BOW VALLEY REGIONAL TRANSIT SERVICES
COMMISSION REGULAR MEETING

111 Hawk Avenue and MS Teams

AGENDA

April 16th, 2026 2:00-4:00pm

1. Call to Order

2. Approval of the Agenda

3. Minutes

- Approval of the March 11th, 2026 Regular Meeting Minutes (attached)

4. Regular Agenda Items

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

5. New Business

a) Presentation of Audited Financial Statements (Calvin Scott, Avail Partners) (Request for Decision)
b) Presentation of Fleet and Facilities Report (For Information Only) (Watt Consulting)
c) Retired Employee Transit Pass Proposal (Request for Decision)

6. Next Regular Meeting – Thursday April 16th, 2026 2- 4pm

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

7. Adjournment

BOW VALLEY REGIONAL TRANSIT SERVICES
COMMISSION REGULAR MEETING

111 Hawk Avenue and MS Teams

MINUTES

March 11th, 2026 2:00-4:00pm

BOARD MEMBERS PRESENT
Dave Schebek, ID9 (Chair)
Barb Pelham, Town of Banff (Vice Chair)
Tanya Foubert, Town of Canmore
Don Beaulieu, ID9
Brian Standish, Town of Banff
Sean Krausert, Town of Canmore

BOARD MEMBERS ABSENT

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

ADMINISTRATION PRESENT
Dustin Schinbein, Town of Canmore
Stephen Allan, Town of Banff (Virtual)
Kimberly Fisher, Parks Canada (Virtual)
Patti Youngberg, Parks Canada (Virtual)
Danielle Duffy, ID9 (Virtual)

PUBLIC PRESENT
Greg Coglan, CBC News (Virtual)
Marek Cerny, Public (Virtual)
Jessica Lee, Rocky Mountain Outlook (Virtual)

1. Call to Order

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

2. Approval of the Agenda

Brian Standish asks to add current fuel prices to Agenda.

BVRTSC26-11 Dave Schebek moves to approve the Agenda as amended with addition as 5d

CARRIED UNANIMOUSLY

3. Minutes

- Approval of the February 11th, 2026 Regular Meeting Minutes (attached)

BVRTSC26-12 Dave Schebek moves to accept the February 11th, 2026 Regular Meeting Minutes as presented.

CARRIED UNANIMOUSLY

4. Regular Agenda Items

a) CEO Report (For Information)

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

c) Transit Service Monthly Statistics (For Information)

5. New Business

a) Skijoring Report (For Information Only)
b) Introduction of new Director of Finance and Administration (For Information Only)
c) Presentation of Year End Financials (Request for Decision)

BVRTSC26-13 Tanya Foubert moves that the Board moves to approve the reserve transfers presented in the draft 2025 financial results as follows:

2025 Operating surplus of $350,012.63 to be transferred as follows:
- $409,367.34 into the Town of Banff operating reserve
- $210,275.44 into the Town of Canmore operating reserve
- $377,139.05 out of the ID9 operating reserve
- $400.00 out of the BVRTSC operating reserve
- $107,908.9 into the General Commission Reserve

CARRIED UNANIMOUSLY

d) Fuel pricing – discussion of challenges that may occur due to fuel price increases that are being seen currently. Parks to follow up and clarify their fuel purchase. Canmore fuel purchases are at FasGas and based on retail pump prices.

6. Next Regular Meeting – Thursday April 16th, 2026 2- 4pm

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

7. Adjournment

BVRTSC26-14 Dave Schebek moves to adjourn the meeting at 2:45PM.

CARRIED UNANIMOUSLY

CEO and Admin Report

April 2026

Financial:

- Transition of finance and administrative responsibilities from Melanie Booth to Matt Simmonds have been completed, with core systems and processes operating as expected.

- Calendar and reporting cadences have been reviewed to support consistent financial oversight and organizational planning.

- Payroll, accounts payable, and statutory filings have been completed in accordance with established timelines.

- Vendor agreements, systems access, and recurring payments have been reviewed and updated to support continuity.

- Annual benefits renewal planning and ongoing policy development (recognition and retiree programs) are underway.

- The Rural Transit Solutions Fund project for the purchase of electric buses and chargers is now complete. The grant reflects a strong collaborative effort between funding partners and internal teams, successfully supporting the advancement of Roam's electrification initiatives. With all anticipated costs accounted for, the program will be formally closed out with Housing, Infrastructure and Communities Canada.

Human Resources:

- Internal candidates have been selected to fill a number of vacant roles. These include the following positions:
    - Interim Fleet and Facilities Manager
    - Customer Service Supervisor
    - Office Administrator

- The HR Team is finalizing the hiring for 2026 Season. This includes Transit Operators and Customer Experience Specialists.

- Administration attended a Student Hiring Fair at Canmore Collegiate High School on March 25th, the Banff Job Fair on March 26th. It has provided a great opportunity to connect with potential applicants and community members. During these events, HR heard wonderful feedback regarding Route 7 (Banff Centre and Fenlands) and how pleased the community is to have that additional connectivity.

- Roam has initiated an internal "Monthly Team Challenge". March was a photo contest and the winner based on employee voting was the one below, with multiple comments received:

They entered photograph six (The Deer next to the Deer bus).
The photo received 10 votes which was 59% of the total votes.

Comments made were:
"It's a perfect example of why we have only local Bow Valley wildlife on our buses!"
"We are so lucky to live so closely with wildlife and we get to see it on our buses and in real life everyday!"
"Bringing the wrap to life!"
"Timely catch"
"The bus Deer, deer rider"
"Perfect timing"
"The Deer!"
"The fact of deer photo on the bus with the actual deer beside it makes it comical but so relatable in the Bow Valley"
"The expression on the elk like oh my God, that's the biggest deer I've ever seen"
"Real and pictured deer in the picture"

Thanks to all those that participated and voted!

Have a wonderful day!

View Announcement

- The HR Team's Monthly Team Challenge for April is to share a baby photo, with team members needing to match the employee with their corresponding childhood photo.

- Roam recently held a Town Hall meeting with interested team members to review the Employee Engagement Survey and have an opportunity to ask questions about the upcoming summer and any other topics of interest. The session was in person and virtual, with a recording being distributed for those unable to attend.

