

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

**111 Hawk Avenue and MS Teams**

**AGENDA**

**August 13<sup>th</sup>, 2025 2:00-4:00pm**

1. Call to Order
2. Approval of the Agenda
3. Minutes
  - Approval of the July 9<sup>th</sup> 2025 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) Q2 Financial Results (For Information Only)
  - b) Chair's Report on Budget Process (For Information Only)
  - c) Presentation of Draft Operating (2026-28) and Capital (2026-2035) Budgets (Request for Decision)
  - d) Presentation of New Service Level Requests (Request for Decision)
6. Next Regular Meeting – Wednesday September 10<sup>th</sup>, 2025 2- 4pm  
  
To be held at: 111 Hawk Avenue and Microsoft Teams
7. Adjournment

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

**111 Hawk Avenue and MS Teams**

**MINUTES**

**July 9<sup>th</sup>, 2025**

**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  
Barb Pelham, Town of Banff  
Sean Krausert, Town of Canmore

**BOARD MEMBERS ABSENT**

**BVRTSC ADMINISTRATION PRESENT**

Martin Bean, CEO  
Mel Booth, Director of Finance and Administration  
Steve Nelson, Director of Service Delivery  
Caz Vary, Safety and Training Manager (Virtual)  
Marek Cerny, Data Analyst and Transit Planning (Virtual)

**ADMINISTRATION PRESENT**

Patti Youngberg, Parks Canada  
Dustin Schinbein, Town of Canmore  
Adrian Field, Town of Banff (Virtual)  
Danielle Duffy, ID9 (Virtual)  
Sally Caudill, Town of Canmore

**ADMINISTRATION ABSENT**

**PUBLIC PRESENT**

Greg Colgan, Rocky Mountain Outlook

1. Call to Order

Dave Schebek calls the meeting to order at 2:01PM

2. Approval of the Agenda

**BVRTSC25-20** Dave Schebek moves to amend the agenda by adding “In Camera” Session at the end of the meeting and moving item 5a (CUTRIC Presentation) before 4a of Old Business.

**CARRIED UNANIMOUSLY**

**BVRTSC25-21** Dave Schebek moves to accept agenda as amended.

**CARRIED UNANIMOUSLY**

3. Minutes

- Approval of the May 14<sup>th</sup> 2025 Regular Meeting Minutes (attached)

**BVRTSC25-22** Dave Schebek moves to approve the May 2025 minutes as presented

**CARRIED UNANIMOUSLY**

**5a)** CUTRIC Presentation – Alexis Dunphy, Ryan Welfle, Bernard Ross (Receive for Information)

4. Old Business (including Standing Items)

- a) CEO Report (For Information)
- b) Bring Forward List of Pending Items (For Information)

**BVRTSC25-23** Sean Krausert moves to amend item **BVRTSC24-75** (Board Self-Assessment) to adjust completion date to Q4 2026.

**CARRIED UNANIMOUSLY**

**BVRTSC25-24** Sean Krausert moves to amend motion **BVRTSC24-76** (BVRTSC Bylaw Review) to revise the timeline for work to be completed to the end of Q2 2026.

**CARRIED UNANIMOUSLY**

- c) Transit Service Monthly Statistics (For Information)

Add Route 12 Statistics to all pages

5. New Business

a) Brand Standard Revision (Request for Decision)

**BVRTSC25-25** Bard Pelham moves that the Commission Board directs Administration to implement the updated Roam Brand Standard as presented, incorporating the revised design elements, updated communication guidelines, and structural changes, in alignment with Roam’s future growth objectives.

**CARRIED UNANIMOUSLY**

b) Tangible Capital Asset Policy (Request for Decision)

**BVRTSC25-26** Dave Schebek moves to approve the Tangible Capital Asset Policy as presented.

**CARRIED UNANIMOUSLY**

6. Next Regular Meeting – Wednesday August 13<sup>th</sup>, 2025      2:00- 4:00pm

To be held at: 111 Hawk Avenue and Microsoft Teams

7. In Camera Session

**BVRTSC25-27**      Dave Schebek moves to go In Camera at 3:32PM

**CARRIED UNANIMOUSLY**

**BVRTSC25-28**      Dave Schebek moves to go out of In Camera session at 4:10PM

**CARRIED UNANIMOUSLY**

8. Adjournment

**BVRTSC25-29** Dave Schebek moves to adjourn the meeting at 4:11PM

**CARRIED UNANIMOUSLY**



CEO and Admin Report



August 2025

## Financial:

- In conversation with Infrastructure Canada, analysis is ongoing of the BVRTSC's application under the Rural Transit Solutions fund that was submitted in March of this year. Allocations under the latest intake stream have not been finalized for any agencies at this point and are considered under review. The BVRTSC has applied for funding to replace the Canmore Vicinity buses and for expansion of the Hawk Avenue facility parking and office space.
- The RFP has been posted for a new fare technology allowing cashless fare payment and account based smart cards. A large number of suppliers are showing interest by downloading the RFP package. The RFP closes in late September, with the intent of moving the project forward in early 2026.

## Transit Service Updates:

- Since the Canmore Route 5T (Three Sisters) downtown stop has been relocated from the 9<sup>th</sup> Street hub to 10<sup>th</sup> Street, schedule adherence has improved greatly. While infrastructure is temporary at the new stop, administration is working with the Town of Canmore to implement fixed infrastructure in 2026. The current site is not optimal and has seen passenger complaints about the location and lack of amenities.
- Scheduling adjustments have been made to Route 6 (Minnewanka) as it has been the worst performing route this summer, with on time performance below 70% prior to the change. Construction and traffic volumes contributed to this, and adding a few minutes per departure is helping to improve the reliability.
- The Optibus Driver App is close to having a rollout of communication and messaging capabilities. Optibus is open to adding additional features as the product is used and useful enhancements become more apparent. This is a long-awaited step in Roam's migration from the Humanity software to Optibus and when ready will pave the way to moving completely away from Humanity and its cost.
- This summer continues to see above average driver turnover. The operations team is working diligently to overcome driver shortages and their effect on daily operations and will need to assess the reasons for mid-summer employee departures so that hiring predictions and recruitment can be adjusted in the future.

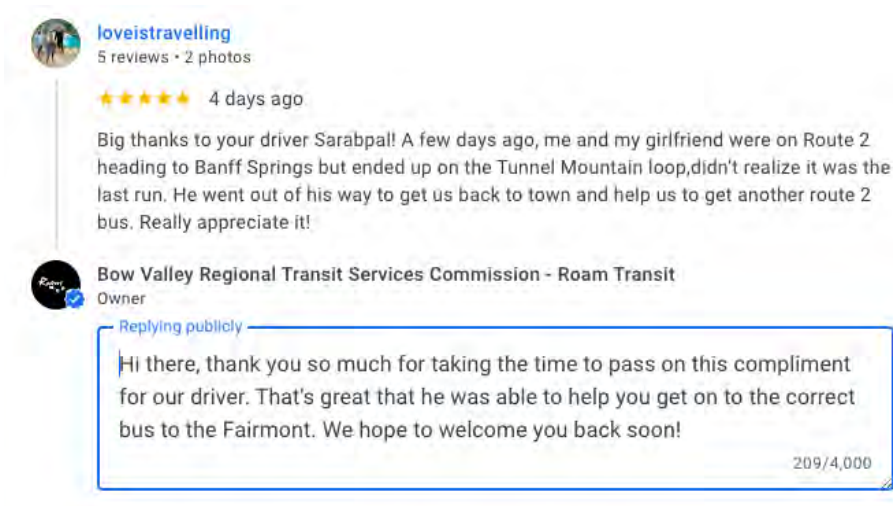
- Administration met with Pursuit Gondola management team to discuss Gondola shuttle and Roam transit services this summer. A great opportunity to discuss what's working well and help identify areas for continued improvement.
- Parks Canada has completed paving of the bus turnaround at the north end of Banff Avenue, improving the area for buses to complete their manoeuvring. Prior to this paving, the area was an uneven gravel surface. Roam currently has a minimum of 4 buses per hour using this turnaround.

## General/Health and Safety

### General:

- Capital Plan Study Phase 2 – this has been awarded to Watt Consulting Group, a company that has significant experience in the transit consulting area.
- Discussions and on-site meetings with the Town of Canmore for Fall Route 12 service are underway. Expecting to have finalized the routing and schedule by the middle of August, with the implementation of the new winter route to begin on September 29<sup>th</sup>, immediately following the last day of the Grassi Lakes service.
- Roam Team members are utilizing alternate transportation to get to and from work – administration is working with Town of Banff to secure an additional bike rack at 111 Hawk Ave.





### Human Resources:

- Human Resources check ins with new staff have been ongoing to ensure people are getting the direction and support they need. The goal of these check ins is to provide an avenue for the team to share any their thoughts on Roam’s onboarding process and their first few months.

### Safety:

- Two new members were welcomed to the Health and Safety Committee, and the team will be conducting site inspections at all of our locations. This includes garages and offices in Banff and Canmore, as well as key ambassador areas like the Banff transit hubs and the Lake Louise Lakeshore bus stop. These inspections will help identify and follow up on any noted deficiencies.
- With the busy summer weekends, Roam’s Field Supervisors are spending additional time on the road, checking in with drivers and supporting them through the usual challenges brought on by increased traffic and crowds. They’re also continuing to answer questions from drivers and frontline staff related to scheduling, policy, and operational procedures.

### Training:

- Plans are currently underway and being finalized for next year’s training, along with reviewing current programs in collaboration with our external partners. The main focus for the planning team is to ensure that all employees across the organization receive consistent, standardized training.



- Continued development is ongoing for new training programs that better reflect our operational needs and support staff at all levels. These programs aim to be clear, accessible, and aligned with the expectations of both new and returning team members.

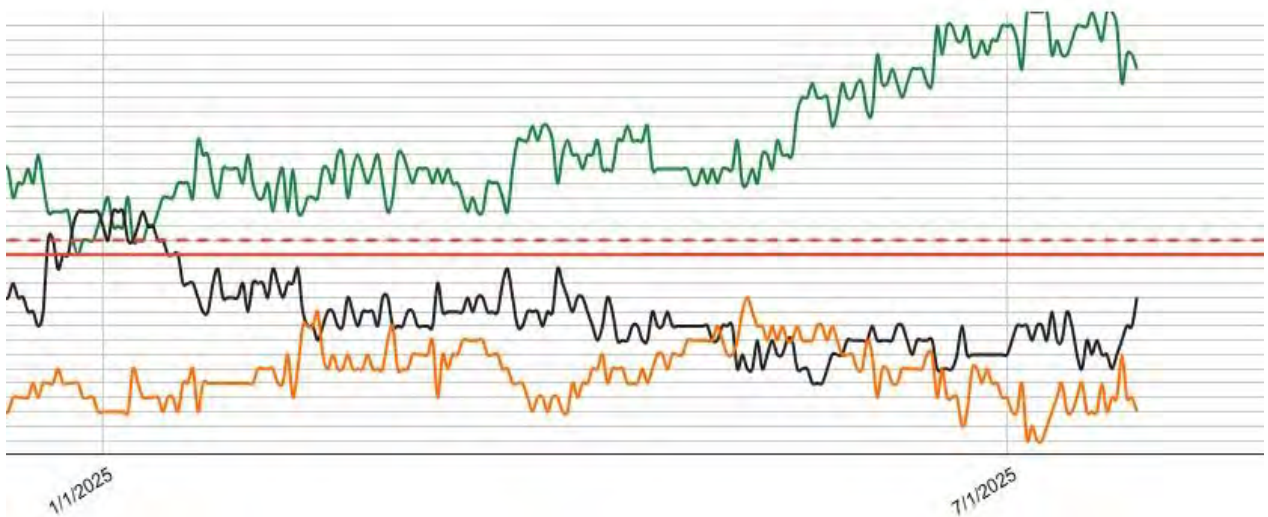
**Transit Maintenance Update:**

- Replacement of batteries on two Proterras will be completed over the next couple of months, with the purchase and shipping of the batteries now in progress.
- All updates required on the new Nova buses have been completed, including factory recalls, two-way radio installation and software version updates.
- As Roam grows, infrastructure needs are growing correspondingly, necessitating the potential procurement of a new container for storage of spare windshields, plus the installation of an air compressor for minor work in the Canmore garage.
- General uptime of buses has increased significantly, kudos to all the operators who identify defects and the mechanics who repair them.

**LEGEND**

**Daily Bus Stats - Running & Down**

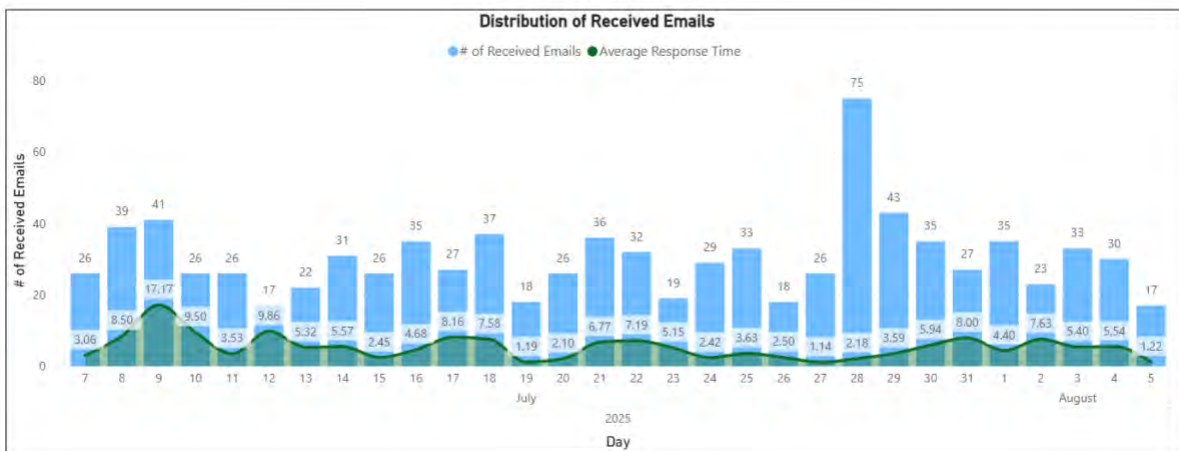
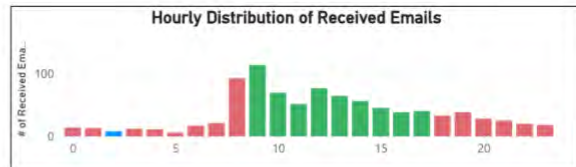
— # Running   
 — # Down   
 — # Scheduled Down   
 — # Required buses   
 - - - # Required with training



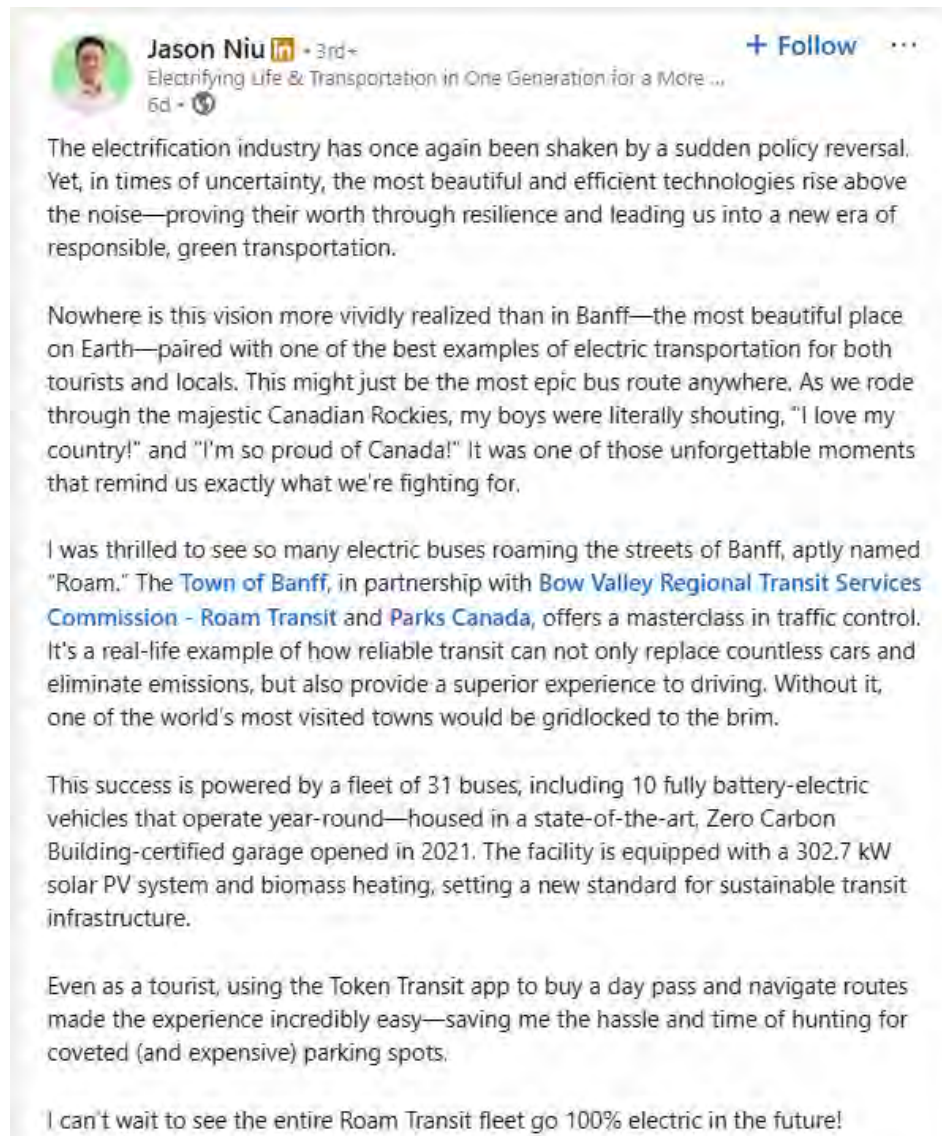
- A number of buses in Roam’s fleet have missing areas of exterior wraps through general wear, damaged sections or replaced panels. An inventory of the fleet has been completed, and Ynot Digital from Calgary will be coming out to do repairs.

## Marketing and Customer Experience

- The Customer Service Team has been working diligently to ensure that inquiries received via email and phone are addressed promptly and efficiently. To streamline our response process, we have recently implemented a new voicemail system that directs customers to the Contact Us page on our website, where they can complete an online inquiry form. This form prompts customers to provide additional details based on the type of information they are seeking, allowing us to tailor our responses more effectively.
- On average for the month of July, our response time was approximately 5.19 hours. We have also introduced a prioritization system to ensure that time-sensitive inquiries such as those related to same-day travel or cancellations are addressed first. Additionally, having at least one dedicated team member responding to inquiries daily from 6:30 a.m. to 8:00 p.m. has continued to improve our service coverage and overall responsiveness.




- Roam Transit was recently highlighted in a LinkedIn post by Jason Niu of Electrifying Life & Transportation in One Generation for a More Sustainable Future at PowerON Energy Solutions an Ontario Power Generation (OPG) company. In his post, Jason acknowledged Roam's significant adoption of electric vehicles, underscoring our commitment to sustainable transit and leadership in zero-emission public transportation.



- Roam has been actively promoting the opportunities for residents in Lake Louise to access transit services, even during busy times. An example of this is the Facebook post below:



**Roam Public Transit's post** ✕

 **Roam Public Transit**  
5d · 🌐


Hi Lake Louise residents! Want to beat the tourist rush on your way to Banff or Canmore? Ride with Roam Transit during off-peak hours for a smoother trip – enjoy more space, quicker boarding, and a relaxed, hassle-free experience.

- 🕒 Lake Louise → Banff: 7:05 AM – 1:52 PM
- 🕒 Banff → Lake Louise: 4:02 PM – 10:37 PM

Stay on schedule and make your trip count by checking departure times and planning ahead to avoid unnecessary delays.

  Reminder: Reservations for travel between Sept. 1 to Oct.13 open this Monday, July 28 at 9 a.m.

[#planahead](#) [#Lakelouise](#) [#Banff](#)







**BRING FORWARD LIST**

## BRING FORWARD LIST OF ITEMS PENDING (as of August, 2025)

ITEM	Date Initiated	Pending Date	Responsible for Completion	Comments:
<p><b>BVRTSC25-07</b> Dave Schebek moves to direct administration to obtain consultant quotations and proceed with phase two of the Capital Plan Study, to be funded by a grant of \$50,000 secured from the Rural Transit Solutions Fund.</p> <p style="text-align: center;"><b>CARRIED UNANIMOUSLY</b></p>	March 12, 2025	Dec 31, 2025	Martin/Steve	Phase Two will expand on infrastructure and further capital requirements supported by funding from the Rural Transit Solutions Fund. Consultant has been hired.
<p><b>BVRTSC24-75</b> Dave Schebek moves to direct Commission members to perform a Board Self-Assessment in 2025 led by Elevated HR.</p> <p><b>BVRTSC25-23</b> Sean Krausert moves to amend item BVRTSC24-75 (Board Self-Assessment) to adjust completion date to Q4 2026</p> <p style="text-align: center;"><b>CARRIED UNANIMOUSLY</b></p>	Nov 13, 2024	Q4 2026	Board and Elevated HR	Moved in July meeting to be completed by Q4 2026
<p><b>BVRTSC24-76</b> 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.</p> <p><b>BVRTSC25-24</b> Sean Krausert moves to amend motion BVRTSC24-76 (BVRTSC Bylaw Review) to revise the timeline for work to be completed to the end of Q2 2026.</p> <p style="text-align: center;"><b>CARRIED UNANIMOUSLY</b></p>	Nov 13, 2024	Q2, 2026	Board, Administration and Outside Consultant	Moved in July 2025 meeting to be completed by Q2 2026

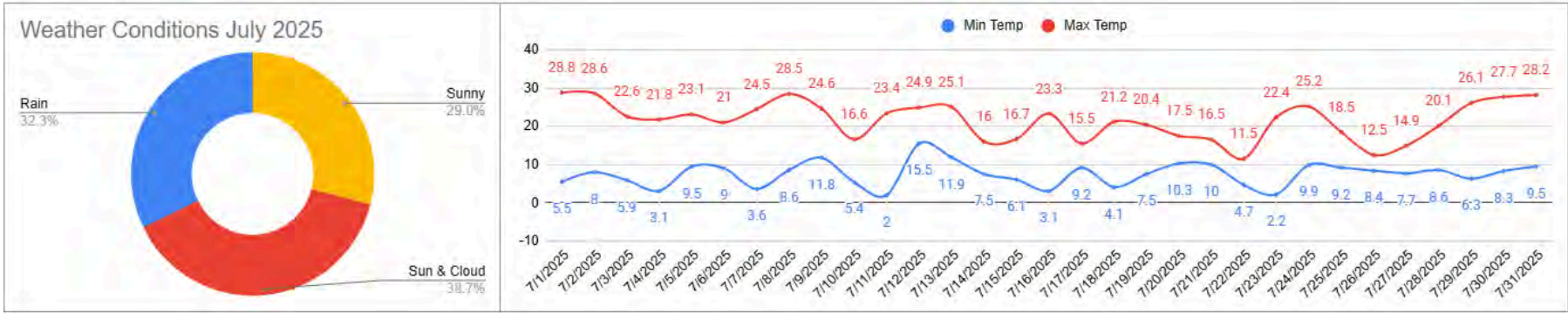
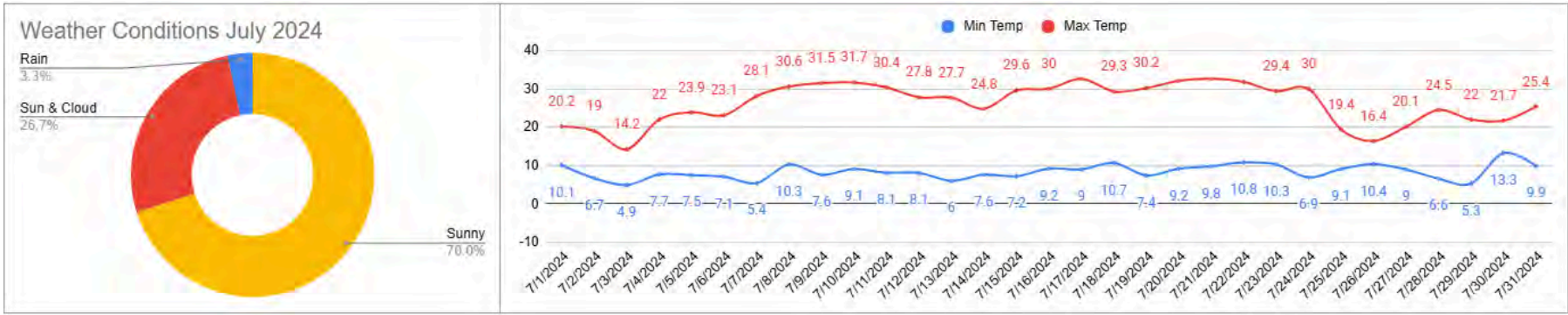
## Bow Valley Regional Transit Services Commission Ridership Statistics



Month	Type	Banff Local	Canmore Local	Canmore-Banff Regional	Lake Louise - Banff Regional
July 2025	Ridership	290,882	35,365	37,548	36,909
	Bikes	860	1,208	1,352	124
	Winter Sports	0	51	4	1
	Strollers	512	213	60	36
	Mobility Devices	59	6	2	8

Route	Monthly Ridership Change 2024 - 2025	Comment
Route 1	29.99%	Change from July 2024 to July 2025
Route 2	11.27%	Change from July 2024 to July 2025
Route 3	16.96%	Change from July 2024 to July 2025
Route 4	29.38%	Change from July 2024 to July 2025
Route 5	2.30%	Change from July 2024 to July 2025
Route 6	2.51%	Change from July 2024 to July 2025
Route 8X	0.43%	Change from July 2024 to July 2025
Route 9	-8.17%	Change from July 2024 to July 2025

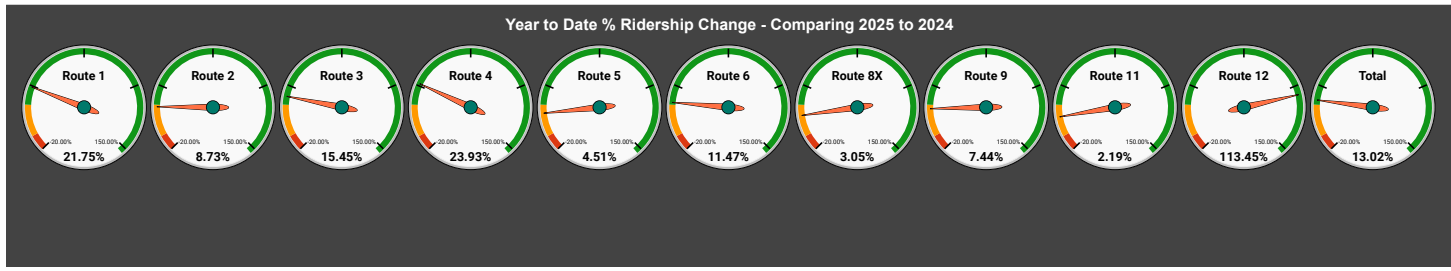
Route 12 129.83% Change from July 2024 to July 2025

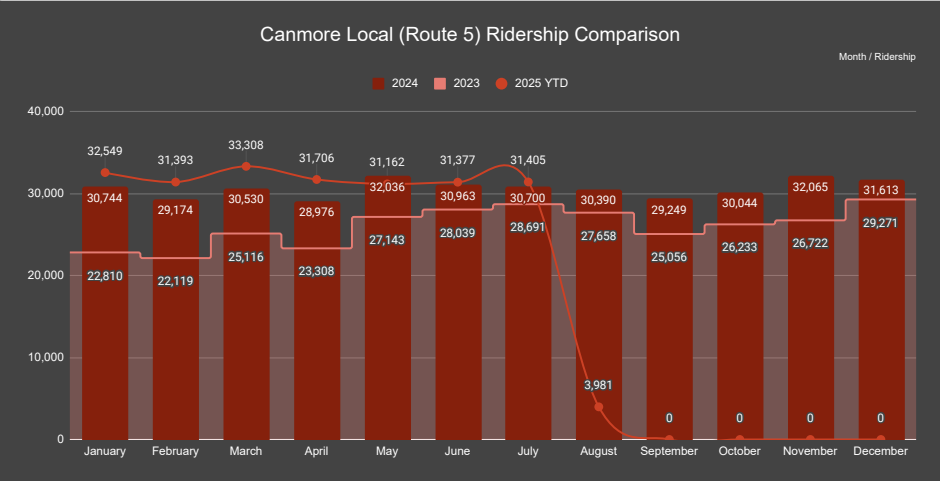
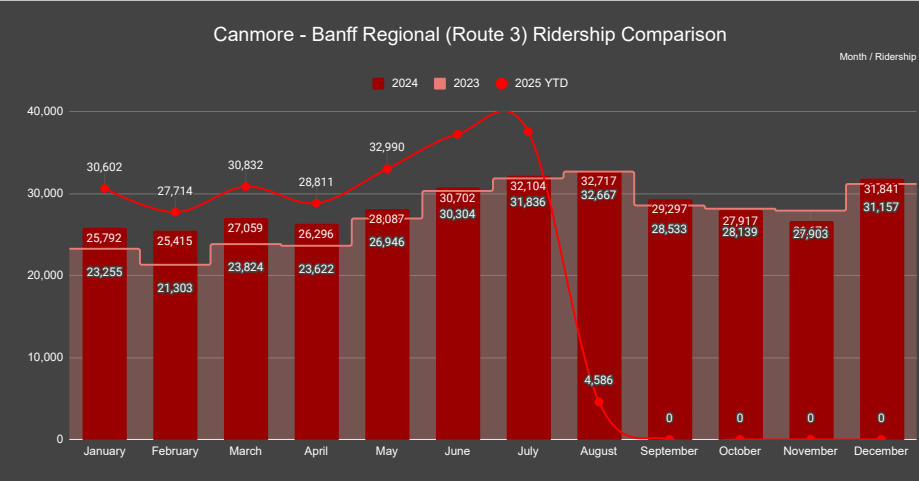
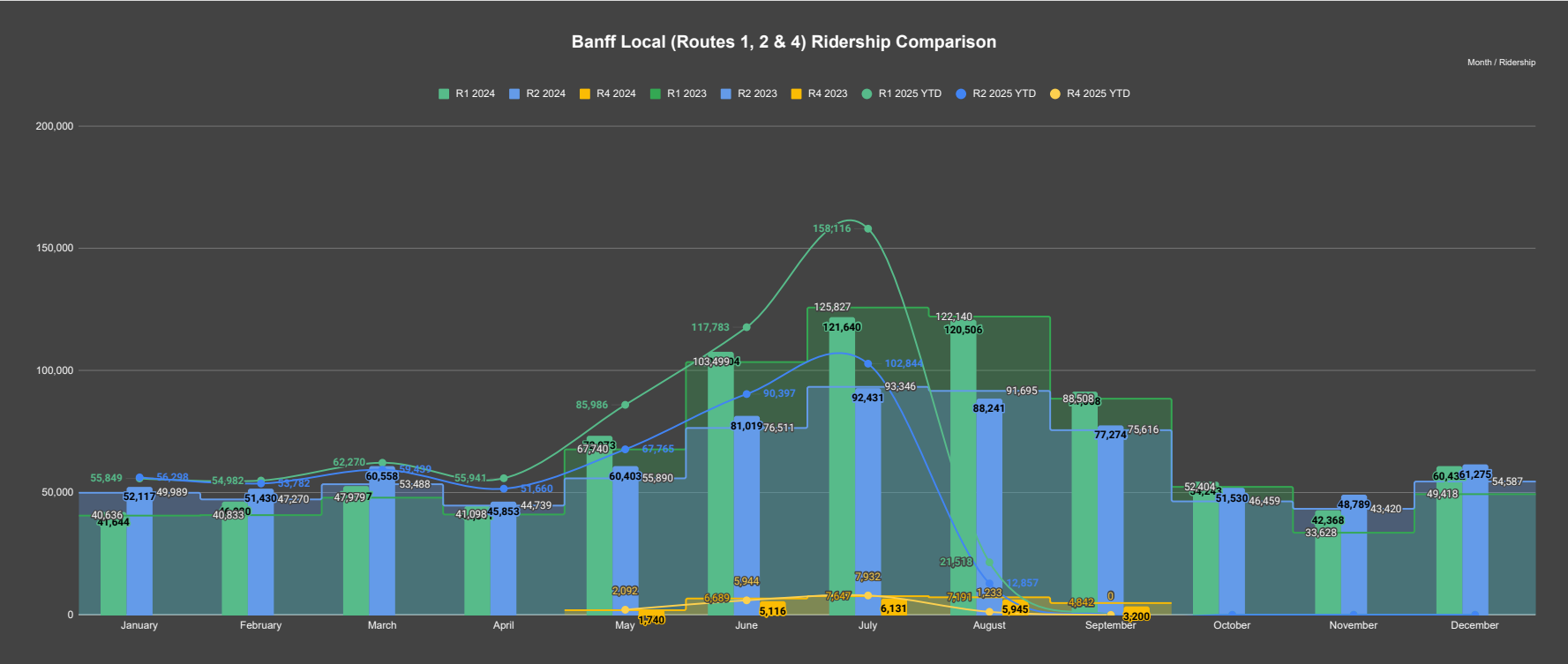


