

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

**BVRTSC Boardroom – 221 Beaver Street, Banff, AB.**

**AGENDA**

**September 11<sup>th</sup>, 2019      2:00 – 4:00 pm**

1. Call to Order
2. Approval of the Agenda
3. Minutes
  - Approval of the August 14<sup>th</sup>, 2019 Regular Meeting Minutes (attached)
4. Old Business (including Standing Items)
  - a) CAO's Monthly Report
  - b) Bring Forward List of Pending Items
  - c) Transit Service Monthly Statistics (attached)
5. New Business
  - a) Presentation of Proposed 2020 3-Yr. Operating and 10-Yr. Capital Budgets and KPIs for approval (Request for Decision)
  - b) On-it Regional Service – Discussion around this season's service and potential for any future adjustments (For Discussion)
  - c) Presentation of Proposed Operating and Capital Budgets
6. Adjournment

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

**BVRTSC Boardroom – 221 Beaver Street, Banff, AB.**

**MINUTES**

**August 14, 2019      2:00 – 4:00 pm**

**BOARD MEMBERS PRESENT**

Davina Bernard, ID#9 – Chair  
Brian Standish, Town of Banff  
Chip Olver, Town of Banff  
Dave Schebek, ID#9  
Joanna McCallum, Town of Canmore (via telephone)

**BOARD MEMBERS ABSENT**

Vi Sandford, Town of Canmore

**BVRTSC ADMINISTRATION PRESENT**

Martin Bean, Chief Administrative Officer  
Steve Nelson, Manager of Operations  
Andrea Stuart, Financial Controller

**ADMINISTRATION PRESENT**

Danielle Morine, ID9  
Greg Danchuk, Parks Canada  
Stephen Allan, Town of Banff

1. Call to Order - Davina calls to order at 2:02PM
2. Approval of the Agenda

**BVRTSC19-38** Davina Bernard moves to approve agenda as presented

**CARRIED UNANIMOUSLY**

3. Minutes

- Approval of the June 12th, 2019 Regular Meeting Minutes (attached)

**BVRTSC19-39** Davina Bernard moves to approve June Minutes as presented

**CARRIED UNANIMOUSLY**

**4. Old Business (including Standing Items)**

- a) CAO's Monthly Report
- b) Bring Forward List of Pending Items
- c) Transit Service Monthly Statistics (attached)

**5. New Business**

- a) Q2 Financial Results (For Information Only)

Presented and discussed

- b) 2020 3-Yr. Operating and 10-Yr. Capital Budgets and KPIs

Presented and discussed

- c) New Service Level Requests

- Transit IT Systems Specialist

**BVRTSC19-40** Chip Olver moves that Administration recommends that the Board approve the new position of Transit IT Systems. Specialist to begin in early 2020 as outlined in this New Service Level Request.

**CARRIED UNANIMOUSLY**

- Health Spending Account (PT Employees)

**BVRTSC19-41** Brian Standish moves that the BVRTSC Board approve the Healthcare Spending Account for PT Seasonal Drivers and add total annual costs of \$34,650 to each year of the 2020-2022 budget allocated to each route based on total service hours.

**CARRIED UNANIMOUSLY**

- Route 3 Additional Weekday Service

**BVRTSC19-42** Davina Bernard moves to direct Administration to increase Regional service in 2020 to achieve increased frequency and reliability through operating two buses on Route 3 weekdays from the hours of approximately 6:00am until 7:00pm.

**CARRIED UNANIMOUSLY**

- Additional Spare Bus

**BVRTSC19-43** Davina Bernard moves to direct administration to begin the procurement process through RFP to purchase an accessible electric transit shuttle bus to act as a spare for all routes to be delivered in Spring 2020 and funded as outlined up to a maximum dollar value of \$460,000. The RFP awarding is subject to approval of the 2020 capital and operating budgets.

**CARRIED UNANIMOUSLY**

- Roam Desk at External Location

**BVRTSC19-44** Davina Bernard moves that the board approves \$31,200 in annual funding for summer Roam external customer service to be added to the 2020-2022 operating budget and funded from individual routes based on % of total service hours. And, that the BVRTSC Board approve \$8,600 of start-up costs to be funded from the Commission General Capital Contributions.

**CARRIED UNANIMOUSLY**

- Roam Driver Housing

Discussed with a further report to come back to the Commission in October with additional information on rental accommodation and recruiting needs.

## 6. Adjournment

**BVRTSC19-33** Davina Bernard moves to adjourn the meeting at 4:01PM

**CARRIED UNANIMOUSLY**

## Bow Valley Regional Transit Services Commission



### CAO Report

## CAO Update – September 2019

- **Financial:**

- In conversation with Alberta Transportation, the Provincial Government is reviewing all projects initiated by the previous government. This may affect the ACT funding, approved earlier this year.

- **Moraine Lake Regional Service:**

- Route 10 will launch this fall providing express service between Banff and Moraine Lake starting September 23rd. The service is funded by Parks Canada and will operate until October 14th. Approximately 7 trips per day, operating 7 days a week.

- **LLB Regional Service:**

- Route 8S (Bow Valley Parkway) has finished operations for the summer with successful ridership numbers and positive reception from guests. Typical riders take it one way and the Lake Louise Express in the other direction. Ridership was also seen from the various stops along the route and will be summarized in a report this fall.
- Route 9 (Johnston Canyon) will finish operating on September 15<sup>th</sup>, also seeing successful numbers for its' first year of operation with Roam Transit.
- Route 8X will be continuing with 3 buses and 16 departures each way until September 22<sup>nd</sup>, with the service to Lake Louise reducing to one bus and 7 departures as of September 23<sup>rd</sup>.

- **Banff Local Service:**

- The Train station parking lot is open as of August 31st and we are running shuttles every 15 minutes through a contractor on weekends until the end of September.
- Mountain Avenue will be under construction in September, with the Gondola parking lot being closed for a week during the latter part of this construction project. We are working with Parks to minimize the disruption to passengers.

- **CB Regional Service:**

- The New Service Level request proposed for 2020 allows for two buses on CB Regional during weekdays and 7 days per week in the summer. This will allow for increased flexibility, frequency and on-time performance if approved.

- **Canmore Local Service:**

- With the change of routing in Canmore, we continuing to see exposure to summer traffic and having significant challenges staying on schedule. We are working to find ways to compensate in the short term and will have to make adjustments to the schedule for future success.
- In addition to summer traffic, free transit creates the need to stop at almost every stop, further delaying the service.

- **General:**

- Fall schedule is ready to deploy September 23<sup>rd</sup> with new signage for Banff local routes, Canmore Banff Regional and Louise route bus stop sign change overs. Web site to be updated with fall schedules.

# Bow Valley *R*egional Transit Services Commission



Bring Forward List



## BRING FORWARD LIST OF ITEMS PENDING (as of May 2019)

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Date Initiated | Pending Date  | Comments:                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|------------------------------------------------------------------------------------------------------|
| <b>BVRTSC18-17</b> Davina Bernard moves that administration return a report by August meeting reviewing major mechanical upgrades scheduled to understand if they should be done earlier based on current mileage/usage.                                                                                                                                                                                                                                                           | April 2018     | COMPLETE      | COMPLETE                                                                                             |
| <b>BVRTSC19-26</b> - Davina Bernard moves to direct Commission Administration to further investigate and report back by June Commission meeting on the cost and feasibility of adding a staff accommodation component to the construction of the transit storage building utilizing existing GreenTRIP funding, with the understanding that the BVRTSC will be entering a long-term lease on the entire building with operating costs being allocated amongst Commission partners. | April 2019     | COMPLETE      | Not applicable as GreenTRIP funding has not been approved for this project                           |
| <b>BVRTSC19-27</b> - Davina Bernard moves to direct administration to prepare feasibility analysis on the cost of providing and operating staff accommodation for Roam employees on both an immediate and long-term basis.                                                                                                                                                                                                                                                         | April 2019     | October 2019  | Further information to be provided on rental waiting lists and need for accommodation for recruiting |
| <b>BVRTSC19-02.01 Fares Report</b> – Administration to bring back report on the Superpass utilization and other fare recommendations                                                                                                                                                                                                                                                                                                                                               | August 2019    | November 2019 |                                                                                                      |

# Bow Valley Regional Transit Services Commission Ridership Statistics



| Month       | Type          | Banff Local | Canmore Local | Canmore - Banff Regional | Lake Louise - Banff Regional |
|-------------|---------------|-------------|---------------|--------------------------|------------------------------|
| August 2019 | Bikes         | 370         | 678           | 1547                     | 94                           |
|             | Strollers     | 244         | 170           | 53                       | 49                           |
|             | Winter Sports | 0           | 0             | 0                        | 0                            |

## Observations – August 2019:

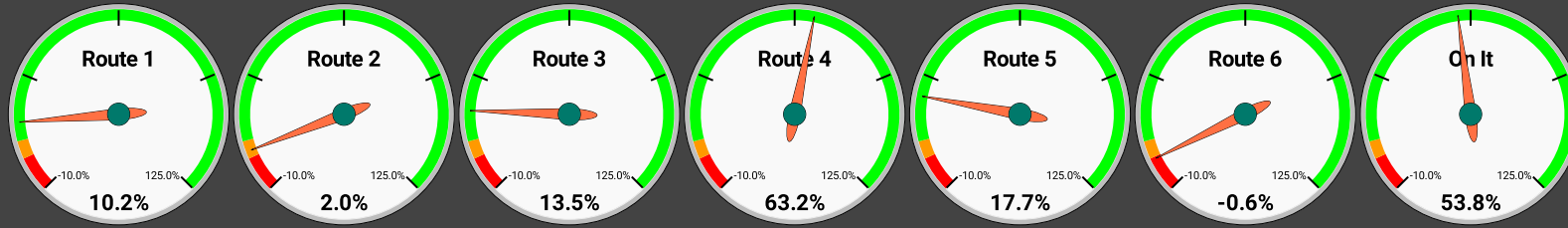
- Token Transit - Continued uptake in 'Token Trips'.
  - Adult uses - 14,935 rides
  - Youth uses - 918 rides
  - Senior uses - 226 rides
- **Banff Local Routes combined (1,2,4)** up 9.4% over August 2018.
- **Canmore/Banff Regional Route 3** August ridership up 25.2% compared to August 2018.
- **Canmore Local Route 5** August ridership down slightly at -0.9% over August 2018.
- **Lake Minnewanka Route 6** Ridership increased slightly 1.3% over August 2018.
- **Banff Centre Route 7** ridership at **1,587** for August.
- **Lake Louise-Banff Route 8X** ridership at **31,928** in August.
- **Lake Louise-Banff Scenic Route 8S** ridership at **4,088** in its second month of operation – an increase of 567 passengers.
- **Johnston Canyon Route 9** ridership at **4,418** in its second month of operation – an increase of 475 passengers.

|           | Route 1 (Sulphur Mtn / Banff Ave) |         |         |         |          | Route 2 (Tunnel Mtn / Banff Springs Hotel) |         |         |         |          | Route 4 (Cave and Basin) |       |        |        |          | Banff Local Combined Totals (Routes 1, 2, 4) |         |         |         |         |          |
|-----------|-----------------------------------|---------|---------|---------|----------|--------------------------------------------|---------|---------|---------|----------|--------------------------|-------|--------|--------|----------|----------------------------------------------|---------|---------|---------|---------|----------|
| Month     | 2016                              | 2017    | 2018    | 2019    | % Change | 2016                                       | 2017    | 2018    | 2019    | % Change | 2016                     | 2017  | 2018   | 2019   | % Change | 2015                                         | 2016    | 2017    | 2018    | 2019    | % Change |
| January   | 19,391                            | 23,567  | 26,302  | 28,901  | 9.9%     | 22,261                                     | 24,429  | 22,257  | 27,346  | 22.9%    |                          |       |        |        |          | 41,973                                       | 41,652  | 48,343  | 48,559  | 56,247  | 15.8%    |
| February  | 20,973                            | 27,697  | 27,800  | 29,757  | 7.0%     | 22,446                                     | 24,820  | 23,662  | 26,543  | 12.2%    |                          |       |        |        |          | 41,240                                       | 43,419  | 52,517  | 51,462  | 56,300  | 9.4%     |
| March     | 24,034                            | 31,830  | 32,424  | 34,259  | 5.7%     | 23,928                                     | 24,474  | 25,551  | 27,343  | 7.0%     |                          |       |        |        |          | 46,484                                       | 47,962  | 56,304  | 57,975  | 61,602  | 6.3%     |
| April     | 18,226                            | 29,233  | 28,441  | 27,420  | -3.6%    | 16,355                                     | 18,736  | 20,632  | 22,763  | 10.3%    | 0                        | 296   |        |        |          | 37,483                                       | 34,581  | 47,953  | 49,073  | 50,183  | 2.3%     |
| May       | 30,882                            | 38,054  | 44,114  | 47,758  | 8.3%     | 22,549                                     | 25,146  | 28,773  | 32,526  | 13.0%    | 331                      | 388   | 655    | 1,147  | 75.1%    | 52,462                                       | 53,762  | 64,807  | 73,542  | 81,431  | 10.7%    |
| June      | 37,896                            | 42,032  | 57,945  | 66,195  | 14.2%    | 26,196                                     | 29,851  | 50,499  | 47,139  | -6.7%    | 586                      | 1,073 | 2,369  | 4,002  | 68.9%    | 64,295                                       | 64,678  | 72,956  | 110,813 | 117,336 | 5.9%     |
| July      | 50,540                            | 56,676  | 75,168  | 80,651  | 7.3%     | 31,655                                     | 38,958  | 68,439  | 61,895  | -9.6%    | 951                      | 2,005 | 4,342  | 6,704  | 54.4%    | 79,171                                       | 83,146  | 97,639  | 147,949 | 149,250 | 0.9%     |
| August    | 52,621                            | 58,460  | 69,322  | 81,196  | 17.1%    | 32,553                                     | 40,767  | 64,538  | 63,073  | -2.3%    | 830                      | 2,057 | 4,316  | 6,960  | 61.3%    | 81,401                                       | 86,004  | 101,284 | 138,176 | 151,229 | 9.4%     |
| September | 37,009                            | 41,716  | 0       | 2,368   | 0.0%     | 24,406                                     | 30,362  | 0       | 1740    | 0.0%     | 676                      | 1,125 | 0      | 252    | 0.0%     | 60,204                                       | 62,091  | 74,565  | 0       | 4,360   | 0.0%     |
| October   | 24,252                            | 25,934  | 0       | 0       | 0.0%     | 15,358                                     | 16,819  | 0       | 0       | 0.0%     |                          | 527   |        |        |          | 35,371                                       | 39,610  | 42,753  | 0       | 0       | 0.0%     |
| November  | 20,240                            | 22,239  | 0       | 0       | 0.0%     | 17,004                                     | 16,947  | 0       | 0       | 0.0%     |                          |       |        |        |          | 33,785                                       | 37,244  | 38,513  | 0       | 0       | 0.0%     |
| December  | 27,465                            | 27,379  | 0       | 0       | 0.0%     | 23,551                                     | 23,878  | 0       | 0       | 0.0%     |                          |       |        |        |          | 44,156                                       | 51,016  | 52,818  | 0       | 0       | 0.0%     |
| YTD       | 363,529                           | 424,817 | 361,516 | 398,505 | 10.2%    | 278,262                                    | 315,187 | 304,351 | 310,368 | 2.0%     | 3,374                    | 7,471 | 11,682 | 19,065 | 63.2%    | 618,025                                      | 641,791 | 750,452 | 677,549 | 727,938 | 7.4%     |

|           | Route 3 (Canmore-Banff Regional) |         |         |         |          | Route 5 (Canmore Local) |        |        |        |          | Route 6 (Minnewanka) |        |        |          | Route 7 (Banff Centre) |        |          | Route 8X (Express Lake Louise - Banff Regional) |        |          |
|-----------|----------------------------------|---------|---------|---------|----------|-------------------------|--------|--------|--------|----------|----------------------|--------|--------|----------|------------------------|--------|----------|-------------------------------------------------|--------|----------|
| Month     | 2016                             | 2017    | 2018    | 2019    | % Change | 2016                    | 2017   | 2018   | 2019   | % Change | 2017                 | 2018   | 2019   | % Change | 2018                   | 2019   | % Change | 2018                                            | 2019   | % Change |
| January   | 8,502                            | 9,892   | 13,153  | 15,486  | 17.7%    |                         | 6,551  | 8,392  | 10,225 | 21.8%    |                      |        |        |          |                        | 1,431  |          |                                                 | 4,123  |          |
| February  | 8,081                            | 10,182  | 12,371  | 12,849  | 3.9%     |                         | 5,864  | 8,264  | 8,913  | 7.9%     |                      |        |        |          |                        | 1,815  |          |                                                 | 2,920  |          |
| March     | 8,137                            | 11,435  | 13,655  | 14,982  | 9.7%     |                         | 7,206  | 8,753  | 9,643  | 10.2%    |                      |        |        |          |                        | 1,579  |          |                                                 | 3,306  |          |
| April     | 7,911                            | 9,942   | 13,695  | 14,618  | 6.7%     |                         | 4,803  | 7,876  | 9,144  | 16.1%    |                      |        |        |          |                        | 1,136  |          |                                                 | 2,926  |          |
| May       | 9,753                            | 11,841  | 15,995  | 16,850  | 5.3%     |                         | 6,225  | 7,454  | 10,769 | 44.5%    | 4,023                | 3,882  | 3,836  | -1.2%    |                        | 1,281  |          |                                                 | 5,455  |          |
| June      | 10,831                           | 12,690  | 16,261  | 18,757  | 15.4%    |                         | 6,414  | 8,919  | 12,852 | 44.1%    | 9,058                | 8,795  | 9,966  | 13.3%    |                        | 1,390  |          |                                                 | 15,224 |          |
| July      | 11,513                           | 13,258  | 17,347  | 20,422  | 17.7%    |                         | 6,088  | 12,349 | 14,011 | 13.5%    | 15,975               | 13,793 | 11,519 | -16.5%   |                        | 1,334  |          |                                                 | 24,544 |          |
| August    | 11,089                           | 12,760  | 16,063  | 20,105  | 25.2%    |                         | 6,164  | 13,800 | 13,675 | -0.9%    | 17,192               | 12,980 | 13,150 | 1.3%     |                        | 1,587  |          |                                                 | 24,743 |          |
| September | 9,720                            | 11,794  | 0       | 504     | 0.0%     |                         | 5,327  | 0      | 0      | 0.0%     | 4,016                | 0      | 750    | 0.0%     |                        | 14     |          |                                                 | 856    |          |
| October   | 9,881                            | 12,134  | 0       | 0       | 0.0%     |                         | 6,442  | 0      | 0      | 0.0%     |                      |        |        |          | 796                    | 0      | -100.0%  | 4,916                                           | 0      | -100.0%  |
| November  | 11,164                           | 12,432  | 0       | 0       | 0.0%     | 8,570                   | 7,791  | 0      | 0      | 0.0%     |                      |        |        |          | 1,581                  | 0      | -100.0%  | 4,663                                           | 0      | -100.0%  |
| December  | 9,999                            | 11,748  | 0       | 0       | 0.0%     | 7,597                   | 6,934  | 0      | 0      | 0.0%     |                      |        |        |          | 1,006                  | 0      | -100.0%  | 4,400                                           | 0      | -100.0%  |
| YTD       | 116,581                          | 140,108 | 118,540 | 134,573 | 13.5%    | 16,167                  | 75,809 | 75,807 | 89,232 | 17.7%    | 50,264               | 39,450 | 39,221 | -0.6%    | 3,383                  | 11,567 | -100.0%  | 13,979                                          | 84,097 | -100.0%  |

