


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

111 Hawk Avenue and MS Teams

AGENDA

November 13, 2024 2:00-4:00pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the October 30, 2024 Regular Meeting Minutes (attached)
 - Approval of the October 30, 2024 Annual Organizational 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) Appointment of Chair and Vice Chair of the BVRTSC for 2024/25 (Request for Decision)
 - b) Presentation of Q3 Results (Request for Decision)
 - c) Board Self-Assessment Options (Request for Decision)
 - d) BVRTSC Operating Bylaw Review (Request for Decision)
 - e) Presentation of Dillon Fare Report (For Information Only)
6. Next Regular Meeting – Wednesday December 11th, 2024 2- 4pm

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

October 30th, 2024 2:00-4:00pm

BOARD MEMBERS PRESENT

Dave Schebek, ID9 (Chair)
Grant Canning (Vice Chair), Town of Banff
Tanya Foubert, Town of Canmore
Alex Parkinson, ID9
Sean Krausert, Town of Canmore (Virtual)

BOARD MEMBERS ABSENT

Barb Pelham, Town of Banff

BVRTSC ADMINISTRATION PRESENT

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

ADMINISTRATION PRESENT

Daniella Rubeling, Parks Canada
Danielle Duffy, ID9 (Virtual)
Therese Rogers, Town of Canmore (Virtual)

ADMINISTRATION ABSENT

PUBLIC PRESENT

Greg Colgan - Rocky Mountain Outlook

1. Call to Order

Dave Schebek calls the meeting to order at 2:04pm

2. Approval of the Agenda

BVRTSC24-57 Dave Schebek moves to accept the agenda as presented.

CARRIED UNANIMOUSLY

3. Minutes

- Approval of the September 11th, 2024 Regular Meeting Minutes (attached)

BVRTSC24-58 Dave Schebek moves to accept 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)

5. New Business

- a) Credit card limit increase (Request for Decision)

BVRTSC24-59 Dave Schebek moves to approve a company credit card limit increase for Martin Bean from \$15,000 to \$25,000.

CARRIED UNANIMOUSLY

BVRTSC24-60 Grant Canning moves to approve a temporary RBC global credit limit increase from \$45,000 to \$90,000 to allow for the switch over to the RBC Commercial Credit Card Program.

CARRIED UNANIMOUSLY

- b) Presentation of Final Operating (2025-27) and Capital (2025-2034) Budgets (Request for Decision)

BVRTSC24-61 Grant Canning moves to approve the Final 2025– 2027 BVRTSC Operating Budget as presented

CARRIED UNANIMOUSLY

BVRTSC24-61 Dave Schebek moves to approve the Final 2025 – 2034 BVRTSC Capital Budget as presented/amended.

CARRIED UNANIMOUSLY

6. Next Regular Meeting – Wednesday November 13th 2024 2- 4pm

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

7. Adjournment

BVRTSC24-62 Dave Schebek moves to adjourn the meeting at 2:30pm.

CARRIED UNANIMOUSLY

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

111 Hawk Avenue and MS Teams

MINUTES

October 30th, 2024 – Approximately 3:30 pm (Immediately Following Regular Meeting)

1. Call to Order

Meeting called to order at 2:30PM

2. Approval of the Agenda

BVRTSC24-63 Dave Schebek moves to accept the Agenda as presented.

CARRIED UNANIMOUSLY

3. Motion to adopt the Proposed 2025 Operating & Capital Budgets (*see October 30th, 2024 Regular Meeting Package*)

BVRTSC24-64 Dave Schebek moves to adopt the 2025-2027 Operating, and the 2025-2034 Capital Budgets as approved during the October 30th, 2024 Regular Commission meeting.

CARRIED UNANIMOUSLY

4. Appointment of Avail Chartered Accountants for Audit of 2023 Financials

BVRTSC24-65 Grant Canning moves to accept Avail Chartered Accountants as the Chartered Accountants for the BVRTSC 2024 financial audit.

CARRIED UNANIMOUSLY

5. In Camera Session – Strategic Plan Amendment Finalization

BVRTSC24-66 Dave Schebek moves to go In Camera with Board members and Administration and Parks Canada Partners at 2:34pm.

CARRIED UNANIMOUSLY

BVRTSC24-67 Dave Schebek moves to come Out of Camera at 2:44pm.

CARRIED UNANIMOUSLY

6. Approval of the 2025-2028 Strategic Plan

BVRTSC24-68 Dave Schebek moves to approve the 2025-2028 BVRTSC Strategic Plan as amended.

CARRIED UNANIMOUSLY

7. Setting Dates and Location of Meetings until the 2025 AOM

BVRTSC24-70 Dave Schebek moves that, until the end of October 2025, the Commission will continue with regular meetings on the 2nd Wednesday of each month at 2pm at 111 Hawk Avenue, with a MS Teams option to be available.

CARRIED UNANIMOUSLY

8. Strategic Plan Items:

- Gov 4 “As a standard item on AGM agenda, offer to review wording and content of Operating Bylaw.”

Ask that motion recommendations are brought back by Administration for next meeting.

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

Ask that motion recommendations are brought back by Administration for next meeting.

9. Adjournment

BVRTSC24-71 Dave Schebek moves to adjourn the meeting at 3:01pm.

CARRIED UNANIMOUSLY

CEO REPORT



November 2024

Financial:

- Interview with CUTA Small Systems Committee Chair Wade Coombs (Director of Strathcona County Transit) sheds light on some of the challenges and opportunities for small to mid-size transit agencies in the coming years:
<https://cutaactu.ca/navigating-the-future-of-transit-for-small-systems-interview-with-wade-coombs/>
- Parks Canada is finalizing the repairs on their fuel pumps, with full completion anticipated by the end of November. In the interim, they are arranging for a temporary fuel tank to be on-site, eliminating the need for Roam to fuel at a higher cost at the Co-op station.

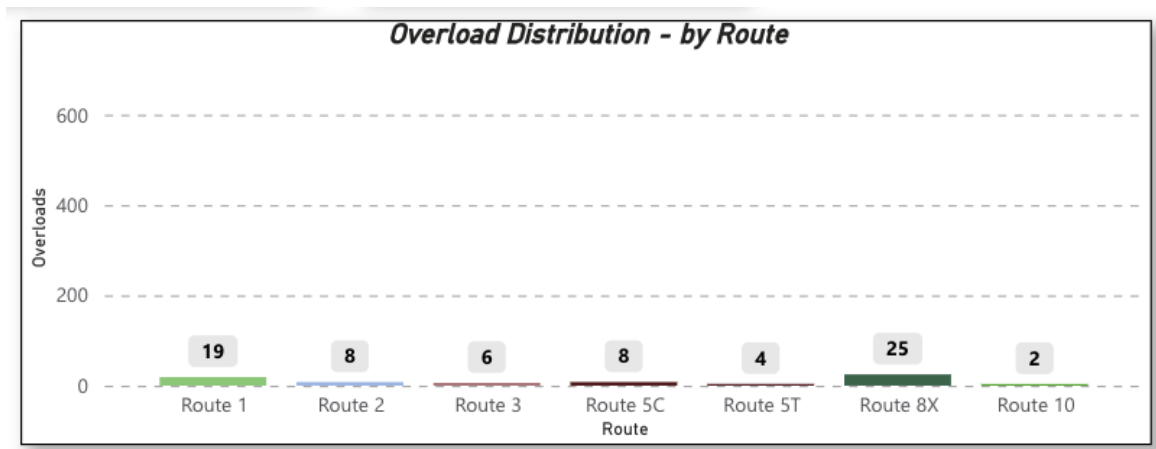
Transit Service Updates:

- Two new Program/Best Practices will be rolled out internally, with public communication to follow shortly.
 - Bear Spray Best Practice will be communicated via social media and on the Roam web site, encouraging people to contain their bear spray inside back packs/bags whenever possible, as well as to ensure that the safety clip is securely in place.
 - Dusk till dawn “Request a Stop” program will be communicated soon offering *safe stops* between official Roam bus stops. This is a fairly common program throughout the public transit industry – if a passenger feels safer getting off the bus at a point between two regular bus stops, they can speak with the driver and make a request.
- MCI buses have begun to arrive. Bus #1 of three has been wrapped and minor items have been repaired following our pre-delivery inspection process. Buses 2 and 3 are expected to arrive over the next two weeks. Wraps have been designed and are looking great – Fall Grizzly, Winter Cougar, and our first Wolverine bus.
- A section of 10th Street in downtown Canmore will be closed for two weeks, starting in mid-November to allow for continued development on a construction project. This will create the need for Route 5T to be detoured onto 7th Avenue during this period, with a temporary stop being put in place to assure close proximity to the 9th Street transit hub.
- The Town of Canmore have been busy with bus stop improvements over 2024, with 10 shelters being installed this year and 6 more scheduled for the Spring of 2025, In addition, a number of concrete pads and benches have been installed throughout the network.
- OnIt service from Calgary to the Bow Valley has finished for the season, and final billing and analysis is being completed. OnIt ridership numbers were down significantly from previous

years, despite similar marketing strategies being deployed. A total of 31,171 riders used the OnIt service to Banff and Canmore over the summer months, as compared to 42,745 in 2023 (-27%). The OnIt Lake Louise direct service carried 3,315 riders between May and mid-September, and the OnIt Moraine Lake direct service carried 1,791 riders between mid-September and Thanksgiving – both in their first year of operation so no comparative data.

- One of the 2 leased Ford minibuses will be returning to the Dealership as the Lease expires at the end of November. The last of the 2 buses will be returned at the end of December. The two buses served Roam quite well over the past 6-7 months and allowed for additional ‘overload’ services on various routes throughout the busy summer and fall months.

October Overload Chart:



General/Health and Safety

Once again, Roam has been voted *Best of the Bow 2024* by the readers of the *Rocky Mountain Outlook*!

In Banff, we’re honored to have won:

- Best Bus Tour / Transportation Company
- Best Use of Tax Dollars

In Canmore, we’re thrilled to have been recognized for:

- Best Bus Tour / Transportation Company
- Best Use of Tax Dollars
- Best Environmental Program



Upcoming events:

- November 15th - Roam will participate in the Lake Louise Low Down Community Resources Info Fair—a wonderful opportunity for new residents to get familiar with the area and for us to showcase how Roam can help them travel throughout the Bow Valley community!
- November 16th - Roam will serve as a warming bus at the Santa Claus Celebration of Lights. Events like these are a fantastic way to showcase our electric vehicles to both the local community and visitors. They also give people a chance to connect with our Drivers and Customer Experience team, ask questions, and enjoy a warm place to gather during the festivities.

Operations:

- Bus Parking Challenge:

Roam's increase in fleet size (by 3 MCIs and 2 minibuses currently, plus 6 additional buses in spring) into an already limited overall space where inside storage is maximized, and outside storage will be fully utilized, but where buses must be accessible and functional.

- Operations, with the input from the Wash Crew Lead is developing a winter plan which identifies commonly used / priority buses and working fleet and maximizes interior parking and accessible exterior parking or storage. Such factors as power accessibility and long term out of service bus locations will be considered.
 - The parking plan will utilize the 115 Boulder garage and the Protective Services building in Canmore and the covered and uncovered exterior space at 111 Hawk.
- Proterra Bus Chargers:

The original two chargers supplied by Proterra are not being supported by anyone going forward and currently online monitoring of these chargers is not possible. Borg-Warner, the charger manufacturer, is scheduled to be on site in December to analyze the chargers and dispensers to determine what changes will be necessary for ongoing support.

Training:

- Our winter training session was a success! We answered many questions from new drivers who were anxious about handling winter conditions and equipped them with tools to help them succeed. Drivers also had the opportunity to provide feedback and contributed valuable suggestions, like using the Lake Louise kiosk to store extra winter supplies.
- The Winter Refresher is scheduled for five days at the end of the month. During this session, we'll review key policies, practice emergency evacuation procedures, and introduce drivers to the new MCI bus. This refresher will help ensure that all drivers are prepared and confident as we head into the winter season.
- Looking ahead, the 2025 training planning meeting is set for later this month to prepare for the new training season starting early next year. No rest for the training team!
- Some of the considerations for the upcoming training meeting are:
 - Timing and length of training
 - Continuation of training into May and June, made possible with additional fleet. This would reduce the challenge of having an overabundance of drivers in the early part of summer with not enough work, while maintaining adequate numbers for the full summer
 - Including summer seasonal routes in training during the operating season (for example, Tunnel Mtn Campground 1 specific training)

Safety:

- Field supervisors are conducting bus inventories, adding equipment recommended following a recent Health and Safety meeting, and ensuring all buses are prepared for winter roads. In addition, we're developing new guidelines, policies, and programs, often inspired by feedback from staff or requests from partners. Fall is an ideal time for

this work, as issues that surfaced over the summer can be addressed, refined through the winter, and finalized before the next busy season.

- One example of a program is the Request a Stop Program. This initiative allows solo passengers traveling at night to request a stop along the route that isn't an official bus stop, reducing their walking distance and enhancing safety. This program was developed based on a driver's suggestion to support passenger safety.

Bow Valley *R*egional Transit Services Commission



BRING FORWARD LIST

BRING FORWARD LIST OF ITEMS PENDING (as of November 2024)

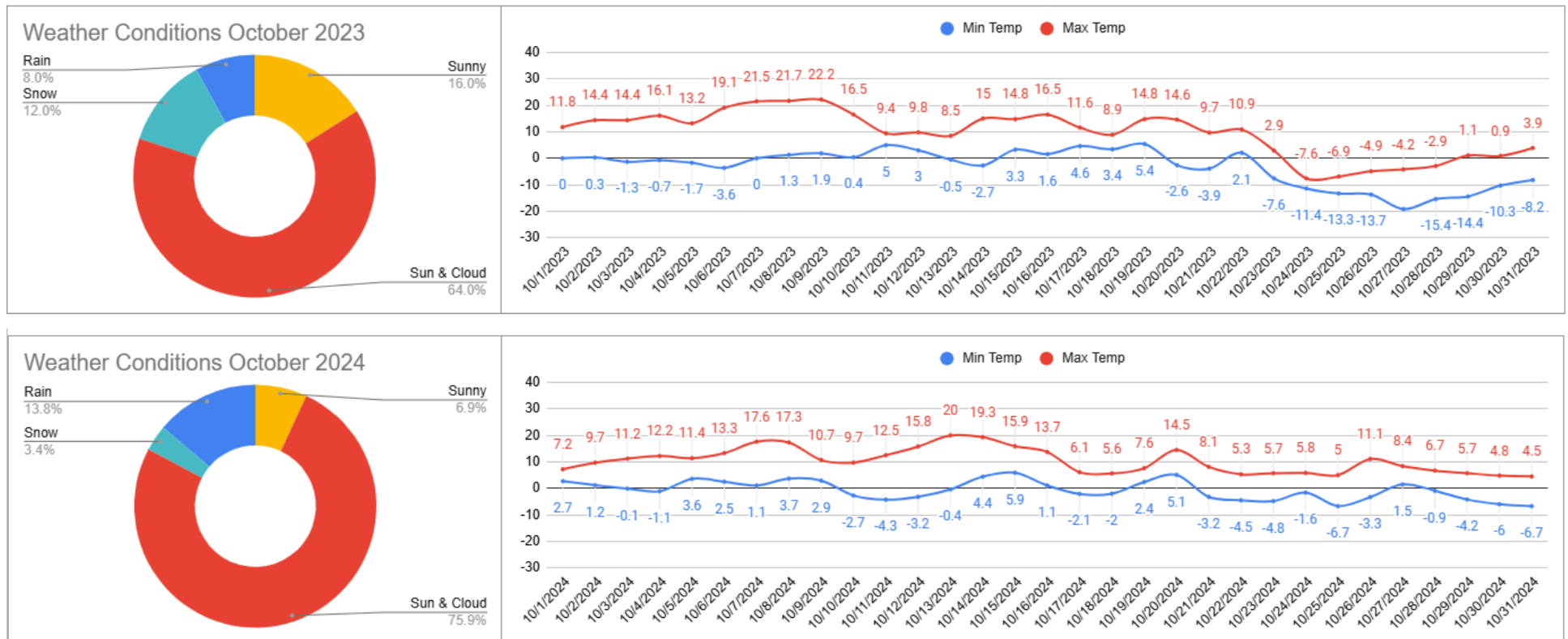
ITEM	Date Initiated	Pending Date	Responsible for Completion	Comments:
<p>BVRTSC23-065 Joanna McCallum moves to hire a consultant to conduct a study based on ridership and projected growth to map out the network-wide fleet associated operational and infrastructure requirements for the next 10 years, as well as the anticipated associated budget, to be funded through capital reserves to a maximum of \$50,000 to be brought back by Q3 2024.</p> <p style="text-align: center;">CARRIED UNANIMOUSLY</p>	Oct 18 th , 2023	Dec. 2024	Martin/Steve	Study is currently being completed by Dillon Consulting and will be presented at the December 11th Board Meeting
<p>BVRTSC24-51 Tanya Foubert moves 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.</p> <p style="text-align: center;">CARRIED UNANIMOUSLY</p>	Sept. 11, 2024	Q2 2025	Steve	
<p>BVRTSC24-53 Barb Pelham moves that the Commission approve the hiring of a new full time Maintenance Program Manager for 2025 as outlined to coordinate maintenance planning, communicate with the Town of Banff Maintenance Manager, and facilitate savings through efficiencies gained.</p> <p style="text-align: center;">CARRIED UNANIMOUSLY</p>	Sept. 11, 2024	Q1 2025	Martin	

Bow Valley Regional Transit Services Commission Ridership Statistics



Month	Type	Banff Local	Canmore Local	Canmore-Banff Regional	Lake Louise - Banff Regional
October 2024	Ridership	105,773	30,044	27,917	16,962
	Bikes	195	687	856	33
	Winter Sports	0	70	0	0
	Strollers	200	204	72	43
	Mobility Devices	11	14	1	1

Route	Monthly Ridership Change 2023 - 2024	Comment
Route 1	3.51%	Change from October 2023 to October 2024
Route 2	10.92%	Change from October 2023 to October 2024
Route 3	-0.79%	Change from October 2023 to October 2024
Route 4		Change from October 2023 to October 2024
Route 5	14.53%	Change from October 2023 to October 2024
Route 6		Change from October 2023 to October 2024
Route 8X	-2.24%	Change from October 2023 to October 2024
Route 9	19.06%	Change from October 2023 to October 2024



11/4/2024

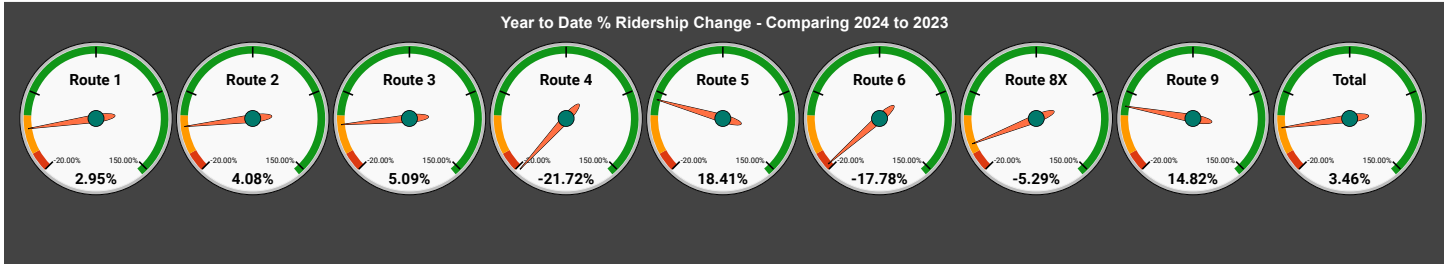
Route 1 (Inns of Banff/ Gondola)								Route 2 (Tunnel Mtn / Banff Springs Hotel)								Route 4 Cave & Basin								Banff Local (Route 1, 2 & 4)							
Month	R1 2021	R1 2022	R1 2023	R1 2023 YTD	R1 2024 YTD	% Change - 23	% Change - 22	R2 2021	R2 2022	R2 2023	R2 2023 YTD	R2 2024 YTD	% Change - 23	% Change - 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	122,140	120,506	-1.34%	29.16%	34,735	68,183	91,695	91,695	88,241	-3.77%	29.42%	3,438	6,392	7,191	7,191	5,945	-17.33%	-6.99%	81,324	167,878	221,026	221,026	214,692	-2.87%	27.89%			
September	28,975	61,567	88,508	88,508	91,008	2.82%	47.82%	22,068	53,950	75,616	75,616	77,274	2.19%	43.23%	1,709	4,842	4,842	4,842	3,200	-33.91%	-33.91%	52,752	120,359	168,966	168,966	171,482	1.49%	42.48%			
October	16,333	37,893	52,404	52,404	54,243	3.51%	43.15%	12,439	32,911	46,459	46,459	51,530	10.92%	56.57%		396						28,772	71,200	98,863	98,863	105,773	6.99%	48.56%			
November	15,151	30,751	33,628	3,507	3,686	5.12%		13,693	36,146	43,420	3,683	3,874	5.19%									28,844	66,897	77,048	7,190	7,560	5.15%				
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	734,171	755,832	2.95%	37.30%	171,120	470,848	733,010	638,686	664,730	4.08%	41.18%	8,495	24,802	28,273	28,273	22,132	-21.72%	-10.77%	379,687	1,046,143	1,574,993	1,401,130	1,442,694	2.97%	37.91%			

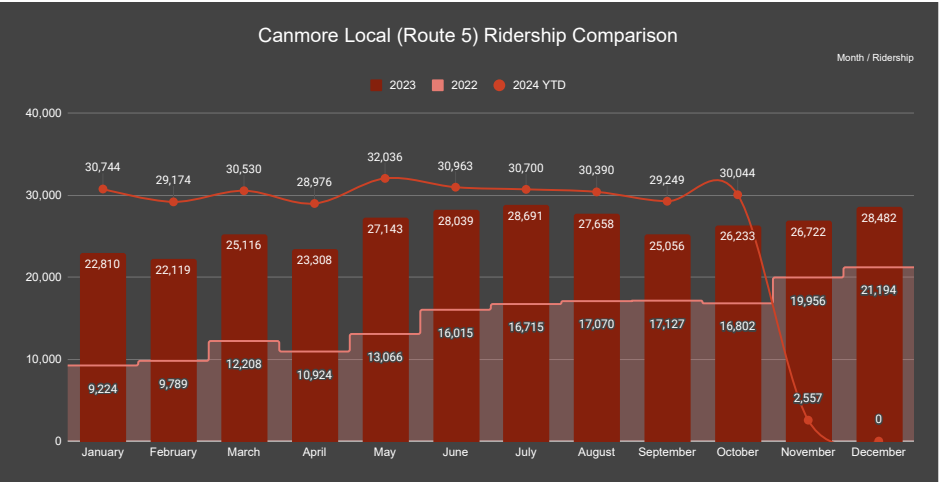
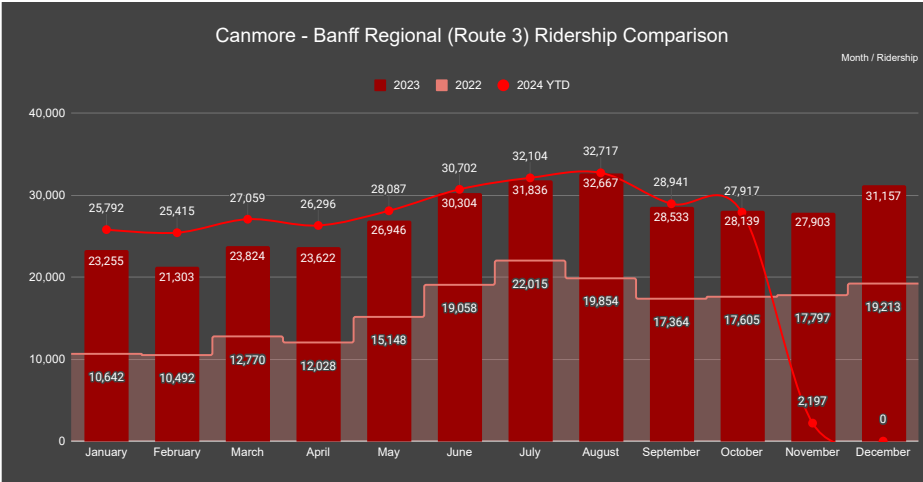
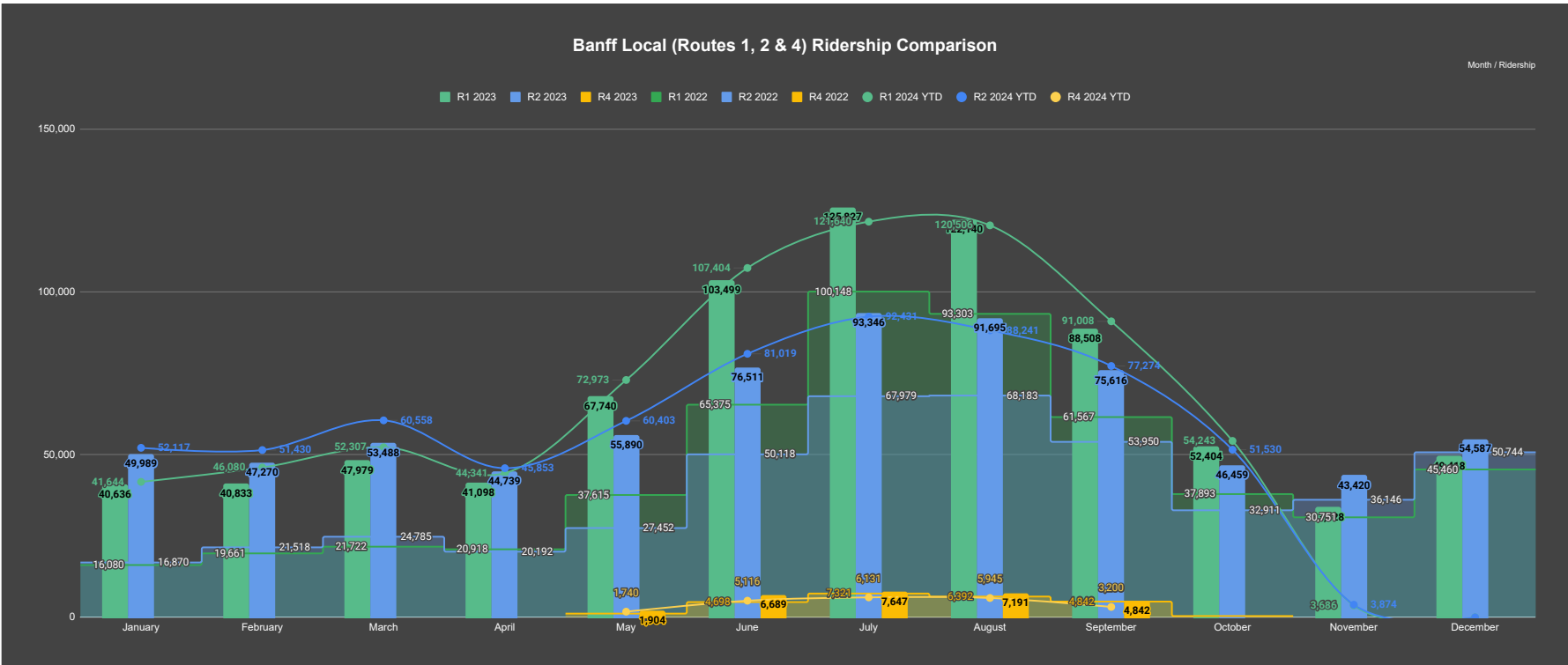
Route 3 (Canmore-Banff Regional)								Route 5 Canmore								Route 6 Minnewanka								Roam Total Ridership							
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 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%								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%								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%								107,890	271,789	371,077	371,077	357,132	-3.76%	31.40%			
August	12,610	19,854	32,667	32,667	32,717	0.15%	64.79%	8,345	17,070	27,658	27,658	30,390	9.88%	78.03%								132,189	253,615	366,644	366,644	351,975	-4.00%	38.78%			
September	11,365	17,364	28,533	28,533	28,941	1.43%	66.67%	8,621	17,127	25,056	25,056	29,249	16.73%	70.78%								88,472	187,534	284,961	284,961	287,595	0.92%	53.36%			
October	11,258	17,605	28,139	28,139	27,917	-0.79%	58.57%	9,215	16,802	26,233	26,233	30,044	14.53%	78.81%								54,346	118,488	179,071	179,071	190,907	6.61%	61.12%			
November	10,446	17,797	27,903	2,875	2,197	-23.59%		9,685	19,956	26,722	1,724	2,557	48.32%									51,773	110,983	142,511	12,749	13,628	6.89%				
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	273,304	287,227	5.09%	48.07%	96,241	180,090	311,377	257,897	305,363	18.41%	69.56%	21,482	66,034	92,335	92,335	75,917	-17.78%	14.97%	684,782	1,652,179	2,632,283	2,323,297	2,403,725	3.46%	45.49%			