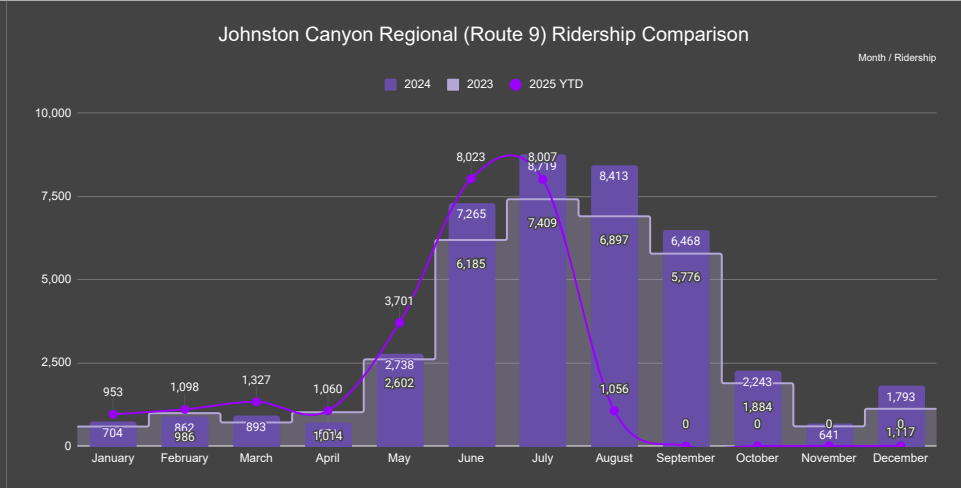
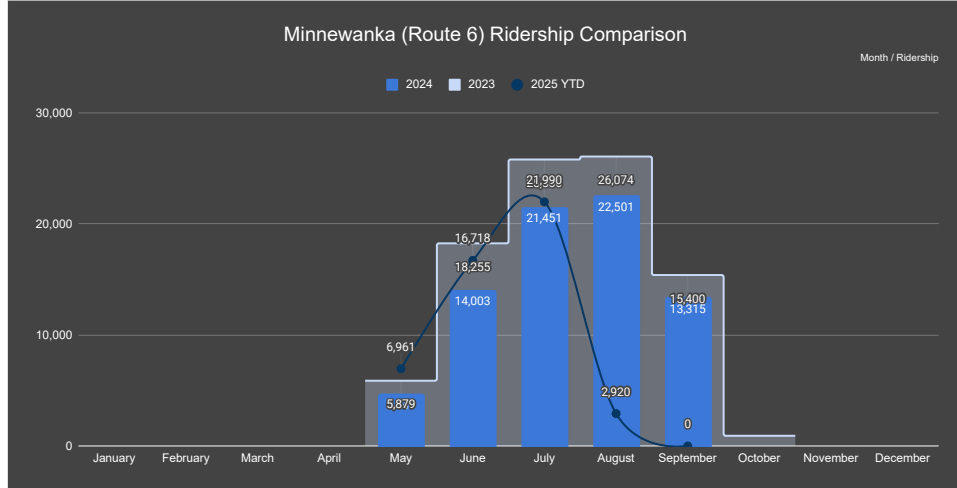
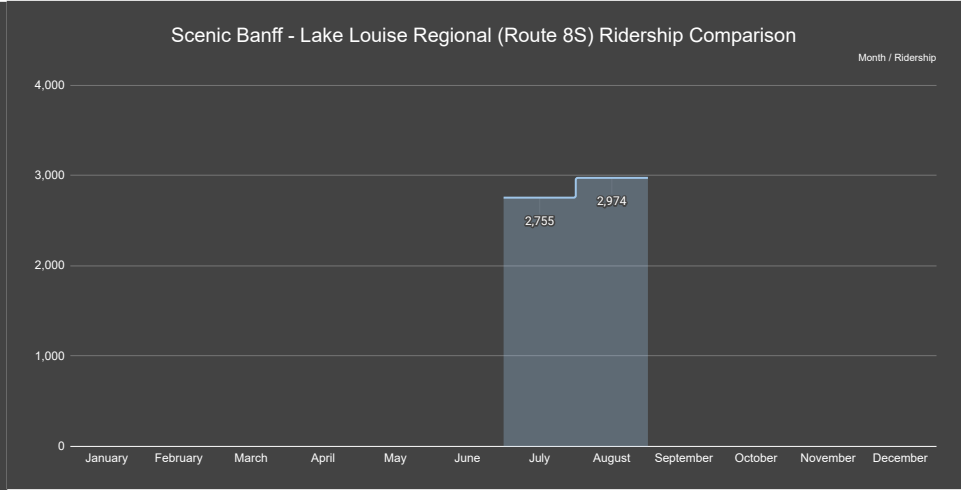
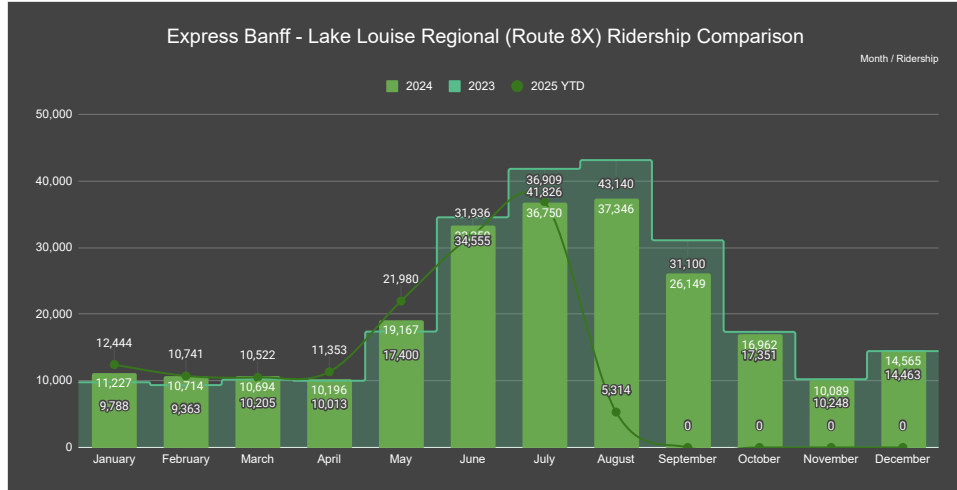


Month	On-It (Calgary Regional) - Banff						On-It (Calgary Regional) - Lake Louise						On-It (Calgary Regional) - Moraine Lake						Route 11 (Lake Louise Local)									
	2022	2023	2024	2024 YTD	2025 YTD	% Change -24	% Change -23	2022	2023	2024	2024 YTD	2025 YTD	% Change -24	% Change -23	2022	2023	2024	2024 YTD	2025 YTD	% Change -24	% Change -23	2022	2023	2024	2024 YTD	2025 YTD	% Change -24	% Change -23
January			363	363																								
February			753	753																								
March			830	830																								
April																												
May	1,759	2,792	2,401	2,401	2,364	-1.54%	-15.33%																					
June	3,840	6,815	6,410	6,410	4,538	-29.20%	-33.41%			713	0	0	0.00%															
July	7,654	10,031	6,231	6,231	4,666	-25.12%	-53.48%			1,113	0	0	0.00%															
August	6,531	10,389	8,278	1,117	1,355	21.31%				1,290	0	0	0.00%															
September	5,019	10,329	5,627	0	0	0.00%				199	0	0	0.00%															
October		2,389	2,224	0	0	0.00%											1,174	0	0	0.00%								
November																	617	0	0	0.00%								
December		2,081																										
YTD	24,803	44,826	33,117	18,105	12,923	-28.62%	-	0	0	3,315	0	0	0.00%	-	0	0	1,791	0	0	0.00%	-	0	21,774	25,750	14,378	14,603	2.19%	-

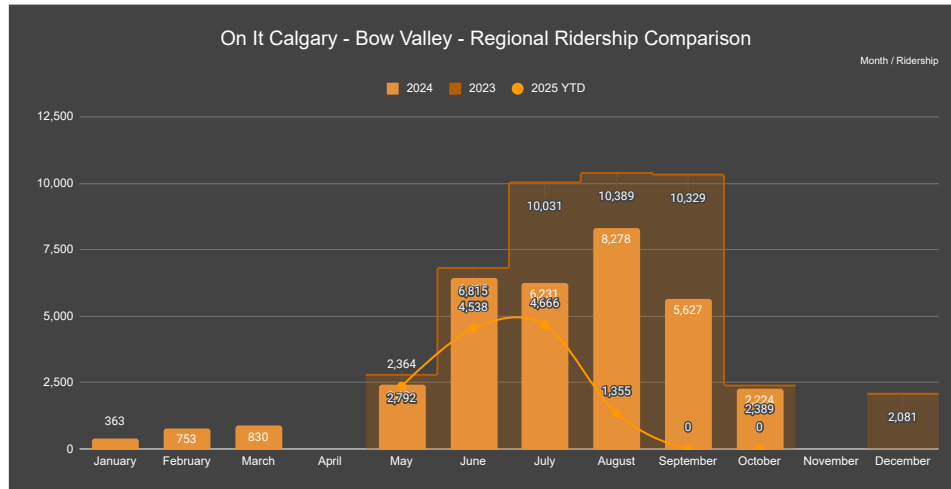
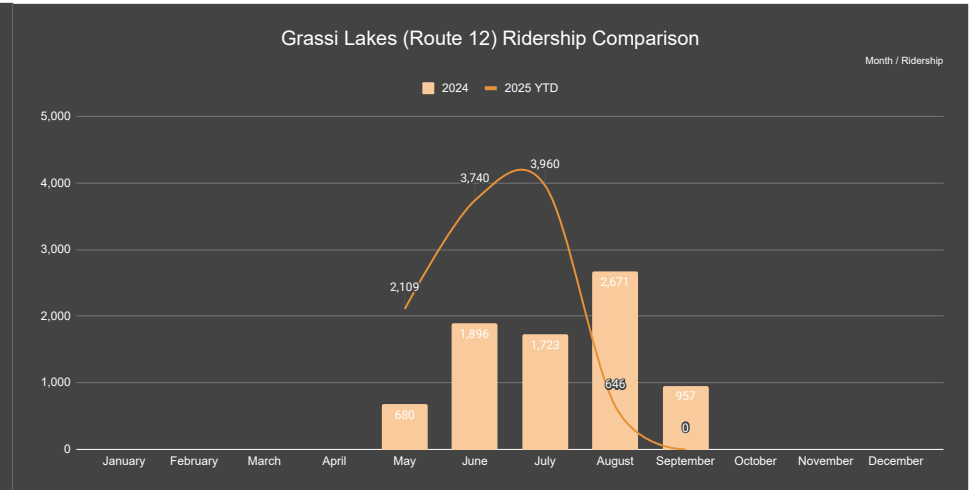
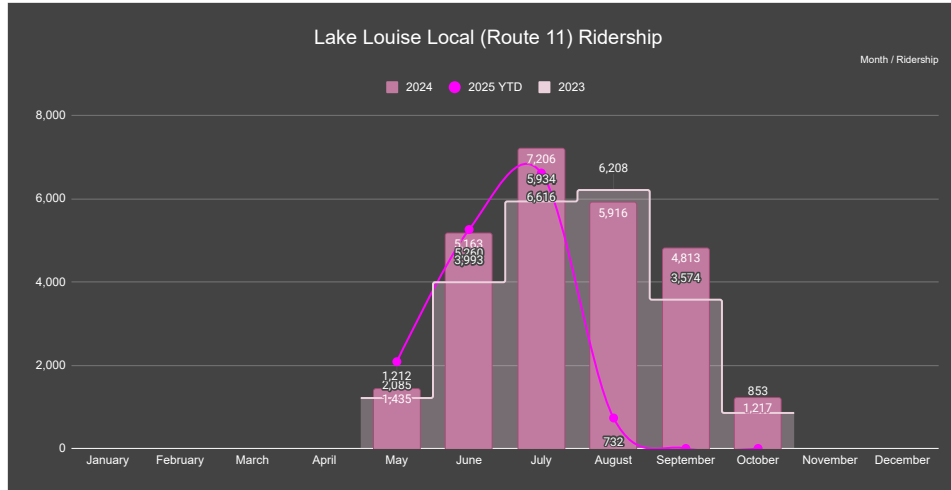
Month	Route 5C (Cougar Creek)						Route 5T (Three Sisters)						Route 12 (Grassl Lakes)															
	2022	2023	2024	2024 YTD	2025 YTD	% Change -24	% Change -23	2022	2023	2024	2024 YTD	2025 YTD	% Change -24	% Change -23	2022	2023	2024	2024 YTD	2025 YTD	% Change -24	% Change -23							
January			19,797	19,797	21,263	7.41%				10,947	10,947	11,286	3.10%															
February			17,830	17,830	20,299	13.85%				11,344	11,344	11,094	-2.20%															
March			18,442	18,442	20,955	13.84%				12,088	12,088	12,313	1.86%															
April			17,958	17,958	19,907	10.85%				11,018	11,018	11,799	7.09%															
May			18,563	18,563	18,653	0.48%				13,473	13,473	12,509	-7.16%					680	680	2,109	210.15%							
June			17,076	17,076	18,436	7.96%				13,887	13,887	12,941	-6.81%					1,896	1,896	3,740	97.26%							
July			17,115	17,115	17,768	3.82%				13,585	13,585	13,637	0.38%					1,723	1,723	3,960	129.83%							
August			15,005	17,118	2,084	2,042	-2.02%			12,653	13,272	1,885	1,939	2.86%					2,671	599	646	7.85%						
September			14,113	16,643	0	0	0.00%			10,943	12,606	0	0	0.00%					957	0	0	0.00%						
October			15,771	18,359	0	0	0.00%			10,462	11,685	0	0	0.00%														
November			16,468	20,611	0	0	0.00%			11,318	11,454	0	0	0.00%														
December			18,122	20,228	0	0	0.00%			11,149	11,385	0	0	0.00%														
YTD	0	79,479	219,740	128,865	139,363	8.15%	-	0	56,525	146,744	88,227	87,518	-0.80%	-	0	0	7,927	4,898	10,455	113.45%	-							











# Bow Valley *R*egional Transit Services Commission



NEW BUSINESS

# Bow Valley *R*egional Transit Services Commission



## 2025 Second Quarter Financial Results

## Q2 2025 Overall summary of results

<b>Bow Valley Regional Transit Services Commission</b>						
<b>All routes - Actual vs budget vs Prior Year (PY)</b>						
<b>January - June 2025</b>						
	<b>Actual</b>	<b>Budget</b>	<b>Over/ under budget</b>		<b>PY Jan-Jun 2024</b>	<b>Difference from PY</b>
<b>Income</b>						
Bus Pass Sales	2,083,649	2,068,129	15,520		1,869,174	214,476
Interest Revenue	32,472	75,000	(42,528)		117,425	(84,954)
Marketing & Advertising Revenue	22,708	28,672	(5,964)		25,812	(3,104)
Other Income	5,917	1,258	4,659		30,368	(24,452)
Partner Programs	307,601	307,329	272		286,119	21,482
Recoveries - Operating (non-members)	1,119,848	1,110,606	9,242		1,032,485	87,363
Requisitions - Operating	3,401,934	3,561,055	(159,121)		2,683,824	718,110
<b>Total Income</b>	<b>6,974,129</b>	<b>7,152,049</b>	<b>(177,920)</b>		<b>6,045,207</b>	<b>928,923</b>
<b>Gross Profit</b>						
<b>Expenses</b>						
Advertising & Marketing Expenses	39,549	49,638	(10,089)		31,437	8,112
Contracted Services / Professional Fees	199,891	167,004	32,887		385,668	(185,776)
Fuel Expense	453,780	486,972	(33,192)		470,339	(16,559)
General Operating Expenses	101,613	106,706	(5,092)		83,607	18,006
Infrastructure Maintenance	27,080	46,665	(19,585)		21,783	5,296
Insurance Expense	116,578	138,312	(21,734)		97,187	19,391
Software Fees & Licences	120,796	122,207	(1,411)		113,428	7,368
Staff, Training, Travel & Meals	76,545	103,526	(26,981)		89,989	(13,443)
Transit storage facility	209,367	216,001	(6,634)		209,250	117
Vehicle Expenses	1,679,399	1,673,324	6,075		1,680,320	(921)
Wages & Benefits	3,644,868	3,739,374	(94,506)		3,275,796	369,072
<b>Total Expenses</b>	<b>6,669,466</b>	<b>6,849,729</b>	<b>(180,262)</b>		<b>6,458,804</b>	<b>210,662</b>
<b>Surplus / Deficiency Prior to Amortization</b>	<b>304,663</b>	<b>302,321</b>	<b>2,342</b>		<b>(413,598)</b>	<b>718,260</b>
Amortization Expense	1,333,341	1,333,344	(3)		1,038,477	294,864
<b>Net Revenue</b>	<b>(1,028,678)</b>	<b>(1,031,023)</b>	<b>2,345</b>		<b>(1,452,075)</b>	<b>423,396</b>

Overall, we are pretty much on target for surplus/deficiency prior to amortization compared to budget with a difference of \$2,300.

### REVENUE

Overall pass revenues are up approximately \$15,000 from budget and up approximately \$214,000 higher than PY. All routes are close to budgeted numbers, except for:

- Routes 1 and 3 are under budget (\$22,000 and \$29,000 respectively) which are both under of service hours. 1D/E only started June 27<sup>th</sup> instead of Sept 15<sup>th</sup> and NSRL for Rt 3 with the start of summer service instead of the beginning of the year.
- Rt 9 is over budget \$28,000 because ridership is up.
- Rt 8X is over budget by \$57,000.

Interest is under budgeted amounts to date. Includes CIBC investment interest on operating reserve amounts and interest on ATB operating accounts. Lower operating cash balance in the first half of the year, which means more interest is allocated to capital than operating.

Non member recoveries are based on actual expenses incurred. Except for Rt 12 Which was pre-paid by AB Parks and will be allocated at the end of the year with actual results.

Member recoveries are based on budgeted amounts except for

- ID# contributions to Lake Louise summer routes, which are allocated at the end of the year.
- Canmore requisitions to Rt 12 which will be allocated at the end of the year
- Banff and Canmore contributions to on-it which are allocated based on actual monthly billing.

## **EXPENSES**

Overall expenses are down approximately \$180,000 from budget and up \$210,000 from PY.

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

Wages are under budget by \$95,000. Differences coming from:

- Driver wages (Driver combined with training) are approximately \$110,000 below budget. Due to being under budget on service hours to date.
- Cleaning wages are over budget by \$40,000. More full-time staff, and more staff over the winter than what was budgeted.
- Operations staff are under by \$30,000. Maintenance manager position with changeover has not been full year, as was budgeted.

Contract services are above budget to date by \$30,000. Difference coming from timing of on-it contract billing to date vs budgeted amounts due to lower ridership.

Fuel expenses are under by \$33,000 due to being under budget on service hours.

Infrastructure maintenance is under budget but based on actual billings to date.

Fleet insurance under budget to date by \$20,000. Due to late arrival of Nova buses, vs budgeted insurance starting date.

Staff expenses are under budget by \$27,000, mostly because Banff staff accommodation was budgeted, but we lost that rental because the owners moved back in in December 2024 and did not replace these lost bedrooms for the 2025 summer season.

**Bow Valley Regional Transit Services Commission**

**All Routes - Actual vs Budget (pg 1/2)**

January - June 2025

	Administrative		Calgary-Banff		Rt 01 - Banff Local (Sulphur Mtn)		Rt 02 - Banff Local (Tunnel Mtn)		Rt 03 - CB Regional		Rt 04 - Cave and Basin		Rt 05 - Canmore Local		Rt 06 - Lake Minnewanka	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
	<b>Income</b>															
Bus Pass Sales	0				158,264	180,754	141,979	146,135	771,623	801,705	5,652	3,407			11,075	13,914
Interest Revenue	32,472	75,000														
Marketing & Advertising Revenue	139				4,874	7,694	4,008	8,083	6,671	6,703	41		4,136	6,192	118	
Other Income	5,917					614		644								
Partner Programs					202,457	182,052	96,017	110,805	2,204	2,625					6,922	11,848
Recoveries - Operating (non-members)			93,629	46,679	13,048	13,684	30,156	31,547			135,199	126,098			316,425	341,463
Requisitions - Operating	356,118	356,119	48,500	24,321	730,205	730,204	649,539	649,538	532,922	532,923			905,697	905,700		
<b>Total Income</b>	<b>\$ 394,646</b>	<b>\$ 431,119</b>	<b>\$ 142,130</b>	<b>\$ 71,000</b>	<b>\$ 1,108,847</b>	<b>\$ 1,115,002</b>	<b>\$ 921,700</b>	<b>\$ 946,751</b>	<b>\$ 1,313,421</b>	<b>\$ 1,343,956</b>	<b>\$ 140,893</b>	<b>\$ 129,505</b>	<b>\$ 909,833</b>	<b>\$ 911,892</b>	<b>\$ 334,540</b>	<b>\$ 367,225</b>
<b>Expenses</b>																
Advertising & Marketing Expenses	6,219				7,767	12,068	7,444	11,994	9,415	9,699	273	593	4,869	7,321	487	1,032
Contracted Services / Professional Fees	31,824	53,668	137,630	66,000	3,074	7,962	7,218	8,287	3,965	5,304	950	1,399	5,700	6,989	1,080	2,077
Fuel Expense	859	250			58,831	56,658	51,429	43,635	132,096	157,690	2,071	1,950	75,477	77,991	6,805	11,207
General Operating Expenses	33,402	35,254			5,265	7,421	5,003	6,810	12,115	21,662	695	611	3,632	4,873	1,195	1,450
Infrastructure Maintenance	576	106			4,879	6,931	4,192	7,572	5,716	15,589	869	581	1,710	9,527	1,443	1,169
Insurance Expense	20,294	15,188			16,955	24,610	13,208	18,728	13,852	16,316	3,806	4,132	9,776	14,763	8,237	8,878
Software Fees & Licences	22,696	46,380			19,493	15,707	17,726	12,650	20,207	9,709	1,651	3,125	14,639	9,827	3,490	4,814
Transit storage facility	46,643	42,516			4,296	11,146	3,400	9,246	3,835	8,459	1,338	1,523	3,002	8,932	3,226	2,967
Staff, Training, Travel & Meals	4,066	3,533			38,336	42,943	32,699	32,810	35,136	45,321	5,469	4,865	26,678	24,395	8,354	7,169
Vehicle Expenses	49,654	12,500			296,381	313,066	268,670	267,587	335,599	375,883	37,708	21,499	254,429	262,831	57,445	47,805
Wages & Benefits	223,739	221,724	4,500	5,000	573,914	616,490	540,028	527,433	671,588	678,324	67,313	70,477	503,228	484,445	129,108	164,988
<b>Total Expenses</b>	<b>\$ 439,972</b>	<b>\$ 431,119</b>	<b>\$ 142,130</b>	<b>\$ 71,000</b>	<b>\$ 1,029,191</b>	<b>\$ 1,115,002</b>	<b>\$ 951,019</b>	<b>\$ 946,751</b>	<b>\$ 1,243,523</b>	<b>\$ 1,343,956</b>	<b>\$ 122,143</b>	<b>\$ 110,755</b>	<b>\$ 903,140</b>	<b>\$ 911,894</b>	<b>\$ 220,870</b>	<b>\$ 253,556</b>
<b>Surplus / Deficiency Prior to Amortization</b>	<b>\$ (45,326)</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 79,657</b>	<b>\$ 0</b>	<b>\$ (29,319)</b>	<b>\$ -</b>	<b>\$ 69,898</b>	<b>\$ 0</b>	<b>\$ 18,750</b>	<b>\$ 18,750</b>	<b>\$ 6,693</b>	<b>\$ (2)</b>	<b>\$ 113,670</b>	<b>\$ 113,669</b>
Amortization Expense	83,676	83,677			304,836	304,838	274,866	274,866	102,054	102,055	18,750	18,750	114,906	114,909	113,670	113,669
<b>Net Income</b>	<b>\$ (129,002)</b>	<b>\$ (83,677)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ (225,179)</b>	<b>\$ (304,838)</b>	<b>\$ (304,185)</b>	<b>\$ (274,866)</b>	<b>\$ (32,156)</b>	<b>\$ (102,055)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (108,213)</b>	<b>\$ (114,911)</b>	<b>\$ -</b>	<b>\$ -</b>

**Bow Valley Regional Transit Services Commission**

**All Routes - Actual vs Budget (pg 2/2)**

January - June 2025

	Rt 08 - LLB Regional Winter		Rt 08 - LLB Regional Winter (Extra parks bus)		Rt 08S - LLB Regional Summer Scenic		Rt 08X - LLB Regional Summer Express		Rt 09 - Johnston Canyon		Rt 10 - Moraine Lake		Rt 11 - LL Local		Rt 12 - Grassi Lakes		TOTAL			
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	% of Budget	
	<b>Income</b>																			
Bus Pass Sales	271,216	439,253	152,640			0	477,694	420,682	78,182	50,338		0	15,324	11,941			2,083,649	2,068,129	101%	
Interest Revenue																	32,472	75,000	43%	
Marketing & Advertising Revenue	1,477		521				398		38				286				22,708	28,672	79%	
Other Income																	5,917	1,258	470%	
Partner Programs																	307,601	307,329	100%	
Recoveries - Operating (non-members)		121,409	114,963			13,349	232,502	250,701	170,375	112,349	13,550	11,967				41,361	1,119,848	1,110,606	101%	
Requisitions - Operating	136,683	136,682				12,823	0	19,195		107,920			42,270	42,270	0	43,359	3,401,934	3,561,055	96%	
<b>Total Income</b>	<b>\$ 409,376</b>	<b>\$ 697,344</b>	<b>\$ 268,124</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 26,172</b>	<b>\$ 710,595</b>	<b>\$ 690,578</b>	<b>\$ 248,595</b>	<b>\$ 270,607</b>	<b>\$ 13,550</b>	<b>\$ 11,967</b>	<b>\$ 57,594</b>	<b>\$ 54,211</b>	<b>\$ 286</b>	<b>\$ 84,720</b>	<b>\$ 6,974,129</b>	<b>\$ 7,152,049</b>	<b>98%</b>	
<b>Expenses</b>																				
Advertising & Marketing Expenses	670	2,552	959		0	0	821	2,556	311	819	0	0	124	302	189	702	39,549	49,638	80%	
Contracted Services / Professional Fees	1,215	2,805	660		0	541	4,089	8,669	2,032	2,634	0	0	192	190	264	479	199,891	167,004	120%	
Fuel Expense	46,606	79,163	26,216			0	32,716	40,836	14,433	11,718	0	0	2,644	3,029	3,597	2,845	453,780	486,972	93%	
General Operating Expenses	10,010	11,345	5,180			-1	21,213	14,241	3,183	2,517	381	0	218	239	120	284	101,613	106,706	95%	
Infrastructure Maintenance	1,257	2,959	668			0	3,241	1,094	528	352	0	0	592	127	1,409	658	27,080	46,665	58%	
Insurance Expense	2,745	5,919	2,745			1,480	11,231	15,066	8,237	5,919		1,480	2,747	2,959	2,747	2,875	116,578	138,312	84%	
Software Fees & Licences	5,857	4,991	3,377			0	6,440	8,028	3,597	3,956	269	0	584	1,196	771	1,824	120,796	122,207	99%	
Transit storage facility	585	4,446	197		0	0	6,222	9,061	2,251	2,343	567	0	408	1,215	575	1,672	76,545	103,526	74%	
Staff, Training, Travel & Meals	11,716	21,276	10,088			0	16,927	13,319	12,597	14,776	23	0	2,799	2,154	4,478	3,440	209,367	216,001	97%	
Vehicle Expenses	103,446	189,091	62,197			0	103,464	118,473	67,403	34,122	193	0	21,084	12,986	21,724	17,481	1,679,399	1,673,324	100%	
Wages & Benefits	223,770	337,712	120,749		0	5,402	397,498	425,837	119,492	127,530	12,118	10,487	26,620	29,814	31,204	33,713	3,644,868	3,739,374	97%	
<b>Total Expenses</b>	<b>\$ 407,878</b>	<b>\$ 662,258</b>	<b>\$ 233,037</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,422</b>	<b>\$ 603,862</b>	<b>\$ 657,179</b>	<b>\$ 234,063</b>	<b>\$ 206,685</b>	<b>\$ 13,550</b>	<b>\$ 11,967</b>	<b>\$ 58,011</b>	<b>\$ 54,211</b>	<b>\$ 67,078</b>	<b>\$ 65,973</b>	<b>\$ 6,669,466</b>	<b>\$ 6,849,729</b>	<b>97%</b>	
<b>Surplus / Deficiency Prior to Amortization</b>	<b>\$ 1,499</b>	<b>\$ 35,086</b>	<b>\$ 35,087</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,750</b>	<b>\$ 106,732</b>	<b>\$ 33,399</b>	<b>\$ 14,532</b>	<b>\$ 63,922</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (417)</b>	<b>\$ -</b>	<b>\$ (66,792)</b>	<b>\$ 18,747</b>	<b>\$ 304,663</b>	<b>\$ 302,321</b>		
Amortization Expense	35,087	70,172	35,087			18,750	148,986	130,235	63,924	63,924		0	18,750	18,750	18,750	18,750	1,333,341	1,333,344		
<b>Net Income</b>	<b>\$ (33,588)</b>	<b>\$ (35,086)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (42,254)</b>	<b>\$ (96,836)</b>	<b>\$ (49,392)</b>	<b>\$ (2)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (19,167)</b>	<b>\$ (18,750)</b>	<b>\$ (85,542)</b>	<b>\$ (3)</b>	<b>\$ (1,028,678)</b>	<b>\$ (1,031,023)</b>	<b>\$ -</b>	

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

January - June 2025

	Administrative		Calgary-Banff		Rt 01 - Banff Local (Sulphur Mtn)		Rt 02 - Banff Local (Tunnel Mtn)		Rt 03 - CB Regional		Rt 04 - Cave and Basin		Rt 05 - Canmore Local		Rt 06 - Lake Minnewanka	
	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)
<b>INCOME</b>																
Bus Pass Sales	0	0			158,264	138,817	141,979	103,277	771,623	747,846	5,652	10,095			11,075	16,607
Interest Revenue	32,472	117,425														
Marketing & Advertising Revenue	139	138			4,874	6,719	4,008	6,079	6,671	5,906	41	0	4,136	5,554	118	0
Other Income	5,917	30,334				17		17								
Partner Programs					202,457	174,175	96,017	105,529	2,204	952					6,922	5,463
Recoveries - Operating (non-members)			93,629	108,074	13,048	12,412	30,156	24,356			135,199	126,746			316,425	294,330
Requisitions - Operating	356,118	326,247	48,500	43,199	730,205	582,792	649,539	528,426	532,922	303,854			905,697	794,277		
<b>Total Income</b>	<b>394,646</b>	<b>474,145</b>	<b>142,130</b>	<b>151,273</b>	<b>1,108,847</b>	<b>914,932</b>	<b>921,700</b>	<b>767,683</b>	<b>1,313,421</b>	<b>1,058,557</b>	<b>140,893</b>	<b>136,841</b>	<b>909,833</b>	<b>799,831</b>	<b>334,540</b>	<b>316,401</b>
<b>EXPENSES</b>																
Advertising & Marketing Expenses	6,219	1,459			7,767	6,944	7,444	6,124	9,415	6,246	273	413	4,869	5,406	487	645
Contracted Services / Professional Fees	31,824	39,851	137,630	146,273	3,074	2,915	7,218	2,623	3,965	3,635	950	1,103	5,700	5,877	1,080	174,447
Fuel Expense	859	842			58,831	60,822	51,429	48,975	132,096	134,791	2,071	2,718	75,477	83,054	6,805	0
General Operating Expenses	33,402	30,363			5,265	5,037	5,003	4,349	12,115	11,844	695	486	3,632	3,511	1,195	762
Infrastructure Maintenance	576	888			4,879	4,171	4,192	3,910	5,716	4,562	869	224	1,710	238	1,443	1,268
Insurance Expense	20,294	9,675			16,955	14,599	13,208	11,692	13,852	11,402	3,806	2,852	9,776	11,938	8,237	8,456
Software Fees & Licences	22,696	18,836			19,493	17,410	17,726	16,070	20,207	16,662	1,651	2,290	14,639	13,856	3,490	5,393
Staff, Training, Travel & Meals	46,643	24,390			4,296	12,530	3,400	7,856	3,835	7,018	1,338	3,196	3,002	5,708	3,226	2,973
Transit storage facility	4,066	3,510			38,336	39,852	32,699	35,511	35,136	42,868	5,469	5,901	26,678	13,628	8,354	11,790
Vehicle Expenses	49,654	11,519			296,381	315,866	268,670	284,947	335,599	325,157	37,708	35,057	254,429	288,964	57,445	45,253
Wages & Benefits	223,739	262,959	4,500	5,000	573,914	512,256	540,028	472,900	671,588	572,296	67,313	69,882	503,228	498,789	129,108	33,764
<b>Total Expenses</b>	<b>439,972</b>	<b>404,292</b>	<b>142,130</b>	<b>151,273</b>	<b>1,029,191</b>	<b>992,402</b>	<b>951,019</b>	<b>894,955</b>	<b>1,243,523</b>	<b>1,136,481</b>	<b>122,143</b>	<b>124,121</b>	<b>903,140</b>	<b>930,969</b>	<b>220,870</b>	<b>284,750</b>
<b>Amortization</b>	<b>(45,326)</b>	<b>69,852</b>	<b>-</b>	<b>-</b>	<b>79,657</b>	<b>(77,470)</b>	<b>(29,319)</b>	<b>(127,272)</b>	<b>69,898</b>	<b>(77,924)</b>	<b>18,750</b>	<b>12,720</b>	<b>6,693</b>	<b>(131,139)</b>	<b>113,670</b>	<b>31,651</b>
Amortization Expense	83,676	37,842			304,836	229,836	274,866	224,868	102,054	81,222	18,750	12,339	114,906	89,910	113,670	31,640
<b>Net Income</b>	<b>(129,002)</b>	<b>32,010</b>	<b>-</b>	<b>-</b>	<b>(225,179)</b>	<b>(307,306)</b>	<b>(304,185)</b>	<b>(352,140)</b>	<b>(32,156)</b>	<b>(159,146)</b>	<b>0</b>	<b>381</b>	<b>(108,213)</b>	<b>(221,049)</b>	<b>-</b>	<b>11</b>



**Bow Valley Regional Transit Services Commission**  
**All Routes - Actual vs Prior Year (pg 2/2)**  
**January - June 2025**

	Rt 08 - LLB Regional Winter		Rt 08 - LLB Regional Winter (Extra parks bus)		Rt 08X - LLB Regional Summer Express		Rt 09 - Johnston Canyon		Rt 10 - Moraine Lake		Rt 11 - LL Local		Rt 12 - Grassi Lakes		TOTAL		
	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Jan - Jun 2025	Jan - Jun 2024 (PY)	Change
<b>INCOME</b>																	
Bus Pass Sales	271,216	309,611	152,640	102,417	477,694	364,056	78,182	64,190			15,324	12,258			2,083,649	1,869,174	214,476
Interest Revenue															32,472	117,425	-84,954
Marketing & Advertising Revenue	1,477	1,209	521		398	110	38	97				0	286		22,708	25,812	-3,104
Other Income															5,917	30,368	-24,452
Partner Programs															307,601	286,119	21,482
Recoveries - Operating (non-members)			114,963	156,728	232,502	172,907	170,375	123,731	13,550	13,201		0			1,119,848	1,032,485	87,363
Requisitions - Operating	136,683	105,029			0	0					42,270		0	0	3,401,934	2,683,824	718,110
<b>Total Income</b>	<b>409,376</b>	<b>415,849</b>	<b>268,124</b>	<b>259,145</b>	<b>710,595</b>	<b>537,073</b>	<b>248,595</b>	<b>188,017</b>	<b>\$ 13,550</b>	<b>\$ 13,201</b>	<b>\$ 57,594</b>	<b>\$ 12,258</b>	<b>\$ 286</b>	<b>\$ -</b>	<b>\$ 6,974,129</b>	<b>\$ 6,045,207</b>	<b>\$ 928,923</b>
<b>EXPENSES</b>																	0
Advertising & Marketing Expenses	670	599	959	307	821	1,089	311	437	0		124	111	189	1,657	39,549	31,437	8,112
Contracted Services / Professional Fees	1,215	1,523	660	533	4,089	4,517	2,032	2,189	0	0	192	92	264	91	199,891	385,668	-185,776
Fuel Expense	46,606	50,104	26,216	26,979	32,716	39,869	14,433	16,730	0	0	2,644	4,429	3,597	1,028	453,780	470,339	-16,559
General Operating Expenses	10,010	7,303	5,180	2,956	21,213	14,994	3,183	1,682	381	76	218	199	120	46	101,613	83,607	18,006
Infrastructure Maintenance	1,257	242	668	151	3,241	4,176	528	336	0	19	592	264	1,409	1,335	27,080	21,783	5,296
Insurance Expense	2,745	2,818	2,745	2,818	11,231	8,712	8,237	11,274			2,747		2,747	951	116,578	97,187	19,391
Software Fees & Licences	5,857	5,116	3,377	2,922	6,440	9,552	3,597	4,561	269	231	584	288	771	240	120,796	113,428	7,368
Staff, Training, Travel & Meals	585	960	197	468	6,222	16,890	2,251	3,049	567	23	408	2,515	575	2,413	76,545	89,989	-13,443
Transit storage facility	11,716	13,760	10,088	11,329	16,927	16,134	12,597	12,320	23	30	2,799	89	4,478	2,527	209,367	209,250	117
Vehicle Expenses	103,446	101,449	62,197	60,944	103,464	118,873	67,403	69,573	193	0	21,084	8,036	21,724	14,683	1,679,399	1,680,320	-921
Wages & Benefits	223,770	189,625	120,749	116,457	397,498	362,127	119,492	121,088	12,118	12,821	26,620	29,441	31,204	16,391	3,644,868	3,275,796	369,072
<b>Total Expenses</b>	<b>407,878</b>	<b>373,498</b>	<b>233,037</b>	<b>225,865</b>	<b>603,862</b>	<b>596,930</b>	<b>234,063</b>	<b>243,239</b>	<b>\$ 13,550</b>	<b>\$ 13,201</b>	<b>\$ 58,011</b>	<b>\$ 45,464</b>	<b>\$ 67,078</b>	<b>\$ 41,362</b>	<b>\$ 6,669,466</b>	<b>\$ 6,458,804</b>	<b>\$ 210,662</b>
<b>Amortization</b>	<b>1,499</b>	<b>42,351</b>	<b>35,087</b>	<b>33,280</b>	<b>106,732</b>	<b>(59,857)</b>	<b>14,532</b>	<b>(55,222)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (417)</b>	<b>\$ (33,206)</b>	<b>\$ (66,792)</b>	<b>\$ (41,362)</b>	<b>\$ 304,663</b>	<b>\$ (413,598)</b>	<b>\$ 718,260</b>
Amortization Expense	35,087	36,423	35,087	33,280	148,986	147,207	63,924	80,160.00		0.00	18,750.00	15,000.00	18,750.00	18,750.00	1,333,341	1,038,477	
<b>Net Income</b>	<b>(33,588)</b>	<b>5,928</b>	<b>-</b>	<b>-</b>	<b>(42,254)</b>	<b>(207,064)</b>	<b>(49,392)</b>	<b>(135,382)</b>	<b>-</b>	<b>-</b>	<b>(19,167)</b>	<b>(48,206)</b>	<b>(85,542)</b>	<b>(60,112)</b>	<b>(1,028,678)</b>	<b>(1,452,075)</b>	<b>423,396</b>