Transit and Operational Updates:

- Based on customer feedback and internal review, an additional Route 7 bus stop has been added along Buffalo Street at Beaver Street. This additional bus stop splits the difference between the Caribou West stop and the Surprise Corner bus stop and provides excellent access via the Banff Pedestrian Bridge.

- Fuel – purchases of fuel in Banff are based on Parks Canada's standing offer for fuel plus taxes and a delivery fee. The rate is adjusted for each delivery, which occurs once or twice per week. Fuel in Canmore is purchased at FasGas through our commercial account and fluctuates based on market rates.

- A 6-month lease has been signed with Kirkman Bus Sales to provide an additional cutaway style bus for use this summer. This additional bus will help some scheduled routes and potentially with 'overload' service on Banff local routes.

- Some concerns have been brought forward by Canmore Route 12 drivers regarding the narrow Palliser Lane due to ongoing construction. Roam met with Canmore administration on site as well as

with the construction site supervisor and came up with a solution to the immediate concern. As well, there are plans in the works to address the issue with a long-term solution (currently being designed by ToC). Big thanks to ToC staff for their immediate response and assistance to address the concern.

- **Roam Route 8X Reservations:**

The following was recently distributed to all stakeholders via Banff Lake Louise Tourism's Basecamp distribution network:

VS **Visitor Services (Basecamp) <notifications@3.basecamp.com>**

To: Martin Bean

The Roam Transit **Super Pass** is a great alternative to booking the Parks Canada shuttles for visitors who do not have a vehicle to get to the Park and Ride.

What's included with a Super Pass?
- Unlimited travel on all Roam Transit services for one day
- A round-trip reservation on the 8X (Banff to Lake Louise lakeshore)
- A round-trip ride on Parks Canada's Lake Connector Shuttle to access Moraine Lake

Reservations for the Roam Transit Super Pass will open in stages:
- Reservations for June open at 9 a.m. MT on April 23rd
- Reservations for July open at 9 a.m. MT on May 25th
- Reservations for August open at 9 a.m. MT on June 22nd
- Reservations for September & October (until the 12th) open at 9 a.m. MT on July 27th

The Super Pass is only available from **June 1st - October 12th, 2026**, when Moraine Lake is open. **Reservations are required**.

More information is available on Roam Transit's website.

Transit Maintenance Update:

- With a new Interim Fleet and Facilities Manager in place, the initial focus will be on strengthening partner and supplier relationships.

- Roam administration is working closely with the Town of Banff Fleet Services team to help them maximize seasonal CVIP (Commercial Vehicle Inspection Program) inspections prior to the busy summer season. These inspections are intensive government required inspections due every 6 months on each vehicle. It is important to recognize the Town of Banff's Fleet

Services team for the extraordinary effort put forth to ensure Roam has adequate fleet available for service (currently 27 buses are running and available).

- Two additional Proterra buses are now back in service following a site service visit from Fleet E Force. Battery packs were successfully changed out on bus 1037 and additional Proterra buses were inspected. As a result, an additional bus #1038 has had it's CVIP completed by the Town of Banff Fleet department and it is now back in service.

General/Health and Safety

Safety:

- Administration is currently conducting Hazard Assessments across the organization. As new positions have been introduced this year, it is important to review and document the potential hazards associated with each role

- Roam is participating in a Tabletop HIRA (Hazard Identification and Risk Assessment) exercise in collaboration with the Town of Banff and the Town of Canmore. This will consist of a discussion-based session where teams walk through simulated emergency scenarios to evaluate their preparedness and identify any gaps in their response plans. It is a valuable opportunity for ensuring alignment with municipal partners and strengthening of emergency protocols ahead of the busy season.

- A number of Roam's administrative employees completed the Incident Command System 100 (ICS100) course, and some also completed the ICS 200 course hosted by Parks Canada. These courses focus on the Incident Command System, a standardized approach to emergency response, and help ensure our team is prepared to work effectively within a coordinated response structure during the busy season.

- Roam's first quarter internal recognition program is now complete. Three drivers were nominated for safe driving, using data from our Automatic Vehicle Location and Computer Aided Dispatch software, Consat, which provided insights on speeding, battery, and fuel consumption. An additional three drivers were recognized with the Courteous Driver Award for receiving outstanding positive feedback from the public and their peers.

Training:

- The second new driver training group has completed their in-house training and are currently working through their ride alongs or upgrading their license with Roam's partner driving school in Calgary.

- Refresher training will be occurring over the next month in preparation for the summer season for both returning and senior staff. Driver hiring is wrapping up, and all training groups are now full.

Marketing & Customer Experience

- **Transit Worker Appreciation Day**

  This annual event was held on March 18th and with celebrations occurring across North America. Roam celebrated the team with cookies and coffee cards being distributed across Canmore, Banff and Lake Louise by Board and local Council members.

- **Community Feedback Surveys**

  Two community feedback surveys are currently open: the Route 12 Winter Service Survey and the Route 7 Survey. Both are primarily targeted at residents to ensure these services are meeting the needs of the communities they serve. The surveys will remain open until end of service on May 12.

- **Customer Service Recruitment & Training**

Roam's first Customer Service training group for the 2026 summer season commenced on April 2, and recruitment efforts are ongoing to fill remaining positions in preparation for another busy summer.

- **Banff Lake Louise Tourism (BLLT) Ambassador Pass**

  For several years, Roam has offered a complimentary round trip on the Lake Louise–Banff Route 8X service to participants in the Banff Lake Louise Tourism Ambassador Program. In 2026, this program will transition to a digital redemption platform, representing a significant improvement in ease of access and administration.