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%																								
February	1,017	4,039	9,363	9,363	10,714	14.43%	165.26%																								
March	1,438	4,305	10,205	10,205	10,694	4.79%	148.41%																								
April	1,146	4,153	10,013	10,013	10,196	1.83%	145.51%																								
May	1,516	8,422	17,400	17,400	19,167	10.16%	127.58%	97																							
June	3,454	18,115	34,555	34,555	33,350	-3.49%	84.10%	862																							
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%	4,412	4,728	6,185	6,185	7,265	17.46%	53.66%										
August	15,688	22,575	43,140	43,140	37,346	-13.43%	65.43%	2,000	1,640	2,974	2,974	0	-100.00%	-100.00%	4,176	6,589	7,409	7,409	8,719	17.68%	32.33%										
September	8,728	16,059	31,100	31,100	26,149	-15.92%	62.83%	757																							
October	3,709	8,061	17,351	17,351	16,962	-2.24%	110.42%																								
November	2,798	6,021	10,248	961	1,201	25.03%																									
December	3,973	9,248	14,463	0	0	0.00%																									
YTD	55,221	132,912	249,452	225,702	213,756	-5.29%	60.83%	5,029	3,823	5,729	5,729	0	-100.00%	-100.00%	15,134	22,263	35,751	34,044	39,089	14.82%	75.58%	2,471	6,928	11,383	11,383	13,929	22.37%	101.05%			

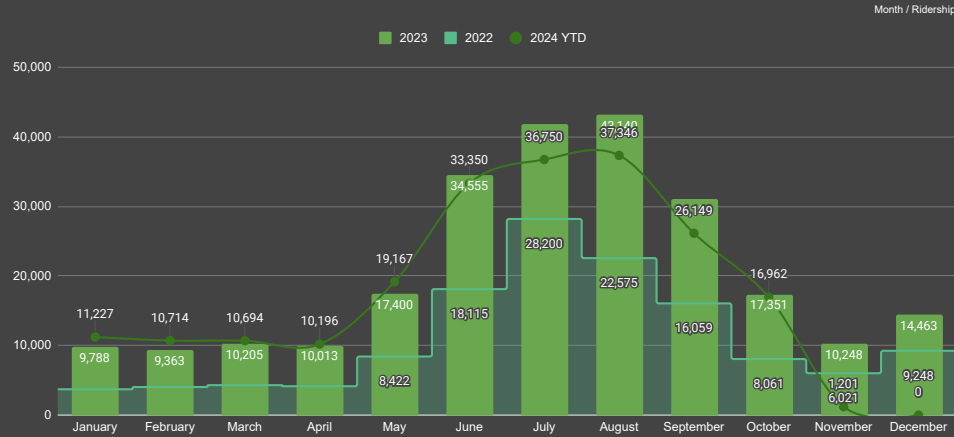
On-It (Calgary Regional) - Banff								On-It (Calgary Regional) - Lake Louise								On-It (Calgary Regional) - Moraine Lake								Route 11 (Lake Louise Local)						
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	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	2,401	-14.00%	36.50%																	1,212	1,212	1,435	18.40%		
June		930	3,840	6,815	6,815	6,410	-5.94%	66.93%					713												3,993	3,993	5,163	29.30%		
July		2,607	7,654	10,031	10,031	6,231	-37.88%	-18.59%					1,113												5,934	5,934	7,206	21.44%		
August		3,623	6,531	10,389	10,389	8,278	-20.32%	26.75%					1,290												6,208	6,208	5,916	-4.70%		
September		2,272	5,019	10,329	10,329	5,627	-45.52%	12.11%					199												3,574	3,574	4,813	34.67%		
October				2,389	2,389	2,224	-6.91%						0												853	853	1,217	42.67%		
November																														
December																														
YTD		11,191	24,803	42,745	42,745	33,117	-22.52%	33.52%		0	0	0	0	3,315	0.00%	0.00%				1,791				0	0	21,774	21,774	25,750	18.26%	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 YTD	% 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	Please note that comparative date for 5C and 5T separately will not be available until August as route data was not split until then																
June					17,076														13,887			
July					17,115							13,585										
August			15,005	15,005	17,674	17.79%				12,653	12,653	13,272	4.89%									
September			14,113	14,113	16,643	17.93%				10,943	10,943	12,606	15.20%									
October			15,771	15,771	18,359	16.41%				10,462	10,462	11,685	11.69%									
November			16,468	1,124	1,621	44.22%				11,318	1,664	936	-43.75%									
December			17,333	0	0	0.00%				11,149	0	0	0.00%									
YTD	0	0	78,690	46,013	181,078	293.54%	0.00%	0	0	56,525	35,722	124,841	249.48%	0.00%	0	0	0	0	7,927	0.00%	0.00%	

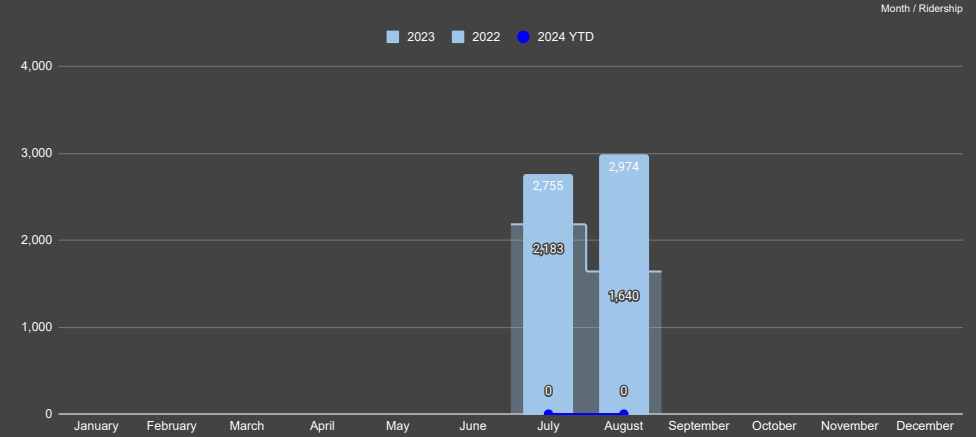




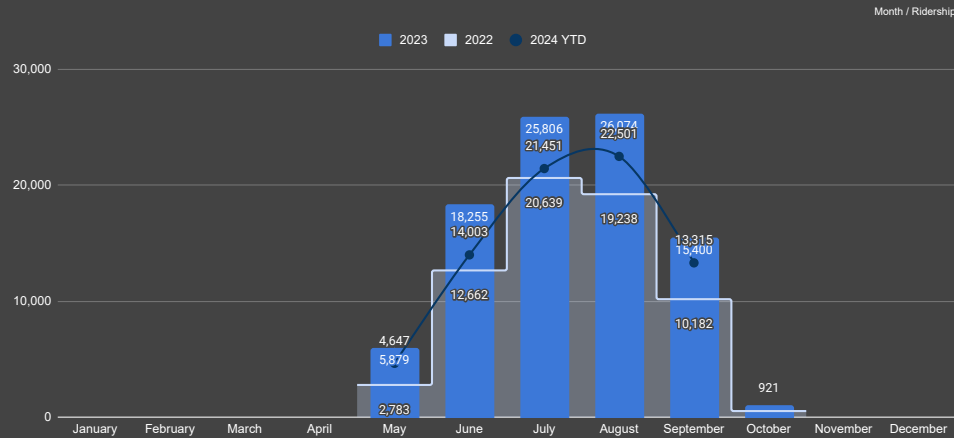
Express Banff - Lake Louise Regional (Route 8X) Ridership Comparison



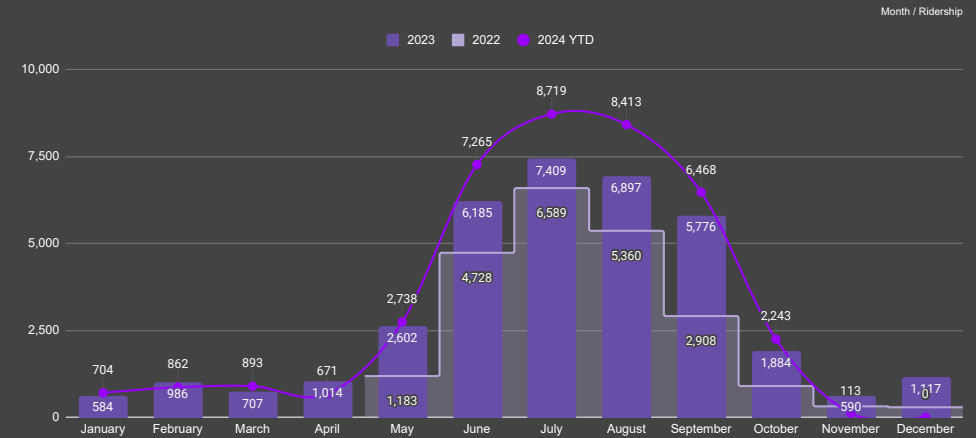
Scenic Banff - Lake Louise Regional (Route 8S) Ridership Comparison

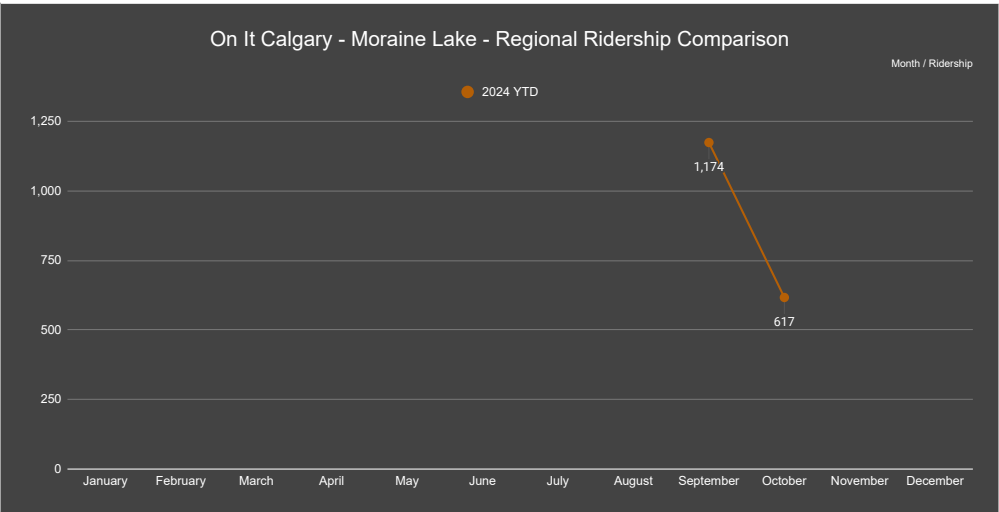
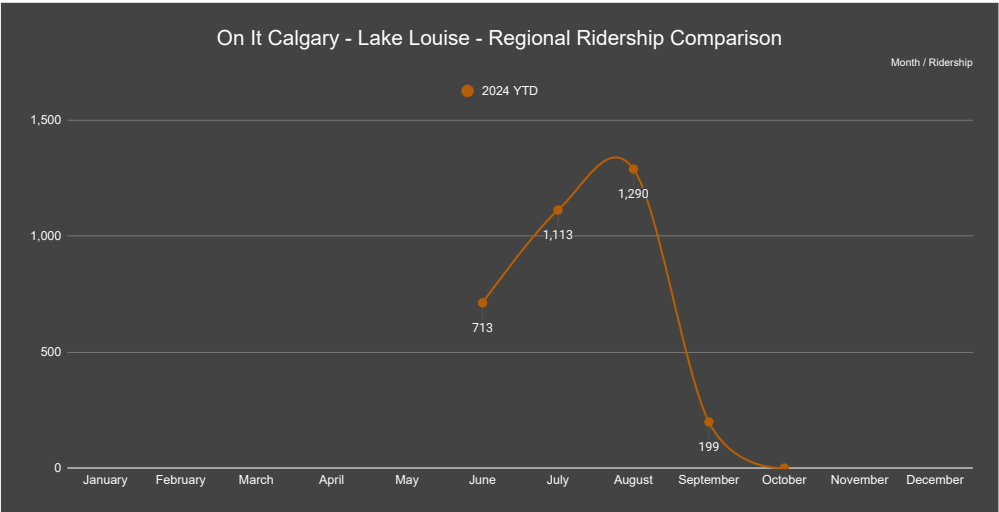
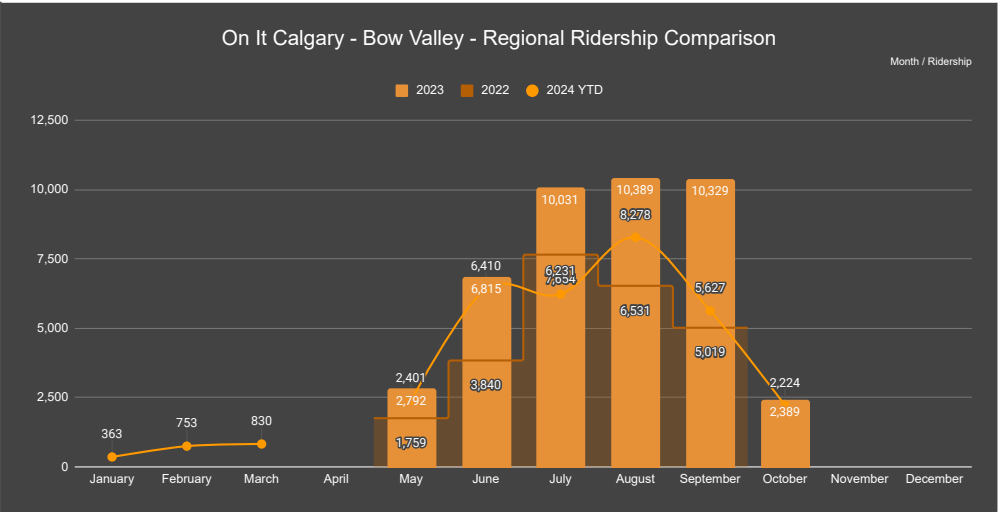
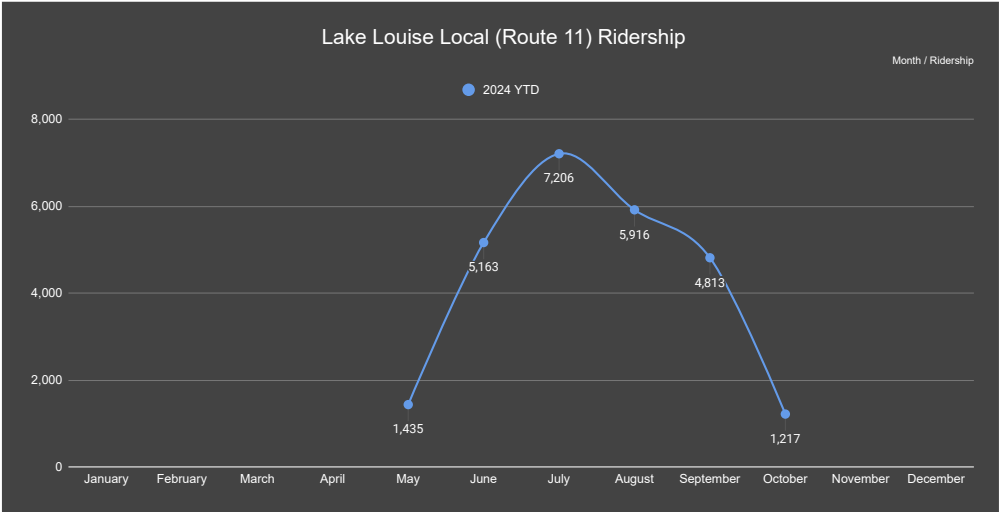


Minnewanka (Route 6) Ridership Comparison



Johnston Canyon Regional (Route 9) Ridership Comparison





Bow Valley *R*egional Transit Services Commission



NEW BUSINESS

Bow Valley *Regional* Transit Services Commission



Quarter 3 Financial Results

Q3 2024 Overall summary of results

Bow Valley Regional Transit Services Commission						
All routes - Actual vs budget vs Prior Year (PY)						
January - September 2024						
	Actual	Budget	Over/ under budget		PY Jan-Sept 2023	Difference from PY
Income						
Bus Pass Sales	3,656,268	3,151,689	504,579		3,566,962	89,306
Interest Revenue	159,268	63,000	96,268		187,178	(27,911)
Marketing & Advertising Revenue	55,285	44,386	10,899		40,469	14,816
Other Income	30,368	2,041	28,327		12,109	18,260
Partner Programs	592,853	465,646	127,207		520,710	72,143
Recoveries - Operating (non-members)	2,076,420	2,295,879	(219,459)		1,038,061	1,038,359
Requisitions - Operating	4,198,418	4,385,813	(187,395)		3,083,878	1,114,539
Total Income	10,768,880	10,408,454	360,426		8,449,367	2,319,513
Gross Profit						
Expenses						
Advertising & Marketing Expenses	50,357	82,729	(32,372)		54,176	(3,819)
Contracted Services / Professional Fees	957,909	143,247	814,662		210,174	747,736
Fuel Expense	774,965	811,824	(36,859)		576,669	198,296
General Operating Expenses	143,977	175,880	(31,904)		134,260	9,716
Infrastructure Maintenance	38,315	72,974	(34,659)		42,217	(3,901)
Insurance Expense	152,005	176,235	(24,230)		142,666	9,339
Software Fees & Licences	176,677	227,179	(50,502)		166,272	10,405
Staff, Training, Travel & Meals	103,375	196,770	(93,396)		94,523	8,852
Transit storage facility	305,723	264,775	40,948		228,346	77,377
Vehicle Expenses	2,546,416	1,896,596	649,820		1,464,969	1,081,448
Wages & Benefits	5,176,477	5,706,524	(530,047)		4,305,278	871,200
Total Expenses	10,426,197	9,754,735	671,462		7,419,549	3,006,648
Surplus / Deficiency Prior to Amortization	342,683	653,719	(311,036)		1,029,818	(687,135)
Amortization Expense	1,880,311	1,880,310	1		1,461,959	418,352
Net Revenue	(1,537,628)	(1,226,591)	(311,037)		(432,141)	(1,105,487)

Overall, we are pacing behind projections with the surplus prior to amortization approximately \$310,000 behind of budget.

REVENUE

Overall pass revenues are up approximately \$500,000 from budget and approximately \$90,000 higher than PY.

- Most route revenue is close to budgeted revenues.
Routes 1 & 2 revenues combined are approximate \$40,000 under, Route 3 revenue is approximately \$40,000 higher.
- Route 8 summer/winter revenues are \$400,000 above budget
- Route 9 revenue is approximately \$70,000 over budget.

Partner revenues are \$127,000 above budget and \$70,000 higher than prior year. Pursuit billing for Gondola ridership was approximately \$150,000 higher than budgeted amounts.

Other revenue includes charter sales and warranty revenue.

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. Recoveries also include Canmore bus storage which was not budgeted for.

Member and non-member recoveries for Route 12 have been included at budgeted amounts. Non-member recovery will be adjusted at the end of the year to reflect actual net expenses for AB Parks.

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

EXPENSES

Overall expenses are up approximately \$670,000 from budget and \$3 million from PY.

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

Large expense variances:

Contract services is \$800,000 above budget. This line item includes \$255,000 for Onit, \$11,000 for Calgary-LL direct and \$610,000 for Diversified operating Route 6 which were not budgeted.

Vehicle expenses are \$650,000 above budget.

Town of Banff vehicle maintenance expenses are approximately \$610,000 above budgeted figures to date. Mechanic wages and fixed overhead costs are approximately \$430,000 over budget. Parts and supplies are approximately \$180,000 over budget. 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.

Vehicle expenses also include \$45,000 for leased cutaways which was not budgeted for.

Overall wages are \$530,000 below budget.

Administration, customer service and cleaners are all less than budget, but within \$20,000 of budgeted amounts.

Operations wages are approximately \$65,000 below budget. This is due to some of the new roles hired later in the year but budgeted for the full year. Also because of turnover in the department and some roles were not occupied year-round.

Driver wages are \$430,000 below budget. Approximately \$230,000 of this is due to Route 6 being operated externally by Diversified. Also, because we are under in overall service hours by 1,200 year to date.

Small expense variances:

Advertising and marketing expenses are \$30,000 under budgeted amounts but based on actual expenses to date. Some larger expenses in Q4 for merchandise etc, so we expect this to be closer to budget by year end.

Fuel is \$35,000 under budgeted amounts. Mostly due to Route 6 and reduced service hours.

General operating expenses are \$30,000 less than budgeted amounts. Mostly coming from Canmore office not being taken over until May but budgeted for the full year.

Infrastructure expenses \$25,000 below budget but based on actual expenses to date.

Software is approximately \$50,000 under budget. Some of this is coming from projects that were budgeted, but not yet completed such as budgeting software. Also switch over from Double Map to Consat in May. To date bus prediction software only includes Double map, not monthly Consat expenses which were a portion of the overall contractual amount. These will be allocated to routes in Q4.

Staff expenses are approximately \$90,000 below budget. This is mostly coming from staff accommodation which are \$65,000 below budget. Rental recovery has better than budgeted occupancy to date. Less people in the accommodations over the winter, so we expect this to catch up to budget a little over the 4th quarter. Also, we did not take over the Canmore staff house until May 15th, and this was budgeted for the full year.

Transit storage building is \$40,000 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.