**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

All Routes	January - June 2025			
	2025	2025	COMP	2024
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 66.31	\$ 73.69	-10.0%	\$ 62.28
Gross Cost per Service Hour	\$ 214.88	\$ 223.82	-4.0%	\$ 205.55
Direct Operating Cost per Service Hour	\$ 167.22	\$ 179.24	-6.7%	\$ 168.57
Overhead per Service Hour	\$ 11.03	\$ 9.09	21.4%	\$ 7.32
Lease/Amortization per Service Hour	\$ 36.63	\$ 35.50	3.2%	\$ 29.65
Net Cost per Service Hour (CUTA)	\$ 111.94	\$ 114.63	-2.3%	\$ 113.61
% Cost Recovery (CUTA)	44%	39%		35%
Gross cost per KM	\$ 7.83	\$ 7.65		\$ 7.49
Route KM	998,366	1,124,260		961,385
Ridership	1,351,845	1,267,245	6.7%	1,205,064
Service Hours	36,403	38,439	-5.3%	35,019
Ridership per Service Hour	37	33	12.6%	34

Cost recovery % excludes route 5 and 12

## Bow Valley Regional Transit Services Commission Administrative

	Jan - Mar, 2025			Apr - Jun, 2025			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
<b>Income</b>										
Interest Revenue	14,961	37,500	40%	17,511	37,500	47%	32,472	75,000	43%	1
Marketing & Advertising Revenue	90			50			139			
Other Income	4,772			1,145			5,917			
Requisitions - Operating	222,720	222,720	100%	133,398	133,399	100%	356,118	356,119	100%	2
<b>Total Income</b>	<b>242,542</b>	<b>260,220</b>	<b>93%</b>	<b>152,103</b>	<b>170,899</b>	<b>89%</b>	<b>394,646</b>	<b>431,119</b>	<b>92%</b>	
<b>Expenses</b>										
Advertising & Marketing Expenses	4,615			1,603			6,219	-		2
Contracted Services / Professional Fees	10,069	30,622	33%	21,755	23,047	94%	31,824	53,668	59%	3
Fuel Expense	364	125		494	125		859			
General Operating Expenses	17,400	17,627	99%	16,002	17,627	91%	33,402	35,254	95%	
Infrastructure Maintenance	351	53		225	53		576	106		
Insurance Expense	10,132	7,594	133%	10,161	7,594	134%	20,294	15,188	134%	4
Software Fees & Licences	12,769	23,190	55%	9,927	23,190	43%	22,696	46,380	49%	5
Staff, Training, Travel & Meals	27,377	21,258	129%	19,267	21,258	91%	46,643	42,516	110%	6
Transit storage facility	2,732	1,766	155%	1,335	1,766		4,066	3,533	115%	
Vehicle Expenses	30,050	6,250	481%	19,604	6,250	314%	49,654	12,500	397%	7
Wages & Benefits	143,651	151,735	95%	80,088	69,989	114%	223,739	221,724	101%	
<b>Total Expenses</b>	<b>259,511</b>	<b>260,220</b>	<b>100%</b>	<b>180,461</b>	<b>170,899</b>	<b>106%</b>	<b>439,972</b>	<b>431,119</b>	<b>102%</b>	
<b>Surplus / Deficiency Prior to Amortization</b>	<b>(16,968)</b>	<b>(0)</b>		<b>(28,358)</b>	<b>(0)</b>		<b>(45,326)</b>	<b>(0)</b>		
Amortization Expense	41,838	41,839	100%	41,838	41,839	100%	83,676	83,677	100%	
<b>Net Income</b>	<b>(58,806)</b>	<b>(41,839)</b>		<b>(70,196)</b>	<b>(41,839)</b>		<b>(129,002)</b>	<b>(83,677)</b>		

- 1) Interest less than budget. Operating requisitions not paid until after Q1. Result is lower operating balances and more being allocated to Capital.
- 2) Mostly promo charters, corresponding expense in Advertising expenses.
- 3) Contracted Services are below budget. Minimal contract services used.
- 4) Currently allocating for 1 MCI, and the 2 new cutaways to admin, which is more than budgeted.
- 5) More software allocated to routes than budgeted.
- 6) Mileage allowance not budgeted.
- 7) Currently includes building fixed cost allocation for 3 spare vehicles, will reassess this as the year goes on.

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

	Jan - Mar, 2025			Apr - Jun, 2025			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
<b>Income</b>										
Bus Pass Sales	59,470	72,831	82%	98,794	107,923	92%	158,264	180,754	88%	1
Marketing & Advertising Revenue	582	3,101	19%	4,292	4,593	93%	4,874	7,694	63%	
Other Income		247	0%		367	0%	-	614	0%	
Partner Programs	59,337	55,969	106%	143,120	126,082	114%	202,457	182,052	111%	2
Recoveries - Operating (non-members)	6,206	6,842	91%	6,842	6,842		13,048	13,684	95%	
Requisitions - Operating	314,407	314,407	100%	415,798	415,798	100%	730,205	730,204	100%	
<b>Total Income</b>	<b>440,001</b>	<b>453,397</b>	<b>97%</b>	<b>668,846</b>	<b>661,605</b>	<b>101%</b>	<b>1,108,847</b>	<b>1,115,002</b>	<b>99%</b>	
<b>Expenses</b>										
Advertising & Marketing Expenses	1,834	4,862	38%	5,933	7,206	82%	7,767	12,068	64%	
Contracted Services / Professional Fees	1,823	3,208	57%	1,252	4,754	26%	3,074	7,962	39%	
Fuel Expense	31,099	22,826	136%	27,732	33,832	82%	58,831	56,658	104%	3
General Operating Expenses	2,374	2,989	79%	2,891	4,432	65%	5,265	7,421	71%	
Infrastructure Maintenance	1,703	2,793	61%	3,176	4,138	77%	4,879	6,931	70%	
Insurance Expense	7,095	12,305	58%	9,859	12,305	80%	16,955	24,610	69%	4
Software Fees & Licences	9,819	6,328	155%	9,674	9,379	103%	19,493	15,707	124%	5
Staff, Training, Travel & Meals	1,075	4,486	24%	3,221	6,660	48%	4,296	11,146	39%	
Transit storage facility	20,115	17,306	116%	18,222	25,637		38,336	42,943	89%	
Vehicle Expenses	150,537	126,146	119%	145,844	186,920	78%	296,381	313,066	95%	
Wages & Benefits	244,117	250,148	98%	329,797	366,342	90%	573,914	616,490	93%	6
<b>Total Expenses</b>	<b>471,590</b>	<b>453,397</b>	<b>104%</b>	<b>557,600</b>	<b>661,605</b>	<b>84%</b>	<b>1,029,191</b>	<b>1,115,002</b>	<b>92%</b>	
<b>Surplus / Deficiency Prior to Amortization</b>	<b>(31,589)</b>	<b>-</b>		<b>111,245</b>	<b>0</b>		<b>79,657</b>	<b>0</b>		
Amortization Expense	152,418	152,419	100%	152,418	152,419	100%	304,836	304,838	100%	
<b>Net Income</b>	<b>(184,007)</b>	<b>(152,419)</b>		<b>(41,173)</b>	<b>(152,419)</b>		<b>(225,179)</b>	<b>(304,838)</b>		

Service hours under budget by 800, due to 1D/E not starting until June 27th instead of May 15th

- 1) Pass revenues less than budget for first half of the year. Coming from 1D/E not starting until Jun 27th. Hopefully will make this up over the rest of the year as we go into summer
- 2) Partner revenue over budget by \$20,000. New Caribou hotels were not included in budget numbers.
- 3) Fuel over budget. Less use of electric buses that budgeted proportion of service hours.
- 4) Insurance is under budget, new Novas arrived later than anticipated.
- 5) More software allocated to routes vs admin compared to budget to date, based on service hours
- 6) Wages slightly under budget to date, due to service hours being under

**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

Route 1 - Banff Local Sulphur Mtn	January - June 2025			
	2025	2025	COMP	2024
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 52.25	\$ 47.82	9.3%	\$ 47.27
Gross Cost per Service Hour	\$ 204.00	\$ 194.38	4.9%	\$ 189.10
Direct Operating Cost per Service Hour	\$ 147.10	\$ 143.66	2.4%	\$ 146.71
Overhead per Service Hour	\$ 11.03	\$ 9.26	19.0%	\$ 7.32
Lease/Amortization per Service Hour	\$ 45.87	\$ 41.45	10.6%	\$ 35.06
Net Cost per Service Hour (CUTA)	\$ 105.87	\$ 105.11	0.7%	\$ 106.77
% Cost Recovery (CUTA)	33%	31%		31%
Gross cost per KM	\$ 14.62	\$ 13.11		\$ 13.26
Route KM	97,624	115,068		96,458
Ridership	432,810	409,288	5.7%	364,749
Service Hours	6,997	7,761	-9.9%	6,764
Ridership per Service Hour	62	53	17.3%	54

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

	Jan - Mar, 2025			Apr - Jun, 2025			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
<b>Income</b>									
Bus Pass Sales	47,590	67,377	71%	94,390	78,758	120%	141,979	146,135	97%
Marketing & Advertising Revenue	571	3,727	15%	3,437	4,356	79%	4,008	8,083	50%
Other Income		295	0%		349	0%	-	644	0%
Partner Programs	48,014	55,402	87%	48,004	55,402	87%	96,017	110,805	87%
Recoveries - Operating (non-members)	12,178	15,773	77%	17,978	15,773	114%	30,156	31,547	96%
Requisitions - Operating	294,248	294,247	100%	355,291	355,291	100%	649,539	649,538	100%
<b>Total Income</b>	<b>402,601</b>	<b>436,822</b>	<b>92%</b>	<b>519,099</b>	<b>509,929</b>	<b>102%</b>	<b>921,700</b>	<b>946,751</b>	<b>97%</b>
<b>Expenses</b>									
Advertising & Marketing Expenses	1,813	5,530	33%	5,631	6,464	87%	7,444	11,994	62%
Contracted Services / Professional Fees	2,645	3,823	69%	4,573	4,464	102%	7,218	8,287	87%
Fuel Expense	30,860	20,115	153%	20,568	23,520	87%	51,429	43,635	118%
General Operating Expenses	2,325	3,139	74%	2,679	3,671	73%	5,003	6,810	73%
Infrastructure Maintenance	1,672	3,499	48%	2,520	4,073	62%	4,192	7,572	55%
Insurance Expense	5,683	9,364	61%	7,525	9,364	80%	13,208	18,728	71%
Software Fees & Licences	9,152	5,833	157%	8,574	6,817	126%	17,726	12,650	140%
Staff, Training, Travel & Meals	840	4,260	20%	2,561	4,986	51%	3,400	9,246	37%
Transit storage facility	17,384	15,129	115%	15,315	17,681	87%	32,699	32,810	100%
Vehicle Expenses	140,196	123,373	114%	128,474	144,214	89%	268,670	267,587	100%
Wages & Benefits	237,955	242,757	98%	302,073	284,676	106%	540,028	527,433	102%
<b>Total Expenses</b>	<b>450,525</b>	<b>436,822</b>	<b>103%</b>	<b>500,494</b>	<b>509,929</b>	<b>98%</b>	<b>951,019</b>	<b>946,751</b>	<b>100%</b>
<b>Surplus / Deficiency Prior to Amortization</b>	<b>(47,924)</b>	<b>-</b>		<b>18,605</b>	<b>-</b>		<b>(29,319)</b>	<b>-</b>	
Amortization Expense	137,433	137,433	100%	137,433	137,433	100%	274,866	274,866	100%
<b>Net Income</b>	<b>(185,357)</b>	<b>(137,433)</b>		<b>(118,828)</b>	<b>(137,433)</b>		<b>(304,185)</b>	<b>(274,866)</b>	

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2

**Service hours consistent with budget**

- 1) Fuel over budget. Less use of electric buses that budgeted proportion of service hours.
- 2) More software allocated to routes vs admin compared to budget to date based on service hours

**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

Route 2 - Banff Local Tunnel Mtn	January - June 2025			
	2025	2025	COMP	2024
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 37.00	\$ 40.03	-7.6%	\$ 34.98
Gross Cost per Service Hour	\$ 200.76	\$ 195.50	2.7%	\$ 190.66
Direct Operating Cost per Service Hour	\$ 145.40	\$ 142.65	1.9%	\$ 145.66
Overhead per Service Hour	\$ 11.03	\$ 9.26	19.0%	\$ 7.32
Lease/Amortization per Service Hour	\$ 44.32	\$ 43.59	1.7%	\$ 37.68
Net Cost per Service Hour (CUTA)	\$ 119.43	\$ 111.88	6.7%	\$ 118.01
% Cost Recovery (CUTA)	24%	26%		23%
Gross cost per KM	\$ 15.27	\$ 16.29		\$ 13.97
Route KM	86,015	79,653		83,846
Ridership	379,341	363,731	4.3%	351,380
Service Hours	6,541	6,637	-1.5%	6,144
Ridership per Service Hour	58	55	5.8%	57

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

	Jan - Mar, 2025			Apr - Jun, 2025			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
<b>Income</b>									
Bus Pass Sales	330,867	398,638	83%	440,756	403,067	109%	771,623	801,705	96%
Marketing & Advertising Revenue	2,660	3,336	80%	4,011	3,367	119%	6,671	6,703	100%
Partner Programs	916	1,313	70%	1,288	1,313	98%	2,204	2,625	84%
Requisitions - Operating	264,506	264,506	100%	268,416	268,417	100%	532,922	532,923	100%
<b>Total Income</b>	<b>598,950</b>	<b>667,792</b>	<b>90%</b>	<b>714,471</b>	<b>676,164</b>	<b>106%</b>	<b>1,313,421</b>	<b>1,343,956</b>	<b>98%</b>
<b>Expenses</b>									
Advertising & Marketing Expenses	1,972	4,821	41%	7,443	4,878	153%	9,415	9,699	97%
Contracted Services / Professional Fees	1,979	2,627	75%	1,985	2,677	74%	3,965	5,304	75%
Fuel Expense	68,877	78,411	88%	63,219	79,279	80%	132,096	157,690	84%
General Operating Expenses	4,852	10,772	45%	7,263	10,890	67%	12,115	21,662	56%
Infrastructure Maintenance	2,483	7,751	32%	3,232	7,838	41%	5,716	15,589	37%
Insurance Expense	6,926	8,158	85%	6,926	8,158	85%	13,852	16,316	85%
Software Fees & Licences	10,168	4,834	210%	10,039	4,875	206%	20,207	9,709	208%
Staff, Training, Travel & Meals	948	4,200	23%	2,887	4,259	68%	3,835	8,459	45%
Transit storage facility	18,924	22,535	84%	16,212	22,786	71%	35,136	45,321	78%
Vehicle Expenses	188,336	186,898	101%	147,262	188,985	78%	335,599	375,883	89%
Wages & Benefits	310,019	336,785	92%	361,568	341,539	106%	671,588	678,324	99%
<b>Total Expenses</b>	<b>615,485</b>	<b>667,792</b>	<b>92%</b>	<b>628,038</b>	<b>676,164</b>	<b>93%</b>	<b>1,243,523</b>	<b>1,343,956</b>	<b>93%</b>
<b>Surplus / Deficiency Prior to Amortization</b>	<b>(16,535)</b>	<b>0</b>		<b>86,433</b>	<b>0</b>		<b>69,898</b>	<b>0</b>	
Amortization Expense	51,027	51,028	100%	51,027	51,028	100%	102,054	102,055	100%
<b>Net Income</b>	<b>(67,562)</b>	<b>(51,027)</b>		<b>35,406</b>	<b>(51,028)</b>		<b>(32,156)</b>	<b>(102,055)</b>	

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Service hours 480 less than budget to date, 3C full day not starting till May 16th with summer service.

- 1) Pass revenues less than budget for the first half of the year. less service hours than budget, will hopefully will make this up over the rest of the year as we go into summer
- 2) Fuel under budget. Less service hours than budgeted, and using 1 electric bus on this route, so seeing costs savings here.
- 3) Under budget, less revenues so less moneris fees than budgeted.
- 4) Infrastructure maintenance is under budget but based on actual expenses.
- 5) More software allocated to routes vs admin compared to budget to date based on service hours
- 6) Transit storage facility allocated to Route 3 is under budget, will assess allocation in Q3.



**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

Route 3 - Canmore / Banff Regional	January - June 2025			
	2025 ACTUAL	2025 BUDGET	COMP %	2024 ACTUAL
Revenue per Service Hour	\$ 97.81	\$ 95.85	2.0%	\$ 101.39
Gross Cost per Service Hour	\$ 181.95	\$ 182.33	-0.2%	\$ 171.99
Direct Operating Cost per Service Hour	\$ 155.83	\$ 158.83	-1.9%	\$ 152.67
Overhead per Service Hour	\$ 11.03	\$ 9.26	19.0%	\$ 7.32
Lease/Amortization per Service Hour	\$ 15.09	\$ 14.24	6.0%	\$ 11.99
Net Cost per Service Hour (CUTA)	\$ 69.05	\$ 72.24	-4.4%	\$ 58.61
% Cost Recovery (CUTA)	59%	57%		63%
Gross cost per KM	\$ 4.60	\$ 3.85		\$ 4.31
Route KM	315,899	400,506		297,313
Ridership	188,178	169,535	11.0%	163,351
Service Hours	7,980	8,462	-5.7%	7,444
Ridership per Service Hour	24	20	17.7%	22

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

	Jan - Mar, 2025			Apr - Jun, 2025			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
<b>Income</b>									
Bus Pass Sales				5,652	3,407	166%	5,652	3,407	166%
Marketing & Advertising Revenue				41			41	-	
Recoveries - Operating (non-members)	28,488	21,675	131%	106,711	104,423	102%	135,199	126,098	107%
<b>Total Income</b>	<b>28,488</b>	<b>21,675</b>	<b>131%</b>	<b>112,404</b>	<b>107,830</b>	<b>104%</b>	<b>140,893</b>	<b>129,505</b>	<b>109%</b>
<b>Expenses</b>									
Advertising & Marketing Expenses				273	593	46%	273	593	46%
Contracted Services / Professional Fees		1,000	0%	950	399	238%	950	1,399	68%
General Operating Expenses	254			441	611	72%	695	611	114%
Infrastructure Maintenance				869	581	150%	869	581	150%
Insurance Expense	1,903	2,066	92%	1,903	2,066	92%	3,806	4,132	92%
Software Fees & Licences	642			1,008	3,125	32%	1,651	3,125	53%
Staff, Training, Travel & Meals	129			1,209	1,523	79%	1,338	1,523	88%
Transit storage facility	2,628			2,841	4,865	58%	5,469	4,865	112%
Vehicle Expenses	15,875	6,000	265%	21,833	15,499	141%	37,708	21,499	175%
Wages & Benefits	6,913	12,609	55%	60,400	57,868	104%	67,313	70,477	96%
<b>Total Expenses</b>	<b>28,344</b>	<b>21,675</b>	<b>131%</b>	<b>93,799</b>	<b>89,080</b>	<b>105%</b>	<b>122,143</b>	<b>110,755</b>	<b>110%</b>
<b>Surplus / Deficiency Prior to Amortization</b>	<b>145</b>	<b>0</b>		<b>18,605</b>	<b>18,750</b>		<b>18,750</b>	<b>18,750</b>	
Amortization Expense				18,750	18,750	100%	18,750	18,750	100%
<b>Net Income</b>	<b>145</b>	<b>0</b>		<b>(145)</b>	<b>0</b>		<b>(0)</b>	<b>0</b>	

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**Service hours consistent with budget**

- 1) Recoveries based on actual net expenses.
- 2) Vehicle expenses are over budget to date. Allocating fixed building costs for Hawk facility by buses per route.

**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

Route 4 - Cave & Basin	January - June 2025			
	2025 ACTUAL	2025 BUDGET	COMP %	2024 ACTUAL
Revenue per Service Hour	\$ 14.56	\$ 7.59	91.9%	\$ 26.39
Gross Cost per Service Hour	\$ 373.67	\$ 299.87	24.6%	\$ 365.16
Direct Operating Cost per Service Hour	\$ 312.39	\$ 246.67	26.6%	\$ 324.50
Overhead per Service Hour	\$ 11.03	\$ 9.26	19.0%	\$ 7.32
Lease/Amortization per Service Hour	\$ 50.25	\$ 43.94	14.4%	\$ 33.34
Net Cost per Service Hour (CUTA)	\$ 308.85	\$ 248.35	24.4%	\$ 305.43
% Cost Recovery (CUTA)	5%	3%		8%
Gross cost per KM	\$ 24.82	\$ 38.14		\$ 29.29
Route KM	5,887	3,531		4,768
Ridership	8,036	11,074	-27.4%	6,856
Service Hours	391	449	-12.9%	383
Ridership per Service Hour	21	25	-16.7%	18

**Bow Valley Regional Transit Services Commission  
Route 5 - Canmore Local**

	Jan - Mar, 2025			Apr - Jun, 2025			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
<b>Income</b>									
Marketing & Advertising Revenue	1,067	3,096	34%	3,069	3,096	99%	4,136	6,192	67%
Requisitions - Operating	449,640	449,641	100%	456,057	456,058	100%	905,697	905,700	100%
<b>Total Income</b>	<b>450,707</b>	<b>452,737</b>	<b>100%</b>	<b>459,126</b>	<b>459,154</b>	<b>100%</b>	<b>909,833</b>	<b>911,892</b>	<b>100%</b>
<b>Expenses</b>									
Advertising & Marketing Expenses	1,389	3,641	38%	3,480	3,680	95%	4,869	7,321	67%
Contracted Services / Professional Fees	2,847	3,475	82%	2,853	3,514	81%	5,700	6,989	82%
Fuel Expense	42,999	38,779	111%	32,478	39,212	83%	75,477	77,991	97%
General Operating Expenses	2,244	2,424	93%	1,388	2,449	57%	3,632	4,873	75%
Infrastructure Maintenance	148	4,735	3%	1,562	4,792	33%	1,710	9,527	18%
Insurance Expense	4,427	7,381	60%	5,349	7,381	72%	9,776	14,763	66%
Software Fees & Licences	7,935	4,887	162%	6,704	4,940	136%	14,639	9,827	149%
Staff, Training, Travel & Meals	762	4,441	17%	2,240	4,491	50%	3,002	8,932	34%
Transit storage facility	13,264	12,131	109%	13,414	12,264	109%	26,678	24,395	109%
Vehicle Expenses	137,630	130,689	105%	116,799	132,142	88%	254,429	262,831	97%
Wages & Benefits	237,736	240,156	99%	265,493	244,289	109%	503,228	484,445	104%
<b>Total Expenses</b>	<b>451,381</b>	<b>452,739</b>	<b>100%</b>	<b>451,760</b>	<b>459,154</b>	<b>98%</b>	<b>903,140</b>	<b>911,894</b>	<b>99%</b>
<b>Surplus / Deficiency Prior to Amortization</b>	<b>(673)</b>	<b>(2)</b>		<b>7,366</b>	<b>-</b>		<b>6,693</b>	<b>(2)</b>	
Amortization Expense	57,453	57,454	100%	57,453	57,454	100%	114,906	114,909	100%
<b>Net Income</b>	<b>(58,126)</b>	<b>(57,456)</b>		<b>(50,087)</b>	<b>(57,454)</b>		<b>(108,213)</b>	<b>(114,911)</b>	

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Service hours consistent with budget

1) More software allocated to routes vs admin compared to budget to date based on service hours

**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

Route 5 - Canmore Local	January - June 2025			
	2025	2025	COMP	2024
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 1.25	\$ 0.95	31.3%	\$ 0.83
Gross Cost per Service Hour	\$ 320.45	\$ 169.02	89.6%	\$ 160.36
Direct Operating Cost per Service Hour	\$ 272.46	\$ 139.95	94.7%	\$ 138.57
Overhead per Service Hour	\$ 11.03	\$ 9.26	19.0%	\$ 7.32
Lease/Amortization per Service Hour	\$ 36.96	\$ 19.81	86.6%	\$ 14.46
Net Cost per Service Hour (CUTA)	\$ 282.24	\$ 148.26	90.4%	\$ 145.07
% Cost Recovery (CUTA)	0%	1%		1%
Gross cost per KM	\$ 7.40	\$ 6.85		\$ 7.13
Route KM	143,518	160,740		151,058
Ridership	191,469	164,378	16.5%	182,423
Service Hours	3,315	6,516	-49.1%	6,718
Ridership per Service Hour	58	25	129.0%	27

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

	Jan - Mar, 2025			Apr - Jun, 2025			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
<b>Income</b>										
Bus Pass Sales				11,075	13,914	80%	11,075	13,914	80%	1
Marketing & Advertising Revenue				118			118	-		
Partner Programs				6,922	11,848	58%	6,922	11,848	58%	
Recoveries - Operating (non-members)	50,633	43,453	117%	265,792	298,010	89%	316,425	341,463	93%	2
<b>Total Income</b>	<b>50,633</b>	<b>43,453</b>	<b>117%</b>	<b>283,908</b>	<b>323,772</b>	<b>88%</b>	<b>334,540</b>	<b>367,225</b>	<b>91%</b>	
<b>Expenses</b>										
Advertising & Marketing Expenses		0		487	1,032	47%	487	1,032	47%	
Contracted Services / Professional Fees	0	1,200	0%	1,080	877	123%	1,080	2,077	52%	
Fuel Expense	0	0		6,805	11,207	61%	6,805	11,207	61%	3
General Operating Expenses	386	0		809	1,450	56%	1,195	1,450	82%	
Infrastructure Maintenance		0		1,443	1,169	123%	1,443	1,169	123%	
Insurance Expense	4,118	4,439	93%	4,118	4,439	93%	8,237	8,878	93%	
Software Fees & Licences	1,389	0		2,101	4,814	44%	3,490	4,814	72%	
Staff, Training, Travel & Meals	312	0		2,914	2,967	98%	3,226	2,967	109%	
Transit storage facility	3,943	0		4,411	7,169	62%	8,354	7,169	117%	
Vehicle Expenses	23,812	9,000	265%	33,633	38,805	87%	57,445	47,805	120%	4
Wages & Benefits	16,084	28,814	56%	113,024	136,174	83%	129,108	164,988	78%	3
<b>Total Expenses</b>	<b>50,044</b>	<b>43,453</b>	<b>115%</b>	<b>170,826</b>	<b>210,103</b>	<b>81%</b>	<b>220,870</b>	<b>253,556</b>	<b>87%</b>	
<b>Surplus / Deficiency Prior to Amortization</b>	<b>588</b>	<b>-</b>		<b>113,082</b>	<b>113,669</b>		<b>113,670</b>	<b>113,669</b>		
Amortization Expense				113,670	113,669	100%	113,670	113,669	100%	
<b>Net Income</b>	<b>588</b>	<b>-</b>		<b>(588)</b>	<b>-</b>		<b>-</b>	<b>-</b>		

Service hours 420 less than budget to date, 6B did not start until June 27th.

- 1) Revenues are under budget because of service hours
- 2) Recoveries based on actual net expenses.
- 3) Fuel and driver wages under budget because of service hours.
- 4) Vehicle expenses are over budget to date. Allocating fixed building costs for Hawk facility by buses per route.

**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

Route 6 - Lake Minnewanka	January - June 2025			
	2025 ACTUAL	2025 BUDGET	COMP %	2024 ACTUAL
Revenue per Service Hour	\$ 5.43	\$ 24.35	-77.7%	\$ 29.62
Gross Cost per Service Hour	\$ 113.57	\$ 358.54	-68.3%	\$ 433.09
Direct Operating Cost per Service Hour	\$ 66.18	\$ 239.66	-72.4%	\$ 382.22
Overhead per Service Hour	\$ 11.03	\$ 9.26	19.0%	\$ 7.32
Lease/Amortization per Service Hour	\$ 36.36	\$ 109.61	-66.8%	\$ 43.55
Net Cost per Service Hour (CUTA)	\$ 71.78	\$ 224.57	-68.0%	\$ 359.91
% Cost Recovery (CUTA)	7%	10%		8%
Gross cost per KM	18.61	\$ 14.88		
Route KM	20,364	25,495		
Ridership	23,679	26,616	-11.0%	18,650
Service Hours	3,337	1,058	215.4%	745
Ridership per Service Hour	7	25	-71.8%	25

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

	Jan - Mar, 2025			Apr - Jun, 2025			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
<b>Income</b>									
Bus Pass Sales	263,178	292,834		160,678	146,419		423,856	439,253	96%
Marketing & Advertising Revenue	1,998	0					1,998	-	
Recoveries - Operating (non-members)	61,792	79,622	78%	53,172	41,787	127%	114,963	121,409	95%
Requisitions - Operating	89,639	89,639	100%	47,044	47,044	100%	136,683	136,682	100%
<b>Total Income</b>	<b>416,607</b>	<b>462,095</b>	<b>90%</b>	<b>260,893</b>	<b>235,250</b>	<b>111%</b>	<b>677,500</b>	<b>697,344</b>	<b>97%</b>
<b>Expenses</b>									
Advertising & Marketing Expenses	998	1,701	59%	632	851	74%	1,630	2,552	64%
Contracted Services / Professional Fees	1,271	1,868	68%	604	937	64%	1,875	2,805	67%
Fuel Expense	52,372	52,774	99%	20,450	26,389	77%	72,822	79,163	92%
General Operating Expenses	6,467	7,565	85%	8,724	3,780	231%	15,190	11,345	134%
Infrastructure Maintenance	1,718	1,973	87%	207	986	21%	1,925	2,959	65%
Insurance Expense	2,745	2,959	93%	2,745	2,959	93%	5,491	5,919	93%
Software Fees & Licences	5,165	3,328	155%	4,068	1,663	245%	9,234	4,991	185%
Staff, Training, Travel & Meals	142	2,963	5%	640	1,483	43%	782	4,446	18%
Transit storage facility	12,149	14,184	86%	9,655	7,092		21,804	21,276	102%
Vehicle Expenses	106,970	124,728	86%	58,674	64,363	91%	165,644	189,091	88%
Wages & Benefits	196,239	224,661	87%	148,280	113,051	131%	344,519	337,712	102%
<b>Total Expenses</b>	<b>386,236</b>	<b>438,704</b>	<b>88%</b>	<b>254,680</b>	<b>223,554</b>	<b>114%</b>	<b>640,915</b>	<b>662,258</b>	<b>97%</b>
<b>Surplus / Deficiency Prior to Amortization</b>	<b>30,371</b>	<b>23,391</b>		<b>6,214</b>	<b>11,695</b>		<b>36,585</b>	<b>35,086</b>	
Amortization Expense	46,782	46,781	100%	23,391	23,391	100%	70,173	70,172	100%
<b>Net Income</b>	<b>(16,411)</b>	<b>(23,391)</b>		<b>(17,177)</b>	<b>(11,695)</b>		<b>(33,588)</b>	<b>(35,086)</b>	

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8 Winter ID9	8 Winter Parks	8 Winter Total	
Actual	Actual	Actual	Budget
271,216	152,640	423,856	439,253
1,477	521	1,998	-
-	114,963	114,963	121,409
136,683		136,683	136,682
409,376	268,124	677,500	697,344
670	959	1,630	2,552
1,215	660	1,875	2,805
46,606	26,216	72,822	79,163
10,010	5,180	15,190	11,345
1,257	668	1,925	2,959
2,745	2,745	5,491	5,919
5,857	3,377	9,234	4,991
585	197	782	4,446
11,716	10,088	21,804	21,276
103,446	62,197	165,644	189,091
223,770	120,749	344,519	337,712
407,878	233,037	640,915	662,258
1,499	35,087	36,585	35,086
35,087	35,087	70,173	70,172
(33,588)	-	(33,588)	(35,086)

Includes ID9 bus and parks additional bus

Service hours consistent with budget

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

2) General operating over budget due to Moneris fees. Proportions sold by reservation system and vending machine compared to budget which calculates a flat percentage on all revenue types.

3) More software allocated to routes vs admin compared to budget to date based on service hours

4) Currently under budget for vehicle maintenance expenses. Mostly due to budget allocation to operating months only. Fixed maintenance and building costs will be allocated in non-operating months, so this timing difference will be reversed.