BRING FORWARD LIST

BRING FORWARD LIST OF ITEMS PENDING (as of April 2026)

ITEM	Date Initiated	Pending Date	Responsible for Completion	Comments:
BVRTSC25-07 Dave Schebek moves to direct administration to obtain consultant quotations and proceed with phase two of the Capital Plan Study, to be funded by a grant of $50,000 secured from the Rural Transit Solutions Fund. **CARRIED UNANIMOUSLY**	March 12, 2025	March 31, 2026 Presentation on April 16	Martin/Steve	Phase Two will expand on infrastructure and further capital requirements supported by funding from the Rural Transit Solutions Fund. Consultant has been hired and is in the process of completing the study. Study to be completed by end of March and presented to Board at April meeting.
BVRTSC24-75 Dave Schebek moves to direct Commission members to perform a Board Self-Assessment in 2025 led by Elevated HR. **BVRTSC25-23** Sean Krausert moves to amend item BVRTSC24-75 (Board Self-Assessment) to adjust completion date to Q4 2026 **CARRIED UNANIMOUSLY**	Nov 13, 2024	Q4 2026	Board and Elevated HR	Moved in July meeting to be completed by Q4 2026 Will arrange meeting with Elevated HR to begin this process in Q2 2026
BVRTSC24-76 Tanya Foubert moves to initiate a BVRTSC Bylaw Review in 2025, with each Board Member providing comments to the CEO and Board Chair on any suggested amendments by the end of Q1, 2025, with the intent of having the review completed by the end of Q2, 2025. **BVRTSC25-24** Sean Krausert moves to amend motion BVRTSC24-76 (BVRTSC Bylaw Review) to revise the timeline for work to be completed to the end of Q2 2026. **CARRIED UNANIMOUSLY**	Nov 13, 2024	Q2, 2026	Board, Administration and Outside Consultant	Moved in July 2025 meeting to be completed by Q2 2026. Initial discussions have begun to have this review completed by Avail LLP Meetings occurred with Avail January 14-16, 2026
BVRTSC26-04 Barb Pelham moves that the Commission directs Administration to move forward with the purchase of a new faring system based on the evaluated RFP results, to be funded through Commission farebox replacement savings, ICIP grant	Jan 14, 2026	October 2026	Steve/Martin	Contract has been awarded to Matawan. Kick off meeting to occur in mid-February

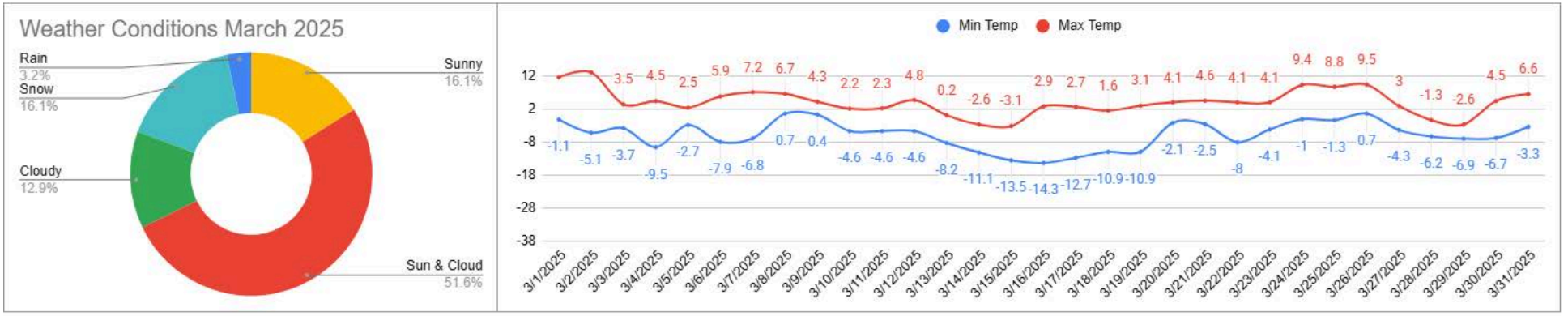
funding and the balance to come from General Commission reserves. To a maximum of $260,000.00 **CARRIED UNANIMOUSLY**				Implementation timeframe anticipate after Thanksgiving weekend.

Bow Valley Regional Transit Services Commission Ridership Statistics

Month	Type	Banff Local	Canmore Local	Canmore-Banff Regional	Lake Louise - Banff Regional
March 2026	Ridership	127,438	37,829	36,084	12,551
	Banff Residents	43,918	-	-	-
	Bikes	11	299	155	2
	Winter Sports	0	404	1,574	6
	Strollers	217	191	46	3
	Mobility Devices	7	15	0	1

Route	Monthly Ridership Change 2025 - 2026	Comment
Route 1	-13.68%	Change from March 2025 to March 2026
Route 2	19.84%	Change from March 2025 to March 2026
Route 3	17.03%	Change from March 2025 to March 2026
Route 5	1.30%	Change from March 2025 to March 2026
Route 8X	19.28%	Change from March 2025 to March 2026
Route 9	-15.00%	Change from March 2025 to March 2026
Route 12		Change from March 2025 to March 2026

Banff Resident Pass Usage - YTD	125,114


Weather Conditions March 2025
Rain
3.2%
Snow
16.1%
Cloudy
12.9%
Sunny
16.1%
Sun & Cloud
51.6%
Min Temp
Max Temp
12
2
-8
-18
-28
-38
3/1/2025
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Weather Conditions March 2026
Rain
12.9%
Snow
25.8%
Sunny
6.5%
Sun & Cloud
54.8%
Min Temp
Max Temp
12
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-8
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-38
3/1/2026
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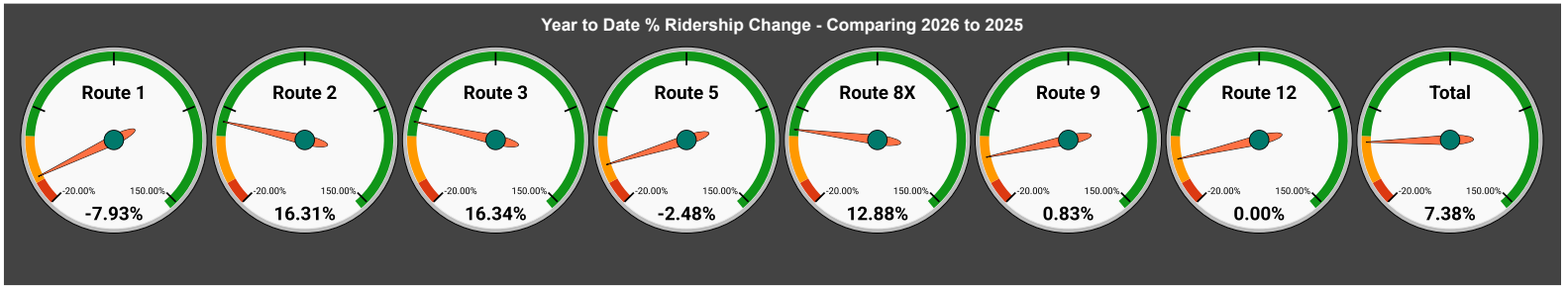
4/6/2026

