated Delivery Date: February 2025

Commission Strategic Priority? Yes/No

Bow Valley Regional Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: **Steve Nelson**

Date of Request: **August 14, 2024**

Title of Initiative: **3-2025 NSL - Automatic Passenger Counting System Replacement**

Objective:

Automatic Passenger Counting systems (APC) include sensors installed above transit bus doors to accurately count passengers boarding and alighting the bus. In addition to passenger counts, the bus's GPS coordinates, date, time, route, and trip are matched to the collected data and allows for rich insight into various ridership related data. These data can include live bus loads, daily boarding totals, bus stop specific boardings, bus loads between specific locations, etc..

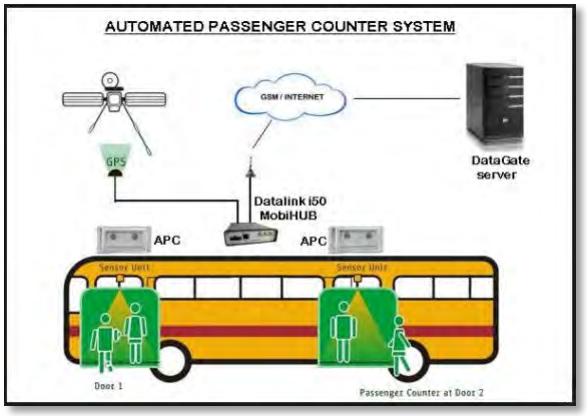
Roam has had an APC system installed on our buses with limited success due to the complex and dated nature of the system. Roam is recommending that a replacement APC system be purchased and installed in all Roam buses in 2025.

Administration Recommendation:

That the Commission move to authorize administration to replace the current Automatic Passenger Counter system in 2025 as an extension of our current real time bus location provider's service.

Description:

Currently ridership stats are collected using a combination of smart farebox counts and bus drivers manually recording boardings using tablets on buses without smart fareboxes installed. The data collected is retrieved each night and added to Roam's ridership data reporting system every Monday morning. There are some limitations regarding the data that can be reported using farebox and tablet data, and only boarding data is recorded. No alighting data (passengers disembarking a bus) are recorded.



APC systems on the other hand use sensors above each door along with GPS location and system information to record boardings *and* alightings, and this data is joined to system schedule data. This joining allows the data to be associated to a specific route, date, time, stop, and trip. Most APC systems also allow for further data insight including bus loads at any location along a route. As well, most APC systems now also offer live bus load tracking, which can help with identifying real time overload issues and allow Dispatchers to assign additional service where needed.

APC vendors promote a very high level of accuracy of +99%. Our farebox and tablet-based ridership data collection is subject to inaccuracy as it relies on human data entry.

Roam has experienced challenges with the current APC system in place. The challenges range from difficult to use reporting systems, complications with integrating APC data with bus schedule/blocking information and complicated server integration between these same two systems. By migrating to a new APC system as part of our current service agreement with our successful and recently installed real time bus location system, Roam is extremely confident that this would result in a fully functioning and robust APC system.

If this service level request is approved, installation would be arranged for early 2025.

Implications:

- More accurate ridership statistics for all routes and services. Including boarding AND alighting information, as well as bus load reporting.
- Realtime bus load reporting would enable real time service response.

Cost to Implement:

The expected cost of a full APC system replacement and implementation for Roam would be approximately $4K per bus (42 buses in 2025).

Total Estimated: $168,000

Ongoing Operational Cost per year:

Annual operating fees are estimated at $8,600.

Moving to a new APC system would remove the need for the current APC and related systems in place, resulting in some reduced yearly operating fees. These annual operating contracts are approximately $45,000 per year.

Resources Required to Implement:

- Coordinating bus availability for vendor to complete installations and configuration.
- Training for Roam staff.

Resources Required to Maintain:

- System to be monitored by current Roam staff.
- Vendor support contract for annual software license and maintenance.

Return on Investment:

Currently there are 3 different service providers involved in our APC system. Implementing a more current APC technology would allow for consolidation of services reducing our overall annual APC related service expenses by ~$35,000.