**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

Route 8 - Lake Louise / Banff Regional Winter	January - June 2025			
	2025	2025	COMP	2024
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 115.36	\$ 116.20	-0.7%	\$ 118.15
Gross Cost per Service Hour	\$ 197.09	\$ 205.21	-4.0%	\$ 199.69
Direct Operating Cost per Service Hour	\$ 174.22	\$ 175.20	-0.6%	\$ 171.36
Overhead per Service Hour	\$ 11.03	\$ 9.26	19.0%	\$ 7.32
Lease/Amortization per Service Hour	\$ 11.84	\$ 20.74	-42.9%	\$ 21.01
Net Cost per Service Hour (CUTA)	\$ 69.89	\$ 68.26	2.4%	\$ 60.54
% Cost Recovery (CUTA)	62%	63%		66%
Gross cost per KM	\$ 4.09	\$ 3.94		\$ 29.29
Route KM	177,163	196,768		4,768
Ridership	53,180	55,264	-3.8%	54,130
Service Hours	3,679	3,780	-2.7%	3,498
Ridership per Service Hour	14	15	-1.1%	15

Includes ID#9 bus and additional parks bus

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

	Jan - Mar, 2025			Apr - Jun, 2025			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
<b>Income</b>										
Bus Pass Sales				477,694	420,682	114%	477,694	420,682	114%	1
Farebox Revenue				398			398	-		
Interest Revenue							-	-		
Recoveries - Operating (non-members)	83,898	59,745	140%	148,605	190,956	78%	232,502	250,701	93%	2
Requisitions - Operating	0	4,574	0%		14,621	0%	-	19,195	0%	3
<b>Total Income</b>	<b>83,898</b>	<b>64,319</b>	<b>130%</b>	<b>626,697</b>	<b>626,259</b>	<b>100%</b>	<b>710,595</b>	<b>690,578</b>	<b>103%</b>	
<b>Expenses</b>										
Advertising & Marketing Expenses		0		821	2,556	32%	821	2,556	32%	
Contracted Services / Professional Fees	0	2,500	0%	4,089	6,169	66%	4,089	8,669	47%	
Fuel Expense	0	0		32,716	40,836	80%	32,716	40,836	80%	4
General Operating Expenses	2,412	0		18,801	14,241	132%	21,213	14,241	149%	5
Infrastructure Maintenance		0		3,241	1,094	296%	3,241	1,094	296%	
Insurance Expense	5,615	7,533	75%	5,615	7,533	75%	11,231	15,066	75%	
Software Fees & Licences	2,344	0		4,096	8,028	51%	6,440	8,028	80%	
Staff, Training, Travel & Meals	680	0		5,542	9,061	61%	6,222	9,061	69%	
Transit storage facility	7,963	0		8,964	13,319	67%	16,927	13,319	127%	
Vehicle Expenses	31,749	15,000	212%	71,715	103,473	69%	103,464	118,473	87%	
Wages & Benefits	33,918	62,363	54%	363,580	363,473	100%	397,498	425,837	93%	4
<b>Total Expenses</b>	<b>84,683</b>	<b>87,396</b>	<b>97%</b>	<b>519,180</b>	<b>569,783</b>	<b>91%</b>	<b>603,862</b>	<b>657,179</b>	<b>92%</b>	
<b>Surplus / Deficiency Prior to Amortization</b>	<b>(785)</b>	<b>(23,077)</b>		<b>107,518</b>	<b>56,476</b>		<b>106,732</b>	<b>33,399</b>	<b>3.19568</b>	
Amortization Expense		-		148,986	130,235	114%	148,986	130,235	114%	
<b>Net Income</b>	<b>(785)</b>	<b>(23,077)</b>		<b>(41,468)</b>	<b>(73,759)</b>		<b>(42,254)</b>	<b>(96,836)</b>		

Service hours under budget by 160. Budget had extra 8X loop after Rt is done of 8XD which is not happening.

1) Revenues are over budget. Likely due to superpass allocation.

2) Recoveries based on actual net expenses.

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

4) Fuel and driver wages under budget due to service hours

5) General operating over budget due to Moneris fees. Proportions sold by reservation system and vending machine compared to budget which calculates a flat percentage on all revenue types.

**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

Route 8X - Lake Louise / Banff Regional Express - Summer	January - June 2025			
	2025	2025	COMP	2024
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 234.88	\$ 191.52	22.6%	\$ 179.83
Gross Cost per Service Hour	\$ 383.19	\$ 369.93	3.6%	\$ 375.88
Direct Operating Cost per Service Hour	\$ 296.67	\$ 299.19	-0.8%	\$ 294.78
Overhead per Service Hour	\$ 11.03	\$ 9.26	19.0%	\$ 7.32
Lease/Amortization per Service Hour	\$ 75.49	\$ 61.47	22.8%	\$ 73.78
Net Cost per Service Hour (CUTA)	\$ 72.82	\$ 116.93	-37.7%	\$ 122.27
% Cost Recovery (CUTA)	76%	62%		60%
Gross cost per KM	\$ 7.96	\$ 7.06		\$ 8.19
Route KM	98,027	115,136		92,919
Ridership	45,796	48,626	-5.8%	41,218
Service Hours	2,036	2,197	-7.3%	2,025
Ridership per Service Hour	22	22	1.6%	20

## Bow Valley Regional Transit Services Commission Route 9 - Johnson Canyon

	Jan - Mar, 2025			Apr - Jun, 2025			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
	<b>Income</b>									
Bus Pass Sales	16,938	14,212	119%	61,244	36,126	170%	78,182	50,338	155%	1
Marketing & Advertising Revenue	38						38			
Recoveries - Operating (non-members)	79,504	38,655	206%	90,871	73,694	123%	170,375	112,349	152%	2
Requisitions - Operating		37,130	0%		70,790	0%	-	107,920	0%	3
<b>Total Income</b>	<b>96,481</b>	<b>89,997</b>	<b>107%</b>	<b>152,115</b>	<b>180,610</b>	<b>84%</b>	<b>248,634</b>	<b>270,607</b>	<b>92%</b>	
<b>Expenses</b>										
Advertising & Marketing Expenses	105	229	46%	205	590	35%	311	819	38%	
Contracted Services / Professional Fees	120	2,175	6%	1,912	459	416%	2,032	2,634	77%	
Fuel Expense	4,911	3,309	148%	9,523	8,409	113%	14,433	11,718	123%	4
General Operating Expenses	1,052	708	149%	2,131	1,809	118%	3,183	2,517	126%	
Infrastructure Maintenance	134	99	135%	394	253	156%	528	352	150%	
Insurance Expense	4,118	2,959	139%	4,118	2,959	139%	8,237	5,919	139%	
Software Fees & Licences	1,734	1,114	156%	1,863	2,842	66%	3,597	3,956	91%	
Staff, Training, Travel & Meals	189	661	29%	2,062	1,682	123%	2,251	2,343	96%	
Transit storage facility	6,343	4,171	152%	6,254	10,605	59%	12,597	14,776	85%	
Vehicle Expenses	32,209	9,636	334%	35,194	24,486	144%	67,403	34,122	198%	5
Wages & Benefits	28,394	46,729	61%	91,098	80,800	113%	119,492	127,530	94%	
<b>Total Expenses</b>	<b>79,309</b>	<b>71,791</b>	<b>110%</b>	<b>154,754</b>	<b>134,895</b>	<b>115%</b>	<b>234,063</b>	<b>206,685</b>	<b>113%</b>	
<b>Surplus / Deficiency Prior to Amortization</b>	<b>17,171</b>	<b>18,206</b>		<b>(2,639)</b>	<b>45,715</b>	<b>-0.0577</b>	<b>14,532</b>	<b>63,922</b>		
Amortization Expense	18,207	18,207	100%	45,717	45,717	100%	63,924	63,924	100%	
<b>Net Income</b>	<b>(1,036)</b>	<b>(1)</b>		<b>(48,356)</b>	<b>(2)</b>		<b>(49,392)</b>	<b>(2)</b>		

**Service hours consistent with budget**

- 1) Revenues are over budget due to increased ridership on this route.
- 2) Recoveries based on actual net expenses.
- 3) Allocation ID#9 contribution not adjusted for until year end
- 4) Fuel is over budget. Some usage of electric vehicles was budgeted on this route, but has not happened.
- 5) Vehicle expenses are over budget to date. Allocating fixed building costs for Hawk facility by buses per route.

**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

<b>Route 9 - Johnston Canyon</b>	<b>January - June 2025</b>			
	2025	2025	COMP	2024
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 97.71	\$ 59.71	63.6%	\$ 78.85
Gross Cost per Service Hour	\$ 385.58	\$ 332.45	16.0%	\$ 405.07
Direct Operating Cost per Service Hour	\$ 292.40	\$ 245.18	19.3%	\$ 298.35
Overhead per Service Hour	\$ 11.03	\$ 9.26	19.0%	\$ 7.32
Lease/Amortization per Service Hour	\$ 82.15	\$ 78.01	5.3%	\$ 99.40
Net Cost per Service Hour (CUTA)	\$ 205.71	\$ 194.73	5.6%	\$ 226.82
% Cost Recovery (CUTA)	32%	23%		26%
Gross cost per KM	8.41	\$ 10.24		\$ 8.15
Route KM	36,685	27,363		40,507
Ridership	16,162	13,012	24.2%	13,133
Service Hours	801	843	-5.0%	815
Ridership per Service Hour	20	15	30.8%	16

**Bow Valley Regional Transit Services Commission  
Route 10 - Moraine Lake/Rt 8X end of summer - Thanksgiving**

	Jan - Mar, 2025			Apr - Jun, 2025			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
<b>Income</b>									
Recoveries - Operating (non-members)	3,924	7,199	55%	9,626	4,768	202%	13,550	11,967	113%
<b>Total Income</b>	<b>3,924</b>	<b>7,199</b>	<b>55%</b>	<b>9,626</b>	<b>4,768</b>	<b>202%</b>	<b>13,550</b>	<b>11,967</b>	<b>113%</b>
<b>Expenses</b>									
General Operating Expenses	190	-		191	-		381	-	
Infrastructure Maintenance		-		0	-		0	-	
Insurance Expense		740	0%		740	0%	-	1,480	0%
Software Fees & Licences	149	-		120	-		269	-	
Staff, Training, Travel & Meals	13	-		555	-		567	-	
Transit storage facility	23	-			-			-	
Vehicle Expenses	193	-			-		193	-	
Wages & Benefits	3,528	6,459	55%	8,590	4,028	213%	12,118	10,487	116%
<b>Total Expenses</b>	<b>4,094</b>	<b>7,199</b>	<b>57%</b>	<b>9,456</b>	<b>4,768</b>	<b>198%</b>	<b>13,550</b>	<b>11,967</b>	<b>113%</b>
<b>Surplus / Deficiency Prior to Amortization</b>	<b>(170)</b>	<b>-</b>		<b>170</b>	<b>-</b>		<b>-</b>	<b>-</b>	
Amortization Expense		-		-	-		-	-	
<b>Net Income</b>	<b>(170)</b>	<b>-</b>		<b>170</b>	<b>-</b>		<b>-</b>	<b>-</b>	

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Route 10 will not be operating to Moraine Lake, but these hours will be allocated to extra 8X hours from end of summer to thanksgiving. This will be a Parks only service, so still accumulating these costs here for now to separate from 8X which is parks/ID9

1) Recoveries based on actual net expenses.

2) Includes fixed bus expenses and summer training and planning.

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

	Jan - Mar, 2025			Apr - Jun, 2025			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
<b>Income</b>									
Bus Pass Sales				15,324	11,941	128%	15,324	11,941	128%
Requisitions - Operating		4,526	0%	42,270	37,744	112%	42,270	42,270	100%
<b>Total Income</b>	-	<b>4,526</b>	<b>0%</b>	<b>57,594</b>	<b>49,685</b>	<b>116%</b>	<b>57,594</b>	<b>54,211</b>	<b>106%</b>
<b>Expenses</b>									
Advertising & Marketing Expenses				124	302	41%	124	302	41%
Contracted Services / Professional Fees		100	0%	192	90	213%	192	190	101%
Fuel Expense				2,644	3,029	87%	2,644	3,029	87%
General Operating Expenses	1			217	239	91%	218	239	91%
Infrastructure Maintenance				592	127	466%	592	127	466%
Insurance Expense	1,373	1,480	93%	1,373	1,480	93%	2,747	2,959	93%
Software Fees & Licences	141			442	1,196	37%	584	1,196	49%
Staff, Training, Travel & Meals	85			323	1,215	27%	408	1,215	34%
Transit storage facility	1,314			1,485	2,154	69%	2,799	2,154	130%
Vehicle Expenses	7,937			13,147	12,986	101%	21,084	12,986	162%
Wages & Benefits	1,091	2,947	37%	25,529	26,867	95%	26,620	29,814	89%
<b>Total Expenses</b>	<b>11,943</b>	<b>4,526</b>	<b>264%</b>	<b>46,068</b>	<b>49,685</b>	<b>93%</b>	<b>58,011</b>	<b>54,211</b>	<b>107%</b>
<b>Net Operating Income</b>	<b>(11,943)</b>	<b>-</b>		<b>11,526</b>	<b>-</b>		<b>(417)</b>	<b>-</b>	
Amortization Expense		-		18,750	18,750	100%	18,750	18,750	100%
<b>Net Income</b>	<b>(11,943)</b>	<b>-</b>		<b>(7,224)</b>	<b>(18,750)</b>		<b>(19,167)</b>	<b>(18,750)</b>	

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**Service hours consistent with budget**

1) Vehicle expenses are over budget to date. Allocating fixed building costs for Hawk facility by buses per route.

**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

Route 11 - LL Local	January - June 2025			
	2025	2025	COMP	2024
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 47.59	\$ 37.08	0.0%	\$ 38.91
Gross Cost per Service Hour	\$ 251.71	\$ 238.03	0.0%	\$ 200.35
Direct Operating Cost per Service Hour	\$ 180.16	\$ 168.36	0.0%	\$ 144.33
Overhead per Service Hour	\$ 11.03	\$ 9.26	0.0%	\$ 7.32
Lease/Amortization per Service Hour	\$ 60.53	\$ 60.41	0.0%	\$ 48.70
Net Cost per Service Hour (CUTA)	\$ 143.60	\$ 140.54	0.0%	\$ 112.74
% Cost Recovery (CUTA)	25%	21%	0.0%	26%
Gross cost per KM	\$ 7.61	\$ 16.62		\$ 5.76
Route KM	10,646	4,612		10,962
Ridership	7,345	5,721	0.0%	6,598
Service Hours	322	322	0.0%	315
Ridership per Service Hour	23	18	0.0%	21



**Bow Valley Regional Transit Services Commission  
Route 12 - Grassi Lakes**

	Jan - Mar, 2025			Apr - Jun, 2025			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Actual	Budget	% of Budget
<b>Income</b>									
Marketing & Advertising Revenue				286			286	-	
Recoveries - Operating (non-members)					41,361	0%	-	41,361	0%
Requisitions - Operating					43,359	0%	-	43,359	0%
<b>Total Income</b>	-	-		<b>286</b>	<b>84,720</b>	<b>0%</b>	<b>286</b>	<b>84,720</b>	<b>0%</b>
<b>Expenses</b>									
Advertising & Marketing Expenses				189	702	27%	189	702	27%
Contracted Services / Professional Fees				264	479	55%	264	479	55%
Fuel Expense				3,597	2,845	126%	3,597	2,845	126%
General Operating Expenses	1			119	284	42%	120	284	42%
Infrastructure Maintenance				1,409	658	214%	1,409	658	214%
Insurance Expense	1,373			1,373	2,875	48%	2,747	2,875	96%
Software Fees & Licences	242			529	1,824	29%	771	1,824	42%
Staff, Training, Travel & Meals	127			448	1,672	27%	575	1,672	34%
Transit storage facility	2,210			2,268	3,440	66%	4,478	3,440	130%
Vehicle Expenses	7,937			13,786	17,481	79%	21,724	17,481	124%
Wages & Benefits	1,176			30,027	33,713	89%	31,204	33,713	93%
<b>Total Expenses</b>	<b>13,067</b>	-		<b>54,012</b>	<b>65,973</b>	<b>82%</b>	<b>67,078</b>	<b>65,973</b>	<b>102%</b>
<b>Net Operating Income</b>	<b>(13,067)</b>	-		<b>(53,726)</b>	<b>18,747</b>		<b>(66,792)</b>	<b>18,747</b>	
Amortization Expense		-		18,750	18,750	100%	18,750	18,750	100%
<b>Net Income</b>	<b>(13,067)</b>	-		<b>(72,476)</b>	<b>(3)</b>		<b>(85,542)</b>	<b>(3)</b>	

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**Service hours consistent with budget**

- 1) Requisitions for this route will be allocated at the end of the year, member based on budget, non-member based on actual net expenses allocation from pre-paid contributions.
- 2) Overall operating expenses to date consistent with budget.

**Bow Valley Regional Transit Services Commission  
2025 Jan-Jun KPIs with 2024 Actuals**

Route 12 - Grassi Lakes	January - June 2025			
	2025	2025	COMP	2024
	ACTUAL	BUDGET	%	ACTUAL
Revenue per Service Hour	\$ 0.78	\$ -	0.0%	\$ -
Gross Cost per Service Hour	\$ 246.56	\$ 216.09	0.0%	\$ 366.21
Direct Operating Cost per Service Hour	\$ 182.28	\$ 159.36	0.0%	\$ 246.20
Overhead per Service Hour	\$ 11.03	\$ 9.26	0.0%	\$ 7.32
Lease/Amortization per Service Hour	\$ 53.25	\$ 47.47	0.0%	\$ 112.69
Net Cost per Service Hour (CUTA)	\$ 192.53	\$ 168.62	0.0%	\$ 253.52
% Cost Recovery (CUTA)	0%	0%	0.0%	0%
Gross cost per KM	\$ 13.87	\$ 14.15		\$ 23.60
Route KM	6,540	6,321		2,607
Ridership	5,849	0	0.0%	2,576
Service Hours	368	414	0.0%	168
Ridership per Service Hour	16	0	0.0%	15

# Bow Valley *R*egional Transit Services Commission



## ***Draft Operating and Capital Budgets***

*“... moves to accept the draft 2026 – 2028 BVRTSC Operating Budget as presented.”*

*“... moves to accept the draft 2026 – 2035 BVRTSC Capital Budget as presented.”*

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

**August 2025**

**RE: Budget Process/Schedule**

### **SUMMARY/ISSUE:**

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

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

### **APPLICABLE BVRTSC BYLAW PROVISIONS:**

#### ***BYLAW #3 – Operating Bylaw***

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

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

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

- (a) estimated expenditures for the:
  - (i) purchase of operating services, which would include maintenance services;
  - (ii) administration of the Commission, including salaries for the transit manager and any other Commission staff;
  - (iii) marketing activities of the Commission; and

- (iv) 10-year capital investments (for vehicle and/or nonvehicle assets);
- (b) the fees levied to each contributing party (using the cost allocation principles and methodology described in Schedule A, which shall be reviewed every three years after the initiation of the Commission);
- (c) Proposed fare schedule for the next three years;
- (d) expected ridership and resulting fare revenues for each transit service for the next three years; and
- (e) expected grants for the next three years.

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

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

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

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

**BUDGET PROCESS/SCHEDULE:**

**August 13<sup>th</sup>, 2025** – Regular BVRTSC Meeting . . . a **PRELIMINARY DRAFT Operating Budget** and a **PRELIMINARY DRAFT Capital Budget** will be presented. The preliminary draft budgets serve to solicit initial *written* feedback from the Commission Members. Accordingly, during the meeting Members and municipal partner administrative liaisons will be invited to ask questions of clarification about the preliminary draft operating budget. No motions should be brought forward at this time as the preliminary draft operating budget is not being tabled for approval, only information and feedback.

New Service Level Requests (NSLR) will be presented for endorsement or approval at the August budget meeting. NSLRs that are not related to additional transit service, affect all partners and are approved by the Board at the August meeting will be added into the Proposed Budget, to be presented at the September Board meeting.

NSLRs that affect only one Commission voting partner, or related to additional transit service, may be endorsed by the Commission, however they are not entered into the BVRTSC budget

until approved in their current or amended form by the corresponding Council. Should any of these NSLRs be approved, they would necessitate an Amended Budget being produced by the BVRTSC following the budgeting process completion of all voting member organizations.

Members are then encouraged to consider the preliminary draft operating budget, including seeking input from their respective municipal administrations, and provide written comments to the CEO by **September 2<sup>nd</sup>, 2025**, enabling a **PROPOSED Operating Budget** and a **PROPOSED Capital Budget** to be presented to the Board for consideration, revision and approval during the September regular BVRTSC meeting.

**September 10<sup>th</sup>, 2025** – Regular BVRTSC Meeting . . . a **PROPOSED Operating Budget** and a **PROPOSED Capital Budget** will be presented to the Commission for consideration, debate of any proposed amendments, and ultimately approval. The vote on the PROPOSED budgets (i.e. not amending motions) will use the voting formula contained s. 11.3 of Bylaw #3 (i.e. majority vote including at least one Member from each municipal partner). The approved PROPOSED Operating Budget and PROPOSED Capital Budget will then be distributed by Members to their respective municipal administrations and anyone else they wish to obtain feedback (including members of the public). As per s. 11.4 of Bylaw #3, written feedback to the circulated budgets may be received within 30 days of the initial distribution, i.e. written feedback to the CEO by **October 11<sup>th</sup>, 2025**.

***The date of the Annual Organizational Meeting will be set to immediately follow the regular meeting on October 15<sup>th</sup>, 2025***

**OCTOBER 15<sup>th</sup>, 2025** – Regular BVRTSC Commission Meeting . . . a **FINAL Operating Budget** and a **FINAL Capital Budget** will be presented to the Commission for consideration, debate of any proposed amendments, and ultimately approval for presentation to the Annual Organizational Meeting (which will immediately follow this meeting). Members will be encouraged to raise any and all of their questions or concerns with the budget at this time in order to avoid doing so at the Annual Organizational Meeting. Once again, the vote on the FINAL budgets (i.e. not amending motions) will use the voting formula contained within Section 11.3 of Bylaw #3.

**OCTOBER 15<sup>th</sup>, 2025** – Annual Organizational Meeting, the FINAL Operating and Capital Budgets approved by the Commission will be presented for vote and adoption. As above, this vote will be in accordance with the voting formula contained within Section 11.3 of Bylaw #3.

**Through the above process:**

- Members and their respective municipalities will have opportunity for feedback to the budget process. Feedback on the PRELIMINARY DRAFT Operating Budget will be received between August 13<sup>th</sup>, 2025 and September 3<sup>rd</sup>, 2025 and feedback on the PROPOSED Operating and Capital Budgets will be received at the September 10<sup>th</sup> meeting as well as during the 30 days from September 12<sup>th</sup>, 2025 to October 11<sup>th</sup>, 2025.

- Members will have opportunity to propose amendments to the budget at the September 10<sup>th</sup>, 2025 meeting where the PROPOSED budgets are considered; and at the October 15<sup>th</sup>, 2025 meeting where the FINAL budgets are considered.
- At least one representative from each of the municipal partners will have voted in favour of the approved PROPOSED budgets, the approved FINAL budgets to be presented to the Annual Organizational Meeting, and the approved FINAL budgets at the Annual Organizational Meeting.
- The public will have opportunity for feedback during the 30 days between **September 12<sup>th</sup>, 2025 and October 11<sup>th</sup>, 2025** and at the Annual Organizational Meeting based upon the publicized meeting date and review of the available agenda package.

*END OF REPORT*



Dave Schebek (Jul 31, 2025 06:49:29 MDT)

Dave Schebek, BVRTSC Board Chair

31/07/25

Date



# BVRTSC 2026 OVERALL BUDGET COMMENTS

## OVERALL BUDGET ASSUMPTIONS

### Service hours

2026 budget is presented with 87,076 service hours:

- Increase from previously approved budget of approximately 380 hours.

Differences:

- Rt 8S and Rt 10 not running.
- 8X summer hours to continue until thanksgiving (net 8W/8X/8S/10 change results in -330 service hours).
- All summer routes will go until Oct 4<sup>th</sup> or Thanksgiving, previously approved budget used either Sept 14<sup>th</sup> or Sept 28<sup>th</sup> or Thanksgiving. Results in +580 service hours.
- Rt 12 estimated service hours are 190 more than initial NSLR estimates.

### Ridership assumptions

2026 budget is presented with the following assumptions for ridership:

- Ridership is based on 2025 ridership per service hour updated to 2026 budgeted service hours.
- 2% increases in ridership forecast for 2027 and 2028.

### Pass/Farebox revenue assumptions

2026 budget is presented with the following assumptions for pass/farebox revenue:

- Pass revenue for year-round routes is based on 2024 (Jul-Dec)/2025 (Jan-Jun) pass revenue per service hour updated to 2026 budgeted service hours.
- Summer only routes are based on 2024 pass revenue per service hour updated to 2026 budgeted service hours.
- 2% increases for pass revenue in 2026 and 2027

### General Notes

2026 operating budget is presented with the following general assumptions:

- Based on 40 buses (assumption the 1 Banff Proterra is out of service long term)
- Assumed that AB Parks is contributing to Route 12 for the full 3-year budget cycle. Current agreement only goes till 2026.
- New budgeting software was used. In previous years some budget line items were estimated on a category basis, this budget breaks down and estimates each line item. Mostly impacting pass sales, transit storage building and wage accounts. Result is more accurate budgeting, and some numbers that are different from previously approved numbers.
- Route 8S and Route 10 were taken out of budget numbers.
- Onit was budgeted for the full 3-year budget cycle assuming agreement stays consistent. Current agreement ends in 2025.



## BVRTSC 2026 OVERALL BUDGET COMMENTS

- Changes to bus allocations and service hour proportions means that route allocations are different from previously approved.
- Inflation estimates for 2026 and 2027 are 3%

Bow Valley Regional Transit Services Commisison				
DRAFT Operating Budget 2026 - 2028				
All Rts and Admin				
	Previously Approved Budget 2026	2026	Previously Approved	
			\$ Difference	% Difference
<b>INCOME</b>				
Bus Pass Sales	4,677,368	5,016,373	339,005	7%
Interest Revenue	154,500	75,000	- 79,500	-51%
Marketing & Advertising Revenue	61,459	61,459	- 0	0%
Other Income	2,782	12,600	9,818	353%
Partner Programs	689,378	748,263	58,885	9%
Recoveries - Operating (non-members)	2,741,780	2,493,986	- 247,795	-9%
Requisitions - Operating	8,244,122	8,100,791	- 143,331	-2%
<b>GROSS INCOME</b>	<b>16,571,390</b>	<b>16,508,472</b>	<b>- 62,918</b>	<b>0%</b>
<b>EXPENSES</b>				
Advertising & Marketing Expenses	116,587	125,677	9,090	8%
Contracted Services / Professional Fees	429,713	494,092	64,379	15%
Fuel Expense	1,091,858	1,097,057	5,199	0%
General Operating Expenses	519,008	252,851	- 266,157	-51%
Infrastructure Maintenance	106,201	104,657	- 1,544	-1%
Insurance Expense	301,736	284,675	- 17,061	-6%
Software Fees & Licences	288,539	285,425	- 3,113	-1%
Staff, Training, Travel & Meals	243,715	265,819	22,105	9%
Transit storage facility	516,765	515,252	- 1,513	0%
Vehicle Expenses	3,793,285	3,793,909	624	0%
<b>Wages &amp; Benefits</b>				
Admin wages & benefits	1,124,991	1,085,764	- 39,228	-3%
Wash Bay wages & benefits	411,451	434,651	23,200	6%
Customer service wages & benefits	545,075	591,533	46,458	9%
Driver wages & benefits	5,099,005	4,778,327	- 320,677	-6%
Operations wages & benefits	1,152,318	1,043,769	- 108,549	-9%
Training wages and benefits	-	590,676	590,676	
<b>Total Wages &amp; Benefits</b>	<b>8,332,840</b>	<b>8,524,720</b>	<b>191,880</b>	<b>2%</b>
<b>Total Operating Expenses</b>	<b>15,740,246</b>	<b>15,744,133</b>	<b>3,888</b>	<b>0%</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>831,144</b>	<b>764,339</b>	<b>- 66,805</b>	<b>-8%</b>
Amortization Expense	3,204,049	3,177,449	- 26,600	-1%
<b>NET INCOME</b>	<b>- 2,372,905</b>	<b>- 2,413,110</b>	<b>- 40,205</b>	<b>2%</b>

## BVRTSC 2026 OVERALL BUDGET COMMENTS

Overall revenue before requisitions is up by \$328,000 from the previously approved budget mostly due to increases in projections for fare/pass revenue and partner programs discussed below.

Overall operating expenses are consistent with the previously approved budget. Largest variances are in the following areas:

- Contracted services up \$64,000
- General operating expenses decrease \$266,000
- Wages increase of \$192,000.

Variances are discussed in detail below.

The overall result:

- Decrease in member contributions by \$143,000.
- Decrease in non-member contributions by \$247,000 (Parks decrease \$237,000, Alberta Parks decrease \$10,000).

**See detailed route analysis worksheets for route specific variances.**

Budget notes:

- Interest revenue estimates have decreased by \$80,000 but more in line with forecasted 2025 actuals. Interest rates have decreased, and capital reserve balances have increased, so overall more interest being allocated to capital than operating when compared to previously approved budget
- Pass sales have increased by \$340,000. This estimate is more reasonable when looking at 2024 actuals pass revenues and reflects increases in service hours and ridership since previously approved budget preparation.
- Partner program revenue overall has increased by \$60,000. Based on 2025 actual contracts amounts plus inflationary increase, except for Rimrock estimates which consider hotel 2026 renovation closure for Jan-May. Pursuit Banff Gondola and Lake Minnewanka Boat cruise programs based on 2024 actual revenues for these programs with inflationary increases.
- Contract services have increased by \$64,000 Made up of:
  - HR consulting increased from \$12,000 to \$24,000 for additional services
  - Financial review of \$50,000
  - Systems review of \$30,000
  - Contract contingency reduced to consider above amounts for 2026.Contract services also include \$235,000 for the annual on-it contract and is consistent with previously approved.

## BVRTSC 2026 OVERALL BUDGET COMMENTS

- Fuel costs are consistent with previously approved levels. Service hours have increased, however with the addition of more electric/hybrid buses the proportion of service hours from electric and hybrid buses is increasing, therefore fuel costs per service hour are decreasing.
  - Electricity costs for Rt5/Rt12 have been excluded as Town of Canmore pays electric cost directly for the storage building.
- General operating expenses have decreased \$266,000 from previously approved.
  - Net Expenses for NSLR 2D were added as 1 line item in Miscellaneous expense of \$278,000. 2026 estimates break all these their appropriate revenue and expense line items.
  - Moneris fees have increased by \$15,000 from previously approved due to increased revenue numbers.
- Software costs overall are consistent with previously approved amounts. Consat has resulted in cost savings in other bus software, these cost reductions are offset by additions for capital budgeting software, and asset management software.
- Staff training, travel and meal including Staff accommodation expenses have increased by \$20,000 from previously approved amounts.
  - Mileage allowances of \$14,000 were not included in previously approved.
  - Staff accommodation amount has remained consistent with previously approved. Currently we only have the owned Canmore staff accommodation. For 2026 we are looking to add some more staff accommodation bedrooms to replace the loss of the Banff rental property. Administration will come back to the board in a separate meeting with recommendations for approval.
- Transit storage costs have remained consistent with previously approved.
  - Rent, utilities and repairs and maintenance for the Banff transit storage building are estimated to be consistent with previously approved. Utility costs have been split into winter vs summer routes to accurately allocate the additional winter costs of heating, snow removal, drain cleaning for winter debris etc.
  - We have budgeted the rent for the Town of Canmore Protective Services Building for Office and bus storage for the full 3-year budget cycle. The Canmore bus storage expenses are in Route 5 and 12 only.
- Vehicle maintenance expenses are consistent with previously approved. 2025 estimate were conservatively increased by a large amount based on the level of expenses we had incurred the first half of 2024. After consulting with the Town of Banff, labour hours in the previously approved budget were a little too high. However, these cost savings are offset by increases in the fixed costs we are being charged for the use of the Hawk facility. The following has been included:
  - Mechanic hours have been estimated by the Town of Banff, and an additional % has been added to this estimate for fluctuations in labour utilization, and overtime hours.

## BVRTSC 2026 OVERALL BUDGET COMMENTS

- Fixed building costs charged are increasing from \$480,000 annually to \$640,000 per year. Previously approved numbers allocated these fixed building costs similar to other vehicle maintenance expenses based on service hours. 2026 estimates have allocated the fixed costs by bus/route consistent with other fixed costs.
- Parts assumed to be 75% of labour costs, and vehicle supplies assumed to be 10% of labour costs.
- Wages and Benefits have increased \$191,000 from previously approved amounts.
  - Training is a new department for 2026, in the previously approved budget training was included in driver wages. Now we have a manager, field supervisors etc. so, it made sense to separate these costs. There is a separate department starting with 2025 actuals. This department includes trainer wages as well as trainee wages. So now all driver wages are all associated with revenue service hours only.
  - Administration wages have decreased \$40,000 from previously approved amounts. But they are based on current salaries and benefit costs with inflationary increases.
  - Operations wages have decreased \$108,000 from previously approved amounts. But they are based on current salaries and benefit costs with inflationary increases. With the addition of the 'Training Department' there has been an allocation of the Safety and Training Manager to this area.
  - Wash bay wages have increased by \$23,000 from previously approved. This is due to more full-time staff in this department, and inclusion of 2D NSLR on individual line items.
  - Customer service wages are \$46,000 higher than previously approved. This includes increases operating hours at the visitor's centre to be consistent with Parks opening hours.
  - Driver wages have decreased \$320,000 from previously approved. As mentioned above training hours were included in driver wages in the previously approved numbers. Taking into consideration the training reallocation overall driver wages have increased due to
    - Increased service hours
    - inclusion of 2D NSLR on individual line items
    - AM support driver is a daily shift full year, as opposed to summer only in previously approved.

## BVRTSC 2026 OVERALL BUDGET COMMENTS

### PROPOSED REQUISITION SUMMARY

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

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

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

<b>Bow Valley Regional Transit Services Commisison</b>						
<b>DRAFT Budget</b>						
<b>Summary of Total Requisitions - 2026-2028</b>						
	<b>Previously Approved</b>			<b>DRAFT Budget</b>		
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Banff</b>						
Operating	\$3,758,483	\$4,155,403	\$ 4,260,626	\$4,071,285	\$4,119,796	\$4,272,872
Capital	\$ 971,200	\$1,379,300	\$ 1,399,400	\$1,401,500	\$1,421,900	\$1,442,500
	\$4,729,683	\$5,534,703	\$ 5,660,026	\$5,472,785	\$5,541,696	\$5,715,372
<b>Canmore</b>						
Operating	\$2,850,189	\$3,146,119	\$ 3,233,801	\$3,046,471	\$3,123,850	\$3,235,995
Capital	\$ 412,300	\$ 528,000	\$ 535,500	\$ 536,600	\$ 542,400	\$ 550,100
	\$3,262,489	\$3,674,119	\$ 3,769,301	\$3,583,071	\$3,666,250	\$3,786,095
<b>ID #9</b>						
Operating	\$ 920,824	\$ 942,600	\$ 959,106	\$ 983,035	\$ 989,431	\$1,018,111
Capital	\$ 169,766	\$ 159,925	\$ 161,990	\$ 161,925	\$ 163,990	\$ 166,062
	\$1,090,591	\$1,102,525	\$ 1,121,096	\$1,144,960	\$1,153,421	\$1,184,174
<b>Parks Canada*</b>						
Operating	\$2,549,972	\$2,629,467	\$ 2,696,995	\$2,392,392	\$2,457,909	\$2,541,105
	\$2,549,972	\$2,629,467	\$ 2,696,995	\$2,392,392	\$2,457,909	\$2,541,105
<b>Alberta Parks</b>						
Operating	\$ 109,696	\$ 112,313	\$ 114,931	\$ 101,593	\$ 112,313	\$ 114,931
	\$ 109,696	\$ 112,313	\$ 114,931	\$ 101,593	\$ 112,313	\$ 114,931

## BVRTSC 2026 OVERALL BUDGET COMMENTS

### **BVRTSC NEW SERVICE LEVEL REQUESTS**

The following new service level requests have been proposed for 2026:

<b>Bow Valley Regional Transit Services Commisison</b>					
<b>NSLR impact</b>					
<b>Operating impact</b>	<b>2026</b>				
<b>Positions/Requests</b>	<b>For approval at August meeting</b>				
Description	Banff	Canmore	ID9	Non-member	Total
Office Administrator	21,689	16,477	10,012	24,321	72,500
HR Manager/Restructure	8,219	5,523	2,179	12,580	28,500
Transit Tech 7 day Coverage	17,943	11,119	2,647	6,290	38,000
General Maintenance Team Member	22,760	10,973	3,843	19,924	57,500
Onsite Temporary Office Space	3,958	1,908	668	3,465	10,000
	74,570	46,001	19,349	66,579	206,500
<b>Service level increases</b>	<b>For approval from Council</b>				
Banff Route 1 Summer Service Extens	21,451				21,451
Banff Winter Route Addition	291,023				291,023
	312,474	-	-	-	312,474
<b>Total Operating NSLR Impact</b>	<b>387,044</b>	<b>46,001</b>	<b>19,349</b>	<b>66,579</b>	<b>518,974</b>
<b>Capital impact</b>	<b>2026</b>				
<b>Positions/Requests</b>	<b>For approval at August meeting</b>				
Description	Banff	Canmore	ID9	Non-member	Total
Office Administrator	1,000	1,000	1,000		3,000
HR Manager/Restructure	167	167	166		500
General Maintenance Team Member	1,000	1,000	1,000	-	3,000
Storage Container	9,896	4,771	3,671	6,663	25,000
Onsite Temporary Office Space	55,417	26,717	20,557	37,310	140,000
	67,480	33,655	26,394	43,973	171,500
<b>Service level increases</b>	<b>For approval from Council</b>				
					-
	-	-	-	-	-
<b>Total Capital NSLR Impact</b>	<b>67,480</b>	<b>33,655</b>	<b>26,394</b>	<b>43,973</b>	<b>171,500</b>

### **CAPITAL BUDGET DETAILED DISCUSSION**

2026 capital budget is presented with the following general assumptions:

- Banff/Canmore
  - Added replacement contributions for APC
  - Added a few of the component parts that were missed in 2025 for Novas (bus refurbishment and bike rack replacement)
- Commission
  - Took out replacement contributions for 1008, retired in 2025 and replaced in 2024.
  - Added approximately \$10,000 for leasehold improvements for Beaver office.