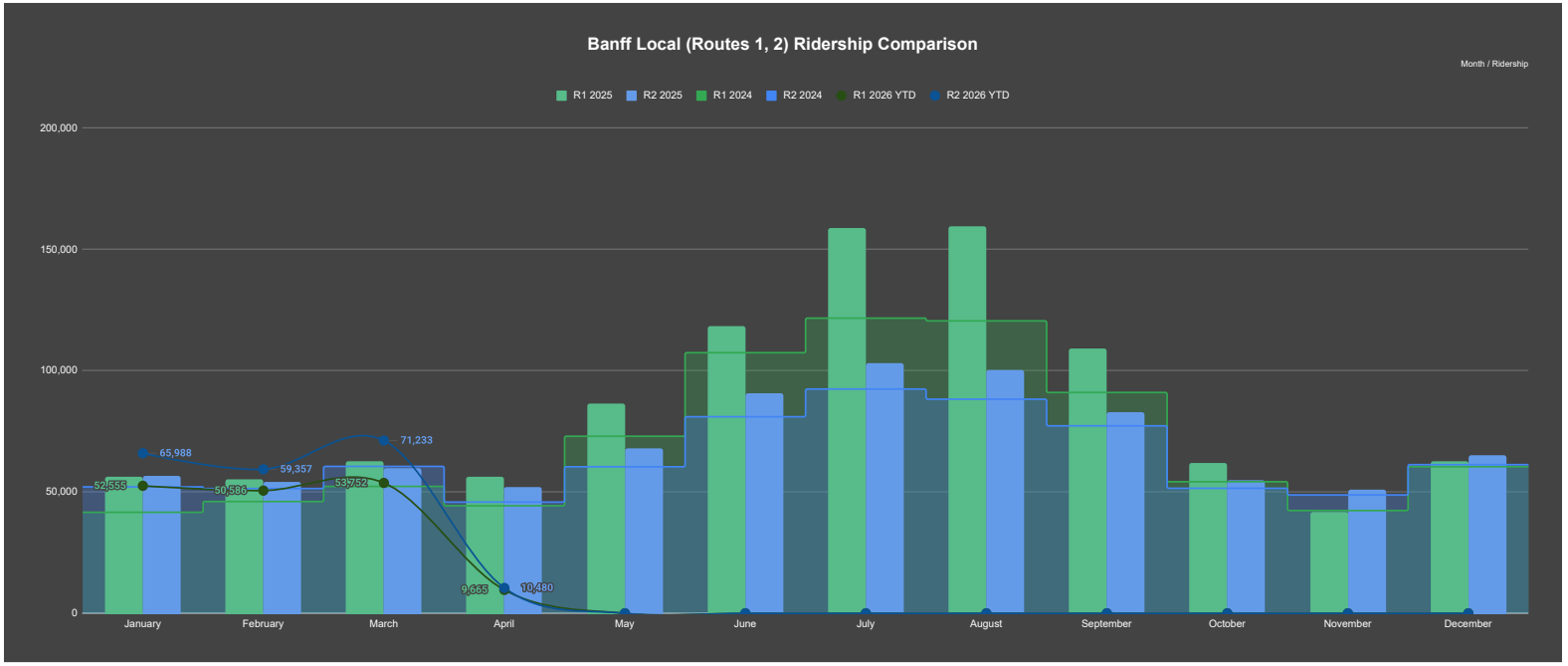
	Route 1 (Inns of Banff/ Gondola)							Route 2 (Tunnel Mtn / Banff Springs Hotel)							Banff Local (Route 1 & 2)						
Month	R1 2023	R1 2024	R1 2025	R1 2025 YTD	R1 2026 YTD	% Change - 25	% Change - 24	R2 2023	R2 2024	R2 2025	R2 2025 YTD	R2 2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24
January	40,636	41,644	55,849	55,849	52,555	-5.90%	26.20%	49,989	52,117	56,298	56,298	65,988	17.21%	26.62%	90,625	93,761	112,147	112,147	118,543	5.70%	26.43%
February	40,833	46,080	54,982	54,982	50,586	-8.00%	9.78%	47,270	51,430	53,782	53,782	59,357	10.37%	15.41%	88,103	97,510	108,764	108,764	109,943	1.08%	12.75%
March	47,979	52,307	62,270	62,270	53,752	-13.68%	2.76%	53,488	60,558	59,439	59,439	71,233	19.84%	17.63%	101,467	112,865	121,709	121,709	124,985	2.69%	10.74%
April	41,098	44,341	55,942	7,795	9,665	23.99%		44,739	45,853	51,665	8,498	10,480	23.32%		85,837	90,194	107,607	16,293	20,145	23.64%	
May	67,740	72,973	86,000	0	0	0.00%		55,890	60,403	67,770	0	0	0.00%		123,630	133,376	153,770	0	0	0.00%	
June	103,499	107,404	117,880	0	0	0.00%		76,511	81,019	90,437	0	0	0.00%		180,010	188,423	208,317	0	0	0.00%	
July	125,827	121,640	158,541	0	0	0.00%		93,346	92,431	102,863	0	0	0.00%		219,173	214,071	261,404	0	0	0.00%	
August	122,140	120,506	159,082	0	0	0.00%		91,695	88,241	100,070	0	0	0.00%		213,835	208,747	259,152	0	0	0.00%	
September	88,508	91,008	108,944	0	0	0.00%		75,616	77,274	82,399	0	0	0.00%		164,124	168,282	191,343	0	0	0.00%	
October	52,404	54,243	61,561	0	0	0.00%		46,459	51,530	54,504	0	0	0.00%		98,863	105,773	116,065	0	0	0.00%	
November	33,628	42,368	41,420	0	0	0.00%		43,420	48,789	50,696	0	0	0.00%		77,048	91,157	92,116	0	0	0.00%	
December	49,418	60,432	62,429	0	0	0.00%		54,587	61,275	64,931	0	0	0.00%		104,005	121,707	127,360	0	0	0.00%	
YTD	813,710	854,946	1,024,900	180,896	166,558	-7.93%	-	733,010	770,920	834,854	178,017	207,058	16.31%	-	1,546,720	1,625,866	1,859,754	358,913	373,616	4.10%	-

