BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION REGULAR MEETING

111 Hawk Avenue and MS Teams

AGENDA

December 11th, 2024 2:00-4:00pm

- 1. Call to Order
- 2. Approval of the Agenda
- 3. Minutes
 - Approval of the August 14th, 2024 Regular Meeting Minutes (attached)
- 4. Old Business (including Standing Items)
 - a) CEO Report (For Information) 🕮
 - b) Bring Forward List of Pending Items (For Information)
 - c) Transit Service Monthly Statistics (For Information)
- 5. New Business
 - a) Dillon Consulting Fleet and Facility Study Presentation. (For Information Only) (Dennis Kar – Partner, Dillon Consulting)
 - b) BVRTSC Customer Survey Report Presentation (Fiona Gagnon) (For Information Only)
 - c) OnIt Year End Report (For Information Only)
- 6. Next Regular Meeting Wednesday January 8th, 2025 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

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

BOARD MEMBERS PRESENT

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

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 Marek Cerny, Data Analyst/Transit Planner

ADMINISTRATION PRESENT

Danielle Duffy, ID9 (Virtual) Therese Rogers, Town of Canmore (Virtual) Colin Debae, Parks Canada (Virtual) Patti Youngberg, Parks Canada (Virtual)

ADMINISTRATION ABSENT

PUBLIC PRESENT

Greg Colgan - Rocky Mountain Outlook (Virtual)

1. Call to Order

Dave Schebek calls the meeting to order at 2:00PM

2. Approval of the Agenda

Dave Schebek asks to move item #5a Up to item 2a

BVRTSC24-72 Dave Schebek moves to accept Agenda as discussed.

CARRIED UNANIMOUSLY

a) Appointment of Chair and Vice Chair of the BVRTSC for 2024/25 (Request for Decision)

Dave Schebek designates CEO, Martin Bean, as meeting Chair

Martin Bean calls for nominations for Chair of the BVRTSC

Dave Schebek nominated by Grant Canning. 2^{nd} call – none. 3^{rd} call – none.

Dave Schebek is acclaimed as Chair of BVRTSC. Martin Bean turns the meeting over to the Board Chair

Dave Schebek calls for Vice Chair nominations Grant Canning nominated by Alex Parkinson 2^{nd} call – none. 3^{rd} call – none.

Grant Canning is acclaimed as Vice-Chair of BVRTSC.

- 3. Minutes
 - Approval of the October 30, 2024 Regular Meeting Minutes (attached)
 - **BVRTSC24-73** Dave Schebek moves to approve the October 30, 2024 Regular Meeting Minutes as presented.

CARRIED UNANIMOUSLY

• Approval of the October 30, 2024 Annual Organizational Meeting Minutes (attached)

BVRTSC24-74 Dave Schebek moves to accept the October 30, 2024 Annual Organizational Meeting 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

- b) Presentation of Q3 Results (For Information)
- c) Board Self-Assessment Options (Request for Decision)

BVRTSC24-75 Dave Schebek moves to direct Commission members to perform a Board Self-Assessment in 2025 led by Elevated HR.

CARRIED UNANIMOUSLY

d) BVRTSC Operating Bylaw Review (Request for Decision)

BVRTSC24-76 Tanya Foubert 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.

CARRIED UNANIMOUSLY

e) Presentation of Dillon Fare Report (For Information Only)

BVRTSC24-77 Dave Schebek moves to direct Administration to move forward with the issuance of an RFP in Q1 of 2025 for the replacement of Roam's current fare collection system.

CARRIED UNANIMOUSLY

6. Next Regular Meeting – Wednesday December 11th, 2024 2-4PM

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

7. Adjournment

BVRTSC24-78 Dave Schebek moves to adjourn the meeting at 2:29PM.

CARRIED UNANIMOUSLY



Bow Valley Regional Transit Services Commission

CEO REPORT



December 2024



Financial:

- Progress payments have been made for MCI Coaches as they have moved through the various phases of production, with final payments being made on inspection and acceptance on arrival. Grant claim submissions will then be prepared and submitted, with the end of January being the anticipated project close date.
- New vehicle production is currently challenged in the transit industry. NovaBus, who are supplying the new electric and hybrid buses for Roam have delayed delivery of our new vehicles until late April (originally early March), due to supply chain issues. New vehicle orders of transit buses in North America going forward will be in the 2 ½ year delivery timeframe due to a shortage of manufacturers and supply chain. Several North American agencies are performing full refurbishments on vehicles that were scheduled to be retired as they are unable to get new vehicles.
- Administration will be further researching the purchase of budgeting software to simplify processes and be able to provide more consistent and clear documentation that can be better aligned with our municipal partners. Excel based budgeting has worked previously, however due to our growth and complexity of processes, it is not sufficient now. This change was budgeted and approved previously however has not been implemented yet due to administrative time capacity.

Transit Service Updates:

- The 3 new MCI bus wraps are completed, and buses are going through final PDI with the NFI/MCI field rep on Monday. There were a few items identified that need addressing before they are put into service, including the installation of our Consat AVL (Automatic Vehicle Location) system, scheduled to begin Monday.
- Proterra Charger/Dispenser manufacturer BorgWarner was brought on site to take a look at our 4 power dispensers. Issues have been experienced with these dispensers not working for the past few weeks and BorgWarner was contracted to perform an onsite system inspection. Resulting findings indicate the need to upgrade our existing dispensers and chargers. Their determination is that the dispenser heads are obsoleted and need replacement, while the chargers need software and hardware updates. Production and installation lead time is 6-8 weeks and once complete the Banff bus charging capabilities will be back to 100%.
- After discussions with TOB and based on ridership data from 2023, plans are underway to increase Banff local service (routes 1 and 2) from 2 buses per day to 3 buses per day from ~1pm to ~9pm. During the Christmas week we historically see ridership increase to May long weekend/week levels and have received complaints in the past indicating



overloads. Additional service will be dependent on driver availability. (Service during Christmas day will remain at 2 buses/route, as this has traditionally been a slower day for ridership).

- Fueling services have been fully restored at Parks Canada's fueling depot on Hawk Ave, eliminating the need currently for additional fueling options.
- There are increasing options for travel between Calgary and Canmore/Banff. Earlier in 2024, FlixBus began operations and now runs multiple times daily with dynamic pricing options. On December 1st, Red Arrow also began service between downtown Calgary and Canmore (Northwinds Hotel) and Banff (Mt. Royal). It operates 3 times per day and 7 days per week sample booking page below:



General/Health and Safety

- Safety:
 - Roam participated in the Disaster Forum exercise organized by the Town of Banff.
 These exercises are invaluable in developing our internal procedures for handling



emergency situations. They also highlight Roam's critical role in emergency evacuation scenarios throughout the Bow Valley.

 Additionally, Roam's Safety and Training Manager attended an Occupational Health and Safety (OHS) crisis management workshop. The Team is now collaborating to ensure that Roam staff are fully prepared for potential emergencies. This is an ideal time to undertake these exercises, as the less demanding season allows the Team to focus on proactive crisis preparation.

• Training:

- The training team has successfully completed driver refresher training, during which new policies, guidelines, and programs were presented. Additionally, the latest MCI model was introduced, highlighting its new tire chain function, which was wellreceived by the team. The refresher training sessions provided an excellent opportunity for drivers to voice concerns and offer suggestions to improve operational efficiency.
- As part of the refresher training, an exercise was conducted on evacuation and breakdown procedures to ensure readiness and adherence to best practices.
- Caz Vary, Roam's Safety and Training Manager, participated in the quarterly CUTA training meeting, which offered valuable insights into training guidelines, a skills development chart, and learning management systems. It also allowed us to benchmark our training program against those of both smaller and larger transit agencies across the country.
- Currently, interviews are being conducted for two additional trainer positions. In preparation for the upcoming training season, we are updating our training manual, developing a new skills guideline, and creating a revised training agenda.

Marketing and Customer Experience

 In partnership with CUTA (the Canadian Urban Transit Association), Roam Transit is participating in *The Transit Code*—a national campaign that promotes safety, courtesy, and respect across Canadian transit systems. Through our social media channels, we'll be sharing key messaging from the campaign to help make public transit safe and enjoyable for all.



- Our Customer Experience Team has been focusing on end-of-year tasks, including the renewal of bus passes for both internal and community use, and updating service providers such as hotels with Winter and Holiday service details.
- Roam has once again provided marketing sponsorship to the Rotary Festival of the Trees, an annual event held at the Malcolm Hotel in Canmore. This year, we've entered the tree decorating competition with a fantastic Roam-themed – Ode to Canmore tree. Roam's Festival Committee put a significant amount of effort into the tree design and decoration.



The event continues through to the end of December for anyone wishing to view the Roam tree and others.

Bow Valley Regional Transit Services Commission



BRING FORWARD LIST

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

ITEM	Date Initiated	Pending Date	Responsible for	Comments:
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.	Oct, 18 th 2023	Dec 11, 2024	Martin/Steve	Study is currently being completed by Dillon Consulting. Dillon to present study to Board.
CARRIED UNANIMOUSLY				
BVRTSC24-75 Dave Schebek moves to direct Commission members to perform a Board Self-Assessment in 2025 led by Elevated HR.	Nov 13, 2024	2025	Elevated HR	
CARRIED UNANIMOUSLY				
BVRTSC24-76 Tanya Foubert 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. CARRIED UNANIMOUSLY	Nov 13, 2024	Q2, 2025	Board	

Bow Valley Regional Transit Services Commission Ridership Statistics



Month	Туре	Banff Local	Canmore Local	Canmore-Banff Regional	Lake Louise - Banff Regional
November	Ridership	91,157	32,065	26,674	10,089
2024					
	Bikes	57	328	456	9
	Winter Sports	134	336	189	4
	Strollers	143	208	70	8
	Mobility Devices	4	13	0	0

Route	Monthly Ridership Change 2023 - 2024	Comment
Route 1	25.99%	Change from November 2023 to November 2024
Route 2	12.37%	Change from November 2023 to November 2024
Route 3	-4.40%	Change from November 2023 to November 2024
Route 4		Change from November 2023 to November 2024
Route 5	19.99%	Change from November 2023 to November 2024
Route 6		Change from November 2023 to November 2024
Route 8X	-1.55%	Change from November 2023 to November 2024
Route 9	8.64%	Change from November 2023 to November 2024



12/2/2024																												
			Route 1	(Inns of Banff/	Gondola)	_			Ro	ute 2 (Tunn	el Mtn / Banff S	prings Hot	el)				Ro	ute 4 Cave & Basi	n					Banff Lo	cal (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 R	2 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 %	6 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%
Мау	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	33,628	42,368	25.99%	37.78%	13,693	36,146	43,420	43,420	48,789	12.37%	34.98%								28,844	66,897	77,048	77,048	91,157	18.31%	36.26%
December	18,948	45,460	49,418	1,302	1,855	42.48%		16,819	50,744	54,587	1,380	1,467	6.31%									35,767	96,204	104,005	2,682	3,322	23.87%	
YTD	200,072	550,493	813,710	765,594	796,369	4.02%	44.66%	171,120	470,848	733,010	679,803	711,112	4.61%	51.03%	8,495	24,802	28,273	28,273	22,132	-21.72%	-10.77%	379,687	1,046,143	1,574,993	1,473,670	1,529,613	3.80%	46.21%

			Route 3 (C	Canmore-Banf	f Regional)					R	oute 5 Canmo	re					Ro	ute 6 Minnewan	ka					Roar	n Total Rider	ship		
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23 %	Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23 %	Change - 22
January	5,499	10,642	23,255	23,255	25,792	10.91%	142.36%	6,204	9,224	22,810	22,810	30,744	34.78%	233.30%								22,284	56,530	147,062	147,062	162,228	10.31%	186.98%
February	5,781	10,492	21,303	21,303	25,415	19.30%	142.23%	6,700	9,789	22,119	22,119	29,174	31.90%	198.03%								25,771	65,499	141,874	141,874	163,675	15.37%	149.89%
March	7,951	12,770	23,824	23,824	27,059	13.58%	111.90%	8,650	12,208	25,116	25,116	30,530	21.56%	150.08%								34,441	75,790	161,319	161,319	182,041	12.85%	140.19%
April	5,507	12,028	23,622	23,622	26,296	11.32%	118.62%	7,360	10,924	23,308	23,308	28,976	24.32%	165.25%								26,365	68,215	143,794	143,794	156,333	8.72%	129.18%
May	6,850	15,148	26,946	26,946	28,087	4.23%	85.42%	6,760	13,066	27,143	27,143	32,036	18.03%	145.19%	559	2,783	5,879	5,879	4,647	-20.96%	66.98%	27,604	106,822	206,716	206,716	223,226	7.99%	108.97%
June	9,321	19,058	30,304	30,304	30,702	1.31%	61.10%	8,250	16,015	28,039	28,039	30,963	10.43%	93.34%	2,857	12,662	18,255	18,255	14,003	-23.29%	10.59%	54,438	190,769	308,030	308,030	314,985	2.26%	65.11%
July	12,330	22,015	31,836	31,836	32,104	0.84%	45.83%	7,581	16,715	28,691	28,691	30,700	7.00%	83.67%	6,367	20,639	25,806	25,806	21,451	-16.88%	3.93%	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%	8,396	19,238	26,074	26,074	22,501	-13.70%	16.96%	132,189	253,615	366,644	366,644	351,975	-4.00%	38.78%
September	11,365	17,364	28,533	28,533	29,297	2.68%	68.72%	8,621	17,127	25,056	25,056	29,249	16.73%	70.78%	3,303	10,182	15,400	15,400	13,315	-13.54%	30.77%	88,472	187,534	284,961	284,961	287,951	1.05%	53.55%
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%		530	921	921				54,346	118,488	179,071	179,071	190,907	6.61%	61.12%
November	10,446	17,797	27,903	27,903	26,674	-4.40%	49.88%	9,685	19,956	26,722	26,722	32,065	19.99%	60.68%								51,773	110,983	142,511	142,511	160,626	12.71%	44.73%
December	10,599	19,213	31,157	1,063	714	-32.82%		8,870	21,194	28,482	1,145	766	-33.10%									59,209	146,145	179,224	5,317	5,246	-1.33%	
YTD	109,517	193,986	329,489	299,395	312,774	4.47%	61.24%	96,241	180,090	311,377	284,040	335,637	18.17%	86.37%	21,482	66,034	92,335	92,335	75,917	-17.78%	14.97%	684,782	1,652,179	2,632,283	2,458,376	2,556,325	3.98%	54.72%

		Route	8X (Expres	s Lake Louise	- Banff Regi	ional)			Route	8S (Scenic	: Lake Louise	- Banff Reg	jional)				Route	9 (Johnston Ca	inyon)					Route	10 (Moraine I	Lake)		
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23 %	Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23	% Change - 22
January	1,117	3,714	9,788	9,788	11,227	14.70%	202.29%										584	584	704	20.55%								
February	1,017	4,039	9,363	9,363	10,714	14.43%	165.26%										986	986	862	-12.58%								
March	1,438	4,305	10,205	10,205	10,694	4.79%	148.41%										707	707	893	26.31%								
April	1,146	4,153	10,013	10,013	10,196	1.83%	145.51%										1,014	1,014	671	-33.83%								
Мау	1,516	8,422	17,400	17,400	19,167	10.16%	127.58%	97							853	1,183	2,602	2,602	2,738	5.23%	131.45%							
June	3,454	18,115	34,555	34,555	33,350	-3.49%	84.10%	862							4,412	4,728	6,185	6,185	7,265	17.46%	53.66%							
July	10,637	28,200	41,826	41,826	36,750	-12.14%	30.32%	1,313	2,183	2,755	2,755	0	-100.00%	-100.00%	4,176	6,589	7,409	7,409	8,719	17.68%	32.33%							
August	15,688	22,575	43,140	43,140	37,346	-13.43%	65.43%	2,000	1,640	2,974	2,974	0	-100.00%	-100.00%	3,826	5,360	6,897	6,897	8,413	21.98%	56.96%							
September	8,728	16,059	31,100	31,100	26,149	-15.92%	62.83%	757							1,448	2,908	5,776	5,776	6,468	11.98%	122.42%	1,498	3,535	6,556	6,556	7,178	9.49%	103.06%
October	3,709	8,061	17,351	17,351	16,962	-2.24%	110.42%								419	897	1,884	1,884	2,243	19.06%	150.06%	973	3,393	4,827	4,827	6,751	39.86%	98.97%
November	2,798	6,021	10,248	10,248	10,089	-1.55%	67.56%									312	590	590	641	8.64%	105.45%				0	0		
December	3,973	9,248	14,463	427	349	-18.25%										286	1,117	0	95	0.00%								
YTD	55,221	132,912	249,452	235,416	222,993	-5.28%	67.77%	5,029	3,823	5,729	5,729	0	-100.00%	-100.00%	15,134	22,263	35,751	34,634	39,712	14.66%	78.38%	2,471	6,928	11,383	11,383	13,929	22.37%	101.05%