Administration is planning a new faring system for implementation in 2026. The RFP for the software is open until September. A NSLR will be presented later this year with projected costs. Initial estimates for Capital contributions are approximately \$300,000 based on estimates from the suppliers that we were in contact with, and the addition of cash fareboxes to be used in combination with the new faring software. Administration has done an analysis of current deferred capital contributions for farebox replacement and the contributions for both 2025/2026 for and we feel that we will likely have enough saved to not have to request additional capital contributions. This may change based on the results of the RFP but will be in the NSLR mentioned above.

Administration has started the process for the report about the new maintenance facility. The kick off meeting was at the beginning of August. We have not yet added anything to the capital budget for this area; we are waiting for recommendations from this report before working on a NSLR with projected costs. Administration is expecting there to be design costs in 2027 and building costs as early as 2028.

# BVRTSC 2026 DETAILED ROUTE COMMENTS

## OPERATING BUDGET DETAILED DISCUSSION

### Admin – Commission expenses

Bow Valley Regional Transit Services Commission				
DRAFT Operating Budget 2026 - 2028				
1000 - Administration				
	Previously Approved Budget 2026	2026	Previously Approved \$ Difference	Previously Approved % Difference
<b>INCOME</b>				
Interest Revenue	154,500	75,000	- 79,500	-51%
Other Income	-	12,000	12,000	0%
Requisitions - Operating	701,328	735,711	34,383	5%
<b>GROSS INCOME</b>	<b>855,828</b>	<b>822,711</b>	<b>- 33,117</b>	<b>-4%</b>
<b>EXPENSES</b>				
Advertising & Marketing Expenses	-	12,000	12,000	0%
Contracted Services / Professional Fees	102,754	152,754	50,000	49%
Fuel Expense	515	515	-	0%
General Operating Expenses	72,622	68,019	- 4,604	-6%
Infrastructure Maintenance	219	150	- 69	-31%
Insurance Expense	31,288	31,288	-	0%
Software Fees & Licences	95,543	57,926	- 37,616	-39%
Staff, Training, Travel & Meals	87,584	104,634	17,050	19%
Transit storage facility	7,277	1,425	- 5,852	-80%
Vehicle Expenses	25,750	33,197	7,447	29%
Total Wages & Benefits	432,277	360,804	- 71,474	-17%
Total Operating Expenses	855,828	822,711	- 33,117	-4%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Amortization Expense	167,354	167,354	-	0%
<b>NET INCOME</b>	<b>- 167,354</b>	<b>- 167,354</b>	<b>- 0</b>	<b>0%</b>

Overall increase in operating requisitions by \$34,000.

- Decrease of \$80,000 in projected interest revenue to reflect increases interest rates. This is more in line with forecasted 2025 actuals. Interest rates have decreased, and capital reserve balances have increased, so overall more interest being allocated to capital than operating when compared to budget.
- Increase in other income of \$12,000. This is mostly for promotional charters. There is also a corresponding promotional expense.
- Contract services have increased by \$50,000. Planned for 2026 is a financial review \$50,000, service review \$30,000 (net with RTSF grant), Elevated HR contract services have increased by \$12,000. Have reduced contract contingency for 2026 to consider above known projects, and allocated this to routes instead of admin.
- Software expenses allocated to Admin have decreased, because more is allocated to routes by service hours. Bus software is allocated to routes by number of buses.
- Staffing costs increased by \$18,000. Mostly due to milage allowances that were not included in previously approved numbers, also some changes in admin vs route allocations by service hours.
- Administration wages have decreased by \$70,000. Overall expense is down by \$40,000, and more administration wages have been allocated to routes.



## BVRTSC 2026 DETAILED ROUTE COMMENTS

### Banff Local – Route 1

Bow Valley Regional Transit Services Commisison				
DRAFT Operating Budget 2026 - 2028				
RT01 - Rt 01 - Banff Local (Sulphur Mtn)				
	Previously Approved Budget 2026	2026	Previously Approved \$ Difference	% Difference
<b>INCOME</b>				
Bus Pass Sales	412,048	397,415	- 14,632	-4%
Marketing & Advertising Revenue	17,394	17,394	-	0%
Other Income	1,391	300	- 1,091	-78%
Partner Programs	423,170	482,357	59,187	14%
Recoveries - Operating (non-members)	28,188	28,188	-	0%
Requisitions - Operating	1,620,228	1,658,385	38,157	2%
<b>GROSS INCOME</b>	<b>2,502,420</b>	<b>2,584,040</b>	<b>81,620</b>	<b>3%</b>
<b>EXPENSES</b>				
Advertising & Marketing Expenses	27,282	27,227	- 55	0%
Contracted Services / Professional Fees	18,004	20,361	2,358	13%
Fuel Expense	128,098	127,949	- 149	0%
General Operating Expenses	16,773	14,995	- 1,778	-11%
Infrastructure Maintenance	15,666	15,666	-	0%
Insurance Expense	50,696	50,696	0	0%
Software Fees & Licences	35,512	42,628	7,117	20%
Staff, Training, Travel & Meals	25,213	32,037	6,823	27%
Transit storage facility	97,072	92,079	- 4,993	-5%
Vehicle Expenses	707,738	688,881	- 18,857	-3%
Total Wages & Benefits	1,380,365	1,471,519	91,154	7%
<b>Total Operating Expenses</b>	<b>2,502,420</b>	<b>2,584,040</b>	<b>81,620</b>	<b>3%</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>- 0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Amortization Expense	759,676	759,676	-	0%
<b>NET INCOME</b>	<b>- 759,676</b>	<b>- 759,676</b>	<b>0</b>	<b>0%</b>

#### Overall increase in requisitions by \$38,000

- Increase in service hours of 220, from extending summer service hours to October 4<sup>th</sup> for overall consistency.
- Pass revenues down by \$14,000, but consistent with 2024/2025 revenues per service hour.
- Increase in partner revenue of \$59,000. Increase in pursuit gondola revenues to be more consistent with 2024 summer actuals and including Caribou increase for 2 new hotels. Also, a decrease expected in Rimrock revenue for renovation closure.
- Increase in Software of \$7,000 because more is allocated to routes by service hours.
- Increase in staffing costs of \$7,000. For the 2026 budget there was an increase in staffing costs allocated by service hours, which increases the amounts charged to Route 1.
- Decrease in vehicle expenses of \$19,000. Due to changing allocation of fixed building costs to be by bus, and reduction of buses due to 1 Banff Proterra being out of service long term.
- Increase in staffing costs of \$91,000. Due to increased service hours, training allocation changes, and full year AM support driver role.

## BVRTSC 2026 DETAILED ROUTE COMMENTS

### Banff Local – Route 2

Bow Valley Regional Transit Services Commisison				
DRAFT Operating Budget 2026 - 2028				
RT02 - Rt 02 - Banff Local (Tunnel Mtn)				
	Previously Approved Budget 2026	2026	Previously Approved	
			\$ Difference	% Difference
<b>INCOME</b>				
Bus Pass Sales	314,991	359,050	44,060	14%
Marketing & Advertising Revenue	17,394	17,394	-	0%
Other Income	1,391	300	- 1,091	-78%
Partner Programs	228,257	228,375	118	0%
Recoveries - Operating (non-members)	64,986	64,986	-	0%
Requisitions - Operating	1,685,723	1,618,307	- 67,416	-4%
<b>GROSS INCOME</b>	<b>2,312,742</b>	<b>2,288,412</b>	<b>- 24,330</b>	<b>-1%</b>
<b>EXPENSES</b>				
Advertising & Marketing Expenses	25,813	25,770	- 43	0%
Contracted Services / Professional Fees	17,822	19,839	2,017	11%
Fuel Expense	93,909	105,467	11,559	12%
General Operating Expenses	293,090	13,587	- 279,503	-95%
Infrastructure Maintenance	16,274	16,166	- 108	-1%
Insurance Expense	38,579	38,579	0	0%
Software Fees & Licences	27,221	38,074	10,853	40%
Staff, Training, Travel & Meals	19,901	26,551	6,649	33%
Transit storage facility	70,597	85,077	14,480	21%
Vehicle Expenses	575,805	615,645	39,840	7%
Total Wages & Benefits	1,133,731	1,303,657	169,926	15%
Total Operating Expenses	2,312,742	2,288,412	- 24,330	-1%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Amortization Expense	649,732	649,732	-	0%
<b>NET INCOME</b>	<b>- 649,732</b>	<b>- 649,732</b>	<b>0</b>	<b>0%</b>

#### Overall decrease in requisitions by \$67,000

- Increase in service hours of 40 from extending summer service hours to October 4<sup>th</sup> for overall consistency.
- Previously approved numbers included the net NSLR costs of \$278,000 for 2D as one-line items in 'Miscellaneous Expenses' in the 2026 budget. This has been allocated to the individual line items, resulting in increases in revenues and most expenses. Overall costs budgeted costs for the addition of 2D are less than initial estimates resulting in the decrease in budgeted operating requisitions.
- Advertising and marketing expenses and infrastructure maintenance expenses were all based on previously approved, so that is why there is no increases here.

## BVRTSC 2026 DETAILED ROUTE COMMENTS

### Canmore / Banff Regional – Route 3

Bow Valley Regional Transit Services Commisison				
DRAFT Operating Budget 2026 - 2028				
RT03 - Rt 03 - CB Regional				
	Previously Approved Budget 2026	2026	Previously Approved \$ Difference	% Difference
<b>INCOME</b>				
Bus Pass Sales	1,665,197	1,803,447	138,250	8%
Marketing & Advertising Revenue	13,916	13,916	-	0%
Partner Programs	5,408	6,239	832	15%
Requisitions - Operating	1,105,351	972,712	- 132,639	-12%
<b>GROSS INCOME</b>	<b>2,789,871</b>	<b>2,796,314</b>	<b>6,443</b>	<b>0%</b>
<b>EXPENSES</b>				
Advertising & Marketing Expenses	20,153	20,084	- 68	0%
Contracted Services / Professional Fees	11,044	13,433	2,389	22%
Fuel Expense	327,531	307,999	- 19,531	-6%
General Operating Expenses	44,996	31,328	- 13,668	-30%
Infrastructure Maintenance	32,378	32,528	150	0%
Insurance Expense	33,611	33,611	0	0%
Software Fees & Licences	20,151	41,086	20,935	104%
Staff, Training, Travel & Meals	17,594	25,622	8,028	46%
Transit storage facility	94,133	93,091	- 1,043	-1%
Vehicle Expenses	780,748	760,238	- 20,509	-3%
Total Wages & Benefits	1,407,533	1,437,293	29,760	2%
Total Operating Expenses	2,789,871	2,796,314	6,443	0%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Amortization Expense	204,110	254,110	50,000	24%
<b>NET INCOME</b>	<b>- 204,110</b>	<b>- 254,110</b>	<b>- 50,000</b>	<b>0%</b>

#### Overall decrease in requisitions by \$132,000

- Service hours are consistent with previously approved hours.
- Pass revenues are up by \$138,000. This more consistent with comparing 2024 actuals sales with 2026 budgeted service hours.
- Fuel expenses are down \$20,000 from previously approved. For the 2026 budget we assumed that service hours would be 20% electric and 80% diesel, previously approved assumed all diesel.
- General operating expenses are down from previously approved mostly due to a reduction in Moneris fees. Moneris fees are now calculated on individual revenue sources, overall majority of Rt 3 revenue comes from Token transit which does not have Moneris fees.
- Increase in Software of \$20,000 because more is allocated to routes by service hours.
- Increase in staffing costs of \$8,000. For the 2026 budget there was an increase in staffing costs allocated by service hours, which increases the amounts charged to Route 3.
- Decrease in vehicle expenses of \$20,000. Due to changing allocation of fixed building costs to be by bus.
- Increase in staffing costs of \$29,000. Due to training allocation changes, and full year AM support driver role.

## BVRTSC 2026 DETAILED ROUTE COMMENTS

### Cave & Basin – Cave & Basin Route 4

Bow Valley Regional Transit Services Commisison				
DRAFT Operating Budget 2026 - 2028				
RT04 - Rt 04 - Cave and Basin				
	Previously Approved Budget 2026	2026	Previously Approved \$ Difference	% Difference
<b>INCOME</b>				
Bus Pass Sales	10,193	17,459	7,266	71%
Recoveries - Operating (non-members)	316,456	326,480	10,024	3%
<b>GROSS INCOME</b>	<b>326,649</b>	<b>343,939</b>	<b>17,290</b>	<b>5%</b>
<b>EXPENSES</b>				
Advertising & Marketing Expenses	1,774	1,774	-	0%
Contracted Services / Professional Fees	2,219	2,436	217	10%
Fuel Expense	5,833	10,952	5,119	88%
General Operating Expenses	1,834	2,011	177	10%
Infrastructure Maintenance	1,739	1,739	-	0%
Insurance Expense	8,512	8,512	0	0%
Software Fees & Licences	9,355	5,725	- 3,630	-39%
Staff, Training, Travel & Meals	4,538	4,161	- 377	-8%
Transit storage facility	14,553	13,699	- 854	-6%
Vehicle Expenses	54,801	67,874	13,074	24%
Total Wages & Benefits	171,490	175,055	3,565	2%
Total Operating Expenses	276,649	293,939	17,290	6%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>0%</b>
Amortization Expense	50,000	50,000	-	0%
<b>NET INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

Overall requisitions increased by \$10,000

- Increase in service hours of 160 from extending summer service hours to October 4<sup>th</sup> instead of September 28<sup>th</sup> and updated to actual service 2025 service hours.
- Revenue increase of \$7,000 but more in line with 2024 actuals, and consistent with service hours increase.
- Fuel expenses up \$5,000 due to service hours increase.
- Increase in vehicle expenses of \$13,000. Due to increased service hours and changing allocation of fixed building costs to be by bus.
- Increase in wages by \$4,000 due to increased service hours, training allocation changes, and full year AM support driver role.

## BVRTSC 2026 DETAILED ROUTE COMMENTS

### Canmore Local – Route 5

Bow Valley Regional Transit Services Commisison				
DRAFT Operating Budget 2026 - 2028				
RT05 - Rt 05 - Canmore Local				
	Previously Approved Budget 2026	2026	Previously Approved	
			\$ Difference	% Difference
<b>INCOME</b>				
Marketing & Advertising Revenue	12,755	12,755	-	0
Requisitions - Operating	1,882,262	1,920,553	38,291	2%
<b>GROSS INCOME</b>	<b>1,895,018</b>	<b>1,933,309</b>	<b>38,291</b>	<b>2%</b>
<b>EXPENSES</b>				
Advertising & Marketing Expenses	15,199	15,199	-	0%
Contracted Services / Professional Fees	14,514	16,502	1,988	14%
Fuel Expense	161,994	162,066	73	0%
General Operating Expenses	10,127	8,087	- 2,039	-20%
Infrastructure Maintenance	19,796	19,796	-	0%
Insurance Expense	30,411	30,411	-	0%
Software Fees & Licences	20,412	32,518	12,106	59%
Staff, Training, Travel & Meals	18,544	19,730	1,186	6%
Transit storage facility	50,669	57,888	7,219	14%
Vehicle Expenses	545,917	538,528	- 7,389	-1%
Total Wages & Benefits	1,007,436	1,032,583	25,148	2%
Total Operating Expenses	1,895,018	1,933,309	38,291	2%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Amortization Expense	279,817	279,817	-	0%
<b>NET INCOME</b>	<b>- 279,817</b>	<b>- 279,817</b>	<b>0</b>	<b>0%</b>

Overall increase in requisitions by \$38,000

- Service hours are consistent with previously approved hours.
- Increase in Software of \$12,000 because more is allocated to routes by service hours.
- Increased allocation for Banff transit building, from a fixed amount to a per bus proportion for administrative office areas that house operations staff for all routes.
- Decrease in vehicle expenses of \$8,000. Due to changing allocation of fixed building costs to be by bus.
- Increase in wages by \$25,000 due to training allocation changes, and full year AM support driver role.

## BVRTSC 2026 DETAILED ROUTE COMMENTS

### Lake Minnewanka Route 6

Bow Valley Regional Transit Services Commisison					
DRAFT Operating Budget 2026 - 2028					
RT06 - Rt 06 - Lake Minnewanka					
	Previously Approved Budget 2026	2026	Previously Approved		
			\$ Difference	% Difference	
<b>INCOME</b>					
Bus Pass Sales	42,372	48,052	5,679	13%	
Partner Programs	32,543	31,292	- 1,251	-4%	
Recoveries - Operating (non-members)	881,580	867,458	- 14,122	-2%	
<b>GROSS INCOME</b>	<b>956,495</b>	<b>946,802</b>	<b>- 9,693</b>	<b>-1%</b>	
<b>EXPENSES</b>					
Advertising & Marketing Expenses	3,143	3,143	-	0%	
Contracted Services / Professional Fees	3,905	4,536	630	16%	
Fuel Expense	34,128	33,220	- 909	-3%	
General Operating Expenses	4,418	4,004	- 414	-9%	
Infrastructure Maintenance	3,560	3,560	-	0%	
Insurance Expense	18,289	19,289	1,000	5%	
Software Fees & Licences	14,656	9,838	- 4,818	-33%	
Staff, Training, Travel & Meals	9,025	9,338	313	3%	
Transit storage facility	21,830	19,411	- 2,418	-11%	
Vehicle Expenses	130,668	131,971	1,303	1%	
Total Wages & Benefits	409,755	405,374	- 4,380	-1%	
Total Operating Expenses	653,377	643,684	- 9,693	-1%	
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>303,118</b>	<b>303,118</b>	<b>- 0</b>	<b>0%</b>	
Amortization Expense	303,118	303,118	-	0%	
<b>NET INCOME</b>	<b>0</b>	<b>0</b>	<b>- 0</b>	<b>0%</b>	

Overall requisitions decreased by \$14,000

- Increase in service hours of 160 from extending summer service hours to October 4<sup>th</sup> instead of September 28<sup>th</sup>
- Revenue increase of \$6,000 consistent with service hours increase, and an increase on 2024 actuals due 3<sup>rd</sup> party reporting of ridership.
- Fuel costs reduction even with increase in service hours due to changing assumption of proportion of electric service hours from 25% to 35%.
- Changing allocations for software, transit storage vehicle expenses, training wages have resulted in expenses coming out slightly less or consistent with previously approved.

## BVRTSC 2026 DETAILED ROUTE COMMENTS

### Lake Louise / Banff Regional (Winter) – Route 8

Bow Valley Regional Transit Services Commission					
DRAFT Operating Budget 2026 - 2028					
RT08W - Rt 08 - LLB Regional Winter					
	Previously Approved Budget 2026	2026	Previously Approved \$ Difference	Previously Approved % Difference	
<b>INCOME</b>					
Bus Pass Sales	814,383	860,593	46,211	6%	
Recoveries - Operating (non-members)	223,659	190,976	- 32,684	-15%	
Requisitions - Operating	251,361	262,850	11,489	5%	
<b>GROSS INCOME</b>	<b>1,289,403</b>	<b>1,314,419</b>	<b>25,016</b>	<b>2%</b>	
<b>EXPENSES</b>					
Advertising & Marketing Expenses	4,731	4,731	-	0%	
Contracted Services / Professional Fees	5,212	6,989	1,777	34%	
Fuel Expense	146,776	150,408	3,632	2%	
General Operating Expenses	21,030	24,528	3,498	17%	
Infrastructure Maintenance	5,483	5,483	-	0%	
Insurance Expense	12,193	12,193	- 0	0%	
Software Fees & Licences	9,254	18,131	8,877	96%	
Staff, Training, Travel & Meals	8,242	11,944	3,702	45%	
Transit storage facility	39,435	47,863	8,429	21%	
Vehicle Expenses	353,043	367,653	14,610	4%	
Total Wages & Benefits	621,629	602,121	- 19,508	-3%	
Total Operating Expenses	1,227,028	1,252,044	25,016	2%	
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>62,375</b>	<b>62,375</b>	<b>0</b>	<b>0%</b>	
Amortization Expense	124,750	124,750	-	0%	
<b>NET INCOME</b>	<b>- 62,375</b>	<b>- 62,375</b>	<b>0</b>	<b>0%</b>	

Overall decrease in operating requisitions of \$20,000 (\$11,000 member increase and \$33,000 non-member decrease)

- Decrease in service hours from previously approved of 290. From moving parks bus from 8W to 8X for the period between September 14<sup>th</sup> – Thanksgiving.
- Revenues and expenses split by service hour proportions. Previously approved was the same, except for revenues, only 75% of revenue per service hour was allocated to Parks, under assumption that ridership for the second bus had build over time. Extra bus has been in place for 3 years now, so allocating full 100% of revenue per service hour to Parks.
- Increase in pass revenues of \$46,000, to bring revenue per service hours to be more consistent with 2024/25 actuals. As per above comment, higher proportion of revenue allocated to Parks.
- Increase in Software of \$9,000 because more is allocated to routes by service hours.
- Increase in transit storage of \$8,000. 2026 budget split transit storage costs into winter/summer. Winter costs are higher due to heating, snow removal, drain cleaning costs associated with winter road debris. Because this route is all winter, this increased the allocation to this route.
- Increase in vehicle expenses of \$14,000. Due to changing allocation of fixed building costs to be by bus.
- Decrease in wages by \$19,000 due to decreased service hours
- Parks contributions include amortization for second bus allocated to the route.

## BVRTSC 2026 DETAILED ROUTE COMMENTS

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

Bow Valley Regional Transit Services Commisison				
DRAFT Operating Budget 2026 - 2028				
RT08X - Rt 08X - LLB Regional Summer Express				
	Previously Approved Budget 2026	2026	Previously Approved \$ Difference	% Difference
<b>INCOME</b>				
Bus Pass Sales	1,149,196	1,272,260	123,065	11%
Recoveries - Operating (non-members)	556,749	537,713	- 19,036	-3%
Requisitions - Operating	36,495	134,986	98,490	270%
<b>GROSS INCOME</b>	<b>1,742,440</b>	<b>1,944,959</b>	<b>202,519</b>	<b>0%</b>
<b>EXPENSES</b>				
Advertising & Marketing Expenses	6,984	6,984	-	0%
Contracted Services / Professional Fees	19,429	21,280	1,851	10%
Fuel Expense	111,555	128,156	16,601	15%
General Operating Expenses	38,911	73,321	34,411	88%
Infrastructure Maintenance	2,992	2,992	-	0%
Insurance Expense	31,036	36,000	4,964	16%
Software Fees & Licences	21,932	19,930	- 2,003	-9%
Staff, Training, Travel & Meals	24,760	19,183	- 5,577	-23%
Transit storage facility	36,383	41,097	4,715	13%
Vehicle Expenses	305,056	316,345	11,289	4%
Total Wages & Benefits	995,951	1,082,219	86,268	9%
<b>Total Operating Expenses</b>	<b>1,594,989</b>	<b>1,747,508</b>	<b>152,519</b>	<b>10%</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>147,451</b>	<b>197,451</b>	<b>50,000</b>	<b>0%</b>
Amortization Expense	347,292	347,292	-	0%
<b>NET INCOME</b>	<b>- 199,841</b>	<b>- 149,841</b>	<b>50,000</b>	<b>0%</b>

Overall increase in Net expenses (including amortization) of \$30,000.

- Service hours have increased by 860. 8X now has 8XB/C/D from September 14<sup>th</sup> to thanksgiving.
  - 290 of those service hours are coming from 8 winter hours as mentioned above.
  - The rest are coming from the allocation change from Route 10.
- Member contribution to LLB summer routes (Rt 8X and Rt 9 combined) are consistent at \$330,000.
- Decrease in non-member contributions of \$19,000
- Revenues have increased by \$123,000, consistent with 2024 actuals and service hour increases.
- Increase in most operating expenses due to additional service hours.
- Decrease in staffing costs of \$6,000. For the 2026 budget there was an increase in staffing costs allocated by service hours, which decreases the amounts charged to Route 8X.
- Note requisitions for 8X include adjustment for ID9 LLB summer maximum of \$330,000.
- Contributions to amortization for LLB summer routes max out at budgeted operating reserve transfer amount. This adjustment is included in requisitions above.



## BVRTSC 2026 DETAILED ROUTE COMMENTS

### Lake Louise / Banff Regional (Summer) – Route 9

Bow Valley Regional Transit Services Commisison				
DRAFT Operating Budget 2026 - 2028				
RT09 - Rt 09 - Johnston Canyon				
	Previously Approved Budget 2026	2026	Previously Approved \$ Difference	% Difference
<b>INCOME</b>				
Bus Pass Sales	134,341	210,368	76,027	57%
Recoveries - Operating (non-members)	256,952	217,456	- 39,496	-15%
Requisitions - Operating	242,775	195,014	- 47,760	-20%
<b>GROSS INCOME</b>	<b>634,067</b>	<b>622,838</b>	<b>- 11,229</b>	<b>-2%</b>
<b>EXPENSES</b>				
Advertising & Marketing Expenses	2,192	2,192	-	0%
Contracted Services / Professional Fees	3,763	4,412	649	17%
Fuel Expense	31,269	44,022	12,753	41%
General Operating Expenses	6,713	9,285	2,572	38%
Infrastructure Maintenance	939	939	-	0%
Insurance Expense	12,193	12,000	- 193	-2%
Software Fees & Licences	10,567	7,083	- 3,483	-33%
Staff, Training, Travel & Meals	6,252	4,732	- 1,520	-24%
Transit storage facility	39,435	43,120	3,686	9%
Vehicle Expenses	91,056	94,385	3,329	4%
Total Wages & Benefits	288,090	259,068	- 29,022	-10%
<b>Total Operating Expenses</b>	<b>492,467</b>	<b>481,238</b>	<b>- 11,229</b>	<b>-2%</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>141,600</b>	<b>141,600</b>	<b>- 0</b>	<b>0%</b>
Amortization Expense	141,600	141,600	-	0%
<b>NET INCOME</b>	<b>0</b>	<b>0</b>	<b>- 0</b>	<b>0%</b>

Overall decrease in Net expenses (including amortization) of \$65,000

- Service hours are consistent with previously approved hours.
- Member contribution to LLB summer routes (Rt 8X and Rt 9) is consistent at \$330,000.
- Decrease in non-member contributions of \$39,000
- Pass revenues are up \$76,000 but consistent 2024 actuals.
- Fuel has increased \$13,000 from previously approved. Previously approved assumed some electric service hours, but this has not happened, so assumed all diesel for 2026 budget.
- Decrease in wages of \$29,000 mostly due to difference in training wage allocation. Training wages split into year-round and summer only proportions based on annual salaries vs summer only. Because Rt 9 is year-round it is getting less of the summer training allocation.

## BVRTSC 2026 DETAILED ROUTE COMMENTS

### Lake Louise Local Route 11

Bow Valley Regional Transit Services Commisison				
DRAFT Operating Budget 2026 - 2028				
RT11 - Rt 11 - LL Local				
	Previously Approved Budget 2026	2026	Previously Approved \$ Difference	Previously Approved % Difference
<b>INCOME</b>				
Bus Pass Sales	39,195	47,728	8,533	22%
Requisitions - Operating	127,463	144,948	17,485	14%
<b>GROSS INCOME</b>	<b>166,658</b>	<b>192,676</b>	<b>26,018</b>	<b>16%</b>
<b>EXPENSES</b>				
Advertising & Marketing Expenses	1,020	1,020	-	0%
Contracted Services / Professional Fees	412	635	223	54%
Fuel Expense	10,242	17,269	7,027	69%
General Operating Expenses	807	1,445	638	79%
Infrastructure Maintenance	437	437	-	0%
Insurance Expense	6,096	6,096	-	0%
Software Fees & Licences	4,044	3,061	- 983	-24%
Staff, Training, Travel & Meals	4,121	2,955	- 1,165	-28%
Transit storage facility	7,277	6,470	- 806	-11%
Vehicle Expenses	43,922	43,266	- 656	-1%
Total Wages & Benefits	88,280	110,021	21,741	25%
Total Operating Expenses	166,658	192,676	26,018	16%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Amortization Expense	50,000	50,000	-	0%
<b>NET INCOME</b>	<b>- 50,000</b>	<b>- 50,000</b>	<b>0</b>	<b>0%</b>

Operating requisition have increased by \$17,000.

- Service hours are consistent with previously approved hours.
- Increase in pass revenues of \$8,000, but more consistent with 2024 actuals.
- Fuel expense has increased by \$7,000, but more consistent with 2024 actuals.
- Increase in wages by \$25,000 due to training allocation changes, and full year AM support driver role.

## BVRTSC 2026 DETAILED ROUTE COMMENTS

### Grassi Lakes Route 12

Bow Valley Regional Transit Services Commisison					
DRAFT Operating Budget 2026 - 2028					
RT12 - Rt 12 - Grassi Lakes					
	Previously Approved Budget 2026	2026	Previously Approved \$ Difference	Previously Approved % Difference	
<b>INCOME</b>					
Recoveries - Operating (non-members)	112,313	101,593	- 10,720	-10%	
Requisitions - Operating	459,905	376,825	- 83,080	-18%	
<b>GROSS INCOME</b>	<b>572,218</b>	<b>478,418</b>	<b>- 93,800</b>	<b>-16%</b>	
<b>EXPENSES</b>					
Advertising & Marketing Expenses	5,552	5,552	-	0%	
Contracted Services / Professional Fees	3,797	6,280	2,483	65%	
Fuel Expense	22,489	9,033	- 13,456	-60%	
General Operating Expenses	2,218	2,240	22	1%	
Infrastructure Maintenance	5,201	5,201	-	0%	
Insurance Expense	22,736	6,000	- 16,736	-74%	
Software Fees & Licences	14,434	9,424	- 5,010	-35%	
Staff, Training, Travel & Meals	13,198	4,933	- 8,266	-63%	
Transit storage facility	27,223	14,031	- 13,192	-48%	
Vehicle Expenses	138,274	135,926	- 2,348	-2%	
Total Wages & Benefits	267,096	270,005	2,909	1%	
Total Operating Expenses	522,218	468,624	- 53,595	-10%	
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>50,000</b>	<b>9,795</b>	<b>- 40,205</b>	<b>0%</b>	
Amortization Expense	50,000	50,000	-	0%	
<b>NET INCOME</b>	<b>0</b>	<b>- 40,205</b>	<b>- 40,205</b>	<b>0%</b>	

Operating requisitions decreased by \$93,000 (\$83,000 member and \$11,000 non-member)

- Service hours are 290 more than previously approved.
- Alberta parks are contributing 50% of summer only net expenses. The remainder is funded by Town of Canmore.
- Fuel expenses have decreased by \$13,000. Previously approved assumed 75% diesel service hours and 25% electric. 2026 budget assumes 25% diesel which is included above. Electric fuel costs for Canmore are not included in BVRTSC budget because they are paid by the Town of Canmore.
- Overall, there was a reduction in expected expenses versus previously approved NSLR of 12 Winter. With the NRSL all costs were proportionately increased based on service hour costs presented and approved by TOC. Some costs are fixed, or consistent proportions, or based on bus allocations instead of service hours. Result is that cost increases for all line items are not always consistent with proportionate service hour increase. Specifically, insurance, transit storage rent, staffing and software costs.
- Previously approved budget incorrectly had Canmore contributing to amortization to make net income zero like other non member routes. Member operating requisitions have been adjusted to reflect this. Accounting for approximately \$40,000 of the member requisition variance.
- Alberta Parks contributions include amortization for their proportion of based on 50% of summer vs total service hours.

## BVRTSC 2026 DETAILED ROUTE COMMENTS

### Calgary-Banff Onit

Bow Valley Regional Transit Services Commisison				
DRAFT Operating Budget 2026 - 2028				
RTCB - Rt CB - Calgary-Banff				
	Previously Approved Budget 2026	2026	Previously Approved \$ Difference	% Difference
INCOME				
Recoveries - Operating (non-members)	159,135	159,135	-	0%
Requisitions - Operating	80,500	80,500	-	0%
<b>GROSS INCOME</b>	<b>239,635</b>	<b>239,635</b>	<b>-</b>	<b>0%</b>
EXPENSES				
Contracted Services / Professional Fees	224,635	224,635	-	0%
Total Wages & Benefits	15,000	15,000	-	0%
<b>Total Operating Expenses</b>	<b>239,635</b>	<b>239,635</b>	<b>-</b>	<b>0%</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Amortization Expense	-	-	-	
<b>NET INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

Assumed contract with continue, so numbers the same as previously approved.