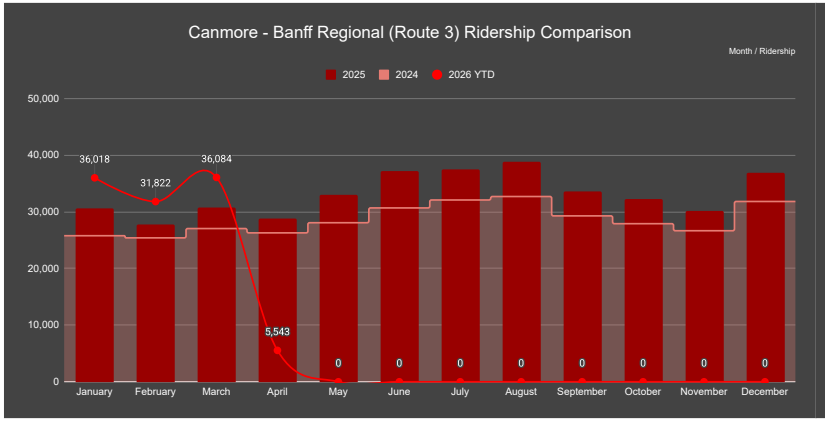
	Route 3 (Canmore-Banff Regional)							Route 5 (Canmore Local)							Route 5C (Cougar Creek)						
Month	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24
January	23,255	25,792	30,602	30,602	36,018	17.70%	39.65%	22,810	30,744	32,549	32,549	32,778	0.70%	6.62%		19,797	21,263	21,263	20,339	-4.35%	3.28%
February	21,303	25,415	27,714	27,714	31,822	14.82%	25.21%	22,119	29,174	31,393	31,393	29,836	-4.96%	2.27%		17,830	20,299	20,299	18,414	-9.29%	3.28%
March	23,824	27,059	30,832	30,832	36,084	17.03%	33.35%	25,116	30,530	33,308	33,308	33,742	1.30%	10.52%		18,442	20,995	20,995	21,397	1.91%	16.02%
April	23,622	26,296	28,811	4,942	5,543	12.16%		23,308	28,976	31,706	5,788	4,131	-28.63%			17,958	19,907	3,642	2,732	-24.99%	
May	26,946	28,087	32,990	0	0	0.00%		27,143	32,036	31,162	0	0	0.00%			18,563	18,653	0	0	0.00%	
June	30,304	30,702	37,229	0	0	0.00%		28,039	30,963	31,377	0	0	0.00%			17,076	18,436	0	0	0.00%	
July	31,836	32,104	37,548	0	0	0.00%		28,691	30,700	31,405	0	0	0.00%			17,115	17,768	0	0	0.00%	
August	32,667	32,717	38,910	0	0	0.00%		27,658	30,390	30,883	0	0	0.00%		15,005	17,118	17,398	0	0	0.00%	
September	28,533	29,297	33,579	0	0	0.00%		25,056	29,249	28,385	0	0	0.00%		14,113	16,643	16,288	0	0	0.00%	
October	28,139	27,917	32,319	0	0	0.00%		26,233	30,044	29,480	0	0	0.00%		15,771	18,359	17,878	0	0	0.00%	
November	27,903	26,674	30,133	0	0	0.00%		26,722	32,065	28,696	0	0	0.00%		16,468	20,611	18,300	0	0	0.00%	
December	31,157	31,841	36,925	0	0	0.00%		29,271	31,613	30,280	0	0	0.00%		18,122	20,228	20,389	0	0	0.00%	
YTD	329,489	343,901	397,592	94,090	109,467	16.34%	-	312,166	366,484	370,624	103,038	100,487	-2.48%	-	79,479	219,740	227,574	66,199	62,882	-5.01%	-

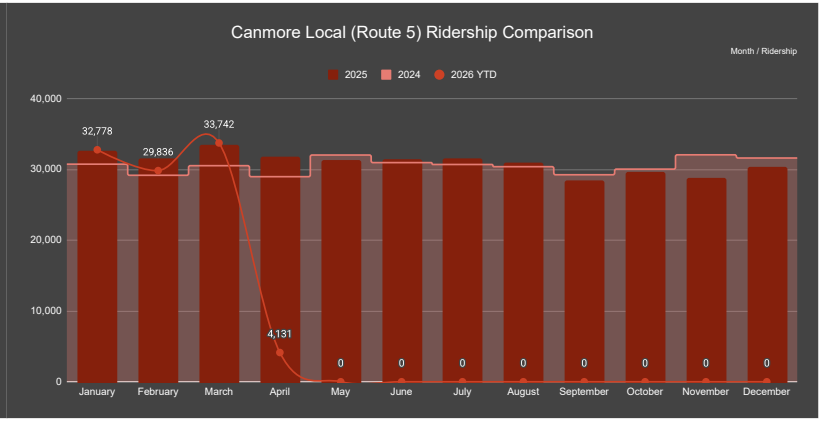
	Route 5T (Three Sisters)							Route 7 (Banff Centre/Fenlands)							Route 8X (Express Lake Louise - Banff Regional)						
Month	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24
January		10,947	11,286	11,286	12,439	10.22%	13.63%					0			9,788	11,227	12,444	12,444	13,177	5.89%	17.37%
February		11,344	11,094	11,094	11,422	2.96%	0.69%					0			9,363	10,714	10,741	10,741	12,136	12.99%	13.27%
March		12,088	12,313	12,313	12,345	0.26%	2.13%					2,453			10,205	10,694	10,522	10,522	12,551	19.28%	17.36%
April		11,018	11,799	2,146	1,399	-34.81%						225			10,013	10,196	11,353	1,377	1,740	26.36%	
May		13,473	12,509	0	0	0.00%						0			17,400	19,167	21,980	0	0	0.00%	
June		13,887	12,941	0	0	0.00%						0			34,555	33,350	31,936	0	0	0.00%	
July		13,585	13,637	0	0	0.00%						0			41,826	36,750	36,899	0	0	0.00%	
August	12,653	13,272	13,485	0	0	0.00%						0			43,140	37,346	38,692	0	0	0.00%	
September	10,943	12,606	12,097	0	0	0.00%						0			31,100	26,149	29,556	0	0	0.00%	
October	10,462	11,685	11,601	0	0	0.00%						0			17,351	16,962	21,247	0	0	0.00%	
November	11,318	11,454	10,396	0	0	0.00%						0			10,248	10,089	10,339	0	0	0.00%	
December	11,149	11,385	9,891	0	0	0.00%						0			14,463	14,565	14,970	0	0	0.00%	
YTD	56,525	146,744	143,049	36,839	37,605	2.08%	-	0	0	0	0	2,678	0.00%	-	249,452	237,209	250,679	35,084	39,604	12.88%	-