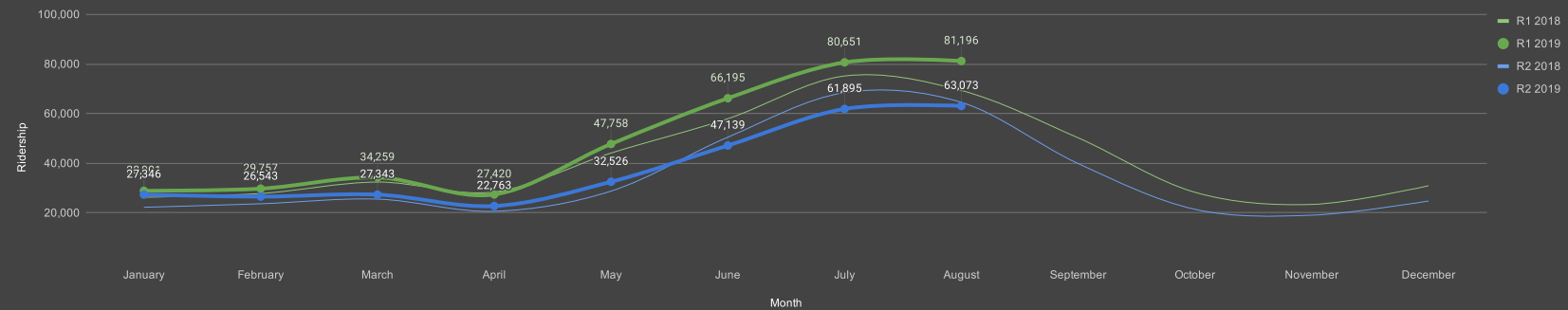
|           | Route 8S (Scenic Lake Louise - Banff Regional) |          | Route 9 (Johnston Canyon) |          | On-It (Calgary Regional) |        |        |          | Route 10 (Moraine Lake) |          |
|-----------|------------------------------------------------|----------|---------------------------|----------|--------------------------|--------|--------|----------|-------------------------|----------|
| Month     | 2019                                           | % Change | 2019                      | % Change | 2017                     | 2018   | 2019   | % Change | 2019                    | % Change |
| January   |                                                |          |                           |          |                          |        |        |          |                         |          |
| February  |                                                |          |                           |          |                          |        |        |          |                         |          |
| March     |                                                |          |                           |          |                          |        |        |          |                         |          |
| April     |                                                |          |                           |          |                          |        |        |          |                         |          |
| May       |                                                |          |                           |          |                          | 1,018  | 1,271  | 24.9%    |                         |          |
| June      | 795                                            |          | 1,129                     |          | 1,197                    | 2,120  | 3,846  | 81.4%    |                         |          |
| July      | 3,521                                          |          | 3,943                     |          | 4,198                    | 3,746  | 4,847  | 29.4%    |                         |          |
| August    | 4,088                                          |          | 4,418                     |          | 4,789                    | 3,502  | 6,282  | 79.4%    |                         |          |
| September | 268                                            |          | 355                       |          | 1,522                    | 1,359  | 1,820  | 33.9%    | 0                       |          |
| October   |                                                |          |                           |          |                          |        |        |          | 0                       |          |
| November  |                                                |          |                           |          |                          |        |        |          |                         |          |
| December  |                                                |          |                           |          |                          |        |        |          |                         |          |
| YTD       |                                                |          |                           |          |                          |        |        |          |                         |          |
|           | 8,672                                          | 0.0%     | 9,845                     | 0.0%     | 11,706                   | 11,745 | 18,066 | 53.8%    | 0                       | 0.0%     |

## Year to Date % Ridership Change - Comparing 2018 to 2019

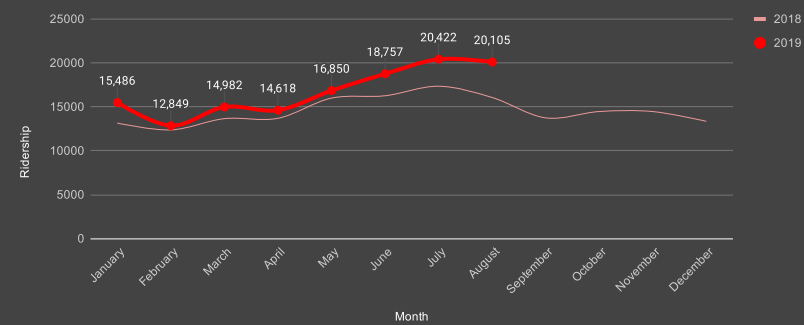


## Monthly Ridership Comparisons by Year

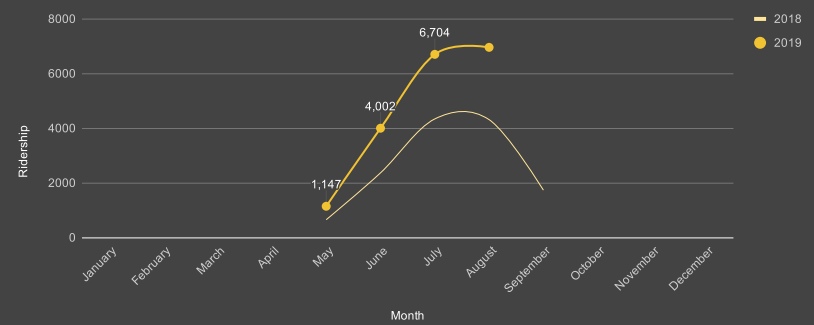
### Banff Local (Routes 1 and 2) Ridership Comparison



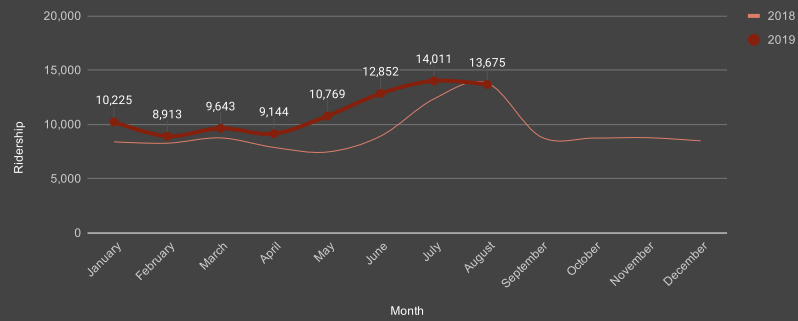
### Canmore - Banff Regional (Route 3) Ridership Comparison



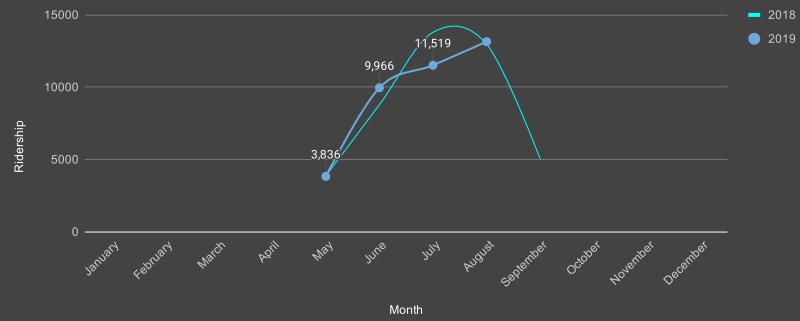
### Banff Local (Route 4) Ridership Comparison



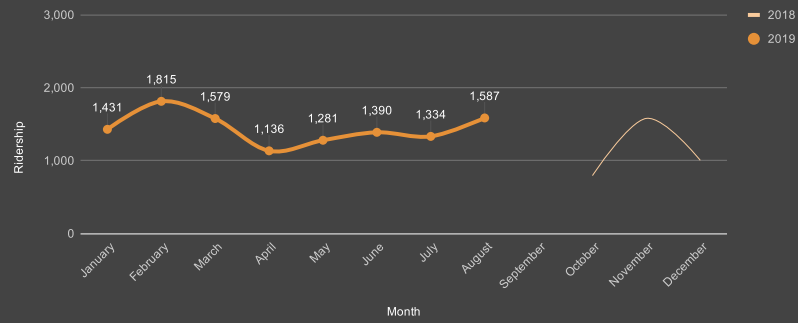
Canmore Local (Route 5) Ridership Comparison



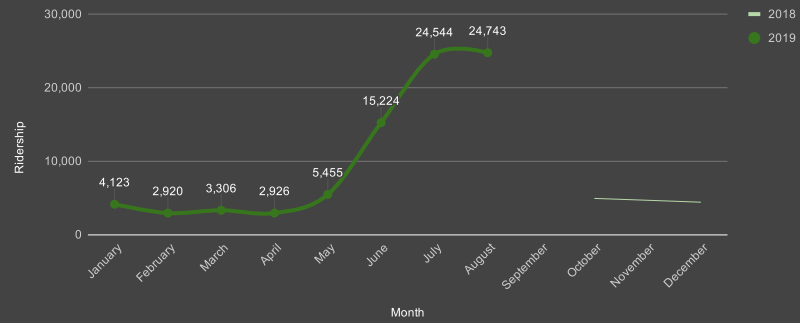
Minnewanka (Route 6) Ridership Comparison



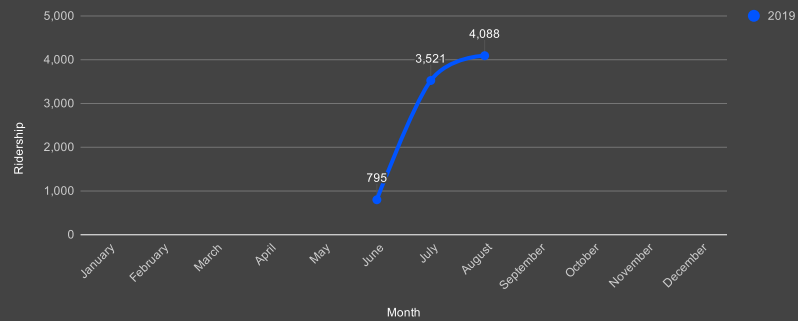
Banff Centre (Route 7) Ridership Comparison



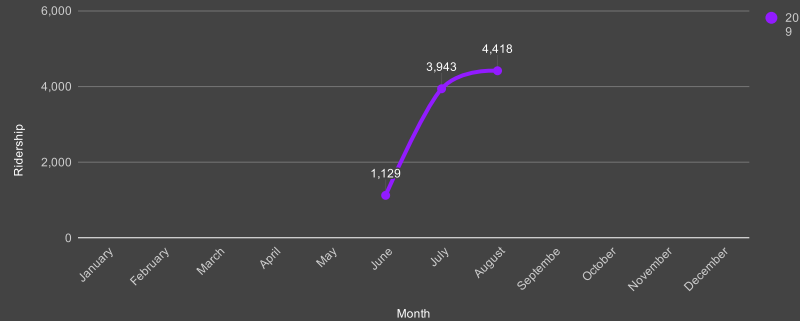
Express Banff - Lake Louise Regional (Route 8X) Ridership Comparison



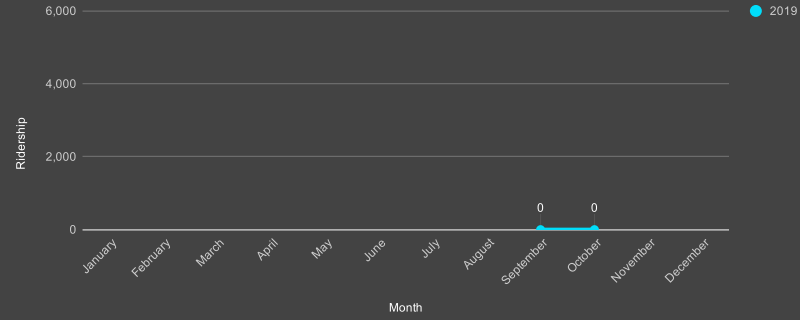
Scenic Banff - Lake Louise Regional (Route 8S) Ridership



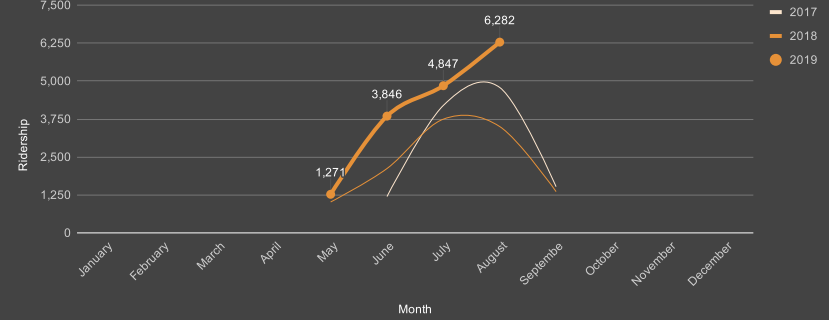
Johnston Canyon Regional (Route 9) Ridership



### Moraine Lake (Route 10) Ridership



### On It Calgary Regional Ridership Comparison



## BVRTSC 2020 OPERATING & CAPITAL BUDGET COMMENTS CHANGES FROM DRAFT BUDGETS PRESENTED IN AUGUST 2019

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

New service level requests were brought forward to the Commission Board and approved at the August 2019 meeting. They have been incorporated into the proposed 2020 budgets, and allocated across the routes based on service hours as follows:

- Transit IT Systems Specialist: \$32,948 net operating costs & \$4,000 Capital Cost
- HealthCare Spending Account: \$34,650 net operating costs
- Spare Cutaway Style Electric Bus: \$12,000 net operating costs, \$460,000 Capital Cost to be funded through existing reserves & \$8,900 in additional capital requisitions per partner
- Roam Customer Service at External Location: \$31,200 net operating costs

### **Operating Requisitions Differences:**

|                | <b>Town of Banff</b> | <b>Town of Canmore</b> | <b>Improvement District #9</b> | <b>Parks Canada</b> | <b>Banff Centre</b> | <b>TOTAL</b>     |
|----------------|----------------------|------------------------|--------------------------------|---------------------|---------------------|------------------|
| Total Expenses | \$54,974             | \$22,474               | \$12,060                       | \$21,186            | \$5,104             | \$115,798        |
| Total Revenues | \$2,352              | \$698                  | \$480                          | \$1,325             | \$145               | \$5,000          |
|                | <b>\$52,622</b>      | <b>\$21,776</b>        | <b>\$11,580</b>                | <b>\$19,861</b>     | <b>\$4,959</b>      | <b>\$110,798</b> |

### **Capital Requisitions Differences:**

|               | <b>Town of Banff</b> | <b>Town of Canmore</b> | <b>Improvement District #9</b> | <b>Parks Canada</b> | <b>Banff Centre</b> | <b>TOTAL</b>    |
|---------------|----------------------|------------------------|--------------------------------|---------------------|---------------------|-----------------|
| Spare Cutaway | <b>\$8,900</b>       | <b>\$8,900</b>         | <b>\$8,900</b>                 | <b>\$0</b>          | <b>\$0</b>          | <b>\$26,700</b> |

# Proposed Total Requisitions - 2020 to 2022

|                                    | 2019<br>Budget      | 2020<br>Previously Approved Budget | 2021<br>Previously Approved Budget | 2020<br>Proposed Budget | 2021<br>Proposed Budget | 2022<br>Proposed Budget | % Change<br>20-20 | % Change<br>21-21 | \$ Change<br>20-20 | \$ Change<br>21-21 |
|------------------------------------|---------------------|------------------------------------|------------------------------------|-------------------------|-------------------------|-------------------------|-------------------|-------------------|--------------------|--------------------|
| <b>Banff</b>                       |                     |                                    |                                    |                         |                         |                         |                   |                   |                    |                    |
| Operating                          | \$ 950,050          | \$ 1,257,348                       | \$ 1,409,931                       | \$ 1,171,076            | \$ 1,338,771            | \$ 1,365,542            | -6.9%             | -5.0%             | \$ (86,272)        | \$ (71,160)        |
| Capital                            | \$ 312,900          | \$ 317,300                         | \$ 413,900                         | \$ 329,000              | \$ 500,300              | \$ 543,900              | 3.7%              | 20.9%             | \$ 11,700          | \$ 86,400          |
|                                    | <b>\$ 1,262,950</b> | <b>\$ 1,574,648</b>                | <b>\$ 1,823,831</b>                | <b>\$ 1,500,076</b>     | <b>\$ 1,839,071</b>     | <b>\$ 1,909,442</b>     | <b>-4.7%</b>      | <b>0.8%</b>       | <b>\$ (74,572)</b> | <b>\$ 15,240</b>   |
| <b>Canmore</b>                     |                     |                                    |                                    |                         |                         |                         |                   |                   |                    |                    |
| Operating                          | \$ 831,322          | \$ 849,379                         | \$ 866,371                         | \$ 860,388              | \$ 889,543              | \$ 907,333              | 1.3%              | 2.7%              | \$ 11,009          | \$ 23,172          |
| Capital                            | \$ 192,300          | \$ 195,100                         | \$ 197,700                         | \$ 204,200              | \$ 207,600              | \$ 210,600              | 4.7%              | 5.0%              | \$ 9,100           | \$ 9,900           |
|                                    | <b>\$ 1,023,622</b> | <b>\$ 1,044,479</b>                | <b>\$ 1,064,071</b>                | <b>\$ 1,064,588</b>     | <b>\$ 1,097,143</b>     | <b>\$ 1,117,933</b>     | <b>1.9%</b>       | <b>3.1%</b>       | <b>\$ 20,109</b>   | <b>\$ 33,072</b>   |
| <b>ID #9</b>                       |                     |                                    |                                    |                         |                         |                         |                   |                   |                    |                    |
| Operating                          | \$ 721,003          | \$ 728,594                         | \$ 731,754                         | \$ 394,406              | \$ 429,172              | \$ 438,663              | -45.9%            | -41.4%            | \$ (334,188)       | \$ (302,582)       |
| Capital                            | \$ 50,007           | \$ 50,900                          | \$ 51,599                          | \$ 366,624              | \$ 375,428              | \$ 380,881              | 620.3%            | 627.6%            | \$ 315,724         | \$ 323,829         |
|                                    | <b>\$ 771,010</b>   | <b>\$ 779,494</b>                  | <b>\$ 783,353</b>                  | <b>\$ 761,030</b>       | <b>\$ 804,600</b>       | <b>\$ 819,544</b>       | <b>-2.4%</b>      | <b>2.7%</b>       | <b>\$ (18,464)</b> | <b>\$ 21,247</b>   |
| <b>Parks Canada<br/>Rt 8S/8X/9</b> |                     |                                    |                                    |                         |                         |                         |                   |                   |                    |                    |
| Operating                          | \$ 131,962          | \$ 123,638                         | \$ 195,882                         | \$ 424,754              | \$ 457,077              | \$ 465,302              | 243.5%            | 133.3%            | \$ 301,116         | \$ 261,195         |
| Capital                            | \$ 299,320          | \$ 306,824                         | \$ 314,729                         | \$ -                    | \$ -                    | \$ -                    | -100.0%           | -100.0%           | \$ (306,824)       | \$ (314,729)       |
|                                    | <b>\$ 431,282</b>   | <b>\$ 430,462</b>                  | <b>\$ 510,611</b>                  | <b>\$ 424,754</b>       | <b>\$ 457,077</b>       | <b>\$ 465,302</b>       | <b>-1.3%</b>      | <b>-10.5%</b>     | <b>\$ (5,708)</b>  | <b>\$ (53,534)</b> |



## Bow Valley Regional Transit Services Commission 2020-2022 Proposed Operating Budget

| ALL ROUTES                            |                |                   |                  |                |              |                                          |                            |                            |                            |  |
|---------------------------------------|----------------|-------------------|------------------|----------------|--------------|------------------------------------------|----------------------------|----------------------------|----------------------------|--|
|                                       |                |                   |                  |                |              | 2020<br>Previously<br>Approved<br>Budget | 2020<br>Proposed<br>Budget | 2021<br>Proposed<br>Budget | 2022<br>Proposed<br>Budget |  |
|                                       | 2018<br>Actual | Q2 2019<br>Actual | 2019<br>Forecast | 2019<br>Budget |              |                                          |                            |                            |                            |  |
| INCOME                                |                |                   |                  |                |              |                                          |                            |                            |                            |  |
| Advertising & Marketing Revenue       |                |                   |                  |                |              |                                          |                            |                            |                            |  |
| 4200 Advertising & Marketing          | \$ 46,529      | \$ 19,343         | \$ 38,686        | \$ 52,418      | \$ 53,466    | \$ 53,000                                | \$ 54,060                  | \$ 55,141                  |                            |  |
| 4201 Print Fees Revenue               | \$ 775         | \$ 768            | \$ 1,536         | \$ -           | \$ -         | \$ -                                     | \$ -                       | \$ -                       |                            |  |
| Total Advertising & Marketing Revenue | \$ 47,304      | \$ 20,111         | \$ 40,222        | \$ 52,418      | \$ 53,466    | \$ 53,000                                | \$ 54,060                  | \$ 55,141                  |                            |  |
| Farebox Revenue                       |                |                   |                  |                |              |                                          |                            |                            |                            |  |
| 4100 Farebox Income                   | \$ 1,070,133   | \$ 697,102        | \$ 1,502,747     | \$ 1,549,013   | \$ 1,579,186 | \$ 1,742,941                             | \$ 1,777,801               | \$ 1,813,358               |                            |  |
| 4110 Transit Voucher Reimbursement    | \$ (59,776)    | \$ (41,730)       | \$ (2,324)       | \$ -           | \$ -         | \$ -                                     | \$ -                       | \$ -                       |                            |  |
| Total Farebox Revenue                 | \$ 1,010,356   | \$ 655,371        | \$ 1,500,423     | \$ 1,549,013   | \$ 1,579,186 | \$ 1,742,941                             | \$ 1,777,801               | \$ 1,813,358               |                            |  |
| Grant Revenue                         |                |                   |                  |                |              |                                          |                            |                            |                            |  |
| 4900 Grant Income                     | \$ 18,780      | \$ -              | \$ -             | \$ -           | \$ -         | \$ -                                     | \$ -                       | \$ -                       |                            |  |
| Total Grant Revenue                   | \$ 18,780      | \$ -              | \$ -             | \$ -           | \$ -         | \$ -                                     | \$ -                       | \$ -                       |                            |  |
| Interest Revenue                      |                |                   |                  |                |              |                                          |                            |                            |                            |  |
| 4810 Interest Income                  | \$ 2,455       | \$ 6,434          | \$ 10,417        | \$ -           | \$ -         | \$ 12,000                                | \$ 12,240                  | \$ 12,485                  |                            |  |
| Total Interest Revenue                | \$ 2,455       | \$ 6,434          | \$ 10,417        | \$ -           | \$ -         | \$ 12,000                                | \$ 12,240                  | \$ 12,485                  |                            |  |
| Other Income                          |                |                   |                  |                |              |                                          |                            |                            |                            |  |
| 4700 Charter Sales                    | \$ 1,623       | \$ 903            | \$ 1,228         | \$ 2,000       | \$ 2,020     | \$ 2,000                                 | \$ 2,040                   | \$ 2,080                   |                            |  |
| 4750 Route Detour Fee                 | \$ 60          | \$ -              | \$ -             | \$ 400         | \$ 404       | \$ 400                                   | \$ 408                     | \$ 416                     |                            |  |
| 4820 Foreign Exchange Rev/Exp         | \$ 1,888       | \$ (163)          | \$ -             | \$ -           | \$ -         | \$ -                                     | \$ -                       | \$ -                       |                            |  |
| 4830 Warranty Income                  | \$ 31,859      | \$ 5,157          | \$ 5,157         | \$ -           | \$ -         | \$ -                                     | \$ -                       | \$ -                       |                            |  |
| 4840 Other Revenue                    | \$ -           | \$ 168            | \$ 168           | \$ -           | \$ -         | \$ -                                     | \$ -                       | \$ -                       |                            |  |
| Total Other Income                    | \$ 35,430      | \$ 6,064          | \$ 6,553         | \$ 2,400       | \$ 2,424     | \$ 2,400                                 | \$ 2,448                   | \$ 2,496                   |                            |  |
| Partner Programs                      |                |                   |                  |                |              |                                          |                            |                            |                            |  |
| 4300 Partner Program Revenue          | \$ 419,040     | \$ 215,079        | \$ 430,158       | \$ 427,524     | \$ 436,074   | \$ 438,586                               | \$ 447,358                 | \$ 456,305                 |                            |  |
| Total Partner Programs                | \$ 419,040     | \$ 215,079        | \$ 430,158       | \$ 427,524     | \$ 436,074   | \$ 438,586                               | \$ 447,358                 | \$ 456,305                 |                            |  |
| Pass Sales                            |                |                   |                  |                |              |                                          |                            |                            |                            |  |
| 4150 Pass Revenue                     | \$ 388,769     | \$ 270,988        | \$ 473,248       | \$ 313,031     | \$ 319,292   | \$ 512,557                               | \$ 522,808                 | \$ 533,265                 |                            |  |
| 4600 SmartCard Fee                    | \$ 11,531      | \$ 3,444          | \$ (234)         | \$ -           | \$ -         | \$ -                                     | \$ -                       | \$ -                       |                            |  |
| 5710 Vendor Discounts - Pass Purchase | \$ (15,889)    | \$ (18,077)       | \$ (1,182)       | \$ -           | \$ -         | \$ -                                     | \$ -                       | \$ -                       |                            |  |
| Total Pass Sales                      | \$ 384,412     | \$ 256,355        | \$ 471,833       | \$ 313,031     | \$ 319,292   | \$ 512,557                               | \$ 522,808                 | \$ 533,265                 |                            |  |
| TOTAL INCOME BEFORE REQUISITIONS      | \$ 1,917,776   | \$ 1,159,415      | \$ 2,459,605     | \$ 2,344,386   | \$ 2,390,442 | \$ 2,761,484                             | \$ 2,816,715               | \$ 2,873,050               |                            |  |