**Bow Valley Regional Transit Services Commisison**  
**DRAFT Budget**  
**Summary of Total Requisitions - 2026-2028**

	Previously Approved			DRAFT Budget		
	2025	2026	2027	2026	2027	2028
<b>Banff</b>						
Operating	\$3,758,483	\$4,155,403	\$ 4,260,626	\$4,071,285	\$4,119,796	\$4,272,872
Capital	\$ 971,200	\$1,379,300	\$ 1,399,400	\$1,401,500	\$1,421,900	\$1,442,500
	<u>\$4,729,683</u>	<u>\$5,534,703</u>	<u>\$ 5,660,026</u>	<u>\$5,472,785</u>	<u>\$5,541,696</u>	<u>\$5,715,372</u>
<b>Canmore</b>						
Operating	\$2,850,189	\$3,146,119	\$ 3,233,801	\$3,046,471	\$3,123,850	\$3,235,995
Capital	\$ 412,300	\$ 528,000	\$ 535,500	\$ 536,600	\$ 542,400	\$ 550,100
	<u>\$3,262,489</u>	<u>\$3,674,119</u>	<u>\$ 3,769,301</u>	<u>\$3,583,071</u>	<u>\$3,666,250</u>	<u>\$3,786,095</u>
<b>ID #9</b>						
Operating	\$ 920,824	\$ 942,600	\$ 959,106	\$ 983,035	\$ 989,431	\$1,018,111
Capital	\$ 169,766	\$ 159,925	\$ 161,990	\$ 161,925	\$ 163,990	\$ 166,062
	<u>\$1,090,591</u>	<u>\$1,102,525</u>	<u>\$ 1,121,096</u>	<u>\$1,144,960</u>	<u>\$1,153,421</u>	<u>\$1,184,174</u>
<b>Parks Canada*</b>						
Operating	\$2,549,972	\$2,629,467	\$ 2,696,995	\$2,392,392	\$2,457,909	\$2,541,105
	<u>\$2,549,972</u>	<u>\$2,629,467</u>	<u>\$ 2,696,995</u>	<u>\$2,392,392</u>	<u>\$2,457,909</u>	<u>\$2,541,105</u>
<b>Alberta Parks</b>						
Operating	\$ 109,696	\$ 112,313	\$ 114,931	\$ 101,593	\$ 112,313	\$ 114,931
	<u>\$ 109,696</u>	<u>\$ 112,313</u>	<u>\$ 114,931</u>	<u>\$ 101,593</u>	<u>\$ 112,313</u>	<u>\$ 114,931</u>

**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget**  
**Summary of Total Requisitions - 2026-2028**

	Previously approved			Draft budget			\$ Change 26-26	% Change 26-26
	2025	2026	2027	2026	2027	2028		
<b>Town of Banff:</b>								
Banff Local - Route 1	\$ 1,573,500	\$ 1,620,228	\$ 1,668,838	\$ 1,658,385	\$ 1,651,275	\$ 1,710,330	\$ 38,157	2%
Banff Local - Route 2	\$ 1,364,420	\$ 1,685,723	\$ 1,733,997	\$ 1,618,307	\$ 1,663,246	\$ 1,721,784	-\$ 67,416	-4%
CB Regional (1/2)	\$ 535,160	\$ 552,675	\$ 554,002	\$ 486,356	\$ 506,336	\$ 533,235	-\$ 66,319	-12%
Administrative (1/3)	\$ 222,403	\$ 233,776	\$ 240,790	\$ 245,237	\$ 235,939	\$ 244,522	\$ 11,461	5%
On-it	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ -	0%
	<u>\$ 3,758,483</u>	<u>\$ 4,155,403</u>	<u>\$ 4,260,626</u>	<u>\$ 4,071,285</u>	<u>\$ 4,119,796</u>	<u>\$ 4,272,872</u>	<u>-\$ 84,118</u>	<u>-2%</u>
<b>Town of Canmore</b>								
Canmore Local - Route 5	\$ 1,825,053	\$ 1,882,262	\$ 1,938,731	\$ 1,920,553	\$ 1,976,170	\$ 2,040,250	\$ 38,291	2%
Grassi Lakes - Route 12	\$ 250,073	\$ 459,905	\$ 482,778	\$ 376,825	\$ 387,905	\$ 400,487	-\$ 83,080	-18%
CB Regional (1/2)	\$ 535,160	\$ 552,675	\$ 554,002	\$ 486,356	\$ 506,336	\$ 533,235	-\$ 66,319	-12%
Administrative (1/3)	\$ 222,403	\$ 233,776	\$ 240,790	\$ 245,237	\$ 235,939	\$ 244,522	\$ 11,461	5%
On-it	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ -	0%
	<u>\$ 2,850,189</u>	<u>\$ 3,146,119</u>	<u>\$ 3,233,801</u>	<u>\$ 3,046,471</u>	<u>\$ 3,123,850</u>	<u>\$ 3,235,995</u>	<u>-\$ 99,648</u>	<u>-3%</u>
<b>Improvement District No. 9</b>								
Administrative (1/3)	\$ 222,403	\$ 233,776	\$ 240,790	\$ 245,237	\$ 235,939	\$ 244,522	\$ 11,461	5%
LLB Regional - Winter	\$ 244,462	\$ 251,361	\$ 257,031	\$ 262,850	\$ 274,612	\$ 289,428	\$ 11,489	5%
LLB Regional - Rt 8S/8X/9	\$ 330,000	\$ 330,000	\$ 330,000	\$ 330,000	\$ 330,000	\$ 329,999	-\$ 0	0%
LL Local - Rt 11	\$ 123,959	\$ 127,463	\$ 131,286	\$ 144,948	\$ 148,880	\$ 154,161	\$ 17,485	14%
	<u>\$ 920,824</u>	<u>\$ 942,600</u>	<u>\$ 959,106</u>	<u>\$ 983,035</u>	<u>\$ 989,431</u>	<u>\$ 1,018,111</u>	<u>\$ 40,435</u>	<u>4%</u>
<b>Parks Canada</b>								
Banff Local - Route 1	\$ 27,367	\$ 28,188	\$ 29,034	\$ 28,188	\$ 29,034	\$ 29,905	-\$ 0	0%
Banff Local - Route 2	\$ 63,093	\$ 64,986	\$ 66,936	\$ 64,986	\$ 66,936	\$ 68,944	\$ -	0%
Cave & Basin - Rt 4	\$ 307,707	\$ 316,456	\$ 324,448	\$ 326,480	\$ 333,737	\$ 343,227	\$ 10,024	3%
Lake Minnewanka - Rt 6	\$ 862,373	\$ 881,580	\$ 898,934	\$ 867,458	\$ 882,583	\$ 902,268	-\$ 14,122	-2%
LLB Regional - Rt 8 winter extra bus	\$ 217,145	\$ 223,659	\$ 230,369	\$ 190,976	\$ 196,730	\$ 203,979	-\$ 32,684	-15%
LLB Regional - Rt 8S	\$ 52,365	\$ 53,693	\$ 54,923	\$ -	\$ -	\$ -	-\$ 53,693	-100%
LLB Regional - Rt 8X*	\$ 530,344	\$ 556,749	\$ 578,940	\$ 537,713	\$ 566,563	\$ 604,500	-\$ 19,036	-3%
JCB Regional - Rt 9	\$ 248,902	\$ 256,952	\$ 264,363	\$ 217,456	\$ 223,190	\$ 229,147	-\$ 39,496	-15%
Moraine Lake - Rt 10	\$ 86,174	\$ 88,068	\$ 89,912	\$ -	\$ -	\$ -	-\$ 88,068	-100%
On-it	\$ 154,500	\$ 159,135	\$ 159,135	\$ 159,135	\$ 159,135	\$ 159,135	\$ -	0%
	<u>\$ 2,549,972</u>	<u>\$ 2,629,467</u>	<u>\$ 2,696,995</u>	<u>\$ 2,392,392</u>	<u>\$ 2,457,909</u>	<u>\$ 2,541,105</u>	<u>-\$ 237,074</u>	<u>-9%</u>
<b>Alberta Parks</b>								
Grassi Lakes - Route 12	\$ 109,696	\$ 112,313	\$ 114,931	\$ 101,593	\$ 104,293	\$ 107,358	-\$ 10,720	-10%
	<u>\$ 109,696</u>	<u>\$ 112,313</u>	<u>\$ 114,931</u>	<u>\$ 101,593</u>	<u>\$ 104,293</u>	<u>\$ 107,358</u>	<u>-\$ 10,720</u>	<u>-10%</u>
<b>Total operating requisitions</b>								
4500 - Recoveries - Operating (non-member)	\$ 2,659,668	\$ 2,741,780	\$ 2,811,926	\$ 2,493,986	\$ 2,562,202	\$ 2,648,463	-\$ 247,794	-9%
4420-1 - Operating Requisition - TOB	\$ 3,758,483	\$ 4,155,403	\$ 4,260,626	\$ 4,071,285	\$ 4,119,796	\$ 4,272,872	-\$ 84,118	-2%
4420-2 - Operating Requisition - TOC	\$ 2,850,189	\$ 3,146,119	\$ 3,233,801	\$ 3,046,471	\$ 3,123,850	\$ 3,235,995	-\$ 99,648	-3%
4420-5 - Operating Requisition - ID9	\$ 920,824	\$ 942,600	\$ 959,106	\$ 983,035	\$ 989,431	\$ 1,018,111	\$ 40,435	4%
	<u>\$ 7,529,496</u>	<u>\$ 8,244,122</u>	<u>\$ 8,453,533</u>	<u>\$ 8,100,791</u>	<u>\$ 8,233,078</u>	<u>\$ 8,526,978</u>	<u>-\$ 143,331</u>	<u>-2%</u>

**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**All Rts and Admin**

	Previously Approved					Previously Approved	
	2025 Budget	Budget 2026	2026	2027	2028	\$ Difference	% Difference
<b>INCOME</b>							
Bus Pass Sales	4,538,447	4,677,368	5,016,373	5,113,807	5,213,190	339,005	7%
Interest Revenue	150,000	154,500	75,000	77,250	79,568	- 79,500	-51%
Marketing & Advertising Revenue	59,669	61,459	61,459	63,303	65,202	- 0	0%
Other Income	2,699	2,782	12,600	12,978	13,367	9,818	353%
Partner Programs	669,299	689,378	748,263	823,211	847,907	58,885	9%
Recoveries - Operating (non-members)	2,659,669	2,741,780	2,493,986	2,562,202	2,648,463	- 247,795	-9%
Requisitions - Operating	7,529,498	8,244,122	8,100,791	8,233,078	8,526,978	- 143,331	-2%
<b>GROSS INCOME</b>	<b>15,609,281</b>	<b>16,571,390</b>	<b>16,508,472</b>	<b>16,885,828</b>	<b>17,394,676</b>	<b>- 62,918</b>	<b>0%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	111,096	116,587	125,677	129,551	133,438	9,090	8%
Contracted Services / Professional Fees	417,663	429,713	494,092	451,052	458,195	64,379	15%
Fuel Expense	1,051,562	1,091,858	1,097,057	1,129,968	1,163,867	5,199	0%
General Operating Expenses	232,730	519,008	252,851	259,109	265,518	- 266,157	-51%
Infrastructure Maintenance	101,149	106,201	104,657	107,894	111,318	- 1,544	-1%
Insurance Expense	284,372	301,736	284,675	293,215	302,008	- 17,061	-6%
Software Fees & Licences	274,692	288,539	285,425	294,021	302,842	- 3,113	-1%
Staff, Training, Travel & Meals	231,638	243,715	265,819	269,527	277,633	22,105	9%
Transit storage facility	491,457	516,765	515,252	510,110	525,413	- 1,513	0%
Vehicle Expenses	3,630,647	3,793,285	3,793,909	3,907,757	4,024,989	624	0%
Wages & Benefits							
Admin wages & benefits	1,052,203	1,124,991	1,085,764	1,129,342	1,173,967	- 39,228	-3%
Wash Bay wages & benefits	399,465	411,451	434,651	443,388	452,125	23,200	6%
Customer service wages & benefits	523,670	545,075	591,533	605,976	620,508	46,458	9%
Driver wages & benefits	4,875,394	5,099,005	4,778,327	4,892,305	5,054,810	- 320,677	-6%
Operations wages & benefits	1,105,401	1,152,318	1,043,769	1,084,103	1,125,524	- 108,549	-9%
Training wages and benefits	-	-	590,676	609,085	627,934	590,676	
Total Wages & Benefits	7,956,133	8,332,840	8,524,720	8,764,200	9,054,868	191,880	2%
Total Operating Expenses	14,783,139	15,740,246	15,744,133	16,116,404	16,620,089	3,888	0%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>826,141</b>	<b>831,144</b>	<b>764,339</b>	<b>769,425</b>	<b>774,587</b>	<b>- 66,805</b>	<b>-8%</b>
Amortization Expense	2,904,049	3,204,049	3,177,449	3,177,449	3,177,449	- 26,600	-1%
<b>NET INCOME</b>	<b>- 2,077,908</b>	<b>- 2,372,905</b>	<b>- 2,413,110</b>	<b>- 2,408,024</b>	<b>- 2,402,862</b>	<b>- 40,205</b>	<b>2%</b>

Key Performance Indicators	Previously Approved				
	2025 Budget	Budget 2026	2026	2027	2028
Revenue per Service Hour	\$ 64	\$ 64	\$ 68	\$ 70	\$ 71
Gross Cost per Service Hour	\$ 222	\$ 230	\$ 229	\$ 233	\$ 239
Direct Operating Cost per Service Hour	\$ 175	\$ 182	\$ 181	\$ 185	\$ 191
Overhead per Service Hour	\$ 10	\$ 10	\$ 9	\$ 9	\$ 9
Net Cost per Service Hour (CUTA)	\$ 121	\$ 127	\$ 122	\$ 124	\$ 129
% Cost Recovery (CUTA)	35%	34%	36%	36%	36%
Kilometers	2,437,284	2,465,219	2,354,036	2,354,036	2,354,036
Gross cost per KM	\$ 8	\$ 8	\$ 8	\$ 9	\$ 9
Ridership	2,972,527	3,086,942	3,245,685	3,310,599	3,376,811
Service Hours	84,253	86,701	87,076	87,076	87,076
Ridership per Service Hour	35	36	37	38	39

**Bow Valley Regional Transit Services Commisison**  
**DRAFT Operating Budget 2026 - 2028**  
**1000 - Administration**

	2025 Budget	Previously Approved	2026	2027	2028	Previously Approved	
		Budget 2026				\$ Difference	% Difference
<b>INCOME</b>							
Interest Revenue	150,000	154,500	75,000	77,250	79,568	- 79,500	-51%
Other Income	-	-	12,000	12,360	12,731	12,000	0%
Requisitions - Operating	667,208	701,328	735,711	707,818	733,567	34,383	5%
<b>GROSS INCOME</b>	<b>817,208</b>	<b>855,828</b>	<b>822,711</b>	<b>797,428</b>	<b>825,865</b>	<b>- 33,117</b>	<b>-4%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	-	-	12,000	12,360	12,731	12,000	0%
Contracted Services / Professional Fees	99,761	102,754	152,754	105,837	109,012	50,000	49%
Fuel Expense	500	515	515	530	546	-	0%
General Operating Expenses	70,507	72,622	68,019	70,021	72,084	- 4,604	-6%
Infrastructure Maintenance	212	219	150	155	232	- 69	-31%
Insurance Expense	30,377	31,288	31,288	32,227	33,193	-	0%
Software Fees & Licences	92,760	95,543	57,926	59,664	61,454	- 37,616	-39%
Staff, Training, Travel & Meals	85,033	87,584	104,634	105,356	108,639	17,050	19%
Transit storage facility	7,065	7,277	1,425	1,403	1,445	- 5,852	-80%
Vehicle Expenses	25,000	25,750	33,197	34,193	35,219	7,447	29%
Total Wages & Benefits	405,993	432,277	360,804	375,682	391,309	- 71,474	-17%
Total Operating Expenses	<b>817,208</b>	<b>855,828</b>	<b>822,711</b>	<b>797,428</b>	<b>825,865</b>	<b>- 33,117</b>	<b>-4%</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>- 0</b>	<b>0</b>	<b>- 0</b>	<b>0</b>	<b>0</b>	<b>- 0</b>	<b>0%</b>
Amortization Expense	167,354	167,354	167,354	167,354	167,354	-	0%
<b>NET INCOME</b>	<b>- 167,354</b>	<b>- 167,354</b>	<b>- 167,354</b>	<b>- 167,354</b>	<b>- 167,354</b>	<b>- 0</b>	<b>0%</b>



**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**RT01 - Rt 01 - Banff Local (Sulphur Mtn)**

	Previously Approved Budget					Previously Approved	
	2025 Budget	2026	2026	2027	2028	\$ Difference	% Difference
<b>INCOME</b>							
Bus Pass Sales	396,728	412,048	397,415	405,037	412,811	- 14,632	-4%
Marketing & Advertising Revenue	16,887	17,394	17,394	17,916	18,453	-	0%
Other Income	1,349	1,391	300	309	318	- 1,091	-78%
Partner Programs	410,845	423,170	482,357	549,328	565,807	59,187	14%
Recoveries - Operating (non-members)	27,367	28,188	28,188	29,034	29,905	-	0%
Requisitions - Operating	1,573,505	1,620,228	1,658,385	1,651,275	1,710,330	38,157	2%
<b>GROSS INCOME</b>	<b>2,426,682</b>	<b>2,502,420</b>	<b>2,584,040</b>	<b>2,652,899</b>	<b>2,737,626</b>	<b>81,620</b>	<b>3%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	26,487	27,282	27,227	28,043	28,885	- 55	0%
Contracted Services / Professional Fees	17,479	18,004	20,361	21,041	21,744	2,358	13%
Fuel Expense	124,367	128,098	127,949	131,788	135,741	- 149	0%
General Operating Expenses	16,285	16,773	14,995	15,321	15,657	- 1,778	-11%
Infrastructure Maintenance	15,211	15,666	15,666	16,136	16,620	-	0%
Insurance Expense	49,220	50,696	50,696	52,217	53,784	0	0%
Software Fees & Licences	34,478	35,512	42,628	43,907	45,224	7,117	20%
Staff, Training, Travel & Meals	24,480	25,213	32,037	32,639	33,599	6,823	27%
Transit storage facility	94,245	97,072	92,079	90,620	93,339	- 4,993	-5%
Vehicle Expenses	687,124	707,738	688,881	709,548	730,834	- 18,857	-3%
Total Wages & Benefits	1,337,306	1,380,365	1,471,519	1,511,638	1,562,199	91,154	7%
Total Operating Expenses	2,426,682	2,502,420	2,584,040	2,652,899	2,737,626	81,620	3%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>0 -</b>	<b>0</b>	<b>0 -</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Amortization Expense	609,676	759,676	759,676	759,676	759,676	-	0%
<b>NET INCOME</b>	<b>- 609,676</b>	<b>- 759,676</b>	<b>- 759,676</b>	<b>- 759,676</b>	<b>- 759,676</b>	<b>0</b>	<b>0%</b>

Key Performance Indicators	Previously Approved Budget				
	2025 Budget	2026	2026	2027	2028
Revenue per Service Hour	\$ 48	\$ 50	\$ 52	\$ 56	\$ 58
Gross Cost per Service Hour	\$ 236	\$ 252	\$ 251	\$ 254	\$ 260
Direct Operating Cost per Service Hour	\$ 142	\$ 147	\$ 150	\$ 154	\$ 159
Overhead per Service Hour	\$ 48	\$ 50	\$ 48	\$ 46	\$ 48
Net Cost per Service Hour (CUTA)	\$ 142	\$ 147	\$ 145	\$ 144	\$ 149
% Cost Recovery (CUTA)	25%	25%	26%	28%	28%
Kilometers	251,504	251,504	220,368	220,368	220,368
Gross cost per KM	\$ 16	\$ 17	\$ 20	\$ 20	\$ 20
Ridership	992,099	1,002,020	1,067,707	1,089,061	1,110,842
Service Hours	17,036	17,036	17,260	17,260	17,260
Ridership per Service Hour	58	59	62	63	64

**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**RT02 - Rt 02 - Banff Local (Tunnel Mtn)**

	Previously Approved Budget					Previously Approved %	
	2025 Budget	2026	2026	2027	2028	\$ Difference	Difference
<b>INCOME</b>							
Bus Pass Sales	305,303	314,991	359,050	365,919	372,924	44,060	14%
Marketing & Advertising Revenue	16,888	17,394	17,394	17,916	18,453	-	0%
Other Income	1,350	1,391	300	309	318	- 1,091	-78%
Partner Programs	221,609	228,257	228,375	235,226	242,283	118	0%
Recoveries - Operating (non-members)	63,093	64,986	64,986	66,936	68,944	-	0%
Requisitions - Operating	1,364,414	1,685,723	1,618,307	1,663,246	1,721,784	- 67,416	-4%
<b>GROSS INCOME</b>	<b>1,972,658</b>	<b>2,312,742</b>	<b>2,288,412</b>	<b>2,349,552</b>	<b>2,424,707</b>	<b>- 24,330</b>	<b>-1%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	25,062	25,813	25,770	26,543	27,340	- 43	0%
Contracted Services / Professional Fees	17,302	17,822	19,839	20,495	21,173	2,017	11%
Fuel Expense	91,173	93,909	105,467	108,631	111,890	11,559	12%
General Operating Expenses	14,230	293,090	13,587	13,886	14,193	- 279,503	-95%
Infrastructure Maintenance	15,800	16,274	16,166	16,651	17,265	- 108	-1%
Insurance Expense	37,455	38,579	38,579	39,736	40,928	-	0%
Software Fees & Licences	26,428	27,221	38,074	39,217	40,393	10,853	40%
Staff, Training, Travel & Meals	19,319	19,901	26,551	27,023	27,816	6,649	33%
Transit storage facility	68,541	70,597	85,077	83,777	86,291	14,480	21%
Vehicle Expenses	559,033	575,805	615,645	634,114	653,137	39,840	7%
Total Wages & Benefits	1,098,315	1,133,731	1,303,657	1,339,478	1,384,281	169,926	15%
<b>Total Operating Expenses</b>	<b>1,972,658</b>	<b>2,312,742</b>	<b>2,288,412</b>	<b>2,349,552</b>	<b>2,424,707</b>	<b>- 24,330</b>	<b>-1%</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Amortization Expense	549,732	649,732	649,732	649,732	649,732	-	0%
<b>NET INCOME</b>	<b>- 549,732</b>	<b>- 649,732</b>	<b>- 649,732</b>	<b>- 649,732</b>	<b>- 649,732</b>	<b>0</b>	<b>0%</b>

Key Performance Indicators	Previously Approved Budget				
	2025 Budget	2026	2026	2027	2028
Revenue per Service Hour	\$ 39	\$ 37	\$ 40	\$ 41	\$ 42
Gross Cost per Service Hour	\$ 253	\$ 263	\$ 258	\$ 261	\$ 268
Direct Operating Cost per Service Hour	\$ 142	\$ 153	\$ 151	\$ 155	\$ 160
Overhead per Service Hour	\$ 59	\$ 56	\$ 54	\$ 52	\$ 54
Net Cost per Service Hour (CUTA)	\$ 162	\$ 172	\$ 165	\$ 166	\$ 172
% Cost Recovery (CUTA)	20%	18%	19%	20%	20%
Kilometers	164,944	182,944	193,995	193,995	193,995
Gross cost per KM	\$ 21	\$ 22	\$ 20	\$ 20	\$ 21
Ridership	807,771	893,619	881,496	899,126	917,108
Service Hours	13,866	15,162	15,199	15,199	15,199
Ridership per Service Hour	58	59	58	59	60

**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**RT03 - Rt 03 - CB Regional**

	Previously Approved Budget					Previously Approved	
	2025 Budget	2026	2026	2027	2028	\$ Difference	% Difference
<b>INCOME</b>							
Bus Pass Sales	1,616,699	1,665,197	1,803,447	1,839,221	1,875,710	138,250	8%
Marketing & Advertising Revenue	13,510	13,916	13,916	14,333	14,763	-	0%
Partner Programs	5,250	5,408	6,239	6,426	6,619	832	15%
Requisitions - Operating	1,070,321	1,105,351	972,712	1,012,671	1,066,471	- 132,639	-12%
<b>GROSS INCOME</b>	<b>2,705,780</b>	<b>2,789,871</b>	<b>2,796,314</b>	<b>2,872,652</b>	<b>2,963,563</b>	<b>6,443</b>	<b>0%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	19,566	20,153	20,084	20,687	21,308	- 68	0%
Contracted Services / Professional Fees	10,723	11,044	13,433	13,896	14,376	2,389	22%
Fuel Expense	317,991	327,531	307,999	317,239	326,757	- 19,531	-6%
General Operating Expenses	43,685	44,996	31,328	31,984	32,656	- 13,668	-30%
Infrastructure Maintenance	31,435	32,378	32,528	33,505	34,510	150	0%
Insurance Expense	32,632	33,611	33,611	34,619	35,658	- 0	0%
Software Fees & Licences	19,564	20,151	41,086	42,319	43,588	20,935	104%
Staff, Training, Travel & Meals	17,080	17,594	25,622	26,005	26,763	8,028	46%
Transit storage facility	91,393	94,133	93,091	91,785	94,539	- 1,043	-1%
Vehicle Expenses	758,008	780,748	760,238	783,045	806,537	- 20,509	-3%
Total Wages & Benefits	1,363,703	1,407,533	1,437,293	1,477,568	1,526,873	29,760	2%
Total Operating Expenses	2,705,780	2,789,871	2,796,314	2,872,652	2,963,563	6,443	0%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>- 0</b>	<b>0%</b>
Amortization Expense	204,110	204,110	254,110	254,110	254,110	50,000	24%
<b>NET INCOME</b>	<b>- 204,110</b>	<b>- 204,110</b>	<b>- 254,110</b>	<b>- 254,110</b>	<b>- 254,110</b>	<b>- 50,000</b>	<b>0%</b>

Key Performance Indicators	Previously Approved Budget				
	2025 Budget	2026	2026	2027	2028
Revenue per Service Hour	\$ 96	\$ 99	\$ 107	\$ 109	\$ 111
Gross Cost per Service Hour	\$ 228	\$ 235	\$ 237	\$ 240	\$ 247
Direct Operating Cost per Service Hour	\$ 159	\$ 163	\$ 164	\$ 168	\$ 174
Overhead per Service Hour	\$ 48	\$ 50	\$ 48	\$ 47	\$ 48
Net Cost per Service Hour (CUTA)	\$ 111	\$ 115	\$ 105	\$ 106	\$ 111
% Cost Recovery (CUTA)	46%	46%	50%	51%	50%
Kilometers	807,650	807,650	729,635	729,635	729,635
Gross cost per KM	\$ 5	\$ 5	\$ 6	\$ 6	\$ 6
Ridership	369,262	372,955	402,397	410,445	418,654
Service Hours	17,064	17,064	17,064	17,064	17,064
Ridership per Service Hour	22	22	24	24	25

**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**RT04 - Rt 04 - Cave and Basin**

	Previously Approved Budget					Previously Approved	
	2025 Budget	2026	2026	2027	2028	\$ Difference	% Difference
<b>INCOME</b>							
Bus Pass Sales	9,896	10,193	17,459	17,784	18,115	7,266	71%
Recoveries - Operating (non-members)	307,707	316,456	326,480	333,737	343,227	10,024	3%
<b>GROSS INCOME</b>	<b>317,603</b>	<b>326,649</b>	<b>343,939</b>	<b>351,521</b>	<b>361,342</b>	<b>17,290</b>	<b>5%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	1,722	1,774	1,774	1,827	1,882	-	0%
Contracted Services / Professional Fees	2,154	2,219	2,436	2,514	2,594	217	10%
Fuel Expense	5,663	5,833	10,952	11,281	11,619	5,119	88%
General Operating Expenses	1,780	1,834	2,011	2,062	2,114	177	10%
Infrastructure Maintenance	1,689	1,739	1,739	1,791	1,845	-	0%
Insurance Expense	8,265	8,512	8,512	8,768	9,031	0	0%
Software Fees & Licences	9,082	9,355	5,725	5,897	6,074	- 3,630	-39%
Staff, Training, Travel & Meals	4,406	4,538	4,161	4,263	4,390	- 377	-8%
Transit storage facility	14,129	14,553	13,699	13,404	13,806	- 854	-6%
Vehicle Expenses	53,205	54,801	67,874	69,910	72,008	13,074	24%
Total Wages & Benefits	165,508	171,490	175,055	179,805	185,980	3,565	2%
Total Operating Expenses	267,603	276,649	293,939	301,521	311,342	17,290	6%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>0%</b>
Amortization Expense	50,000	50,000	50,000	50,000	50,000	-	0%
<b>NET INCOME</b>	<b>0</b>	<b>0</b>	<b>0 -</b>	<b>0 -</b>	<b>0</b>	<b>0</b>	<b>0%</b>

Key Performance Indicators	Previously Approved Budget				
	2025 Budget	2026	2026	2027	2028
Revenue per Service Hour	\$ 8	\$ 8	\$ 12	\$ 12	\$ 12
Gross Cost per Service Hour	\$ 999	\$ 1,035	\$ 910	\$ 898	\$ 924
Direct Operating Cost per Service Hour	\$ 205	\$ 212	\$ 201	\$ 206	\$ 212
Overhead per Service Hour	\$ 627	\$ 656	\$ 561	\$ 544	\$ 563
Net Cost per Service Hour (CUTA)	\$ 824	\$ 861	\$ 750	\$ 738	\$ 763
% Cost Recovery (CUTA)	1%	1%	2%	2%	2%
Kilometers	10,253	10,253	11,297	11,297	11,297
Gross cost per KM	\$ 127	\$ 132	\$ 118	\$ 117	\$ 120
Ridership	33,810	34,148	30,126	30,729	31,343
Service Hours	1,304	1,304	1,466	1,466	1,466
Ridership per Service Hour	26	26	21	21	21

**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**RT05 - Rt 05 - Canmore Local**

	Previously Approved Budget					Previously Approved	
	2025 Budget	2026	2026	2027	2028	\$ Difference	% Difference
<b>INCOME</b>							
Marketing & Advertising Revenue	12,384	12,755	12,755	13,138	13,532	-	0%
Requisitions - Operating	1,825,053	1,882,262	1,920,553	1,976,170	2,040,250	38,291	2%
<b>GROSS INCOME</b>	<b>1,837,437</b>	<b>1,895,018</b>	<b>1,933,309</b>	<b>1,989,308</b>	<b>2,053,782</b>	<b>38,291</b>	<b>2%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	14,756	15,199	15,199	15,655	16,125	-	0%
Contracted Services / Professional Fees	14,091	14,514	16,502	17,060	17,638	1,988	14%
Fuel Expense	157,275	161,994	162,066	166,928	171,936	73	0%
General Operating Expenses	9,832	10,127	8,087	8,266	8,450	-	-20%
Infrastructure Maintenance	19,219	19,796	19,796	20,390	21,002	-	0%
Insurance Expense	29,525	30,411	30,411	31,323	32,263	-	0%
Software Fees & Licences	19,818	20,412	32,518	33,494	34,498	12,106	59%
Staff, Training, Travel & Meals	18,005	18,544	19,730	20,025	20,609	1,186	6%
Transit storage facility	49,193	50,669	57,888	59,287	61,066	7,219	14%
Vehicle Expenses	530,016	545,917	538,528	554,684	571,324	-	-1%
Total Wages & Benefits	975,707	1,007,436	1,032,583	1,062,196	1,098,870	25,148	2%
<b>Total Operating Expenses</b>	<b>1,837,437</b>	<b>1,895,018</b>	<b>1,933,309</b>	<b>1,989,308</b>	<b>2,053,782</b>	<b>38,291</b>	<b>2%</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Amortization Expense	229,817	279,817	279,817	279,817	279,817	-	0%
<b>NET INCOME</b>	<b>- 229,817</b>	<b>- 279,817</b>	<b>- 279,817</b>	<b>- 279,817</b>	<b>- 279,817</b>	<b>0</b>	<b>0%</b>

Key Performance Indicators	Previously Approved Budget				
	2025 Budget	2026	2026	2027	2028
Revenue per Service Hour	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
Gross Cost per Service Hour	\$ 232	\$ 243	\$ 244	\$ 246	\$ 253
Direct Operating Cost per Service Hour	\$ 140	\$ 144	\$ 147	\$ 151	\$ 156
Overhead per Service Hour	\$ 62	\$ 65	\$ 63	\$ 61	\$ 63
Net Cost per Service Hour (CUTA)	\$ 201	\$ 208	\$ 209	\$ 211	\$ 218
% Cost Recovery (CUTA)	0%	0%	0%	0%	0%
Kilometers	324,145	324,145	290,540	290,540	290,540
Gross cost per KM	\$ 9	\$ 10	\$ 11	\$ 11	\$ 11
Ridership	328,200	331,482	378,219	385,783	393,499
Service Hours	13,140	13,140	13,140	13,140	13,140
Ridership per Service Hour	25	25	29	29	30

**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**RT06 - Rt 06 - Lake Minnewanka**

	Previously Approved Budget					Previously Approved	
	2025 Budget	2026	2026	2027	2028	\$ Difference	% Difference
<b>INCOME</b>							
Bus Pass Sales	41,138	42,372	48,052	49,008	49,983	5,679	13%
Partner Programs	31,595	32,543	31,292	32,231	33,198	- 1,251	-4%
Recoveries - Operating (non-members)	862,373	881,580	867,458	882,583	902,268	- 14,122	-2%
<b>GROSS INCOME</b>	<b>935,106</b>	<b>956,495</b>	<b>946,802</b>	<b>963,821</b>	<b>985,449</b>	<b>- 9,693</b>	<b>-1%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	3,052	3,143	3,143	3,238	3,335	-	0%
Contracted Services / Professional Fees	3,791	3,905	4,536	4,682	4,834	630	16%
Fuel Expense	33,134	34,128	33,220	34,216	35,243	- 909	-3%
General Operating Expenses	4,289	4,418	4,004	4,105	4,207	- 414	-9%
Infrastructure Maintenance	3,457	3,560	3,560	3,667	3,777	-	0%
Insurance Expense	17,756	18,289	19,289	19,867	20,463	1,000	5%
Software Fees & Licences	14,229	14,656	9,838	10,133	10,437	- 4,818	-33%
Staff, Training, Travel & Meals	8,762	9,025	9,338	9,566	9,850	313	3%
Transit storage facility	21,194	21,830	19,411	18,984	19,554	- 2,418	-11%
Vehicle Expenses	126,862	130,668	131,971	135,930	140,007	1,303	1%
Total Wages & Benefits	395,462	409,755	405,374	416,315	430,623	- 4,380	-1%
Total Operating Expenses	631,988	653,377	643,684	660,703	682,331	- 9,693	-1%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>303,118</b>	<b>303,118</b>	<b>303,118</b>	<b>303,118</b>	<b>303,118</b>	<b>- 0</b>	<b>0%</b>
Amortization Expense	303,118	303,118	303,118	303,118	303,118	-	0%
<b>NET INCOME</b>	<b>-</b>	<b>0</b>	<b>- 0</b>	<b>0</b>	<b>0</b>	<b>- 0</b>	<b>0%</b>

Key Performance Indicators	Previously Approved Budget				
	2025 Budget	2026	2026	2027	2028
Revenue per Service Hour	\$ 23	\$ 24	\$ 24	\$ 25	\$ 25
Gross Cost per Service Hour	\$ 614	\$ 633	\$ 589	\$ 586	\$ 602
Direct Operating Cost per Service Hour	\$ 202	\$ 209	\$ 196	\$ 201	\$ 207
Overhead per Service Hour	\$ 261	\$ 274	\$ 250	\$ 242	\$ 251
Net Cost per Service Hour (CUTA)	\$ 440	\$ 459	\$ 422	\$ 419	\$ 433
% Cost Recovery (CUTA)	5%	5%	5%	6%	6%
Kilometers	75,375	75,375	101,673	101,673	101,673
Gross cost per KM	\$ 25	\$ 26	\$ 19	\$ 19	\$ 19
Ridership	94,194	95,136	122,071	124,512	127,003
Service Hours	3,128	3,128	3,289	3,289	3,289
Ridership per Service Hour	30	30	37	38	39

**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**RT08W - Rt 08 - LLB Regional Winter**

	Previously Approved Budget					Previously Approved	
	2025 Budget	2026	2026	2027	2028	\$ Difference	% Difference
<b>INCOME</b>							
Bus Pass Sales	790,663	814,383	860,593	877,261	894,262	46,211	6%
Recoveries - Operating (non-members)	217,148	223,659	190,976	196,730	203,979	- 32,684	-15%
Requisitions - Operating	244,466	251,361	262,850	274,612	289,428	11,489	5%
<b>GROSS INCOME</b>	<b>1,252,277</b>	<b>1,289,403</b>	<b>1,314,419</b>	<b>1,348,604</b>	<b>1,387,669</b>	<b>25,016</b>	<b>2%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	4,593	4,731	4,731	4,873	5,019	-	0%
Contracted Services / Professional Fees	5,060	5,212	6,989	7,226	7,471	1,777	34%
Fuel Expense	142,501	146,776	150,408	154,921	159,568	3,632	2%
General Operating Expenses	20,417	21,030	24,528	25,034	25,551	3,498	17%
Infrastructure Maintenance	5,323	5,483	5,483	5,647	5,816	-	0%
Insurance Expense	11,838	12,193	12,193	12,559	12,935	- 0	0%
Software Fees & Licences	8,985	9,254	18,131	18,675	19,235	8,877	96%
Staff, Training, Travel & Meals	8,001	8,242	11,944	12,130	12,484	3,702	45%
Transit storage facility	38,296	39,435	47,863	47,381	48,802	8,429	21%
Vehicle Expenses	342,761	353,043	367,653	378,683	390,043	14,610	4%
Total Wages & Benefits	602,128	621,629	602,121	619,101	638,368	- 19,508	-3%
Total Operating Expenses	1,189,902	1,227,028	1,252,044	1,286,229	1,325,294	25,016	2%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>62,375</b>	<b>62,375</b>	<b>62,375</b>	<b>62,375</b>	<b>62,375</b>	<b>0</b>	<b>0%</b>
Amortization Expense	124,750	124,750	124,750	124,750	124,750	-	0%
<b>NET INCOME</b>	<b>- 62,375</b>	<b>- 62,375</b>	<b>- 62,375</b>	<b>- 62,375</b>	<b>- 62,375</b>	<b>0</b>	<b>0%</b>