			On-It (Ca	algary Region	al) - Banff				On-	-It (Calga	ry Regional)	- Lake Louis	e			On-lt (Calga	ry Regional) - N	Ioraine Lak	e			Route 11	(Lake Louise	e 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 % Chang	nge - 22
January					363																					
February					753																					
March					830																					
April																										
Мау	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						1,174				3,574	3,574	4,813	34.67%	
October			2,389	2,389	2,224	-6.91%						0						617				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	e 5C (Cougar (Creek)					Route	e 5T (Three Si	sters)					Rou	te 12 (Grassi L	akes)		
Month	2021	2022	2023	2023 YTD	2024 YTD	% Change - 23 % Ch	ange - 22	2021	2022	2023	2023 YTD	2024 UTD	% Change - 23 % C	hange - 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									
Мау					18,563	Please note that con	nparative	date for 5C and	i 5T separately w	vill not be availa	able until August	13,473							680		
June					17,076	as route data was no	ot split unt	il then				13,887							1,896		
July					17,115							13,585							1,723		
August			15,005	15,005	17,674	17.79%				12,653	12,653	13,272	4.89%						2,671		
September			14,113	14,113	16,643	17.93%				10,943	10,943	12,606	15.20%						957		
October			15,771	15,771	18,359	16.41%				10,462	10,462	11,685	11.69%						0		
November			16,468	16,468	20,611	25.16%				11,318	11,318	11,454	1.20%								
December			17,333	732	514	-29.78%				11,149	413	252	-38.98%								
YTD	0	0	78,690	62,089	200,582	223.06%	0.00%	0	0	56,525	45,789	135,611	196.17%	0.00%	0	0	0	0	7,927	0.00%	0.00%









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



Minewanka (Route 6) Ridership Comparison 2023

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202

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Comparison

Compariso









Bow Valley Regional Transit Services Commission



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Dillon Consulting – Fleet and Facility Study Presentation

Dennis Kar – Partner

Integrated Mobility Specialist - Toronto - North York

Dennis has over 24 years of experience in multi-disciplinary transportation projects and leads Dillon's Integrated Mobility Service Line. His expertise is in transit planning, multi-modal transportation planning and mobility management, having successfully directed and participated in numerous studies across the country. He brings an integrated approach to his work, developing dynamic solutions that address mobility needs for various population groups, grounded through a comprehensive and interactive community engagement process.



BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Fleet and Facility Study

Final Report

December 2024 – 24-8489

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- A AutoCAD AutoTURN Analysis Drawings
- B Facility Design Drawings

1.0 Project Background

Dillon Consulting Limited (Dillon), in conjunction with Richard Haukka Limited, has been retained to develop a Fleet and Facility study on behalf of the Bow Valley Regional Transit Services Commission (BVRTSC). The purpose of the study is to:

- Forecast the 10-year future fleet and facility needs in light of anticipated ridership growth (up to 2034);
- Understand the benefits and limitations of different bus models;
- Identify an appropriate fleet scenario based on ridership forecast results balancing costs, passenger comfort and convenience, and operational reliability;
- Design an annual fleet replacement and procurement plan; and
- Identify size of facility expansion based on 20-year fleet requirements and capacity of the existing facility.

2.0 **Existing Situation**

The BVRTSC operates transit services within the Town of Banff, the Town of Canmore and Improvement District 9 (ID9), as well as regional services between these municipalities under the brand of Roam Transit. Service is also contracted through Parks Canada to various trails and other visitor destinations in the Banff National Park and Kananaskis Improvement District during summer.

The service area of Roam Transit mainly covers visitor attractions with higher visitations during summer. Therefore, its service levels are divided into the summer period (mid-May to late-September) and winter period (late-September to mid-May), with more service provided in the summer. Service is provided using a fleet of 36 accessible 40-foot single-deck buses, of which 21 are used for peak summer service. This results in a summer spare ratio¹ of 42%, which is higher than industry norms. Using summer service as the peak service threshold, **Table 1** provides service details and a breakdown of the peak fleet by route.

Service	Routes	Name	Service Period	Headway	Peak	
Areas				(Mins)	Vehicles	
Banff Local	1	Gondola	All-year	8-65	4	
	2	Fairmont	All-year	20-62	3	
	4	Cave & Basin	Summer Only	29-75	1	
	6	Lake Minnewanka	Summer Only	30-65	2	
Canmore	3	Canmore - Banff	All-year	30-57	3	
		Regional				
	5C	Cougar Creek	All-year	30-70	1	
	5T	Three Sisters	All-year	33-70	1	
	12	Grassi Lake	Summer Only	63/93	1	
Parks 8X Lake Louise - Banff		Lake Louise - Banff	All-year	45-77	3	
Canada		Regional				
	9	Johnston Canyon	All-year	85-120	1	
	10	Moraine Lake Regional	Mid-September to Mid-	40-135	0 ²	
		Express	October			
	11	Lake Louise Local	Summer Only	35-66	1	

Table 1: Service Details and Peak Fleet by Route

The bus fleet consists of a mix of 30-, 40-/ 42.5-foot accessible conventional buses, accessible 45-foot highway coaches, and cutaway vehicles comprised of diesel, hybrid, and electric propulsion models.

¹ Spare ratio = No. of spare fleet vehicles ÷ No. of total fleet vehicles.

² Service of Route 10 is not provided in summer. Its operation is excluded from the analysis hereafter.

Table 2 below shows the compositions. For ease of discussion, 40-/ 42.5-foot standard conventional buses will be termed as 40-foot single-deck buses hereafter.

Models	Length (Feet)	No. in Fleet	Breakdowns and Notes
Nova LFS	40'	12	 Consists of 11 diesel and 1 hybrid vehicles 3 additional electric & 3 hybrid vehicles are to be delivered in March 2025
Grande West Vicinity	30'	3	3 diesel vehicles primarily used on Canmore routes
MCI D45 CRT LE	45′ 10″	7	 4 diesel vehicles typically used on regional routes 3 additional diesel vehicles are to be delivered in October 2024
Proterra ZX5/ Catalyst	42.5'	10	Consisted of electric vehicles only
Chevrolet G4500/ Ford E450 Cutaway	27′	4	 Consisted of diesel vehicles only Vehicles to be used on routes with lower ridership

Table 2: BVRTSC Fleet Composition

In addition to the above fleet, there are also six 40-foot accessible single-deck buses and three accessible 45-foot highway coaches on order, alongside several buses planned to retire in the upcoming 10 years. **Table 3** below shows the fleet composition under existing conditions in the upcoming 10 years.

Year	40' Bus	30' Bus	Highway Coach	Cutaway Vehicle	Total
2024	22	3	7	4	36
2025	28	3	7	2	40
2026	27	3	7	2	39
2027	27	3	7	2	39
2028	27	1	7	2	37
2029	27	1	7	2	37
2030	26	0	7	2	35
2031	26	0	7	2	35
2032	26	0	7	2	35
2033	26	0	7	2	35
2034	26	0	7	2	35

Table 3: Existing Fleet Composition in 10-Year Timeframe

Buses are stored at a transit facility located at 111 Hawk Avenue within the Town of Banff. As this facility is at capacity, three buses are also stored in Canmore at 115 Boulder Crescent and another two cutaway buses are stored in the Canmore Bylaw Services building.



The 111 Hawk Avenue facility is approximately three years old and across the street from the Public Works facility. At maximum capacity, the facility could park a maximum of 40 x 40' units on site, although the ideal situation would be 28 vehicles. This consists of:

- 12 buses in the building with room for an additional 4 buses in the wash lane (however, this could not accommodate charging stations in these locations);
- 16 buses within three lanes under canopy outside the building, with an additional 4 buses stored in a fourth lane. In an ideal situation, the fourth lane is best used for washing/shuffling of buses³; and
- 4 buses that are occasionally stored outside on-site (not under cover).

The total number of units varies when the fleet composition includes 60-foot articulated buses or smaller mid-sized buses (27, 30, and 35 foot).

Other key features of the facility include a drive-through automatic wash rack capable of washing all existing fleet vehicles, including coaches. The side and rear wash function wash brushes are 170" tall (14.2'), sufficient for double-deck buses. The internal bus storage area is heated and includes charging infrastructure for the existing Proterra electric buses. All bays are drive-through, eliminating the need to reverse units to navigate the facility.

Currently, no maintenance is performed at the facility, and there is no inventory. The facility was intended to function solely as a parking/operations facility. However, there are limited opportunities to store inventory on-site. Pallet racking could be placed against the outside wall in the covered parking area. This area would be suitable for storing inventory that is not temperature- or moisture-sensitive.

³ An fifth lane that would add capacity for four additional 40-foot buses was considered, but would need approval from Parks Canada given its proximity to a nearby creek/riparian zone





Figure 1: External Covered Parking with Parts Storage Opportunity

The property is not fenced/secured other than gates to permit access. Outdoor racking placed against the wall in the covered storage area can provide a fixed inventory position for large inventory items such as brake kits, wheels/tires, body panels, etc., which the Town of Banff is either unable to or unwilling to store due to physical and operational constraints. Minor defects logged on trip inspection reports can be addressed at 111 Hawk Avenue to improve response times from trip inspection reports that do not require the attention of a certified mechanic or a hoist. Examples of these types of repairs include bus interior repairs, lighting, passenger entry and exit door maintenance, farebox and onboard electronics, limited oil and coolant leak repairs and glass work. These types of repairs can be performed with a certified mechanic or may be performed by non-certified technicians if the work is not safety-sensitive in nature.



3.0 Vehicle Type Review

The BVRTSC currently mainly uses accessible 40-foot buses for Banff's Local and regional services. Accessible 45-foot highway coach buses are also dispatched for inter-regional trips to ID9. For Canmore Local services, 30-foot accessible buses are used. It is understood that vehicles of lower capacity, i.e., 30foot accessible buses and cutaway vehicles, are retiring soon with no replacement planned, they are excluded from discussions hereafter.

Given the challenges in attracting vehicle operators, a review was conducted about the suitability of switching to a higher-capacity vehicle. Two vehicle types that were explored include:

- 60-foot accessible articulated buses; and
- 40-foot accessible double-deck buses.

The following section assesses modifications to the operating environment and facilities necessary to operate these two types of vehicles and provides recommendations for the vehicle types dispatched to each route.

3.1 Vehicle Specifications

New Flyer Industries was contacted to get a better understanding of the specifications, cost and availability of each bus type. It should be noted that New Flyer was contacted because the company produces each bus type. This does not reflect any decision to purchase buses from this manufacturer.

Table 4 provides a breakdown of each bus type, including the existing bus in use by the BVRTSC. It is noted that the Enviro500 SuperLo will not be available as an option unless there is an order of sufficient size (i.e., at least 50 buses) for Alexander Dennis to consider getting it tested for the latest environmental protection assessment. Given the size of the BVRTSC, this will not be a feasible option and therefore, it is excluded from the discussion hereafter.



Metrics		40' Single-Deck Bus	45' Highway Coach	60' Articulated Bus	40' Double-Deck Urban Bus	
Manufacturer		New Flyer	Motor Coach Industries	New Flyer	Alexander Dennis	
Model		Xcelsior	Xcelsior D45 CRT LE		Enviro500 (Regular)	Enviro500 SuperLo
Length (Feet)	41'	45.8'	60.8′	42.4'	45.3′
Height (I	Feet)	10.5'-10.9'	11.6′	10.5'-10.9'	13.5′	12.8′
Width (F	eet)	8.5′	8.5′	8.5′	8.25′	8.4'
Seated Capacity		40	54	61	80 (One stair) 74 (Two stairs)	81
Standing	g Capacity	44	0	62	21	04
Fuel Type		 Battery-Electric Fuel Cell-Electric Compressed Natural Gas Hybrid Clean Diesel Trolley-Electric 	DieselBattery-electric	 Battery-Electric Fuel Cell-Electric Compressed Natural Gas Hybrid Clean Diesel Trolley-Electric 	DieselBattery Electric	 Diesel Battery Electric⁵
Capital	Diesel	\$850,000	\$1,200,000	\$1,300,000	\$1,750,000	N/A
Cost ⁶	Natural Gas	\$950,000	N/A	\$1,550,000	N/A	N/A
	Hybrid	\$1,150,000	N/A	N/A	N/A	N/A
	Battery Electric	\$1,450,000	\$2,100,000	\$2,350,000	\$2,500,000	N/A
Average Lifecycle (Years) (Altoona Tested Lifespan)		12+	12	12	12	N/A
Delivery Timelines (Months from Purchase Order)		16-18	10-12	16-18	16-18	Currently unavailable
Max. Electric Option Range (km)		595	402	450	443	N/A

Table 4: Bus Type Specifications

⁴ No standees due to low height.

⁵ Subject to redesign to incorporate componentry and technology.

⁶ Rounded to the closest \$50,000.

Bow Valley Regional Transit Services Commission

3.2 **Operating Environment Assessment**

An assessment of the operating environment was completed to identify any potential constraints operating articulated buses and double-deck buses in the Town of Banff. This included a site visit to review potential constraints on busy bus routes (overhead, turning and bus stop pull-in/out) and an AutoTURN analysis through AutoCAD to identify potential turning-moving challenges of an articulated bus.

3.2.1 Stop Environment

A review of bus stops in Banff was completed to identify if bus stops which were designed for 40-foot buses or 45-foot highway coaches could accommodate a longer articulated bus.

The assessment of stop environment was focused on Routes 1 and 2 and conducted through a combination of Google Maps and site visit. Concerns that might require remediation include short bus bays or stops located adjacent to intersections that may leave articulated buses blocking traffic while passengers are boarding. **Table 5** below identifies stops requiring remediation and the suggested remediation measures.

Stop Names	Directions	Stop Issues	Remediation Measures	
Antelope Lane (Figure 2)	Industrial Compound	 Short bus pad Articulated buses stopping would intrude into lawn adjacent and the Banff Avenue/ Antelope Lane intersection 	 Move lawn away from the stop Move the stop forward 	
Fox Street East (Figure 3)	Industrial Compound	 Short bus bay Articulated buses stopping would block right lane traffic Rear door boardings of articulated buses would be blocked by trees and lawn 	Remove embaymentRemove trees and lawn	
Middle Springs Drive (Figure 4)	Industrial Compound	 Not accessible with the absence of bus pad Articulated buses stopping would not have adequate stop space to align with the stop pole and benches installed 	 Construct a bus pad to make the stop accessible Relocate stop pole and benches forward 	

Table 5: Stops Requiring Remediation to Operating Articulated Buses – Route 1









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3.2.2 Overhead Environment

A combination of Google Maps and site visit was also conducted on the overhead challenge for operating double-deck buses on Routes 1 and 2. It is found that along the section of Banff Avenue between Moose Street and Marmot Crescent where Route 1 is currently operating, excessively grown trees along the median may hit the upper deck of a double-deck bus (**Figure 5**). However, since buses would generally run along the right lane for ease of boarding, no remediation measures are required.