(Includes voucher refunds for proposed 2020-2022)

(Includes smart card fees and vendor discounts for proposed 2020-2022)

## Bow Valley Regional Transit Services Commission 2020-2022 Proposed Operating Budget

| ALL ROUTES                                        |                     |                     |                     |                     |                                          |                            |                            |                            |  |  |
|---------------------------------------------------|---------------------|---------------------|---------------------|---------------------|------------------------------------------|----------------------------|----------------------------|----------------------------|--|--|
|                                                   | 2018<br>Actual      | Q2 2019<br>Actual   | 2019<br>Forecast    | 2019<br>Budget      | 2020<br>Previously<br>Approved<br>Budget | 2020<br>Proposed<br>Budget | 2021<br>Proposed<br>Budget | 2022<br>Proposed<br>Budget |  |  |
| <b>Recoveries - Operating (non-members)</b>       |                     |                     |                     |                     |                                          |                            |                            |                            |  |  |
| 4500 Recoveries - Operating (non-memb)            | \$ 481,649          | \$ 346,504          | \$ 832,597          | \$ 667,473          | \$ 450,185                               | \$ 1,042,366               | \$ 1,109,213               | \$ 1,130,480               |  |  |
| <b>Total Recoveries - Operating (non-members)</b> | <b>\$ 481,649</b>   | <b>\$ 346,504</b>   | <b>\$ 832,597</b>   | <b>\$ 667,473</b>   | <b>\$ 450,185</b>                        | <b>\$ 1,042,366</b>        | <b>\$ 1,109,213</b>        | <b>\$ 1,130,480</b>        |  |  |
| <b>Requisitions - Capital</b>                     |                     |                     |                     |                     |                                          |                            |                            |                            |  |  |
| 4410-1 Capital Requisition - TOB                  | \$ 10,839           | \$ -                | \$ -                | \$ -                | \$ -                                     | \$ -                       | \$ -                       | \$ -                       |  |  |
| 4410-2 Capital Requisition - TOC                  | \$ 5,830            | \$ -                | \$ -                | \$ -                | \$ -                                     | \$ -                       | \$ -                       | \$ -                       |  |  |
| 4410-5 Capital Requisition - ID9                  | \$ 5,830            | \$ -                | \$ -                | \$ -                | \$ -                                     | \$ -                       | \$ -                       | \$ -                       |  |  |
| <b>Total Requisitions - Capital</b>               | <b>\$ 22,499</b>    | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>                              | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                |  |  |
| <b>Requisitions - Operating</b>                   |                     |                     |                     |                     |                                          |                            |                            |                            |  |  |
| 4420-1 Operating Requisition - TOB                | \$ 1,012,166        | \$ 463,751          | \$ 950,050          | \$ 950,050          | \$ 1,257,348                             | \$ 1,171,076               | \$ 1,338,771               | \$ 1,365,542               |  |  |
| 4420-2 Operating Requisition - TOC                | \$ 735,669          | \$ 421,418          | \$ 831,322          | \$ 831,322          | \$ 849,379                               | \$ 860,388                 | \$ 889,543                 | \$ 907,333                 |  |  |
| 4420-5 Operating Requisition - ID9                | \$ 239,153          | \$ 217,635          | \$ 390,703          | \$ 721,003          | \$ 728,594                               | \$ 394,406                 | \$ 429,172                 | \$ 438,663                 |  |  |
| <b>Total Requisitions - Operating</b>             | <b>\$ 1,986,989</b> | <b>\$ 1,102,804</b> | <b>\$ 2,172,075</b> | <b>\$ 2,502,375</b> | <b>\$ 2,835,321</b>                      | <b>\$ 2,425,870</b>        | <b>\$ 2,657,486</b>        | <b>\$ 2,711,539</b>        |  |  |
| <b>TOTAL INCOME</b>                               | <b>\$ 4,408,914</b> | <b>\$ 2,608,723</b> | <b>\$ 5,464,277</b> | <b>\$ 5,514,234</b> | <b>\$ 5,675,948</b>                      | <b>\$ 6,229,720</b>        | <b>\$ 6,583,414</b>        | <b>\$ 6,715,069</b>        |  |  |
| <b>EXPENSES</b>                                   |                     |                     |                     |                     |                                          |                            |                            |                            |  |  |
| <b>Advertising &amp; Marketing Expenses</b>       |                     |                     |                     |                     |                                          |                            |                            |                            |  |  |
| 5226 Drivers recruitment                          | \$ 7,354            | \$ 13,743           | \$ 20,550           | \$ 15,518           | \$ 15,709                                | \$ 22,546                  | \$ 22,997                  | \$ 23,457                  |  |  |
| 5616 Recruitment Costs - Admin                    | \$ 1,105            | \$ 120              | \$ 240              | \$ 3,540            | \$ 3,610                                 | \$ 3,618                   | \$ 3,690                   | \$ 3,764                   |  |  |
| 5700 Advertising and Marketing                    | \$ 79,992           | \$ 47,409           | \$ 92,263           | \$ 132,560          | \$ 140,831                               | \$ 146,099                 | \$ 149,020                 | \$ 152,001                 |  |  |
| 5715 Commission                                   | \$ 4,574            | \$ -                | \$ -                | \$ 12,818           | \$ 13,075                                | \$ 15,000                  | \$ 15,300                  | \$ 15,605                  |  |  |
| <b>Total Advertising &amp; Marketing Expenses</b> | <b>\$ 93,025</b>    | <b>\$ 61,272</b>    | <b>\$ 113,053</b>   | <b>\$ 164,436</b>   | <b>\$ 173,225</b>                        | <b>\$ 187,263</b>          | <b>\$ 191,007</b>          | <b>\$ 194,827</b>          |  |  |
| <b>Contracted Services / Professional Fees</b>    |                     |                     |                     |                     |                                          |                            |                            |                            |  |  |
| 5200 Operating Contracts                          | \$ 30,519           | \$ 16,215           | \$ 43,720           | \$ 78,890           | \$ 82,725                                | \$ 123,815                 | \$ 126,292                 | \$ 128,817                 |  |  |
| 5364 Brinks service fees                          | \$ 8,031            | \$ 4,868            | \$ 10,026           | \$ 10,034           | \$ 10,235                                | \$ 22,892                  | \$ 23,351                  | \$ 23,820                  |  |  |
| 5611 Accounting Fees                              | \$ 31,424           | \$ 11,500           | \$ 12,027           | \$ 12,000           | \$ 12,240                                | \$ 12,490                  | \$ 12,740                  | \$ 12,995                  |  |  |
| 5612 Payroll service fee                          | \$ 3,861            | \$ 2,228            | \$ 5,054            | \$ 3,696            | \$ 3,768                                 | \$ 3,927                   | \$ 4,006                   | \$ 4,085                   |  |  |
| 5615 Legal Fees                                   | \$ 987              | \$ -                | \$ -                | \$ 4,884            | \$ 4,786                                 | \$ 4,989                   | \$ 5,090                   | \$ 5,191                   |  |  |
| 5623 Security Fee                                 | \$ 5,040            | \$ 3,115            | \$ 9,000            | \$ 14,700           | \$ 14,994                                | \$ 15,032                  | \$ 15,332                  | \$ 15,640                  |  |  |

Bow Valley Regional Transit Services Commission  
2020-2022 Proposed Operating Budget

| ALL ROUTES                                    |            |            |            |            |                                  |                    |                    |                    |                                                      |
|-----------------------------------------------|------------|------------|------------|------------|----------------------------------|--------------------|--------------------|--------------------|------------------------------------------------------|
|                                               | 2018       | Q2 2019    | 2019       | 2019       | 2020                             | 2020               | 2021               | 2022               |                                                      |
|                                               | Actual     | Actual     | Forecast   | Budget     | Previously<br>Approved<br>Budget | Proposed<br>Budget | Proposed<br>Budget | Proposed<br>Budget |                                                      |
| 5624 IT Support                               | \$ 5,829   | \$ 3,088   | \$ 7,223   | \$ 12,985  | \$ 12,225                        | \$ 13,289          | \$ 13,553          | \$ 13,825          |                                                      |
| 5629 Contract Work                            | \$ 216,001 | \$ 62,137  | \$ 41,962  | \$ 108,750 | \$ 140,977                       | \$ 131,866         | \$ 261,492         | \$ 266,722         |                                                      |
| Total Contracted Services / Professional Fees | \$ 301,691 | \$ 103,151 | \$ 129,012 | \$ 245,939 | \$ 281,950                       | \$ 328,300         | \$ 461,856         | \$ 471,095         | Moved \$9K into Customer Service<br>Wages & Benefits |
| Fuel Expense                                  |            |            |            |            |                                  |                    |                    |                    |                                                      |
| 5270 Fuel                                     | \$ 441,167 | \$ 270,235 | \$ 596,835 | \$ 695,906 | \$ 717,398                       | \$ 691,173         | \$ 687,194         | \$ 700,936         |                                                      |
| Total Fuel Expense                            | \$ 441,167 | \$ 270,235 | \$ 596,835 | \$ 695,906 | \$ 717,398                       | \$ 691,173         | \$ 687,194         | \$ 700,936         |                                                      |
| General Operating Expenses                    |            |            |            |            |                                  |                    |                    |                    |                                                      |
| 5351 Office Supplies                          | \$ 28,924  | \$ 4,345   | \$ 9,398   | \$ 17,915  | \$ 17,784                        | \$ 18,427          | \$ 18,796          | \$ 19,171          |                                                      |
| 5352 Bank Service Charges                     | \$ 6,304   | \$ 3,738   | \$ 8,093   | \$ 8,960   | \$ 8,640                         | \$ 10,274          | \$ 10,478          | \$ 10,688          |                                                      |
| 5353 Janitorial Supplies & Services           | \$ 520     | \$ -       | \$ 300     | \$ 1,000   | \$ 1,020                         | \$ 1,020           | \$ 1,040           | \$ 1,061           |                                                      |
| 5354 Postage and Office Delivery              | \$ 721     | \$ 251     | \$ 501     | \$ 2,769   | \$ 2,627                         | \$ 2,836           | \$ 2,894           | \$ 2,952           |                                                      |
| 5355 Miscellaneous Expense                    | \$ 633     | \$ 0       | \$ 401     | \$ 5,000   | \$ 5,000                         | \$ 5,000           | \$ 5,100           | \$ 5,202           |                                                      |
| 5357 Cell Phone                               | \$ 12,138  | \$ 5,423   | \$ 14,108  | \$ 17,480  | \$ 17,880                        | \$ 20,807          | \$ 21,222          | \$ 21,644          |                                                      |
| 5358 Office Phone                             | \$ 7,899   | \$ 3,601   | \$ 7,344   | \$ 10,160  | \$ 9,843                         | \$ 10,403          | \$ 10,611          | \$ 10,825          |                                                      |
| 5359 Board meeting expense                    | \$ 436     | \$ 48      | \$ 200     | \$ 1,300   | \$ 1,326                         | \$ 1,326           | \$ 1,353           | \$ 1,380           |                                                      |
| 5360 Cash over/short                          | \$ 0       | \$ 1       | \$ 1       | \$ -       | \$ -                             | \$ -               | \$ -               | \$ -               |                                                      |
| 5361 Bad debts                                | \$ 3,311   | \$ -       | \$ -       | \$ -       | \$ -                             | \$ -               | \$ -               | \$ -               |                                                      |
| 5626 Office Rent                              | \$ 38,866  | \$ 19,549  | \$ 39,098  | \$ 41,000  | \$ 41,820                        | \$ 41,820          | \$ 49,363          | \$ 50,351          |                                                      |
| 5627 Copier                                   | \$ 3,732   | \$ 2,376   | \$ 4,751   | \$ 3,200   | \$ 3,264                         | \$ 3,663           | \$ 3,736           | \$ 3,811           |                                                      |
| 5630 Utilities                                | \$ 4,353   | \$ 2,104   | \$ 4,209   | \$ 4,340   | \$ 4,427                         | \$ 4,427           | \$ 4,516           | \$ 4,606           |                                                      |
| Total General Operating Expenses              | \$ 107,837 | \$ 41,435  | \$ 88,403  | \$ 113,124 | \$ 113,631                       | \$ 120,003         | \$ 129,109         | \$ 131,691         |                                                      |
| Infrastructure Maintenance                    |            |            |            |            |                                  |                    |                    |                    |                                                      |
| 5430 Parks Canada Land Rent                   | \$ 350     | \$ 200     | \$ 275     | \$ 400     | \$ 409                           | \$ 400             | \$ 406             | \$ 412             |                                                      |
| 5632 Infrastructure Maintenance Expense       | \$ 24,636  | \$ 13,022  | \$ 26,093  | \$ 27,910  | \$ 31,702                        | \$ 33,779          | \$ 34,454          | \$ 35,143          |                                                      |
| Total Infrastructure Maintenance              | \$ 24,986  | \$ 13,222  | \$ 26,368  | \$ 28,310  | \$ 32,111                        | \$ 34,179          | \$ 34,860          | \$ 35,555          |                                                      |
| Insurance Expense                             |            |            |            |            |                                  |                    |                    |                    |                                                      |
| 5310 General Liability Insurance              | \$ 3,630   | \$ 2,203   | \$ 4,407   | \$ 4,500   | \$ 4,590                         | \$ 4,590           | \$ 4,682           | \$ 4,776           |                                                      |
| 5320 Fleet insurance                          | \$ 41,020  | \$ 24,806  | \$ 54,026  | \$ 76,652  | \$ 75,344                        | \$ 79,519          | \$ 81,109          | \$ 82,731          |                                                      |
| Total Insurance Expense                       | \$ 44,650  | \$ 27,009  | \$ 58,433  | \$ 81,152  | \$ 79,934                        | \$ 84,109          | \$ 85,791          | \$ 87,507          |                                                      |
| Software Fees & Licences                      |            |            |            |            |                                  |                    |                    |                    |                                                      |
| 5362 Software and License Fees                | \$ 25,100  | \$ 19,545  | \$ 42,013  | \$ 32,654  | \$ 32,453                        | \$ 61,640          | \$ 62,873          | \$ 64,130          |                                                      |

**Bow Valley Regional Transit Services Commission**  
**2020-2022 Proposed Operating Budget**

| ALL ROUTES                                   |                   |                   |                   |                     |                                          |                            |                            |                            |                                            |
|----------------------------------------------|-------------------|-------------------|-------------------|---------------------|------------------------------------------|----------------------------|----------------------------|----------------------------|--------------------------------------------|
|                                              | 2018<br>Actual    | Q2 2019<br>Actual | 2019<br>Forecast  | 2019<br>Budget      | 2020<br>Previously<br>Approved<br>Budget | 2020<br>Proposed<br>Budget | 2021<br>Proposed<br>Budget | 2022<br>Proposed<br>Budget |                                            |
| 5617 Website                                 | \$ 6,025          | \$ 2,636          | \$ 4,970          | \$ 10,550           | \$ 10,260                                | \$ 12,500                  | \$ 12,750                  | \$ 13,002                  |                                            |
| 5620 Smart Farebox Software                  | \$ 34,416         | \$ 15,046         | \$ 32,916         | \$ 86,867           | \$ 91,551                                | \$ 63,000                  | \$ 64,260                  | \$ 65,544                  |                                            |
| 5622 Bus Prediction Software                 | \$ 45,003         | \$ 22,849         | \$ 52,013         | \$ 44,254           | \$ 48,207                                | \$ 24,998                  | \$ 25,498                  | \$ 26,008                  |                                            |
| <b>Total Software Fees &amp; Licences</b>    | <b>\$ 110,544</b> | <b>\$ 60,076</b>  | <b>\$ 131,912</b> | <b>\$ 174,325</b>   | <b>\$ 182,471</b>                        | <b>\$ 162,138</b>          | <b>\$ 165,381</b>          | <b>\$ 168,684</b>          |                                            |
| <b>Training, Travel &amp; Meals</b>          |                   |                   |                   |                     |                                          |                            |                            |                            |                                            |
| 5171 Conference Fees                         | \$ 3,218          | \$ 2,494          | \$ 4,988          | \$ 7,354            | \$ 7,501                                 | \$ 7,501                   | \$ 7,651                   | \$ 7,804                   |                                            |
| 5172 Meals                                   | \$ 6,317          | \$ 1,399          | \$ 2,928          | \$ 14,183           | \$ 14,467                                | \$ 14,471                  | \$ 14,760                  | \$ 15,054                  |                                            |
| 5173 Training                                | \$ 1,975          | \$ 985            | \$ 2,071          | \$ 2,025            | \$ 1,555                                 | \$ 2,075                   | \$ 2,117                   | \$ 2,160                   |                                            |
| 5180 Travel Expense                          | \$ 5,808          | \$ 3,137          | \$ 6,274          | \$ -                | \$ -                                     | \$ -                       | \$ -                       | \$ -                       |                                            |
| 5181 Mileage                                 | \$ 4,205          | \$ 1,097          | \$ 2,194          | \$ 9,926            | \$ 9,611                                 | \$ 11,146                  | \$ 11,367                  | \$ 11,593                  |                                            |
| 5227 Driver Training                         | \$ 1,890          | \$ 3,829          | \$ 8,810          | \$ 3,101            | \$ 3,163                                 | \$ 3,172                   | \$ 3,235                   | \$ 3,300                   |                                            |
| 5356 Memberships                             | \$ 4,565          | \$ 2,884          | \$ 5,769          | \$ 4,813            | \$ 4,909                                 | \$ 4,909                   | \$ 5,007                   | \$ 5,107                   |                                            |
| 5619 Business Hosting Expenses               | \$ 97             | \$ 75             | \$ 150            | \$ 1,576            | \$ 1,608                                 | \$ 1,608                   | \$ 1,640                   | \$ 1,673                   |                                            |
| <b>Total Training, Travel &amp; Meals</b>    | <b>\$ 28,075</b>  | <b>\$ 15,901</b>  | <b>\$ 33,184</b>  | <b>\$ 42,978</b>    | <b>\$ 42,814</b>                         | <b>\$ 44,882</b>           | <b>\$ 45,777</b>           | <b>\$ 46,691</b>           |                                            |
| <b>Vehicle Expenses</b>                      |                   |                   |                   |                     |                                          |                            |                            |                            |                                            |
| 5225 Drivers uniforms                        | \$ 18,426         | \$ 6,740          | \$ 11,515         | \$ 32,657           | \$ 33,031                                | \$ 33,075                  | \$ 33,737                  | \$ 34,412                  |                                            |
| 5228 Driver recognition                      | \$ 2,455          | \$ 490            | \$ 980            | \$ 2,402            | \$ 2,451                                 | \$ 2,454                   | \$ 2,504                   | \$ 2,554                   |                                            |
| 5250 Parts                                   | \$ 192,561        | \$ 73,922         | \$ 268,328        | \$ 310,602          | \$ 308,775                               | \$ 353,523                 | \$ 360,594                 | \$ 367,806                 |                                            |
| 5251 Parts - Accident Related                | \$ 1,648          | \$ -              | \$ -              | \$ -                | \$ -                                     | \$ -                       | \$ -                       | \$ -                       |                                            |
| 5252 Replacement Bus For Maintenance Days    | \$ -              | \$ -              | \$ 10,000         | \$ -                | \$ -                                     | \$ -                       | \$ -                       | \$ -                       |                                            |
| 5255 Vehicle Supplies                        | \$ 27,141         | \$ 11,534         | \$ 32,698         | \$ 42,543           | \$ 54,006                                | \$ 55,004                  | \$ 56,103                  | \$ 57,224                  |                                            |
| 5260 Maintenance Labour                      | \$ 329,560        | \$ 168,828        | \$ 495,873        | \$ 535,749          | \$ 555,125                               | \$ 559,169                 | \$ 570,354                 | \$ 581,760                 |                                            |
| 5410 Bus Lease                               | \$ 59,250         | \$ 29,625         | \$ 60,000         | \$ 60,000           | \$ 61,200                                | \$ 61,380                  | \$ 62,608                  | \$ 63,860                  |                                            |
| 5420 Bus Storage                             | \$ 42,262         | \$ 22,109         | \$ 50,194         | \$ 64,074           | \$ 71,296                                | \$ 73,897                  | \$ 188,583                 | \$ 192,355                 |                                            |
| 5628 Bus wrap repair                         | \$ 695            | \$ -              | \$ 4,173          | \$ 9,171            | \$ 8,855                                 | \$ 9,388                   | \$ 9,576                   | \$ 9,767                   |                                            |
| <b>Total Vehicle Expenses</b>                | <b>\$ 673,997</b> | <b>\$ 313,247</b> | <b>\$ 933,760</b> | <b>\$ 1,057,198</b> | <b>\$ 1,094,739</b>                      | <b>\$ 1,147,890</b>        | <b>\$ 1,284,059</b>        | <b>\$ 1,309,738</b>        |                                            |
| <b>Wages &amp; Benefits - Administrative</b> |                   |                   |                   |                     |                                          |                            |                            |                            |                                            |
| 5110 Wages - Administrative                  | \$ 303,344        | \$ 171,337        | \$ 370,604        | \$ 380,317          | \$ 382,780                               | \$ 462,189                 | \$ 471,432                 | \$ 480,858                 | (Includes benefits for proposed 2020-2022) |
| 5131 CPP & EI                                | \$ 13,277         | \$ 10,810         | \$ 19,354         | \$ 14,883           | \$ 15,180                                | \$ -                       | \$ -                       | \$ -                       |                                            |
| 5133 Health Benefits                         | \$ 12,023         | \$ 5,894          | \$ 10,351         | \$ 11,701           | \$ 11,935                                | \$ -                       | \$ -                       | \$ -                       |                                            |
| 5134 LAPP                                    | \$ 32,282         | \$ 16,714         | \$ 28,950         | \$ 37,182           | \$ 37,926                                | \$ -                       | \$ -                       | \$ -                       |                                            |