Brand Standard Impact:

No impact to Brand Standard

Estimated Delivery Date: April 2025
Commission Strategic Priority? Yes/No

Bow Valley Regional Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: **Martin Bean**

Date of Request: **August 7th, 2024**

Title of Initiative: 4-2025 NSL – Route 12 Winter Service

Objective:

In collaboration with Alberta Parks, the Town of Canmore has funded a 3-year pilot operated by Roam Transit to provide service through the Town of Canmore to Grassi Lakes, with stops at Quarry Lake and the Canmore Nordic Centre. With a bus purchased to provide service on this route and spare capacity, Canmore will have the ability to enhance local service by modifying this route for the winter months and expanding service to be year-round.

Canmore local service has grown significantly since its inception and service increases are necessary to continue that growth and attract residents and visitors. The proposed enhancements can be put into effect in either late 2025 or at the beginning of 2026 as the vehicles needed will be in place.

Administration Recommendation:

That the Commission move to endorse:

> **The implementation of service to supplement the Route 12 summer transit offering to make it a year-round modified route, beginning in October of 2025, subject to approval during Canmore Council's budgeting process.**

Summary:

The Hargroup study of 2014 commissioned by the BVRTSC identified the service parameters that would further meet the needs of residents and encourage further use of Regional Roam. The study shows frequency and more bus stops throughout Canmore were the most desired service enhancements to gain potential ridership. This service addition meets both of those targets.

Influences	% of Respondents		
	Total (n=263)	Banff (n=87)	Canmore (n=176)
More frequent service (more than every hour)	49	43	52
Bus service ending later in the evening	47	45	48
More bus stops throughout Banff/Canmore	41	40	42
If it was cheaper to take the Roam regional transit compared to driving a personal vehicle	35	37	34
Bus service starting earlier in the morning	14	14	14
If there was a charge for parking at my destination	5	7	5
Seats were always available when using the Roam regional transit	2	3	1
I would not start using Roam regional transit (more often)	6	11	4
Other	7	8	6

Since this study, Canmore local service has been implemented and continues to grow and services the majority of the community. There are gaps in service areas that having Route 12 operate through the winter months would fill. These areas include Palliser, Spring Creek and Bow Valley Trail, including the Canmore Hospital.

Proposed:

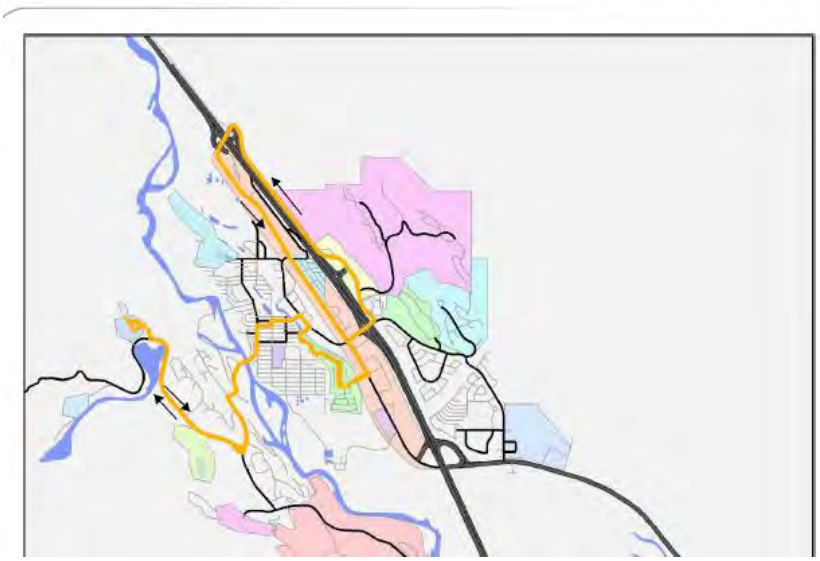
- Begin Route 12 Winter service to include Downtown, Palliser Trail Area, Bow Valley Trail and Spring Creek Mountain Village.

- Service would initially begin for 9 hours per day, similar to the hours offered on the summer pilot. The possibility of service hour expansion would be considered in future years, based on the success of the route.

  From Dillon report:

  The summer route variation is anticipated to operate from May and September, while the winter route variation will operate for the remainder of the year. It is recommended that ridership on this route is monitored during the winter months to establish if maintaining the stop at the Nordic Centre and Quarry Lake is beneficial during the winter months, or if the service hours would be better utilized by following the recommended evening route variation (short-turning the route at the downtown terminal to improve frequency to Spring Creek Mountain Village and along Palliser Trail and Bow Valley Trail.