3.2.3 Turning Environment

Due to longer length than the existing buses in use, turning movement of articulated buses might be difficult at intersections with shorter width or higher traffic volume. The BVRTSC identified two intersections for this assessment:

- Banff Avenue & Spray Avenue intersection (Figure 6); and
- Mountain Avenue roundabouts (Figure 7).

The Dillon team used a combination of site visit and the AutoTURN function of AutoCAD simulating turning movement of an articulated bus to identify any challenges and mitigation measures. It is noted that the analysis accuracy might be affected since only GIS map layers are available from the Town of Banff for the simulation.





Figure 6: Banff Avenue and Spray Avenue Intersection

Figure 7: Mountain Avenue Roundabouts





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3.2.3.1 Banff Avenue and Spray Avenue Intersection

Currently buses operating Routes 1 and 2 would turn right from Spray Avenue onto Banff Avenue for northbound departures and turn left from Banff Avenue onto Spray Avenue for southbound departures. Through site visit, the Dillon team discovered the existing right turn movement for a 40-foot bus requires compromise, where bus operators would make the turn after all left turn traffic from Banff Avenue onto Spray Avenue are cleared to avoid hitting the traffic and swing out while making the turn to avoid hitting the curb. The AutoTURN analysis confirms the situation would be more challenging for an articulated bus to make the turn with the following concerns:

- Bus was noted to crossover into the southbound left turn lane by 2.26m.
- Bus may hit traffic calming measure in place (Figure 8).
- Bus cannot use advanced green signal due to oncoming traffic turning left.

Regarding the observations, it is suggested for the BVRTSC inform operators providing service on Route 1 and 2 to straddle both lanes on Spray Avenue and turn at the left lane. It is also recommended for the Town of Banff to move the traffic calming measure backward to leave more room for bus turning and implement signal priority facilitating turning movements and increasing service reliability. These modifications should be able to allow an articulated bus to maneuver through this intersection.

Figure 8: Traffic Calming Measure



3.2.3.2 Mountain Avenue Roundabouts

Buses operating Route 1 would use the two roundabouts for both directions. The AutoTURN analysis found the following turning concerns:

- Bus may crossover concrete truck apron of smaller roundabout; and
- Concrete truck apron is already being crossed as evident by tire markings across it (Figure 7 above).

Since the existing 40-foot buses are already crossing the concrete truck apron and no safety issues are found, no remediation measures are required for operating articulated buses at the roundabouts.

3.2.4 Operating Environment

A high level assessment was also completed regarding the ability of articulated and double-deck buses to operate in a mountainous environment that often has high accumulations of snow/ice, and with certain routes operating on steep roads.

Based on a general assessment, articulated buses do not always perform as well as 40-foot buses on icy slopes. To address this, Coast Mountain Bus Company has procured the new four-wheel drive articulated hybrid buses, which are expected to resolve traction issues on on a route with steep slopes in



specific winter conditions there. The other option would be to use the 40-foot buses during severe winter conditions. Since headways during the winter are not as frequent, the number of spare 40-foot buses would be higher in ther winter and could be used for revenue service.

Double-deck buses are also not shown to have limited performance in these conditions over the existing 45-foot highway coaches currently in operation.

To confirm the operation, particularly in winter operating conditions, it is recommended that the BVRTSC request a bus on loan for a nearby organization to test its operation within the Town of Banff, focused on areas with tight turning movements or steep grades.

3.3 Facility Assessment

The existing facility at 111 Hawk Avenue can accommodate all new bus types being considered to operate in the region. This includes the Alexander-Dennis Double-Deck Enviro 400 models. No retrofits of the facility would be required if articulated or double-deck buses were fueled and stored in this facility. It should be noted that the existing facility is at capacity under ideal operating conditions and there is no room to park additional vehicles on-site. For the purposes of this assessment, it was assumed that the preferred storage size of this facility is 28 vehicles, with no vehicles parked outside in an uncovered area (as outdoor storage can increase operational inefficiency and maintenance costs through exposure to weather and temperatures that will cause vehicle components to malfunction and wear prematurely).

Buses are maintained at a separate facility located across the street at 136 Hawk Avenue, operated by the Town of Banff. The facility has 2 sets of 4-column lift hoists and one drive-on pit and the ability to maintain 50⁷ buses at the same time. Parts for vehicles are also stored in this facility. However, space is limited to a single 12'x15' office converted to an inventory room. Additional parts must be stored outside or in another location. There is no room for bulky or heavy parts in their inventory site. The Town of Banff would prefer to order larger items as needed, which can lead to additional downtime due to lead times when ordering specialty bus parts.

The existing maintenance facility is able to accommodate both articulated buses and double-deck models discussed in this study. The Town of Banff maintenance operation can increase volume by about 30% by increasing labour in the schedule where the shop is underutilized or inactive: nights and weekend evenings. When introducing new models or vehicle types (including propulsion), the existing staff will require technical training and vehicle orientation.

⁷ Number of buses can be increased by adding labour on weekends and a graveyard shift



3.3.1	Vehicle Storage and Layout
	Servicing and parking buses at the current facility can be achieved in multiple different ways, depending on the fleet configuration and schedule requirements. The existing facility is at capacity. Washing and cleaning logistics along with staging electric bus charging inside the building, restrict the vehicle dispatch process. This requirement adds a layer of complexity when buses are returned to the depot from service and prepared for use the next day.
3.3.2	Electrification Assessments and Needs
	Any new buses powered by electricity, hybrid diesel/electric, could be stored at the 111 Hawk Avenue location (based on a maximum of 28 vehicles). The charging stations should be configured in the facility to align with parking/dispatch requirements. In-depot chargers are the best option for this facility. These chargers can be installed inside and outside the facility. The parking facility at 111 Hawk Avenue was designed with electrification considered and has the ability to increase charging by adding chargers/dispensers as required. Infrastructure connecting the facility to the grid needs to be verified before exact recommendations can be made.
	Vehicle clearance in and out of the facility is acceptable for all vehicles discussed in this study. Only one available model may have door clearance issues without adjustment: the Alexander Dennis Enviro 400 EV with long-range batteries. The low points are the overhead door frames at 4.3 meters (168 inches), and the overhead door connecting linkage at 4.4 meters (173 inches). While not reviewed as part of the scope of this report, the opportunity for on-route charging
	infrastructure should also be explored.
3.3.2.1	Infrastructure Considerations
	To support charging for the anticipated expansion buses, BVRTSC would need sufficient grid capacity and charging station infrastructure. If power requirements exceed what is available to the facility at some point in transitioning to electric buses, new infrastructure considerations should include the capacity to charge 36 high-capacity buses daily. The option to slow-charge buses versus rapid charge can also reduce peak electrical demand to the facility.
3.4	Recommendations
	Table 6 below compares the different fleet types considered for future operation of the BVRTSC. The above assessments show that it is feasible to operate articulated and double-deck buses under the existing operating and facility environment. For double-deck buses, little modifications would need to be made to the operating environment. For articulated buses, some modifications would need to be made to certain stops and intersections. Modifications to the facility would be required for both bus types.



Metrics	40' Single-Deck	45' Highway	Articulated Bus	Double-Deck Bus
	Bus	Coach		
Price	Low	Medium	High	High
Capacity	Low	Low	High	Medium
Turning Radius	Medium	Medium	Long	Long
Operating Challenges in Ice/Snow	Low	Low	Low/Medium*	Medium
Boarding Time	Short	Long	Short	Long
Electric	Long	Medium	Medium	Medium
Option Range				
Operating	High	High	Low	Medium
Cost (Per				
Passenger)				
Operators	High	High	Low	Medium
Required				
Retrofit Effort	None	None	Low	Low
(Garage)				
Retrofit Effort	None	None	Medium	None
(Street)				
Comments	Versatile all-rounder	Good for regional	High capacity, good	Tough dimensions,
		routes prioritizing	for routes with	best for long routes
		passenger comfort	frequent ons and offs	with few ons and off

*Vehicle configuration influences winter performance and could reduce this to a "Low" category with the correct vehicle type.

A strategic working session was held in late September and attended by representatives from BVRTSC, Towns of Banff and Canmore, Parks Canada, and the Dillon team, where the findings in **Table 6** above were discussed and confirmed. Based on these discussions, it was agreed by all parties that:

- 40-foot single-deck buses would continue to operate Route 6, given bus turning difficulties en route⁸;
- 40-foot single-deck buses would continue to operate the Parks Canada routes with lower ridership (Routes 9 & 11);
- Routes that operate within Banff with higher ridership (Routes 1 & 2) would consider 60-foot articulated buses;

⁸ Note: Turning challenges are at specific locations at Johnson Lake and Minnewanka, both of which could be overcome with modifications to the site.



- Articulated buses are not suitable for highway travel in terms of passenger comfort, and therefore, inter-regional routes between Banff and Canmore and Banff and Lake Louise would only consider 45-foot highway coaches or 40-foot double-deck buses;
- The number of vehicle types shall be kept as low as possible to minimize knowledge and costs associated in maintenance, in addition to possible renovation required to storage facilities;
- Articulated buses procured should be the same model as the existing 40-foot single-deck buses (Nova LFS) to share parts and maintain repair efficiency; and
- Service headway should be kept as the existing level or better if larger capacity vehicles are introduced.

As a result, **Table 7** below summarizes the preferred vehicles to be dispatched in the upcoming 10-year timeframe to each route.

Service Areas	Routes	Preferred Vehicles Dispatched
Banff Local	1	Articulated Bus
	2	Articulated Bus
	4	40-Foot Single-Deck Bus
	6	40-Foot Single-Deck Bus
Canmore	3	• 40-Foot Double-Deck Bus (Regular); or
		• 45-Foot Highway Coach
	5C	40-Foot Single-Deck Bus
	5T	40-Foot Single-Deck Bus
	12	40-Foot Single-Deck Bus
Parks Canada	8X	• 40 Foot Double-Deck Bus (Regular); or
		• 45-Foot Highway Coach
	9	40-Foot Single-Deck Bus
	11	40-Foot Single-Deck Bus

Table 7: Preferred Vehicles Dispatched to Each Route



4.0 Ridership Forecast and Fleet Expansion

The number of vehicles required for Canmore, Banff, and Parks Canada routes in the upcoming 10 years shall be dependent on forecasted transit ridership growth. The Dillon team developed two scenarios for a fleet expansion plan based on the projected ridership required to accommodate population and visitor growth. They are:

- Scenario A Continue operation with the existing vehicle types in Table 2 above; and
- Scenario B Add articulated bus and double-deck buses to operate some routes with higher ridership as per Table 7 above.

The following section discusses the ridership forecast results and the subsequent vehicle compositions required to satisfy passenger needs. The two scenarios are compared in terms of operating and capital costs to determine which of them would incur lower cost for the BVRTSC while still maintaining a high level of service.

4.1 Ridership Forecast

4.1.1 Canmore

The ridership forecast for Canmore is based on a recent Transit Master Plan completed by Dillon in 2023. The goal of the study is to identify any changes to routes and services required to accommodate population growth and the mode share target identified by the Town of Canmore. According to the Plan, transit mode share, including Roam Transit and inter-regional coach services, is expected to grow from 2% to 5% between 2023 and 2030. At the same time, population and visitor is expected to grow at an annual rate of 2% and 3%, respectively. This translates to growing from a maximum of 1,830 riders per day on Roam Transit service in Canmore in 2023 to 4,386 riders by 2030. After 2030, assuming the mode share target would have been met, it is expected ridership would grow at a lower rate equivalent to the combined population and visitor growth. **Table 8** below illustrates the expected changes in ridership in the upcoming 10 years.

Routes	Existing (2023)	20)29	20	34
	Peak Daily Ridership	Peak Daily Ridership	Annual Growth Rate	Peak Daily Ridership	Annual Growth Rate
3	792	1,674	13.3%	2,086	2.4%
5C	552	1,167	13.3%	1,454	2.4%
5T	338	715	13.3%	891	2.4%
12	148	314	13.3%	391	2.4%

Table 8: 10-Year Ridership Forecast in Canmore



4.1.2 Banff

The Town of Banff currently does not have a transit mode share target. It is expected population and visitors will grow at an annual rate of 3% and 4%, respectively. Given the existing parking shortage in the Town, it is expected more residents and visitors will utilize transit instead of using private vehicles in the upcoming 10 years. Using Canmore as a benchmark, the Dillon team assumed passenger boardings per visitor and capita will grow from 0.1 in 2023 to 0.18 in 2034, which translates to a comparable annual ridership growth rate of 10.4% as Canmore. As a result, peak daily ridership on Banff local services will increase from 8,313 in 2023 to 24,697 by 2034. In addition, as per discussions with Parks Canada during the strategic working session, measures limiting vehicle access to Lake Minnewanka are expected by 2034, where transit mode share and ridership on Route 6 is expected to increase significantly. **Table 9** below illustrates the expected ridership in Banff.

Routes	Existing (2023)	20	29	20	34
	Peak Daily Ridership	Peak Daily Ridership	Annual Growth Rate	Peak Daily Ridership	Annual Growth Rate
1	4,083	7,395	10.4%	12,131	10.4%
2	2,973	5,384	10.4%	8,832	10.4%
4	252	456	10.4%	747	10.4%
6	1,006	1,821	10.4%	4,822	10.4% (Annual) 61% (One-off) ⁹

Table 9: 10-Year Ridership Forecast in Banff

4.1.3 Parks Canada Routes

No target transit mode share is designated for Parks Canada routes. The Dillon team made the following assumptions to forecast ridership growth on Parks Canada routes:

- The same annual ridership growth rate of 10.4% as Banff is assumed on Parks Canada routes since all routes except Route 11 connects the Town of Banff with attractions in Banff National Park and ID9.
 For Route 11, the annual visitor growth rate in Banff (4%) is assumed.
- Upon discussions with Parks Canada staff during the strategic working session:
 - It is understood that no new routes to other attractions are expected to launch in the upcoming 10 years.
 - Measures limiting vehicle access to Lake Louise are expected by 2029, where transit mode share and ridership on Route 8X is expected to increase.

As a result of these assumptions, **Table 10** below shows the results of the 10-year ridership forecast on Parks Canada routes.

⁹ A one-off ridership growth of 61% is expected as per private vehicle control measure with reference to the growth on Route 10 after vehicle control measure is applied to Moraine Lake.



Routes	Existing (2023)	2	029	20	2034				
	Peak Daily Ridership	Peak Daily Ridership	Annual Growth Rate	Peak Daily Ridership	Annual Growth Rate				
8X	1,425	4,165	10.4% (Annual) 61% (One-off) ¹⁰	6,833	10.4%				
9	255	461	10.4%	756	10.4%				
11	165	209	4.0%	254	4.0%				

Table 10: 10-Year Ridership Forecast on Parks Canada Routes

4.2 Fleet Forecast

Based on ridership growth identified above, the following sub-section discusses the fleet required to satisfy passenger needs in the two scenarios. With reference to the existing boardings per revenue vehicle hour (rvh) and balancing passenger comfort and cost-efficiency, the boardings per rvh triggers in **Table 11** below are assumed as a trigger to add another vehicle (increase frequency). For Route 1 and 2, since its boarding activities in the Town of Banff are more frequent than other routes, a higher trigger is assumed on these two routes.