## Bow Valley Regional Transit Services Commission 2020-2022 Proposed Operating Budget

| ALL ROUTES                                           |                     |                     |                     |                     |                                          |                            |                            |                            |                                                                                               |
|------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|------------------------------------------|----------------------------|----------------------------|----------------------------|-----------------------------------------------------------------------------------------------|
|                                                      | 2018<br>Actual      | Q2 2019<br>Actual   | 2019<br>Forecast    | 2019<br>Budget      | 2020<br>Previously<br>Approved<br>Budget | 2020<br>Proposed<br>Budget | 2021<br>Proposed<br>Budget | 2022<br>Proposed<br>Budget |                                                                                               |
| 5135 WCB - Admin                                     | \$ 4,775            | \$ 2,280            | \$ 3,958            | \$ 5,628            | \$ 5,741                                 | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| <b>Total Wages &amp; Benefits - Administrative</b>   | <b>\$ 365,702</b>   | <b>\$ 207,035</b>   | <b>\$ 433,218</b>   | <b>\$ 449,711</b>   | <b>\$ 453,562</b>                        | <b>\$ 462,189</b>          | <b>\$ 471,432</b>          | <b>\$ 480,858</b>          |                                                                                               |
| <b>Wages &amp; Benefits - Customer Support</b>       |                     |                     |                     |                     |                                          |                            |                            |                            |                                                                                               |
| 5631 Wages - Customer Centre Support                 | \$ 57,324           | \$ 38,727           | \$ 101,812          | \$ 90,652           | \$ 92,647                                | \$ 169,038                 | \$ 172,419                 | \$ 175,866                 | (Includes benefits for proposed 2020-2022)<br><br>Offset by a decrease in Contracted Services |
| 5633 Customer Centre Support - CPP&EI                | \$ 4,182            | \$ 3,101            | \$ 4,994            | \$ 11,928           | \$ 12,167                                | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| 5634 Customer Centre Support - WCB                   | \$ 982              | \$ 600              | \$ 973              | \$ 1,125            | \$ 1,148                                 | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| 5682 Customer Service - LAPP                         | \$ -                | \$ 621              | \$ 872              | \$ -                | \$ -                                     | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| 5683 Health Benefits - Customer Service              | \$ 265              | \$ 1,594            | \$ 2,467            | \$ -                | \$ -                                     | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| <b>Total Wages &amp; Benefits - Customer Support</b> | <b>\$ 62,754</b>    | <b>\$ 44,642</b>    | <b>\$ 111,118</b>   | <b>\$ 103,705</b>   | <b>\$ 105,962</b>                        | <b>\$ 169,038</b>          | <b>\$ 172,419</b>          | <b>\$ 175,866</b>          |                                                                                               |
| <b>Wages &amp; Benefits - Drivers</b>                |                     |                     |                     |                     |                                          |                            |                            |                            |                                                                                               |
| 5221 Drivers Wages                                   | \$ 1,250,913        | \$ 731,367          | \$ 1,776,046        | \$ 1,725,989        | \$ 1,757,769                             | \$ 2,255,513               | \$ 2,300,625               | \$ 2,346,639               | (Includes benefits for proposed 2020-2022)                                                    |
| 5223 Drivers Wages - Training                        | \$ 57,317           | \$ 106,135          | \$ 116,137          | \$ 84,250           | \$ 82,769                                | \$ 161,279                 | \$ 164,504                 | \$ 167,794                 |                                                                                               |
| 5231 Drivers CPP & EI                                | \$ 90,356           | \$ 58,239           | \$ 72,204           | \$ 83,508           | \$ 100,784                               | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| 5232 LAPP - Drivers                                  | \$ 74,783           | \$ 44,229           | \$ 72,765           | \$ 85,662           | \$ 81,303                                | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| 5233 Health Benefits - Drivers                       | \$ 57,442           | \$ 33,290           | \$ 55,265           | \$ 65,097           | \$ 61,763                                | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| 5234 WCB - Drivers                                   | \$ 22,192           | \$ 11,148           | \$ 19,767           | \$ 23,039           | \$ 21,843                                | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| <b>Total Wages &amp; Benefits - Drivers</b>          | <b>\$ 1,553,003</b> | <b>\$ 984,408</b>   | <b>\$ 2,112,184</b> | <b>\$ 2,067,545</b> | <b>\$ 2,106,231</b>                      | <b>\$ 2,416,792</b>        | <b>\$ 2,465,129</b>        | <b>\$ 2,514,433</b>        |                                                                                               |
| <b>Wages &amp; Benefits - Operations</b>             |                     |                     |                     |                     |                                          |                            |                            |                            |                                                                                               |
| 5220 Wages - Operations                              | \$ 170,257          | \$ 115,046          | \$ 258,902          | \$ 252,430          | \$ 253,696                               | \$ 381,764                 | \$ 389,400                 | \$ 397,188                 | (Includes benefits for proposed 2020-2022)                                                    |
| 5281 Operations - CPP & EI                           | \$ 7,492            | \$ 8,251            | \$ 13,839           | \$ 7,645            | \$ 7,799                                 | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| 5282 Operations - LAPP                               | \$ 17,622           | \$ 11,277           | \$ 18,994           | \$ 19,894           | \$ 20,291                                | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| 5283 Operations - Health Benefits                    | \$ 6,405            | \$ 4,723            | \$ 7,912            | \$ 7,061            | \$ 7,202                                 | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| 5284 Operations - WCB                                | \$ 2,814            | \$ 1,532            | \$ 2,652            | \$ 2,875            | \$ 2,932                                 | \$ -                       | \$ -                       | \$ -                       |                                                                                               |
| <b>Total Wages &amp; Benefits - Operations</b>       | <b>\$ 204,589</b>   | <b>\$ 140,829</b>   | <b>\$ 302,298</b>   | <b>\$ 289,905</b>   | <b>\$ 291,920</b>                        | <b>\$ 381,764</b>          | <b>\$ 389,400</b>          | <b>\$ 397,188</b>          |                                                                                               |
| <b>TOTAL OPERATING EXPENSES</b>                      | <b>\$ 4,012,018</b> | <b>\$ 2,282,463</b> | <b>\$ 5,069,778</b> | <b>\$ 5,514,234</b> | <b>\$ 5,675,948</b>                      | <b>\$ 6,229,720</b>        | <b>\$ 6,583,414</b>        | <b>\$ 6,715,069</b>        |                                                                                               |
| <b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>    | <b>\$ 396,895</b>   | <b>\$ 326,260</b>   | <b>\$ 394,499</b>   | <b>\$ -</b>         | <b>\$ -</b>                              | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                |                                                                                               |
| <b>Amortization Expense</b>                          |                     |                     |                     |                     |                                          |                            |                            |                            |                                                                                               |
| 5900 Amortization Exp                                | \$ 380,322          | \$ 274,678          | \$ 600,102          | \$ 626,159          | \$ 702,547                               | \$ 823,219                 | \$ 945,485                 | \$ 976,151                 |                                                                                               |
| <b>Total Amortization Expense</b>                    | <b>\$ 380,322</b>   | <b>\$ 274,678</b>   | <b>\$ 600,102</b>   | <b>\$ 626,159</b>   | <b>\$ 702,547</b>                        | <b>\$ 823,219</b>          | <b>\$ 945,485</b>          | <b>\$ 976,151</b>          |                                                                                               |
| <b>NET INCOME</b>                                    | <b>\$ 16,573</b>    | <b>\$ 51,583</b>    | <b>\$ (205,603)</b> | <b>\$ (626,159)</b> | <b>\$ (702,547)</b>                      | <b>\$ (823,219)</b>        | <b>\$ (945,485)</b>        | <b>\$ (976,151)</b>        |                                                                                               |



## Proposed Operating Requisitions - 2020 to 2022

|                                | 2019              | 2020                       | 2021                | 2020                | 2021                | 2022                | % Change     | % Change     | \$ Change          | \$ Change          |
|--------------------------------|-------------------|----------------------------|---------------------|---------------------|---------------------|---------------------|--------------|--------------|--------------------|--------------------|
|                                | Budget            | Previously Approved Budget |                     | Proposed Budget     |                     |                     | 20-20        | 21-21        | 20-20              | 21-21              |
| <b>Town of Banff:</b>          |                   |                            |                     |                     |                     |                     |              |              |                    |                    |
| Banff Local - Route 1          | \$ 256,984        | \$ 396,401                 | \$ 404,328          | \$ 403,846          | \$ 417,600          | \$ 425,949          | 1.9%         | 3.3%         | \$ 7,445           | \$ 13,272          |
| Banff Local - Route 2          | \$ 400,862        | \$ 543,585                 | \$ 554,902          | \$ 470,044          | \$ 481,274          | \$ 490,898          | -13.5%       | -13.3%       | \$ (73,541)        | \$ (73,628)        |
| Intercept Shuttle              | \$ 43,250         | \$ 62,000                  | \$ 190,230          | \$ 62,000           | \$ 190,230          | \$ 194,035          | 0.0%         | 0.0%         | \$ -               | \$ -               |
| CB Regional (1/2)              | \$ 117,435        | \$ 119,785                 | \$ 122,182          | \$ 92,491           | \$ 104,118          | \$ 106,201          | -22.8%       | -14.8%       | \$ (27,294)        | \$ (18,064)        |
| Administrative (1/3)           | \$ 131,519        | \$ 135,577                 | \$ 138,289          | \$ 142,695          | \$ 145,549          | \$ 148,459          | 5.3%         | 5.2%         | \$ 7,118           | \$ 7,260           |
|                                | <b>\$ 950,050</b> | <b>\$ 1,257,348</b>        | <b>\$ 1,409,931</b> | <b>\$ 1,171,076</b> | <b>\$ 1,338,771</b> | <b>\$ 1,365,542</b> | <b>-6.9%</b> | <b>-5.0%</b> | <b>\$ (86,272)</b> | <b>\$ (71,160)</b> |
| <b>Town of Canmore</b>         |                   |                            |                     |                     |                     |                     |              |              |                    |                    |
| Canmore Local - Route 5        | \$ 582,368        | \$ 594,017                 | \$ 605,900          | \$ 625,202          | \$ 639,876          | \$ 652,673          | 5.2%         | 5.6%         | \$ 31,185          | \$ 33,976          |
| CB Regional (1/2)              | \$ 117,435        | \$ 119,785                 | \$ 122,182          | \$ 92,491           | \$ 104,118          | \$ 106,201          | -22.8%       | -14.8%       | \$ (27,294)        | \$ (18,064)        |
| Administrative (1/3)           | \$ 131,519        | \$ 135,577                 | \$ 138,289          | \$ 142,695          | \$ 145,549          | \$ 148,459          | 5.3%         | 5.2%         | \$ 7,118           | \$ 7,260           |
|                                | <b>\$ 831,322</b> | <b>\$ 849,379</b>          | <b>\$ 866,371</b>   | <b>\$ 860,388</b>   | <b>\$ 889,543</b>   | <b>\$ 907,333</b>   | <b>1.3%</b>  | <b>2.7%</b>  | <b>\$ 11,009</b>   | <b>\$ 23,172</b>   |
| <b>Improvement District #9</b> |                   |                            |                     |                     |                     |                     |              |              |                    |                    |
| Administrative (1/3)           | \$ 131,519        | \$ 135,577                 | \$ 138,289          | \$ 142,695          | \$ 145,549          | \$ 148,459          | 5.3%         | 5.2%         | \$ 7,118           | \$ 7,260           |
| LLB Regional - Winter          | \$ 259,184        | \$ 262,417                 | \$ 262,865          | \$ 244,946          | \$ 261,276          | \$ 266,499          | -6.7%        | -0.6%        | \$ (17,471)        | \$ (1,589)         |
| LLB Regional - Rt 8S           | \$ 68,021         | \$ 68,741                  | \$ 67,762           | \$ 1,478            | \$ 4,800            | \$ 5,091            | -97.8%       | -92.9%       | \$ (67,263)        | \$ (62,962)        |
| LLB Regional - Rt 8X           | \$ 226,080        | \$ 226,642                 | \$ 226,290          | \$ 4,504            | \$ 14,858           | \$ 15,761           | -98.0%       | -93.4%       | \$ (222,138)       | \$ (211,432)       |
| JCB Regional - Rt 9            | \$ 36,199         | \$ 35,217                  | \$ 36,548           | \$ 783              | \$ 2,689            | \$ 2,853            | -97.8%       | -92.6%       | \$ (34,434)        | \$ (33,859)        |
| LLB Regional Reserve           | \$ -              | \$ -                       | \$ -                | \$ 306,824          | \$ 314,729          | \$ 319,450          |              |              | \$ 306,824         | \$ 314,729         |
|                                | <b>\$ 721,003</b> | <b>\$ 728,594</b>          | <b>\$ 731,754</b>   | <b>\$ 701,230</b>   | <b>\$ 743,901</b>   | <b>\$ 758,113</b>   | <b>-3.8%</b> | <b>1.7%</b>  | <b>\$ (27,364)</b> | <b>\$ 12,147</b>   |
| <b>Parks Canada</b>            |                   |                            |                     |                     |                     |                     |              |              |                    |                    |
| Rt 8S                          | \$ 29,920         | \$ 28,330                  | \$ 44,245           | \$ 94,856           | \$ 100,207          | \$ 102,015          | 234.8%       | 126.5%       | \$ 66,526          | \$ 55,962          |
| Rt 8X                          | \$ 86,119         | \$ 80,795                  | \$ 127,774          | \$ 288,966          | \$ 310,199          | \$ 315,794          | 257.7%       | 142.8%       | \$ 208,171         | \$ 182,425         |
| Rt 9                           | \$ 15,923         | \$ 14,513                  | \$ 23,863           | \$ 50,223           | \$ 56,148           | \$ 57,160           | 246.1%       | 135.3%       | \$ 35,710          | \$ 32,285          |
| LLB Regional Reserve           | \$ 299,320        | \$ 306,824                 | \$ 314,729          | \$ -                | \$ -                | \$ -                | -100.0%      | -100.0%      | \$ (306,824)       | \$ (314,729)       |
|                                | <b>\$ 431,282</b> | <b>\$ 430,462</b>          | <b>\$ 510,611</b>   | <b>\$ 434,045</b>   | <b>\$ 466,554</b>   | <b>\$ 474,969</b>   | <b>0.8%</b>  | <b>-8.6%</b> | <b>\$ 3,583</b>    | <b>\$ (44,057)</b> |

## BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

### All Routes

| KPI                                    | 2019       | 2019      | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|-----------|------------|-----------|-----------|-----------|
|                                        |            |           | Previously |           |           |           |
|                                        | YTD        |           | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET    | Budget     | Budget    | Budget    | Budget    |
|                                        |            |           |            |           |           |           |
| Revenue per Service Hour               | \$ 52.87   | \$ 47.45  | \$ 48.40   | \$ 50.48  | \$ 51.49  | \$ 52.52  |
|                                        |            |           |            |           |           |           |
| Gross Cost per Service Hour            | \$ 115.27  | \$ 123.53 | \$ 128.01  | \$ 128.24 | \$ 134.62 | \$ 137.53 |
| Direct Operating Cost per Service Hour | \$ 92.35   | \$ 100.02 | \$ 102.73  | \$ 104.12 | \$ 108.08 | \$ 110.24 |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61   | \$ 9.80    | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 14.03   | \$ 13.90  | \$ 15.48   | \$ 16.25  | \$ 18.52  | \$ 19.11  |
| Net Cost per Service Hour (CUTA)       | \$ 48.38   | \$ 62.18  | \$ 64.14   | \$ 61.51  | \$ 64.61  | \$ 65.90  |
| % Cost Recovery (CUTA)                 | 52%        | 43%       | 43%        | 45%       | 44%       | 44%       |
|                                        |            |           |            |           |           |           |
| Ridership                              | 638,379    | 1,389,973 | 1,447,006  | 1,565,789 | 1,581,445 | 1,597,260 |
| Service Hours                          | 21,694     | 49,359    | 49,342     | 54,421    | 54,421    | 54,421    |
| Ridership per Service Hour             | 29         | 28        | 29         | 29        | 29        | 29        |

### Route 1 - Banff Local Sulphur Mountain

| KPI                                    | 2019       | 2019      | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|-----------|------------|-----------|-----------|-----------|
|                                        |            |           | Previously |           |           |           |
|                                        | YTD        |           | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET    | Budget     | Budget    | Budget    | Budget    |
|                                        |            |           |            |           |           |           |
| Revenue per Service Hour               | \$ 70.21   | \$ 68.41  | \$ 60.91   | \$ 57.85  | \$ 59.00  | \$ 60.18  |
|                                        |            |           |            |           |           |           |
| Gross Cost per Service Hour            | \$ 105.93  | \$ 114.46 | \$ 118.94  | \$ 114.13 | \$ 120.77 | \$ 122.86 |
| Direct Operating Cost per Service Hour | \$ 83.46   | \$ 93.46  | \$ 95.42   | \$ 91.33  | \$ 93.67  | \$ 95.54  |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61   | \$ 9.80    | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 13.57   | \$ 11.39  | \$ 13.71   | \$ 14.93  | \$ 19.08  | \$ 19.13  |
| Net Cost per Service Hour (CUTA)       | \$ 22.15   | \$ 34.66  | \$ 44.31   | \$ 41.35  | \$ 42.69  | \$ 43.54  |
| % Cost Recovery (CUTA)                 | 76%        | 66%       | 58%        | 58%       | 58%       | 58%       |
|                                        |            |           |            |           |           |           |
| Ridership                              | 234,920    | 502,327   | 543,239    | 568,572   | 574,257   | 580,000   |
| Service Hours                          | 4,236      | 9,352     | 10,713     | 11,180    | 11,180    | 11,180    |
| Ridership per Service Hour             | 55         | 54        | 51         | 51        | 51        | 52        |

## BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

### Route 2 - Banff Local Tunnel Mountain

| KPI                                    | 2019       | 2019      | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|-----------|------------|-----------|-----------|-----------|
|                                        |            |           | Previously |           |           |           |
|                                        | YTD        |           | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET    | Budget     | Budget    | Budget    | Budget    |
|                                        |            |           |            |           |           |           |
| Revenue per Service Hour               | \$ 45.15   | \$ 46.45  | \$ 40.43   | \$ 44.82  | \$ 45.72  | \$ 46.63  |
|                                        |            |           |            |           |           |           |
| Gross Cost per Service Hour            | \$ 107.67  | \$ 116.07 | \$ 120.90  | \$ 117.52 | \$ 124.57 | \$ 126.71 |
| Direct Operating Cost per Service Hour | \$ 84.35   | \$ 96.40  | \$ 98.13   | \$ 93.39  | \$ 95.45  | \$ 97.36  |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61   | \$ 9.80    | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 14.42   | \$ 10.06  | \$ 12.97   | \$ 16.26  | \$ 21.10  | \$ 21.16  |
| Net Cost per Service Hour (CUTA)       | \$ 48.10   | \$ 59.56  | \$ 67.50   | \$ 56.43  | \$ 57.75  | \$ 58.91  |
| % Cost Recovery (CUTA)                 | 48%        | 44%       | 37%        | 44%       | 44%       | 44%       |
|                                        |            |           |            |           |           |           |
| Ridership                              | 183,660    | 408,818   | 444,014    | 453,768   | 458,305   | 462,888   |
| Service Hours                          | 3,685      | 7,869     | 9,219      | 9,599     | 9,599     | 9,599     |
| Ridership per Service Hour             | 50         | 52        | 48         | 47        | 48        | 48        |

### Route 3 - Canmore / Banff Regional

| KPI                                    | 2019       | 2019      | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|-----------|------------|-----------|-----------|-----------|
|                                        |            |           | Previously |           |           |           |
|                                        | YTD        |           | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET    | Budget     | Budget    | Budget    | Budget    |
|                                        |            |           |            |           |           |           |
| Revenue per Service Hour               | \$ 93.05   | \$ 79.57  | \$ 81.96   | \$ 90.57  | \$ 92.39  | \$ 94.23  |
|                                        |            |           |            |           |           |           |
| Gross Cost per Service Hour            | \$ 112.48  | \$ 129.06 | \$ 132.60  | \$ 132.33 | \$ 137.12 | \$ 139.64 |
| Direct Operating Cost per Service Hour | \$ 91.80   | \$ 107.86 | \$ 111.11  | \$ 113.03 | \$ 117.66 | \$ 120.02 |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61   | \$ 9.80    | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 11.79   | \$ 11.59  | \$ 11.69   | \$ 11.44  | \$ 11.44  | \$ 11.44  |
| Net Cost per Service Hour (CUTA)       | \$ 7.65    | \$ 37.90  | \$ 38.95   | \$ 30.32  | \$ 33.30  | \$ 33.97  |
| % Cost Recovery (CUTA)                 | 92%        | 68%       | 68%        | 75%       | 74%       | 74%       |
|                                        |            |           |            |           |           |           |
| Ridership                              | 93,542     | 176,781   | 178,549    | 193,966   | 195,905   | 197,864   |
| Service Hours                          | 4,042      | 8,301     | 8,220      | 8,238     | 8,238     | 8,238     |
| Ridership per Service Hour             | 23         | 21        | 22         | 24        | 24        | 24        |



## BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

### Route 4 - Cave & Basin

| KPI                                    | 2019       | 2019     | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|----------|------------|-----------|-----------|-----------|
|                                        |            |          | Previously |           |           |           |
|                                        | YTD        |          | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET   | Budget     | Budget    | Budget    | Budget    |
|                                        |            |          |            |           |           |           |
| Revenue per Service Hour               | \$ 11.91   | \$ 11.41 | \$ 11.64   | \$ 11.75  | \$ 11.98  | \$ 12.22  |
|                                        |            |          |            |           |           |           |
| Gross Cost per Service Hour            | \$ 114.73  | \$ 89.74 | \$ 91.51   | \$ 113.53 | \$ 118.54 | \$ 120.79 |
| Direct Operating Cost per Service Hour | \$ 96.57   | \$ 78.93 | \$ 80.51   | \$ 99.51  | \$ 104.36 | \$ 106.44 |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61  | \$ 9.80    | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 9.27    | \$ 1.20  | \$ 1.20    | \$ 6.16   | \$ 6.16   | \$ 6.16   |
| Net Cost per Service Hour (CUTA)       | \$ 93.56   | \$ 77.12 | \$ 78.67   | \$ 95.63  | \$ 100.40 | \$ 102.41 |
| % Cost Recovery (CUTA)                 | 11%        | 13%      | 13%        | 11%       | 11%       | 11%       |
|                                        |            |          |            |           |           |           |
| Ridership                              | 7,168      | 8,481    | 8,566      | 20,306    | 20,509    | 20,714    |
| Service Hours                          | 285        | 1,017    | 1,017      | 1,083     | 1,083     | 1,083     |
| Ridership per Service Hour             | 25         | 8        | 8          | 19        | 19        | 19        |

### Route 5 - Canmore Local

| KPI                                    | 2019       | 2019      | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|-----------|------------|-----------|-----------|-----------|
|                                        |            |           | Previously |           |           |           |
|                                        | YTD        |           | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET    | Budget     | Budget    | Budget    | Budget    |
|                                        |            |           |            |           |           |           |
| Revenue per Service Hour               | \$ 10.16   | \$ 14.32  | \$ 14.60   | \$ 14.02  | \$ 14.30  | \$ 14.58  |
|                                        |            |           |            |           |           |           |
| Gross Cost per Service Hour            | \$ 115.39  | \$ 112.44 | \$ 114.43  | \$ 116.61 | \$ 118.93 | \$ 121.02 |
| Direct Operating Cost per Service Hour | \$ 91.27   | \$ 89.43  | \$ 91.22   | \$ 94.30  | \$ 96.47  | \$ 98.40  |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61   | \$ 9.80    | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 15.23   | \$ 13.40  | \$ 13.40   | \$ 14.44  | \$ 14.44  | \$ 14.44  |
| Net Cost per Service Hour (CUTA)       | \$ 90.00   | \$ 84.72  | \$ 86.42   | \$ 88.15  | \$ 90.20  | \$ 92.00  |
| % Cost Recovery (CUTA)                 | 10%        | 14%       | 14%        | 14%       | 14%       | 14%       |
|                                        |            |           |            |           |           |           |
| Ridership                              | 60,777     | 103,408   | 104,442    | 137,031   | 138,401   | 139,785   |
| Service Hours                          | 3,722      | 7,753     | 7,753      | 7,787     | 7,787     | 7,787     |
| Ridership per Service Hour             | 16         | 13        | 13         | 18        | 18        | 18        |

## BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

### Route 6 - Lake Minnewanka

| KPI                                    | 2019       | 2019     | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|----------|------------|-----------|-----------|-----------|
|                                        |            |          | Previously |           |           |           |
|                                        | YTD        |          | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET   | Budget     | Budget    | Budget    | Budget    |
|                                        |            |          |            |           |           |           |
| Revenue per Service Hour               | \$ 13.30   | \$ 13.77 | \$ 14.04   | \$ 15.39  | \$ 15.70  | \$ 16.02  |
|                                        |            |          |            |           |           |           |
| Gross Cost per Service Hour            | \$ 104.61  | \$ 96.62 | \$ 98.53   | \$ 125.23 | \$ 130.90 | \$ 133.19 |
| Direct Operating Cost per Service Hour | \$ 76.96   | \$ 85.82 | \$ 87.53   | \$ 101.08 | \$ 106.59 | \$ 108.72 |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61  | \$ 9.80    | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 18.75   | \$ 1.20  | \$ 1.20    | \$ 16.29  | \$ 16.29  | \$ 16.29  |
| Net Cost per Service Hour (CUTA)       | \$ 72.56   | \$ 81.65 | \$ 83.29   | \$ 93.55  | \$ 98.91  | \$ 100.88 |
| % Cost Recovery (CUTA)                 | 15%        | 14%      | 14%        | 14%       | 14%       | 14%       |
|                                        |            |          |            |           |           |           |
| Ridership                              | 13,802     | 56,183   | 56,744     | 43,778    | 44,216    | 44,658    |
| Service Hours                          | 1,035      | 2,783    | 2,783      | 2,967     | 2,967     | 2,967     |
| Ridership per Service Hour             | 13         | 20       | 20         | 15        | 15        | 15        |

### Route 7 - Banff Centre

| KPI                                    | 2019       | 2019     | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|----------|------------|-----------|-----------|-----------|
|                                        |            |          | Previously |           |           |           |
|                                        | YTD        |          | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET   | Budget     | Budget    | Budget    | Budget    |
|                                        |            |          |            |           |           |           |
| Revenue per Service Hour               | \$ 4.54    | \$ 5.17  | \$ -       | \$ 4.74   | \$ 4.84   | \$ 4.93   |
|                                        |            |          |            |           |           |           |
| Gross Cost per Service Hour            | \$ 94.91   | \$ 92.92 | \$ -       | \$ 109.94 | \$ 115.42 | \$ 117.61 |
| Direct Operating Cost per Service Hour | \$ 79.57   | \$ 82.11 | \$ -       | \$ 95.84  | \$ 101.16 | \$ 103.19 |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61  | \$ -       | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 6.45    | \$ 1.20  | \$ -       | \$ 6.24   | \$ 6.24   | \$ 6.24   |
| Net Cost per Service Hour (CUTA)       | \$ 83.93   | \$ 86.55 | \$ -       | \$ 98.96  | \$ 104.35 | \$ 106.44 |
| % Cost Recovery (CUTA)                 | 5%         | 6%       | 0%         | 5%        | 4%        | 4%        |
|                                        |            |          |            |           |           |           |
| Ridership                              | 8,632      | 27,375   | 0          | 16,576    | 16,742    | 16,909    |
| Service Hours                          | 1,267      | 2,646    | 0          | 2,562     | 2,562     | 2,562     |
| Ridership per Service Hour             | 7          | 10       | 0          | 6         | 7         | 7         |

## BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

### Route 8 - Lake Louise / Banff Regional - Winter

| KPI                                    | 2019       | 2019      | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|-----------|------------|-----------|-----------|-----------|
|                                        |            |           | Previously |           |           |           |
|                                        | YTD        |           | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET    | Budget     | Budget    | Budget    | Budget    |
|                                        |            |           |            |           |           |           |
| Revenue per Service Hour               | \$ 71.01   | \$ 18.41  | \$ 20.25   | \$ 52.22  | \$ 53.26  | \$ 54.33  |
|                                        |            |           |            |           |           |           |
| Gross Cost per Service Hour            | \$ 104.35  | \$ 133.20 | \$ 136.34  | \$ 136.52 | \$ 141.90 | \$ 144.46 |
| Direct Operating Cost per Service Hour | \$ 89.94   | \$ 106.93 | \$ 109.87  | \$ 114.86 | \$ 120.08 | \$ 122.48 |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61   | \$ 9.80    | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 5.51    | \$ 16.66  | \$ 16.66   | \$ 13.80  | \$ 13.80  | \$ 13.80  |
| Net Cost per Service Hour (CUTA)       | \$ 27.82   | \$ 98.13  | \$ 99.43   | \$ 70.50  | \$ 74.84  | \$ 76.33  |
| % Cost Recovery (CUTA)                 | 72%        | 16%       | 17%        | 43%       | 42%       | 42%       |
|                                        |            |           |            |           |           |           |
| Ridership                              | 15,232     | 9,800     | 10,780     | 26,380    | 26,644    | 26,911    |
| Service Hours                          | 1,632      | 2,928     | 2,928      | 3,911     | 3,911     | 3,911     |
| Ridership per Service Hour             | 9          | 3         | 4          | 7         | 7         | 7         |

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

| KPI                                    | 2019       | 2019      | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|-----------|------------|-----------|-----------|-----------|
|                                        |            |           | Previously |           |           |           |
|                                        | YTD        |           | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET    | Budget     | Budget    | Budget    | Budget    |
|                                        |            |           |            |           |           |           |
| Revenue per Service Hour               | \$ 36.35   | \$ 55.95  | \$ 58.19   | \$ 59.37  | \$ 60.55  | \$ 61.77  |
|                                        |            |           |            |           |           |           |
| Gross Cost per Service Hour            | \$ 351.22  | \$ 184.21 | \$ 185.71  | \$ 184.02 | \$ 192.26 | \$ 195.30 |
| Direct Operating Cost per Service Hour | \$ 239.18  | \$ 131.37 | \$ 132.67  | \$ 135.96 | \$ 144.04 | \$ 146.92 |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61   | \$ 9.80    | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 103.15  | \$ 43.23  | \$ 43.23   | \$ 40.20  | \$ 40.20  | \$ 40.20  |
| Net Cost per Service Hour (CUTA)       | \$ 211.72  | \$ 85.03  | \$ 84.29   | \$ 84.46  | \$ 91.51  | \$ 93.34  |
| % Cost Recovery (CUTA)                 | 15%        | 40%       | 41%        | 41%       | 40%       | 40%       |
|                                        |            |           |            |           |           |           |
| Ridership                              | 795        | 12,100    | 12,584     | 13,091    | 13,222    | 13,354    |
| Service Hours                          | 98         | 1,190     | 1,190      | 1,258     | 1,258     | 1,258     |
| Ridership per Service Hour             | 8          | 10        | 11         | 10        | 11        | 11        |

## BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

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

| KPI                                    | 2019       | 2019      | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|-----------|------------|-----------|-----------|-----------|
|                                        |            |           | Previously |           |           |           |
|                                        | YTD        |           | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET    | Budget     | Budget    | Budget    | Budget    |
|                                        |            |           |            |           |           |           |
| Revenue per Service Hour               | \$ 76.42   | \$ 64.09  | \$ 66.65   | \$ 76.89  | \$ 78.43  | \$ 80.00  |
|                                        |            |           |            |           |           |           |
| Gross Cost per Service Hour            | \$ 169.79  | \$ 171.18 | \$ 172.65  | \$ 176.34 | \$ 184.89 | \$ 188.03 |
| Direct Operating Cost per Service Hour | \$ 142.09  | \$ 129.23 | \$ 130.51  | \$ 140.53 | \$ 148.91 | \$ 151.89 |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61   | \$ 9.80    | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 18.80   | \$ 32.34  | \$ 32.34   | \$ 27.95  | \$ 27.95  | \$ 27.95  |
| Net Cost per Service Hour (CUTA)       | \$ 74.57   | \$ 74.75  | \$ 73.66   | \$ 71.50  | \$ 78.51  | \$ 80.08  |
| % Cost Recovery (CUTA)                 | 51%        | 46%       | 48%        | 52%       | 50%       | 50%       |
|                                        |            |           |            |           |           |           |
| Ridership                              | 18,722     | 50,820    | 52,853     | 76,930    | 77,700    | 78,477    |
| Service Hours                          | 1,598      | 4,362     | 4,362      | 4,612     | 4,612     | 4,612     |
| Ridership per Service Hour             | 12         | 12        | 12         | 17        | 17        | 17        |

### Route 9 - Johnston Canyon

| KPI                                    | 2019       | 2019      | 2020       | 2020      | 2021      | 2022      |
|----------------------------------------|------------|-----------|------------|-----------|-----------|-----------|
|                                        |            |           | Previously |           |           |           |
|                                        | YTD        |           | Approved   | Proposed  | Proposed  | Proposed  |
|                                        | Jan - June | BUDGET    | Budget     | Budget    | Budget    | Budget    |
|                                        |            |           |            |           |           |           |
| Revenue per Service Hour               | \$ 50.20   | \$ 87.70  | \$ 91.20   | \$ 90.42  | \$ 92.23  | \$ 94.07  |
|                                        |            |           |            |           |           |           |
| Gross Cost per Service Hour            | \$ 358.05  | \$ 179.98 | \$ 181.42  | \$ 181.15 | \$ 189.50 | \$ 192.47 |
| Direct Operating Cost per Service Hour | \$ 243.30  | \$ 126.03 | \$ 127.28  | \$ 132.04 | \$ 140.24 | \$ 143.04 |
| Overhead per Service Hour              | \$ 8.90    | \$ 9.61   | \$ 9.80    | \$ 7.87   | \$ 8.02   | \$ 8.18   |
| Lease/Amortization per Service Hour    | \$ 105.85  | \$ 44.34  | \$ 44.34   | \$ 41.24  | \$ 41.24  | \$ 41.24  |
| Net Cost per Service Hour (CUTA)       | \$ 202.00  | \$ 47.94  | \$ 45.88   | \$ 49.49  | \$ 56.03  | \$ 57.15  |
| % Cost Recovery (CUTA)                 | 20%        | 65%       | 67%        | 65%       | 62%       | 62%       |
|                                        |            |           |            |           |           |           |
| Ridership                              | 1,129      | 33,880    | 35,235     | 15,391    | 15,544    | 15,700    |
| Service Hours                          | 95         | 1,159     | 1,159      | 1,226     | 1,226     | 1,226     |
| Ridership per Service Hour             | 12         | 29        | 30         | 13        | 13        | 13        |

**Proposed 2020-2029 10 Year Capital Plan  
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**Commission 2020-2029 Capital Budget Summary**

|                                               | 2019             | 2020               | 2021               | 2022               | 2023            | 2024             | 2025            | 2026               | 2027               | 2028             | 2029            |
|-----------------------------------------------|------------------|--------------------|--------------------|--------------------|-----------------|------------------|-----------------|--------------------|--------------------|------------------|-----------------|
| <b>Banff</b>                                  |                  |                    |                    |                    |                 |                  |                 |                    |                    |                  |                 |
| Opening Deferred Capital Contribution Balance | \$ 1,197,419     | \$ 855,011         | \$ 898,283         | \$ 1,216,412       | \$ 1,667,996    | \$ 2,178,105     | \$ 2,522,908    | \$ 2,994,164       | \$ 2,387,976       | \$ 1,663,931     | \$ 1,888,409    |
| Anticipated Grant Funding                     | -                | 2,273,333          | 613,333            | 1,220,000          | -               | -                | -               | 971,600            | -                  | -                | -               |
| Municipal Contribution to New Assets          | -                | 566,667            | 306,667            | 610,000            | -               | -                | -               | -                  | -                  | -                | -               |
| Banff Capital Requisition                     |                  |                    |                    |                    |                 |                  |                 |                    |                    |                  |                 |
| Banff Local Capital Replacement               | 232,400          | 236,700            | 406,300            | 448,600            | 455,300         | 462,100          | 469,000         | 476,000            | 483,200            | 490,400          | 497,700         |
| Canmore / Banff Regional Capital Replacement  | 58,100           | 60,800             | 62,100             | 63,100             | 64,000          | 65,000           | 65,900          | 66,900             | 67,900             | 68,900           | 69,900          |
| Commission Capital Replacement                | 22,400           | 31,500             | 31,900             | 32,200             | 32,600          | 33,000           | 33,300          | 33,700             | 34,100             | 34,500           | 34,900          |
| <b>Total Banff Capital Requisition</b>        | <b>312,900</b>   | <b>329,000</b>     | <b>500,300</b>     | <b>543,900</b>     | <b>551,900</b>  | <b>560,100</b>   | <b>568,200</b>  | <b>576,600</b>     | <b>585,200</b>     | <b>593,800</b>   | <b>602,500</b>  |
| Capital Projects                              |                  |                    |                    |                    |                 |                  |                 |                    |                    |                  |                 |
| Banff New Capital Assets                      | -                | (2,862,500)        | (920,000)          | (1,830,000)        | -               | -                | -               | -                  | -                  | -                | -               |
| Banff Local Capital Replacement               | (480,625)        | (57,662)           | (87,076)           | (32,841)           | (24,162)        | (71,527)         | (26,526)        | (2,064,734)        | (1,249,023)        | (360,768)        | (78,156)        |
| Canmore / Banff Regional Capital Replacement  | (81,250)         | (45,232)           | (90,428)           | (51,711)           | (5,886)         | (11,434)         | (36,570)        | (84,987)           | (44,235)           | (500)            | (6,390)         |
| Commission Capital Replacement                | (93,433)         | (160,333)          | (4,667)            | (7,765)            | (11,742)        | (132,336)        | (33,847)        | (4,667)            | (15,988)           | (8,054)          | (4,667)         |
| <b>Total Capital Projects</b>                 | <b>(655,308)</b> | <b>(3,125,728)</b> | <b>(1,102,171)</b> | <b>(1,922,316)</b> | <b>(41,790)</b> | <b>(215,297)</b> | <b>(96,943)</b> | <b>(2,154,388)</b> | <b>(1,309,246)</b> | <b>(369,322)</b> | <b>(89,212)</b> |
| Closing Deferred Capital Contribution Balance | \$ 855,011       | \$ 898,283         | \$ 1,216,412       | \$ 1,667,996       | \$ 2,178,105    | \$ 2,522,908     | \$ 2,994,164    | \$ 2,387,976       | \$ 1,663,931       | \$ 1,888,409     | \$ 2,401,697    |