  Suggested potential routing from Dillon report:



- Service details and exact routing would be determined in discussion with Canmore Administration and finalized prior to the summer of 2025 to allow ample time for communication and awareness of the service addition. Service possibilities would include either Canmore Nordic Centre routing or focusing on a more frequent service connecting areas within the townsite of Canmore.

Implications:

- Serving Route areas that are not currently served for residents in the winter months, including Palliser Trail, Bow Valley Trail and Spring Creek Mountain Village. This route would provide access to the hospital and various business along Bow Valley Trail and within Spring Creek Village, as well as connecting residences on Palliser Trail with Downtown.

- Service enhancements being provided that meet the growing needs of workers, residents, and visitors in traveling within and between communities.

- Added transfer and travel options to other areas of Canmore and to Banff by having multiple shared stops with Routes 3, 5T and 5C.

- Further meeting the goals of livable communities in enabling access to more community programs, entertainment and reducing the dependence on automobiles.

- Increased transportation opportunity and customer satisfaction.

Business Plan/Budget Implications:

Operating:

Proposed Winter Service Route 12

2025 Increase	Cost Per Service Hour (Gross)	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
Sept. 29 - Dec. 31, 2025	$ 165.93	9	94	$ -	$ 140,377
Total					**$ 140,377**

2026 Increase	Cost Per Service Hour (Gross)	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
January 1 - May 14, 2026	$ 173.97	9	134	$ -	$ 209,808
Oct. 5 - Dec 31, 2026	$ 173.97	9	88	$ -	$ 137,784
Total					**$ 347,592**

2027 Increase	Cost Per Service Hour (Gross)	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
January 1 - May 20, 2027	$ 178.48	9	140	$ -	$ 224,885
Oct. 4 - Dec. 31, 2027	$ 178.48	9	89	$ -	$ 142,962
Total					**$ 367,847**

Cost to Implement:

- Marketing and advertising of additional service - $2,000
- Revision of signage at all Route 5 and some Route 12 bus stops - $3,000

Capital Cost:

- No capital cost implications as existing equipment will be used for this service addition.

Resources Required to Implement:

- Website changes and schedule change implementation.
- Additional driver hour scheduling
- Additional maintenance based on extra service

Resources Required to Maintain:

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

Return on Investment:

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

- Increased year-round transit service improves employee attraction and retention.

Brand Standard Impact:

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

Risks:

- Lower than estimated ridership
- Financial risk associated with a new service addition

Option:

- Revise delivery date back to January 2026
- Direct administration to return with alternative options for enhancing service.

Estimated Delivery Date: October 2025

Commission Strategic Priority? Yes/No

Bow Valley Regional Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: **Steve Nelson**

Date of Request: **August 14, 2024**

Title of Initiative: **5-2025 NSL - Transit Dispatcher (1 Position)**

Objective:

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

This New Service Level Request is for an additional full time Dispatch Coordinator position to increase the number of employees in this position from 3.5 to 4 FTEs.

Administration Recommendation:

That the Commission approve the increase of a .5 FTE as outlined to supplement the current operations team.

Summary:

Roam Transit Dispatchers work a schedule of 4 days on and 3 days off, working 10-hour shifts in a demanding work environment. Balancing the needs for service with available rolling stock, handing sometimes complex and even emergency situations. During their workdays, dispatchers also rotate being on call during evening and night hours. Currently Roam has a .5 position in dispatch to provide additional support for vacation, sick time and bus replacement

An increase from 3.5 to 4 FTE Dispatchers, Roam would be able to institute two daily shifts to allow for expanded daily support coverage, more focused driver scheduling, and reduce the number of times that staff are not able to leave the office on time.

Roam has up to 22 buses on the road daily, with service continuing on all routes into the late evening. In winter months, less buses are on the road daily; however, dispatch requirements remain the same due to driver support needed for vehicle, weather and road conditions.

An additional Dispatcher FTE would allow for extending Dispatch coverage from 10.5 hours of daily in-office coverage (07:00 to 17:30) to 14.5 hours of daily in-office coverage (06:00 to 20:30). By extending the in-office coverage, the daily number of on-call hours where dispatch is therefore reduced from 13.5 to 9.5, reducing the likelihood of issues to solve outside of office hours.