Bus Types		Seat Capacity	Standees	Total Capacity	Boardings per Rvh Triggers
40-Foot Single-de	eck Bus (40')	40	44 84		90 (Routes 1 & 2) 50 (Other Routes)
45-Foot Highway (Coach)	Coach	54	0 54		45
Articulated Bus (Artic)	61	62	123	130 (Routes 1 & 2 Only)
Double-deck One Stair		80	21	101	80
Bus (DD)	Two Stairs	74	21	95	00

Table 11: Boardings per Revenue Vehicle Hour Triggers of Bus Types

The two fleet scenarios are discussed in **Sections 4.2.1** and **4.2.2** below, where the forecast results are presented in 5-year intervals, i.e., 2029 and 2034. The following assumptions were made to forecast the number of spare vehicles:

- A 25% minimum spare ratio is assumed given the industry norm and existing fleet composition shown in **Table 3** above. Scenarios with more vehicle types will have a slightly higher spare ratio due to smaller sub-fleet sizes.
- Spare vehicles would be procured for each vehicle type with higher spare ratio for 40-foot singledeck bus given its versatility; and

¹⁰ A one-off ridership growth of 61% is expected as per private vehicle control measure with reference to the growth on Route 10 after vehicle control measure is applied to Moraine Lake.



• Existing vehicle types that will not be used based on the chosen fleet scenario, including 30-foot buses and cutaway vehicles, would be phased out by 2029 to maintain fleet efficiency.

4.2.1 Scenario A – Existing Fleet

Table 12 below shows the fleet requirement of Scenario A in the upcoming 10 years. This scenario assumes no change to the type of fleet and uses 40-foot buses and for all services, except for Route 8X, which uses highway coaches. Since the existing fleet vehicles uses lower capacity vehicles than articulated and double-deck buses in Scenario B, more vehicles and revenue vehicle hours are required to satisfy passenger needs, which in turn signifies the need for more operators recruited and higher vehicle procurement and operating cost.



Service	Routes			2024				2029				2034			
Areas		Bus	No.	Rvh	Boardings	Bus	Boardings	No.	Rvh	Boardings	Bus	Boardings	No.	Rvh	Boardings
		Туре	OT		/ KVN	туре	/ KVN Trigger	OT		/ KVN	туре	/ KVN Trigger	OT		/ KVN
			Dus				116801	Dus				118801	Dus		
Banff Local	1	40'	4	60.8	67.1	40'	90.0	6	91.2	81.1	40'	90.0	9	136.9	88.6
	2	40'	3	39.0	76.3	40'	90.0	5	65.0	82.9	40'	90.0	8	104.0	85.0
	4	Cutaway	1	7.4	34.0	40′	50.0	2	14.8	30.8	40′	50.0	2	14.8	50.5
	6	40'	2	20.8	48.3	40′	50.0	4	41.7	43.7	40′	50.0	9	93.7	51.4
Canmore	3	40'	3	40.5	19.5	40'	50.0	3	40.5	41.3	40'	50.0	3	40.5	51.5
	5C	30′	1	16.8	32.9	40'	50.0	2	33.6	34.8	40'	50.0	2	33.6	43.3
	5T	30′	1	17.0	19.9	40'	50.0	1	17.0	42.1	40'	50.0	1	17.0	52.5
	12	40'	1	7.8	19.0	40'	50.0	1	7.8	40.2	40'	50.0	1	7.8	50.0
Parks	8X	Coach	3	40.0	35.7	Coach	45.0	7	93.2	44.7	Coach	45.0	12	159.8	42.8
Canada	9	40'	1	10.3	24.8	40'	50.0	1	10.3	45.0	40'	50.0	2	20.5	36.9
	11	40'	1	6.0	27.3	40'	50.0	1	6.0	34.6	40'	50.0	1	6.0	42.1
Peak Fleet Re	equired		21	266.4				33	421.1				50	634.6	
• 40'			15					26					38		
• Coach			3					7					12		
• 30' / Cu	taway		3					0					0		
Spare Fleet			15					11					17		
• 40'			7					9					15		
• Coach			4					2					2		
• 30' / Cu	taway		4					0			0				
Spare Ratio			42%					25%			25%				
Total Fleet			36					44			67				

Table 12: Scenario A Fleet Requirement

*Boardings per Rvh in red denotes forecasted figures slightly higher than triggers where an extra vehicle added to service is not recommended considering cost efficiency.

4.2.2 Scenario B – New Fleet

Under Scenario B, articulated buses will be procured and dispatched to local routes in Banff with higher ridership. This scenario is further divided into the following assumed sub-scenarios governing fleet dispatched to regional services of Route 3 and 8X:

- Scenario B1 45-foot coaches on regional routes (Table 13); and
- Scenario B2 Double-deck buses on regional routes (Table 14).

A mix of coaches and double-deck buses dispatched to regional routes is not recommended due to the assumption in **Section 3.4** above where vehicle types shall be minimized, and therefore, this option is not discussed here.

Based on the results below, with higher capacity vehicles dispatched on local routes in Banff and these regional routes, fewer vehicles and revenue vehicle hours are required than Scenario A to satisfy the forecasted transit demand. This in turn signify fewer operators needed and lower operating cost.

It should be noted that Scenario A would result in more frequent service as during the summer period, as the lower capacity 40-foot vehicles would trigger the need for more service sooner than a higher capacity articulated bus. While this poses a benefit in the summer, this same frequency is not required in the winter, resulting in the need to hire additional operators during the summer period only. This poses a challenge for BVRTSC, as recruiting for seasonal positions has been difficult. The use or articulated buses in Scenario B would reduce this peak summer requirement for operators, as the frequency would not be as high and more closely match the winter schedule.

Service	Routes		2	024				2029			2034				
Areas		Bus Type	No. of Bus	Rvh	Boardings / Rvh	Bus Type	Boardings / Rvh Trigger	No. of Bus	Rvh	Boardings / Rvh	Bus Type	Boardings / Rvh Trigger	No. of Bus	Rvh	Boardings / Rvh
Banff	1	40'	4	60.8	67.1	Artic	130.0	4	60.8	121.6	Artic	130.0	6	91.2	133.0
Local	2	40′	3	39.0	76.3	Artic	130.0	4	52.0	103.6	Artic	130.0	6	78.0	113.3
	4	Cutaway	1	7.4	34.0	40'	50.0	2	14.8	30.8	40'	50.0	2	14.8	50.5
	6	40′	2	20.8	48.3	40'	50.0	4	41.7	43.7	40'	50.0	9	93.7	51.4
Canmore	3	40'	3	40.5	19.5	Coach	45.0	3	40.5	41.3	Coach	45.0	4	54.0	38.6
	5C	30′	1	16.8	32.9	40'	50.0	2	33.6	34.8	40'	50.0	2	33.6	43.3
	5T	30′	1	17.0	19.9	40'	50.0	1	17.0	42.1	40'	50.0	1	17.0	52.5
	12	40′	1	7.8	19.0	40'	50.0	1	7.8	40.2	40'	50.0	1	7.8	50.0
Parks	8X	Coach	3	40.0	35.7	Coach	45.0	7	93.2	44.7	Coach	45.0	12	159.8	42.8
Canada	9	40'	1	10.3	24.8	40'	50.0	1	10.3	45.0	40'	50.0	2	20.5	36.9
	11	40'	1	6.0	27.3	40'	50.0	1	6.0	34.6	40'	50.0	1	6.0	42.1
Peak Fleet Required	t		21	266.4				30	377.6				46	576.5	
• 40'			15					12					18		
• Artic			0					8					12		
• Coac	h		3					10					16		
• 30′/	Cutaway		3					0					0		
Spare Flee	et		15					11					17		
• 40'			7					7					11		
Artic			0					2					3		
• Coac	h		4					2					3		
• 30'/	Cutaway		4					0					0		
Spare Rat	io		42%					27%					27%		
Total Flee	t		36					41					63		

Table 13: Scenario B1 Fleet Requirement

*Boardings per Rvh in red denotes forecasted figures slightly higher than triggers where an extra vehicle added to service is not recommended considering cost efficiency.

Service	Routes		2	2024				2029					2034		
Areas		Bus	No.	Rvh	Boardings	Bus	Boardings	No.	Rvh	Boardings	Bus	Boardings	No.	Rvh	Boardings
		Туре	of		/ Rvh	Туре	/ Rvh	of		/ Rvh	Туре	/ Rvh	of		/ Rvh
			Bus		-		Trigger	Bus				Trigger	Bus		
Banff	1	40'	4	60.8	67.1	Artic	130.0	4	60.8	121.6	Artic	130.0	6	91.2	133.0
Local	2	40′	3	39.0	76.3	Artic	130.0	4	52.0	103.6	Artic	130.0	6	78.0	113.3
	4	Cutaway	1	7.4	34.0	40'	50.0	2	14.8	30.8	40'	50.0	2	14.8	50.5
	6	40′	2	20.8	48.3	40′	50.0	4	41.7	43.7	40'	50.0	9	93.7	51.4
Canmore	3	40'	3	40.5	19.5	DD	65.0	2	27.0	62.0	DD	65.0	3	27.0	51.5
	5C	30′	1	16.8	32.9	40'	50.0	2	33.6	34.8	40′	50.0	2	33.6	43.3
	5T	30′	1	17.0	19.9	40'	50.0	1	17.0	42.1	40′	50.0	1	17.0	52.5
	12	40′	1	7.8	19.0	40'	50.0	1	7.8	40.2	40'	50.0	1	7.8	50.0
Parks	8X	Coach	3	40.0	35.7	DD	80.0	4	53.3	78.2	DD	80.0	8	106.5	64.1
Canada	9	40′	1	10.3	24.8	40′	50.0	1	10.3	45.0	40'	50.0	2	20.5	36.9
	11	40′	1	6.0	27.3	40′	50.0	1	6.0	34.6	40'	50.0	1	6.0	42.1
Peak Fleet	t		21	266.4				26	324.2				40	496.2	
Required															
• 40'			15					12					18		
• Artic			0					8					12		
• DD			3					6					10		
• 30′/	Cutaway		3					0					0		
Spare Flee	et		15					10					15		
• 40'			7					7					11		
• Artic			0					2					2		
• DD			4					1					2		
• 30′/	Cutaway		4					0					0		
Spare Rati	io		42%					28%					27%		
Fleet Tota	I		36					36					55		

Table 14: Scenario B2 Fleet Requirement

*Boardings per Rvh in red denotes forecasted figures slightly higher than triggers where an extra vehicle added to service is not recommended considering cost efficiency.

4.3 Comparisons and Recommendations

Table 15 below compares Scenarios A and B1 & B2 in terms of number of fleet vehicles, operating cost, and procurement cost. The annual operating cost is calculated based on the cost per vehicle hour of \$133 provided by BVRTSC¹¹. One-time capital cost assumptions for buses are noted in **Table 4** above.

Low-tier and high-tier bus procurement conditions are forecasted, which comprise the following engine combustions for the different fleet vehicles to be procured:

- Low-Tier¹²:
 - 40-foot single-deck bus: Hybrid;
 - Articulated bus: Clean natural gas;
 - Coach and double-deck bus: Diesel; and
- High-Tier: Battery electric for all fleet models.

As discussed above, the procurement and operating cost of Scenario A will be the highest among all due to more vehicles operated and operators required. Therefore, it will result in the highest 10-year total cost for the BVRTSC and is not recommended.

In terms of Scenarios B1 and B2, it is found that Scenario B1 will result in higher annual operating cost due to lower capacity of highway coaches over double-deck buses, meaning that more vehicles are required to operate to satisfy passenger demand. For bus procurement cost, Scenario B1 will also result in higher cost due to more vehicles procured to satisfy future demand. Having said that, discussions with BVRTSC noted that the highway coaches are more comfortable, provide a better passenger experience and reduce dwell time (as passengers need to climb stairs to access the second floor) than double-decks. Based on this, **it is recommended for the BVRTSC pursue Scenario B1 to maintain the higher level of customer experience.** If should be noted that if there is ever a desire to lower cost and switch to double-decks in the future, the BVRTSC should design the new facility to accommodate the extra height of a double-deck.

¹¹ Based on hourly operating cost reported to CUTA Fact Book 2023.

¹² Hybrid models are currently not available on articulated and double-deck buses and coaches.

Scenarios				2029						Total						
	Total			Cost ('000))		Total	Fotal Cost ('000)						10-Year Total Cost		
	Fleet	Annual	Bus Proc	urement	5-Yea	r Total	Fleet	Annual	Bus Proc	urement	5-Yea	r Total	(Ops. + Ca	pital Cost)		
		Ops.			(Ops. + Ca	pital Cost)		Ops.			(Ops. + Ca	pital Cost)	('0	00)		
			Low	High	Low	High			Low	High	Low	High	Low	High		
•	4.4	622.750	612 750	617.250	¢121 E00	¢120.000	67	620.250	620 F00	641 750	6221 750	¢222.000	6252.250	¢200.000		
A	44	\$23,750	\$12,750	\$17,250	\$131,500	\$136,000	67	\$38,250	\$30,500	\$41,750	\$221,750	\$233,000	\$353,250	\$369,000		
B1	41	\$21,500	\$23,750	\$37,250	\$131,250	\$144,750	63	\$32,750	\$21,500	\$33,750	\$185,250	\$197,500	\$316,500	\$342,250		
B2	36	\$18,750	\$30,500	\$44,750	\$124,250	\$138,500	55	\$28,500	\$20,250	\$28,750	\$162,750	\$171,250	\$287,000	\$309,750		

Table 15: Fleet Scenarios Cost Comparisons

*Costs are rounded to the nearest \$250,000.

4.4 Fleet Growth

The discussions above analyzed the different scenarios and recommended Scenario B1 for the BVRTSC. It is assumed after the ridership target of Canmore, Banff, and Parks Canada routes are reached by 2034, ridership would increase according to the existing annual ridership growth rates of 2.4% for Canmore, and 3.9% for Banff and Parks Canada routes. Based on the anticipated ridership, **Table 16** exhibits the anticipated fleet size required, including peak and spare vehicles, based on this chosen scenario up to 2050.

Year	40-Foot Single- Deck	Highway Coach	Articulated Bus	Cutaway Vehicle	30-Foot Bus	Total
2024 (Existing)	22	7	0	4	3	36
2029 (5-Year)	19	12	10	0	0	41
2034 (10-Year)	29	19	15	0	0	63
2039 (15-Year)	36	23	19	0	0	78
2044 (20-Year)	43	28	23	0	0	94
2050 (Ultimate)	52	34	29	0	0	115

Table 16: Anticipated Fleet Size

Figure 9 below shows a stacked graph illustrating the fleet growth condition up to 2050. After the phase-out of 30-foot buses and cutaway vehicles, the BVRTSC fleet will be simplified by having 40-foot single-deck, articulated buses, and highway coaches only to maximize vehicle dispatch and repair efficiency and reduce the retrofit effort to house the new articulated buses.





4.5 Fleet Replacement

The following section identifies a recommended 10-year fleet replacement plan for the existing fleet. As identified in **Section 3.0**, there are currently 36 vehicles in operation, using a combination of 40-foot and 30-foot buses, highway coaches and cutaway vehicles. The existing fleet replacement schedule for Roam Transit vehicles is based on the following lifecycle:

- 40-foot buses: 18 years;
- 40-foot Proterra electric vehicle: 15 years;
- 30-foot buses: 12 years;
- Highway Coach vehicles: 18 years; and
- Cutaway vehicles: 12 years.

The recommended plan is to replace the 30-foot and cutaway buses with 40-foot buses. Therefore, these vehicles will be replaced at the end of their expected lifecycle noted above.

4.5.1 (Vehicle Lifecycle

In Canada, the legacy practice of full-size transit buses has been to depreciate, operate, and maintain the asset for 18 years. The BVRTSC has followed this industry's best practice for its 40-foot buses and highway coach buses, with the exception of the Proterra 40-foot electric vehicles, which has a lifecycle of 15 years. In the last five to seven years, the Canadian model has transitioned away from mid-life maintenance refurbishment (significant capital reinvestment) and used the capital to more aggressively pay down units in 12 or fewer years and replace them instead. This change has partially come about from the significant increases in performing mid-life work, reducing the cost-benefit of such investments. The American transit industry has largely transitioned to a 12-year (or less) model, for which the data and reasoning is available.