|                                               |                  |                  |                  |                  |                 |                  |                  |                  |                 |                    |                 |
|-----------------------------------------------|------------------|------------------|------------------|------------------|-----------------|------------------|------------------|------------------|-----------------|--------------------|-----------------|
| <b>Canmore</b>                                |                  |                  |                  |                  |                 |                  |                  |                  |                 |                    |                 |
| Opening Deferred Capital Contribution Balance | \$ 515,723       | \$ 470,839       | \$ 463,474       | \$ 549,979       | \$ 482,242      | \$ 624,121       | \$ 468,068       | \$ 559,154       | \$ 577,652      | \$ 722,529         | \$ 942,275      |
| Anticipated Grant Funding                     | -                | -                | -                | -                | -               | -                | -                | -                | -               | 522,243            | -               |
| Canmore Project Capital Contributions         | -                | -                | -                | -                | -               | -                | -                | -                | -               | 522,243            | -               |
| Canmore Capital Requisition                   |                  |                  |                  |                  |                 |                  |                  |                  |                 |                    |                 |
| Canmore Local Capital Replacement             | 111,800          | 111,900          | 113,600          | 115,300          | 117,000         | 118,700          | 120,500          | 122,300          | 124,100         | 125,900            | 127,800         |
| Canmore / Banff Regional Capital Replacement  | 58,100           | 60,800           | 62,100           | 63,100           | 64,000          | 65,000           | 65,900           | 66,900           | 67,900          | 68,900             | 69,900          |
| Commission Capital Replacement                | 22,400           | 31,500           | 31,900           | 32,200           | 32,600          | 33,000           | 33,300           | 33,700           | 34,100          | 34,500             | 34,900          |
| <b>Total Canmore Capital Requisition</b>      | <b>192,300</b>   | <b>204,200</b>   | <b>207,600</b>   | <b>210,600</b>   | <b>213,600</b>  | <b>216,700</b>   | <b>219,700</b>   | <b>222,900</b>   | <b>226,100</b>  | <b>229,300</b>     | <b>232,600</b>  |
| Capital Projects                              |                  |                  |                  |                  |                 |                  |                  |                  |                 |                    |                 |
| Canmore Project Capital Expenditures          | (60,000)         | (5,000)          | (10,000)         | (30,000)         | (10,000)        | -                | (35,000)         | (30,000)         | (20,000)        | -                  | -               |
| Canmore Operating Capital Expenditures        | (2,500)          | (1,000)          | (16,000)         | (188,861)        | (44,091)        | (228,983)        | (23,197)         | (84,749)         | (1,000)         | (1,045,487)        | (1,000)         |
| Canmore / Banff Regional Capital Replacement  | (81,250)         | (45,232)         | (90,428)         | (51,711)         | (5,886)         | (11,434)         | (36,570)         | (84,987)         | (44,235)        | (500)              | (6,390)         |
| Commission Capital Replacement                | (93,433)         | (160,333)        | (4,667)          | (7,765)          | (11,742)        | (132,336)        | (33,847)         | (4,667)          | (15,988)        | (8,054)            | (4,667)         |
| <b>Total Capital Projects</b>                 | <b>(237,183)</b> | <b>(211,566)</b> | <b>(121,095)</b> | <b>(278,337)</b> | <b>(71,720)</b> | <b>(372,753)</b> | <b>(128,614)</b> | <b>(204,402)</b> | <b>(81,223)</b> | <b>(1,054,041)</b> | <b>(12,056)</b> |
| Closing Deferred Capital Contribution Balance | \$ 470,839       | \$ 463,474       | \$ 549,979       | \$ 482,242       | \$ 624,121      | \$ 468,068       | \$ 559,154       | \$ 577,652       | \$ 722,529      | \$ 942,275         | \$ 1,162,819    |

**Proposed 2020-2029 10 Year Capital Plan  
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|                                                      | 2019               | 2020              | 2021              | 2022                | 2023                | 2024                | 2025                | 2026                | 2027                | 2028                | 2029                |
|------------------------------------------------------|--------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>ID#9</b>                                          |                    |                   |                   |                     |                     |                     |                     |                     |                     |                     |                     |
| Opening Deferred Capital Contribution Balance        | \$ 217,961         | \$ 434,855        | \$ 546,146        | \$ 916,907          | \$ 1,274,337        | \$ 1,649,104        | \$ 1,315,986        | \$ 1,585,955        | \$ 1,985,064        | \$ 2,378,804        | \$ 1,567,243        |
| Anticipated Grant Funding                            | 3,360,000          | 380,000           | -                 | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Parks Canada Capital Contribution                    | 1,500,000          | -                 | -                 | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Maintenance & Replacement Contributions              | 299,320            | 306,825           | 314,728           | 319,449             | 324,241             | 329,104             | 334,041             | 339,051             | 344,137             | 349,299             | 354,539             |
| ID#9 Capital Contribution                            | 200,000            | -                 | -                 | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| ID#9 Capital Requisition                             |                    |                   |                   |                     |                     |                     |                     |                     |                     |                     |                     |
| Lake Louise / Banff Regional Capital Replacement     | 27,607             | 28,300            | 28,799            | 29,231              | 29,669              | 30,114              | 30,566              | 31,025              | 31,490              | 31,962              | 32,442              |
| Commission Capital Replacement                       | 22,400             | 31,500            | 31,900            | 32,200              | 32,600              | 33,000              | 33,300              | 33,700              | 34,100              | 34,500              | 34,900              |
| <b>Total ID#9 Capital Requisition</b>                | <b>50,007</b>      | <b>59,800</b>     | <b>60,699</b>     | <b>61,431</b>       | <b>62,269</b>       | <b>63,114</b>       | <b>63,866</b>       | <b>64,725</b>       | <b>65,590</b>       | <b>66,462</b>       | <b>67,342</b>       |
| Capital Projects                                     |                    |                   |                   |                     |                     |                     |                     |                     |                     |                     |                     |
| LLB Regional Capital Expenditures                    | (5,099,000)        | (475,000)         | -                 | (15,685)            | -                   | (593,002)           | (94,091)            | -                   | -                   | (1,219,268)         | (112,233)           |
| Commission Capital Replacement                       | (93,433)           | (160,333)         | (4,667)           | (7,765)             | (11,742)            | (132,336)           | (33,847)            | (4,667)             | (15,988)            | (8,054)             | (4,667)             |
| <b>Total Capital Projects</b>                        | <b>(5,192,433)</b> | <b>(635,333)</b>  | <b>(4,667)</b>    | <b>(23,450)</b>     | <b>(11,742)</b>     | <b>(725,337)</b>    | <b>(127,938)</b>    | <b>(4,667)</b>      | <b>(15,988)</b>     | <b>(1,227,322)</b>  | <b>(116,900)</b>    |
| <b>Closing Deferred Capital Contribution Balance</b> | <b>\$ 434,855</b>  | <b>\$ 546,146</b> | <b>\$ 916,907</b> | <b>\$ 1,274,337</b> | <b>\$ 1,649,104</b> | <b>\$ 1,315,986</b> | <b>\$ 1,585,955</b> | <b>\$ 1,985,064</b> | <b>\$ 2,378,804</b> | <b>\$ 1,567,243</b> | <b>\$ 1,872,224</b> |

|                                               |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
|-----------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>ALL PARTNERS</b>                           |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Opening Deferred Capital Contribution Balance | \$ 1,931,103        | \$ 1,760,705        | \$ 1,907,903        | \$ 2,683,297        | \$ 3,424,574        | \$ 4,451,331        | \$ 4,306,962        | \$ 5,139,274        | \$ 4,950,693        | \$ 4,765,264        | \$ 4,397,927        |
| Anticipated Grant Funding                     | 3,360,000           | 2,653,333           | 613,333             | 1,220,000           | -                   | -                   | -                   | 971,600             | -                   | 522,243             | -                   |
| Proposed Annual Contributions                 | 2,554,527           | 1,466,492           | 1,389,994           | 1,745,380           | 1,152,010           | 1,169,019           | 1,185,807           | 1,203,276           | 1,221,027           | 1,761,105           | 1,256,981           |
| Capital Projects                              | (6,084,925)         | (3,972,627)         | (1,227,933)         | (2,224,103)         | (125,253)           | (1,313,388)         | (353,495)           | (2,363,457)         | (1,406,456)         | (2,650,685)         | (218,168)           |
| <b>Remaining Unspent End of Year</b>          | <b>\$ 1,760,705</b> | <b>\$ 1,907,903</b> | <b>\$ 2,683,297</b> | <b>\$ 3,424,574</b> | <b>\$ 4,451,331</b> | <b>\$ 4,306,962</b> | <b>\$ 5,139,274</b> | <b>\$ 4,950,693</b> | <b>\$ 4,765,264</b> | <b>\$ 4,397,927</b> | <b>\$ 5,436,739</b> |

Banff 2020 - 2029 Capital Budget

|                                                       |            |                 |              |               | 2019 | 2020         | 2021       | 2022         | 2023      | 2024      | 2025      | 2026         | 2027      | 2028      | 2029      |
|-------------------------------------------------------|------------|-----------------|--------------|---------------|------|--------------|------------|--------------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|
| Banff                                                 | Life Cycle | In Service Year | Replace Date | Historic Cost |      |              |            |              |           |           |           |              |           |           |           |
| NEW                                                   |            |                 |              |               |      |              |            |              |           |           |           |              |           |           |           |
| Increased Frequency Phase I (3 Buses)                 | 18         | 2018            | 2036         |               |      |              |            |              |           |           |           |              |           |           |           |
| Increased Frequency Phase II (2 Buses)                | 15         | 2020            | 2035         |               |      | \$ 2,750,000 |            |              |           |           |           |              |           |           |           |
| Intercept Lot Electric Shuttle Buses (2 Buses)        | 15         | 2021            | 2036         |               |      |              | \$ 920,000 |              |           |           |           |              |           |           |           |
| Park N Ride Shuttles - 2nd Lot (3 Buses)              | 18         | 2022            | 2040         |               |      |              |            | \$ 1,830,000 |           |           |           |              |           |           |           |
| Ticket Vending Machine (1 unit)                       | 10         | 2020            | 2030         |               |      | \$ 112,500   |            |              |           |           |           |              |           |           |           |
| NEW TOTAL                                             |            |                 |              |               | \$ - | \$ 2,862,500 | \$ 920,000 | \$ 1,830,000 | \$ -      | \$ -      | \$ -      | \$ -         | \$ -      | \$ -      | \$ -      |
|                                                       |            |                 |              |               |      |              |            |              |           |           |           |              |           |           |           |
| FLEET REPLACEMENT                                     |            |                 |              |               |      |              |            |              |           |           |           |              |           |           |           |
| Wolf Bus                                              | 18         | 2008            | 2026         | \$ 575,000    |      |              |            |              |           |           |           | \$ 647,733   |           |           |           |
| Goat Bus                                              | 18         | 2008            | 2026         | \$ 575,000    |      |              |            |              |           |           |           | \$ 647,733   |           |           |           |
| Bear Bus                                              | 18         | 2008            | 2026         | \$ 575,000    |      |              |            |              |           |           |           | \$ 647,733   |           |           |           |
| Elk Bus                                               | 18         | 2017            | 2035         | \$ 575,000    |      |              |            |              |           |           |           |              |           |           |           |
| Coyote Bus                                            | 18         | 2018            | 2036         | \$ 575,000    |      |              |            |              |           |           |           |              |           |           |           |
| Mule Deer Bus                                         | 18         | 2018            | 2036         | \$ 575,000    |      |              |            |              |           |           |           |              |           |           |           |
| Beaver Bus                                            | 18         | 2018            | 2036         | \$ 575,000    |      |              |            |              |           |           |           |              |           |           |           |
| Increased Frequency Phase II (Electric Bus #1)        | 15         | 2020            | 2035         | \$ 1,375,000  |      |              |            |              |           |           |           |              |           |           |           |
| Increased Frequency Phase II (Electric Bus #2)        | 15         | 2020            | 2035         | \$ 1,375,000  |      |              |            |              |           |           |           |              |           |           |           |
| Intercept Lot Electric Shuttle Buses (2 Buses)        | 15         | 2021            | 2036         | \$ 920,000    |      |              |            |              |           |           |           |              |           |           |           |
| FLEET REPLACEMENT TOTAL                               |            |                 |              |               | \$ - | \$ -         | \$ -       | \$ -         | \$ -      | \$ -      | \$ -      | \$ 1,943,200 | \$ -      | \$ -      | \$ -      |
|                                                       |            |                 |              |               |      |              |            |              |           |           |           |              |           |           |           |
| FLEET COMPONENT REPLACEMENT                           |            |                 |              |               |      |              |            |              |           |           |           |              |           |           |           |
| Engines: (1 replacement during lifecycle)             |            |                 |              |               |      |              |            |              |           |           |           |              |           |           |           |
| Wolf Engine                                           | 9          | 2016            | 2026         | \$ 65,000     |      |              |            |              |           |           |           | Bus Repl.    |           |           |           |
| Goat Engine                                           | 9          | 2018            | 2026         | \$ 65,000     |      |              |            |              |           |           |           | Bus Repl.    |           |           |           |
| Bear Engine                                           | 9          | 2017            | 2026         | \$ 65,000     |      |              |            |              |           |           |           | Bus Repl.    |           |           |           |
| Elk Engine                                            | 9          | 2017            | 2026         | \$ 65,000     |      |              |            |              |           |           |           | \$ 73,222    |           |           |           |
| Coyote Engine                                         | 9          | 2018            | 2027         | \$ 65,000     |      |              |            |              |           |           |           |              | \$ 74,320 |           |           |
| Mule Deer Engine                                      | 9          | 2018            | 2027         | \$ 65,000     |      |              |            |              |           |           |           |              | \$ 74,320 |           |           |
| Beaver Engine                                         | 9          | 2018            | 2027         | \$ 65,000     |      |              |            |              |           |           |           |              | \$ 74,320 |           |           |
| Increased Frequency Phase II (Electric Bus #1) Engine | 8          | 2020            | 2028         | \$ 65,000     |      |              |            |              |           |           |           |              |           | \$ 75,435 |           |
| Increased Frequency Phase II (Electric Bus #2) Engine | 8          | 2020            | 2028         | \$ 65,000     |      |              |            |              |           |           |           |              |           | \$ 75,435 |           |
| Bus Wraps:                                            |            |                 |              |               |      |              |            |              |           |           |           |              |           |           |           |
| Wolf Bus Wrap                                         | 6          | 2015            | 2021         | \$ 11,500     |      |              | \$ 12,025  |              |           |           |           | Bus Repl.    |           |           |           |
| Goat Bus Wrap                                         | 6          | 2015            | 2021         | \$ 11,500     |      |              | \$ 12,025  |              |           |           |           | Bus Repl.    |           |           |           |
| Bear Bus Wrap                                         | 6          | 2015            | 2021         | \$ 11,500     |      |              | \$ 12,025  |              |           |           |           | Bus Repl.    |           |           |           |
| Elk Bus Wrap                                          | 6          | 2017            | 2023         | \$ 11,500     |      |              |            |              | \$ 12,389 |           |           |              |           |           | \$ 13,546 |
| Coyote Bus Wrap                                       | 6          | 2018            | 2024         | \$ 11,500     |      |              |            |              |           | \$ 12,575 |           |              |           |           |           |
| Mule Deer Bus Wrap                                    | 6          | 2018            | 2024         | \$ 11,500     |      |              |            |              |           | \$ 12,575 |           |              |           |           |           |
| Beaver Bus Wrap                                       | 6          | 2018            | 2024         | \$ 11,500     |      |              |            |              |           | \$ 12,575 |           |              |           |           |           |
| Increased Frequency Phase II (Electric Bus #1) Wrap   | 5          | 2020            | 2025         | \$ 11,500     |      |              |            |              |           |           | \$ 12,763 |              |           |           |           |
| Increased Frequency Phase II (Electric Bus #2) Wrap   | 5          | 2020            | 2025         | \$ 11,500     |      |              |            |              |           |           | \$ 12,763 |              |           |           |           |

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|                                                        |    |      |      |            | 2019      | 2020      | 2021 | 2022 | 2023 | 2024 | 2025 | 2026      | 2027       | 2028      | 2029      |
|--------------------------------------------------------|----|------|------|------------|-----------|-----------|------|------|------|------|------|-----------|------------|-----------|-----------|
| Bus Transmission:                                      |    |      |      |            |           |           |      |      |      |      |      |           |            |           |           |
| Wolf Transmission                                      | 10 | 2008 | 2019 | \$ 40,000  | \$ 40,600 |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Goat Transmission                                      | 10 | 2008 | 2019 | \$ 40,000  | \$ 40,600 |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Bear Transmission                                      | 10 | 2008 | 2019 | \$ 40,000  | \$ 40,600 |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Elk Transmission                                       | 10 | 2017 | 2027 | \$ 40,000  |           |           |      |      |      |      |      |           | \$ 45,736  |           |           |
| Coyote Transmission                                    | 10 | 2018 | 2028 | \$ 40,000  |           |           |      |      |      |      |      |           |            | \$ 46,422 |           |
| Mule Deer Transmission                                 | 10 | 2018 | 2028 | \$ 40,000  |           |           |      |      |      |      |      |           |            | \$ 46,422 |           |
| Beaver Transmission                                    | 10 | 2018 | 2028 | \$ 40,000  |           |           |      |      |      |      |      |           |            | \$ 46,422 |           |
| Increased Frequency Phase II (Bus #1)                  | 10 | 2020 | 2030 | \$ 40,000  |           |           |      |      |      |      |      |           |            |           |           |
| Increased Frequency Phase II (Bus #2)                  | 10 | 2020 | 2030 | \$ 40,000  |           |           |      |      |      |      |      |           |            |           |           |
| Battery Pack:                                          |    |      |      |            |           |           |      |      |      |      |      |           |            |           |           |
| Wolf - Hybrid Battery                                  | 10 | 2008 | 2018 | \$ 55,000  |           |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Goat - Hybid Battery                                   | 11 | 2008 | 2019 | \$ 55,000  | \$ 55,825 |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Bear - Hybrid Battery                                  | 12 | 2008 | 2020 | \$ 55,000  |           | \$ 56,662 |      |      |      |      |      | Bus Repl. |            |           |           |
| Increased Frequency Phase II (Electric Bus #1) Battery | 7  | 2020 | 2027 | \$ 396,900 |           |           |      |      |      |      |      |           | \$ 440,497 |           |           |
| Increased Frequency Phase II (Electric Bus #2) Battery | 7  | 2020 | 2027 | \$ 396,900 |           |           |      |      |      |      |      |           | \$ 440,497 |           |           |
| Bus Refurbishment (GreenTrip Eligible)                 |    |      |      |            |           |           |      |      |      |      |      |           |            |           |           |
| Wolf                                                   | 10 | 2008 | 2018 |            |           |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Goat                                                   | 10 | 2008 | 2018 |            |           |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Bear                                                   | 10 | 2008 | 2018 |            |           |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Elk                                                    | 10 | 2017 | 2027 | \$ 20,000  |           |           |      |      |      |      |      |           | \$ 22,868  |           |           |
| Coyote                                                 | 10 | 2018 | 2028 | \$ 20,000  |           |           |      |      |      |      |      |           |            | \$ 23,211 |           |
| Mule Deer                                              | 10 | 2018 | 2028 | \$ 20,000  |           |           |      |      |      |      |      |           |            | \$ 23,211 |           |
| Beaver                                                 | 10 | 2018 | 2028 | \$ 20,000  |           |           |      |      |      |      |      |           |            | \$ 23,211 |           |
| Increased Frequency Phase II (Electric Bus #1)         | 10 | 2020 | 2030 | \$ 20,000  |           |           |      |      |      |      |      |           |            |           |           |
| Increased Frequency Phase II (Electric Bus #2)         | 10 | 2020 | 2030 | \$ 20,000  |           |           |      |      |      |      |      |           |            |           |           |
| Bus Bike Rack Replacement:                             |    |      |      |            |           |           |      |      |      |      |      |           |            |           |           |
| Wolf Bike Rack                                         | 9  | 2008 | 2017 | \$ 2,000   |           |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Goat Bike Rack                                         | 9  | 2008 | 2017 | \$ 2,000   |           |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Bear Bike Rack                                         | 9  | 2008 | 2017 | \$ 2,000   |           |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Elk Bike Rack                                          | 9  | 2017 | 2026 | \$ 2,000   |           |           |      |      |      |      |      | \$ 2,253  |            |           |           |
| Coyote Bike Rack                                       | 9  | 2018 | 2027 | \$ 2,000   |           |           |      |      |      |      |      |           | \$ 2,287   |           |           |
| Mule Deer Bike Rack                                    | 9  | 2018 | 2027 | \$ 2,000   |           |           |      |      |      |      |      |           | \$ 2,287   |           |           |
| Beaver Bike Rack                                       | 9  | 2018 | 2027 | \$ 2,000   |           |           |      |      |      |      |      |           | \$ 2,287   |           |           |
| Increased Frequency Phase II (Electric Bus #1)         | 9  | 2020 | 2029 | \$ 2,000   |           |           |      |      |      |      |      |           |            |           | \$ 2,356  |
| Increased Frequency Phase II (Electric Bus #2)         | 9  | 2020 | 2029 | \$ 2,000   |           |           |      |      |      |      |      |           |            |           | \$ 2,356  |
| Bus Farebox Replacement:                               |    |      |      |            |           |           |      |      |      |      |      |           |            |           |           |
| Wolf Farebox                                           | 9  | 2008 | 2017 | \$ 20,000  |           |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Goat Farebox                                           | 9  | 2008 | 2017 | \$ 20,000  |           |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Bear Farebox                                           | 9  | 2008 | 2017 | \$ 20,000  |           |           |      |      |      |      |      | Bus Repl. |            |           |           |
| Elk Farebox                                            | 9  | 2017 | 2026 | \$ 20,000  |           |           |      |      |      |      |      | \$ 22,530 |            |           |           |
| Coyote Farebox                                         | 9  | 2018 | 2027 | \$ 20,000  |           |           |      |      |      |      |      |           | \$ 22,868  |           |           |
| Mule Deer Farebox                                      | 9  | 2018 | 2027 | \$ 20,000  |           |           |      |      |      |      |      |           | \$ 22,868  |           |           |
| Beaver Farebox                                         | 9  | 2018 | 2027 | \$ 20,000  |           |           |      |      |      |      |      |           | \$ 22,868  |           |           |
| Increased Frequency Phase II (Electric Bus #1)         | 9  | 2020 | 2029 | \$ 20,000  |           |           |      |      |      |      |      |           |            |           | \$ 23,559 |
| Increased Frequency Phase II (Electric Bus #2)         | 9  | 2020 | 2029 | \$ 20,000  |           |           |      |      |      |      |      |           |            |           | \$ 23,559 |