# FTE Dispatchers	Timeline	Peak # of FT Drivers	# of Buses
0-1	2014 - 2018	~20	10
2	2018 - 2021	~40	24
3	2022 - 2024	~70	31
Current ask for 4th	2025 - Onwards	~90+	42

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

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

Summary:

- Roam Dispatchers provide driver/service operational support seven days a week supporting up to 31 buses and 70+ drivers each day in 2024. 2025 Roam Dispatchers will be expected to support 42 buses with up to 90 drivers.

- Additional coverage is required to allow for adequate support for in-service drivers while also coordinating service needs for the upcoming service days.

- Dispatchers are a first point of contact for buses in-service as well as buses being repaired by Fleet Services which requires additional coordination of service requirements and available buses.

- Employee retention and satisfaction require an adequate amount of time away from the office and work-related cell phone calls. This has become extremely difficult to achieve given the current operational volumes.

Cost to Implement:

Recruitment $500
Computer/Phone $3,000

Total: $3,500

Ongoing Operational Cost per year:

Salary (Additional .5 Amount):	$38,000
Benefits:	$12,000
IT/Computer/Phone:	$800
Mileage:	N/A
Total:	**$50,800**

Resources Required to Implement:

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

Resources Required to Maintain:

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

Return on Investment:

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

Brand Standard Impact:

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

Estimated Delivery Date: January 2025
Commission Strategic Priority? Yes/No

Bow Valley Regional Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: **Melanie Booth**

Date of Request: **August 6, 2024**

Title of Initiative: **6-2025 NSL - Accounting Administrator**

Objective:

BVRTSC continues to grow in service hours, staffing levels, revenues and volume of accounting transactions.

Currently all accounting administration is performed by the Acounting Generalist. This includes all payables/receivables/revenue recording for all ticket sales avenues/bank and credit card reconciliations, cheque runs and payroll. Increasing volume in all financial areas requires significant assistance to ensure completion of duties, and this has negatively impacted the ability of the Director of Finance to complete required reporting, budgeting and financial analysis.

Several initiatives have been implemented in 2024 to alleviate workload. These include:

- Hiring an HR and Benefits Specialist to assist with recruiting, benefits and general HR.
- Implementing a regular customer service shift in the main office to manage email/phone calls and assist with visitor's centre daily sales reconciliations and credit card refunds.
- The HR and Benefits Specialist was intended to help with payroll, which would have increased the resources in the accounting team. Recruiting challenges in the Bow Valley necessitated the primary focus of this role to remain on HR and Benefits, therefore the payroll function is still short staffed.

The current accounting and finance team consists of just the Accounting Generalist and the Director of Finance, creating challenges for overlap, vacation, and sick time. Both roles are overloaded and behind in task completion.

Increased resources in the finance team would allow for support and redundancy for regular tasks, including cheque runs, performing payroll, checking payroll etc. Separation of duties is also an issue with such a small team. Separation of duties is important to ensure that there is oversight to catch errors, and to help prevent fraud.

Adding an Accounting Administrator is necessary to complete the tasks associated with completing necessary tasks and ensuring financial duties are completed effectively and

accurately. Roam's finance department is at capacity for workload; this position will allow for increased partner reporting and financial modeling.

Administration is proposing 60% role to be implemented in early 2025, transitioning to full-time in 2026.

Administration Recommendation:

That the Commission move to approve the hiring of a part time Accounting Administrator in 2025, with the position becoming full time in 2026.

Description:

- Accounting Administrator :
  - Entering accounts payable invoices
  - Entering credit card expenses
  - Entering daily/weekly sales for all ticket purchase avenues.
  - Managing the QuickBooks banking feed for all reconcilable accounts
  - Weekly/bi-weekly brinks cash deposit preparation
  - Weekly cash cheque deposits for Visitors Centre sales and receivables
  - Assisting with volume and management of emails and correspondence to the main accounting email address.

Cost to Implement:
Recruitment $500
Computer/Phone $3,000
Total: $3,500

Ongoing Operational Cost per year:

	2025	2026
Hours per week	21	35
Approx hourly rate	$ 35.00	$ 36.75
Wage costs	$ 38,220	$ 66,885
PT benefits/staffing costs*	$ 8,026	
FT benefits/staffing costs*		$ 17,390
Total operating costs	**$ 46,246**	**$ 84,275**
* includes benefits, CPP, EI, WCB, vacation % and sick %		

Resources Required to Implement:

Supervision by the Director of Finance and Administration
Existing office space can be utilized within BVRTSC administration office (Banff or Canmore).