Legacy 18-Year Lifecycle Model

Under the 18-year lifecycle model, transit agencies perform extensive mid-life maintenance, including drivetrain replacements, structural refurbishments, and interior upgrades. This approach aims to maximize asset value while aligning with long-term depreciation schedules. The benefits of this model include lower upfront costs due to delayed replacement needs and reduced short-term capital expenditure. However, the downsides include escalating maintenance costs as vehicles age (mid-life work requires capital reinvestment), decreased reliability, and potential environmental concerns tied to older diesel-powered buses. With electric models such as the Proterra currently deployed in Banff, the reliability of key components raises concerns that the reliability of these vehicles in years 13-15 may be unacceptable. Planning to replace this vehicle type before major components such as battery packs, drive units, and axles need to be replaced near the end of their useful life is recommended.

Shift to a 12-Year Lifecycle Model

The Canadian transit industry's transition to a 12-year or shorter model reflects advancements in bus technology, changing financial strategies, and the increasing adoption of electric buses. Key drivers include:

- 1. **Capital Optimization**: Redirecting funds from mid-life overhauls to purchasing newer buses reduces the reliance on aging fleets. Newer buses tend to be more fuel efficient, have lower emissions, and have advanced features that improve operational efficiency and passenger experience.
- Technological Advancements: Electric buses, which have become increasingly viable, often have a shorter economic lifespan of about 12 years due to rapid advancements in battery technology. Replacing buses more frequently ensures fleets benefit from the latest innovations.
- 3. **Operational Costs**: Older buses have higher maintenance and repair costs. Transit agencies minimize these expenses by replacing buses earlier while enhancing fleet reliability.
- 4. **Environmental Policies**: Federal and provincial initiatives to reduce greenhouse gas emissions have encouraged the adoption of electric buses, which often require a shorter lifecycle to align with funding and technology renewal schedules.



5. **Funding Models**: New funding structures, including federal and municipal grants, prioritize procurement of cleaner, more efficient buses over refurbishment of legacy vehicles.

Depreciating light-duty units

The 30' and smaller units deployed in the Roam fleet should have their depreciation schedule adjusted based on the cost and reliability performance experienced in practice. The Vicinity models in use today were a newly updated platform by the manufacturer with a claim of 12-15 years. This claim has proven to be optimistic. Complaints of long-term reliability and maintenance costs for this platform are common across Canadian operators. It is recommended to replace these units by ten years to avoid major frame, body, and drivetrain repairs.

4.5.2 Implications of the New Model

It is recommended that the BVRTSC switch to a 12-year life-cycle model for 40-foot diesel and electric buses, articulated buses and highway coaches. This model has several implications for BVRTSC:

- 1. **Financial Planning**: The BVRTSC must balance the upfront costs of more frequent bus replacements with the long-term savings from reduced maintenance and operational costs.
- Infrastructure Needs: With the rise of electric buses, the BVRTSC must invest in charging infrastructure and grid capacity, which will influence overall capital allocation. Additional transformers must be installed on-site to power additional charging dispensers. This would be the major capital expense that would need to be reconfigured in the facility plan.
- Environmental Impact: Shorter lifecycles align with sustainability goals but also raise concerns about waste management and the environmental footprint of manufacturing and disposing of buses. This may be reduced by selling after-market vehicles to other transit agencies that have not adopted this model.
- 4. **Asset Depreciation**: Depreciating buses over 12 years rather than 18 changes accounting practices, potentially influencing budget flexibility.

The shift from an 18-year to a 12-year lifecycle for transit buses in Canada reflects a strategic response to evolving technologies, environmental imperatives, and financial realities. While this transition offers long-term benefits in fleet modernization and sustainability, it requires careful planning to manage upfront costs, infrastructure demands, and environmental considerations. By adopting this approach, the BVRTSC will position itself for a future defined by efficiency, innovation, and sustainability.

4.5.3 Summary of Fleet Replacement Plan

Table 17 provides a 10-year fleet replacement schedule based on the existing vehicles and expansion requirements noted in **Table 16**. The fleet replacement plan should be adjusted to depreciate the units fully before the expected lifespan is reached in both years of service and kilometres travelled. This will give operational flexibility approaching vehicle retirement years to extend or shorten service life as needed. **Table 18** illustrates the replacement plan for each specific vehicle.



The capital cost of fleet replacement under this lifecycle model is included below. The replacement plan is also tied to the fleet growth plan presented in **Table 14 (Scenario B-1)**. The plan identifies the elimination of 30-foot and cutaway buses, as well as a reduction in 40-foot buses over the first five years. These are planned to be replaced with articulated buses, which will be used for local service in Banff. A low-cost scenario using diesel buses and a high-cost scenario assuming electric buses are also included based on unit costs provided in **Table 4**.

Table 17.	Recomment	leu Fleet h	epiacement	Fiall							
Existing Bus Type	New Bus Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
40-foot	40-foot					3		4	3	1	5
40-foot	Artic				2	1					
30-foot	Artic		2		1						
Cutaway	Artic					4					
Coach	Coach							4			
Total 40-f	Total 40-foot		0	0	0	3	0	4	3	1	5
Total Arti	Total Artic		2	0	3	5	0	0	0	0	0
Total Coa	Total Coach		0	0	0	0	0	4	0	0	0
Fleet Rep Cost (Low	Fleet Replacement Cost (Low)		\$2,600,000	\$0	\$3,900,000	\$9,050,000	\$0	\$8,200,000	\$2,550,000	\$850,000	\$4,250,000
Fleet Replacement Cost (High)		\$0	\$4,700,000	\$0	\$7,050,000	\$16,100,000	\$0	\$14,200,000	\$4,350,000	\$1,450,000	\$7,250,000

Table 17: Recommended Fleet Replacement Plan

Bus Number	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1005											
1006											
1007											
1008											
1011		1011									
1012		1012									
1013				1013							
1014				1014							
1015					1015						
1017					1017						
1018					1018						
1019					1019						
1021				1021							
1022							1022				
1023							1023				
1024							1024				
1026							1026				
1027							1027				
1028							1028				
1029							1029				
1030								1030			
1031								1031			
1032											1032
1033								1033			
1034							1034				
1035									1035		
1036											1036
1037											1037
1038											1038
1039											1039
1052					1052						
1053					1053						
1054					1054						
1055					1055						
Total	0	2	0	3	8	0	8	3	1	0	5

Table 18: Proposed Retirement Year by Unit Number in a 12-Year Cycle



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5.0 Facility Expansion Needs

The projected fleet size will be 115 units by 2050 and a second facility will need to be planned immediately to accommodate growth in vehicle storage and maintenance.

5.1 Existing Facilities

The existing storage facility is at capacity additional capacity is required in the short-term. As the system adds articulated buses to its fleet, it is recommended that this vehicle type is stored in Banff to limit garage in-out time. The recommended plan would include articulated units for about 25% of the fleet by 2050 (29 vehicles in total). A 60' bus takes up 50% more real estate at a parking facility. With this fleet configuration, a maximum of 21 articulated buses could be parked at 111 Hawk Avenue. This would occupy all spaces in the facility and would some modification to the building.

Appendix B contains two conceptual parking variations for the facility at 111 Hawk Avenue. Option 1 illustrates 33 units parked inside and outside the building. Option 2 includes 60' buses with a maximum capacity of 21. All remaining buses from the future fleet of 115 would need to be parked elsewhere.

The maintenance facility located at 136 Hawk Avenue has two 4-post column lifts and a pit. This facility should add a third hoist configured with 6-posts to accommodate articulated buses at the same time as the first articulated buses arrive. The facility could also be used for light-duty and preventative maintenance tasks for articulated buses without significant restructuring. Heavy-duty maintenance of these vehicles or overflow could be provided at the second facility.

While this maintenance facility is also at capacity, the addition of one pit and two sets of column lifts and two additional floor spots for working on a bus inside the building but wheels on the ground would extend its ability to maintain the growth in fleet. Adding buses to the maintenance workload would also require the Town of Banff to staff mechanics on evenings and weekends to accommodate the lack of facility space.

5.2 New Facility

Based on the plan identified above, a new facility would need to be built to accommodate up to 9840foot equivant buses (8 articulated and 86 40-foot /highway coach vehicles), if the existing facility at 111 Hawk Avenue is used solely for articulated buses. Additional space would be required for fueling/charging, bus wash, cash handling, parts storage, maintenance and operator/maintenance staff amenities and accommodations. The fleet should be planned to accommodate the anticipated vehicle needs up to the 2050 horizon, with the ability to stage expansion over time.



The distribution of fleet types within the existing and a proposed new facility will not be an issue, assuming the new facility will have the same amenities to clean, wash and charge buses. If the facilities do not have the same amenities, for example, electric bus charging, the electric buses should be parked in Banff, and all hybrid/diesel units can be parked at the other facility.

The following section provides some insights in the Facility expansion.

Space and Layout Requirements

To maintain 20% of a fleet at once, the garage must accommodate the number of buses in simultaneous maintenance operations. To maintain flexibility in case the existing facility at 136 Hawk Avenue is no longer available, this should be based on the full fleet size of 115 buses, which would require space and equipment for 21 buses in maintenance at a time. Of these 21 buses, not all are on hoists at the same time, but some are on pits, flat working spaces and the wash bay. This necessitates a large, well-organized facility with multiple work bays. As the fleet composition evolves, the bays should be designed to handle different types of buses in Roam Transit's fleet, including hybrid or electric vehicles.

With this 20% requirement, there may be an option to reduce the number of parking spaces in the new facility from the 98 40-foot bus equivalent requirement to between 78 and 85 buses, as there will always be buses that are being maintained. This means that the new facility should be designed to accommodate approximately 80 buses parked, approximately 21 in some level of maintenance.

Key layout considerations include:

- **Dedicated Work Zones**: Areas for specific tasks like inspections, engine/transmission work, and bodywork to minimize bottlenecks.
- Vehicle Flow: A logical flow for buses entering, being serviced, and exiting ensures efficient use of space and resources.
- **Storage**: Ample space for tools, parts, and consumables is crucial for seamless operations.

Hoist Capacity and Maintenance Equipment

Hoists are a critical component of a heavy-duty bus garage. To service 20% of the fleet simultaneously, the facility must have sufficient hoists to lift buses for tasks such as undercarriage inspections, drivetrain repairs, and brake replacements. Heavy-duty hoists typically have lifting capacities ranging from 50,000 to 75,000 pounds, suitable for full-size transit buses. Options include:

- Fixed Post Hoists: Permanently installed and capable of handling large vehicles efficiently;
- **Mobile Column Lifts**: Flexible and adaptable for different bus sizes and configurations, making them ideal for a mixed fleet; and
- Scissor Lifts: Compact and efficient for specific maintenance tasks in space-constrained areas.



The new facility should be designed with sufficient overhead clearance (and roll-up doors which do not inhibit lifting clearance) so double-deckers could be easily introduced in the future.

Electric Bus Considerations

With the increasing adoption of electric buses, garages must incorporate charging stations and infrastructure compatible with high-voltage battery systems. Maintenance bays for electric buses require additional safety measures, such as fire suppression, insulated tools, specialized hoists, and proper ventilation for cooling battery systems during repairs.

Staffing and Training

Maintaining a fleet concurrently demands skilled technicians trained in diverse areas, from traditional mechanical systems to advanced electric and hybrid technologies. Cross-training staff can ensure flexibility and reduce downtime. A dedicated training area with training models should be incorporated into the facility design.

Operational Efficiency

Automation and digital tools can enhance maintenance efficiency. Fleet management software, for instance, can schedule preventive maintenance, track inventory, and monitor performance metrics. Diagnostic tools integrated with buses' onboard systems allow quicker identification of issues, reducing vehicle downtime. Some software integrates well into physical facility optimization. Using RFID tags to update and monitor vehicle locations and time spent in that location can be worthwhile investments to ensure data-driven operational management.

Sustainability and Safety

Modern garages must meet environmental and safety standards. Incorporating waste management systems and proper ventilation ensures compliance with regulations and reduces environmental impact. Pressure gas fuels require specific ventilation systems to be in operation for maintenance on vehicles equipped with these fuel types.

Staff Space and Accommodations

Space should be available for staff lounge for operators, mechanics as well as supervisors and customer service staff. This will be particularly important as the fleet size grows. The BVRTSC may also choose to move its existing administrative offices to this new facility to have better oversight of front-line staff. Given the challenges with finding suitable accommodations in the region, an option should also be explored to incorporate lodging for operators and mechanics in the new facility design.

Phasing

While suitable land should be identified to accommodate the ultimate facility size, the facility construction should be phased over time at pace with the growth in the fleet. Phase 1 would



accommodate fleet requirements over a 20-year horizon, plus critical facility components that may be more difficult to phase in, such as space for maintenance pits, parts storage, staff offices, and operations staff amenities and accommodation. Ideally, expansion of new bus lanes would be parallel to existing lanes to minimize disruption of operations.

Should land not be available to accommodate the 2050 requirements, there may be a need to build two smaller facilities on two separate parcels, with the potential of centralizing certain functions (e.g. heavy maintenance). Another option would be to consider one new facility with remote parking for dispatching buses that do not require maintenance.

Transition to Double-Decks

Should the BVRTSC ever decide to transition to double-deck buses in the future, the following key points should be considered when designing the new facility.

1. Facility Upgrades:

Maintenance facilities must accommodate the increased height and weight of double-deck buses. This includes taller garage doors, elevated work platforms, and reinforced lifting equipment. Investing in these upgrades early in the transition ensures a smooth integration of the new fleet. For the existing maintenance facility, clearance of doors is not a concern. The weight capacity of the hoists is within the specification for double-deckers, but the pressure settings inside the lifts may need to be adjusted to accommodate the additional weight on the next inspection/scheduled service.

2. Specialized Training:

Maintenance staff must undergo training to handle the structural and mechanical differences of double-decker buses. The upper deck and staircases introduce additional components that require inspection and upkeep, while the higher center of gravity necessitates a focus on suspension and stability systems. Training on these aspects minimizes downtime and ensures safety compliance.

3. Parts and Inventory Management:

Double-deck buses often require unique parts not shared with standard highway coaches. Operators must establish reliable supply chains and adjust inventory practices to include these components. Keeping critical spare parts readily available can reduce repair delays.

4. Preventative Maintenance:

The increased passenger capacity and usage rates of double-deck buses mean that wear and tear may occur faster than on 45' coaches. Implementing a robust preventative maintenance schedule—covering brakes, tires, structural integrity, and onboard systems—is essential to maintain reliability and extend the vehicles' service life.



By addressing these maintenance considerations, operators can ensure a smooth and cost-effective transition to a double-deck fleet should the BVRTSC decide to move in this direction in the future.

6.0 Facility Design

Based on the above discussion, it is recommended that the new facility be designed to accommodate the following:

- Interior space to store up to 80 40-foot equivalent buses(a mix of 40-foot buses, articulated and highway coach buses);
- Indoor automatic wash brush with water separator, and air dryer;
- 6 hoists and 1 or 2 pits for both 40-foot, 60-foot and coach buses, with clearance for double-deckers;
- Maintenance bays (single bus deep for 40/60-foot bus at 125 sq m/1,345 sq m each);
- Small parts cleaning station/machine, large press workstation, downdraft or updraft room for DPF/DOC and brake dust control. Design with battery and motor work in mind;
- Scroll or screw compressor air system;
- Forklift access loading bay for shipping/receiving, forklift mezzanine storage where possible;
- Driver and mechanic change rooms and lounge area to accommodate operators and mechanics;
- Parts storage for temperature and moisture-sensitive parts is approximately 600 sq ft. Also, heavy racking storage for larger components like brake kits, axle parts, etc., which can be outside but under cover;
- Fueling with transition to charging stations;
- Solar/wind installation mounts;
- Administration area for BVRTSC management, supervisors and customer service;
- Accommodations on the second storey of the facility for BVRTSC staff; and
- Employee parking area (employee car charging).