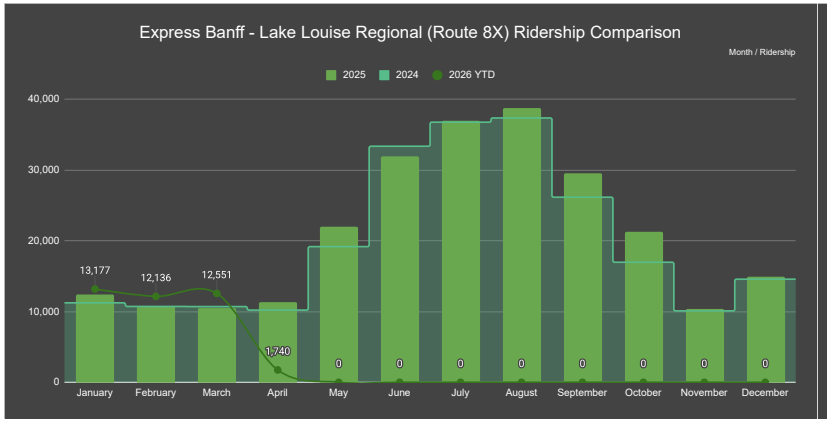
	Route 9 (Johnston Canyon)							Route 12 (Grassi Lakes/Palliser)							Roam Total Ridership (All Routes)						
Month	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24
January	584	704	953	953	1,094	14.80%	55.40%					3,931			147,062	162,228	188,695	188,695	205,541	8.93%	26.70%
February	986	862	1,098	1,098	1,092	-0.55%	26.68%					3,319			141,874	163,675	179,710	179,710	188,148	4.70%	14.95%
March	707	893	1,327	1,327	1,128	-15.00%	26.32%					4,087			161,319	182,041	197,698	197,698	212,577	7.53%	16.77%
April	1,014	671	1,060	236	330	39.83%						501			143,794	156,333	180,537	28,636	32,390	13.11%	
May	2,602	2,738	3,701	0	0	0.00%			680	2,109	0	0	0.00%		206,716	223,226	256,860	0	0	0.00%	
June	6,185	7,265	8,023	0	0	0.00%			1,896	3,740	0	0	0.00%		308,030	314,985	348,560	0	0	0.00%	
July	7,409	8,719	8,323	0	0	0.00%			1,723	3,960	0	0	0.00%		371,077	357,132	416,129	0	0	0.00%	
August	6,897	8,413	8,556	0	0	0.00%			2,671	5,025	0	0	0.00%		366,644	351,975	419,466	0	0	0.00%	
September	5,776	6,468	6,251	0	0	0.00%			957	3,465	0	0	0.00%		284,961	287,951	317,916	0	0	0.00%	
October	1,884	2,243	2,326	0	0	0.00%				2,156		0			179,071	190,907	207,162	0	0	0.00%	
November	590	641	814	0	0	0.00%				2,834		0			142,511	160,626	164,932	0	0	0.00%	
December	1,117	1,793	802	0	0	0.00%				3,651		0			180,013	201,519	213,988	0	0	0.00%	
YTD	35,751	41,410	43,234	3,614	3,644	0.83%	-	0	7,927	26,940	0	11,838	0.00%	-	2,633,072	2,752,598	3,091,653	594,739	638,656	7.38%	-

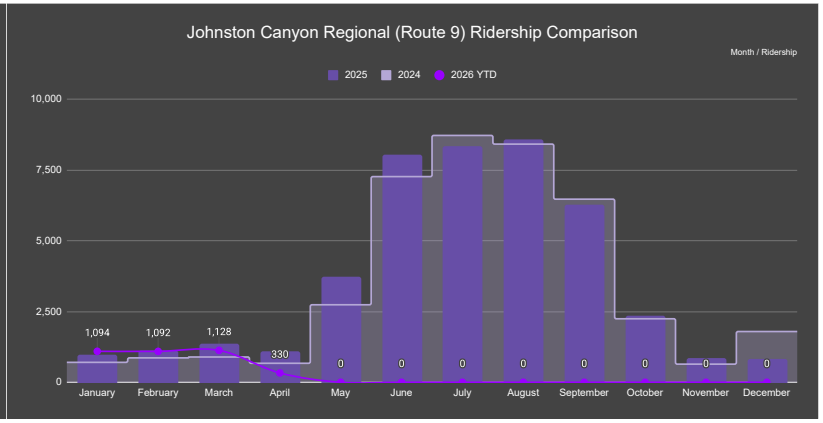


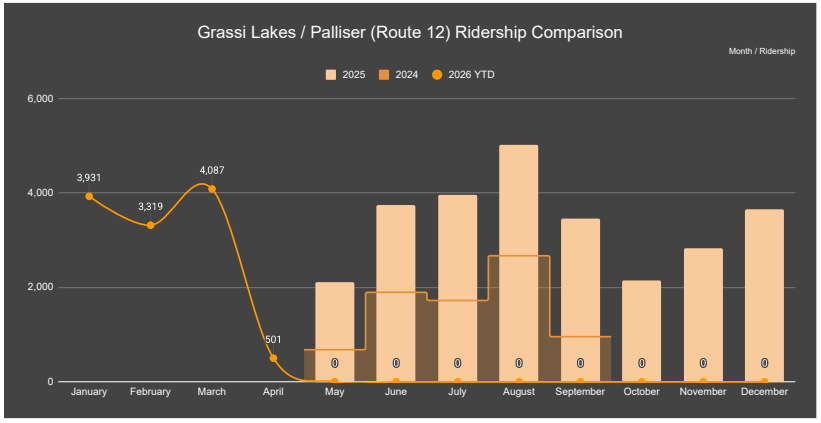



Canmore - Banff Regional (Route 3) Ridership Comparison
Month / Ridership
2025
2024
2026 YTD
50,000
40,000
30,000
20,000
10,000
0
36,018
31,822
36,084
5,543
January
February
March
April
May
June
July
August
September
October
November
December