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|                                                |     |      |      |           | 2019       | 2020         | 2021         | 2022         | 2023      | 2024      | 2025      | 2026         | 2027         | 2028       | 2029      |
|------------------------------------------------|-----|------|------|-----------|------------|--------------|--------------|--------------|-----------|-----------|-----------|--------------|--------------|------------|-----------|
| Bus Security Camera Replacement:               |     |      |      |           |            |              |              |              |           |           |           |              |              |            |           |
| Wolf Camera                                    | 6   | 2016 | 2022 | \$10,000  |            |              |              | \$ 10,614    |           |           |           | Bus Repl.    |              |            |           |
| Goat Camera                                    | 6   | 2016 | 2022 | \$10,000  |            |              |              | \$ 10,614    |           |           |           | Bus Repl.    |              |            |           |
| Bear Camera                                    | 6   | 2016 | 2022 | \$10,000  |            |              |              | \$ 10,614    |           |           |           | Bus Repl.    |              |            |           |
| Elk Camera                                     | 6   | 2017 | 2023 | \$10,000  |            |              |              |              | \$ 10,773 |           |           |              |              |            | \$ 11,779 |
| Coyote Camera                                  | 6   | 2018 | 2024 | \$10,000  |            |              |              |              |           | \$ 10,934 |           |              |              |            |           |
| Mule Deer Camera                               | 6   | 2018 | 2024 | \$10,000  |            |              |              |              |           | \$ 10,934 |           |              |              |            |           |
| Beaver Camera                                  | 6   | 2018 | 2024 | \$10,000  |            |              |              |              |           | \$ 10,934 |           |              |              |            |           |
| Increased Frequency Phase II (Electric Bus #1) | 6   | 2020 | 2026 | \$10,000  |            |              |              |              |           |           |           | \$ 11,265    |              |            |           |
| Increased Frequency Phase II (Electric Bus #2) | 6   | 2020 | 2026 | \$10,000  |            |              |              |              |           |           |           | \$ 11,265    |              |            |           |
| FLEET COMPONENT REPLACEMENT TOTAL              |     |      |      |           | \$ 177,625 | \$ 56,662    | \$ 36,076    | \$ 31,841    | \$ 23,162 | \$ 70,527 | \$ 25,526 | \$ 120,535   | \$ 1,248,023 | \$ 359,768 | \$ 77,156 |
|                                                |     |      |      |           |            |              |              |              |           |           |           |              |              |            |           |
| NON-FLEET CAPITAL REPLACEMENT                  |     |      |      |           |            |              |              |              |           |           |           |              |              |            |           |
| Banff - Arrival Prediction Signs               | 8   | 2013 | 2021 |           |            |              | \$ 50,000    |              |           |           |           |              |              |            |           |
| Smart Card and Hotel Partner Card Stock        | N/A | N/A  | N/A  |           | \$ 8,000   | \$ 1,000     | \$ 1,000     | \$ 1,000     | \$ 1,000  | \$ 1,000  | \$ 1,000  | \$ 1,000     | \$ 1,000     | \$ 1,000   | \$ 1,000  |
| Mobile Ticketing Software                      |     |      |      |           |            |              |              |              |           |           |           |              |              |            |           |
| Ticket Vending Machine (1 unit)                | 10  | 2020 | 2030 | \$112,500 |            |              |              |              |           |           |           |              |              |            |           |
| NON FLEET REPLACEMENT TOTAL                    |     |      |      |           | \$ 8,000   | \$ 1,000     | \$ 51,000    | \$ 1,000     | \$ 1,000  | \$ 1,000  | \$ 1,000  | \$ 1,000     | \$ 1,000     | \$ 1,000   | \$ 1,000  |
|                                                |     |      |      |           |            |              |              |              |           |           |           |              |              |            |           |
| NEW CAPITAL ASSETS                             |     |      |      |           | \$ -       | \$ 2,862,500 | \$ 920,000   | \$ 1,830,000 | \$ -      | \$ -      | \$ -      | \$ -         | \$ -         | \$ -       | \$ -      |
| REPLACEMENT OF CAPITAL ASSETS                  |     |      |      |           | \$ 185,625 | \$ 57,662    | \$ 87,076    | \$ 32,841    | \$ 24,162 | \$ 71,527 | \$ 26,526 | \$ 2,064,734 | \$ 1,249,023 | \$ 360,768 | \$ 78,156 |
| TOTAL                                          |     |      |      |           | \$ 185,625 | \$ 2,920,162 | \$ 1,007,076 | \$ 1,862,841 | \$ 24,162 | \$ 71,527 | \$ 26,526 | \$ 2,064,734 | \$ 1,249,023 | \$ 360,768 | \$ 78,156 |
| Municipal Capital Contribution                 |     |      |      |           |            | \$ 566,667   | \$ 306,667   | \$ 610,000   |           |           |           |              |              |            |           |
| Grant Funding (GreenTRIP 3)                    |     |      |      |           |            | \$ 833,333   | \$ 613,333   | \$ 1,220,000 |           |           |           |              |              |            |           |
| Grant Funding (PTIF)                           |     |      |      |           |            |              |              |              |           |           |           |              |              |            |           |
| Grant Funding (IICP)                           |     |      |      |           |            | \$ 645,000   |              |              |           |           |           |              |              |            |           |
| Grant Funding (ACT)                            |     |      |      |           |            | \$ 795,000   |              |              |           |           |           |              |              |            |           |
| Projected Future Grant Funding                 |     |      |      |           |            |              |              |              |           |           |           | \$ 971,600   | \$ -         | \$ -       | \$ -      |

Canmore 2020 - 2029 Capital Budget

|                              |            |                 |              |               | 2019 | 2020 | 2021   | 2022   | 2023   | 2024   | 2025   | 2026   | 2027 | 2028     | 2029 |
|------------------------------|------------|-----------------|--------------|---------------|------|------|--------|--------|--------|--------|--------|--------|------|----------|------|
| Canmore                      | Life Cycle | In Service Year | Replace Date | Historic Cost |      |      |        |        |        |        |        |        |      |          |      |
| OPERATING CAPITAL            |            |                 |              |               |      |      |        |        |        |        |        |        |      |          |      |
| Fleet Replacement            |            |                 |              |               |      |      |        |        |        |        |        |        |      |          |      |
| Cougar                       | 12         | 2016            | 2028         | \$450,000     |      |      |        |        |        |        |        |        |      | 522,243  |      |
| Lynx                         | 12         | 2016            | 2028         | \$450,000     |      |      |        |        |        |        |        |        |      | 522,243  |      |
| Summer Fox                   | 12         | 2018            | 2030         | \$450,000     |      |      |        |        |        |        |        |        |      |          |      |
| Driver Swap Vehicle          | 5          | 2016            | 2021         |               |      |      | 15,000 |        |        |        |        | 16,159 |      |          |      |
| Engine Replacement           |            |                 |              |               |      |      |        |        |        |        |        |        |      |          |      |
| Cougar                       | 6          | 2016            | 2022         | \$65,000      |      |      |        | 68,989 |        |        |        |        |      | Bus Repl |      |
| Lynx                         | 6          | 2016            | 2022         | \$65,000      |      |      |        | 68,989 |        |        |        |        |      | Bus Repl |      |
| Summer Fox                   | 6          | 2018            | 2024         | \$65,000      |      |      |        |        |        | 71,074 |        |        |      |          |      |
| Bus Wrap Replacement         |            |                 |              |               |      |      |        |        |        |        |        |        |      |          |      |
| Cougar                       | 6          | 2016            | 2022         | \$11,500      |      |      |        | 12,206 |        |        |        |        |      | Bus Repl |      |
| Lynx                         | 6          | 2016            | 2022         | \$11,500      |      |      |        | 12,206 |        |        |        |        |      | Bus Repl |      |
| Summer Fox                   | 6          | 2018            | 2024         | \$11,500      |      |      |        |        |        | 12,575 |        |        |      |          |      |
| Bus Transmission Replacement |            |                 |              |               |      |      |        |        |        |        |        |        |      |          |      |
| Cougar                       | 8          | 2016            | 2024         | \$40,000      |      |      |        |        |        | 43,738 |        |        |      | Bus Repl |      |
| Lynx                         | 8          | 2016            | 2024         | \$40,000      |      |      |        |        |        | 43,738 |        |        |      | Bus Repl |      |
| Summer Fox                   | 8          | 2018            | 2026         | \$40,000      |      |      |        |        |        |        |        | 45,060 |      |          |      |
| Bus Refurbishment            |            |                 |              |               |      |      |        |        |        |        |        |        |      |          |      |
| Cougar                       | 7          | 2016            | 2023         | \$20,000      |      |      |        |        | 21,546 |        |        |        |      | Bus Repl |      |
| Lynx                         | 7          | 2016            | 2023         | \$20,000      |      |      |        |        | 21,546 |        |        |        |      | Bus Repl |      |
| Summer Fox                   | 7          | 2018            | 2025         | \$20,000      |      |      |        |        |        |        | 22,197 |        |      |          |      |
| Bus Bike Rack Replacement    |            |                 |              |               |      |      |        |        |        |        |        |        |      |          |      |
| Cougar                       | 6          | 2016            | 2022         | \$2,000       |      |      |        | 2,123  |        |        |        |        |      | Bus Repl |      |
| Lynx                         | 6          | 2016            | 2022         | \$2,000       |      |      |        | 2,123  |        |        |        |        |      | Bus Repl |      |
| Summer Fox                   | 6          | 2018            | 2024         | \$2,000       |      |      |        |        |        | 2,187  |        |        |      |          |      |
| Bus Farebox Replacement      |            |                 |              |               |      |      |        |        |        |        |        |        |      |          |      |
| Cougar                       | 8          | 2016            | 2024         | \$20,000      |      |      |        |        |        | 21,869 |        |        |      | Bus Repl |      |
| Lynx                         | 8          | 2016            | 2024         | \$20,000      |      |      |        |        |        | 21,869 |        |        |      | Bus Repl |      |
| Summer Fox                   | 8          | 2018            | 2026         | \$20,000      |      |      |        |        |        |        |        | 22,530 |      |          |      |

Canmore 2020 - 2029 Capital Budget

|                                       |        |      |      |          | 2019   | 2020  | 2021   | 2022    | 2023   | 2024    | 2025   | 2026   | 2027   | 2028      | 2029  |
|---------------------------------------|--------|------|------|----------|--------|-------|--------|---------|--------|---------|--------|--------|--------|-----------|-------|
| Bus Security Cameras Replacement      |        |      |      |          |        |       |        |         |        |         |        |        |        |           |       |
| Cougar                                | 6      | 2016 | 2022 | \$10,000 |        |       |        | 10,614  |        |         |        |        |        | Bus Repl  |       |
| Lynx                                  | 6      | 2016 | 2022 | \$10,000 |        |       |        | 10,614  |        |         |        |        |        | Bus Repl  |       |
| Summer Fox                            | 6      | 2018 | 2024 | \$10,000 |        |       |        |         |        | 10,934  |        |        |        |           |       |
|                                       |        |      |      |          |        |       |        |         |        |         |        |        |        |           |       |
| Smart Card Stock                      |        |      |      |          | 2,500  | 1,000 | 1,000  | 1,000   | 1,000  | 1,000   | 1,000  | 1,000  | 1,000  | 1,000     | 1,000 |
|                                       |        |      |      |          |        |       |        |         |        |         |        |        |        |           |       |
| Subtotal:                             |        |      |      |          | 2,500  | 1,000 | 16,000 | 188,861 | 44,091 | 228,983 | 23,197 | 84,749 | 1,000  | 1,045,487 | 1,000 |
|                                       |        |      |      |          |        |       |        |         |        |         |        |        |        |           |       |
| Project Capital                       |        |      |      |          |        |       |        |         |        |         |        |        |        |           |       |
| Bike Trailers                         |        |      |      |          | 10,000 |       |        |         |        |         |        |        |        |           |       |
| Arrival Prediction signs              | 8years |      |      |          |        |       |        | 30,000  |        |         | 30,000 | 30,000 | 20,000 |           |       |
| Mobile Ticketing Software             |        |      |      |          |        |       |        |         |        |         |        |        |        |           |       |
| Bus Stop and Transit Wayfinding Signs |        |      |      |          |        | 5,000 | 10,000 |         | 10,000 |         | 5,000  |        |        |           |       |
| Project Capital Subtotal              |        |      |      |          | 10,000 | 5,000 | 10,000 | 30,000  | 10,000 | 0       | 35,000 | 30,000 | 20,000 | 0         | 0     |

GRANT FUNDING:

|                                                          |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |
|----------------------------------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|---------|--|
| Approved Grant Funding (GreenTRIP 2)                     |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |
| Approved Grant Funding (GreenTRIP 3)                     |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |
| Approved Grant Funding (PTIF)                            |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |
| Projected Future Grant Funding for Bus Replacement (50%) |  |  |  |  |  |  |  |  |  |  |  |  |  | 522,243 |  |

Canmore / Banff Regional 2020-2029 Capital Budget

|                                            |            |                 |              |               | 2019      | 2020       | 2021      | 2022      | 2023 | 2024      | 2025      | 2026      | 2027      | 2028 | 2029 |
|--------------------------------------------|------------|-----------------|--------------|---------------|-----------|------------|-----------|-----------|------|-----------|-----------|-----------|-----------|------|------|
| Canmore / Banff Regional                   | Life Cycle | In Service Year | Replace Date | Historic Cost |           |            |           |           |      |           |           |           |           |      |      |
| NEW                                        |            |                 |              |               |           |            |           |           |      |           |           |           |           |      |      |
| Ticket Vending Machine (1 unit)            | 10         | 2020            | 2030         | 112,500       |           | 112,500    |           |           |      |           |           |           |           |      |      |
| NEW TOTAL                                  |            |                 |              |               | \$ -      | \$ 112,500 | \$ -      | \$ -      | \$ - | \$ -      | \$ -      | \$ -      | \$ -      | \$ - | \$ - |
|                                            |            |                 |              |               |           |            |           |           |      |           |           |           |           |      |      |
| FLEET REPLACEMENT                          |            |                 |              |               |           |            |           |           |      |           |           |           |           |      |      |
| Moose Bus                                  | 18         | 2012            | 2030         | \$ 565,000    |           |            |           |           |      |           |           |           |           |      |      |
| Sheep Bus                                  | 18         | 2012            | 2030         | \$ 565,000    |           |            |           |           |      |           |           |           |           |      |      |
| Black Bear Bus                             | 18         | 2017            | 2035         | \$ 565,000    |           |            |           |           |      |           |           |           |           |      |      |
| FLEET REPLACEMENT TOTAL                    |            |                 |              |               | \$ -      | \$ -       | \$ -      | \$ -      | \$ - | \$ -      | \$ -      | \$ -      | \$ -      | \$ - | \$ - |
|                                            |            |                 |              |               |           |            |           |           |      |           |           |           |           |      |      |
| FLEET COMPONENT REPLACEMENT                |            |                 |              |               |           |            |           |           |      |           |           |           |           |      |      |
| Engines (3 replacements during lifecycle): |            |                 |              |               |           |            |           |           |      |           |           |           |           |      |      |
| Moose Engine                               | 4.5        | 2016            | 2020.5       | \$ 65,000     |           | \$ 66,965  |           |           |      |           | \$ 72,140 |           |           |      |      |
| Sheep Engine                               | 4.5        | 2017            | 2021.5       | \$ 65,000     |           |            | \$ 67,969 |           |      |           |           | \$ 73,222 |           |      |      |
| Black Bear Engine                          | 4.5        | 2017            | 2018         | \$ 65,000     |           |            |           | \$ 68,989 |      |           |           |           | \$ 74,320 |      |      |
| Bus Wraps:                                 |            |                 |              |               |           |            |           |           |      |           |           |           |           |      |      |
| Moose Bus Wrap                             | 5          | 2016            | 2021         | \$ 11,500     |           |            | \$ 12,025 |           |      |           |           | \$ 12,955 |           |      |      |
| Sheep Bus Wrap                             | 5          | 2016            | 2021         | \$ 11,500     |           |            | \$ 12,025 |           |      |           |           | \$ 12,955 |           |      |      |
| Black Bear Bus Wrap                        | 5          | 2017            | 2022         | \$ 11,500     |           |            |           | \$ 12,206 |      |           |           |           | \$ 13,149 |      |      |
| Bus Transmission:                          |            |                 |              |               |           |            |           |           |      |           |           |           |           |      |      |
| Moose Transmission                         | 9          | 2012            | 2021         | \$ 40,000     |           |            | \$ 41,827 |           |      |           |           |           |           |      |      |
| Sheep Transmission                         | 9          | 2012            | 2021         | \$ 40,000     |           |            | \$ 41,827 |           |      |           |           |           |           |      |      |
| Black Bear Transmission                    | 9          | 2017            | 2026         | \$ 40,000     |           |            |           |           |      |           |           | \$ 45,060 |           |      |      |
| Bus Refurbishment (GreenTrip Eligible):    |            |                 |              |               |           |            |           |           |      |           |           |           |           |      |      |
| Moose Refurb                               | 7          | 2012            | 2019         |               | \$ 80,000 |            |           |           |      |           |           |           |           |      |      |
| Sheep Refurb                               | 7          | 2012            | 2019         |               | \$ 80,000 |            |           |           |      |           |           |           |           |      |      |
| Black Bear Refurb                          | 7          | 2017            | 2024         | \$ 20,000     |           |            |           |           |      | \$ 21,869 |           |           |           |      |      |
| Bus Bike Rack Replacement:                 |            |                 |              |               |           |            |           |           |      |           |           |           |           |      |      |
| Moose Bike Rack                            | 9          | 2012            | 2021         | \$ 2,000      |           |            | \$ 2,091  |           |      |           |           |           |           |      |      |
| Sheep Bike Rack                            | 9          | 2012            | 2021         | \$ 2,000      |           |            | \$ 2,091  |           |      |           |           |           |           |      |      |
| Black Bike Rack                            | 9          | 2017            | 2026         | \$ 2,000      |           |            |           |           |      |           |           | \$ 2,253  |           |      |      |
| Bus Farebox Replacement:                   |            |                 |              |               |           |            |           |           |      |           |           |           |           |      |      |
| Moose Farebox                              | 9          | 2017            | 2026         | \$ 20,000     |           |            |           |           |      |           |           | n/a       |           |      |      |
| Sheep Farebox                              | 9          | 2017            | 2026         | \$ 20,000     |           |            |           |           |      |           |           | n/a       |           |      |      |
| Black Bear Farebox                         | 9          | 2017            | 2026         | \$ 20,000     |           |            |           |           |      |           |           | \$ 22,530 |           |      |      |