The land requirements for the area should be approximately 170,000 sq ft to 260,000 sq ft, depending on the configuration of the land. This would need to be confirmed through a conceptual design once one or two land parcels are identified.



7.0 **Summary of Recommendations**

The above-noted report identifies a recommended fleet plan over the next 10 years. The expansion plan is based on anticipated ridership growth, primarily due to the growth in visitors and a desire to increase the transit mode share for both residents and visitors. Higher-capacity articulated buses are recommended for much of the local service in the Town of Banff to reduce vehicle and operator requirements while accommodating growing ridership demand. This will reduce the number of 40-foot buses in the short-term, with retired buses being replaced by articulated buses.

The fleet replacement plan recommends moving away from an 18-year lifecycle to a 12-year lifecycle to be more in line with industry standards. This is expected to also reduce maintenance costs for older vehicles as they reach the end of their lifecycle and allow for faster transition to zero-emission vehicles.

The 10-year capital plan for fleet expansion and replacement for Roam Transit is summarized in **Table 19** below. This is split into five-year periods to provide the BVRTSC with flexibility for vehicle expansion. This should be based on a combination of increases in demand, vehicle crowding and on-time performance issues, as well as a desire to evenly distribute the increase in capital assets each year. For vehicle replacement, the specific year of replacement is based on the recommended lifecycle is identified in **Table 17**. This can be adjusted for each individual vehicle based on the condition of the asset.

A cost range is also provided depending on how quickly the BVRTSC transitions to electric vehicles. It is anticipated that during the first five years of the plan, the capital cost will primarily focus on diesel buses, whereas the last five years will transition more to electric buses.

Mahiala	Carrital		2025-2029		2029-2034			
Type	Туре	Units	Cost (Diesel)	Cost (Electric)	Units	Cost (Diesel)	Cost (Electric)	
40-Foot	Expansion	0	\$-	\$-	10	\$8,500,000	\$14,500,000	
Bus	Replacement	3	\$2,550,000	\$4,350,000	13	\$11,050,000	\$18,850,000	
Articulated	Expansion	0	\$-	\$-	5	\$6,500,000	\$11,750,000	
Bus	Replacement	10	\$13,000,000	\$23,500,000	0	\$-	\$-	
Highway	Expansion	5	\$6,000,000	\$10,500,000	7	\$8,400,000	\$14,700,000	
Coach	Replacement	0	\$-	\$-	4	\$4,800,000	\$8,400,000	
	Expansion	5	\$6,000,000	\$10,500,000	22	23,400,000	\$40,950,000	
Total	Replacement	13	15,550,000	\$27,850,000	17	\$15,850,000	\$27,250,000	
	Total	18	\$21,50,000	\$38,350,000	39	\$39,250,000	68,200,000	

Table 19: Ten-Year Fleet Capital Plan



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The cost summary is presented in 2024 dollars based on the unit costs identified in **Table 4**. These should be revisited annually to account for rising costs and inflation.

The increase in vehicles will require an expansion of the existing facility. The storage facility at 111 Hawk Avenue is currently at capacity and any new expansion vehicles will need to be stored outdoors. This is not an ideal situation, and next steps should be taken to identify a parcel of land to construct a new facility in the short-term.

The existing maintenance facility at 136 Hawk Avenue can accommodate a growth in vehicles in the short-term, but would require the addition of a third hoist with 6-posts prior to the first articulated bus is purchased. The addition of one pit and two sets of column lifts and two additional floor spots for working on a bus inside the building would also extend its ability to maintain the growth in fleet. Adding buses to the maintenance workload would also require the Town of Banff to staff mechanics on evenings and weekends to accommodate the lack of facility space.

A new facility is recommended to accommodate up to 98 40-foot equivalent vehicles. This is based on a 2050 horizon vehicle projection completed by the Dillon team. The number of spaces to park vehicles could be reduced to approximately 80 40-foot equivalent buses, as there is also a recommendation to increase the amount of maintenance space for up to 20 vehicles (accommodating maintenance from 111 Hawk Avenue as well to provide flexibility to transition from the maintenance facility at 136 Hawk Avenue.

While the ultimate land requirements should accommodate this number of vehicles and maintenance space, the facility should be built in phases, reflecting a gradual vehicle growth each year. The overall size of land that this facility would require is approximately 170,000 sq ft to 260,000 sq ft, depending on the configuration of the land. If this sized parcel of land is not available in Banff, Canmore or in the Municipal District of Bighorn, there may be a need to construct two smaller facilities that equal the ultimate vehicle requirement.

Key features of the new facility should include:

- Interior space to store up to 80 buses (a mix of 40-foot buses, articulated buses and highway coach buses);
- Indoor automatic wash brush with water separator, air dryer;
- 6 hoists and 1 or 2 pits for both 40-foot, 60-foot and coach buses, with clearance for double-deckers;
- Maintenance bays (single bus deep for 40/60-foot bus at 125 sq m/1,345 sq m each);
- Small parts cleaning station/machine, large press workstation, downdraft or updraft room for DPF/DOC and brake dust control. Design with battery and motor work in mind;
- Scroll or screw compressor air system;
- Forklift access loading bay for shipping/receiving, forklift mezzanine storage where possible;
- Driver and mechanic change rooms and lounge area to accommodate operators and mechanics;



- Parts storage for temperature and moisture-sensitive parts is approximately 600 sq ft. Also, heavy racking storage for larger components like brake kits, axle parts, etc., which can be outside but under cover;
- Fueling with transition to charging stations;
- Solar/wind installation mounts;
- Administration area for BVRTSC management, supervisors and customer service;
- Accommodations on the second storey of the facility for BVRTSC staff; and
- Employee parking area (employee car charging).

7.1 Next Steps

The next step for the BVRTSC is to:

- Identify parcels of land that may be able to house a new transit facility and develop a conceptual design, including a phasing plan.
- Identify funding sources for shortfalls in fleet replacement reserves, as well as funding sources for fleet expansion.
- Confirm the pace of fleet electrification over the next ten years to confirm which replacement / expansion vehicles identified in the plan should be diesel buses or electric vehicles.
- Modify the 136 Hawk Avenue facility to expand the ability to maintain additional vehicles, including articulated buses.
- Identify potential funding for a new transit facility and being detailed design.



Appendix A

AutoCAD AutoTURN Analysis Drawings

Banff Articulated Bus Analysis

Site Traffic Observation

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Assumptions and Limitations

Vehicles Used for Analysis:

- No model available for the 60' Xcelsior by New Flyers
- Tac-2017 A-Bus with a total length of 18.30m (60' 0.5") was used for this analysis.
 - Lock angle of 27.2°
 - Minimum turn radii of 12.80m was used.

GIS Limitations:

- No lane lines or pavement markings.
- Only edge of pavement were identified.

Intersection 1: Spray Ave. and Banff Ave.

Post astore

A

Glen Ave

Area of Concern:

 Turn radius may be too small for an articulated bus to make this turn without encroaching onto approaching lane.

Assumptions

- Stop Bar for outside southbound lane was at the end of the curb layer in the GIS data
- Stop bar for middle South bound lane was 10m (conservative measurement) North from the outside lanes stop bar.
- Southbound lanes 3.75m.
- East lane approximately 4.00m.

East Bound traffic

3.75 3.83 3.75



Concerns

- Bus was noted to cross over into the south bound left hand turn lane by 2.26m.
- Bus may hit traffic calming measure in place
- Bus can not use advanced green due to oncoming traffic turning left.


South Bound Traffic



West Bound traffic



Intersection 1: Mountain Ave. Roundabouts

Mountain Ave

🥪 Sulphur Mountain Trail

11 0000 11001

Tesla Destination Charger

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Roundabout Movement

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<u>Concern:</u>

- Bus may cross over concrete truck apron of smaller roundabout.
- Concrete truck apron already being crossed as evident by tire markings across it.
- No other concerns with turning were identified.



Appendix B

Facility Design Drawings



Figure C1: 111 Hawk Avenue Facility Storage Options

*It can be assumed that 20% of the fleet will be offsite for maintenance







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Customer Survey 2024





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1. Survey Overview

Roam Transit conducted three surveys in the summer of 2024, from July 11th to October 15th. The surveys were available as QR codes on the buses and bus stops, recommended by the customer service team in person, as well as emailed to Route 8X customers who used the Betterez reservation system.

1.1 General Service Survey

Through the general service survey, it was possible to provide feedback on any of Roam Transit's routes and comments on several questions regarding satisfaction with the schedule, frequency, ease of finding information, ease of fare purchasing, and more.

1.2 Route 8X Survey

The Route 8X survey focused on collecting survey responses on Route 8X between Banff and Lake Louise. The survey provides feedback on several important questions like the mode of transportation getting into the Banff National Park, the type of pass purchased, the ease of making a reservation, and overall experience with this route, and more.

1.3 Route 12 Survey

The Route 12 survey provided feedback on a newly established summer route in Canmore, providing service through Spring Creek, Canmore Nordic Centre, and the Grassi Lakes trailhead. Questions asked included general satisfaction with the service and thoughts about frequency and routing.

Roam

2. Key Takeaways

2.1 General Service Survey

- A total of 478 riders participated in this survey (40% visitors, 60% residents), with 349 respondents finishing the survey in full.
- Most feedback was received for Route 1, Route 2, Route 3, and Canmore local Routes 5C/5T.
- 46% of all respondents were in the age group of 25-44 years of age.
- 71% of all respondents would likely/very likely to use tap payment on buses (78% of visitors, 67% of residents)

• Visitors:

- 63% of visitors used a personal vehicle to visit Bow Valley. (38% personal car, 25% rental car)
- 82% of visitors pre-planned/or partly pre-planned their activities before visiting.
- 46% of visitors stayed at a hotel, 31% at the Campground. Day visitors represented 7%.
- Of visitors staying at a hotel, 86% received good information about Roam Transit from the hotel staff.
- The average group size was 3 people.
- 50% of all visitors used Roam Transit more than 3 times during their stay.
- 81% are also likely or very likely to use the service again in the future.
- Of all visitors across all routes, 26% purchased tickets using the Transit App, 23% used hotel passes, and 21% used cash payment. (The payment method varies by route)

• Residents:

- 37% of residents who use transit to commute to work/school consider transfers to be convenient/very convenient.
- The most inconvenient routes for transfer are Route 3, Route 5C/5T, and Route
 1. (Over 70% of residents that selected transfer to be inconvenient/very inconvenient have been using the service for over a year)

• All respondents:

- 53% of all respondents were satisfied/very satisfied with Route 1 frequency, and
 69% with Route 2 frequency.
- The main reasons for not using transit more often were mentioned as unreliable schedule (Route 1, Route 2, Route 3), lack of information (Route 2), and overcrowding (Route 1, Route 2, Route 3).
- Most respondents would consider using transit more often if these improvements were made: more frequent buses (Route 1, Route 2, Route 3, Route 5C/5T), extended service hours (Route 3), reduced overcrowding (Route 1), cheaper fares (Route 3), tap payment system (Route 1, Route 2, Route 3), and easier transfers (Route 3).
- 65% of all respondents found it easy/very easy to find bus schedules on the website. (59% of visitors, 69% of residents)

Roam

- 39% would recommend Roam Transit to others on 10/10. The average recommending rate was 8/10.
- 32% of respondents on Route 1 selected that overcrowding happened "always", and 23% as "usual".
- For 57% of residents and 24% of visitors it's important to have bikes allowed on the bus when deciding to take transit.
- 45% of residents and 16% of visitors found it important or very important to be able to bring pets on the bus. 31% of visitors and 21% of visitors are neutral.

2.2 Route 8X Survey

- A total of 723 riders participated in this survey (72% visitors / 28% residents), with 539 respondents finishing the survey in full.
- The most represented age group with 45% was 25-44 years of age.
- Average recommendation rating for Route 8X was at 8.7/10
 - Visitors:
 - 63% of respondents used a personal vehicle to come to Bow Valley. (32% personal car, 31% rental car).
 - 35% of all car users used the Train Station parking and 31% used hotel parking.
 - The most used bus service was Flix Bus (22%), Banff Airporter (21%), and On-It (20%).
 - The average group size using Route 8X was 3 people.
 - 85% of respondents found the information about Roam Transit and Parks Canada Shuttle somewhat clear / very clear.
 - 50% of visitors would also like to visit Lake Louise Village during their trip.
 - 58% of visitors used/intended to use other Roam Transit routes, with the most popular being Route 1, Route 2, and Route 3.
 - 86% of visitors will likely or very likely use Roam Transit in the future.
 - Residents:
 - 39% of residents take Route 8X rarely and 9% never, with the main reasons being no interest in traveling more often, or due to booking availability.
 - Resident would consider using the service more often if the frequency, extended service hours, and priority reservations were improved/implemented.

• All respondents:

- 54% of respondents purchased a Reservable Super Pass, and 26% One-Way Reservation ticket.
- 76% found the reservation system user-friendliness to be good or excellent, and
 63% stated it was easy or very easy to make a reservation.
- 19% of respondents encountered an issue when making a reservation, with the most common issues being unclear information, or no seats available.
- Respondents rated friendliness and professionalism as good or excellent at 96% for drivers, and 92% for customer service team.

Roam

- 52% of visitors stated that their primary goal was to visit both Lake Louise and Moraine Lake. 34% of the residents asked, used the service for leisure activities (hiking, dining, visiting friends) and 29% for running errands.
- 45% of residents considered important or very important the ability to carry bikes on buses when deciding to use transit. From visitors, it's only 18%.
- 57% of all respondents considered the parking situation important or very important when considering using transit. 16% found this not important at all.
- 16% of visitors and 29% of residents considered it important or very important to bring their pets on a bus.

2.3 Route 12 Survey

- A total of 100 riders participated in this survey, (42% visitors / 58% residents) with 89 respondents finishing the survey in full.
- Although visitors were mostly satisfied/or very satisfied with the current frequency of this route, they would like frequency and extended service hours to be improved in the future.
- Residents were less positive about frequency, which they would like to be as improved, as well as extended service hours and locations.
- 63% of all respondents and residents used the service to access hiking trails. 7% of residents also used it to commute to work, and 15% to access swimming areas.
- 61% of respondents used this service to get to Grassi Lakes. 24% of residents and 5% of visitors also used this service to get to Quarry Lake.
- 53% of respondents would recommend this route to others on a 10/10 scale. The average recommendation rate was 8.4/10.

Roam

3. General Service Survey Results







3.1 Residents

















3.2 Visitors























3.3 All Respondents



















































Roam





4. Route 8X Survey Results



4.1 Visitors
















Was it easy for you to find information about the difference between the Roam Transit service and the Parks Canada Shuttles in the Lake Louise area?









4.2 Residents













4.3 All Respondents

































Roam





















5. Route 12 Survey Results































On-It Calgary to Banff 2024 Year-end Report



Introduction

The 2024 season was successful from an operational standpoint, with very few service disruptions. The season had a difficult start for ticket sales, mainly due to poor weather and wildfires, which caused excessive smoke in the area. As the season progressed, there were challenges in the travel industry with labour disruptions at WestJet and Air Canada, as well as damage to aircraft from a hailstorm, which caused additional disruption for WestJet and a large number of cancelled flights. Although difficult to confirm, the assumption is the combined circumstances may have reduced travel to the region.

A new competitor, Flixbus, entered the market this season as well. In addition to several other existing service providers, it is likely that the total number of service providers impacted overall ticket sales and contributed to the year-over-year reduction in ridership. As this became apparent, it was also identified that all other competitors used a platform called BusBud to sell services. On-it was added to Busbud in late July to directly compete on this platform, for the most part being the lowest cost and highest frequency service provider for weekend travel.