	Bow Valley Regional Transit Services Commission All Routes - Actual vs Budget (pg 1/2) January - September 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				289,915	313,017	235,173	259,951	1,209,309	1,170,084	17,998	9,607			41,165	39,940
Interest Revenue	159,268	63,000														
Marketing & Advertising Revenue	1,248				14,898	13,018	13,931	12,532	13,293	9,819	0		9,402	9,017	0	
Other Income	25,854				17	1,042	17	999					4,480			
Partner Programs					403,124	283,991	158,294	143,611	2,988	2,318					28,448	35,726
Recoveries - Operating (non-members)			189,729		18,617	19,548	36,534	36,354			244,161	270,013			834,138	755,346
Requisitions - Operating	408,333	408,338	79,211		973,077	973,076	843,322	843,325	455,436	455,438			1,212,411	1,194,732		
Total Income	\$ 594,703	\$ 471,338	\$ 268,940	\$ -	\$ 1,699,649	\$ 1,603,692	\$ 1,287,270	\$ 1,296,772	\$ 1,681,026	\$ 1,637,659	\$ 262,158	\$ 279,620	\$ 1,226,293	\$ 1,203,750	\$ 903,751	\$ 831,012
Expenses																
Advertising & Marketing Expenses	3,991				10,413	20,098	9,239	18,054	10,253	13,012	1,164	1,672	8,542	10,731	1,628	2,963
Contracted Services / Professional Fees	45,900	46,684	254,940		4,387	15,706	4,002	14,435	5,280	10,238	1,348	3,585	8,093	21,697	611,876	6,182
Fuel Expense	1,100				99,159	109,406	77,009	70,964	202,052	215,561	8,388	6,969	122,835	112,469	1,867	22,771
General Operating Expenses	48,434	59,333			8,241	12,425	7,024	10,962	17,990	30,333	1,337	1,498	5,044	7,142	2,591	3,706
Infrastructure Maintenance	914	155			6,582	11,538	6,212	11,379	8,833	20,911	857	1,639	822	13,967	2,080	3,356
Insurance Expense	18,346	12,184			21,898	28,860	17,538	22,320	17,103	21,499	4,278	5,030	17,906	20,142	12,683	14,795
Software Fees & Licences	29,963	55,667			26,151	27,070	23,738	23,026	24,515	19,658	4,222	9,534	20,277	15,326	9,970	19,339
Staff, Training, Travel & Meals	38,793	48,815			12,333	25,938	7,740	18,919	6,903	15,202	3,155	5,528	5,612	16,465	2,860	11,531
Transit storage facility	5,108	3,337			55,992	56,923	49,616	48,015	58,966	48,622	8,850	10,013	26,598	5,121	17,782	20,024
Vehicle Expenses	21,673	4,725			470,034	357,076	420,076	289,757	454,237	365,175	66,410	42,172	410,624	286,031	68,785	91,872
Wages & Benefits	265,279	240,439	14,000		865,217	938,646	757,781	768,942	836,692	877,447	149,244	159,076	708,219	694,659	90,986	381,354
Total Expenses	\$ 479,502	\$ 471,338	\$ 268,940	\$ -	\$ 1,580,406	\$ 1,603,686	\$ 1,379,974	\$ 1,296,773	\$ 1,642,825	\$ 1,637,658	\$ 249,254	\$ 246,716	\$ 1,334,572	\$ 1,203,750	\$ 823,107	\$ 577,892
Surplus / Deficiency Prior to Amortization	\$ 115,201	\$ 0	\$ 0	\$ -	\$ 119,243	\$ 6	\$ (92,704)	\$ (1)	\$ 38,201	\$ 1	\$ 12,904	\$ 32,904	\$ (108,279)	\$ -	\$ 80,645	\$ 253,120
Amortization Expense	77,856	56,765			344,754	344,757	337,302	337,299	121,833	121,832	32,904	32,904	134,865	134,863	94,920	253,120
Net Income	\$ 37,345	\$ (56,765)	\$ 0	\$ -	\$ (225,511)	\$ (344,751)	\$ (430,006)	\$ (337,300)	\$ (83,632)	\$ (121,831)	\$ (20,000)	\$ (0)	\$ (243,144)	\$ (134,863)	\$ (14,275)	\$ -

	Bow Valley Regional Transit Services Commission All Routes - Actual vs Budget (pg 2/2) January - September 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	129,087		390,019	395,217		28,332	1,082,940	798,071	173,689	105,586	42,127	31,884	44,846				3,656,268	3,151,689	116%
Interest Revenue																	159,268	63,000	253%
Marketing & Advertising Revenue			1,689				540		97				0		187		55,285	44,386	125%
Other Income																	30,368	2,041	1488%
Partner Programs																	592,853	465,646	127%
Recoveries - Operating (non-members)	168,564			108,602	0	89,613	273,111	695,697	194,328	181,054	15,591	38,007	0		101,646	101,645	2,076,420	2,295,879	90%
Requisitions - Operating			120,562	120,564		81,396	0	42,848		164,451					106,065	101,645	4,198,418	4,385,813	96%
Total Income	\$ 297,651	\$ -	\$ 512,270	\$ 624,383	\$ -	\$ 199,341	\$ 1,356,591	\$ 1,536,615	\$ 368,114	\$ 451,092	\$ 57,718	\$ 69,891	\$ 44,846	\$ -	\$ 207,898	\$ 203,290	\$ 10,768,880	\$ 10,408,454	103%
Expenses																			
Advertising & Marketing Expenses	315		614	2,778		2,210	2,010	7,546	601	1,721	19	194	240		1,327	1,750	50,357	82,729	61%
Contracted Services / Professional Fees	617		1,716	3,076	0	2,976	16,393	12,674	2,635	3,162	115	656	350		256	2,176	957,909	143,247	669%
Fuel Expense	30,059		56,084	92,337		4,152	111,577	139,152	37,839	19,941	8,154	7,236	14,745		4,098	10,866	774,965	811,824	95%
General Operating Expenses	3,558		8,997	10,690		2,854	34,524	30,235	3,792	4,912	1,747	954	550		147	836	143,977	175,880	82%
Infrastructure Maintenance	267		468	3,220		949	6,795	3,232	743	739	1,144	249	462		2,138	1,641	38,315	72,974	53%
Insurance Expense	4,228		4,228	4,931		4,932	13,068	20,174	16,911	14,795			1,440		2,378	6,575	152,005	176,235	86%
Software Fees & Licences	3,703		6,373	4,086	0	6,772	18,129	25,555	7,251	14,069	510	258	1,053		822	6,820	176,677	227,179	78%
Staff, Training, Travel & Meals	441		909	6,121	0	4,880	16,666	30,426	3,007	6,381	19	375	2,522		2,416	6,190	103,375	196,770	53%
Transit storage facility	15,312		17,941	12,998	0	6,675	25,089	33,023	17,814	20,024	316		451		5,889		305,723	264,775	115%
Vehicle Expenses	72,390		116,559	145,055	0	8,234	243,376	210,989	116,299	52,909	9,766	10,357	37,687		38,499	32,244	2,546,416	1,896,596	134%
Wages & Benefits	122,936		201,610	339,091	0	38,103	802,298	919,979	221,299	224,989	25,928	39,612	74,700		40,289	84,189	5,176,477	5,706,524	91%
Total Expenses	\$ 253,824	\$ -	\$ 415,499	\$ 624,383	\$ -	\$ 82,736	\$ 1,289,927	\$ 1,432,984	\$ 428,190	\$ 363,642	\$ 47,718	\$ 59,891	\$ 134,200	\$ -	\$ 98,260	\$ 153,287	\$ 10,426,197	\$ 9,754,735	107%
Surplus / Deficiency Prior to Amortization	\$ 43,827	\$ -	\$ 96,771	\$ (0)	\$ -	\$ 116,605	\$ 66,665	\$ 103,631	\$ (60,075)	\$ 87,450	\$ 10,000	\$ 10,000	\$ (89,354)	\$ -	\$ 109,639	\$ 50,003	\$ 342,683	\$ 653,719	
Amortization Expense	43,827		40,470	40,469		116,600	409,739	294,251	145,748	87,450	10,000	10,000	36,093		50,000	50,000	1,880,311	1,880,310	
Net Income	\$ 0	\$ -	\$ 56,301	\$ (40,469)	\$ -	\$ 5	\$ (343,074)	\$ (190,620)	\$ (205,823)	\$ (0)	\$ -	\$ -	\$ (125,448)	\$ -	\$ 59,639	\$ 3	\$ (1,537,628)	\$ (1,226,591)	

	Bow Valley Regional Transit Services Commission All Routes - Actual vs Prior Year (pg 1/2) January - September 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	
	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)
INCOME																
Bus Pass Sales	0	0			289,915	265,655	235,173	215,280	1,209,309	1,019,649	17,998	26,650			41,165	58,984
Interest Revenue	159,268	187,178														
Marketing & Advertising Revenue	1,248	1,505			14,898	8,382	13,931	7,606	13,293	9,194		1,608	9,402	5,479		2,093
Other Income	25,854	1,680			17	5,214	17	5,214					4,480			
Partner Programs					403,124	350,410	158,294	137,100	2,988	1,816					28,448	31,384
Recoveries - Operating (non-members)			189,729	102,173	18,617	17,615	36,534	34,566			244,161	178,634			834,138	530,824
Requisitions - Operating	408,333	404,637	79,211	52,925	973,077	676,468	843,322	516,478	455,436	342,406			1,212,411	994,300		
Total Income	594,703	595,000	268,940	155,098	1,699,649	1,323,744	1,287,270	916,244	1,681,026	1,373,065	262,158	206,892	1,226,293	999,779	903,751	623,285
EXPENSES																
Advertising & Marketing Expenses	3,991	7,225			10,413	8,935	9,239	7,420	10,253	10,512	1,164	1,380	8,542	8,016	1,628	2,557
Contracted Services / Professional Fees	45,900	25,931	254,940	145,098	4,387	5,874	4,002	6,609	5,280	6,417	1,348	942	8,093	8,124	611,876	2,363
Fuel Expense	1,100	459			99,159	52,840	77,009	50,069	202,052	154,025	8,388	3,662	122,835	107,128	1,867	25,719
General Operating Expenses	48,434	40,616			8,241	7,148	7,024	5,767	17,990	19,017	1,337	922	5,044	4,567	2,591	1,898
Infrastructure Maintenance	914	2,846			6,582	9,018	6,212	8,623	8,833	4,284	857	734	822	3,448	2,080	1,642
Insurance Expense	18,346	11,076			21,898	22,186	17,538	17,769	17,103	18,137	4,278	4,572	17,906	19,058	12,683	12,093
Software Fees & Licences	29,963	18,995			26,151	26,516	23,738	24,680	24,515	22,489	4,222	4,865	20,277	20,963	9,970	11,808
Staff, Training, Travel & Meals	38,793	22,861			12,333	14,236	7,740	9,112	6,903	7,613	3,155	3,317	5,612	6,814	2,860	8,027
Transit storage facility	5,108	7,805			55,992	40,966	49,616	34,131	58,966	36,966	8,850	9,553	26,598	10,337	17,782	19,412
Vehicle Expenses	21,673	39,940			470,034	271,302	420,076	232,448	454,237	267,536	66,410	32,960	410,624	243,400	68,785	71,306
Wages & Benefits	265,279	297,515	14,000	10,000	865,217	737,982	757,781	640,209	836,692	666,597	149,244	111,080	708,219	574,973	90,986	263,336
Total Expenses	479,502	475,268	268,940	155,098	1,580,406	1,197,003	1,379,974	1,036,838	1,642,825	1,213,590	249,254	173,986	1,334,572	1,006,827	823,107	420,160
Surplus / Deficiency Prior to Amortization	115,201	119,732	0	0	119,243	126,742	(92,704)	(120,594)	38,201	159,475	12,904	32,906	(108,279)	(7,047)	80,645	203,125
Amortization Expense	77,856	34,263			344,754	232,254	337,302	224,802	121,833	121,833	32,904	32,904	134,865	134,865	94,920	203,120
Net Income	37,345	85,469	0	0	(225,511)	(105,512)	(430,006)	(345,396)	(83,632)	37,642	(20,000)	2	(243,144)	(141,912)	(14,275)	5

	<div>Bow Valley Regional Transit Services Commission</div> <div>All Routes - Actual vs Prior Year (pg 2/2)</div> <div>January - September 2024</div>																		
	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		
	Jan - Sep, 2024	Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Jan - Sep, 2024	Sep, 2023 (PY)	Jan - Sep, 2024	Jan - Sep, 2023 (PY)	Change
INCOME																			
Bus Pass Sales	129,087		390,019	431,539		49,206	1,082,940	1,283,357	173,689	140,384	42,127	39,571	44,846	36,687			3,656,268	3,566,962	89,306
Interest Revenue																	159,268	187,178	-27,911
Marketing & Advertising Revenue			1,689	880		800	540	855	97	1,580			0	485	187		55,285	40,469	14,816
Other Income																	30,368	12,109	18,260
Partner Programs																	592,853	520,710	72,143
Recoveries - Operating (non-members)	168,564			57,816		66,650	273,111	-85,794	194,328	112,410	15,591	5,425	0	17,744	101,646		2,076,420	1,038,061	1,038,359
Requisitions - Operating			120,562	96,664			0	0							106,065		4,198,418	3,083,878	1,114,539
Total Income	297,651	-	512,270	586,899	-	116,656	1,356,591	1,198,418	368,114	254,374	\$ 57,718	\$ 44,996	\$ 44,846	\$ 54,916	\$ 207,898	\$ -	\$ 10,768,880	\$ 8,449,367	\$ 2,319,513
EXPENSES																			
Advertising & Marketing Expenses	315		614	1,473		148	2,010	2,441	601	3,248	19	31	240	789	1,327		50,357	54,176	-3,819
Contracted Services / Professional Fees	617		1,716	2,375		644	16,393	3,914	2,635	1,346	115	100	350	437	256		957,909	210,174	747,736
Fuel Expense	30,059		56,084	55,930		2,938	111,577	80,904	37,839	27,308	8,154	5,980	14,745	9,708	4,098		774,965	576,669	198,296
General Operating Expenses	3,558		8,997	10,382		1,507	34,524	38,137	3,792	2,807	1,747	1,144	550	350	147		143,977	134,260	9,716
Infrastructure Maintenance	267		468	1,115		635	6,795	8,061	743	1,193	1,144	93	462	523	2,138		38,315	42,217	-3,901
Insurance Expense	4,228		4,228	4,483		8,154	13,068	16,983	16,911	8,154			1,440		2,378		152,005	142,666	9,339
Software Fees & Licences	3,703		6,373	5,981		4,490	18,129	17,170	7,251	7,529	510	252	1,053	535	822		176,677	166,272	10,405
Staff, Training, Travel & Meals	441		909	600		2,651	16,666	15,007	3,007	3,579	19	11	2,522	695	2,416		103,375	94,523	8,852
Transit storage facility	15,312		17,941	16,939		11,986	25,089	26,572	17,814	13,489	316	43	451	148	5,889		305,723	228,346	77,377
Vehicle Expenses	72,390		116,559	89,938		13,741	243,376	140,947	116,299	40,833	9,766	4,909	37,687	15,710	38,499		2,546,416	1,464,969	1,081,448
Wages & Benefits	122,936		201,610	204,666		47,208	802,298	515,143	221,299	169,736	25,928	22,433	74,700	44,400	40,289		5,176,477	4,305,278	871,200
Total Expenses	253,824	-	415,499	393,883	-	94,102	1,289,927	865,280	428,190	279,222	\$ 47,718	\$ 34,996	\$ 134,200	\$ 73,296	\$ 98,260	\$ -	\$ 10,426,197	\$ 7,419,549	\$ 3,006,648
Surplus / Deficiency Prior to Amortization	43,827	-	96,771	193,016	-	22,555	66,665	333,138	(60,075)	(24,848)	\$ 10,000	\$ 10,000	\$ (89,354)	\$ (18,380)	\$ 109,639	\$ -	\$ 342,683	\$ 1,029,818	\$ (687,135)
Amortization Expense	43,827		40,470	40,470		91,600	409,739	244,248	145,748	91,600.00	10,000.00	10,000.00	36,093.34		50,000.00		1,794,218	1,461,959	
Net Income	0	-	56,301	152,546	-	(69,045)	(343,074)	88,890	(205,823)	(116,448)	-	-	(125,448)	(18,380)	59,639	-	(1,537,628)	(432,141)	(1,105,487)

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

All Routes	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 71.13	\$ 59.33	19.9%	\$ 72.76
Gross Cost per Service Hour	\$ 196.42	\$ 187.41	4.8%	\$ 150.09
Direct Operating Cost per Service Hour	\$ 159.81	\$ 150.34	6.3%	\$ 119.40
Overhead per Service Hour	\$ 4.84	\$ 6.61	-26.8%	\$ 4.98
Lease/Amortization per Service Hour	\$ 31.77	\$ 30.45	4.3%	\$ 25.71
Net Cost per Service Hour (CUTA)	\$ 93.52	\$ 97.62	-4.2%	\$ 51.62
% Cost Recovery (CUTA)	51%	44%		69%
Gross cost per KM	\$ 7.47	\$ 6.84		\$ 5.28
Route KM	1,592,636	1,692,627		1,615,765
Ridership	2,206,495	1,938,590	13.8%	2,128,553
Service Hours	60,559	61,749	-1.9%	56,861
Ridership per Service Hour	36	31	16.1%	37

Bow Valley Regional Transit Services Commission Administrative												
	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	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%	41,842	21,000	199%	159,268	63,000	253%
Marketing & Advertising Revenue	138									138		
Other Income	23,360			2,494.10			1,110			26,964		
Recoveries - Operating (non-members)										-	-	
Requisitions - Operating	205,578	205,579	100%	120,669.00	120,670.20	100%	82,086	82,086	100%	408,333	408,335	100%
Total Income	\$ 280,105	\$ 226,579	124%	189,560	141,670	134%	125,038	103,086	121%	594,703	471,335	126%
Expenses												
Advertising & Marketing Expenses	196			1,263			2,532			3,991	-	
Contracted Services / Professional Fees	15,463	20,464	76%	24,388	13,110	186%	6,049	13,110	46%	45,900	46,684	98%
Fuel Expense	445			396			258			1,100		
General Operating Expenses	12,937	19,778	65%	17,281	19,778	87%	18,216	19,778	92%	48,434	59,333	82%
Infrastructure Maintenance	738	52		150	52		26	52		914	155	
Insurance Expense	3,887	4,061	96%	5,788	4,061	143%	8,671	4,061	214%	18,346	12,184	151%
Software Fees & Licences	8,963	18,556	48%	9,064	18,556	49%	11,937	18,556	64%	29,963	55,667	54%
Staff, Training, Travel & Meals	14,902	16,272	92%	10,297	16,272	63%	13,593	16,272	84%	38,793	48,815	79%
Transit storage facility	2,225	1,112	200%	1,285	1,112		1,598	1,112		5,108	3,337	153%
Vehicle Expenses	9,132	1,575	580%	2,387	1,575	152%	10,154	1,575	645%	21,673	4,725	459%
Wages & Benefits	134,486	144,710	93%	128,473	67,155	191%	2,320	28,574	8%	265,279	240,439	110%
Total Expenses	203,375	226,579	90%	200,772	141,670	142%	75,355	103,089	73%	479,502	471,338	102%
Surplus / Deficiency Prior to Amortization	76,729	0		(11,212)	(0)		49,684	(3)	-15382	115,201	(3)	
Amortization Expense	18,921	18,922	100%	18,921	18,922	100%	40,014	18,922	211%	77,856	56,765	137%
Net Income	57,808	(18,922)		(30,133)	(18,922)		9,669	(18,925)		37,345	(56,768)	

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

2) General operating expenses under budget. Additional office space not taken over till May.

3) Insurance is over budget because it includes Cyber insurance and the 2 leased cutaways.

4) More software allocated to routes than budgeted.

4) Overall most staff expenses and training slightly under budget.

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

6) Admin and customer service wage allocation over budgeted amount, less has been allocated to routes. This will even itself out by the end of the year.

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

	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	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%	151,098	130,779	116%	289,915	313,017	93%
Marketing & Advertising Revenue	1,421	3,242	44%	5,299	4,337	122%	8,179	5,439	150%	14,898	13,018	114%
Other Income	17	259	7%		348	0%		435	0%	17	1,042	2%
Partner Programs	51,832	59,724	87%	122,343	99,031	124%	228,949	125,236	183%	403,124	283,991	142%
Recoveries - Operating (non-members)	6,206	6,516	95%	6,206	6,516		6,206	6,516		18,617	19,548	95%
Requisitions - Operating	261,374	261,374	100%	321,418	321,417	100%	390,285	390,284	100%	973,077	973,076	100%
Total Income	372,871	409,054	91%	542,061	535,948	101%	784,717	658,689	119%	1,699,649	1,603,692	106%
Expenses												
Advertising & Marketing Expenses	1,265	5,004	25%	5,445	6,697	81%	3,703	8,397	44%	10,413	20,098	52%
Contracted Services / Professional Fees	1,445	3,911	37%	1,470	5,233	28%	1,472	6,562	22%	4,387	15,706	28%
Fuel Expense	27,944	27,242	103%	32,878	36,455	90%	38,337	45,709	84%	99,159	109,406	91%
General Operating Expenses	2,041	3,096	66%	2,995	4,140	72%	3,204	5,189	62%	8,241	12,425	66%
Infrastructure Maintenance	594	2,872	21%	3,742	3,845	97%	2,246	4,821	47%	6,582	11,538	57%
Insurance Expense	7,501	9,620	78%	7,098	9,620	74%	7,299	9,620	76%	21,898	28,860	76%
Software Fees & Licences	8,200	6,741	122%	9,210	9,020	102%	8,741	11,309	77%	26,151	27,070	97%
Staff, Training, Travel & Meals	6,424	6,452	100%	6,062	8,644	70%	(152)	10,842	-1%	12,333	25,938	48%
Transit storage facility	21,472	18,974	113%	18,424	18,974		16,096	18,974		55,992	56,923	98%
Vehicle Expenses	147,982	88,912	166%	167,954	118,981	141%	154,098	149,183	103%	470,034	357,076	132%
Wages & Benefits	203,477	236,224	86%	308,779	314,339	98%	352,961	388,083	91%	865,217	938,646	92%
Total Expenses	428,346	409,048	105%	564,056	535,948	105%	588,004	658,689	89%	1,580,406	1,603,686	99%
Surplus / Deficiency Prior to Amortization	(55,475)	6		(21,995)	0		196,713	0		119,243	6	
Amortization Expense	114,918	114,919	100%	114,918	114,919	100%	114,918	114,919	100%	344,754	344,757	100%
Net Income	(170,393)	(114,913)		(136,913)	(114,919)		81,795	(114,919)		(225,511)	(344,751)	

Service hours approximately 300 less than budget to date

- 1) Pass revenues less than budget to date for Route 1, mostly coming from being under budget in Q1 and Q2.
- 2) Pursuit Gondola billing approximately \$150,000 over budgeted amount.
- 3) Advertising and marketing under budget, but based on actual expenses to date.
- 4) Contracted services less than budget, no security to date.
- 5) Staff expenses under budget, mostly because rental recovery on staff units was greater than budgeted. Over the last quarter occupancy is not as high, so we expect this to be closer to budget by year end.
- 3) Overall TOB vehicle maintenance over budget by \$600K. So all routes significantly over budget
- 4) Overall all wages are under budget. Driver wages for Rt 1 are approximately \$45,000 under budget due to less service hours.

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

Route 1 - Banff Local Sulphur Mtn	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 58.84	\$ 49.57	18.7%	\$ 55.77
Gross Cost per Service Hour	\$ 166.12	\$ 165.60	0.3%	\$ 132.16
Direct Operating Cost per Service Hour	\$ 131.35	\$ 130.10	1.0%	\$ 106.01
Overhead per Service Hour	\$ 4.84	\$ 6.61	-26.8%	\$ 4.98
Lease/Amortization per Service Hour	\$ 29.94	\$ 28.89	3.6%	\$ 21.17
Net Cost per Service Hour (CUTA)	\$ 77.35	\$ 87.14	-11.2%	\$ 55.22
% Cost Recovery (CUTA)	43%	36%		50%
Gross cost per KM	\$ 11.79	\$ 11.94		\$ 8.79
Route KM	169,592	170,985		169,799
Ridership	697,903	677,231	3.1%	678,260
Service Hours	12,032	12,327	-2.4%	11,291
Ridership per Service Hour	58	55	5.6%	60

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

	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	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%	131,896	96,242	137%	235,173	259,951	90%
Marketing & Advertising Revenue	1,421	3,705	38%	4,658	4,188	111%	7,853	4,639	169%	13,931	12,532	111%
Other Income	17	292	6%		335	0%		372	0%	17	999	2%
Partner Programs	52,765	47,870	110%	52,765	47,870	110%	52,765	47,870	110%	158,294	143,611	110%
Recoveries - Operating (non-members)	12,178	12,118	100%	12,178	12,118	100%	12,178	12,118	100%	36,534	36,354	100%
Requisitions - Operating	245,395	245,395	100%	283,031	283,034	100%	314,896	314,896	100%	843,322	843,325	100%
Total Income	347,764	386,221	90%	419,919	434,413	97%	519,587	476,137	109%	1,287,270	1,296,772	99%
Expenses												
Advertising & Marketing Expenses	1,282	5,336	24%	4,673	6,034	77%	3,283	6,684	49%	9,239	18,054	51%
Contracted Services / Professional Fees	1,315	4,268	31%	1,308	4,824	27%	1,379	5,343	26%	4,002	14,435	28%
Fuel Expense	21,114	20,975	101%	27,861	23,715	117%	28,034	26,274	107%	77,009	70,964	109%
General Operating Expenses	1,790	3,240	55%	2,559	3,662	70%	2,675	4,060	66%	7,024	10,962	64%
Infrastructure Maintenance	519	3,375	15%	3,500	3,802	92%	2,193	4,201	52%	6,212	11,379	55%
Insurance Expense	6,008	7,440	81%	5,684	7,440	76%	5,846	7,440	79%	17,538	22,320	79%
Software Fees & Licences	7,700	6,808	113%	8,370	7,694	109%	7,668	8,524	90%	23,738	23,026	103%
Staff, Training, Travel & Meals	3,492	5,591	62%	4,322	6,322	68%	(73)	7,006	-1%	7,740	18,919	41%
Transit storage facility	19,043	16,005	119%	16,511	16,005	103%	14,062	16,005	88%	49,616	48,015	103%
Vehicle Expenses	136,517	85,657	159%	148,488	96,826	153%	135,071	107,274	126%	420,076	289,757	145%
Wages & Benefits	200,910	227,527	88%	271,990	258,089	105%	284,881	283,326	101%	757,781	768,942	99%
Total Expenses	399,689	386,222	103%	495,267	434,413	114%	485,019	476,137	102%	1,379,974	1,296,773	106%
Surplus / Deficiency Prior to Amortization	(51,924)	(1)		(75,348)	-		34,568	-		(92,704)	(1)	
Amortization Expense	112,434	112,433	100%	112,434	112,433	100%	112,434	112,433	100%	337,302	337,299	100%
Net Income	(164,358)	(112,434)		(187,782)	(112,433)		(77,866)	(112,433)		(430,006)	(337,300)	

1) Pass revenues less than budget to date for Route 1, mostly coming from being under budget in Q1 and Q2.

2) Advertising and marketing under budget, but based on actual expenses to date.