Canmore Local (Route 5) Ridership Comparison
Month / Ridership
2025
2024
2026 YTD
40,000
30,000
20,000
10,000
0
32,778
29,836
33,742
4,131
January
February
March
April
May
June
July
August
September
October
November
December


Express Banff - Lake Louise Regional (Route 8X) Ridership Comparison
Month / Ridership
2025
2024
2026 YTD
40,000
30,000
20,000
10,000
0
13,177
12,136
12,551
1,740
January
February
March
April
May
June
July
August
September
October
November
December


Johnston Canyon Regional (Route 9) Ridership Comparison
Month / Ridership
2025
2024
2026 YTD
10,000
7,500
5,000
2,500
0
1,094
1,092
1,128
330
January
February
March
April
May
June
July
August
September
October
November
December


Grassi Lakes / Palliser (Route 12) Ridership Comparison
Month / Ridership
2025
2024
2026 YTD
6,000
4,000
2,000
0
3,931
3,319
4,087
501
January
February
March
April
May
June
July
August
September
October
November
December

NEW BUSINESS

Bow Valley Regional Transit Services Commission

2025 Auditor's Report

Calvin Scott – Avail LLP

Suggested motion: **"…moves to approve the 2025 Audited Financial Results as presented."**

Bow Valley Regional Transit Services Commission

Transit Facility Conceptual Design and Implementation Plan

WATT Consulting Group

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

Transit Facility Site Feasibility Study and Conceptual Design for Roam Transit

Prepared For: Bow Valley Regional Transit Services Commission
Date: March 31, 2026
Our File No: 4360.T01

WATT CALGARY
1300 – 736 6th Ave SW
Calgary, AB T2P 3T7
403-273-9001

TABLE OF CONTENTS

FIGURES

TABLES

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EXECUTIVE SUMMARY

This study identifies and plans the transit operations and maintenance infrastructure required to support the planned growth of the Bow Valley Regional Transit Services Commission, also called Roam Transit. The study focuses on the Bow Valley corridor, encompassing the Town of Banff, Town of Canmore, Improvement District 9 (ID9) & Parks Canada/ regional corridors.

Following a comprehensive assessment of existing conditions, future fleet and facility needs, site options, and operational impacts, three potential sites were evaluated using a Multiple Account Evaluation framework. Based on operational efficiency, cost effectiveness, land use compatibility, and deliverability, the identified preferred option is to expand and redevelopment of the existing facility at **111 Hawk Avenue in Banff**.

A preferred conceptual design (Option 4C) was developed for the Hawk Avenue site, providing a phased, scalable solution that supports the majority of fleet growth to 2040, accommodates battery-electric bus infrastructure, improves safety and operational efficiency, and incorporates the potential for on-site workforce housing. This conceptual plan positions the Bow Valley Regional Transit Services Commission (BVRTSC) to support long-term service growth, climate objectives, and regional mobility needs while maintaining fiscal and operational sustainability.

Following the identification of the preferred option and discussion with BVRTSC staff, the team further developed Option 4C with revisions and additions to the Banff facility and then prepared a cost estimate for concept implementation.

1.0 INTRODUCTION

1.1 Study Background and Context

Public transit plays an essential role in supporting community mobility, environmental sustainability, and access to services across the Bow Valley. As the region continues to experience significant growth in both permanent population and visitor activity, the Bow Valley Regional Transit Services Commission (BVRTSC) must ensure that Roam Transit remains capable of meeting evolving transportation needs.

The Bow Valley is defined by unique geographic, economic, and social conditions. Communities such as Banff and Canmore sit within or adjacent to protected national park lands, creating strict development limits while attracting millions of visitors annually. These dynamics place exceptional pressure on transportation networks: peak-

season congestion increases, local residents face travel delays, and visitor access to parks and recreation areas becomes increasingly challenging. Public transit therefore serves as both a mobility solution and a critical tool for environmental stewardship, reducing private vehicle dependence and supporting the region's sustainability objectives.

At the same time, residential growth in Canmore and surrounding communities—including large new developments in Three Sisters, Smith Creek, and Spring Creek—continues to diversify travel patterns and expand the need for reliable, frequent, and well-integrated transit. Intermunicipal travel demand between Banff, Canmore, and regional destinations has also intensified, with transit providing a viable alternative to crowded highways and limited parking availability. To keep pace with these changes, service expansion alone is not sufficient; supporting infrastructure must grow in parallel.

The current transit facility that houses the Roam Transit fleet is designed to store only 32 buses, which does not accommodate the current fleet of 39 buses. Limited indoor parking, and the inability to store or maintain the existing fleet and a larger or more diverse fleet restrict BVRTSC's ability to introduce new routes, increase service frequencies, or adopt new vehicle technologies. Staff growth and operational complexity have also outpaced available office and support spaces. These constraints directly impact service reliability, system resilience, fleet longevity, and overall efficiency.

Furthermore, the transition toward low- and zero-emission buses introduces new requirements for power supply, charging infrastructure, maintenance capabilities, and vehicle storage layouts. Ensuring that BVRTSC can meet long-term climate and sustainability objectives requires proactive facility planning today.

Together, these factors underscore the need for a coordinated facility expansion or redevelopment strategy. A new transit facility—or expansion of the existing facility—must be sized, located, and equipped to accommodate fleet growth, support new service models, enable electrification, enhance staff working conditions, and improve operational efficiency. This Transit Facility Conceptual Design and Feasibility Plan provides the framework for achieving these objectives, ensuring Roam Transit can continue to support the Bow Valley's mobility needs for decades to come.

1.2 Project Objectives

The overarching goal is to identify and plan the infrastructure required for a resilient, efficient, and sustainable transit system across the Bow Valley. Specific objectives include:

A. Facility Expansion / New Facility Planning

- Determine whether BVRTSC should expand the existing Banff facility at 111 Hawk Avenue or construct a new facility in Banff or Canmore.
- Confirm facility spatial needs for bus storage, indoor parking, maintenance bays, inventory, operator amenities, administrative functions, and future electrification capacity.
- Establish conceptual design and high-level costing for the preferred option.

B. Integration with Fleet Expansion Requirements

- Refine long-term fleet projections and required vehicle types (30', 40', 45' coach, and 60' articulated).
- Align storage, maintenance, and charging/fueling infrastructure with ZEB transition timelines.

C. Support Transit Service Growth

- Ensure facility capacity aligns with future service expansions in Banff, Canmore, Three Sisters, Smith Creek, Kananaskis, and other Parks Canada destinations.