Schedule

Fro	From Friday May 17th to Friday 7th June					Friday					
					Spring Sch	edule 2024					
		Ti	ravel to Bai	nff		Travel from Banff					
	Depart	Depart	Depart	Depart	Arrive		Depart	Depart	Arrive	Arrive	Arrive
		Calgary			Banff		Banff			Calgary	
Route #	South Calgary	Downtown	Crowfoot LRT	Canmore	Elk Street	Route #	Elk Street	Canmore	Crowfoot LRT	Downtown	South Calgary
C1		7:10	7:30	8:55	9:15	B1	9:30	9:50		11:10	
C2		18:40	19:05	20:30	20:50	B2	21:05	21:25	22:30	22:55	

From Saturday May 18th to Sunday June 9th											
				Wee	ekend Sprin	g Schedule 2	2024				
Travel to Banff								Travel fr	om Banff		
	Depart	Depart	Depart	Depart	Arrive		Depart	Depart	Arrive	Arrive	Arrive
		Calgary			Banff		Banff			Calgary	
Route #	South Calgary	Downtown	Crowfoot LRT	Canmore	Elk Street	Route #	Elk Street	Canmore	Crowfoot LRT	Downtown	South Calgary
C1	6:40	7:10	7:30	8:55	9:15	B1	9:30	9:50		11:10	
C2		7:45	8:10		9:40	B2	11:40		13:10	13:30	
C3		8:15	8:40		10:10	B3	17:30	17:50		19:10	19:30
C4	8:30	9:00	9:20	10:45	11:05	B4	18:15	18:35	19:40	20:00	
C5		14:45	15:05		16:35	B5	19:00	19:20	20:35	21:00	21:30
C6		17:00		18:30	18:50	B6	20:15		21:45	22:05	

From Thurs Jun	e 13th to Thurs Se	ptember 12th				Thursday					
Thursday						er Schedule	2024				
			ravel to Bai	nff				Ira	ivel from Ba	anff	
	Depart	Depart	Depart	Depart	Arrive		Depart	Depart	Arrive	Arrive	Arrive
	Calgary						Banff			Calgary	
Route #	South Calgary	Downtown	Crowfoot LRT	Canmore	Elk Street	Route #	Elk Street	Canmore	Crowfoot LRT	Downtown	South Calgary
C1	C1 18:40 19:05 20:30					B1	21:05	21:25	22:30	22:55	

From Friday 14t	h June to Friday 1	L3th September										
				Fric	lay Summer	Schedule 2	024					
Travel to Banff							Travel from Banff					
	Depart	Depart	Depart	Depart	Arrive		Depart	Depart	Arrive	Arrive	Arrive	
		Calgary			Banff		Banff			Calgary		
Route #	South Calgary	Downtown	Crowfoot LRT	Canmore	Elk Street	Route #	Elk Street	Canmore	Crowfoot LRT	Downtown	South Calgary	
C1	6:40	7:10	7:30	8:55	9:15	B1	9:30	9:50		11:10		
C2		7:45	8:10		9:40	B2	11:40		13:10	13:30		
C3		8:15	8:40		10:10	B3	17:30	17:50		19:10	19:30	
C4	8:30	9:00	9:20	10:45	11:05	B4	18:30		20:00	20:20		
C5		14:45	15:05		16:35	B5	19:30	19:50	21:05	21:25	21:45	
C6		17:15		18:45	19:05	B6	20:15		21:45	22:05		

From Friday 14t	h June to Monday	y 2nd September	-						
	La	ke Louise F	riday / Satu	rday / Sunda	ay / Stat Da	y Summer S	chedule 202	24	
	Trave	l to Lake L	ouise			Travel	from Lake	Louise	
	Depart	Depart	Depart	Arrive		Depart	Arrive	Arrive	Arrive
		Calgary		Lake Louise		Lake Louise		Calgary	
Route #	South Calgary	Downtown	Crowfoot LRT	Parking Lot	Route #	Parking Lot	Crowfoot LRT	Downtown	South Calgary
C1	8:10	8:30	8:50	10:50	L1	16:00	17:55	18:15	18:35

	From Satu	rday 15th June t	o Saturday 14th S	eptember							
				Satu	rday Summe	er Schedule	2024				
		Travel	to Banff			Travel from Banff					
	Depart	Depart	Depart	Depart	Arrive		Depart	Depart	Arrive	Arrive	Arrive
		Calgary			Banff		Banff			Calgary	
Route #	South Calgary	Downtown	Crowfoot LRT	Canmore	Elk Street	Route #	Elk Street	Canmore	Crowfoot LRT	Downtown	South Calgary
C1	6:40	7:00	7:20	8:45	9:05	B1	9:30	9:50		11:20	
C2		7:45	8:10		9:40	B2	10:30	10:50		12:25	
C3		8:00			9:45	B3	11:40		13:10	13:30	
C4	7:35	8:05	8:30	9:55	10:15	B4	17:00	17:20		18:50	
C5		8:15	8:40		10:10	B5	17:30	17:50		19:20	19:40
C6	8:20	8:50		10:20	10:40	B6	18:00		19:30	19:50	
C7		9:15	9:35		11:10	B7	19:00	19:20	20:50	21:10	
C8		14:45	15:05		16:35	B8	19:30	19:50	21:20	21:40	22:00
C9		16:00			17:45	B9	20:00			21:45	
C10		17:15		18:45	19:05	B10	20:15		21:45	22:05	

From Sunday 16	oth June to Sunda	y 15th Septembe	er and Stat days									
				Sun	day Summe	r Schedule 2	2024					
Travel to Banff							Travel from Banff					
	Depart	Depart	Depart	Depart	Arrive		Depart	Depart	Arrive	Arrive	Arrive	
		Calgary			Banff		Banff			Calgary		
Route #	South Calgary	Downtown	Crowfoot LRT	Canmore	Elk Street	Route #	Elk Street	Canmore	Crowfoot LRT	Downtown	South Calgary	
C1	6:40	7:00	7:20	8:45	9:05	B1	9:30	9:50		11:20		
C2		7:45	8:10		9:40	B2	10:30	10:50		12:25		
C3	7:35	8:05	8:30	9:55	10:15	B3	11:40		13:10	13:30		
C4		8:15	8:40		10:10	B4	17:30	17:50		19:20	19:40	
C5	8:30	9:00	9:20	10:55	11:15	B5	18:30		20:00	20:20		
C6		14:45	15:05		16:35	B6	19:30	19:50	21:20	21:40	22:00	
C7		16:00			17:45	B7	20:00			21:45		
C8		17:15		18:45	19:05	B8	20:15		21:45	22:05		

From Fri Sept 20	Oth to Fri Oct 11th					Friday					
				F	riday Fall So	hedule 202	4				
		Ti	ravel to Bai	nff				Tra	vel from Ba	anff	
	Depart	Depart	Depart	Depart	Arrive]	Depart	Depart	Arrive	Arrive	Arrive
		Calgary			Banff		Banff			Calgary	
Route #	South Calgary	Downtown	Crowfoot LRT	Canmore	Elk Street	Route #	Elk Street	Canmore	Crowfoot LRT	Downtown	South Calgary
C1		7:10	7:30	8:45	9:15	B1	9:30	9:50		11:10	
C2		18:40	19:05	20:30	20:50	B2	21:05	21:25	22:30	22:55	

From Sat Sept 2	1st to Mon Oct 14	lth									
					Fall Sche	dule 2024					
		Travel	to Banff					Travel fr	om Banff		
	Depart	Depart	Depart	Depart	Arrive		Depart	Depart	Arrive	Arrive	Arrive
		Calgary			Banff		Banff			Calgary	
Route #	South Calgary	Downtown	Crowfoot LRT	Canmore	Elk Street	Route #	Elk Street	Canmore	Crowfoot LRT	Downtown	South Calgary
Route # C1	South Calgary 6:40	Downtown 7:10	Crowfoot LRT 7:30	Canmore 8:55	Elk Street 9:15	Route # B1	Elk Street 9:30	Canmore 9:50	Crowfoot LRT	Downtown 11:10	South Calgary
Route # C1 C2	South Calgary 6:40	Downtown 7:10 7:45	Crowfoot LRT 7:30 8:10	Canmore 8:55	Elk Street 9:15 9:40	Route # B1 B2	Elk Street 9:30 11:40	Canmore 9:50	Crowfoot LRT 13:10	Downtown 11:10 13:30	South Calgary
Route # C1 C2 C3	South Calgary 6:40 8:30	Downtown 7:10 7:45 9:00	Crowfoot LRT 7:30 8:10 9:20	Canmore 8:55 10:45	Elk Street 9:15 9:40 11:05	Route # B1 B2 B3	Elk Street 9:30 11:40 17:30	Canmore 9:50 17:50	Crowfoot LRT 13:10	Downtown 11:10 13:30 19:10	South Calgary 19:30
Route # C1 C2 C3 C4	South Calgary 6:40 8:30	Downtown 7:10 7:45 9:00 14:45	Crowfoot LRT 7:30 8:10 9:20 15:05	Canmore 8:55 10:45	Elk Street 9:15 9:40 11:05 16:35	Route # B1 B2 B3 B4	Elk Street 9:30 11:40 17:30 18:45	Canmore 9:50 17:50 19:05	Crowfoot LRT 13:10 20:20	Downtown 11:10 13:30 19:10 20:40	South Calgary 19:30

				Win	ter Weeken	d Schedule	2024				
		Ti	ravel to Bai	nff			Tra	vel from Ba	anff		
	Depart Depart Depart Arrive						Depart	Depart	Arrive	Arrive	Arrive
		Calgary			Banff		Banff			Calgary	
Route #	South Calgary	Downtown	Crowfoot LRT	Canmore	Elk Street	Route #	Elk Street	Canmore	Crowfoot LRT	Downtown	South Calgary
C1	8:00	8:30	8:50	10:20	10:40	B1	11:10	11:30		13:10	
C2		9:00	9:20	10:50	11:10	B2	18:15	18:35	20:05	20:25	20:55
C3		17:00		18:40	19:00	B3	19:30	19:50	21:20	21:40	

Marketing

In addition to advertising the service, a good deal of departmental time went towards behind-thescenes efforts to create On-It marketing assets and improve processes. We improved our Facebook and Messenger customer service response capabilities in May by replacing one marketing team member who occasionally answered On-It customer inquiries with six dedicated On-It customer service reps. Each member created a Facebook account and was onboarded and trained to respond to comments and questions on Facebook and Messenger.

In June, the team updated the On-It website with a deep focus on the Bow Valley, a revamped Banff and Canmore page, a new Lake Louise and Moraine Lake page and a link to the page Banff Lake Louise / Explore the Park from the main navigation page. Content included video banners, a substantial amount of content about the park maps, things to do, points of interest and updated information about using On-It.

For the 2024 season, we used a combination of:

- Earned Media
- Digital
 - Email marketing
 - YYC Airport arrivals digital screen signage
 - Organic social media posts
 - Social media influencers
 - o On-It website overhaul
 - BusBud ticket aggregator
- Print
 - Advertising via Calgary Transit Bus ads
 - Banff On-It Bus Wraps
- Additional Marketing Supports
 - Photography and B-roll
 - CSR messenger training

EARNED MEDIA

We started our marketing season off with our press release sent to almost three hundred recipients, which resulted in two direct media covers, an article on CTV online and an online article and instudio interview with Jonathan Weal on Global TV.

- On-It Regional Transit service offering new routes in the mountains | Watch News Videos
 Online
- <u>On-It Regional Transit shuttle service resumes May 17, 2024 | CTV News</u>

We also received mention in other media stories, including:

- 7 magical small towns near Calgary you can get to without a car
- Banff organizations encouraging transit options for sightseeing | Calgary Herald

2024 12:35

Share

On-It transit service to Banff, Canmore bumps prices, adds direct route to Lake Louise

Service to and from Lake Louise runs from June 14 to Sept. 2, while service to and from Moraline Lake runs Sept. 6 to Oct. 14.

onOit

Bow Valley Regional Transit Services Commission On-It Regional Transit's Calgary to Canmore / Banff Service Returns for 2024 with New Direct Service to Lake Louise and Moraine Lake

exciting

ice today w more a Lak

 Adult 16 - 64
 \$12.50 each way +

 Child 5 - 15
 \$10 each way +

 Senior +65
 \$10 each way +

 Adult 16 - 64
 \$17.50 each way +

 Child 5 - 15
 \$12.50 each way +

 Child 5 - 15
 \$12.50 each way +



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Ted Flitton Interim Direct Pacific Wester 403 371 4935 tedf@pwt.ca

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	EARNED MEDIA											
DATE	MESSAGE	CHANNEL	COMMENT	COST								
		PUBLISHED										
April 19	We're Back and have new	Press Release		4hrs x \$65 =								
	service			\$200								
April 19	This year, the shuttle will include direct service to Lake Louise Moraine Lake	Article	CTV News	0								
April 19		Article	Calgary Herald	0								
May 17	We're back and excited	Global TV in-	Global Morning	1.5hrs x \$65 =								
		Studio interview	<u>News</u>	\$97.50								
June 6		MSN	<u>MSN</u>									
				TOTAL \$357.50								

DIGITAL

EMAIL MARKETING

Email marketing via Mailchimp is one strong way we keep in touch with our On-It community. We're pleased to have experienced strong open and click rates.



AIRPORT DIGITAL SCREEN MARKETING

In August, we began a series of airport and bus advertising with Pattison Outdoor. At YYC Airport, we arranged for full-screen indoor displays of short ads of between 6 and 10 seconds each in the high-traffic international arrivals luggage areas and local "meet & greet" crowd waiting for friends and family to arrive. This area's average "dwell time" is between 15-30 minutes. The ads ran from August 26 to October 6, and there were 172 screens placed in 11 key areas, such as baggage carousels and the concourse levels, and provided more than 1,777,000 impressions.



Creative used at YYC Airport.

ORGANIC SOCIAL MEDIA

To show strong partnership, our social media posts mirrored BLLT content and often celebrated the amazing events occurring in the mountain parks. We routinely featured lists of excellent things to do on key weekends. Our best performing posts were those that celebrated weekend getaways to the mountains.







There is plenty happening in Canmore, Banff and Lake Louise this long weekend! Relax and let On-it be your ride to a Rocky Mountain Getaway. Go stress-free! Leave the car at home and ride with On-It! Visit our website at <u>www.onitregionaltransit.ca</u> for

3.38 % engagement rate



Recently, Jonathan Weal, the Director of Business Development for Southland Transportation, which oversees On-It, appeared on the Global News morning show to discuss On-It's exciting new season of service between Calgary, Canmore and

3.1 % engagement rate

SOCIAL MEDIA INFLUENCERS PARTNERSHIP

Throughout the summer we partnered with Tartan Bond a full-service creative marketing agency and who is a strategic partner with the Town of Banff and Lake Louise on an Influencer Partnership encouraging people to take On-It and leave the car at home. There we three partnerships that On-It collaborated on with strong results, particularly Adi and Shabina:

- Jade Koch // Consumer Activation at Crowfoot On-it Bus Stop

 https://www.instagram.com/reel/C-V2QKSyt 2/?utm_source=ig_web_button_share_sheet&igsh=MzRlODBiNWFlZA==
- Adrianna Adventures // Influencer video

 <u>https://www.instagram.com/reel/C8exqM1RJT5/?utm_source=ig_web_copy_link&igsh=Mz</u> <u>RIODBiNWFIZA==</u>
- Adi & Shabina // Influencer trip

 https://www.instagram.com/reel/CEIX7ZybDg/?utm_source=ig_web_copy_link&igsh=MzR
 lODBiNWFlZA==



Shabina & Adi (@wanderinginyyc)

Reach: 358,576 Engagements: 13,290 Engagement Rate: 2.68% Impressions: 493,576

...

wanderinginyyc 🕏 Hey Calgary, this probably sounds odd, but

Because we totally didn't until we actually looked into it!