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

4) Staff expenses under budget, mostly because rental recovery on staff units was greater than budgeted. Over the last quarter occupancy is not as high, so we expect this to be closer to budget by year end.

5) Overall TOB vehicle maintenance over budget by \$600K. 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 2 - Banff Local Tunnel Mtn	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 39.86	\$ 41.72	-4.4%	\$ 38.05
Gross Cost per Service Hour	\$ 174.15	\$ 170.97	1.9%	\$ 137.04
Direct Operating Cost per Service Hour	\$ 135.02	\$ 129.70	4.1%	\$ 108.04
Overhead per Service Hour	\$ 4.84	\$ 6.61	-26.8%	\$ 4.98
Lease/Amortization per Service Hour	\$ 34.29	\$ 34.66	-1.1%	\$ 24.03
Net Cost per Service Hour (CUTA)	\$ 100.00	\$ 94.60	5.7%	\$ 74.96
% Cost Recovery (CUTA)	29%	31%		34%
Gross cost per KM	\$ 12.91	\$ 13.86		\$ 9.51
Route KM	137,865	123,338		138,285
Ridership	609,326	546,790	11.4%	588,544
Service Hours	10,220	9,998	2.2%	9,597
Ridership per Service Hour	60	55	9.0%	61

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

	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	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%	461,464	392,876	117%	1,209,309	1,170,084	103%
Marketing & Advertising Revenue	1,397	3,261	43%	4,509	3,261	138%	7,387	3,297	224%	13,293	9,819	135%
Partner Programs	656	773	85%	296	773	38%	2,036	773	264%	2,988	2,318	129%
Requisitions - Operating	151,374	151,374	100%	152,480	152,480	100%	151,582	151,584	100%	455,436	455,438	100%
Total Income	491,327	544,010	90%	567,230	545,120	104%	622,469	548,529	113%	1,681,026	1,637,659	103%
Expenses												
Advertising & Marketing Expenses	2,462	4,321	57%	3,609	4,322	83%	4,183	4,369	96%	10,253	13,012	79%
Contracted Services / Professional Fees	2,013	3,401	59%	1,622	3,400	48%	1,645	3,437	48%	5,280	10,238	52%
Fuel Expense	64,197	71,591	90%	70,594	71,592	99%	67,261	72,378	93%	202,052	215,561	94%
General Operating Expenses	5,356	10,074	53%	6,488	10,074	64%	6,146	10,185	60%	17,990	30,333	59%
Infrastructure Maintenance	2,938	6,946	42%	1,743	6,944	25%	4,152	7,021	59%	8,833	20,911	42%
Insurance Expense	6,046	7,166	84%	5,357	7,166	75%	5,701	7,166	80%	17,103	21,499	80%
Software Fees & Licences	7,841	6,530	120%	8,821	6,527	135%	7,853	6,601	119%	24,515	19,658	125%
Staff, Training, Travel & Meals	2,804	5,047	56%	4,159	5,051	82%	(60)	5,104	-1%	6,903	15,202	45%
Transit storage facility	23,062	16,207	142%	19,860	16,207	123%	16,044	16,207	99%	58,966	48,622	121%
Vehicle Expenses	167,224	121,284	138%	157,989	121,279	130%	129,024	122,612	105%	454,237	365,175	124%
Wages & Benefits	263,296	291,441	90%	309,000	292,557	106%	264,396	293,449	90%	836,692	877,447	95%
Total Expenses	547,240	544,008	101%	589,241	545,120	108%	506,344	548,530	92%	1,642,825	1,637,658	100%
Surplus / Deficiency Prior to Amortization	(55,913)	1		(22,011)	0		116,125	(0)	-3870819	38,201	1	
Amortization Expense	40,611	40,611	100%	40,611	40,611	100%	40,611	40,611	100%	121,833	121,832	100%
Net Income	(96,524)	(40,610)		(62,622)	(40,611)		75,514	(40,611)		(83,632)	(121,831)	

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- 1) Pass revenues higher than budget to date due to strong ridership.
- 2) Fuel under budget. Using 1 electric bus on this route for 3C, so seeing costs savings here.
- 3) General operating expenses under budget. Mostly due to differences in Moneris fees. Budget based on % of total pass sales, but actual based on reservation system and vending machines only.
- 4) Overall infrastructure maintenance below budget, including amounts allocated to CB regional routes.
- 5) Staff expenses under budget, mostly because rental recovery on staff units was greater than budgeted. Over the last quarter occupancy is not as high, so we expect this to be closer to budget by year end.
- 6) Overall allocation to route 3 over budget amounts. Partly because of winter utilities, snow clearing and R&M for building over the winter charged to winter routes. Will adjust allocation in Q4 if necessary distribute equitably amongst routes.
- 4) Overall TOB vehicle maintenance over budget by \$600K. 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 3 - Canmore / Banff Regional	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 109.04	\$ 103.35	5.5%	\$ 97.60
Gross Cost per Service Hour	\$ 163.12	\$ 161.34	1.1%	\$ 132.04
Direct Operating Cost per Service Hour	\$ 146.15	\$ 143.16	2.1%	\$ 114.92
Overhead per Service Hour	\$ 4.84	\$ 6.61	-26.8%	\$ 4.98
Lease/Amortization per Service Hour	\$ 12.12	\$ 11.57	4.8%	\$ 12.14
Net Cost per Service Hour (CUTA)	\$ 41.96	\$ 46.43	-9.6%	\$ 22.30
% Cost Recovery (CUTA)	72%	69%		81%
Gross cost per KM	\$ 4.08	\$ 3.87		\$ 3.39
Route KM	449,002	476,699		411,308
Ridership	257,113	214,028	20.1%	242,290
Service Hours	11,240	11,440	-1.7%	10,560
Ridership per Service Hour	23	19	22.3%	23

Bow Valley Regional Transit Services Commission Route 4 - Cave & Basin												
	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income												
Bus Pass Sales	-			10,095	3,234	312%	7,902	6,373	124%	17,998	9,607	187%
Recoveries - Operating (non-members)	32,240	24,311	133%	94,506	92,300	102%	117,415	153,402	77%	244,161	270,013	90%
Total Income	32,240	24,311	133%	104,601	95,534	109%	125,317	159,775	78%	262,158	279,620	94%
Expenses												
Advertising & Marketing Expenses				373	563	66%	792	1,109	71%	1,164	1,672	70%
Contracted Services / Professional Fees	464	272	170%	639	1,116	57%	246	2,197	11%	1,348	3,585	38%
General Operating Expenses	3	0		483	505	96%	851	993	86%	1,337	1,498	89%
Infrastructure Maintenance	40	0		217	550	39%	600	1,089	55%	857	1,639	52%
Insurance Expense	1,524	1,677	91%	1,328	1,677	79%	1,426	1,677	85%	4,278	5,030	85%
Software Fees & Licences	675	0		1,616	3,208	50%	1,932	6,326	31%	4,222	9,534	44%
Staff, Training, Travel & Meals	1,873	941	199%	1,323	1,854	71%	(41)	2,733	-2%	3,155	5,528	57%
Transit storage facility	3,332	3,338	100%	2,569	3,338		2,949	3,338		8,850	10,013	88%
Vehicle Expenses	10,985	6,000	183%	24,078	13,505	178%	31,347	22,667	138%	66,410	42,172	157%
Wages & Benefits	13,365	12,084	111%	56,516	54,534	104%	79,363	92,459	86%	149,244	159,076	94%
Total Expenses	32,261	24,311	133%	91,860	83,195	110%	125,133	139,210	90%	249,254	246,716	101%
Surplus / Deficiency Prior to Amortization	(21)	(0)		12,741	12,339		184	20,565		12,904	32,904	
Amortization Expense				12,339	12,339	100%	20,565	20,565	100%	32,904	32,904	100%
Net Income	(21)	(0)		402	(0)		(20,381)	(0)		(20,000)	(0)	

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1) Bus pass sales over budget amounts. Ridership and service hours are down, but increase mostly due to change in allocation of Superpass revenue.

2) Recoveries based on actual net expenses.

3) Route operating expenses close to budget to date, biggest variance coming from TOB vehicle maintenance expenses being significantly over budget

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

Route 4 - Cave & Basin	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 16.41	\$ 7.37	122.7%	\$ 25.56
Gross Cost per Service Hour	\$ 263.45	\$ 222.09	18.6%	\$ 192.72
Direct Operating Cost per Service Hour	\$ 227.32	\$ 189.31	20.1%	\$ 157.38
Overhead per Service Hour	\$ 4.84	\$ 6.61	-26.8%	\$ 4.98
Lease/Amortization per Service Hour	\$ 31.29	\$ 26.17	19.6%	\$ 30.37
Net Cost per Service Hour (CUTA)	\$ 215.74	\$ 188.55	14.4%	\$ 136.80
% Cost Recovery (CUTA)	7%	4%		16%
Gross cost per KM	\$ 20.52	\$ 13.48		\$ 10.25
Route KM	14,080	16,320		12,067
Ridership	22,132	22,803	-2.9%	28,273
Service Hours	1,097	1,303	-15.9%	1,106
Ridership per Service Hour	20	17	15.4%	26

Bow Valley Regional Transit Services Commission Route 5 - Canmore Local												
	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	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%	3,848	3,006	128%	9,402	9,017	104%
Other Income	4,480									4,480	-	
Requisitions - Operating	396,491	396,490	100%	397,786	397,785	100%	418,134	400,457	104%	1,212,411	1,194,732	101%
Total Income	403,373	399,496	101%	400,938	400,791	100%	421,982	403,463	105%	1,226,293	1,203,750	102%
Expenses												
Advertising & Marketing Expenses	1,979	3,564	56%	3,275	3,564	92%	3,288	3,603	91%	8,542	10,731	80%
Contracted Services / Professional Fees	3,139	7,204	44%	2,738	7,208	38%	2,216	7,285	30%	8,093	21,697	37%
Fuel Expense	43,521	37,352	117%	39,533	37,353	106%	39,780	37,764	105%	122,835	112,469	109%
General Operating Expenses	1,627	2,372	69%	1,884	2,372	79%	1,533	2,398	64%	5,044	7,142	71%
Infrastructure Maintenance		4,640	0%	340	4,638	7%	482	4,689	10%	822	13,967	6%
Insurance Expense	6,353	6,714	95%	5,585	6,714	83%	5,969	6,714	89%	17,906	20,142	89%
Software Fees & Licences	6,535	5,090	128%	7,322	5,090	144%	6,421	5,146	125%	20,277	15,326	132%
Staff, Training, Travel & Meals	2,043	5,470	37%	3,618	5,466	66%	(49)	5,529	-1%	5,612	16,465	34%
Transit storage facility	3,348	1,707	196%	10,328	1,707	605%	12,922	1,707	757%	26,598	5,121	519%
Vehicle Expenses	147,000	95,000	155%	142,013	94,993	149%	121,611	96,038	127%	410,624	286,031	144%
Wages & Benefits	218,921	230,383	95%	279,869	231,686	121%	209,429	232,590	90%	708,219	694,659	102%
Total Expenses	434,465	399,496	109%	496,505	400,791	124%	403,602	403,463	100%	1,334,572	1,203,750	111%
Surplus / Deficiency Prior to Amortization	(31,092)	-		(95,567)	-		18,380	-		(108,279)	-	
Amortization Expense	44,955	44,954	100%	44,955	44,954	100%	44,955	44,954	100%	134,865	134,863	100%
Net Income	(76,047)	(44,954)		(140,522)	(44,954)		(26,575)	(44,954)		(243,144)	(134,863)	

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Service hours approximately 300 less than budget to date

- 1) Requisition includes additional for Canmore storage bays, which was not budgeted for. Additional expenses in Transit storage building for these monthly lease costs as well.
- 2) Contracted services under budget. Mostly due to dirty dog cleaing expenses being under budget.
- 3) Fuel over budget. Service hours slightly over budget, and also budgeted for 1 electric bus on this route, but not being used so not the seeing costs savings here.
- 4) Overall infrastructure maintenance below budget, including amounts allocated to Canmore local routes.
- 5) Staff expenses under budget, mostly because rental recovery on staff units was greater than budgeted. Over the last quarter occupancy is not as high, so we expect this to be closer to budget by year end.
- 6) Overall TOB vehicle maintenance over budget by \$600K. So all routes significantly over budget
- 3) All wages slightly under budget to date, driver wages allocated to route are 16K over budget due to being slightly over in service hours.

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

Route 5 - Canmore Local	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 1.37	\$ 0.91	50.0%	\$ 0.58
Gross Cost per Service Hour	\$ 151.23	\$ 143.24	5.6%	\$ 127.17
Direct Operating Cost per Service Hour	\$ 131.79	\$ 122.03	8.0%	\$ 107.23
Overhead per Service Hour	\$ 4.84	\$ 6.61	-26.8%	\$ 4.98
Lease/Amortization per Service Hour	\$ 14.60	\$ 14.59	0.1%	\$ 14.97
Net Cost per Service Hour (CUTA)	\$ 135.26	\$ 127.73	5.9%	\$ 111.62
% Cost Recovery (CUTA)	1%	1%		1%
Gross cost per KM	\$ 6.81	\$ 5.88		\$ 5.19
Route KM	225,025	240,456		230,107
Ridership	272,762	209,989	29.9%	229,940
Service Hours	10,126	9,864	2.7%	9,389
Ridership per Service Hour	27	21	26.5%	24

**Bow Valley Regional Transit Services Commission
Route 6 - Lake Minnewanka**

	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income													
Bus Pass Sales				16,607	13,215	126%	24,558	26,725	92%	41,165	39,940	103%	1
Partner Programs				5,463	13,397	41%	22,985	22,329	103%	28,448	35,726	80%	2
Recoveries - Operating (non-members)	69,460	51,639	135%	224,870	260,894	86%	539,808	442,814	122%	834,138	755,346	110%	3
Total Income	69,460	51,639	135%	246,941	287,506	86%	587,350	491,867	119%	903,751	831,012	109%	
Expenses													
Advertising & Marketing Expenses				548	981	56%	1,079	1,982	54%	1,628	2,963	55%	
Contracted Services / Professional Fees	464	1,156	40%	173,983	1,663	10462%	437,430	3,363	13007%	611,876	6,182	9898%	4
Fuel Expense	0	0			7,535	0%	1,867	15,236	12%	1,867	22,771	8%	
General Operating Expenses	7			755	1,226	62%	1,829	2,480	74%	2,591	3,706	70%	
Infrastructure Maintenance	95			1,260	1,110	114%	725	2,246	32%	2,080	3,356	62%	
Insurance Expense	4,135	4,932	84%	4,320	4,932	88%	4,228	4,932	86%	12,683	14,795	86%	
Software Fees & Licences	1,750			3,643	6,400	57%	4,577	12,939	35%	9,970	19,339	52%	
Staff, Training, Travel & Meals	4,534	2,274	199%	(1,561)	3,832	-41%	(113)	5,424	-2%	2,860	11,531	25%	
Transit storage facility	6,689	6,675	100%	5,101	6,675		5,991	6,675		17,782	20,024	89%	
Vehicle Expenses	21,969	9,000	244%	23,293	29,429	79%	23,523	53,443	44%	68,785	91,872	75%	
Wages & Benefits	29,878	27,603	108%	3,887	128,805	3%	57,221	224,946	25%	90,986	381,354	24%	
Total Expenses	69,521	51,639	135%	215,229	192,588	112%	538,356	333,666	161%	823,107	577,892	142%	3
Surplus / Deficiency Prior to Amortization	(62)	-		31,712	94,918		48,994	158,202		80,645	253,120		
Amortization Expense				31,640	94,920	33%	63,280	158,200	40%	94,920	253,120	37%	
Net Income	(62)	-		72	(2)		(14,286)	2		(14,275)	0		

1) Bus pass sales consistent with budget amounts. Ridership and service hours are down, but increase mostly due to change in allocation of Superpass revenue.

2) Lake Minewanka partner revenue below budget. May be partially to do with Diversified tracking of ridership.

3) Recoveries based on actual net expenses.

4) Contracted services for Diversified operating route

5) Most route expenses are under budget due to diversified operating the route. Still includes fixed bus expenses including insurance, fixed building costs for transit storage building, and fixed costs for TOB maintenance building usage.

We did operating the route internally for a few days, so there is some expenses for fuel, driver and cleaner wages.

Wages allocated to the route are mostly admin, customer service and operations wages.

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

Route 6 - Lake Minnewanka	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 24.33	\$ 24.19	0.6%	\$ 30.00
Gross Cost per Service Hour	\$ 327.00	\$ 273.20	19.7%	\$ 207.81
Direct Operating Cost per Service Hour	\$ 287.70	\$ 184.75	55.7%	\$ 136.33
Overhead per Service Hour	\$ 4.84	\$ 6.61	-26.8%	\$ 4.98
Lease/Amortization per Service Hour	\$ 34.46	\$ 81.84	-57.9%	\$ 66.51
Net Cost per Service Hour (CUTA)	\$ 268.21	\$ 167.17	60.4%	\$ 111.30
% Cost Recovery (CUTA)	8%	13%		21%
Gross cost per KM	-	\$ 5.01		\$ 6.32
Route KM	-	75,375		101,397
Ridership	75,917	67,248	12.9%	91,464
Service Hours	2,861	3,128	-8.5%	3,082
Ridership per Service Hour	27	21	23.4%	30

* 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 8 - Lake Louise / Banff Regional Winter												
	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income												
Bus Pass Sales	259,737	236,609	110%	152,292	119,606	127%	107,078	39,002		519,106	395,217	131%
Marketing & Advertising Revenue	579	0		630			480			1,689	-	
Recoveries - Operating (non-members)	63,478	61,066	104%	93,249	33,543	278%	11,837	13,993	85%	168,564	108,602	155%
Requisitions - Operating	67,792	67,793	100%	37,237	37,238	100%	15,533	15,534	100%	120,562	120,564	100%
Total Income	391,586	365,468	107%	283,408	190,387	149%	134,927	68,529	197%	809,921	624,383	130%
Expenses												
Advertising & Marketing Expenses	838	1,664	50%	68	840	8%	23	274	8%	929	2,778	33%
Contracted Services / Professional Fees	1,296	1,842	70%	760	930	82%	278	304	91%	2,333	3,076	76%
Fuel Expense	49,358	55,280	89%	27,725	27,945	99%	9,061	9,112	99%	86,143	92,337	93%
General Operating Expenses	6,979	6,400	109%	3,281	3,236	101%	2,295	1,054	218%	12,555	10,690	117%
Infrastructure Maintenance	375	1,928	19%		974	0%	360	318	113%	735	3,220	23%
Insurance Expense	2,989	1,644	182%	2,648	1,644	161%	2,819	1,644	171%	8,455	4,931	171%
Software Fees & Licences	4,365	2,446	178%	3,673	1,237	297%	2,038	403	506%	10,076	4,086	247%
Staff, Training, Travel & Meals	1,313	3,665	36%	82	1,854	4%	(45)	602	-7%	1,349	6,121	22%
Transit storage facility	13,587	4,333	314%	11,536	4,333		8,129	4,333		33,252	12,998	256%
Vehicle Expenses	100,581	83,249	121%	61,830	44,084	140%	26,539	17,722	150%	188,949	145,055	130%
Wages & Benefits	172,315	203,017	85%	133,766	103,310	129%	18,464	32,763	56%	324,546	339,091	96%
Total Expenses	353,994	365,468	97%	245,369	190,387	129%	69,960	68,529	102%	669,323	624,383	107%
Surplus / Deficiency Prior to Amortization	37,592	(0)		38,039	(0)		64,967	(0)		140,598	(0)	
Amortization Expense	24,282	24,281	100%	45,421	12,141	374%	14,594	4,047	361%	84,297	40,469	208%
Net Income	13,310	(24,281)		(7,382)	(12,141)		50,373	(4,047)		56,302	(40,469)	

8 Winter ID9	8 Winter Parks	8 Winter Total	
Actual	Actual	Actual	Budget
390,019	129,087	519,106	395,217
1,689		1,689	-
	168,564	168,564	108,602
120,562		120,562	120,564
512,270	297,651	809,921	624,383
614	315	929	2,778
1,716	617	2,333	3,076
56,084	30,059	86,143	92,337
8,997	3,558	12,555	10,690
468	267	735	3,220
4,228	4,228	8,455	4,931
6,373	3,703	10,076	4,086
909	441	1,349	6,121
17,941	15,312	33,252	12,998
116,559	72,390	188,949	145,055
201,610	122,936	324,546	339,091
415,499	253,824	669,323	624,383
96,771	43,827	140,598	(0)
40,470	43,827	84,297	40,469
56,301	0	56,302	(40,469)

Includes ID9 bus and parks additional bus

- 1) Pass sales over budget to date for all quarters 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 \$600K. So all routes significantly over budget

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

Route 8 - Lake Louise / Banff Regional Winter	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 132.43	\$ 100.00	32.4%	\$ 132.20
Gross Cost per Service Hour	\$ 197.76	\$ 175.76	12.5%	\$ 138.37
Direct Operating Cost per Service Hour	\$ 170.20	\$ 157.99	7.7%	\$ 120.42
Overhead per Service Hour	\$ 4.84	\$ 6.61	-26.8%	\$ 4.98
Lease/Amortization per Service Hour	\$ 22.72	\$ 11.16	103.6%	\$ 12.97
Net Cost per Service Hour (CUTA)	\$ 42.61	\$ 64.60	-34.0%	\$ (6.81)
% Cost Recovery (CUTA)	76%	61%		105%
Gross cost per KM	\$ 3.84	\$ 3.47		\$ 2.85
Route KM	202,550	200,276		158,920
Ridership	64,533	53,100	21.5%	58,250
Service Hours	3,933	3,952	-0.5%	3,271
Ridership per Service Hour	16	13	22.1%	18

Includes ID#9 bus and additional parks bus

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

	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Income													
Bus Pass Sales				364,056	294,370	124%	718,884	503,701	143%	1,082,940	798,071	136%	1
Marketing & Advertising Revenue				110			430						
Recoveries - Operating (non-members)	126,566	76,651	165%	46,342	254,906	18%	100,204	364,139	28%	273,111	695,697	39%	2
Requisitions - Operating		4,721	0%		15,700	0%		22,427	0%	-	42,848	0%	3
Total Income	126,566	81,372	156%	410,508	564,976	73%	819,518	890,267	92%	1,356,591	1,536,615	88%	
Expenses													
Advertising & Marketing Expenses				875	2,784	31%	1,135	4,762	24%	2,010	7,546	27%	
Contracted Services / Professional Fees	1,855	1,786	104%	2,662	4,016	66%	11,877	6,872	173%	16,393	12,674	129%	
Fuel Expense		0		39,869	51,326	78%	71,709	87,826	82%	111,577	139,152	80%	8
General Operating Expenses	17			14,977	11,152	134%	19,531	19,083	102%	34,524	30,235	114%	4
Infrastructure Maintenance	670			3,691	1,191	310%	2,434	2,041	119%	6,795	3,232	210%	
Insurance Expense	4,271	6,725	64%	4,441	6,725	66%	4,356	6,725	65%	13,068	20,174	65%	5
Software Fees & Licences	2,636			6,916	9,425	73%	8,577	16,130	53%	18,129	25,555	71%	
Staff, Training, Travel & Meals	10,035	4,939	203%	6,854	10,695	64%	(223)	14,791	-2%	16,666	30,426	55%	6
Transit storage facility	9,018	11,008	82%	7,116	11,008	65%	8,956	11,008	81%	25,089	33,023	76%	5
Vehicle Expenses	29,292	15,000	195%	89,610	75,445	119%	124,474	120,544	103%	243,376	210,989	115%	7
Wages & Benefits	69,438	62,917	110%	292,689	340,708	86%	440,172	516,354	85%	802,298	919,979	87%	8
Total Expenses	127,231	102,374	124%	469,699	524,474	90%	692,997	806,136	86%	1,289,927	1,432,984	90%	
Surplus / Deficiency Prior to Amortization	(665)	(21,002)		(59,192)	40,502		126,522	84,131	1.503855	66,665	103,631		
Amortization Expense		-		147,207	110,344	133%	262,532	183,907	143%	409,739	294,251	139%	
Net Income	(665)	(21,002)		(206,399)	(69,842)		(136,010)	(99,775)		(343,074)	(190,620)		

Actual budget for Route 8X included both Route 8X and Route 11. Acutal expenses for Route 11 in a separate class.

- 1) Pass sales over budget to date due to strong ridership numbers.
- 2) Recoveries based on forecasted annual net expenses. Will adjust to acutal expenses in December.
- 3) Allocation for ID9 contriubtion will not be 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) Staff expenses under budget, mostly because rental recovery on staff units was greater than budgeted. Over the last quarter occupancy is not as high, so we expect this to be closer to budget by year end.
- 7) Overall TOB vehicle maintenance over budget by \$600K. So all routes significantly over budget
- 8) Fuel and driver wages under budget partially due to Route 11 expenses being budgeted here.