Options:

- Increase outsourcing of accounting data entry functions.
- Approve a full-time position in 2025 with the intent of proactively increasing financial support immediately.

Return on Investment:

Achieving accurate financial data in a timely manner to meet the needs of partners and members.

Employee satisfaction and retention through ensuring work/life balance.

Brand Standard Impact:

Positive Brand Standard impact by providing an appropriate level of resources to allow for segregation of duties and to ensure that current staff are not overworked and burned out.

Estimated Delivery Date: January 2025
Commission Strategic Priority? Yes/No

Bow Valley Regional Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: **Melanie Booth**

Date of Request: **August 6, 2024**

Title of Initiative: 7-2025 General Maintenance Team Member

Objective:

As the BVRTSC continues to grow in service hours, facilities and vehicles, significant needs become more prevalent to ensure safe and well-maintained facilities.

Roam Transit operates from the following locations and facilities, in which BVRTSC staff are responsible for providing minor maintenance and general upkeep:

- 221 Beaver Street, Banff - Roam Administrative office
- 111 Hawk Ave, Banff - Operations and Training Centre
- Protective Services Building office and bus storage in Canmore
- 115 Boulder Cresent, Canmore - Bus storage garage,
- Canmore and Banff staff accommodation
- Bus stop signage and vending machines

Locations contain machinery and equipment such as farebox safes, wash bay equipment, general office and staff accommodation furniture, storage equipment, cleaning equipment and tools to service and maintain. commercial office setting, a staff accommodation setting, and an industrial/operations storage facility.

Administration Recommendation:

That the Commission approve a new full time General Maintenance Team Member for 2026 as outlined to ensure facilities and minor vehicle maintenance is completed in a timely and efficient manner.

Summary:

Building/Facility Maintenance - General maintenance at the Roam Training and Storage Facility on Hawk Ave currently defaults to the Manager of Operations who either contracts out and manages the repairs or delays non-essential items. Roam does not have anyone specifically assigned to take care of general/minor maintenance at our facilities. (The Town of Banff and Town of Canmore do look after major structural issues regarding their owned buildings). Contractor management is expensive and not efficient or timely in some areas, as it reduces time available for administration to focus on their job description tasks. Roam staff currently do not have the skills or resources to maintain these facilities properly.

Minor Vehicle/Equipment Maintenance – Roam currently has a fleet of 32 buses, increasing by an additional 9 buses prior to the summer of 2025. Minor repairs on both revenue and non-revenue vehicles could be more efficiently completed by an in-house staff member than sending to Town of Banff or outside contractors such as Mountain Men Mechanics.

Preventive maintenance will increase uptime and save money in the long run. Utilizing an internal individual with the appropriate skill base will also free up the mechanics time to focus on fixing mechanical bus issues.

For the 2025 budget Administration has included some general repairs and maintenance contract dollars in the transit storage building, staff accommodation, and infrastructure maintenance line items. Totalling approximately $30,000 for the year. This would progress to an internal full-time role in 2026.

Description:

- General maintenance
  - Repairs and maintenance of existing Roam facilities
  - Preventative maintenance on equipment and machinery
  - Repairs on equipment that does not require specialized knowledge
  - Minor repairs on non-revenue vehicles
  - Minor repairs on buses that do not require the skills or time of a heavy-duty mechanic

Cost to Implement:
Recruitment $500
Computer/Phone $3,000
Total: $3,500

Ongoing Operational Cost per year:

Salary:	$85,000
Benefits:	$17,760
IT/Computer/Phone:	$1200
Mileage:	N/A
Total:	**$92,960**

Resources Required to Implement:

Supervision by the Director of Service Delivery.
Existing office space can be utilized within BVRTSC administration office (Banff or Canmore).
Most tasks would not require office space, so just access to a floater desk would be necessary.

Options:

- Hire position for 2025 instead of 2026 and remove the $30,000 for contracted maintenance from budget.
- Increase outsourcing and management of general maintenance functions.

Return on Investment:

Appropriately maintaining our assets so that they meet the need of the organization and allow us to grow and move forward.

Brand Standard Impact:

Positive Brand Standard impact through working facilities, machinery, equipment to allow us to meet our service needs.

Estimated Delivery Date: January 2026
Commission Strategic Priority? Yes/No