Adi and I really wanted to escape away to Banff for the day but the car was in the shop and I started researching how else we could get to Banff and you wouldn't believe how convenient it was! Shifting into park mode and taking the transit was easier than we expected and it only took a bit of planning ahead to

We booked the @onit_transit from Calgary at 8:10 and got to

@roam_transit for FREEI After a lovely stop above Banff, we borrowed some bikes from @banffadventures and headed to

We brought our own containers and coffee mugs so that we could help eliminate single-use plastics. There's an awesome initiative called "Banff Borrows" that you need to check out! If you're looking for a convenient, safe and affordable way to get to Banff, definitely consider going car-free. Round trip tickets on the On-It transit to Banff are only ~\$25ish a person!

Definitely check out explore the park.ca for more information!
BUSBUD AGGREGATOR

In June, we negotiated to have On-It included in BusBud advertising. This generated an immediate impact on sales and resulted in 1480 tickets sold. On-It routes came up numerous times more than other companies and were routinely the lowest fare, except for a limited number of seats advertised by FlixBus during its introductory campaign.



ON-IT WEBSITE OVERHAUL

ON-IT WEBSITE DATA COMPARISON

Despite an updated look, our website traffic lagged over the previous year. We are investigating the reasons why.



CITE V/												2023				
THE 1ST OF E	EACH MONTH (APRIL	(PARIS)	FOR BOTH YEARS	, 2024				x	23 🔵	2024 🔵		PERIOD	VISITS	USERS	ENGAGEMENT RAT	E BOUNCER
70,000									•			APR - MAY			6.4.6%	35.4%
								73K								36.7%
					71K											38.01
50.000															60.8%	39.29
0,000				65K					· · · ·			AUG - SEP			60.5%	39.5%
									44	зк		SEP - OCT			58.5%	41.59
																34.85
				45K	50K				•			2024				
			48K							$\langle \rangle$		PERIOD	VISITS	USERS	ENGAGEMENT RAT	E BOUNCE
									3	лк						
	33K		47K								20K	APR - MAY			60.4%	30.6
n.000 👗												2001-200	40K	146	60.7%	29.07
,	30K	Ť									24K		SOF		67.5%	30.77
															68.5%	31.5%
D,000 A	APRIL	MAY		JUNE	JULY	IA.	UGUST		SEPT	ост	NOV				68.5% 67.9% 89.0%	31.59 32.19 31.09
0,000 A		MAY PAGE S	TATS: 2023	JUNE , 2024	JULY	A	UGUST		GEPT	ост	NOV		47K 37K 24K DUISE/M	TTK 13K 8.1K ORAINE NOVEMBER) FO	60.5% 67.9% 69.0% LAKE PAGE R 2024	3.9 323 31.09 STATS: 2
20,000 A BANFF, FHE 1ST OF E Page Vi	VPRIL //CANMORE EACH MONTH (APRIL IOWS (2023)	MAY PAGE S	FATS: 2023	JUNE , 2024	JULY	Al age View	UGUST vs (2024)		SEPT	ост	NOV	AUG - SEP SEP - OCT OCT - NOV LAKE LC THE 1ST OF EA Page View	47K 37K 24K OUISE/M CH MONTH (MAY 5 (2024)	TTK 13K B.1K ORAINE NOVEMBER) FO	60.5% 67.9% 69.0% LAKE PAGE R 2024	31.9% 32.9% 31.0%
20,000 A BANFF, Page Vi Months	(PRIL /CANMORE EACH MONTH (APRIL IOWNS (2023) MEWS	MAY PAGE ST - NOVEMBER USERS	FATS: 2023 FOR BOTH YEARS	JUNE , 2024 AVG. ENCAGEMENT TIME	JULY P:	Al age View mus	UGUST vs (2024) views	USERS		OCT	NOV	LAKE LC THE 1ST OF EA Page View MONTHS	47K 37K 24K OUISE/M CH MONTH (MAY 5 (2024) VIEWS	TTK 13K B.1K ORAINE NOVEMBER) FO	60.5% 67.9% 60.0% LLAKE PAGE R 2024	3.9% 32.9% 31.0% STATS: 24
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0,000 A BANFF, HE IST OF E Page Vi 40NTHS IPR - MAY MAY - JUN	APRIL (CANMORE EACH MONTH (APRIL INVE (2023) VIEWS 12,780 24,83	MAY PACE S PACE S USERS 0,952 13,162	FATS: 2023 FOR BOTH VEARS CLICKS ON PAGE 2,814 6,917	JUNE , 2024 AVG. ENCACEMENT TIME #SSECONICS	JULY P:	Al age View ms -may -vun	UGUST vs (2024) vtews 10.540 22,711	USERS 4766 9.571	CLICKS ON PAGE 2,341 4,901	OCT AVG. ENGAGEMENT TI 1MIN 3 SECONDS 1MIN 3 SECONDS		AUC - SEP SEP - OCT OCT - NOV LAKE LO THE IST OF EM Page View MONTHS MONTHS	47K 37K 24K DUISE/M H MONTH (MAY 5 (2024) VIEWS 175 2272	17K 13K 8.1K ORAINE NOVEMBERI FO USERS 11 1244	6.3% 679% 630% LAKE PAGE R 2026 CLUCKS ON PAGE AV 400 141 722	3.59 3.219 3.09 STATS: 2 5. ENGAGEMENT 56CONDS 10 9 SECONDS
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	D	IGITAL		
DATE	MESSAGE	CHANNEL PUBLISHED	COMMENT	COST
April 19	YES, WE ARE BACK AND BETTER THAN EVER! Spend Your Weekends in Beautiful Banff National Park and Let On-it be Your Hassle-Free Ride!	Eblast	23 571 Recipients 44.1% Opens 3.7% Clicks	2 hours x \$65
June 19	Your Next Mountain Getaway in Beautiful Banff National Park Awaits! Plan Your Trip, Ditch the Driving, and Let On-it be Your Hassle-Free Ride!	Eblast 1	1612 Recipients 76.0% Opens 4.2% Clicks	2 hours x \$65
		Eblast 2	23 423 Recipients 69.1% Opens 1.6% Clicks	
June 28	Spend Canada Day Weekend in the Rockies! CLICK HERE to learn more about the Canada Day parade, sidewalk art, the Canada Day market, Family Fun Zone with classic lawn games & Blackfoot tipis, to pame a faw	Eblast 1 Eblast 2	1596 Recipients 51.7% Opens 3.3% Clicks 23,229 Recipients	2 hours x \$65
	to name a lew.		42.4% Opens 1.6% Clicks	
August 1	 Hot tip O Go stress-free! Leave the car at home and ride with On-It! <u>Visit our website</u> for schedules and fares and to book your tickets. Remember, your On-it ticket allows you to 	Eblast 1	1578 Recipients 61.8% Opens 4.3% Clicks	2 hours x \$65
	travel for FREE on local <u>Roam Transit</u> - routes 1, 2 & 4! Book your On-it seat now before they fill up!	Eblast 2	23,054 Recipients 66.4% Opens 1.8% Clicks	
August 30	Labour Day Plan Your Rocky Mountain Getaway But Leave Your Car at Home! There is plenty happening in <u>Canmore, Banff</u> and <u>Lake Louise</u> this Labour Day long weekend, but be advised	Eblast 1	1578 Recipients 56.2% Opens 4.7% Clicks	2 hours x \$65
	parking lots in Banff are full by 10:00AM.	Eblast 2	22 903 Recipients 42.9% Opens 1.8% Clicks	TOTAL \$650

DIGITAL – ORGANIC SOCIAL MEDIA									
DATE	MESSAGE	CHANNEL PUBLISHED	COMMENT	COST					
April 19	YES, WE ARE BACK AND BETTER THAN EVER! Spend Your Weekends in Beautiful Banff	Facebook Instgram	Departmental time	1 hrs x \$65					
	National Park and Let On-it be Your Hassle-Free Ride!	Twitter							
May 27	Your Next Mountain Getaway in Beautiful Banff National Park Awaits!	Instagram only		1 hrs x \$65					

		1		
	Plan Your Trip, Ditch the Driving, and Let On-it be Your Hassle-Free Ride!			
June 11	Spend Canada Day Weekend in the	Facebook		1 hrs x \$65
	Rockies!			
	CLICK HERE to learn more about the	Instagram		
	Canada Day parade, sidewaik art, the Canada Day market, Family Fun Zone			
	with classic lawn games & Blackfoot tipis,			
	to name a few.			
June 20	👌 Hot tip 👌 Go stress-free! Leave the	Facebook		1hrs x \$65
	car at home and ride with On-It!			
	and to book your tickets.	Instagram		
	to travel for FREE on local Roam			
	Transit - routes 1, 2 & 4!			
	up!			
	Labour Day Plan Your Rocky Mountain Getaway But	Facebook		1 hrs x \$65
June 27	Leave Your Car at Home!	Inotoria		
	in <u>Canmore</u> , <u>Banff</u> and <u>Lake Louise</u> this	Instagram		
	Labour Day long weekend, but be	Twitter		
	10:00AM.	TWILLET		
August 1		Facebook		1 hrs x \$65
		Instagram		
		Instagram		τοται \$390
	DIGITAL PATTISON AL			E
Aug 20	The easiest way to travel		170 correction	
Aug 26 –		International	1/2 screens	\$5701.50+
0010		aarivals	areas	Design time
		baggage	urous	$$65 \times 5 \text{ hrs} =$
		carousels,	1 771 548 total	\$325 +
		concourse	impressions	
		level and	47 807 total plays	+ Meeting /
		"meet and		planning time
		greet" area		\$65 x 10 =
				\$650
			_	
Mov			AUL	
inay – June	Louise pages			101115X \$65 =
	Louise hakes	1		ΤΟΤΔΙ \$1170
				¢ 4000
i Un-going		1		54000

PRINT

CALGARY TRAINSIT HALF-TAILS

With Calgary Transit, we arranged for six half-tail back-of-bus ads approximately 77 inches long and 33 inches tall. These ran from September 2 to October 13. We selected they as they reach pedestrians, transit riders and drivers at eye level, while moving through all corners and many neighbourhoods of the city.



We also worked with LDI Printing to have numerous Banff bus wraps affixed o the back of On-It buses travelling to the mountains and around the city.

P	PRINT – PATTISON CALGARY TRANSIT HALF TRAILS								
Sept 2 – Oct 13	The easiest and cheapest way to travel to Banff.			\$2850.00 + &150 x 6 installs					
				= \$3750.00 + \$2850 install					
	PRINT –	BUS WRAPS	8						
June	LDI Printed Bus Wraps advertising Banff	6 On-It Bus		-4200.00					
		backs							
			Т	OTAL 2 400					

OTHER MARKETING AND COMMUNICATION TACTICS

Photographer / Videographer

In July, we commissioned a photographer and videographer who spent a day aboard a bus taking shots and collecting B-roll video throughout various popular stops and locations within the park. This investment was very important as we had long ago exhausted our very small inventory of On-It photographs and had zero B-roll video assets.



Improved Customer Service Response Capabilities

As mentioned, we worked with our CSRs to improve our customer response via Facebook Messenger.



C	OTHER MARKETING / COMMUNICATIONS TACTICS									
July 28 –	BudBud account	On-It signed up		Department						
Oct 15		for BusBud		Time						
				3 hrs x \$65						
				=\$195						
July 4	Photographer		Graham Twomey	\$4777.50						
			Photography	+ \$65 x 8 =						
				\$520						
	Waybill and Driver Expenses			\$2828.00						
	Team photoshoot		Photoshoot of 3	Department						
			pepole riding the	Photoshoot						
			bus	3 people x 3						
				hrs x 65 =						
				\$585.00						
June	On-It Facebook / Messenger	Facebook /		Department						
	CSR training	Messenger		Time						
				6 hrs x \$65						
				= \$390						
			TO	TAL \$9295.50						

SUBTOTAL \$24 393.50 X 5% GST
TOTAL \$ 25 613.18

Ticketing

In 2024, we continued to utilize Betterez for reservations and ticketing. Having identified additional competitors in the market using the BusBud sales platform, we added the services to BusBud to directly compete on this platform. On-it was generally the lowest-priced option for consumers, although one competitor did eventually advertise a slightly lower rate. All sales completed on BusBud would have gone to competitors if On-it had not been on this platform.

Customer Service Representatives (CSR)

We had CSRs on site in downtown Calgary and Banff on weekends and holidays. Downtown coverage was from 0600-1100 and 1600-2200, and Banff coverage was from 1430-2000. There was no longer coverage at the Crowfoot LRT station due to a relatively low volume of riders which the drivers could easily manage on their own. Our Call Centre CSRs handled inquiries via email and telephone 7 days per week from 5 a.m. to midnight.

Ridership

	Somerset	Downtown	Crowfoot	Canmore	Canmore	Banff		Total
Route	(On)	(On)	(On)	(On)	(Off)	(Off)		Riders
C01	315	2371	518	7	506	2705		3494
C02	0	1887	528	1	42	2374		2604
C03	119	1675	225	8	189	1838		2286
C04	341	1213	398	1	310	1643		2241
C05	71	1262	265	2	166	1434		1824
C06	118	1112	45	5	270	1010		1393
C07	0	471	58	0	0	529		679
C08	0	460	20	9	90	397		548
C09	0	43	0	0	0	43		52
C10	0	237	0	1	69	169		267
Lake	274	1010	260	0	0	1046		2717
Louise/Moraine	2/4	1312	300	0	U	1946		2/1/
	1238	12043	2417	34	1642	14088	Total	18105
Percentage by stop	8%	77%	15%	0%	10%	90%		

Calgary to Canmore/Banff/Lake Louise

Canmore/Banff/Lake Louise to Calgary

	Banff	Canmore	Crowfoot	Downtown	Somerset		Total
Route	(On)	(On)	(Off)	(Off)	(Off)		Riders
B01	1130	377	56	1451	0		1666
B02	812	108	126	756	38		1023
B03	1519	159	46	1377	255		1883
B04	2192	312	530	1788	186		2794
B05	2202	224	398	1764	264		2755
B06	1579	153	491	1125	116		1942
B07	1081	78	163	996	0		1271
B08	955	52	214	671	122		1113
B09	659	0	0	659	0		761
B10	523	0	114	409	0		575
Lake	1500	0	210	1022	101		2200
Louise/Moraine	1520	U	310	1023	181		2389
	14172	1463	2454	12019	1162	Total	17343
Percentage by stop	91%	9%	16%	77%	7%		

Year over Year Comparison





Ticket Sales and Financial Summary

2024 Ticket Sales and Cost Summary								
Devite	Manth	Ticke	ts Sold	Ticket Devenue	Total Cost	Net Subsidy by Roam		
Route	wonth	On-it Website	BusBud	ficket Revenue	Total Cost			
Banff	D.Co.u	2387	None	\$28,432.53	¢125.000	COC 567 47		
Lake Louise	Iviay	None	None	None	\$125,000	\$90,007.47		
Banff	luna	6446	None	\$76,607.55	6105 000	635 C04 45		
Lake Louise	June	767	None	\$12,708.00	\$125,000	Ş33,084.43		
Banff	lulu.	6151	88	\$74,376.78	¢155,000	¢62,042,20		
Lake Louise	July	1112	5	\$17,580.02	\$122,000	Ş03,043.20		
Banff	August	7673	602	\$98,991.40	¢155.000	¢25 501 10		
Lake Louise	August	1215	68	\$20,417.50	\$155,000	\$32,291.10		
Banff	Contombor	5245	452	\$68,715.14	¢100.000	¢10 522 08		
Lake Louise	September	1357	4	\$21,252.50	\$100,000	\$10,535.98		
Banff	Ostahan	1998	226	\$27,180.00	ČEC 045 13	¢10,027,62		
Lake Louise	October	612	5	\$9,827.50	\$20,842.15	\$19,837.03		
	Total	34963	1450	\$456,088.92	\$716,845.13	\$261,257.83		