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

Route 8X - Lake Louise / Banff Regional Express - Summer	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 198.18	\$ 128.27	54.5%	\$ 243.79
Gross Cost per Service Hour	\$ 317.02	\$ 285.13	11.2%	\$ 216.20
Direct Operating Cost per Service Hour	\$ 235.94	\$ 230.31	2.4%	\$ 164.26
Overhead per Service Hour	\$ 4.84	\$ 6.61	-26.8%	\$ 4.98
Lease/Amortization per Service Hour	\$ 76.23	\$ 48.21	58.1%	\$ 46.97
Net Cost per Service Hour (CUTA)	\$ 42.60	\$ 108.66	-60.8%	\$ (74.55)
% Cost Recovery (CUTA)	82%	54%		144%
Gross cost per KM	\$ 6.99	\$ 3.06		\$ 4.02
Route KM	247,819	269,752		283,191
Ridership	131,060	113,854	15.1%	149,140
Service Hours	5,467	6,222	-12.1%	5,268
Ridership per Service Hour	24	18	31.0%	28

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

	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income												
Bus Pass Sales							28,332	0%		-	28,332	0%
Recoveries - Operating (non-members)		4,013	0%		25,963	0%	59,637	0%		-	89,613	0%
Requisitions - Operating		3,645	0%		23,583	0%	54,169	0%		-	81,396	0%
Total Income	-	7,657	0%	-	49,546	0%	-	142,138	0%	-	199,341	0%
Expenses												
Advertising & Marketing Expenses							2,210	0%		-	2,210	0%
Contracted Services / Professional Fees		525	0%		-		2,451	0%		-	2,976	0%
Fuel Expense					-		4,152	0%		-	4,152	0%
General Operating Expenses					-		2,854	0%		-	2,854	0%
Infrastructure Maintenance					-		949	0%		-	949	0%
Insurance Expense		1,644	0%		1,644	0%	1,644	0%		-	4,932	0%
Software Fees & Licences					-		6,772	0%		-	6,772	0%
Staff, Training, Travel & Meals					-		4,880	0%		-	4,880	0%
Transit storage facility		2,225	0%		2,225	0%	2,225	0%		-	6,675	0%
Vehicle Expenses					-		8,234	0%		-	8,234	0%
Wages & Benefits		3,263	0%		1,953	0%	32,886	0%		-	38,103	0%
Total Expenses	-	7,657	0%	-	5,822	0%	-	69,257	0%	-	82,736	0%
Net Operating Income	-	(0)	0	-	43,724	0	-	72,881	0	-	116,605	0
Amortization Expense		-			43,725	0%	72,875	0%		-	116,600	0%
Net Income	-	(0)	0	-	(1)		-	6		-	5	

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 Route 9 - Johnson Canyon												
	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income												
Bus Pass Sales	12,257	14,291		51,933	33,958		109,500	57,337		173,689	105,586	165%
Marketing & Advertising Revenue				97						97	-	
Recoveries - Operating (non-members)	79,606	45,511	175%	44,125	60,021	74%	70,597	75,522	93%	194,328	181,054	107%
Requisitions - Operating		41,338	0%		54,517	0%		68,596	0%	-	164,451	0%
Total Income	91,863	101,139	91%	96,155	148,497	65%	180,097	201,455	89%	368,114	451,092	82%
Expenses												
Advertising & Marketing Expenses	106	232	46%	286	554	52%	209	935	22%	601	1,721	35%
Contracted Services / Professional Fees	1,048	883	119%	1,141	848	135%	446	1,431	31%	2,635	3,162	83%
Fuel Expense	4,560	2,700	169%	12,170	6,413	190%	21,109	10,828	195%	37,839	19,941	190%
General Operating Expenses	300	667	45%	1,382	1,579	88%	2,110	2,666	79%	3,792	4,912	77%
Infrastructure Maintenance	67	100	67%	306	238	129%	370	401	92%	743	739	101%
Insurance Expense	5,531	4,932	112%	5,743	4,932	116%	5,637	4,932	114%	16,911	14,795	114%
Software Fees & Licences	1,586	1,904	83%	2,975	4,525	66%	2,690	7,640	35%	7,251	14,069	52%
Staff, Training, Travel & Meals	1,712	1,415	121%	1,334	2,086	64%	(39)	2,880	-1%	3,007	6,381	47%
Transit storage facility	6,940	6,675	104%	5,383	6,675	81%	5,490	6,675	82%	17,814	20,024	89%
Vehicle Expenses	30,478	7,161	426%	39,103	17,019	230%	46,718	28,729	163%	116,299	52,909	220%
Wages & Benefits	39,089	45,321	86%	81,999	74,480	110%	100,211	105,188	95%	221,299	224,989	98%
Total Expenses	91,416	71,989	127%	151,823	119,348	127%	184,950	172,304	107%	428,190	363,642	118%
Surplus / Deficiency Prior to Amortization	447	29,150		(55,669)	29,149		(4,853)	29,151		(60,075)	87,450	
Amortization Expense	29,148	29,150	100%	51,012	29,150	175%	65,588	29,150	225%	145,748	87,450	167%
Net Income	(28,701)	(0)		(106,681)	(1)		(70,441)	1		(205,823)	(0)	

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1) Pass sales over budget to date due to strong ridership numbers, change of allocation of super pass revenues.

2) Recoveries based on forecasted annual net expenses.

3) Allocation for ID9 contribution will not be adjusted for until year end

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

5) Includes portion of insurance allocation for 8S bus.

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 9 - Johnston Canyon	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 96.32	\$ 57.97	66.1%	\$ 79.35
Gross Cost per Service Hour	\$ 324.22	\$ 255.21	27.0%	\$ 212.86
Direct Operating Cost per Service Hour	\$ 237.32	\$ 199.67	18.9%	\$ 156.08
Overhead per Service Hour	\$ 4.84	\$ 6.61	-26.8%	\$ 4.98
Lease/Amortization per Service Hour	\$ 82.06	\$ 48.94	67.7%	\$ 51.80
Net Cost per Service Hour (CUTA)	\$ 145.84	\$ 148.30	-1.7%	\$ 81.70
% Cost Recovery (CUTA)	40%	28%		49%
Gross cost per KM	6.63	\$ 5.37		\$ 4.70
Route KM	88,216	59,115		80,952
Ridership	36,733	25,154	46.0%	32,160
Service Hours	1,804	1,821	-0.9%	1,789
Ridership per Service Hour	20	14	47.4%	18

Bow Valley Regional Transit Services Commission Route 10 - Moraine Lake

	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income												
Bus Pass Sales							42,127	31,884	132%	42,127	31,884	132%
Recoveries - Operating (non-members)	6,200	6,229	100%	7,001	3,875	181%	2,390	27,904	9%	15,591	38,007	41%
Total Income	6,200	6,229	100%	7,001	3,875	181%	44,517	59,788	74%	57,718	69,891	83%
Expenses												
Advertising & Marketing Expenses		-					19	194	10%	19	194	10%
Contracted Services / Professional Fees	-	-					115	656	18%	115	656	18%
Fuel Expense	-	-					8,154	7,236	113%	8,154	7,236	113%
General Operating Expenses	-	-		76	-		1,671	954	175%	1,747	954	183%
Infrastructure Maintenance	19	-			-		1,124	249	452%	1,144	249	459%
Software Fees & Licences	113	-		118	-		279	258	108%	510	258	198%
Staff, Training, Travel & Meals	16	-		7	-		(4)	375	-1%	19	375	5%
Transit storage facility	30						285			316	-	
Wages & Benefits	6,021	6,229	97%	6,800	3,875	175%	13,107	29,509	44%	25,928	39,612	65%
Total Expenses	6,200	6,229	100%	7,001	3,875	181%	34,517	49,788	69%	47,718	59,891	80%
Surplus / Deficiency Prior to Amortization	-	-		-	-		10,000	10,000	1	10,000	10,000	1
Amortization Expense	-	-		-	-		10,000	10,000	100%	10,000	10,000	100%
Net Income	-	-		-	-		-	-		-	-	

1) Pass sales over budget to date due to strong ridership numbers, change of allocation of super pass revenues.

2) Recoveries based on actual net expenses.

2) Wages includes summer training and planning. Under budget due to timing of last pay period in Sept and driver wages. Will catch up to budget after October expenses included.

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

Route 10 - Moraine Lake	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 113.47	\$ 97.73	0.0%	\$ 131.90
Gross Cost per Service Hour	\$ 161.60	\$ 221.76	0.0%	\$ 155.57
Direct Operating Cost per Service Hour	\$ 128.53	\$ 183.57	0.0%	\$ 116.65
Overhead per Service Hour	\$ 4.84	\$ 6.61	0.0%	\$ 4.98
Lease/Amortization per Service Hour	\$ 28.22	\$ 31.57	0.0%	\$ 33.94
Net Cost per Service Hour (CUTA)	\$ 19.90	\$ 92.46	0.0%	\$ (10.27)
% Cost Recovery (CUTA)	85%	51%	0.0%	108%
Gross cost per KM	\$ 3.37			\$ 2.30 *
Route KM	17,792			*
Ridership	7,178	4,507	0.0%	6,556
Service Hours	371	326	0.0%	300
Ridership per Service Hour	19	14	0.0%	22

Bow Valley Regional Transit Services Commission Route 11 - Lake Louise Local												
	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income												
Bus Pass Sales				12,258			32,588			44,846	-	
Requisitions - Operating										-	-	
Total Income	-	-		12,258	-		32,588	-		44,846	-	
Expenses												
Advertising & Marketing Expenses				111			129			240	-	
Contracted Services / Professional Fees				92	-		259			350	-	
Fuel Expense				4,429	-		10,316			14,745	-	
General Operating Expenses				199	-		351			550	-	
Infrastructure Maintenance				259	-		202			462	-	
Software Fees & Licences				288			765			1,053	-	
Staff, Training, Travel & Meals				2,515			7			2,522	-	
Transit storage facility				89			362			451	-	
Vehicle Expenses				8,041			29,646			37,687	-	
Wages & Benefits				29,441			45,259			74,700	-	
Total Expenses	-	-		45,464	-		88,736	-		134,200	-	
Net Operating Income	-	-		(33,206)	-		(56,148)	-		(89,354)	-	
Amortization Expense		-		15,000			21,093			36,093	-	
Net Income	-	-		(48,206)	-		(77,241)	-		(125,448)	-	

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.

1) Requisition for ID9 for this route is coming from their operating reserves.

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

Route 11 - Lake Louise Local	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 46.76		0.0%	\$ 39.63
Gross Cost per Service Hour	\$ 183.70		0.0%	\$ 83.72
Direct Operating Cost per Service Hour	\$ 122.44		0.0%	\$ 78.14
Overhead per Service Hour	\$ 4.84		0.0%	\$ 4.98
Lease/Amortization per Service Hour	\$ 56.42		0.0%	\$ 0.60
Net Cost per Service Hour (CUTA)	\$ 80.52		0.0%	\$ 43.49
% Cost Recovery (CUTA)	37%		0.0%	48%
Gross cost per KM	\$ 5.34			\$ 6.06
Route KM	33,015			12,960
Ridership	24,533		0.0%	20,921
Service Hours	959		0.0%	938
Ridership per Service Hour	26		0.0%	22

Budget was included with 8X numbers in 2024

Bow Valley Regional Transit Services Commission Route 12 - Grassi Lakes												
	Jan - Mar, 2024			Apr - Jun, 2024			Jul - Sep, 2024			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income												
Marketing & Advertising Revenue							187			187	-	
Recoveries - Operating (non-members)					37,645	0%	101,646	64,000	159%	101,646	101,645	100%
Requisitions - Operating					37,645	0%	106,065	64,000	166%	106,065	101,645	104%
Total Income	-	-		-	75,290	0%	207,898	128,000	162%	207,898	203,290	102%
Expenses												
Advertising & Marketing Expenses				1,182	645	183%	145	1,105	13%	1,327	1,750	76%
Contracted Services / Professional Fees				91	803	11%	165	1,373	12%	256	2,176	12%
Fuel Expense				1,028	4,008	26%	3,071	6,858	45%	4,098	10,866	38%
General Operating Expenses				46	309	15%	101	527	19%	147	836	18%
Infrastructure Maintenance				1,808	605	299%	330	1,036	32%	2,138	1,641	130%
Insurance Expense				951	2,425	39%	1,427	4,150	34%	2,378	6,575	36%
Software Fees & Licences				240	2,515	10%	582	4,305	14%	822	6,820	12%
Staff, Training, Travel & Meals				2,413	2,282	106%	4	3,908	0%	2,416	6,190	39%
Transit storage facility				2,527			3,361			5,889	-	
Vehicle Expenses				14,686	11,894	123%	23,813	20,350	117%	38,499	32,244	119%
Wages & Benefits				16,391	31,054	53%	23,898	53,135	45%	40,289	84,189	48%
Total Expenses	-	-		41,362	56,540	73%	56,898	96,747	59%	98,260	153,287	64%
Net Operating Income	-	-		(41,362)	18,750		151,001	31,253		109,639	50,003	
Amortization Expense		-		18,750	18,750	100%	31,250	31,250	100%	50,000	50,000	100%
Net Income	-	-		(60,112)	-		119,751	3		59,639	3	

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Route operating weekends only. Budgeted for 7 days per week over the summer. So service hours approximately 650 under budget.

1) Allocations based on budgeted amounts. Allocation for AB parks will be updated at year end based on actual expenses.

2) Vehicle expenses over budget. Includes allocation for Canmore by storage which was not budgeted and lease costs for one of the cutaways.

3) Most expenses are under budget due to less service hours on this route.

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

Route 12 - Grassi Lakes	January - September 2024			
	2024	2024	COMP	2023
	ACTUAL	BUDGET	%	
Revenue per Service Hour	\$ 0.42	\$ -		
Gross Cost per Service Hour	\$ 337.06	\$ 192.68	74.9%	
Direct Operating Cost per Service Hour	\$ 158.92	\$ 139.61	13.8%	
Overhead per Service Hour	\$ 4.84	\$ 6.61	-26.8%	
Lease/Amortization per Service Hour	\$ 173.30			
Net Cost per Service Hour (CUTA)	\$ 163.34	\$ 146.22	11.7%	
% Cost Recovery (CUTA)	0%	0%		
Gross cost per KM	\$ 19.66	\$ 6.19		
Route KM	7,680	34,160		
Ridership	7,927	0		
Service Hours	448	1,098	-59.2%	
Ridership per Service Hour	18	0		

Route did not operate in 2023

Bow Valley *Regional* Transit Services Commission



Board Self-Assessment

During the October 2024 Commission Meeting, Administration was asked to return with a motion regarding the conducting of a Board Self-Assessment to be completed in 2025. The following motion is suggested:

“... moves to direct Commission members to perform a Board Self-Assessment in 2025, led by Elevated HR”



Board Self-Assessment

ROAM Transit

Date: November 6, 2024

Melanie Booth, CPA, CGA

Director of Finance & Administration
 221 Beaver Street or 111 Hawk Ave.
 PO Box 338, Banff, AB, Canada, T1L 1A5
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Executive Summary

Elevated HR Solutions Inc. is pleased to present this proposal for facilitating a comprehensive self-assessment for the ROAM Transit Board. This self-assessment aims to provide ROAM Transit's board with valuable insights into current practices and areas for growth, aligning with your objectives of strengthening board governance, fostering strategic alignment, and enhancing overall effectiveness. Our approach is structured to help board members gain clarity on roles, responsibilities, and decision-making processes while uncovering any potential areas for improvement.

Project Scope

Our board self-assessment will focus on the following areas:

1. **Board Governance:** Evaluating structures and processes that enable effective oversight.
2. **Strategic Alignment:** Ensuring board activities align with ROAM Transit's mission and strategic objectives.
3. **Roles and Responsibilities:** Clarifying expectations for board member roles.
4. **Decision-Making:** Assessing how decisions are made and identifying opportunities to improve decision-making efficiency.
5. **Board Dynamics:** Fostering collaboration and a constructive working environment within the board.

Through our assessment process, we aim to identify any challenges or concerns that may impact the board's effectiveness. The results will guide our recommendations to support ROAM Transit's continued growth and success.

Methodology

To conduct this self-assessment, we propose the following approach:

- **Self-Assessment Tools:** We will use tailored surveys and guided reflection exercises designed to encourage honest feedback and foster self-reflection among board members.
- **Timeline with Milestones:**
 - **Project Kick-off (November 15):** Initial orientation and introduction to the assessment process.
 - **Data Collection:** Distribution of self-assessment surveys and tools.
 - **Mid-point Check-in (December):** Optional review to gauge progress and address any emerging needs.

- **Final Report Development:** Collating findings and insights into a comprehensive written report with actionable recommendations.
- **Comprehensive Report:** Following the assessment, we will compile a report summarizing key findings, including areas of strength and opportunities for improvement. The report will provide actionable recommendations tailored to ROAM Transit's board.

Deliverables

1. **Written Report:** A detailed report highlighting findings from the self-assessment, providing insights into strengths and development areas, along with actionable recommendations.
2. **Optional Debrief Session:** We can facilitate a follow-up session to discuss the findings and address any questions or areas requiring further clarification.

Timeline

- **November 15:** Project Kick-off and initial orientation.
- **December (Optional):** Mid-point check-in.
- **January 15:** Submission of the final report.

Budget

Our services for this project fall within a range of **\$3,500 - \$5,000**, based on the final participant count. This range includes the design, execution, and reporting for the self-assessment, as well as an optional debrief session if requested. Final pricing will be confirmed upon determining the number of participants.

Confidentiality & Data Privacy

Given the sensitive nature of board discussions, we prioritize data privacy and confidentiality throughout this assessment. All data collected will be handled securely, and findings will be shared exclusively with ROAM Transit.

Bow Valley *Regional* Transit Services Commission



Bylaw Review

“... moves to initiate a BVRTSC Bylaw Review in 2025, with each Board Member providing comments to the CEO and Board Chair on any suggested amendments by the end of Q1, 2025, with the intent of having the review completed by the end of Q2, 2025”

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

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

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

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

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

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

NOW THEREFORE the Commission enacts the following:

1. DEFINITIONS

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

2. BOARD OF DIRECTORS

2.1. The Board shall consist of Six (6) Directors that shall be appointed as follows:

2.1.1. Two (2) Directors, whom shall be elected officials, from each Member of the Commission.

2.2. A Director's appointment can be revoked through written notification from a Member's Council of a replacement Director.

2.3. Selection of the Chair and Vice-Chair shall be through nomination and the support of the majority of the Voting Members.

2.4. A Chair and Vice-Chair shall occupy the positions for one year.

3. AMENDMENTS

3.1. In accordance with Section 191(2) of the Act a bylaw to amend this Bylaw does not come into force until the bylaw is passed by a majority of the Directors of the Board and approved by the Minister of Municipal Affairs.

3.2. The first time that the Bylaw is amended, a notice that contains both the existing Bylaw (in full) and the proposed Bylaw (in full) will be provided to Directors and Members at least one month in advance of when Members will vote on the changes. Thereafter, the notice will only contain new items, items to be changed, or items to be removed from the existing Bylaw.

Read a first time this 15th day of June, 2011

Read a second time this 15th day of June, 2011

Read a third time this 15th day of June, 2011



Leslie Taylor, Chairperson

Approved by the Minister of Municipal Affairs pursuant to Section 602.07(2) of the *Municipal Government Act*, this 18th day of August 2011.



Minister of Municipal Affairs

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

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

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

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

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

NOW THEREFORE the Commission enacts the following:

1. DEFINITIONS

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

2. BOARD OF DIRECTORS

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



3. AMENDMENTS

3.1. In accordance with Section 191(2) of the Act a bylaw to amend this Bylaw does not come into force until the bylaw is passed by a majority of the Directors of the Board and approved by the municipal councils or main governing body of the Members.

3.2. The first time that the Bylaw is amended, a notice that contains both the existing Bylaw (in full) and the proposed Bylaw (in full) will be provided to Directors and Members at least one month in advance of when Members will vote on the changes. Thereafter, the notice will only contain new items, items to be changed, or items to be removed from the existing Bylaw.

Read a first time this 15th day of June, 2011

Read a second time this 15th day of June, 2011

Read a third time this 15th day of June, 2011



Leslie Taylor, Chairperson

9

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

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

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

NOW THEREFORE the Board enacts the following:

1. DEFINITIONS

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

- 1.10. “Fare Revenue Surplus” is the amount that is collected from public transit service passenger fares above what was budgeted in the Commission’s annual budget for each service;
- 1.11. “Fee” means the amount levied by the Board to each of its Customers to cover the costs of providing public transit services, including but not limited to administration, capital reserve, marketing, and service contract costs;
- 1.12. “Financial Plan” means a detailed outline of the Commission’s strategic objectives, capital requirements, budget (which includes the estimated operating and maintenance costs, fare revenues, grant funding, and income from fees and other sources), and the cost-sharing and revenue-sharing framework. Financial plans can be annual, three or five-year rolling plans;
- 1.13. “Manager” means the administrative lead position of the Commission selected by the Board, which may be changed to another title from time to time at the discretion of the Board;
- 1.14. “Member” or “Members” mean those members set out in the Regulation;
- 1.15. “Non-Voting Representatives” means environmental interest groups, destination marketing groups, and or other groups who would actively participate in the activities of the Commission and who would have representatives at the Board meetings but no voting rights;
- 1.16. “Regulation” means Alberta Regulation No. 59/2011, as amended or replaced from time to time;
- 1.17. “Revenue Vehicle Hour” is a measure of the scheduled hours of service that are available to passengers for transport. One Revenue Vehicle Hour is equivalent to one transit vehicle traveling in one hour in revenue service;
- 1.18. “Service Area” means those service areas set out in the Regulation;
- 1.19. “Transit User Satisfaction Measures” are indicators that measure how satisfied transit users are with the transit system, and may include level of satisfaction with service frequency, hours of operation, and route coverage;
- 1.20. “Vice-Chair” means Vice-Chair of the Board; and
- 1.21. “Voting Members” means the Town of Banff, Town of Canmore, and Improvement District #9, all of whom have voting rights and as described in Bylaw 1-2011 section 2, subsection 2.1 and 2.1.1.

2. OBJECTIVES

2.1. The objectives of the Commission are:

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

3. MANAGEMENT

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

3.2. The Board may select as Manager:

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

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

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

- (a) introducing policies and procedures for Board approval;
- (b) ensuring that the policies and programs of the Commission are implemented;
- (c) advising and informing the Board on the operations and affairs of the Commission;
- (d) performing the duties and exercising the powers assigned to the Manager in this Bylaw;
- (e) performing the duties and exercising the powers required of the Manager in the *Act* or any other applicable legislation;
- (f) ensuring the funds of the Commission are received and disbursed in accordance with the directives of the Board, subject to this Bylaw;
- (g) managing finances to effectively operate the Commission

including establishing bank account(s), establishing good cash management practices/ protocols, and exercising purchase of goods and services as per policies and procedures;

- (h) ensuring detailed accounts of all income and expenditures are kept;
- (i) ensuring an account of all transactions of the Commission and the financial position of the Commission are rendered to the Board at meetings or whenever required by the Board;
- (j) ensuring all books, papers, records, correspondence, contracts and other documents belonging to the Commission are maintained and disclosed in accordance with applicable legislation;
- (k) carrying out any lawful direction of the Board;
- (l) advising the Board on staffing requirements to effectively administer Commission business; and
- (m) being solely responsible for the supervision/ management of all the staff of the Commission.

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

4. BOARD

- 4.1. The proceedings of the Board shall be conducted in accordance with the *Act* and Bylaw No. 1-2011.
- 4.2. The term of each Director shall be for one year.
- 4.3. Selection of the Chair and the Vice-Chair shall be through nomination and the support of the majority of the Directors at the first Regular Meeting in November of each year.
- 4.4. The Chair and Vice-Chair must be Directors.
- 4.5. Chair and Vice Chair shall occupy the positions for one year (as per s. 2.4 of Bylaw 1-2011) and for no more than three consecutive years, unless otherwise elected by a two-thirds supermajority of the board. Upon leaving the role after a three-year term, the past-chair must vacate the position for at least one year before being eligible for re-election.

- 4.6. A Chair may be removed through a majority vote of Directors.
- 4.7. If the Chair resigns from the Board, the Vice-Chair shall assume the position of Chair until the Directors elect a new Chair.
- 4.8. Each Director, including the Chair and Vice-Chair, have one vote on any given motion, and any tie vote results in that motion being defeated.
- 4.9 A quorum shall be minimum four (4) Directors present at the meeting, which must include the Chair or Vice Chair.
- 4.10 A Director shall not miss more than three consecutive Regular Meetings (does not include Annual General Meeting and Special Meetings). In the event of this occurrence, the Chair or Vice Chair will request that s. 2.2 of Bylaw 1-2011 be exercised and seek a permanent replacement for that Director. Exceptions may be considered by the Board provided circumstances for absences are considered extraordinary and/or for emergency circumstances.
- 4.11 The Board shall be responsible for:
- a) strategic transit plans;
 - b) annual and three-year financial plans pursuant to s. 11 hereof;
 - c) regional transit policies, performance standards, and Transit User Satisfaction Measures;
 - d) the fare schedule of the services provided by the Commission;
 - e) service marketing plans;
 - f) the contracting of work to public or private organizations, which when applicable are to be rewarded through a competitive bidding process;
 - g) ensuring appropriate programs and policies are created, administered and monitored on a regular basis;
 - h) hiring and supporting the Manager; and
 - i) considering measures to ensure the regional transit system is integrated to the greatest extent possible.

5. MEETINGS

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

6. THE COMMISSION

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

entities; and may renew, cancel, or amend them as needed.

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

7. EXCLUSIVITY RIGHTS OF COMMISSION

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

8. TRANSIT SERVICES PROVIDED

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

Commission, if approved by the Board.

- 8.4. All vehicles used by the public transit services shall be accessible to persons with disabilities and capable of accommodating bicycles and skis/snowboards.

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

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

10. TRANSIT SERVICE MARKETING

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

11. FINANCIAL

- 11.1. Without limiting the requirements for the budget pursuant to the *Act*, the Board shall prepare an annual and three-year rolling financial plan that shall set out the expected:
 - (a) estimated expenditures for the:

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

12. PUBLIC INPUT

- 12.1. The Commission shall seek and encourage public input in the formulation of new transit services or enhancement of existing transit services, and in the development of the strategic and financial plans.

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

13. CANCELLATION/ADDITION OF SERVICES

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

14. MEMBERSHIP AND REPRESENTATION

- 14.1. A municipality or organization may attain membership and voting rights in the Commission if the following is attained:
- (a) approval by at least two thirds majority of the Board;
 - (b) a resolution or bylaw by the board of directors of that municipality or organization, specifying their approval of the Regulation, this Bylaw, and the annual and three-year financial plans of the BVRTSC, and their commitment to fund the BVRTSC's transit services and related costs as specified in the financial plans;
 - (c) Amending the existing Order of Council 161/2011, amending Regulation 59/2011 and Bylaw 1-2011; and
 - (d) Receiving approval from the Minister of Municipal Affairs in accordance to Section 191(2) of the Act.
- 14.2. A Voting Member may withdraw from membership of the Commission if the following is attained:
- (a) As per Section 14.1 (c) and (d);
 - (b) the Voting Member has fully met its financial and other obligations for one calendar year; and
 - (c) the revision(s) and or approval of any other Commission

regulations and or policies to reflect the withdrawal.