Key Performance Indicators	Previously Approved Budget				
	2025 Budget	2026	2026	2027	2028
Revenue per Service Hour	\$ 116	\$ 120	\$ 132	\$ 135	\$ 137
Gross Cost per Service Hour	\$ 338	\$ 349	\$ 363	\$ 365	\$ 375
Direct Operating Cost per Service Hour	\$ 175	\$ 180	\$ 192	\$ 197	\$ 203
Overhead per Service Hour	\$ 120	\$ 126	\$ 126	\$ 122	\$ 127
Net Cost per Service Hour (CUTA)	\$ 179	\$ 186	\$ 186	\$ 185	\$ 193
% Cost Recovery (CUTA)	39%	39%	41%	42%	42%
Kilometers	354,183	354,183	312,608	312,608	312,608
Gross cost per KM	\$ 6	\$ 7	\$ 8	\$ 8	\$ 8
Ridership	109,428	110,522	94,168	96,051	97,972
Service Hours	6,804	6,804	6,514	6,514	6,514
Ridership per Service Hour	16	16	14	15	15

**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**RT08X - Rt 08X - LLB Regional Summer Express**

	Previously Approved Budget					Previously Approved	
	2025 Budget	2026	2026	2027	2028	\$ Difference	% Difference
<b>INCOME</b>							
Bus Pass Sales	1,115,724	1,149,196	1,272,260	1,296,376	1,320,974	123,065	11%
Recoveries - Operating (non-members)	530,357	556,749	537,713	566,563	604,500	- 19,036	-3%
Requisitions - Operating	40,607	36,495	134,986	133,118	131,420	98,490	270%
<b>GROSS INCOME</b>	<b>1,686,688</b>	<b>1,742,440</b>	<b>1,944,959</b>	<b>1,996,057</b>	<b>2,056,894</b>	<b>202,519</b>	<b>0%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	6,780	6,984	6,984	7,193	7,409	-	0%
Contracted Services / Professional Fees	18,863	19,429	21,280	21,934	22,609	1,851	10%
Fuel Expense	108,306	111,555	128,156	132,001	135,961	16,601	15%
General Operating Expenses	37,777	38,911	73,321	75,119	76,964	34,411	88%
Infrastructure Maintenance	2,905	2,992	2,992	3,082	3,174	-	0%
Insurance Expense	30,132	31,036	36,000	37,080	38,190	4,964	16%
Software Fees & Licences	21,294	21,932	19,930	20,528	21,144	- 2,003	-9%
Staff, Training, Travel & Meals	24,039	24,760	19,183	19,652	20,236	- 5,577	-23%
Transit storage facility	35,323	36,383	41,097	40,211	41,418	4,715	13%
Vehicle Expenses	296,172	305,056	316,345	325,836	335,611	11,289	4%
Total Wages & Benefits	962,645	995,951	1,082,219	1,110,884	1,146,480	86,268	9%
Total Operating Expenses	1,544,235	1,594,989	1,747,508	1,793,520	1,849,195	152,519	10%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>142,453</b>	<b>147,451</b>	<b>197,451</b>	<b>202,537</b>	<b>207,699</b>	<b>50,000</b>	<b>0%</b>
Amortization Expense	347,292	347,292	347,292	347,292	347,292	-	0%
<b>NET INCOME</b>	<b>- 204,839</b>	<b>- 199,841</b>	<b>- 149,841</b>	<b>- 144,755</b>	<b>- 139,593</b>	<b>50,000</b>	<b>0%</b>

Key Performance Indicators	Previously Approved Budget				
	2025 Budget	2026	2026	2027	2028
Revenue per Service Hour	\$ 192	\$ 197	\$ 190	\$ 194	\$ 198
Gross Cost per Service Hour	\$ 494	\$ 509	\$ 461	\$ 464	\$ 477
Direct Operating Cost per Service Hour	\$ 265	\$ 274	\$ 261	\$ 268	\$ 276
Overhead per Service Hour	\$ 140	\$ 147	\$ 123	\$ 119	\$ 123
Net Cost per Service Hour (CUTA)	\$ 214	\$ 223	\$ 194	\$ 194	\$ 202
% Cost Recovery (CUTA)	47%	47%	50%	50%	49%
Kilometers	305,361	305,361	320,970	320,970	320,970
Gross cost per KM	\$ 9	\$ 10	\$ 10	\$ 10	\$ 10
Ridership	149,348	150,841	150,477	153,487	156,556
Service Hours	5,826	5,826	6,688	6,688	6,688
Ridership per Service Hour	26	26	22	23	23



**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**RT09 - Rt 09 - Johnston Canyon**

	Previously Approved Budget					Previously Approved	
	2025 Budget	2026	2026	2027	2028	\$ Difference	% Difference
<b>INCOME</b>							
Bus Pass Sales	130,427	134,341	210,368	214,533	218,782	76,027	57%
Recoveries - Operating (non-members)	248,902	256,952	217,456	223,190	229,147	- 39,496	-15%
Requisitions - Operating	239,093	242,775	195,014	196,881	198,580	- 47,760	-20%
<b>GROSS INCOME</b>	<b>618,422</b>	<b>634,067</b>	<b>622,838</b>	<b>634,605</b>	<b>646,509</b>	<b>- 11,229</b>	<b>-2%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	2,129	2,192	2,192	2,258	2,326	-	0%
Contracted Services / Professional Fees	3,653	3,763	4,412	4,549	4,691	649	17%
Fuel Expense	30,358	31,269	44,022	45,342	46,703	12,753	41%
General Operating Expenses	6,517	6,713	9,285	9,521	9,763	2,572	38%
Infrastructure Maintenance	912	939	939	967	996	-	0%
Insurance Expense	11,838	12,193	12,000	12,360	12,730	- 193	-2%
Software Fees & Licences	10,259	10,567	7,083	7,296	7,515	- 3,483	-33%
Staff, Training, Travel & Meals	6,069	6,252	4,732	4,834	4,977	- 1,520	-24%
Transit storage facility	38,286	39,435	43,120	42,542	43,818	3,686	9%
Vehicle Expenses	88,403	91,056	94,385	97,216	100,133	3,329	4%
Total Wages & Benefits	278,399	288,090	259,068	266,120	271,259	- 29,022	-10%
Total Operating Expenses	476,822	492,467	481,238	493,005	504,909	- 11,229	-2%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>141,600</b>	<b>141,600</b>	<b>141,600</b>	<b>141,600</b>	<b>141,600</b>	<b>- 0</b>	<b>0%</b>
Amortization Expense	141,600	141,600	141,600	141,600	141,600	-	0%
<b>NET INCOME</b>	<b>- 0</b>	<b>0</b>	<b>- 0</b>	<b>- 0</b>	<b>0</b>	<b>- 0</b>	<b>0%</b>

Key Performance Indicators	Previously Approved Budget				
	2025 Budget	2026	2026	2027	2028
Revenue per Service Hour	\$ 60	\$ 62	\$ 99	\$ 101	\$ 103
Gross Cost per Service Hour	\$ 734	\$ 759	\$ 763	\$ 756	\$ 775
Direct Operating Cost per Service Hour	\$ 218	\$ 225	\$ 228	\$ 233	\$ 239
Overhead per Service Hour	\$ 374	\$ 392	\$ 389	\$ 377	\$ 390
Net Cost per Service Hour (CUTA)	\$ 533	\$ 556	\$ 517	\$ 509	\$ 526
% Cost Recovery (CUTA)	10%	10%	16%	17%	16%
Kilometers	70,898	70,898	100,206	100,206	100,206
Gross cost per KM	\$ 23	\$ 23	\$ 16	\$ 16	\$ 16
Ridership	37,619	37,995	42,707	43,561	44,432
Service Hours	2,184	2,184	2,115	2,115	2,115
Ridership per Service Hour	17	17	20	21	21

**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**RT11 - Rt 11 - LL Local**

	Previously Approved Budget					Previously Approved	
	2025 Budget	2026	2026	2027	2028	\$ Difference	% Difference
<b>INCOME</b>							
Bus Pass Sales	39,196	39,195	47,728	48,668	49,628	8,533	22%
Requisitions - Operating	123,960	127,463	144,948	148,880	154,161	17,485	14%
<b>GROSS INCOME</b>	<b>163,156</b>	<b>166,658</b>	<b>192,676</b>	<b>197,548</b>	<b>203,789</b>	<b>26,018</b>	<b>16%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	990	1,020	1,020	1,051	1,083	-	0%
Contracted Services / Professional Fees	400	412	635	655	677	223	54%
Fuel Expense	9,944	10,242	17,269	17,787	18,321	7,027	69%
General Operating Expenses	784	807	1,445	1,481	1,518	638	79%
Infrastructure Maintenance	424	437	437	450	464	-	0%
Insurance Expense	5,919	6,096	6,096	6,279	6,468	-	0%
Software Fees & Licences	3,926	4,044	3,061	3,153	3,247	-	-24%
Staff, Training, Travel & Meals	4,001	4,121	2,955	3,027	3,117	-	-28%
Transit storage facility	7,065	7,277	6,470	6,328	6,518	-	-11%
Vehicle Expenses	42,643	43,922	43,266	44,563	45,900	-	-1%
Total Wages & Benefits	87,061	88,280	110,021	112,773	116,478	21,741	25%
<b>Total Operating Expenses</b>	<b>163,156</b>	<b>166,658</b>	<b>192,676</b>	<b>197,548</b>	<b>203,789</b>	<b>26,018</b>	<b>16%</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Amortization Expense	50,000	50,000	50,000	50,000	50,000	-	0%
<b>NET INCOME</b>	<b>- 50,000</b>	<b>- 50,000</b>	<b>- 50,000</b>	<b>- 50,000</b>	<b>- 50,000</b>	<b>0</b>	<b>0%</b>

Key Performance Indicators	Previously Approved Budget				
	2025 Budget	2026	2026	2027	2028
Revenue per Service Hour	\$ 37	\$ 37	\$ 45	\$ 46	\$ 47
Gross Cost per Service Hour	\$ 1,133	\$ 1,173	\$ 1,166	\$ 1,147	\$ 1,180
Direct Operating Cost per Service Hour	\$ 154	\$ 158	\$ 182	\$ 187	\$ 193
Overhead per Service Hour	\$ 773	\$ 810	\$ 778	\$ 754	\$ 781
Net Cost per Service Hour (CUTA)	\$ 890	\$ 930	\$ 915	\$ 895	\$ 927
% Cost Recovery (CUTA)	4%	4%	5%	5%	5%
Kilometers	15,202	15,202	18,724	18,724	18,724
Gross cost per KM	\$ 79	\$ 82	\$ 66	\$ 65	\$ 67
Ridership	23,008	23,238	24,110	24,592	25,084
Service Hours	1,057	1,057	1,057	1,057	1,057
Ridership per Service Hour	22	22	23	23	24

**Bow Valley Regional Transit Services Commission**  
**DRAFT Operating Budget 2026 - 2028**  
**RT12 - Rt 12 - Grassi Lakes**

	Previously Approved Budget					Previously Approved	
	2025 Budget	2026	2026	2027	2028	\$ Difference	% Difference
<b>INCOME</b>							
Recoveries - Operating (non-members)	109,696	112,313	101,593	104,293	107,358	- 10,720	-10%
Requisitions - Operating	250,068	459,905	376,825	387,905	400,487	- 83,080	-18%
<b>GROSS INCOME</b>	<b>359,764</b>	<b>572,218</b>	<b>478,418</b>	<b>492,198</b>	<b>507,845</b>	<b>- 93,800</b>	<b>-16%</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses	3,296	5,552	5,552	5,822	5,997	-	0%
Contracted Services / Professional Fees	2,254	3,797	6,280	6,527	6,740	2,483	65%
Fuel Expense	13,352	22,489	9,033	9,304	9,583	- 13,456	-60%
General Operating Expenses	1,319	2,218	2,240	2,308	2,361	22	1%
Infrastructure Maintenance	3,088	5,201	5,201	5,454	5,618	-	0%
Insurance Expense	13,498	22,736	6,000	6,180	6,365	- 16,736	-74%
Software Fees & Licences	8,569	14,434	9,424	9,740	10,032	- 5,010	-35%
Staff, Training, Travel & Meals	7,836	13,198	4,933	5,006	5,152	- 8,266	-63%
Transit storage facility	16,162	27,223	14,031	14,387	14,819	- 13,192	-48%
Vehicle Expenses	82,092	138,274	135,926	140,035	144,236	- 2,348	-2%
Total Wages & Benefits	158,302	267,096	270,005	277,639	287,147	2,909	1%
Total Operating Expenses	309,768	522,218	468,624	482,404	498,051	- 53,595	-10%
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>49,996</b>	<b>50,000</b>	<b>9,795</b>	<b>9,795</b>	<b>9,795</b>	<b>- 40,205</b>	<b>0%</b>
Amortization Expense	50,000	50,000	50,000	50,000	50,000	-	0%
<b>NET INCOME</b>	<b>- 4</b>	<b>0</b>	<b>- 40,205</b>	<b>- 40,205</b>	<b>- 40,205</b>	<b>- 40,205</b>	<b>0%</b>

Key Performance Indicators	Previously Approved Budget				
	2025 Budget	2026	2026	2027	2028
Revenue per Service Hour	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Cost per Service Hour	\$ 692	\$ 515	\$ 459	\$ 456	\$ 469
Direct Operating Cost per Service Hour	\$ 159	\$ 169	\$ 143	\$ 147	\$ 152
Overhead per Service Hour	\$ 420	\$ 276	\$ 250	\$ 243	\$ 251
Net Cost per Service Hour (CUTA)	\$ 580	\$ 445	\$ 393	\$ 390	\$ 403
% Cost Recovery (CUTA)	0%	0%	0%	0%	0%
Kilometers	16,764	26,698	54,020	54,020	54,020
Gross cost per KM	\$ 80	\$ 60	\$ 28	\$ 28	\$ 29
Ridership	8,000	15,000	52,207	53,251	54,316
Service Hours	1,944	3,096	3,285	3,285	3,285
Ridership per Service Hour	4	5	16	16	17

# Bow Valley Regional Transit Services Commission

## 2026-2035 DRAFT Capital Budget

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Banff</b>										
Opening Deferred Capital Contribution Balance	\$ 3,610,083	\$ 4,702,070	\$ 5,651,913	\$ 5,995,697	\$ 7,378,051	\$ 7,642,237	\$ 8,824,553	\$ 9,285,044	\$ 10,678,310	\$ 12,177,688
Anticipated Grant Funding	-	-	-	-	-	-	-	-	-	370,306
Municipal Contribution to New Assets	-	-	-	-	-	-	-	-	-	-
<b>Banff Capital Requisition</b>										
Banff Local Capital Replacement	1,202,100	1,219,900	1,237,900	1,256,300	1,274,900	1,293,800	1,312,900	1,332,400	1,352,100	1,372,200
Canmore / Banff Regional Capital Replacement	68,500	69,500	70,500	71,600	72,600	73,600	74,700	75,800	76,900	78,000
Commission Capital Replacement	130,900	132,500	134,100	135,700	137,400	139,100	140,800	142,600	144,300	146,100
<b>Total Banff Capital Requisition</b>	<b>1,401,500</b>	<b>1,421,900</b>	<b>1,442,500</b>	<b>1,463,600</b>	<b>1,484,900</b>	<b>1,506,500</b>	<b>1,528,400</b>	<b>1,550,800</b>	<b>1,573,300</b>	<b>1,596,300</b>
<b>Capital Projects</b>										
Banff New Capital Assets	-	-	-	-	-	-	-	-	-	-
Banff Local Capital Replacement	(197,219)	(415,823)	(1,079,550)	(62,856)	(860,243)	(234,527)	(1,033,045)	(145,034)	(15,000)	(1,103,219)
Canmore / Banff Regional Capital Replacement	(86,987)	(46,235)	(2,500)	(8,390)	(350,471)	(48,918)	(2,500)	(2,500)	(2,500)	(189,932)
Commission Capital Replacement	(25,307)	(10,000)	(16,667)	(10,000)	(10,000)	(40,740)	(32,363)	(10,000)	(56,422)	(10,000)
<b>Total Capital Projects</b>	<b>(309,513)</b>	<b>(472,058)</b>	<b>(1,098,716)</b>	<b>(81,245)</b>	<b>(1,220,714)</b>	<b>(324,184)</b>	<b>(1,067,909)</b>	<b>(157,534)</b>	<b>(73,922)</b>	<b>(1,303,151)</b>
<b>Closing Deferred Capital Contribution Balance</b>	<b>\$ 4,702,070</b>	<b>\$ 5,651,913</b>	<b>\$ 5,995,697</b>	<b>\$ 7,378,051</b>	<b>\$ 7,642,237</b>	<b>\$ 8,824,553</b>	<b>\$ 9,285,044</b>	<b>\$ 10,678,310</b>	<b>\$ 12,177,688</b>	<b>\$ 12,841,143</b>
<b>Canmore</b>										
Opening Deferred Capital Contribution Balance	\$ 1,950,653	\$ 2,291,210	\$ 2,656,720	\$ 2,639,714	\$ 2,889,001	\$ 2,812,841	\$ 3,205,380	\$ 3,363,033	\$ 3,918,265	\$ 4,442,096
Anticipated Grant Funding	-	-	522,243	-	269,014	-	-	-	-	-
Municipal Contribution to New Assets	-	-	-	-	-	-	-	-	-	-
<b>Canmore Capital Requisition</b>										
Canmore Local Capital Replacement	337,200	340,400	345,500	350,700	355,900	361,300	366,700	372,200	377,800	383,400
Canmore / Banff Regional Capital Replacement	68,500	69,500	70,500	71,600	72,600	73,600	74,700	75,800	76,900	78,000
Commission Capital Replacement	130,900	132,500	134,100	135,700	137,400	139,100	140,800	142,600	144,300	146,100
<b>Total Canmore Capital Requisition</b>	<b>536,600</b>	<b>542,400</b>	<b>550,100</b>	<b>558,000</b>	<b>565,900</b>	<b>574,000</b>	<b>582,200</b>	<b>590,600</b>	<b>599,000</b>	<b>607,500</b>
<b>Capital Projects</b>										
Canmore New Capital Assets	-	-	-	-	-	-	-	-	-	-
Canmore Local Capital Replacement	(83,749)	(120,656)	(1,070,183)	(290,324)	(550,603)	(91,803)	(389,684)	(22,868)	(16,248)	(28,097)
Canmore / Banff Regional Capital Replacement	(86,987)	(46,235)	(2,500)	(8,390)	(350,471)	(48,918)	(2,500)	(2,500)	(2,500)	(189,932)
Commission Capital Replacement	(25,307)	(10,000)	(16,667)	(10,000)	(10,000)	(40,740)	(32,363)	(10,000)	(56,422)	(10,000)
<b>Total Capital Projects</b>	<b>(196,043)</b>	<b>(176,890)</b>	<b>(1,089,349)</b>	<b>(308,713)</b>	<b>(911,074)</b>	<b>(181,461)</b>	<b>(424,548)</b>	<b>(35,368)</b>	<b>(75,169)</b>	<b>(228,029)</b>
<b>Closing Deferred Capital Contribution Balance</b>	<b>\$ 2,291,210</b>	<b>\$ 2,656,720</b>	<b>\$ 2,639,714</b>	<b>\$ 2,889,001</b>	<b>\$ 2,812,841</b>	<b>\$ 3,205,380</b>	<b>\$ 3,363,033</b>	<b>\$ 3,918,265</b>	<b>\$ 4,442,096</b>	<b>\$ 4,821,567</b>

## Bow Valley Regional Transit Services Commission 2026-2035 DRAFT Capital Budget

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>ID9</b>										
Opening Deferred Capital Contribution Balance	\$ 2,109,337	\$ 2,585,006	\$ 3,083,133	\$ 2,362,560	\$ 2,763,008	\$ 2,958,242	\$ 3,351,122	\$ 3,864,216	\$ 3,830,155	\$ 4,163,896
Anticipated Grant Funding	-	-	-	-	-	-	-	-	-	-
Parks Canada Capital Contribution	-	-	-	-	-	-	-	-	-	-
Maintenance & Replacement Contributions	339,051	344,137	349,299	354,539	359,857	365,255	370,734	376,295	381,939	387,668
ID#9 Capital Contribution	-	-	-	-	-	-	-	-	-	-
ID#9 Capital Requisition										
Lake Louise / Banff Regional Capital Replacement	31,025	31,490	31,962	32,442	32,928	33,422	33,924	34,433	34,949	35,473
Commission Capital Replacement	130,900	132,500	134,100	135,700	137,400	139,100	140,800	142,600	144,300	146,100
<b>Total ID#9 Capital Requisition</b>	<b>161,925</b>	<b>163,990</b>	<b>166,062</b>	<b>168,142</b>	<b>170,328</b>	<b>172,522</b>	<b>174,724</b>	<b>177,033</b>	<b>179,249</b>	<b>181,573</b>
Capital Projects										
LLB New Capital Assets										
LLB Regional Capital Expenditures	-	-	(1,219,268)	(112,233)	(324,951)	(104,157)	-	(577,388)	(171,025)	-
Commission Capital Replacement	(25,307)	(10,000)	(16,667)	(10,000)	(10,000)	(40,740)	(32,363)	(10,000)	(56,422)	(10,000)
<b>Total Capital Projects</b>	<b>(25,307)</b>	<b>(10,000)</b>	<b>(1,235,935)</b>	<b>(122,233)</b>	<b>(334,951)</b>	<b>(144,897)</b>	<b>(32,363)</b>	<b>(587,388)</b>	<b>(227,447)</b>	<b>(10,000)</b>
Closing Deferred Capital Contribution Balance	\$ 2,585,006	\$ 3,083,133	\$ 2,362,560	\$ 2,763,008	\$ 2,958,242	\$ 3,351,122	\$ 3,864,216	\$ 3,830,155	\$ 4,163,896	\$ 4,723,137

<b>ALL PARTNERS</b>										
Opening Deferred Capital Contribution Balance	\$ 7,670,073	\$ 9,578,287	\$ 11,391,766	\$ 10,997,971	\$ 13,030,060	\$ 13,413,320	\$ 15,381,055	\$ 16,512,293	\$ 18,426,729	\$ 20,783,680
Anticipated Grant Funding	-	-	522,243	-	269,014	-	-	-	-	370,306
Proposed Annual Contributions	2,439,076	2,472,427	2,507,962	2,544,281	2,580,985	2,618,277	2,656,057	2,694,727	2,733,488	2,773,041
Capital Projects	(530,862)	(658,948)	(3,424,000)	(512,192)	(2,466,739)	(650,542)	(1,524,820)	(780,290)	(376,538)	(1,541,180)
<b>Remaining Unspent End of Year</b>	<b>\$ 9,578,287</b>	<b>\$ 11,391,766</b>	<b>\$ 10,997,971</b>	<b>\$ 13,030,060</b>	<b>\$ 13,413,320</b>	<b>\$ 15,381,055</b>	<b>\$ 16,512,293</b>	<b>\$ 18,426,729</b>	<b>\$ 20,783,680</b>	<b>\$ 22,385,847</b>



## **New Service Level Requests**

1. 1-2026 Banff Route 1 Extension of Summer Service
2. 2-2026 Banff Additional Winter Route
3. 3-2026 Canmore Bus Replacement
4. 4-2026 Office Building for Hawk Avenue
5. 5-2026 Storage Trailer for Parts

### **New and Revised Positions:**

6. 6-2026 General Maintenance Team Member(2026)
7. 7-2026 Office Administrator
8. 8-2026 Human Resources Manager Revised from HR Coordinator)
9. 9-2026 Intelligent Transit Systems Specialist (Additional 2 Days/Week)

**Bow Valley Regional Transit Services Commisison**  
**NSLR impact**

**Positions/Requests**

**For approval at August meeting**

**Operating impact**

Description	2026					2027					2028				
	Banff	Canmore	ID9	Non-member	Total	Banff	Canmore	ID9	Non-member	Total	Banff	Canmore	ID9	Non-member	Total
Office Administrator	21,689	16,477	10,012	24,321	72,500	22,340	16,972	10,313	25,051	74,675	23,010	17,481	10,622	25,803	76,916
HR Manager/Restructure	8,219	5,523	2,179	12,580	28,500	8,465	5,689	2,244	12,957	29,355	8,719	5,859	2,311	13,346	30,235
Transit Tech 7 day Coverage	17,943	11,119	2,647	6,290	38,000	18,482	11,453	2,727	6,478	39,140	19,036	11,796	2,809	6,673	40,314
General Maintenance Team Member	22,760	10,973	3,843	19,924	57,500	23,443	11,302	3,958	20,521	59,225	24,147	11,641	4,077	21,137	61,002
Onsite Temporary Office Space	3,958	1,908	668	3,465	10,000	4,077	1,966	688	3,569	10,300	4,199	2,025	709	3,676	10,609
	74,570	46,001	19,349	66,579	206,500	76,807	47,381	19,930	68,577	212,695	79,111	48,802	20,528	70,634	219,075

**Service level increases**

**For approval from Council**

Banff Route 1 Summer Service Extension	21,451				21,451	19,825				19,825	20,624				20,624
Banff Winter Route Addition	291,023				291,023	423,513				423,513	440,528				440,528
	312,474	-	-	-	312,474	443,338	-	-	-	443,338	461,152	-	-	-	461,152
<b>Total Operating NSLR Impact</b>	<b>387,044</b>	<b>46,001</b>	<b>19,349</b>	<b>66,579</b>	<b>518,974</b>	<b>520,145</b>	<b>47,381</b>	<b>19,930</b>	<b>68,577</b>	<b>656,033</b>	<b>540,263</b>	<b>48,802</b>	<b>20,528</b>	<b>70,634</b>	<b>680,227</b>

**Capital impact**

Description	2026					2027					2028				
	Banff	Canmore	ID9	Non-member	Total	Banff	Canmore	ID9	Non-member	Total	Banff	Canmore	ID9	Non-member	Total
Office Administrator	1,000	1,000	1,000		3,000				-	-	-	-	-	-	-
HR Manager/Restructure	167	167	166		500				-	-	-	-	-	-	-
General Maintenance Team Member	1,000	1,000	1,000	-	3,000				-	-	-	-	-	-	-
Storage Container	9,896	4,771	3,671	6,663	25,000				-	-	-	-	-	-	-
Onsite Temporary Office Space	5,146	2,481	1,909	3,465	13,000				-	-	-	-	-	-	-
	17,209	9,419	7,746	10,127	44,500	-	-	-	-	-	-	-	-	-	-

**Service level increases**

**For approval from Council**

Canmore new buses (hybrid option)					-					-	900,000				900,000
	-	-	-	-	-	-	-	-	-	-	-	900,000	-	-	900,000
<b>Total Capital NSLR Impact</b>	<b>17,209</b>	<b>9,419</b>	<b>7,746</b>	<b>10,127</b>	<b>44,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>900,000</b>	<b>-</b>	<b>-</b>	<b>900,000</b>

# Bow Valley *R*egional Transit Services Commission

## NEW SERVICE LEVEL REQUEST

**Requestor:** Martin Bean

**Date of Request:** August 8, 2025

**Title of Initiative:** 1-2026 NSL Route 1 Summer Service Until Thanksgiving

### Objective:

Local routes in Banff are operating at capacity throughout the majority of the summer months. In the Fall, Route 1 (Banff Avenue – Gondola) drops from 4 buses plus an overload operating daily to two buses daily. This reduction in service typically occurs on the last Sunday in September or the first Sunday in October, depending on the date on which the Sunday falls. Consequently, this reduces frequency of service from approximately every 17 minutes to every 25 minutes.

With visitor volumes typically still high in the first two weeks of October, a gap is created by dropping summer service prior to Thanksgiving.

This proposal is to continue the summer levels of service, minus the overload bus, until Thanksgiving. This would mean an addition of approximately 8 days of service for the average year.

Current Service Dates	Proposed Service Dates	Extra Days
Sunday Oct 4, 2026	Monday Oct 12, 2026	8
Sunday Oct 3, 2027	Monday Oct 11, 2027	8
Sunday Oct 1, 2028	Monday Oct 9, 2028	8

### Administration Recommendation:

That the Commission move to endorse:

**Extending summer service levels for Route 1, enabling frequency to remain static from the May long weekend through the Monday of the Thanksgiving weekend, subject to approval from Banff Council.**

### Summary:

- It is anticipated that ridership will continue to grow increase the capacity issue over the next few years. With this projection, it is predicted that additional days of service will help with capacity challenges and allow for further ridership increase. With the prior



additions to service, ridership has grown at a phenomenal rate, and it is anticipated that ridership will continue to grow.

2024 ridership volumes on Route 1 during this period are shown below, with the red line showing the end of summer frequency:

2024-09-25	September	2,791
2024-09-26	September	2,689
2024-09-27	September	2,609
2024-09-28	September	2,839
2024-09-29	September	2,709
2024-09-30	September	2,214
2024-10-01	October	1,777
2024-10-02	October	2,105
2024-10-03	October	2,153
2024-10-04	October	2,276
2024-10-05	October	2,239
2024-10-06	October	1,854
2024-10-07	October	1,883
2024-10-08	October	1,641
2024-10-09	October	1,778
2024-10-10	October	1,889
2024-10-11	October	1,534
2024-10-12	October	1,890
2024-10-13	October	2,263

It is anticipated that volumes would remain higher than the numbers above should summer service frequencies be maintained.

**Cost to Implement:**

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

**Ongoing Operational Cost per year:**

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

## EXTENDED SUMMER SERVICE BANFF LOCAL ROUTE 1 - SUMMER 2026

2026 Increase (Until Oct 12)	Route KPI (Direct Operating Cost)	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
1C Extra Days	\$ 146.89	13	8	\$ (25.01)	\$ 12,676
1D Extra Days	\$ 146.89	9	8	\$ (25.01)	\$ 8,775
Revenue at 50%					
<b>Total</b>					<b>\$ 21,451</b>

2027 Increase (Until Oct 11)	Route KPI	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
1C Extra Days	\$ 151.30	13	8	\$ (38.66)	\$ 11,715
1D Extra Days	\$ 151.30	9	8	\$ (38.66)	\$ 8,110
Revenue at 75%					
<b>Total</b>					<b>\$ 19,825</b>

2028 Increase (until Oct 9)	Route KPI	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
1C Extra Days	\$ 155.84	13	8	\$ (38.66)	\$ 12,187
1D Extra Days	\$ 155.84	9	8	\$ (38.66)	\$ 8,437
Revenue at 75%					\$ -
<b>Total</b>					<b>\$ 20,624</b>

### Capital Cost:

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

### Resources Required to Implement:

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

### Resources Required to Maintain:

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

### Return on Investment:

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

### Brand Standard Impact:

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

**Option:**

- Remain with winter service levels after first weekend of October

**Estimated Delivery Date:** October 5, 2026

**Commission Strategic Priority?** Yes/No

# Bow Valley *R*egional Transit Services Commission

## NEW SERVICE LEVEL REQUEST

**Requestor:** Martin Bean

**Date of Request:** August 1, 2025

**Title of Initiative:** 2-2026 NSL 2026 Additional Winter Route

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### **Objective:**

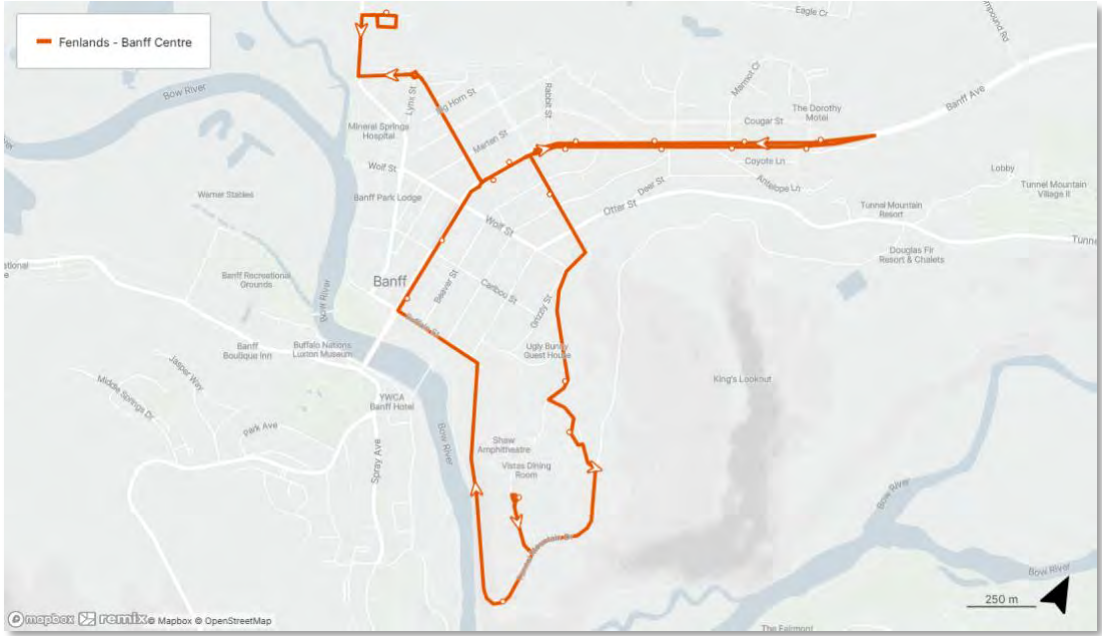
Local routes in Banff are operating at capacity in the summer months, and demand has built steadily in the offseason, with ridership between the months of October and April increasing by **163 percent** over the last 10 years (2014 – 2024).

This New Service Level Request proposes a new local route in Banff that connects underserved areas of town and additionally assists with ridership on Banff Avenue. The routing proposed would include key destinations including Banff Centre, the Fenlands, Banff Train Station and Banff Avenue.