Canmore / Banff Regional 2020-2029 Capital Budget

|                                        |    |      |      |           | 2019       | 2020       | 2021       | 2022       | 2023      | 2024      | 2025      | 2026       | 2027      | 2028     | 2029      |
|----------------------------------------|----|------|------|-----------|------------|------------|------------|------------|-----------|-----------|-----------|------------|-----------|----------|-----------|
| Bus Security Camera Replacement:       |    |      |      |           |            |            |            |            |           |           |           |            |           |          |           |
| Moose Camera                           | 6  | 2016 | 2022 | \$10,000  |            |            |            | \$ 10,614  |           |           |           |            |           |          |           |
| Sheep Camera                           | 6  | 2016 | 2022 | \$10,000  |            |            |            | \$ 10,614  |           |           |           |            |           |          |           |
| Black Bear Camera                      | 6  | 2017 | 2023 | \$10,000  |            |            |            |            | \$ 10,773 |           |           |            |           |          | \$ 11,779 |
| FLEET COMPONENT REPLACEMENT TOTAL      |    |      |      |           | \$ 160,000 | \$ 66,965  | \$ 179,857 | \$ 102,422 | \$ 10,773 | \$ 21,869 | \$ 72,140 | \$ 168,974 | \$ 87,469 | \$ -     | \$ 11,779 |
|                                        |    |      |      |           |            |            |            |            |           |           |           |            |           |          |           |
| NON-FLEET CAPITAL REPLACEMENT          |    |      |      |           |            |            |            |            |           |           |           |            |           |          |           |
| Regional Smart Cards stock - Replenish |    |      |      |           | 2,500      | 1,000      | 1,000      | 1,000      | 1,000     | 1,000     | 1,000     | 1,000      | 1,000     | 1,000    | 1,000     |
| Mobile Ticketing Software              |    |      |      |           |            |            |            |            |           |           |           |            |           |          |           |
| Ticket Vending Machine (1 unit)        | 10 | 2020 | 2030 | \$112,500 |            |            |            |            |           |           |           |            |           |          |           |
| NON FLEET REPLACEMENT TOTAL            |    |      |      |           | \$ 2,500   | \$ 1,000   | \$ 1,000   | \$ 1,000   | \$ 1,000  | \$ 1,000  | \$ 1,000  | \$ 1,000   | \$ 1,000  | \$ 1,000 | \$ 1,000  |
|                                        |    |      |      |           |            |            |            |            |           |           |           |            |           |          |           |
| NEW CAPITAL ASSETS                     |    |      |      |           | \$ -       | \$ 112,500 | \$ -       | \$ -       | \$ -      | \$ -      | \$ -      | \$ -       | \$ -      | \$ -     | \$ -      |
| REPLACEMENT OF CAPITAL ASSETS          |    |      |      |           | \$ 162,500 | \$ 67,965  | \$ 180,857 | \$ 103,422 | \$ 11,773 | \$ 22,869 | \$ 73,140 | \$ 169,974 | \$ 88,469 | \$ 1,000 | \$ 12,779 |
| TOTAL                                  |    |      |      |           | \$ 162,500 | \$ 180,465 | \$ 180,857 | \$ 103,422 | \$ 11,773 | \$ 22,869 | \$ 73,140 | \$ 169,974 | \$ 88,469 | \$ 1,000 | \$ 12,779 |
| Approved Funding (GreenTRIP 3)         |    |      |      |           | \$ 106,667 |            |            |            |           |           |           |            |           |          |           |
| Approved Grant Funding (PTIF)          |    |      |      |           |            |            |            |            |           |           |           |            |           |          |           |
| Grant Funding (IICP)                   |    |      |      |           |            | \$ 45,000  |            |            |           |           |           |            |           |          |           |
| Grant Funding (ACT)                    |    |      |      |           |            | \$ 45,000  |            |            |           |           |           |            |           |          |           |
| Projected Future Grant Funding         |    |      |      |           |            |            |            |            |           |           |           |            |           |          |           |

## Lake Louise / Banff Regional 2020-2029 Capital Budget

|                                     |            |                 |              |               | 2019             | 2020           | 2021     | 2022          | 2023     | 2024     | 2025          | 2026     | 2027     | 2028          | 2029          |
|-------------------------------------|------------|-----------------|--------------|---------------|------------------|----------------|----------|---------------|----------|----------|---------------|----------|----------|---------------|---------------|
| Lake Louise / Banff Regional        | Life Cycle | In Service Year | Replace Date | Historic Cost |                  |                |          |               |          |          |               |          |          |               |               |
| <b>Fleet Replacement</b>            |            |                 |              |               |                  |                |          |               |          |          |               |          |          |               |               |
| New Bus (MCI) #1                    | 18         | 2019            | 2037         | \$ 815,000    | 815,000          |                |          |               |          |          |               |          |          |               |               |
| New Bus (MCI) #2                    | 18         | 2019            | 2037         | \$ 815,000    | 815,000          |                |          |               |          |          |               |          |          |               |               |
| New Bus (MCI) #3                    | 18         | 2019            | 2037         | \$ 815,000    | 815,000          |                |          |               |          |          |               |          |          |               |               |
| New Bus (MCI) #4                    | 18         | 2019            | 2037         | \$ 815,000    | 815,000          |                |          |               |          |          |               |          |          |               |               |
| New Bus (Nova) #1                   | 18         | 2019            | 2037         | \$ 600,000    | 600,000          |                |          |               |          |          |               |          |          |               |               |
| New Bus (Nova) #2                   | 18         | 2019            | 2037         | \$ 600,000    | 600,000          |                |          |               |          |          |               |          |          |               |               |
| New Bus (Nova) #3                   | 18         | 2019            | 2037         | \$ 600,000    | 600,000          |                |          |               |          |          |               |          |          |               |               |
| Service Vehicle                     | 3          | 2019            | 2022         | \$ 15,000     | 15,000           |                |          | 15,685        |          |          | 16,402        |          |          | 17,151        |               |
| SeaCan Container                    | 10         | 2019            | 2029         | \$ 15,000     | 15,000           |                |          |               |          |          |               |          |          |               | 17,408        |
| Ticket Vending Machine (2 units)    | 10         | 2020            | 2030         | \$ 225,000    |                  | 225,000        |          |               |          |          |               |          |          |               |               |
| Driver Training Equipment           | 10         | 2020            | 2030         | \$ 250,000    |                  | 250,000        |          |               |          |          |               |          |          |               |               |
| <b>NEW FLEET TOTAL</b>              |            |                 |              |               | <b>5,090,000</b> | <b>475,000</b> | <b>-</b> | <b>15,685</b> | <b>-</b> | <b>-</b> | <b>16,402</b> | <b>-</b> | <b>-</b> | <b>17,151</b> | <b>17,408</b> |
| <b>FLEET COMPONENT REPLACEMENT</b>  |            |                 |              |               |                  |                |          |               |          |          |               |          |          |               |               |
| <b>Engine Replacement</b>           |            |                 |              |               |                  |                |          |               |          |          |               |          |          |               |               |
| New Bus (MCI) #1                    | 4.5        | 2019            | 2023.5       | \$ 65,000     |                  |                |          |               |          | 72,140   |               |          |          | 76,567        |               |
| New Bus (MCI) #2                    | 4.5        | 2019            | 2023.5       | \$ 65,000     |                  |                |          |               |          | 72,140   |               |          |          | 76,567        |               |
| New Bus (MCI) #3                    | 4.5        | 2019            | 2023.5       | \$ 65,000     |                  |                |          |               |          | 72,140   |               |          |          | 76,567        |               |
| New Bus (MCI) #4                    | 4.5        | 2019            | 2023.5       | \$ 65,000     |                  |                |          |               |          | 72,140   |               |          |          | 76,567        |               |
| New Bus (Nova) #1                   | 4.5        | 2019            | 2023.5       | \$ 65,000     |                  |                |          |               |          | 72,140   |               |          |          | 76,567        |               |
| New Bus (Nova) #2                   | 4.5        | 2019            | 2023.5       | \$ 65,000     |                  |                |          |               |          | 72,140   |               |          |          | 76,567        |               |
| New Bus (Nova) #3                   | 4.5        | 2019            | 2023.5       | \$ 65,000     |                  |                |          |               |          | 72,140   |               |          |          | 76,567        |               |
|                                     |            |                 |              |               |                  |                |          |               |          |          |               |          |          |               |               |
| <b>Bus Wrap Replacement</b>         |            |                 |              |               |                  |                |          |               |          |          |               |          |          |               |               |
| New Bus (MCI) #1                    | 5          | 2019            | 2024         | \$ 11,500     |                  |                |          |               |          | 12,575   |               |          |          |               | 13,546        |
| New Bus (MCI) #2                    | 5          | 2019            | 2024         | \$ 11,500     |                  |                |          |               |          | 12,575   |               |          |          |               | 13,546        |
| New Bus (MCI) #3                    | 5          | 2019            | 2024         | \$ 11,500     |                  |                |          |               |          | 12,575   |               |          |          |               | 13,546        |
| New Bus (MCI) #4                    | 5          | 2019            | 2024         | \$ 11,500     |                  |                |          |               |          | 12,575   |               |          |          |               | 13,546        |
| New Bus (Nova) #1                   | 5          | 2019            | 2024         | \$ 11,500     |                  |                |          |               |          | 12,575   |               |          |          |               | 13,546        |
| New Bus (Nova) #2                   | 5          | 2019            | 2024         | \$ 11,500     |                  |                |          |               |          | 12,575   |               |          |          |               | 13,546        |
| New Bus (Nova) #3                   | 5          | 2019            | 2024         | \$ 11,500     |                  |                |          |               |          | 12,575   |               |          |          |               | 13,546        |
|                                     |            |                 |              |               |                  |                |          |               |          |          |               |          |          |               |               |
| <b>Bus Transmission Replacement</b> |            |                 |              |               |                  |                |          |               |          |          |               |          |          |               |               |
| New Bus (MCI) #1                    | 9          | 2019            | 2028         | \$ 40,000     |                  |                |          |               |          |          |               |          |          | 46,422        |               |
| New Bus (MCI) #2                    | 9          | 2019            | 2028         | \$ 40,000     |                  |                |          |               |          |          |               |          |          | 46,422        |               |
| New Bus (MCI) #3                    | 9          | 2019            | 2028         | \$ 40,000     |                  |                |          |               |          |          |               |          |          | 46,422        |               |
| New Bus (MCI) #4                    | 9          | 2019            | 2028         | \$ 40,000     |                  |                |          |               |          |          |               |          |          | 46,422        |               |
| New Bus (Nova) #1                   | 9          | 2019            | 2028         | \$ 40,000     |                  |                |          |               |          |          |               |          |          | 46,422        |               |
| New Bus (Nova) #2                   | 9          | 2019            | 2028         | \$ 40,000     |                  |                |          |               |          |          |               |          |          | 46,422        |               |
| New Bus (Nova) #3                   | 9          | 2019            | 2028         | \$ 40,000     |                  |                |          |               |          |          |               |          |          | 46,422        |               |
|                                     |            |                 |              |               |                  |                |          |               |          |          |               |          |          |               |               |

## Lake Louise / Banff Regional 2020-2029 Capital Budget

|                                    |   |      |      |           | 2019      | 2020    | 2021 | 2022   | 2023 | 2024       | 2025      | 2026 | 2027 | 2028         | 2029      |
|------------------------------------|---|------|------|-----------|-----------|---------|------|--------|------|------------|-----------|------|------|--------------|-----------|
| Bus Refurbishment                  |   |      |      |           |           |         |      |        |      |            |           |      |      |              |           |
| New Bus (MCI) #1                   | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (MCI) #2                   | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (MCI) #3                   | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (MCI) #4                   | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (Nova) #1                  | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (Nova) #2                  | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (Nova) #3                  | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
|                                    |   |      |      |           |           |         |      |        |      |            |           |      |      |              |           |
| Bus Bike Rack Replacement          |   |      |      |           |           |         |      |        |      |            |           |      |      |              |           |
| New Bus (MCI) #1                   | 9 | 2019 | 2028 | \$ 2,000  |           |         |      |        |      |            |           |      |      | 2,321        |           |
| New Bus (MCI) #2                   | 9 | 2019 | 2028 | \$ 2,000  |           |         |      |        |      |            |           |      |      | 2,321        |           |
| New Bus (MCI) #3                   | 9 | 2019 | 2028 | \$ 2,000  |           |         |      |        |      |            |           |      |      | 2,321        |           |
| New Bus (MCI) #4                   | 9 | 2019 | 2028 | \$ 2,000  |           |         |      |        |      |            |           |      |      | 2,321        |           |
| New Bus (Nova) #1                  | 9 | 2019 | 2028 | \$ 2,000  |           |         |      |        |      |            |           |      |      | 2,321        |           |
| New Bus (Nova) #2                  | 9 | 2019 | 2028 | \$ 2,000  |           |         |      |        |      |            |           |      |      | 2,321        |           |
| New Bus (Nova) #3                  | 9 | 2019 | 2028 | \$ 2,000  |           |         |      |        |      |            |           |      |      | 2,321        |           |
|                                    |   |      |      |           |           |         |      |        |      |            |           |      |      |              |           |
| Bus Security Camera Replacement    |   |      |      |           |           |         |      |        |      |            |           |      |      |              |           |
| New Bus (MCI) #1                   | 6 | 2019 | 2025 | \$ 10,000 |           |         |      |        |      |            | 11,098    |      |      |              |           |
| New Bus (MCI) #2                   | 6 | 2019 | 2025 | \$ 10,000 |           |         |      |        |      |            | 11,098    |      |      |              |           |
| New Bus (MCI) #3                   | 6 | 2019 | 2025 | \$ 10,000 |           |         |      |        |      |            | 11,098    |      |      |              |           |
| New Bus (MCI) #4                   | 6 | 2019 | 2025 | \$ 10,000 |           |         |      |        |      |            | 11,098    |      |      |              |           |
| New Bus (Nova) #1                  | 6 | 2019 | 2025 | \$ 10,000 |           |         |      |        |      |            | 11,098    |      |      |              |           |
| New Bus (Nova) #2                  | 6 | 2019 | 2025 | \$ 10,000 |           |         |      |        |      |            | 11,098    |      |      |              |           |
| New Bus (Nova) #3                  | 6 | 2019 | 2025 | \$ 10,000 |           |         |      |        |      |            | 11,098    |      |      |              |           |
|                                    |   |      |      |           |           |         |      |        |      |            |           |      |      |              |           |
| Bus Farebox Replacement            |   |      |      |           |           |         |      |        |      |            |           |      |      |              |           |
| New Bus (MCI) #1                   | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (MCI) #2                   | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (MCI) #3                   | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (MCI) #4                   | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (Nova) #1                  | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (Nova) #2                  | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| New Bus (Nova) #3                  | 9 | 2019 | 2028 | \$ 20,000 |           |         |      |        |      |            |           |      |      | 23,211       |           |
| FLEET COMPONENT REPLACEMENT TOTAL  |   |      |      |           | \$ -      | \$ -    | \$ - | \$ -   | \$ - | \$ 593,002 | \$ 77,689 | \$ - | \$ - | \$ 1,202,117 | \$ 94,825 |
|                                    |   |      |      |           |           |         |      |        |      |            |           |      |      |              |           |
| NEW CAPITAL ASSETS                 |   |      |      |           | 5,090,000 | 475,000 | -    | 15,685 | -    | -          | 16,402    | -    | -    | 17,151       | 17,408    |
| REPLACEMENT OF CAPITAL ASSETS      |   |      |      |           | -         | -       | -    | -      | -    | 593,002    | 77,689    | -    | -    | 1,202,117    | 94,825    |
| TOTAL                              |   |      |      |           | 5,090,000 | 475,000 | -    | 15,685 | -    | 593,002    | 94,091    | -    | -    | 1,219,268    | 112,233   |
| Parks Canada Funding               |   |      |      |           | 1,500,000 |         |      |        |      |            |           |      |      |              |           |
| ID#9 Funding                       |   |      |      |           | 200,000   |         |      |        |      |            |           |      |      |              |           |
| Approved Grant Funding (GreenTRIP) |   |      |      |           | 3,360,000 |         |      |        |      |            |           |      |      |              |           |
| Grant Funding (IICP)               |   |      |      |           |           | 190,000 |      |        |      |            |           |      |      |              |           |
| Grant Funding (ACT)                |   |      |      |           |           | 190,000 |      |        |      |            |           |      |      |              |           |
| Projected Future Grant Funding     |   |      |      |           |           |         |      |        |      |            |           |      |      |              |           |

Commission 2020 - 2029 Capital Budget

|                                                              |            |                 |              |               | 2019      | 2020       | 2021     | 2022     | 2023     | 2024       | 2025      | 2026     | 2027     | 2028     | 2029     |
|--------------------------------------------------------------|------------|-----------------|--------------|---------------|-----------|------------|----------|----------|----------|------------|-----------|----------|----------|----------|----------|
| Commission                                                   | Life Cycle | In Service Year | Replace Date | Historic Cost |           |            |          |          |          |            |           |          |          |          |          |
|                                                              |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
|                                                              |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
|                                                              |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
|                                                              |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| NEW CAPITAL                                                  |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| Bus Tools (Break pinion tool, AC tools, transmission reader) |            | 2019            |              |               | \$ 20,000 |            |          |          |          |            |           |          |          |          |          |
| Dispatch - Driver and Bus Scheduling Software Program        |            | 2019            |              |               | \$ 50,000 |            |          |          |          |            |           |          |          |          |          |
| eBIKE                                                        |            | 2019            |              |               | \$ 4,000  |            |          |          |          |            |           |          |          |          |          |
| Spare Cutaway                                                |            | 15              | 2020         |               |           | 460,000    |          |          |          |            |           |          |          |          |          |
| NEW CAPITAL TOTAL                                            |            |                 |              |               | \$ 74,000 | \$ 460,000 | \$ -     | \$ -     | \$ -     | \$ -       | \$ -      | \$ -     | \$ -     | \$ -     | \$ -     |
|                                                              |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| FLEET REPLACEMENT                                            |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| Fox Bus                                                      |            | 12              | 2012         | 2024          | \$170,000 |            |          |          |          | \$ 191,504 |           |          |          |          |          |
| Deer Bus                                                     |            | 12              | 2012         | 2024          | \$170,000 |            |          |          |          | \$ 191,504 |           |          |          |          |          |
| Spare Cutaway                                                |            | 15              | 2020         | 2035          | \$460,000 |            |          |          |          |            |           |          |          |          |          |
| Office Vehicle                                               |            | 6               | 2016         | 2022          | \$ 8,500  |            |          | \$ 9,294 |          |            |           |          |          | \$10,163 |          |
| FLEET REPLACEMENT TOTAL                                      |            |                 |              |               | \$ -      | \$ -       | \$ -     | \$ 9,294 | \$ -     | \$ 383,007 | \$ -      | \$ -     | \$ -     | \$10,163 | \$ -     |
|                                                              |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| FLEET COMPONENT REPLACEMENT                                  |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| Bus Wraps:                                                   |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| Fox Bus                                                      |            | 7               | 2012         | 2019          | \$ 10,000 | \$ 10,150  |          |          |          | Bus Repl   |           |          |          |          |          |
| Deer Bus                                                     |            | 7               | 2012         | 2019          | \$ 10,000 | \$ 10,150  |          |          |          | Bus Repl   |           |          |          |          |          |
| Spare Cutaway                                                |            | 7               | 2020         | 2027          | \$ 10,000 |            |          |          |          |            |           |          | 11,434   |          |          |
| FLEET COMPONENT REPLACEMENT TOTAL                            |            |                 |              |               | \$ 20,300 | \$ -       | \$ -     | \$ -     | \$ -     | \$ -       | \$ -      | \$ -     | \$11,434 | \$ -     | \$ -     |
|                                                              |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| NON-FLEET CAPITAL                                            |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| Office Equipment, Furniture, Renovations                     |            |                 |              |               | \$ 10,000 | \$ 10,000  | \$10,000 | \$10,000 | \$10,000 | \$ 10,000  | \$ 10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 |
| Office IT, Computers, Wiring, Telephones,                    |            |                 |              |               | \$ 4,000  | \$ 4,000   | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000   | \$ 4,000  | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Website and Information Technology                           |            | 4               | 2015         | 2019          | \$ 19,704 | \$ 20,000  |          |          | \$21,227 |            |           |          | \$22,530 |          |          |
| Office phones                                                |            | 5               | 2016         | 2021          |           | \$ 7,000   |          |          |          |            | \$ 7,541  |          |          |          |          |
| Fleet Arrival Prediction Replacement                         |            | 5               | 2020         | 2025          |           |            |          |          |          |            | \$ 80,000 |          |          |          |          |
| NON-FLEET CAPITAL TOTAL                                      |            |                 |              |               | \$ 34,000 | \$ 21,000  | \$14,000 | \$14,000 | \$35,227 | \$ 14,000  | \$101,541 | \$14,000 | \$36,530 | \$14,000 | \$14,000 |
| ALL PROJECTS TOTAL                                           |            |                 |              |               | \$128,300 | \$ 481,000 | \$14,000 | \$23,294 | \$35,227 | \$ 397,007 | \$101,541 | \$14,000 | \$47,964 | \$24,163 | \$14,000 |
| Municipal Funding                                            |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| Grant Funding (Greentrip)                                    |            |                 |              |               |           | 153,333    |          |          |          |            |           |          |          |          |          |
| Grant Funding (IICP)                                         |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| Grant Funding (ACT)                                          |            |                 |              |               |           |            |          |          |          |            |           |          |          |          |          |
| Projected Future Grant Funding                               |            |                 |              |               |           |            |          |          |          | \$ 191,504 | \$ -      | \$ -     | \$ -     | \$ -     | \$ -     |