- 14.3. Within two months of a representative of a Voting Member leaving the Commission, the empty Director position shall be filled by the Voting Member.
- 14.4. The Board may appoint, with the approval of at least a fifty 50% majority vote of the Board, non-voting representation from groups that regularly contribute to the Commission's activities, including but not be limited to environmental interest groups and destination marketing groups, who may have representatives on the Board but will not have voting rights.

15. AMENDMENTS

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

Originally approved on November 16th, 2011.

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

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

 2/13/19
Davina Bernard, Chair

SCHEDULE A ALLOCATION OF THE BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION'S COSTS

Cost and Revenue Sharing Principles

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

1. Defining Costs

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

2. Cost Allocation Principles

- (a) **Re Direct Operating Costs** ("DOC")

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

each fiscal year based upon the Board approved budget. Any shortfall in AC funding as determined at any time during the fiscal year may result in a subsequent requisition to the Voting Members if BVRTSC internal mitigations are unable to nullify the shortfall. As per the Regulation, any surpluses are not returned to any of the Voting Members, but rather placed in reserve to the credit of each of the Voting Members in proportion to their contribution to the AC that gave rise to a surplus.

- ii. AC are to be divided equally amongst all Voting Members.

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

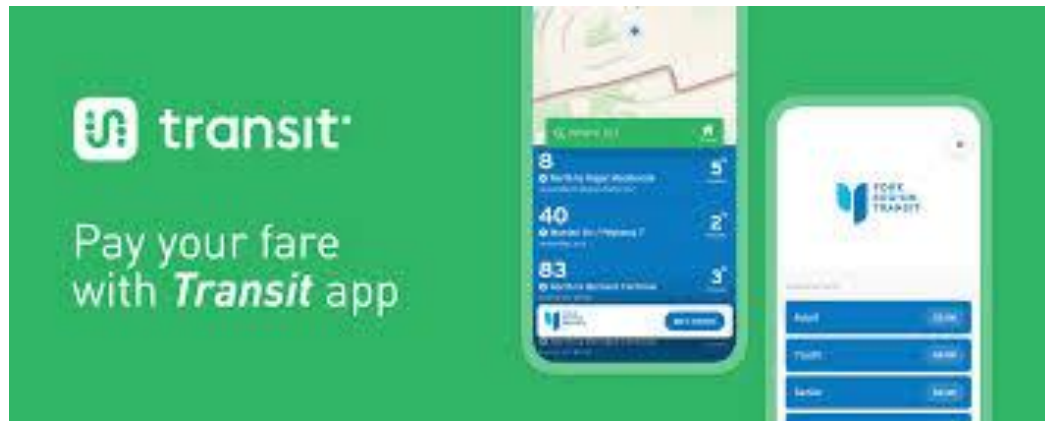
2017 BVRTSC Administrative Costs (Equal Partners)	
<i>Requisition to:</i>	<i>PROPOSED</i>
Town of Banff	\$90,462.67
Town of Canmore	\$90,462.67
ID#9	\$90,462.67
TOTAL:	\$271,388

- iii. The Board may allow, by resolution, a Voting Member to pay a lesser amount of the AC for an upcoming limited period of time (i.e. not retroactive) if the Board determines, in its sole discretion, that the lesser amount would be fair and in the best interests of the BVRTSC in the circumstances.

(c) ***Re Capital Costs*** (“CC”)

- i. Each Voting Member or contracting party is responsible for the CC pertaining to the routes for which they pay DOC, and in equivalent proportions as DOC are paid. This CC includes, but is not limited to, rolling stock (including spares, or portion thereof), bus storage facilities, transit stop furnishings, signage, etc.
- ii. CC are calculated based upon capital planning for purchase or replacement of capital assets, and is requisitioned based on an approved BVRTSC capital budget created after consultation with the Voting Members or other funding parties. The CC requisition takes into account any grant monies received or anticipated to be received.
- iii. Any shortfalls in CC are the responsibility of the funding Voting Member or other party to which the capital funding pertains, and any surpluses through savings or cancelled capital projects or otherwise will accrue to the benefit of the party providing the CC to which the surplus pertains.

Bow Valley *Regional* Transit Services Commission



Fare Technology Report



BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Roam Transit Fare Technology Review

Final Report



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1.0

Introduction

Bow Valley Regional Transit Services Commission (BVRTSC), or Roam Transit, currently provides regional services between Banff and Canmore, and from Banff to Johnson Canyon, Lake Minnewanka, Lake Louise, and Moraine Lake. It also offers local services in Banff and Canmore. In 2023, the transit system recorded 2.62 million rides.

As a transit service serving various popular tourist attractions, Roam Transit accepts various forms of payment to provide convenience for its passengers, including cash (Canadian Dollars and US Dollars), pre-paid tickets, Smart Card, and mobile app payment. In addition to these fare payment methods, Roam Transit also provides fare free transit on certain services (e.g., Canmore local routes) and to specific client groups (e.g., hotel guests). To enhance customer experience for residents, employees, and visitors in utilizing transit, BVRTSC is looking to update their fare technology. Updated fare technology would preferably:

- Integrate with existing ITS systems used on Roam Transit;
- Work with the existing fare structure, including by discounts, demographics, geography (e.g., free transit in Canmore), distance (e.g., Lake Louise service), time period (e.g., fare capping) and client group (e.g., hotel fare pass program); and,
- Collect good data that can be used for service planning.

To facilitate these outcomes, this report assesses the BVRTSC's fare technology needs, reviews the fare technology currently in use, considers the best practices of peer transit agencies, and recommends a fare technology solution.

2.0 Needs Assessment

The following section provides a summary of Roam Transit's existing fare structure and technology, including fare technologies that are working well, need improvement, or could be removed. In addition, this section also identifies key desires and priorities for a new fare payment system, supporting the recommendations in **Section 3.0**.

2.1 Background Review

Roam Transit's current fare system consists of various fare products that can be purchased using different multiple options. These are supported by fare collection solutions that BVRTSC pays subscription fees to maintain.

2.1.1 Fare Collection Solutions

Currently, fares on Roam Transit are collected through four channels, which are outlined in **Table 1** below together with their costs.

Table 1: Fare Collection Solutions on Roam Transit

Systems	Descriptions	Costs
TripSpark Farebox	<ul style="list-style-type: none"> Covers onboard fareboxes, smart card system, and tickets sold by in-person vendors. The TripSpark system in use is the 17.5.7.38433 version, which has become obsolete. Although the system will continue to function and be supported by the service provider, there will not be any further improvements or updates. 	<ul style="list-style-type: none"> Approximately \$6,000 per year Covers farebox and back-end system support
Flowbird Ticket Vending Machine	<ul style="list-style-type: none"> Six parking payment machines adjusted to be used as transit ticket printing machines. 	<ul style="list-style-type: none"> Approximately \$3,000 paper costs per year Approximately \$7,500 system fees per year
Betterez Online Reservation System	<ul style="list-style-type: none"> For use on Routes 8X and 8S only. The Betterez reservation system is fully supported with updates or upgrades as needed or requested. 	<ul style="list-style-type: none"> \$0.31 per ticket purchased \$150 per month for reservation reminder service for customers. In 2023, costs amounted to approximately \$37,500.
Token Transit Mobile App Ticketing System	<ul style="list-style-type: none"> Facilitates fare purchase on riders' mobile phones, includes onboard RFID 'puck' validators In addition to buying fares on the Token app, customers can also buy fares on Transit App (redirected to Token to finish the transaction). 	<ul style="list-style-type: none"> 10% per fare purchased. Approximately \$1,800 per bus every three years for validators.

2.1.2 Fare Structure

Fares charged on Roam Transit are categorized as Local or Regional, and are route-specific, based on the route distance travelled. In addition to regular fares, discounted and other fare products are also provided to passengers. While most of the fare data is managed by TripSpark, including cash fare and tickets sold at vending machines (recorded by drivers manually upon boarding), reservation and mobile ticket data is stored on Betterez and TokenTransit, respectively. BVRTSC's fare structure and fare product usage in 2023 (Jan-Dec) collected from the four systems is detailed in **Table 2** below.

Table 2: Roam Transit Fare Structure and Usage of Fare Products in 2023

Fare Products	Descriptions	Uses in 2023			
		Adult	Youth	Senior	Child
Regular	<ul style="list-style-type: none"> Single Ride Day Pass Passes - 3 Days/10 Rides/31 Days/93 Days/186 Days <ul style="list-style-type: none"> 50% discount for youth (aged 13-18) and seniors (aged 65+). Children aged 12 or below can ride for free. 	36.9%	1.8%	2.6%	5.7%
Low Income Program	Discount on multi-ride passes to residents of Banff and Canmore with affordability challenges, based on household income.	0.5%	-	-	-
Banff Resident Free Roam Pass	Free pass valid for six months for use on Local services.	16.7%	0.2%	0.2%	-
Reservable System-Wide Day Pass ("Super Pass")	Day ticket allowing unlimited travel on all Roam services, including a return reservation on Routes 8X and 8S.	3.3%	0.2%	0.4%	0.2%
Partnership with Hotels, Tourists Attractions, and Corporations	<ul style="list-style-type: none"> Partnerships with hotels and tourist attractions to subsidize fare free transit for tourists and staff. Partnerships with corporations to provide discounted fare to their staff. 	30.9%	-	0.2%	-
Others	Includes other programs waiving fares, including free rides during events, and provided to Roam Transit staff.	0.3%	-	-	-

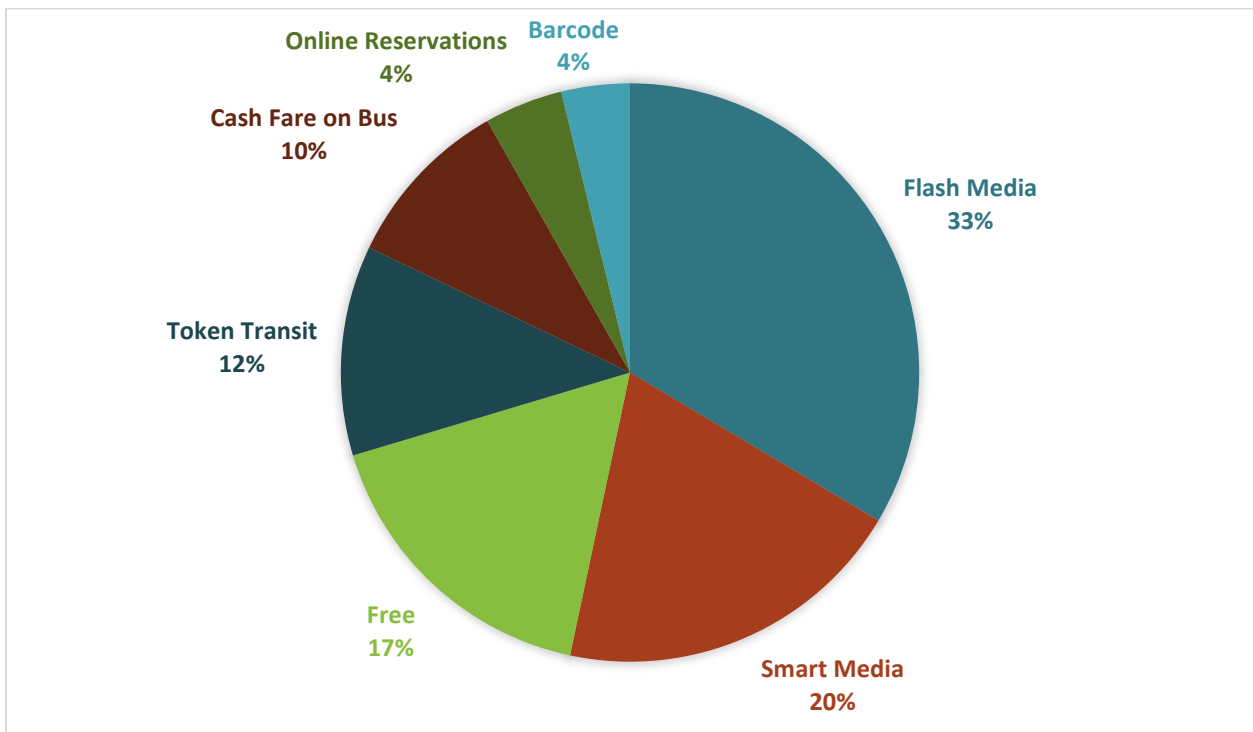
2.1.3 Fare Payment Options

Roam Transit accepts various fare payment options for the aforementioned fare products. **Table 3** below shows the options accepted in 2023.

Table 3: Fare Payment Options of Roam Transit

Fare Media	Descriptions
Cash Fare on Bus	Canadian dollars and American dollars (on par) are accepted for single fare and single day passes. No change is dispensed.
Barcode	Tickets purchased from visitor centre or drivers.
Flash Media (Manual Validation)	Tickets issued from vending machines, or based on partnership agreements with hotels, tourist attractions, and corporations.
Smart Media (Smart Card)	<p>Reloadable prepaid electronic card allowing passengers to tap on to pay/validate when boarding the bus.</p> <ul style="list-style-type: none"> • All fares, except single ride, day and multiday passes, and Super Pass, can be loaded on a Smart Card. • Passengers who travel for free but require an identity verification (e.g., Banff residents, hotel, Roam Transit staff) are required to tap on when boarding the bus.
Free	<p>Free services (e.g., Local routes in Canmore and free transit during events) and passengers who travel for free and do not require an identity verification, including:</p> <ul style="list-style-type: none"> • Children aged 12 or below; • On-it passengers traveling on Banff Local routes (Route 1, 2, 4, & 6); • Banff Gondola passengers traveling on Route 1 showing their Gondola ticket; and • Roam Transit employees.
Online Reservations	<ul style="list-style-type: none"> • Online fare payment when making a reservation for Route 8X or 8S. • Fares are validated by drivers or Transit Ambassadors prior to boarding using a tablet device.
Token Transit/ Transit Mobile App	Regular fare products (single fare ride and day and multiday passes), and Super Pass, can be purchased using credit or debit cards and appear for use immediately. Also available through Transit App, with redirection to Token Transit Mobile App.

Figure 1 below shows the uses of the above fare payment options in 2023 through the TripSpark system. Flash media, comprised of mostly tickets distributed by hotels and other partners, constituted one-third of usage in 2023. The next most-used is Smart Card, which accounted for 20% of the overall usage. Both barcode and reservations constituted low overall usage of 4% each.

Figure 1: Fare Payment Options Usage in 2023

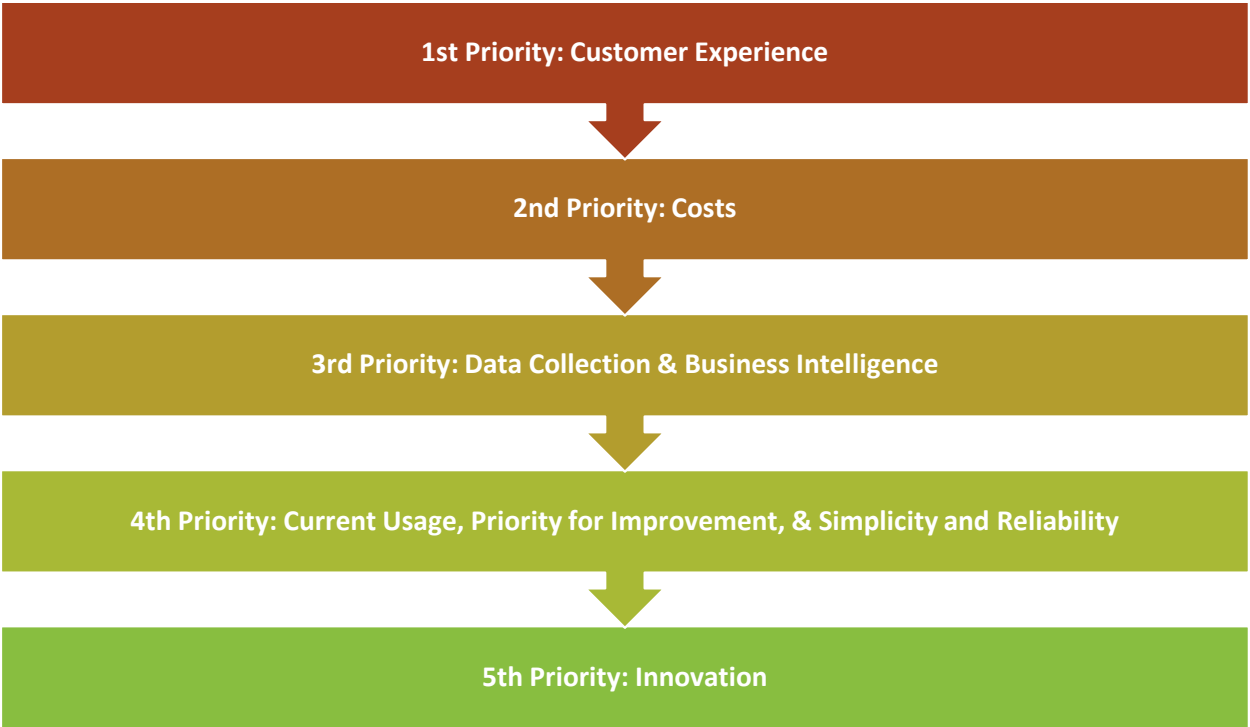
2.2 Key Fare System Outcomes

Before recommending a preferred fare payment system, it is necessary to identify the desired key outcomes of this system. The possible desired key outcomes include:

- Customer Experience: Easy to interpret, use, and problem-free;
- Data Collection: Easy to collect data for analysis, including onboarding, offboarding, and transfer time and location;
- Costs: Affordable to source and maintain through various funding resources;
- Business Intelligence: Easy to analyze and inform business decision;
- Innovation: Reflects technological advancement;
- Usage: Popular among customers and worthwhile to maintain;
- Simplicity and Reliability: Simple and reliable payment; and
- Priority for Improvement: Does not require extensive tailor-making and improvement in near future (i.e., long lifecycle).

A workshop was held with representatives from the BVRTSC in February 2024 to discuss system possibilities and define the key priorities for new fare technology. The key priorities are illustrated in **Figure 2** below.

Figure 2: Key Outcome Priorities of New Fare Payment System



The diagram shows that the new fare payment system should prioritize customer experience at reasonable costs. The system should also provide easy access to data to inform business decisions. Finally, it is also important for the fare system to consider simplicity, reliability, current usage, and innovation.

2.3 Existing Conditions and Concerns

In the workshop held in February 2024, apart from the above key outcomes, BVRTSC staff also identified existing operating conditions and concerns to be considered in the upcoming fare technology update, which are listed in **Table 4** below.

Table 4: Existing Conditions and Concerns of Fare Technology

Categories	Types	Existing Conditions and Concerns
Fare Structure	Super Pass	<ul style="list-style-type: none"> Passengers can choose to make a reservation on Route 8S/8X
	Partnerships with Hotels	<ul style="list-style-type: none"> Hotels pay a lump-sum to purchase tickets for guests and employees
	Free Transit	<ul style="list-style-type: none"> When provided for events, passengers need to show event tickets for manual driver validation onboard to ride for free
Fare Payment Options	Cash Fare	<ul style="list-style-type: none"> Cash collected are categorized into fare types Cash fare counting and registering farebox repair account for a significant portion of operational costs <ul style="list-style-type: none"> Prefer simpler cash fare collection Skeptical of setting a higher cash fare to encourage the use of other fare technologies New buses ordered expected to arrive in 2025 will not have registering fareboxes on board
	Barcodes	<ul style="list-style-type: none"> Scanned using TripSpark system Scanning can take up to a few seconds due to user error <ul style="list-style-type: none"> Desirable to reduce the time required to process barcodes
	Tickets from Vending Machines	<ul style="list-style-type: none"> Purchased at stops, validated manually by drivers during boarding (faster boarding than tickets purchased onboard from driver) Can only be purchased by debit or credit cards at vending machines Serves as an option for passengers to pay using physical cards Occasionally need to arrange a refund when passengers purchased a ticket but cannot board a full bus
	Online Reservations	<ul style="list-style-type: none"> Plan to retain reserved and unreserved seats on regional service, which currently make up 50% each
	Smart Card	<ul style="list-style-type: none"> The Smart Card in use is a card-based system. Requires cards to be registered to protect balances in case of card loss or theft The Smart Card can be reloaded at three designated locations only: <ul style="list-style-type: none"> Roam Customer Service Desk located inside the Banff Visitor Centre Canmore Civic Centre Banff Town Hall The scanning process is fast and hassle-free
	Token Transit and Mobile App	<ul style="list-style-type: none"> Receives positive feedback from passengers for its convenience Can be slow - up to 5 seconds for 'pucks' to validate phone tickets
	Token Transit and Mobile App	
Data Collection	Channels	<ul style="list-style-type: none"> BVRTSC is open to more extensive data collection by requiring passengers to tap when boarding and alighting, and with the use of automated passenger counter onboard

3.0

Fare Technology and Industry Use Review

Considering the needs and existing conditions of fare technology noted in previous sections, this section discusses potential fare technology solutions that may be suitable for Roam Transit. To better understand the potential of these solutions, five transit agencies in Canada currently using or pursuing one or more of these solutions were chosen to review best practices and lessons learned.

3.1

Fare Technology

The following fare technology solutions are recommended for Roam Transit based on the key outcomes and concerns of fare technology noted in **Figure 2** and **Table 4** above, respectively.

- Contactless open payment (Interac or credit card);
- Updates to smart card system;
- Fare capping; and
- Non-registering mechanical farebox.

The first three solutions primarily focus on improving customer experience, while the last solution aims at reducing costs associated with maintaining fare payment technology. These are the top two priorities noted by BVRTSC. An introduction to these solutions and the reason for choosing them is discussed below.

3.1.1

Contactless Open Payment

Contactless open payment refers to using Interac debit, or credit card products (either a physical card or digital wallet) to pay a fare by tapping on a transit fare reader, without getting a physical ticket. For example, contactless open payment is available on PRESTO card readers (**Figure 3**) throughout the Greater Toronto Hamilton Area and City of Ottawa in Ontario.

Figure 3: Contactless Open Payment Using a Phone-based Digital Wallet on PRESTO

In Roam Transit's context, contactless open payment offers the following benefits:

- Easy for occasional riders and tourists to use, without the need to learn the fare system and its prices;
- Hygienic and contactless interaction;
- Provides a fare payment option using physical or virtual debit/credit cards;
- Potential to replace existing ticket vending machines; and
- Streamlines fare collection as the need to manage separate tickets and/or passes is reduced.

These benefits would provide customers with convenience and improve their experience of riding transit, which is the prioritized key outcome noted by BVRTSC. Additionally, by reducing the need to offer as many options as exist today, costs could be reduced. Further, according to a survey conducted by Interac Canada, of 2,343 Canadian adults, 66% of respondents would prefer tapping a debit or credit card to pay for transit if they could. It is therefore believed equipping contactless open payment on Roam Transit buses would lead to high usage among customers.

3.1.2 Account-Based System

The current Smart Card System in use on Roam Transit is a card-based system. This is first-generation smartcard technology, whereby all information, including the cash balance, is stored on each individual card. As such, in the event of lost or stolen Smart Card where the owner has not registered the card online, the balance on the card would be lost. In addition, Smart Card can only be reloaded at three designated locations and cannot be added to a phone wallet. To improve customer experience, it is recommended that BVRTSC upgrade the Smart Card system to an account-based (second-generation) system. An account-based smartcard stores information in a centralized system, rather than on

individual cards, increasing functional possibilities. An account-based smartcard would generally enable users to perform the following additional functions:

- Reload a smartcard online instantly, regardless of the method of reload;
- Report lost or stolen smartcard and secure the balance in real time, regardless of registration;
- Offer smart phone validation / “virtual cards” without the need for a physical card, reducing the number of physical cards that need to be produced, issued, and used;
- Allow third-party cards (e.g. credit cards and Interac cards) to be linked to accounts, generally replacing system-issued cards by allowing third-party cards to use any concessions or discounts associated with the account; and
- Option to use a shared cloud-based backend, rather than operating a dedicated server to manage the system.

Compared to the existing card-based Smart Card system used on Roam Transit, an account-based solution would provide more convenience to customer to reload their cards, use virtual cards, and offer and higher security to protect the balance if the card is lost or stolen. Additionally, a second-generation system can offer cost savings through the use of less physical cards, and the option to operate from a shared backend server.

3.1.3 Fare Capping

Fare capping is a fare discount system that incentivizes transit use and offers the potential for gamification. Fare capping “caps” the amount of money/number of rides a rider can pay for when using transit over a specified period (e.g., a day, week, or a month). Once the cap amount is reached, riders can travel for free or enjoy a discount for additional trips until the end of the specified period. Until the cap is reached, fares are paid as normal, with the system keeping track of each rider’s progress to the cap amount. Based on common practices of transit agencies, the amount of the cap is usually equivalent to the cost of a pass during the same designated period. Taking York Region Transit as an example, the existing monthly fare cap is the same as the price of their former monthly pass.

Compared to traditional prepaid passes, fare capping is more flexible and is available to all riders, not just those who choose to buy a pass. In this way, all riders are encouraged to take additional transit trips to reach the cap and then travel “for free”. Setting multiple cap periods amplifies this gamification incentive by providing numerous caps to aim for (e.g. a daily cap, then a weekly cap, then a monthly cap). In addition, fare payment is simpler for regular riders, as they would not need to consider the fare pass options available, and whether their forecast monthly travel behaviour would justify the purchase of a pass. Instead, they only need to pay each time on board and enjoy the benefits and flexibility fare capping offered once they reached the fare cap threshold.