### **Administration Recommendation:**

**That the Commission move to endorse:**

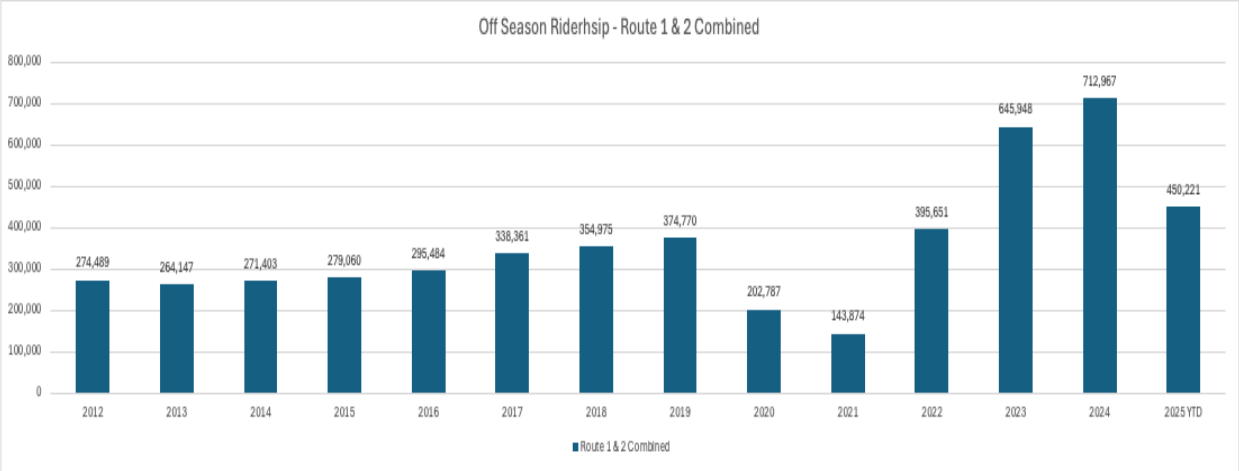
**Creating a new local winter route in Banff, to operate from October until May, proposed to include Banff Centre, Train Station and The Fenlands Recreation Centre, subject to approval by Banff Council.**



**Summary:**

- It is anticipated that ridership will continue to grow over the next few years. With this projection, it is predicted that demand for transit will continue to rise, both for visitors and locals. With the prior additions to service, ridership has grown at a phenomenal rate, and it is anticipated that ridership will continue to grow.
- Economic, environmental, and social benefits will be increased through locals and visitors both being able to access additional opportunities for recreation, social interaction and education.
- Winter service on both routes was increased to two buses on each route in late 2022 and ridership has increased significantly each year since as reflected in the graph below:

Annual Ridership on Routes 1 and 2 from October to April



- The Town of Banff owns and operates the Fenlands Banff Recreation Centre, offering numerous programs daily for residents and visitors. In the winter months, access is difficult without a personal vehicle as there are no bus routes that stop within one kilometre of the facility. From the Town of Banff website:

*The Fenlands Banff Recreation Centre is home two rinks, a curling rink, fitness room and other rental facilities and hosts a variety of public drop-in sessions and community classes and programs.*

*The Fenlands is also home to the Fenlands Hockey and Skate Shop. Be sure to stop by and check out all the great gear and accessories on sale now or, rent some ice skates. Skate sharpening services are also available.*

**Public Hours of Operation**

*8:30 a.m. – 8:30 p.m. daily*

*Closed on public holidays*

*Note: Facility hours may be extended for public programs and private bookings on a daily basis.*

- The Banff Centre and the Town of Banff are in partnership for the operation of the Sally Borden swimming pool, with subsidized swimming lessons being offered by the Town. From the Town of Banff website:

**Public Swimming**

*The Town of Banff operates subsidized public swimming times at Sally Borden Fitness & Recreation. The Town's public swimming is monitored by a certified lifeguard.*

*Sundays: 1 – 4 p.m.*

*Mondays: 8:30 – 11:30 a.m.*

*Thursdays: 9:30 – 11:30 a.m.*

*Fridays: 4 – 7:45 p.m.*

*Saturdays: 1 – 4 p.m.*

*Public Swimming on public holidays is from 1 – 4 p.m. only. Last admission into the pool is 30 minutes before the end of the swim*

The benefits of this additional service would be:

- Enhanced access to Town of Banff programs offered at both the Fenlands Banff Recreation Centre and Banff Centre (Sally Borden).
- Increased convenience for both locals and visitors.
- Ease of connection for commuters connecting to and from Canmore via Route 3.
- Increase the livability of Banff as a community where residents do not need to own a vehicle.
- Increase affordability of Banff as a community in which to reside.

- Improve service for hotel partners, therefore making it feasible and convenient for guests to leave their vehicles at their hotel for the duration of the stay.
- Encourage and grow year-round transit users through a safe, convenient and affordable transit system.
- Use existing capital infrastructure that is being maintained on an annual basis but being used primarily for summer months.
- Increase employment opportunities in the Bow Valley.
- Reduce recruiting, training and operational costs for Roam Transit through providing more year-round employment for drivers.
- Assist with Roam’s ability to grow in the future through stability of service and increasing year-round transit offerings.
- Improve winter safety on the roads through having professional drivers transporting people within the community rather than private vehicle operators.

**Cost to Implement:**

- Marketing and advertising of additional service - \$2,000
- Additional variable costs outlined in operating cost table.
- Partnership opportunity with Banff Centre for funding opportunities to be explored prior to presentation to Banff Council

**Capital Cost:**

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

**Ongoing Operational Cost per year:**

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

**New Route: Fenlands Recreation Centre - Train Station - Banff Centre**

2026 Increase	Route KPI (Direct Operating Cost)	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
Mar. 1 - May 14, 2026	\$ 152.54	14	75	\$ (25.01)	\$ 133,907
Oct. 5 - Dec 31, 2027	\$ 152.54	14	88	\$ (25.01)	\$ 157,117
<b>Total</b>					<b>\$ 291,023</b>
2027 Increase	Route KPI	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
Jan. 1 - May 20, 2027	\$ 157.11	14	140	\$ (25.01)	\$ 258,916
Oct. 4 - Dec. 31, 2027	\$ 157.11	14	89	\$ (25.01)	\$ 164,597
<b>Total</b>					<b>\$ 423,513</b>
2028 Increase	Route KPI	Hours of Service	Days of Service	Estimated Revenue Per Hour	Total Cost
Jan. 1 - May 18, 2028	\$ 161.82	14	139	\$ (25.01)	\$ 266,232
Oct. 2 - Dec 31, 2028	\$ 161.82	14	91	\$ (25.01)	\$ 174,296
<b>Total</b>					<b>\$ 440,528</b>

**Resources Required to Implement:**

- Website changes and schedule change implementation.
- Additional driver hour scheduling
- Minor operational revisions
- Minimal bus stop infrastructure

**Resources Required to Maintain:**

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

**Return on Investment:**

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

**Brand Standard Impact:**

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

**Option:**

- Revise delivery date to Fall of 2026
- Reduction or addition to daily service hours

**Estimated Delivery Date:** March 2026

**Commission Strategic Priority?** Yes/No



# Bow Valley Regional Transit Services Commission

## NEW SERVICE LEVEL REQUEST

**Requestor: Martin Bean**

**Date of Request: August 5, 2025**

**Title of Initiative: 3-2026 NSI Canmore Local Service Bus Replacement**

### **Objective:**

With the increases in service experienced over the last few years, the capacity of the 30-foot buses operating in Canmore has reached its maximum. Additionally, with the bankruptcy of the bus supplier providing the Vicinity buses, reliability and availability of parts has declined.

This proposal seeks to begin planning to purchase 3 buses to replace the current Vicinity buses operating within the Town of Canmore.

### **Administration Recommendation:**

The Board directs Administration to begin the planning process to purchase 3 Diesel or Hybrid buses for delivery in 2028, subject to approval by Canmore Town Council. This purchase is contingent on receiving 80% grant funding through the Federal Rural Transit Solutions Fund.

### **Summary:**

In 2016, Canmore local service started with two Vicinity 30-foot buses and a third Vicinity bus was added in 2018. At the time, the goal for the service was to reach 100,000 rides per year within the first 5 years. In 2024, Canmore local service had 366,484 rides and 2025 is currently showing a 5% ridership increase year over year.

Canmore local service has one spare bus. On numerous occasions, two or more Canmore buses have been out of service, necessitating the need for full-size buses to be relocated to Canmore to ensure no impact to passengers. The out of service ratio for the Vicinity buses has been steadily increasing as they are not robust enough to withstand operating 18 hours per day, 7 days per week over the last 9 years. The reliability of the Vicinity fleet regularly creates challenges for passengers with enroute breakdowns and delays in sourcing spare buses, plus puts strain on fleet resources intended for use in locations other than Canmore.

Currently there are many days with only one operational spare bus and multiple days with no spare buses due to parts and labour issues with suppliers. With the older fleet buses, we are seeing more repairs requiring longer term fixes and being towed or driven to Calgary for repairs at Cummins, Big Rig or other suppliers.

With over 30% of the Roam fleet being electric, diesel or hybrid buses are being recommended for this purchase. Canmore routes demand a bus to be operational for 18 hours per day, traveling over a

large area within the town. While this is potentially achievable with an electric bus in the summer months, it is not possible in the winter. With colder temperatures, Roam's experience has seen electric buses limited to approximately 12-13 hours per day. Purchasing diesel or hybrid buses for the Canmore operation allows for fleet type balancing, which will improve reliability and service delivery. Fleet type balancing ensures that an optimal ratio of diesel and electric buses are in the fleet to meet all service windows. In winter months especially, having a high percentage of electric vehicles will not meet the range requirements of all routes, whereas diesel buses can complete all service requirements.

The intent is to continue to operate at least one of the Vicinity buses for a couple of years to assist with spare capacity. Reliability of the Vicinity vehicles will improve when just used on a spare basis, rather than being relied upon for operating the full hours of service.

If approved, Administration will analyze costing, availability of buses and the intended use to determine whether diesel or hybrid buses would be optimal for this purchase.

In early 2025, the BVRTSC applied for funding under the Rural Transit Solutions Fund for the purpose of adding these vehicles to the fleet. This application is still pending, and Infrastructure Canada is currently assessing all applications. A date for potential approval of the funding is not known at this time.

Motion from February 2025 BVRTSC Board meeting:

***Option #1***

***Apply to the Rural Transit Solutions Fund for building upgrades, including office space, enclosing the covered parking to be able to park an additional 20 buses inside, plus bypass lane and outside parking for an additional 20 buses. This would allow for the purchase of 1 additional bus.***

***Option #2***

***Apply to the Rural Transit Solutions Fund for building upgrades including only the office space and the additional parking for 20 buses, plus the bypass lane but not enclosing the existing covered parking. This would allow for the purchase of up to 4 additional buses***

**BVRTSC24-87** Sean Krausert moves that the Board direct administration to make applications to the Rural Transit Solutions Fund in alignment with "Option 2" as presented.

**CARRIED UNANIMOUSLY**

Municipal Support Letter:



Bow Valley Regional Transit Services Commission

February 25, 2025

Re: Support Letter - Rural Transit Solutions Fund Application

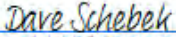
To Whom It May Concern:

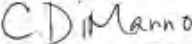
On behalf of the partner municipalities in the Bow Valley Regional Transit Services Commission (Town of Banff, Town of Canmore, and Improvement District 9), we are writing to you in support of the applications being submitted by BVRTSC Administration for funding under the current intake of the Rural Transit Solutions Fund.

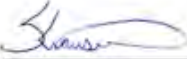
Roam Transit has seen significant success in providing connections within and between our communities through a strong collaborative effort and we support this partnership as it continues to grow in the future. The funding requested by the BVRTSC from Infrastructure Canada through the Rural Transit Solutions Fund will help to facilitate increased opportunities for residents and visitors to have access to a convenient and affordable transit network.


The applications being submitted by the BVRTSC are to increase capacity by adding full size accessible transit buses to areas that are exceeding capacity using smaller shuttle type vehicles, and expanding parking and operational office space at the Roam Operations and Training Centre to accommodate growth. The application meets the BVRTSC goals of increasing availability of transit and allowing more residents and visitors to choose not to use private vehicles for traveling in the Bow Valley, enhancing accessibility and having a positive environmental impact.

Thank you in advance for your consideration of this letter when evaluating the BVRTSC applications.  
Sincerely,

  
Dave Schebek (Feb 26, 2025 07:57 MST)  
Dave Schebek  
Chair, Improvement District 9

  
Corrie DiManno  
Mayor, Town of Banff

  
Sean Krausert  
Mayor, Town of Banff

  
Grant Canning (Feb 26, 2025 11:51 MST)  
Grant Canning  
Vice-Chair BVRTSC

221 Beaver Street, Box 338 Banff, Alberta, Canada T1L 1A5 | T: 403.762.0606 | roamtransit.com

**Cost to Implement (From Rural Transit Solutions Fund Application)**

Diesel Bus Purchase	\$3,600,000	Hybrid Bus Purchase	\$4,500,000
Grant Funding	<u>\$(2,880,000)</u>	Grant Funding	<u>\$(3,600,000)</u>
<b>Net Cost</b>	<b>\$720,000</b>	<b>Net Cost</b>	<b>\$900,000</b>

**Resources Required to Implement**

- Administration time to analyze costing, availability of buses and the intended use to determine whether diesel or hybrid buses would be optimal for this purchase and then prepare and administer RFP if needed, monitor production and accept delivery of the buses.
- Maintenance time to prepare bus for service once delivered.

**Resources Required to Maintain**

- Annual maintenance costs and amortization costs to be split amongst the routes that the vehicles operate on.

**Brand Standard Impact:**

Positive brand impact through further exposure to the Roam Brand by having additional new buses on the road. The Roam Brand is improved through increased reliability and capacity to meet the growing ridership demands in Canmore.

**Estimated Delivery Date:**

Purchase to commence upon approval from Commission, Town of Canmore Council and confirmation of grant funding, with delivery anticipated to be in 2028.

**Options:**

- Wait for grant funding to be approved and re-submit request to the Commission at that time.

**Commission Strategic Priority?**

**Yes**

Meets priority of providing excellent customer service and also investing in new equipment.

# Bow Valley *R*egional Transit Services Commission

## NEW SERVICE LEVEL REQUEST

**Requestor:** Steve Nelson

**Date of Request:** August 5, 2025

**Title of Initiative:** 4-2026 NSL - On Site Temporary Office Space

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### **Objective:**

To address the ongoing overcrowding in the current operational office space, a temporary office structure is required at 111 Hawk Ave. Over the past several years, additional roles have been added to the Operations team to support service growth and evolving organizational needs. As a result, the existing space can no longer adequately accommodate staff, leading to challenges in productivity and efficiency. Installing a temporary structure will provide much-needed workspace while longer-term solutions are explored.

### **Administration Recommendation:**

**That the Commission move to authorize administration to purchase and install a temporary office space structure at 111 Hawk Ave at an approximate cost of up to \$150,000**

### **Description:**

Administration is currently exploring the installation of a temporary office structure at 111 Hawk Avenue to address the need for additional operational workspace. The proposed unit would include a minimum of four cubicle-style offices and two enclosed walled offices to support staff requirements. The trailer would be fully insulated and equipped with electrical service to accommodate heating, cooling, and lighting needs. The anticipated size is 40' by 16'

The anticipated order and delivery timeline for the unit is approximately 4 to 6 weeks. Site preparation will be required prior to installation to ensure proper drainage and access.

Roam would work closely with the Town of Banff's Engineering and Planning departments to ensure the temporary structure complements the existing building in both appearance and functionality.



The BVRTSC has applied for funding under the Rural Transit Solutions Fund to build additional office space at 111 Hawk Avenue. The application was submitted to Infrastructure Canada at the beginning of March, 2025 and is currently “under review”, along with all other submissions that were sent in at that time. It is unknown when and if this request will be approved.

**Rural Transit Solutions Fund Application Budget:**

Project Purchase	Number of Units	Price per Unit	Total Price	Comments
Additional Parking Area & Bypass Lane	1	\$ 1,400,200	\$ 1,400,200	3496 Sq Metres
Additional Office and Training Space	1	\$ 1,053,500	\$ 1,053,500	117 Sq Metres
Data Collection, Analysis of Project Success	1	\$ 5,000	\$ 5,000	<b>3613 Total Sq M.</b>
Report Preparation and Presentation	1	\$ 5,000	\$ 5,000	
Contingency	1	\$ 236,300	\$ 236,300	
<b>Total Project Cost</b>			<b>\$ 2,700,000</b>	
<b>Federal Portion</b>			<b>\$ 2,160,000</b>	
<b>Balance to Fund</b>			<b>\$ 540,000</b>	

Should this funding be approved prior to the installation of the temporary office trailer, the approved funding would be directed to the permanent solution, with an expedited timeline to begin construction. If the office trailer is already onsite, the intent would be to sell it prior to construction of the permanent building, with additional budget to be allocated for 2027 or early 2028. Currently the application to RTSF has a project end date of February 2028.

The estimate for sale of this structure after use for one or two years would be 60% of the original purchase price.

## **Financial Implications**

- **Upfront Costs:** While generally more affordable than permanent construction, costs for the structure, delivery, installation, and site prep can still be significant.
- **Ongoing Costs:** Utilities, maintenance, and potential lease or land use fees may add to operational expenses.
- **Resale Value:** Temporary structures may have limited resale value depending on condition and customization.

## **Regulatory and Zoning Considerations**

- **Permitting Requirements:** Approvals from municipal planning and engineering departments (like the Town of Banff) will be necessary.
- **Zoning Compliance:** The structure must align with zoning bylaws, land-use regulations, and possibly heritage or aesthetic requirements.

## **Site and Infrastructure Impacts**

- **Site Preparation:** Ground levelling, utility hookups, and access must be addressed.
- **Utility Capacity:** Existing systems may need to be upgraded to handle additional power or heating loads.

## **Operational Impacts**

- **Operations** will be improved through having additional space for staff to work without impacting the current training room.
- **Staff** will not be relocated each time a meeting or training is held in the training room.
- **Integration:** it will be critical to ensure the new space is integrated with existing workflows, communications, and staff movement.
- **Security:** A temporary structure might be less secure than a permanent building and may require additional security measures.

## **Long-Term**

- **Temporary vs. Permanent:** While intended as a short- to mid-term solution, the structure could remain longer than anticipated, potentially delaying permanent expansion plans.
- **Future Removal or Repurposing:** Costs and logistics associated with eventual removal or repurposing must be considered from the outset.

## **Cost to Implement:**

Design of the modular office layout (offices) and the installation will be investigated more thoroughly, but initial supplier estimates are as follows:

- Purchase price of the temporary modular office structure including delivery has been quoted at approximately \$95,000, including all interior work, electrical and HVAC.



- Lease option is available as follows: (Site prep, install and furniture costs would still apply)
  - 36 months @ \$2,919.46 = \$105,100 (Purchase option: residual 10% @ Expiry)
  - 42 months @ \$2,585.99 = \$108,611 (Purchase option: residual 10% @ Expiry)
  - 48 months @ \$2,342.21 = \$112,426 (Purchase option: residual 10% @ Expiry)
- Site preparation of the area is expected to be approximately \$20,000
- Installation and electrical hookups are expected to be approximately \$20,000
- Furniture: desks, chairs, cabinets \$8,000

Total Estimated Purchase: \$143,000

**Ongoing Operational Cost per year:**

Annual operating fees are estimated at \$10K for electrical and maintenance.

**Resources Required to Implement:**

- Coordinating the design of the structure and site preparation and installation with the Town of Banff’s engineering and Planning departments.

**Resources Required to Maintain:**

- Expanded cleaning requirements by contracted cleaning services – likely offset by reduced cleaning costs of the classroom.
- Minor snow and ice maintenance by contractor and Roam staff.

**Return on Investment:**

Purchase of a modular office space over rental is encouraged as it is anticipated the additional office space will be required for at least the next five years, while an additional transit facility is constructed. The modular office space can continue to be used on site or moved to a new site location and be incorporated into any new development.

**Brand Standard Impact:**

Any modular office space to be installed at the current Roam Bus Storage and Training Facility should incorporate the current design standards and complement the current structure.

**Estimated Delivery Date:**

**Commission Strategic Priority?** Yes/No



# Bow Valley *R*egional Transit Services Commission

## NEW SERVICE LEVEL REQUEST

**Requestor:** Steve Nelson

**Date of Request:** August 5, 2025

**Title of Initiative:** 5-2026 NSL - Storage Container

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### **Objective:**

To support the operational efficiency of Roam’s transit facility, administration is exploring the purchase of a storage container to house spare bus windshields and other transit-related parts. Currently, these items are stored in one of the active bus lanes at 111 Hawk Ave. This arrangement significantly limits vehicle storage capacity and reduces the overall flexibility of our site operations.

The addition of a dedicated 40-foot storage container would provide a secure, weather-protected space for these essential items, while also allowing for parking and movement in the bus lane currently used for parts storage. Restoring this lane to its intended function will improve bus circulation on site and better position Roam to accommodate future vehicle demands.

The preferred location would be at 111 Hawk Ave, where access to parts would remain convenient for maintenance staff, however placing the container at another nearby facility is feasible if it proves to be more suitable.

This investment aligns with our goals of improving the organization through maximizing the use of existing infrastructure and ensuring that essential parts are stored securely and accessibly without compromising our ability to store and maneuver buses on site.

### **Administration Recommendation:**

**That the Commission move to authorize administration to purchase a storage container with a total cost not to exceed \$25,000 to safely and securely store Roam related parts and materials.**

### **Description:**

Based on recent quotes and market research, the estimated cost for a 40-foot storage container, including delivery to site, is approximately \$10,000. This reflects current pricing from local suppliers and includes transportation to 111 Hawk Ave or a nearby designated site. Storage

containers of this size are readily available and can typically be delivered within a few weeks of placing an order. In addition to the purchase and delivery costs, there may be further expenses depending on the final placement of the container. Site preparation — including grading, leveling, and ensuring suitable ground conditions — could add up to another \$10,000 to the total project cost. These costs will vary based on the chosen location and existing site conditions but are necessary to ensure safe and long-term use of the container.

### **Implications:**

- Frees up a bus lane currently used for storing windshields and parts, restoring it to its intended use.
- Improves operational efficiency by increasing internal space for bus parking and circulation.
- Provides secure, weather-resistant storage for bulky and sensitive transit parts.
- Improves organization and accessibility for maintenance staff.
- Enhances safety by reducing clutter within the building.
- Cost-effective solution compared to facility renovations or off-site storage.

### **Cost to Implement:**

- 40' storage container (including delivery): Approximately \$10,000
- Site preparation and grading (if required): Up to \$10,000
- Total estimated cost: up to \$20,000, depending on site conditions and final location.

### **Ongoing Operational Cost per year:**

- Annual operating fees are expected to be minimal in any, as the intent is not to heat the storage container.

### **Resources Required to Implement:**

- Procurement: Staff time to source and order the container from a local supplier.
- Site Preparation: Contractor or facilities staff to perform grading, leveling, or gravel pad installation (if required).
- Delivery Coordination: Scheduling and coordination with the supplier to ensure safe and timely delivery to the chosen location.
- Placement Equipment: Crane or flatbed truck with offload capability (typically included in delivery cost).
- Internal Setup: Staff time to organize and move transit parts into the container (e.g., windshields, components, shelving if needed).
- Permits or Approvals (if applicable): Depending on local bylaws or lease agreements, municipal approval or landlord permission may be required.

### **Resources Required to Maintain:**

- Resources required to maintain is expected to be minimal, if any.

**Return on Investment:**

- Retain adequate room outside the current facility to move and park buses with less obstacles.
- Securely store parts for maintenance items

**Brand Standard Impact:**

- Minimal to no impact, provided the container is placed in a discreet or low-visibility area on site.
- Optional branding (e.g., painting or applying Roam Transit decals) can align the container with existing visual standards if it's in public view.
- Proper placement and maintenance will ensure the container does not detract from the professional appearance of the facility.

**Estimated Delivery Date:** TBD

**Commission Strategic Priority?** Yes/**No**

# Bow Valley *R*egional Transit Services Commission

## NEW SERVICE LEVEL REQUEST

**Requestor:** Steve Nelson

**Date of Request:** August 5, 2025

**Title of Initiative:** 6-2026 NSL General Maintenance Team Member

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### **Objective:**

As the BVRTSC continues to grow in service hours, facilities and vehicles, significant needs become more prevalent to ensure safe and well-maintained infrastructure. In 2024, the Board was presented with a New Service Level Request to add a General Maintenance Team Member. At that time, it was decided to hire a Maintenance Program Manager (MPM) first and then present the ask for a Maintenance Team Member at a later date, once the MPM was hired and in place. Administration is requesting that this position be approved for the beginning of 2026 to bring some minor fleet and building maintenance items in-house, under the guidance of the MPM.

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

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

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

### **Administration Recommendation:**

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

## **Summary:**

**Minor Vehicle/Equipment Maintenance** – Roam currently has a fleet of 41 buses. Minor repairs on both revenue and non-revenue vehicles could be more efficiently completed by an in-house staff member than sending to contractors. Quick turnaround on minor but impactful issues can be taken care of quickly and buses put back into service without needing to request assistance from Town of Banff mechanics.

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

**Building/Facility Maintenance** - General maintenance at the Roam Training and Storage Facility on Hawk Ave currently defaults to the Manager of Operations who either contracts out and manages the repairs or delays non-essential items. Roam does not have anyone specifically assigned to take care of general/minor maintenance at our facilities. (The Town of Banff and Town of Canmore do look after major structural issues regarding their owned buildings).

The 5-bedroom Roam staff accommodation unit located in Canmore requires some minor maintenance and upkeep such as damage repairs, HVAC filter changes, minor leak repairs, furniture repairs and other minor fixes.

Contractor management is expensive and not efficient or timely in some areas, as it reduces time available for administration to focus on their job description tasks. Roam staff currently do not have the skills or resources to maintain these facilities properly.

## **Description:**

### **Fleet Support**

- Assist the Maintenance Program Manager with preventative and corrective bus maintenance tasks such as wheel retorques, changing wiper blades, cleaning AC filters from buses, and topping up fluids when necessary, helping to maintain and troubleshoot electric bus charging stations.
- Perform routine upkeep and inspections of bus bike racks, wash bay equipment and vehicle accessories
- Inspect, clean and help organize bus tires, windshields, and parts storage.
- Support upkeep and adjustments of the bus wash system (eg. Brushes, fluid levels, filters).
- Minor repairs and upkeep on 6 non-revenue Roam vehicles.
- Minor repairs and upkeep on buses that do not require the skills or time of a heavy-duty mechanic.

### **Facility and Equipment Maintenance**

- Support repair and maintenance of garage infrastructure including powered gates, lighting and hose reels.
- Assist with basic plumbing, carpentry and electrical tasks as required.
- Maintain cleanliness and orderliness of the maintenance bays and exterior service areas.
- Perform seasonal upkeep tasks (eg. snow shoveling around doors, drainage grates)

**Cost to Implement:**

Recruitment \$500 (operating)  
 Computer/Phone \$3,000  
 Total: \$3,500

**Ongoing Operational Cost per year:**

Salary:	\$85,000
Benefits:	\$21,000
IT/Computer/Phone:	\$1000
Mileage:	N/A
<b>Total:</b>	<b>\$107,000</b>

Estimated Cost Savings: (\$55,000)

**Net impact on budget: \$57,000**

Net impact reflects cost savings of approximately \$55,000 from repairs and maintenance contract work in the transit storage building plus savings on Town of Banff mechanic’s time. Further savings are anticipated to be realized over time with requiring additional Town of Banff maintenance services as service hours increase.

**Resources Required to Implement:**

Supervision by the Maintenance Program Manager.  
 Floater desk access.

**Return on Investment:**

Appropriately maintaining Roam’s fixed and moving assets so that they are representative of the Roam Brand. Bringing small repairs in house will allow for minor defects to be repaired immediately and reduce repair time.

**Brand Standard Impact:**

Positive Brand Standard impact through having a fleet that has more minor repairs and cosmetic items fixed prior to being dispatched. Roam facilities having immediate repairs completed will provide positive a perception for the employee base.

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

# Bow Valley *R*egional Transit Services Commission

## NEW SERVICE LEVEL REQUEST

**Requestor:** Melanie Booth

**Date of Request:** August 4, 2025

**Title of Initiative:** 7-2026 NSL - Office Administrator

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### **Objective:**

BVRTSC continues to grow in service hours and staffing levels and is spread over multiple locations. Office administrative functions that were occasional duties are now needing to be completed regularly and are not being completed effectively or efficiently. These tasks are either not being prioritized because of resource constraints or are being done ineffectively because they are not centralized and are being completed by management staff, which is not the optimal use of their time.

Administration is recommending an Office Administrator be added to the team, responsible for centralizing and completing administrative functions within the organization. This position would support all teams to assist with their administrative needs and ensure consistency across the organization

### **Administration Recommendation:**

**That the Commission move to approve the hiring of a full time Office Administrator in 2026.**

### **Description:**

The Office Administrator would report to the Director of Finance and Administration and would be responsible for general office duties that may include:

Office Administrator:

- Document and office organization, both physical and digital
- Manage office cleaning contracts
- Maintain asset listing (laptops, cell etc)
- Maintain drivers abstracts/driver medicals etc
- Maintain and administer key cards, driver name plates and other regular office items
- Coordinate external meeting arrangements and business travel plans where required

- Consolidated ordering of stationary, kitchen and cleaning supplies
- Document and office organization, both physical and digital
- Postage and courier coordination
- Administration for Board meetings and Board packages
- Maintain contact lists for suppliers and vendors
- Coordination and auditing of fuel key ordering, distribution and auditing.
- Ridership stats backup person for Data Analyst – to help ensure coverage
- Manage uniform stock and ordering.
- Ordering operational consumable supplies, including Hotel Partner Passes, stamps, ticket printing supplies and vending machine paper
- Vistaprint orders for Passes, Business cards, Christmas cards, etc.
- Assisting with event setup and contracts (Orientation Day, Xmas party, BBQ's,)
- Other administration projects for all departments.

The BVRTSC is now comprised of up to 130 staff, with ongoing administrative requirements that match the staffing levels. Implementing this role would allow for more efficient systems to be in place and reduce the impact of administrative duties on the management team.

**Cost to Implement:**

Recruitment \$500  
 Computer/Phone \$3,000  
 Total: \$3,500

**Ongoing Operational Cost per year:**

Salary	\$58,000
Full-time benefits	<u>\$14,000</u>
Net additional costs	\$72,000

**Resources Required to Implement:**

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

**Options:**

- Continue with current management and other staff completing these duties in the administration area and outsource functions where needed.

**Return on Investment:**

- More cohesive and organized office environment.
- Support for existing team members
- Improved efficiency



- Cost savings through ensuring that tasks are completed in the most efficient manner

**Brand Standard Impact:**

Positive Brand Standard impact by providing an appropriate level of resources to ensure that current staff are able to maintain a positive work-life balance.

**Estimated Delivery Date:** January 2026

**Commission Strategic Priority?** Yes/No

# Bow Valley *R*egional Transit Services Commission

## NEW SERVICE LEVEL REQUEST

**Requestor: Melanie Booth**

**Date of Request: August 4, 2025**

**Title of Initiative: 8-2026 NSL – Restructure of Human Resources Department**

### **Objective:**

BVRTSC continues to grow in service hours, staffing levels and administrative requirements. With this growth, there is a need for increased direction and expertise within the Human Resources (HR) area of the organization. Within the current structure, there are two full-time HR staff, both at a similar level of required expertise. The HR functions within the organization are currently split between a Human Resources Generalist and a Human Resources and Benefits Specialist.

The HR function requires significant oversight and direction from the Director of Finance and Administration to assist with day-to-day decision making and move projects forward. While the organization has made significant improvement in this area, more strategic planning is required to correspond with growth. Leadership in the area of program development for attraction, recognition and retention is required as the organization continues to evolve.

Administration is recommending changing the structure of the Human Resources Team to be comprised of a Human Resources Manager and a Human Resources Generalist. This change in structure would ensure a strong HR team with the expertise to ensure adequate organizational support. The HR Generalist position is anticipated to be vacant in early October, allowing for a streamlined change with no negative impact.

Elevated HR is the BVRTSC's Human Resources consulting firm and has been assisting with moving some projects forward in terms of job descriptions, development of role/departments KPIs, compensation planning for roles/bands within the organization and performance management enhancements. Elevated also provides consultation advice when required. The budgeted amounts for Elevated HR services is at \$24,000 per year. With the hire of an HR Manager, the Elevated HR retainer would be reduced to \$15,000 which would still allow for the use of their expertise on an advice and a project basis.

### **Administration Recommendation:**

**That the Commission move to approve the restructure of the BVRTSC Human Resources team to include the hiring of a full time HR Manager in late Fall 2025.**

**Duties to be part of Job Description:**

HR Manager:

- Supervise one HR team member
- Lead HR function within the organization
- HR planning
- Moving HR projects forward
- Policies/Compliance
- Disciplinary performance management
- Manage relationship with External HR
- Performance management enhancements and building employee/department KPI's
- Implement organization wide training initiatives, DEI/cultural awareness etc

**Cost to Implement:**

Recruitment \$500  
Phone \$500  
Total: \$1,000

**Ongoing Operational Cost per year:**

Additional costs for HR restructure:

Salary differential (current HR to Manager)	\$ 30,000
Full-time benefits	\$ 7,000
Cost savings from Elevated HR retainer	<u>\$. (9,000)</u>
Net additional costs	\$ 28,000

**Resources Required to Implement:**

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

**Options:**

Increase the use of the external HR organization to ensure the needs of the organization continue to be met, including planning and HR strategic management.

**Return on Investment:**

Internal leadership of HR team will result in better future planning, ability to move projects forward, and improvements to employee satisfaction and retention.

**Brand Standard Impact:**

Positive Brand Standard impact by recognizing areas where improvements can be made and contributing to increasing of employee satisfaction and retention.

**Estimated Delivery Date:** Oct/Nov 2025

**Commission Strategic Priority?** Yes/No

# Bow Valley *R*egional Transit Services Commission

## NEW SERVICE LEVEL REQUEST

**Requestor:** Steve Nelson

**Date of Request:** August 5, 2025

**Title of Initiative:** 9-2026 NSL – Transit Technology Specialist 7 Day Coverage

### **Objective:**

This request is to increase the positional coverage of the Transit Technology Specialist from the current 5-day-a-week schedule (1.0 FTE) to full 7-day-a-week coverage (1.4 FTE). This enhancement is aimed at ensuring consistent and timely support for all transit technology systems, including onboard equipment, fare systems, and real-time passenger information tools, across the entire operational week.

By extending coverage to weekends, the Transit Technologist can better support front-line staff, reduce system downtime, and improve the overall reliability and responsiveness of our transit technology infrastructure, particularly during peak service periods when technical support is critical.

The intent would be to have one full time position, as well as one part time position.

### **Administration Recommendation:**

**That the Commission move to authorize administration to increase the current Transit Technology Specialist position from 1.0 FTE to 1.4 FTE to allow for 7 day a week coverage.**

### **Description:**

Currently, the limitation of having only 5-day-a-week coverage for the Transit Technology Specialist position is creating significant operational challenges, particularly as our fleet has expanded by 9 additional buses in 2025.

This growth has resulted in 9 more fare boxes, 9 additional Automatic Passenger Counter (APC) systems, and 54 more onboard cameras requiring maintenance, troubleshooting, and ongoing support. With no weekend coverage, technical issues that arise during Saturday and Sunday service—when ridership remains high—often go unresolved until the following week, impacting fare collection accuracy, real-time data reporting, and onboard security.

The lack of immediate support also places additional strain on front-line operations staff, who must manage technology failures without specialized assistance, ultimately affecting service reliability and the customer experience.

**Implications:**

**Financial Implications**

- 16 hours per week or 832 hours per year additional working hours

**Operational Impacts**

- Improved customer and operational service by helping to improve multiple transit system up times.

**Cost to Implement:**

Recruitment: \$500 (operating)  
Computer/Phone: Shared with FT Role  
Total: \$500

**Ongoing Operational Cost per year:**

Salary \$30,000  
Benefits: \$7,500  
IT/Computer/Phone: Shared with FT Role.  
Mileage: NA  
Total: \$37,500

**Resources Required to Implement:**

Human Resources time and effort to complete recruitment

**Brand Standard Impact:**

No impact to Brand Standard, other than increased attention to public facing transit technology infrastructure.

**Estimated Delivery Date:** January/February 2026

**Commission Strategic Priority?** Yes/No