When offered as part of account-based ticketing, fare capping can be available to all riders, regardless of validation method (ie. Contactless, system smartcard, etc.). In doing so, it can also reduce costs by replacing pass programs that require registration and sales every period.

3.1.4

Non-Registering Farebox

Given the emergence of additional fare payment methods, especially smartcard and app-based (through an account-based system) payment, the proportion of fares paid for using cash has decreased significantly. With Roam Transit's concerns about the high cost of farebox maintenance, and the planned discontinuation of registering fareboxes (**Figure 4**) on new buses delivered from 2025, non-registering fareboxes (**Figure 5**) are a logical choice going forward. Non-registering mechanical fareboxes do not automatically count the inserted cash, do not support other payment methods or smartcards, and are generally less sophisticated. Instead, they primarily retain the inserted cash in a secure environment, with the ability for bus operators to visually inspect/count prior to depositing into the main container. Without automatic counting, the risk of underpayment is increased, and overall fares collected would need to be counted off the bus.

With fewer customers paying by cash, the financial and operational risks of switching to non-registering fareboxes are significantly reduced. These risks are also offset by the simple nature of these fareboxes, significantly reducing maintenance issues and costs. While not offering specific customer benefits, the use of non-registering fareboxes would save BVRTSC cost from farebox procurement and maintenance, while still offering a cash option to riders.

Figure 4: Registering Farebox



Figure 5: Non-Registering Farebox



3.2 Industry Use

To understand best practices and identify lessons learned, five transit agencies across Canada were interviewed as part of a peer review. These agencies either use the desired fare technology solutions, or are in the process of implementing them. The selected agencies are:

- **Regina Transit:** Working in progress to replace first-gen smartcard system with an account-based smartcard system (Umo by Cubic), including contactless open payment and fare capping;
- **Edmonton Transit Service (ETS):** An Alberta example using an account-based smartcard (Arc Card by Vix Technology), with fare capping and future open payment, as well as non-registering fareboxes;
- **York Region Transit (YRT):** Currently using an account-based smartcard system (PRESTO by Accenture), with recently added contactless open payment and fare capping, with additional mobile fares, and recent experience upgrading from a card-based version of PRESTO;
- **Lethbridge Transit:** An Alberta example with similar ridership to Roam Transit currently using an account-based smartcard system and contactless open payment solution (by Flowbird), with non-registering fareboxes; and
- **BC Transit:** Currently rolling out an account-based smartcard system (Umo by Cubic).

Table 5 below summarizes the fare technologies these transit agencies currently use.

Table 5: Existing Fare Technology Conditions of Peer Agencies

Agencies	Contactless Open Payment	Account-Based Smart Card	Fare Capping	Non-Registering Farebox
Regina Transit	X*	X*	X*	X*
ETS	X*	✓	✓	✓
YRT	✓	✓	✓	X
Lethbridge Transit	✓	✓	X	✓
BC Transit	X*	✓	X	X

* Technology being introduced within the next 12 months.

The key findings from peer agency interviews are categorized into the following five themes:

- Applicability of the solution to achieve the key outcomes identified by BVRTSC;
- Capital and ongoing operating/licensing/pay-per-use costs;
- Challenges and lessons learned;
- Staff time require to implement and manage the solution; and
- Name(s) of potential vendors that can be contacted.

The summary and implications of these findings to BVRTSC are discussed in **Section 3.3** below. Detailed summaries of the peer agency interviews can also be found in **Appendix A**.

3.3 Summary and Implications to Roam Transit

Based on inputs from peer agencies and Roam Transit's context, **Table 6** below shows a matrix of fare technology solutions against key outcomes identified by BVRTSC. Solutions, apart from non-registering fareboxes, are usually provided as a single fare system from by a single vendor. Therefore, while rated individually, some features would likely be bundled as part of a single solution during procurement. The implications of these findings for BVRTSC are further discussed below.

Table 6: Ratings of Fare Technologies Against Key Outcomes

Key Outcomes	Contactless Open Payment	Account-Based Smart Card System	Fare Capping	Non-Registering Farebox
Customer Experience	High	Medium	High	Low
Costs ¹	High	Medium	High	High
Data Collection & Business Intelligence	Medium	Medium	Medium	Low
Existing Usage	High	Medium	High	Low
Priority for Improvement	High	High	Medium	Low
Simplicity	High	High	High	High
Reliability	High	High	High	High
Innovation	Medium	Medium	Medium	Low

3.3.1 Contactless Open Payment

Among the peer agencies, YRT and Lethbridge Transit are currently using contactless open payment. From their experiences, contactless open payment can generally provide high level of customer experience and simplicity to passengers by requiring a simple and quick tap on validators when boarding. Although their experiences show the usage of contactless open payment is lower than smartcard, its usage is still growing and, in the case of YRT, smartcard use is incentivized. In Roam Transit's case, this technology is expected to be more beneficial as a majority of its passengers are visitors who do not use the service regularly and thus do not own a smartcard. By enabling contactless open payment, passengers can use their debit or credit card, which does not necessarily need to be issued by a Canadian financial institution, to pay a fare. This further improves the convenience of riding Roam Transit services for visitors and reduces cash payment (with its associated costs of cash handling).

From the perspective of BVRTSC, contactless open payment can provide improved data collection and business intelligence compared to existing systems, as it helps generate sophisticated ridership data favourable to informing business decisions. The experiences of YRT and Lethbridge Transit also indicate a high reliability for the technology. In terms of costs, most of the peer agencies' fare systems are equipped with the ability to accept contactless open payment, whereby the cost is included in their

¹ Ratings based on how each technology achieves an outcome - "High" indicates lower cost, "Low" indicates higher cost.

subscriptions. As bank fees can be higher for contactless payments, there is a risk that fees would increase slightly to accommodate this feature.

3.3.2 Account-Based System

All peer agencies surveyed are currently using, or are in the process of upgrading to, an account-based smartcard system. The current system in use by Regina Transit is a first-generation card-based system (similar to Roam Transit), with their new system being the same Umo solution already in use by BC Transit. From transit system experiences, an account-based smartcard system can provide a high level of customer experience and simplicity where fare payment is quick and hassle-free. Also, account balances are better protected in case of lost or stolen smart card, and customers can choose between using a physical card or virtual card phone wallet. Some systems can also assign physical credit/debit cards as virtual cards, allowing riders to use these existing cards to access concessional fares using open payment. Virtual cards reduce the number of physical cards that need to be produced, issued, and used, and allow users to start using the system without needing to procure a physical card first. This solution would be particularly beneficial to residents in Banff and Canmore who ride transit regularly and possess a Smart Card. For Canmore, it can be a requirement for free fares to allow BVRTSC to better track ridership and travel patterns.

From the perspective of transit agencies, an account-based system can provide medium levels of data collection and business intelligence and innovation. However, peer agencies generally found initial reliability issues with account-based systems. This is due to the more diversified functions of an account-based system, including online ticket and pass purchases. To mitigate these issues, the initial system setup should be comprehensive and well-tested to ensure the fare system's intricacies are full functional. In the meantime, the experiences of peer agencies show that the cost required to maintain such a system would be similar to previous-generation systems.

3.3.3 Fare Capping

Among the peer agencies, ETS and YRT currently provide fare capping on their systems. Regina Transit is also planning to launch fare capping in mid-2024. It is enabled with the uses of contactless open payment and account-based system to track the number of trips rode by customers. From the perspectives of customers, fare capping would provide high level of customer experience and simplicity for it enables customers to enjoy fare discount automatically if they reach fare caps and eliminates the need for customers to forecast the number of rides and justify the decision to buy a pass. For BVRTSC, as most passengers on Roam Transit are visitors who are not regular transit riders, such an integration would further improve customer experience and simplicity, if applied to daily and weekly caps, by eliminating the need for visitors to understand fare products, while also encouraging them to use Roam Transit more.

Comparing the conditions of Roam Transit and peer agencies, it is expected the usage of fare capping would be lower since Roam Transit has fewer regular riders who use transit for commuting or school purposes. In addition, free transit is applied on Canmore local routes and offered to residents of Banff and guests of hotels or attractions in partnership. However, fare capping would be conducive to replacing pass products currently sold, which would streamline Roam Transit's fare structure and reduce costs associated with producing, managing, and selling these products.

3.3.4 Non-Registering Farebox

Currently ETS and Lethbridge Transit use non-registering fareboxes onboard, in combination with contactless fare payment options, to collect cash fare payment. Unlike current fareboxes, there would be no automatic validation that the correct fare amount has been tendered, with visual checks by drivers being the only form of validation. At the same time, as suggested in the cases of ETS and Lethbridge Transit, the usage of non-registering farebox has been low. For example, only 3% of the existing ridership of Lethbridge Transit pay by cash. It is believed such a low usage would minimize any impact of incorrect fare amounts being tendered.

From the perspective of a transit agency, the use of non-registering fareboxes implies low technology level with the absence of data collection and business intelligence and innovation. However, this low technology level is offset by higher technical simplicity and associated high reliability levels. In terms of cost, non-registering fareboxes would have a low cost to purchase and maintain compared to registering fareboxes with more sophisticated components and associated maintenance and repair work. Considering the low cash usage, switching from registering fareboxes to non-registering fareboxes is expected to be more cost-effective.

4.0

Vendor Review

Based on the recommended fare technologies, the project team identified three vendors with business connections with transit agencies in Canada that might provide the identified fare technologies above for BVRTSC. The vendors and the reason for choosing them are:

- Token Transit: Currently in partnership with BVRTSC on mobile ticketing;
- Masabi: Fare technology solution (Justride) used by Calgary Transit; and
- Cubic: Fare technology solution (Umo) used by peer agencies (BC Transit and Regina Transit).

The project team conducted a 30-minute interview session with each of these vendors to discuss their ability to meet key outcomes identified by BVRTSC, implementation and integration requirements and general sense of cost. The following themes were covered:

- Solution suitability to BVRTSC's operating scale;
- Support and features of the desired fare technologies;
- Subscription cost;
- Infrastructure requirements and cost;
- Data generation;
- Compatibility of seat reservation system and free transit;
- Offline functionality; and
- Additional and future features.

An interview finding summary is illustrated in **Table 7** below:

Table 7: Vendor Interview Findings

Themes	Token Transit	Masabi	Cubic
Suitability to BVRTSC's Scale	Yes	Yes	Yes
<ul style="list-style-type: none"> Contactless Open Payment 	X (to be launched in Spring 2025)	X (to be launched in 2025)	✓
<ul style="list-style-type: none"> Account-based Smart Card 	X (to be launched in Sept 2024)	✓	✓
<ul style="list-style-type: none"> Fare Capping 	✓	✓ (except pre-purchased tickets)	✓
<ul style="list-style-type: none"> Non-Registering Farebox 	✓	✓	✓
Special Features	<ul style="list-style-type: none"> Integration with existing fare technology – can be a relatively quick upgrade of the current mobile ticketing system, with the same portal and management, but new readers would be required. 	<ul style="list-style-type: none"> Family account – various smartcards can share the funds of a single account where fare capping would still be card-based Integration with Transit app 	<ul style="list-style-type: none"> ScanRide – Customers' phones become validators instead and scan QR code sticker on bus to pay fare <ul style="list-style-type: none"> Cheaper solution and quick launch as short as 10 days No validator on bus – cannot accept open payment or smartcard Fare capping compatible
Subscription Cost	<ul style="list-style-type: none"> A legacy pricing discount is provided to BVRTSC given its current partnership with Token Transit. The ongoing subscription cost includes: <ul style="list-style-type: none"> Software maintenance: \$600 per validator per year Commission: 10% per fare purchased 	<ul style="list-style-type: none"> A 2%-5% commission per transaction based on agency size A fixed fee arrangement instead of commission can be discussed if the agency does not meet ridership threshold Payment processing fee 	<ul style="list-style-type: none"> Full-version Umo – charged depending on capital infrastructure requirements: <ul style="list-style-type: none"> Per-bus-per-month subscription of \$80-\$145 Per-tap commission can be discussed ScanRide: Per-bus-per-month subscription (\$100-\$200) Separate transaction fees based on direct agency relationship with payment provider

Themes	Token Transit	Masabi	Cubic
Infrastructure Requirements and Cost	<ul style="list-style-type: none"> Infrastructure will be provided (upgrade from current “pucks”) Has a Token Transit portal to monitor validators operation and history – useful to identify malfunctioning validators A legacy pricing discount is provided to BVRTSC given its current partnership with Token Transit. The following one-time fee would be charged: <ul style="list-style-type: none"> Hardware installation: \$1,800 per validator Per-unit hardware subscription: \$800 per validator 	<ul style="list-style-type: none"> Existing infrastructure may be used, but software may not be compatible Validators generally take 15-20 weeks to procure, configure, and deliver Validator availability generally does not delay the launch date The following one-time fee would be charged: <ul style="list-style-type: none"> Validator: \$2,700 per unit Install: \$680-\$820 per unit Site survey and technology mobilization \$11,000-\$12,300 Hardware commissioning and installation: \$200-\$340 	<ul style="list-style-type: none"> Validators are recommended to be procured through Cubic or otherwise there will be integration cost Validators generally require 6-12 weeks to be delivered and installed Approximate one-time fees²: <ul style="list-style-type: none"> Validator: \$2,000 per unit Installation: \$20,000-\$35,000
Data Generation (See Appendix B for examples)	<ul style="list-style-type: none"> Data available on client portal Data on cash fare can be collected when operators scan a cash tracker QR code 	<ul style="list-style-type: none"> Data reports can be generated Data would be transferred outside Canada as Masabi does not have server connection in Canada 	<ul style="list-style-type: none"> Host instances are in Canada on Canadian servers
Compatibility of Seat Reservation and Free Transit	<ul style="list-style-type: none"> Third party booking systems can be integrated with fare system Cannot charge \$0 fare based on route <ul style="list-style-type: none"> Free travel QR code can be provided for free routes and/or free travel passes 	<ul style="list-style-type: none"> Third party booking systems can be integrated with fare system Free transit is possible, and can be configured in system hub settings 	<ul style="list-style-type: none"> Third party booking systems can be integrated with fare system Free transit is possible by route, and in general with benefit codes, QR codes, or adding to virtual card profiles

² Based on information provided by Regina Transit, the infrastructure procurement, installation, modems and other IT support amounted to approximately \$4,000 per bus.

Themes	Token Transit	Masabi	Cubic
Offline Functionality	While bus will require connectivity for system to work in general, short-term disruptions are accommodated by storing transaction records locally until connectivity is restored		
Additional and Future features	App Clips – riders can scan QR code and pay and do not need to download Token Transit app	Rewards and loyalty - agencies can establish campaign to boost ridership	<ul style="list-style-type: none"> • Umo wallet can be topped up with cash at merchant locations using online agency portal and merchant POS (no smart card machine needed) • As Umo is a shared platform, all features are available to all agencies, including future improvements, and are included in the subscription fee

From the above table, all vendors' solutions would be suitable for BVRTSC given its operating scale. For the desired fare technologies identified, it is noted that all vendors are capable of offering fare capping technology. All vendors offer account-based solutions, with contactless open payment being available within the next 12 months. Only Umo offers contactless open payment currently.

In terms of costs, vendors provide a flexible subscription cost mechanism which could comprise of a fixed-fee arrangement or per-tap commission. In addition to subscription cost, one-time fees would be charged on validator procurement and installation. Regarding data provision ability informing BVRTSC's business decision, all vendors are able to generate ridership data informing business decisions (see **Appendix B** below for examples). In terms of seat reservation system, all vendors are able to integrate with reservation systems to allow for reservations to be paid for by a transit fare system payment account. For free transit compatibility, all vendors can handle general free transit passes, but Token Transit cannot offer free fares on select routes or trips – riders would need to not validate fares on these services, which may not be ideal.

Based on approximate costs provided by vendors, **Table 8** below provides estimated one-time and annual recurring costs for a system similar to Roam Transit. It is understood that BVRTSC has 44 existing and soon-to-be-delivered vehicles as of July 2024, and a single validator would be installed onboard each. Also, as some fees are based on fare revenue, Roam's 2022 CUTA Fact Book revenue figures were used to estimate some figures.

Table 8: Estimated Costs of Fare Technology Solutions

Cost Items	Token Transit		Justride (Masabi)		Umo (Cubic)	
One-Time Costs	Unit Cost	Total Cost	Unit Cost	Total Cost	Unit Cost	Total Cost
Validators	\$1,800/ validator	\$79,200	\$2,700/ validator	\$118,800	\$2,100/ validator	\$92,400
Validator Installation	\$800/ validator	\$35,200	\$1,400/ validator	\$61,600		\$35,000
Total One-Time		\$114,400		\$180,400		\$127,400

Annual Costs	Unit Cost	Total Cost	Unit Cost	Total Cost	Unit Cost	Total Cost
Software Maintenance	\$600/ validator/ year	\$26,400	N/A	\$0	N/A	\$0
Commission Fee	Negotiated (5% assumed)	\$165,000	N/A	\$100,000*	\$145/ bus/month	\$76,560*
Total Annual		\$191,400		\$100,000		\$76,560

Other Costs	Unit Cost	Total Cost	Unit Cost	Total Cost	Unit Cost	Total Cost
Open Payment Transaction Fee	Negotiated between BVRTSC and payment provider		14-16% per transaction	\$125,000^	Negotiated between BVRTSC and payment provider	

*All-inclusive support, maintenance, and licensing.

^Assumes 25% of revenue is from open payment.

Figure 6 illustrates the estimated cumulative costs (excluding open payment fees) of each system over a 10-year period, based on the figures in **Table 8**. This estimate assumes 10% revenue recovery in Year 2, followed by 2% revenue growth in each subsequent year. It has also been assumed that the fleet would grow by one bus each year from Year 2.

While Token Transit has the lowest anticipated one-time installation costs, its high commission fee makes it the most expensive option to operate in the long-term. Overall, Umo is the lowest-cost solution in the long term, with moderate one-time installation costs and the lowest, fixed, operating cost.

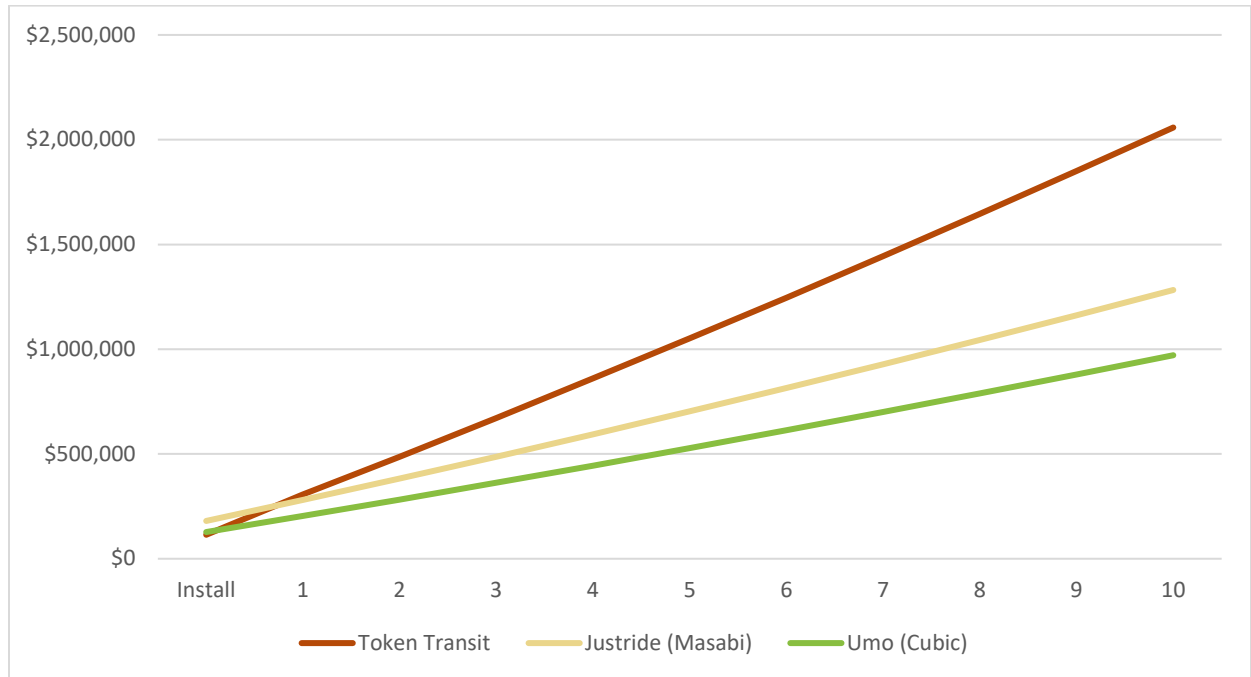


Figure 6: Estimated Cumulative System Costs Over 10 Years

5.0

Recommendations and Next Steps

The above sections have explored various fare technologies based on key outcomes identified by BVRTSC, and summarized some fare technology that vendors can provide. To proceed with the next steps of the fare technology upgrade, it is recommended that the BVRTSC procure a fare technology solution that:

- Is account-based, offering both physical and virtual cards;
- Offers contactless open payment;
- Offers fare capping;
- Is compatible with non-registering fareboxes; and
- Offers payment for reserved trips through a single account/wallet.

As BVRTSC intends to launch the new fare technology solution by March 2025 (when new buses with non-registering fareboxes will be delivered), it is also recommended that BVRTSC select a solution that can be operational by that time.

If such a solution is procured, BVRTSC should consider:

- Retirement of existing Ticket Vending Machines as contactless open payment would replace its functionality of paying fares with debit/credit card;
- Replacement of all current fareboxes with simpler non-registering ones; and
- Integration/replacement of existing mobile ticketing with the new account-based system to reduce compatibility issues and effort to manage multiple systems.

5.1

RFP Requirements and Consideration

In the procurement of new fare technology solution, it is recommended that BVRTSC consider the following factors to select the most appropriate vendor:

- **Company profile and relevant experience:** Partnership experience with Canadian transit agencies of similar size as Roam Transit.
- **Key individuals:** A dedicated staff responsible for liaising with BVRTSC regarding ongoing operation, maintenance, and periodic upgrade of the solution.
- **Training and ongoing support:** Support to BVRTSC staff on initial training and ongoing support to managing and operating the solution and associated data and infrastructure management portals.
- **Integration with reservation system:** Capability of providing a reliable connection to third party reservation systems or integrating with the existing system in use.
- **Accommodation of free transit:** Capability of offering free transit on Canmore Local routes without changing payment media, passenger behaviour, or validators, as well as accommodating one-off and special events.
- **Data monitoring and KPIs:** Ridership data availability and usefulness to inform Roam Transit's business decisions.

- **Security, privacy, data ownership and system hosting:** Capability to secure ridership data and store data on secured Canadian servers without unnecessary data transfer.
- **Reliability and speed:** Seamless operation minimizing system bugs and providing offline functionality and quick fare payment.
- **Cost:** Low and reasonable subscription cost basis.
- **Implementation timeline:** Quick and reasonable timeline to roll out the solution.
- **Additional and future features:** Provision of new innovative features consistently improving customer experience and better informing business decisions.

5.2 Potential Solutions

Each of the vendor solutions explored in this document has been evaluated based on the costs articulated in **Table 8** and **Figure 6**, as well as the recommended system requirements above.

5.2.1 Umo (Cubic)

Umo is the only vendor solution that meets all of BVRTSC's identified needs, and is a mature solution, being in current operation with several Canadian systems. In addition, Umo offers fixed annual operating fees that are not tied to fare volume or revenue, offering cost certainty regardless of ridership fluctuations and growth. Open payment fees would have to be negotiated between BVRTSC and a payment provider, however it is expected that these would be lower than the rates offered as part of Justride (Masabi).

In terms of cost (excluding open payment processing fees), Umo is estimated to have the lowest overall cost over a 10-year period.

Estimated 10-Year Cost: \$1M

5.2.2 Justride (Masabi)

Justride meets most of BVRTSC's needs, with contactless open payment expected to become available within the next 12 months. While deployments of the full Justride system are less common in Canada, several systems use elements of the system currently (e.g. mobile payment in Calgary and Saskatoon). While Justride's annual system fees are fixed, offering cost certainty, open payment fees are tied to fare volume and revenue. Higher fare revenue would slightly lower the percentage for these fees, but they would likely remain high and would fluctuate year-to-year based on ridership.

In terms of cost (excluding open payment processing fees), Justride is estimated to have the highest installation costs, but moderate operating costs, making it moderately more expensive than Umo over a 10-year period.

Estimated 10-Year Cost: \$1.3M

5.2.3 Token Transit

While Token Transit's existing relationship with BVRTSC would potentially allow for faster implementation and lower cost, the system's limitation of not being able to charge \$0 fares based on the route being operated would complicate operations on fare free Canmore routes. Riders would need to know to not validate upon boarding (causing education hurdles due to the required inconsistent behaviour) on these services, while drivers would need to instead scan a static QR code in order to record the boardings for ridership tracking purposes. Additionally, the system does not yet have the capability of offering open payment and is also yet to transition to an account-based platform.

Token Transit's commission fees per fare creates cost uncertainty as the annual system fees would fluctuate based on ridership. Importantly, as ridership increases, system costs would increase too. Open payment fees would have to be negotiated between BVRTSC and a payment provider, however it is expected that these would be lower than the rates offered as part of Justride (Masabi).

In terms of cost (excluding open payment processing fees), Token Transit is estimated to have the highest overall cost over a 10-year period. The system's ridership-based commission (estimated at 5%) results in higher operating costs that quickly overcome Token Transit's advantage of lower installation costs.

Estimated 10-Year Cost: \$2M

Appendix A

Peer Agency Interview Notes

Table A- 1: Key Findings of Peer Agency Interviews

Themes	Sub-Themes	Key Findings
Applicability of the Solution to Achieve the Key Outcomes Identified by Roam Transit	Existing Conditions & Mechanism	<ul style="list-style-type: none"> Regina Transit: <ul style="list-style-type: none"> Fare capping is approved by council and expected to launch in August/September 2024. The fare technology upgrade is divided into two stages. The first stage is Umo (smart card & app payment) and the second stage will be open payment (debit/credit card) Umo users will get a discount compared to cash payment (\$3.25). They will need to surrender the smart card if they choose to switch to mobile payment. QR code payment is accepted on bus alongside Umo and cash. With fare capping all pass products will be kept as an additional payment option for passengers. Fare caps and passes would have the same price. Daily and monthly fare caps will be based on fares charged on Umo. Daily fare caps would be capped when passengers ride two/three times a day, whereas monthly fare caps would be equivalent to 30 trips a month. Currently around 50% of Paratransit users cannot pay and ride free subsequently due to malfunctioning of the payment system. ETS: Passengers are asked to tap on and tap off when riding ETS service. The tap-off is not mandatory. It is meant to keep passenger account balance updated instantaneously but passengers generally think it is troublesome. It also helps with ridership data collection. YRT: <ul style="list-style-type: none"> Back in 2015, YRT was considering a fare technology with open payment, virtual card wallet, and code scanning. As a result, YRT Pay was launched in partnership with Bytemark in 2017 alongside PRESTO. It aims to address three weaknesses of PRESTO back at that time: <ul style="list-style-type: none"> Requires a physical card to pay; Requires top-up to use

		<ul style="list-style-type: none"> ▪ Need to specify a concession fare class to get a discount when purchasing the PRESTO card (instead of buying a concessionary fare product each time) ○ Nowadays PRESTO has contactless and a lot more functions. Thus, YRT Pay is less needed. ○ Fare caps are applied proportionally in the transition month of fare class based on date of birthday (e.g., from child to youth or youth to adult). • Lethbridge Transit: <ul style="list-style-type: none"> ○ Fixed and handheld validators (kept by operators; with ticket printer) are provided by Flowbird. Amount charged on handheld validators can be adjusted to sell family tickets. ○ Flowbird system is equipped with fare capping function but it has not started to operate. ○ Validators can process open payment and read QR code generated from mobile payment app. ○ LT Fare Card (smart card) can be registered with the 16-digit number and topped up online or on mobile app. Card balance is refreshed every five minutes. ○ Passengers will need to choose whether they use the physical LT Fare Card or phone wallet. ○ Concession fares are not available on LT Fare Card unless registered. Passengers will need to purchase a pass if they want a discount fare but not paying with a registered LT Fare Card. ○ Passengers paying by LT Fare Card are required to tap on only. • BC Transit: <ul style="list-style-type: none"> ○ Tickets sold on Umo can be used across different service jurisdictions of BC Transit. Any traditional paper tickets sold can be used for a specific jurisdiction only. ○ Umo payment is required for boarding only.
	Usage	<ul style="list-style-type: none"> • Regina Transit: Currently less than 10% of fare is paid by cash. A cash handling company (Brinks) is responsible for sorting cash and depositing. Fareboxes are serviced at a 2-3 days interval currently instead of every night due to lower usage.

		<ul style="list-style-type: none"> ETS: The percentage of use of Arc Card is currently at 52-53% as ETS has not phased out all paper pass products. ETS wants to ensure passengers who do not have Arc Card can buy and use passes. YRT: Around 90% of trips on YRT are currently paid by PRESTO. The remaining 10% are settled by fare products bought from ticketing machines, YRT Pay, and cash. Lethbridge Transit: <ul style="list-style-type: none"> For open payment, around 70% of trips are paid by Interac debit card. The remaining 30% is equally shared between Visa and Mastercard credit cards. Around 3% of daily boardings use cash fare. BC Transit: Around 70% of passengers are currently using Umo, partly due to the successful U-pass program using Umo of University of Victoria.
	Reliability & Public Response	<ul style="list-style-type: none"> ETS: <ul style="list-style-type: none"> Arc Card solutions generally work well, despite gaps in validation where software patches of mobile validators lead to tap-on issue. ETS has been working well with Vix to work out improvement. The public think the account-based smart card solution is good for not needing a physical replacement card in case of lost. Received public complaint that the fare system is complicated. School students like fare capping for it saves travel cost. YRT: <ul style="list-style-type: none"> Fare payment technologies available on YRT generally work well. Issues reported by the public, e.g., extra fares charged, are often related to technological knowhow of passengers or passengers are out of the designated transfer window. Operation of fare capping has been generally smooth. There were occasions where different progress of onboard validator updates has made fare caps not activated. The issue has been solved now as updates were undergone on all validators.

		<ul style="list-style-type: none"> ○ Vendors of PRESTO (Metrolinx) and YRT Pay (Bytemark) have been responsive and accessible. Periodic check-ins between YRT and vendors would be held. ● Lethbridge Transit: <ul style="list-style-type: none"> ○ The system in use is more reliable than the old one. Scanning using NFC solutions (i.e. LT Fare Card) can be completed within three seconds. ○ QR code payment would need more time to scan. Issues are mostly related to phone brightness and distance to scanner. ○ 70% of the current reliability problems are with handheld validators. ○ Counters on registering fareboxes often do not work properly and therefore Lethbridge Transit shifts to non-registering fareboxes. ● BC Transit: <ul style="list-style-type: none"> ○ Software compatibility issue has been noted with the Umo app, which reduces the app reliability. ○ Umo app has not been fully compatible with all the pass products sold. As a result, some passes are sold separately from physical vendors.
	Data Sharing	<ul style="list-style-type: none"> ● YRT: YRT possesses a dedicated business intelligence data warehouse team. There have never been data that cannot be provided upon request from service planning department. ● BC Transit: Regarding data obtained from Umo, since data ownership and sharing is clearly delineated in RFP, there is no sovereignty issue discovered.
	Next Steps	<ul style="list-style-type: none"> ● ETS: <ul style="list-style-type: none"> ○ Plans to stop the sale of paper pass products in Fall 2024 and stop their acceptance by the end of 2024. ○ Plans to switch out validators for higher reliability. Process is expected to be fully implemented in January 2025. ○ ETS deems an Arc Card mobile app would be something nice to have, although this might be a pricey function. This was not scope in with Vix. ● YRT:

		<ul style="list-style-type: none"> ○ Looking to consolidate YRT Pay into PRESTO over the next year or so. It will continue to exist under PRESTO. ○ For PRESTO, YRT deems a 90% usage is good enough so there will not be any next steps regarding PRESTO except finetuning system function and reliability. ○ YRT is currently using registering fareboxes and the practice will be continued. It is also currently reviewing fare collection mechanism with an external consultant company. • Lethbridge Transit: Intended to launch fare capping but concerned with lower fare revenue collected. • BC Transit: <ul style="list-style-type: none"> ○ Will seek for equipping open payment function in the near future. ○ Looking for higher usage on Umo app than the smart card itself. ○ Will be moving away from providing concessional single fare. Concession passes will continue to be provided. ○ There is a possibility to integrate Umo with Via On-Demand service in the future. ○ Wish to encourage passengers to plan trips on Umo. ○ Intended to move towards non-registering fareboxes but work has not started, including shutting off the network supporting fare-registering fareboxes.
Capital and Ongoing Operating/Licensing/Pay-per-use Costs		<ul style="list-style-type: none"> • Regina Transit: The Cubic fare payment system used is charged per bus per month for a comprehensive service fee. The rough annual cost is \$1.7 million. • ETS: The Arc Card solution requires an annual fee calculated based on the number of riders with a minimum and maximum fee charged threshold levels. • YRT: <ul style="list-style-type: none"> ○ For PRESTO, a 10-year agreement from 2017 to 2027 was signed between YRT and Metrolinx. The cost is comprised of core (basic functions) and common core (elective functions) service components. There are no extra fees for open payment. <ul style="list-style-type: none"> ▪ The cost of core components is calculated based on a year-by-year commission equivalent to 2-6% of revenue collected through PRESTO. In addition, the

	<p>cost of common core components is equivalent to 3% of revenue collected. The current cost of PRESTO paid by YRT is 9% of revenue collected³.</p> <ul style="list-style-type: none"> ▪ Any capital cost of equipping PRESTO infrastructure is borne by YRT. ▪ Core service components include: <ul style="list-style-type: none"> • Operations and management of the central system • Processing of customer transactions • Management of customer interactions • Procurement and card management • Reconciliation and settlement of revenues • Financial reporting • Future system upgrades • Management of third party retail network • eCredentials ▪ Common core service components include: <ul style="list-style-type: none"> • Operations and management of the system • Maintenance and troubleshooting for hardware and software • Data communication costs • Management of disposable media • Processing customer transactions from Mobility Plus (specialized transit) vehicles • Staff training ○ For YRT Pay, the service cost is low. It comprises of an initial configuration cost plus monthly hosting upkeeping cost and a commission equivalent to a small percentage of each ticket sold. ○ YRT is not spending too much more money and time with the new system. From their perspective it is worth to upgrade to a sleek system with more functions and fewer issues. • Lethbridge Transit: Costs include a fixed service fee and sim cards for validators and additional percentage of revenue for fares paid by open payment (debit and credit card tap) • BC Transit: <ul style="list-style-type: none"> ○ Umo subscription includes a fixed operation and maintenance fee (regardless of tickets sold) as well as call centre operation fee. The cost would be roughly the same in the future.
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³ Assuming a 90% PRESTO usage based on ridership in 2022 (16,027,350), this is equivalent to 2.5% of total passenger revenue.

	<ul style="list-style-type: none"> ○ Before the launch of Umo, BC Transit paid capital project cost and the cost to set up database. Other costs are included in Umo subscription.
Challenges and Lessons Learned	<ul style="list-style-type: none"> ● Regina Transit: When sourcing the fare technology system, Regina Transit wants validators & non-registering mechanical farebox on bus. There were nine vendor submissions in total. The vendors other than Cubic were either too costly or not able to provide what Regina Transit needs. ● ETS: <ul style="list-style-type: none"> ○ The Arc Card system development process would have been easier had it covered Edmonton only. However, passengers would need multiple fare cards to travel across municipalities, which would be inconvenient. ○ The pre-existing fare infrastructure of ETS has made regional fare integration easier. ○ Any transit agency can coordinate with Vix and use the Arc Card solution. The main issue is whether the agency would have the supporting infrastructure and achieve cost savings. ○ During the process of sourcing a service provider, ETS lists out mandatory requirements and issue an RFP. There was not a huge spread between what companies can offer. Vix was chosen based on costs, though there were cheaper models that ETS could have chosen had they wanted fewer functions. ○ ETS is currently operating both old and new fare systems and double-paying so it is not possible to compare the service cost changes. It is likely that ETS would be paying less for the new system. ● YRT: It took a year from project initiation to rolling out PRESTO. The quick rollout is due to availability of equipment from Metrolinx and reduced service during COVID-19 which made buses available for validator upgrades. ● Lethbridge Transit: <ul style="list-style-type: none"> ○ Validators were often very slow to react when the upgrade has just started. ○ Two vendors bid for the fare technology upgrade, where one is Flowbird and the other one is the previous service provider with unsatisfactory service support and system reliability. ● BC Transit: <ul style="list-style-type: none"> ○ Procured Umo based on a scoring mechanism compared to other vendors. ○ Umo staff has been strong-handed. BC Transit believed they should be more forceful to reach their desired outcomes.

	<ul style="list-style-type: none"> ○ BC Transit is the first transit agency using Umo solution in Canada. This results in longer pilot period. ○ BC Transit has no concerns on sharing Umo solution with other transit agencies in Canada.
Staff Time Require to Implement and Manage the Solution	<ul style="list-style-type: none"> • ETS: <ul style="list-style-type: none"> ○ The upgrade to Arc Card took four to five years. It was originally scheduled to complete within two years. ○ When paper fare products are terminated ETS would not need a warehouse to produce them. Staff resources required should reduce, but savings are incremental, i.e. staff being less busy and shifted to work on other duties. ○ Currently still having many staff members to work on the transition to new system. ○ Vix has a call centre to handle enquiries on Arc Card but passengers can also call 311 for issues. • Lethbridge Transit: <ul style="list-style-type: none"> ○ The upgrade to LT Fare Card and open payment started in August 2023. Lethbridge Transit made transit free in September to process the upgrade. The system was rolled out in October. ○ Lethbridge Transit is currently renewing old passes. The process will be finished within a couple of weeks. ○ Staff time is required for periodic software updates and routine maintenance issues of validators. All other updates are managed by Flowbird. • BC Transit: <ul style="list-style-type: none"> ○ Contract was signed with Umo in September 2021. It took almost three years to roll out Umo. ○ The progress was affected by the outbreak of COVID-19 and the time to look for validator and hardware choices. ○ BC Transit needed more time to roll out because it has a larger agency scale and more service requirements for Umo.
Name(s) of Potential Vendors that can be Contacted	<ul style="list-style-type: none"> • Regina Transit: Cubic • ETS: Vix Technology • YRT: Bytemark • Lethbridge Transit: Flowbird • BC Transit: Cubic and Token Transit (Vendor of Tofino Transit)

Appendix B

Data Portal Examples

Figure B- 1: Token Transit's Data Portal Example 1

Analytics: Sales

Time Range Previous 12 Months x

Group by Zone x

Time unit Month x

Welcome to our new Sales Analytics Dashboard! This dashboard provides near real-time sales data, reflecting purchases made on a given day. However, these transactions may not yet have been processed through the payment processor clearing house at the time of viewing. As a result, there may be discrepancies when comparing this data with Transfer Reports or Monthly Sales Reports (both sent automatically by email). This information serves as a valuable resource for high-level analysis of system utilization. It should not be used for accounting purposes. Please navigate to Finance > Transfer Reports to view the sales that have been processed and transferred to your account.

Download metrics to CSV, PNG, or XLSX by hovering over each module and selecting the three dots. The Gross Sales Report can be found at the bottom of the dashboard. Please reach out to operations@tokentransit.com with feedback or questions.

Total Mobile Pass Sales



Figure B- 2: Token Transit's Data Portal Example 2

Time range for monthly reports
This Month x

Validations By Fare Medium By Day Validations By Fare Medium By Route ID Validations By Fare Medium By Vehicle ID Cash Fares By Type Validations By Fare Medium By Route ID >

Validations by Fare Medium by Day

	longviewtx				
Date	Ridership	Mobile	Paper QRs	Cash Fares	Cash Revenue
May 1, 2024	505	183	28	294	\$233.00
May 2, 2024	390	131	7	252	\$205.15
May 3, 2024	508	172	8	328	\$279.90
May 4, 2024	393	136	15	242	\$204.85
May 6, 2024	512	201	16	295	\$236.80
May 7, 2024	500	199	16	285	\$222.75
May 8, 2024	410	141	10	259	\$196.45
May 9, 2024	440	146	20	274	\$200.95
May 10, 2024	453	205	12	236	\$179.30
May 11, 2024	385	142	10	233	\$150.70
May 12, 2024	507	185	14	270	\$200.95

Figure B- 3: Token Transit's Data Portal Example 3

Analytics: Validations - Monthly Summaries

Time range for monthly reports
Previous 2 Months x

Validations By Fare Medium By Day Validations By Fare Medium By Route ID Validations By Fare Medium By Vehicle ID **Cash Fares By Type** Validations By Fare Medium By Route ID >

Cash Fares by Type

Date	Fare Name	Cash Fares	Cash Revenue
December, 2023	Adult 1 Ride	2,616	\$3,270.00
	Free Legacy 1 Ride (Cash)	965	\$0.00
	MSD Discount 1 Ride (Cash)	1,726	\$1,035.60
Totals for December, 2023		5,307	\$4,305.60
January, 2024	Adult 1 Ride	2,701	\$3,376.25
	Free Legacy 1 Ride (Cash)	1,274	\$0.00
	MSD Discount 1 Ride (Cash)	1,537	\$922.20
Totals for January, 2024		5,512	\$4,298.45
Grand totals		10,819	\$8,604.05

Figure B- 4: Umo's (Cubic) Data Portal Example 1

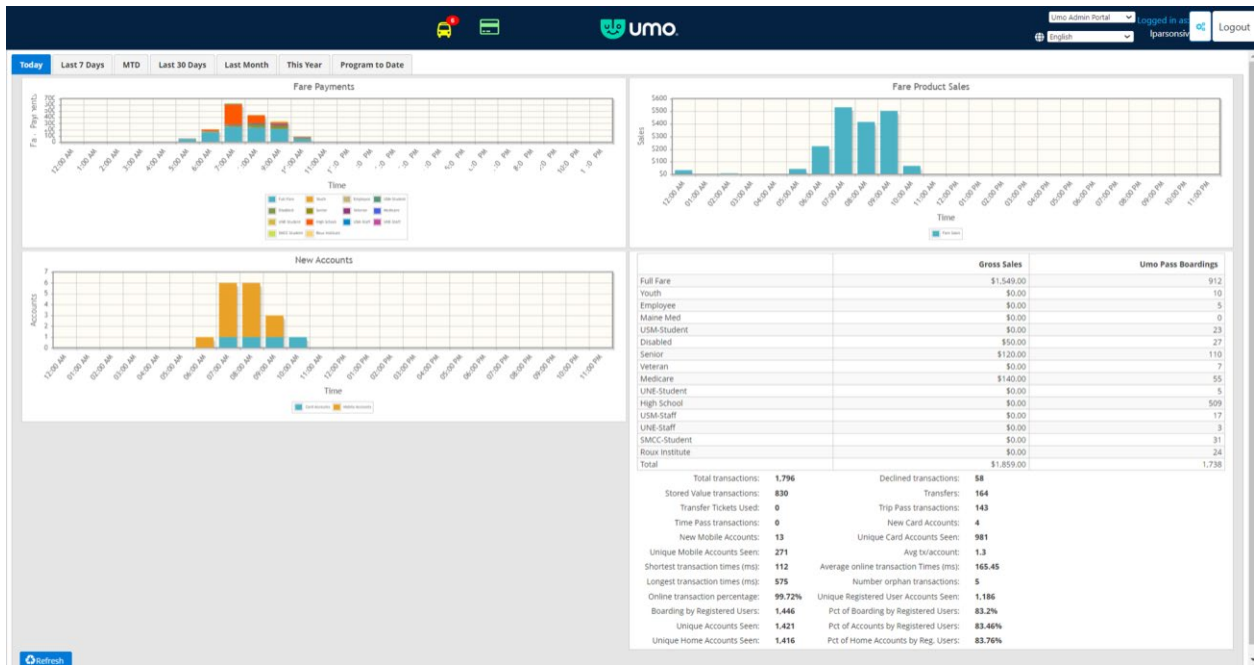


Figure B- 5: Umo's (Cubic) Data Portal Example 2

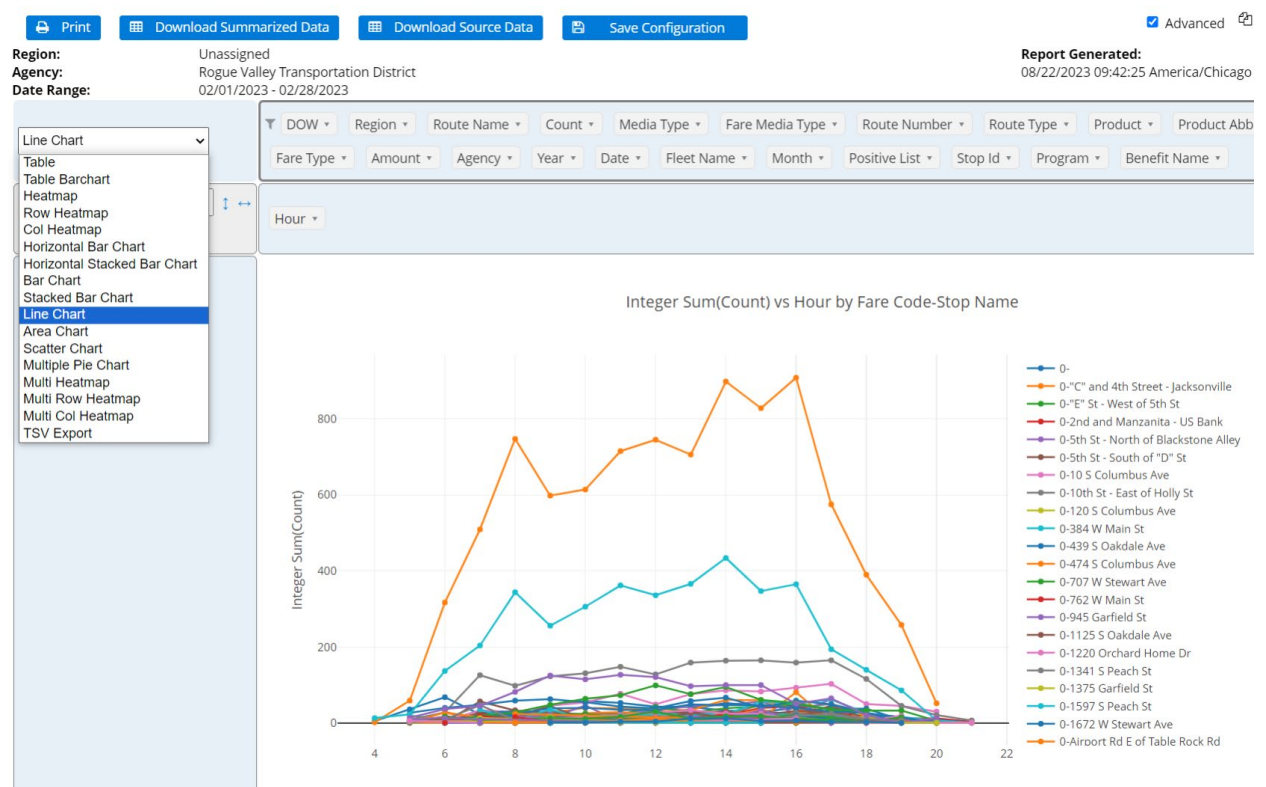


Figure B- 6: Justride's (Masabi) Data Portal Example 1

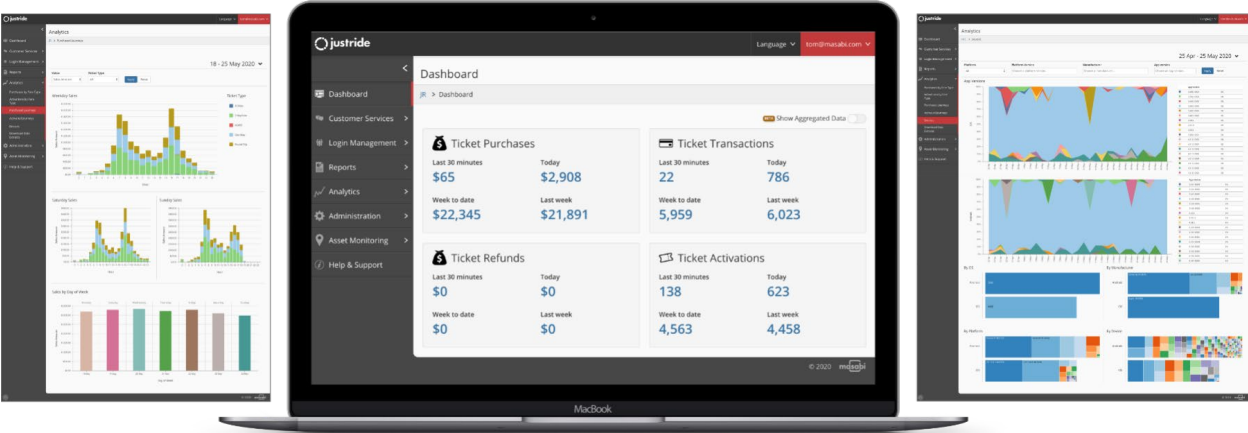


Figure B- 7: Justride's (Masabi) Data Portal Example 2

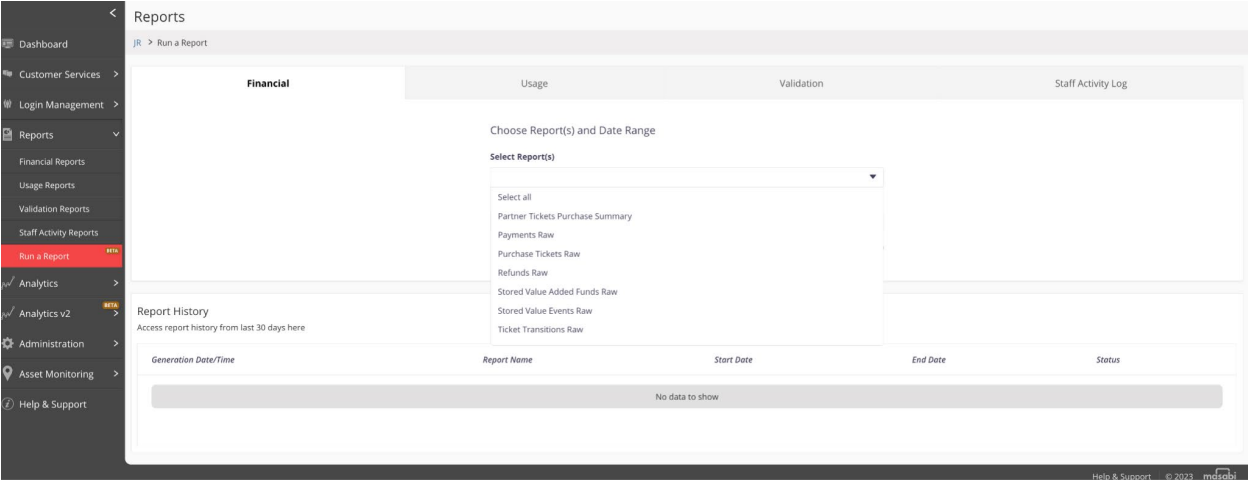


Figure B- 8: Justride's (Masabi) Data Portal Example 3

Scans

This dashboard shows a summary of scans for the selected time period (use the date filter to change the date range required).