D. Improve Efficiency, Safety, and Workforce Conditions

- Address deficiencies identified in the existing facility: inadequate office space, circulation challenges, limited secure storage, and constraints on operator training.

E. Support BVRTSC Strategic Plan (2025–2028 and beyond)

- Align the project with strategic priorities including fleet optimization, electrification, improved customer experience, and increasing mode share.

1.3 Study Area and Partner Communities

The study focuses on the Bow Valley corridor, encompassing the:

Town of Banff

- Major tourism hub with severe parking constraints and increasing visitor volumes.
- Local routes (1, 2, 4) carry high seasonal travel demand with year over year ridership growth.

Town of Canmore

- Fast-growing community expanding toward Three Sisters, Smith Creek, Spring Creek, and Palliser Trail.
- Transit ridership growing rapidly due to free local fares, regional travel needs, and increased visitor volumes.

Improvement District 9 (ID9) & Parks Canada

- High-volume visitor destinations such as Lake Minnewanka, Johnston Canyon, Moraine Lake, and Lake Louise.
- Service volumes largely driven by seasonal visitor access management strategies.

Regional Corridors

- Highway 1 (Banff–Canmore–Calgary)
- Bow Valley Trail
- TransCanada corridor to Dead Man's Flats and Kananaskis

Transit operations across these interconnected communities require a coordinated facilities strategy to support a multi-municipal network.

1.4 Service Specifications

1.4.1 Existing Core Services

From the Canmore Transit Review and Fleet & Facility Study:

- **Local Canmore Routes:**
  - Route 5C (Cougar Creek)
  - Route 5T (Three Sisters)
  - Frequency 35–40 min; 2 peak vehicles total
- **Regional Route 3 (Banff–Canmore):**
  - High ridership; current peak headway 23 minutes
  - 2–3 peak vehicles, growing to 4–5 by 2030–34
- **Banff Local Routes:**
  - Routes 1, 2, and 4
  - Serve major visitor sites; extremely high demand during summer
- **Parks Canada/ID9 Routes:**
  - 6 (Lake Minnewanka), 8X (Lake Louise), 9, 11
  - Require large coach or 40' capacity vehicles due to passenger loads

1.4.2 Emerging / Expanded Services

- **Route 7 (Banff Recreation Centre – Banff Centre):** Winter only route that serves Fenlands Recreation Centre and Banff Centre for Arts and Creativity.
- **Route 12 (Palliser/Bow Valley Trail – Downtown Canmore):** New route connecting Grassi Lakes, Nordic Centre, Spring Creek, and Bow Valley Trail.
- **Route 13 (Potential Route Servicing Three Sisters – Downtown Canmore):** New route required to serve major new growth areas.

These expansions require a larger, more diverse fleet and additional facility capacity.

1.5 Relationship to BVRTSC Strategic Plan

The **BVRTSC 2025–2028 Strategic Plan** outlines objectives that directly inform facility expansion:

A. Growth in Ridership and Mode Share

- Updated ridership forecasts based on the Strategic Plan show growing demand across all service categories (local Banff, local Canmore, regional, and Parks Canada routes).

B. Fleet Modernization

- Transition to higher capacity vehicles (articulated and double deck buses) on Banff local and regional routes.

C. Zero Emission Fleet Transition

- Electrification roadmaps from CUTRIC inform infrastructure requirements for charging and grid upgrades.
- **D. Facility Expansion**
- Strategic Plan identifies facility capacity as a major constraint limiting service expansion.
- Fleet growth from ~35 vehicles today to ~98 vehicles by 2049 necessitates major facility upgrades.

2.0 EXISTING CONDITIONS AND FUTURE DRIVERS

2.1 Existing Transit Operations and Facilities

2.1.1 Current Fleet Deployment

- Peak summer operations draw on 34–40 buses, including 40’ single deck, 30’ buses, 45’ coaches, and electric 42.5’ buses.

2.1.2 Operational Characteristics

- Strong seasonal variation: peak May–September operations
- High congestion in Banff limits travel times and affects reliability
- Continued fast-paced growth in Canmore is causing sprawl and longer travel times
- Transit priority required to maintain performance

2.1.3 Existing Facilities

The primary facilities are:

- **111 Hawk Avenue (Banff – Storage & Operations)**
    - Indoor/covered areas designed for 32 buses under ideal conditions
    - Effectively full at ~28 buses due to limit clearance
    - Tight lane geometry, narrow garage doors, and bus collisions due to limited maneuvering space
    - Limited office space (staff room overcrowding, desks in training rooms, inadequate reception)
    - Limited inventory storage capacity (no indoor parts storage)
    - Not secured; gate open to public access
- **136 Hawk Avenue (Banff – Maintenance Facility)**
    - Houses 4 column lifts and maintenance pit but is severely space constrained
    - Inventory room only 12' × 15'
    - Can increase maintenance throughput by ~30% only through added staffing

- **Supplemental Storage in Canmore**
  - 3 buses stored at 115 Boulder Crescent
  - 2 cutaways at Canmore Bylaw Building

These distributed facilities increase inefficiencies and limit fleet growth.

2.2 Fleet Profile and Storage/Maintenance Constraints

Fleet Composition (2024–2034 Forecast)

- 40’ single deck: 22–28
- 30’ cutaway/mini-bus: declining to zero by 2030
- 45’ highway coaches: 7–11
- 42.5’ BEBs: 10+
- Articulated 60’ units projected for Banff routes 1 & 2

Constraints

- **Insufficient indoor storage** → vehicles left outdoors degrade faster and complicate charging.
- **No space for articulated buses** in existing aisles without reconstruction.
- **No inventory storage** → delays for parts procurement; inefficiencies.
- **Minimal parts storage area** → unnecessary long ‘return to service’ times as most parts cannot be stored on site
- **Limited maintenance capacity** → insufficient bay count and inadequate circulation.
- **Operator and administration space shortages.**

These constraints collectively limit BVRTSC’s ability to:

- Add new routes
- Increase service frequency
- Expand electrified fleet
- Support staff growth
- Maintain safe and secure operations

2.3 Growth Context: Population, Employment, and Tourism

2.3.1 Town of Canmore

- Population: 15,990 in 2021 → 18,000 by 2030
- Ultimate build-out potential: 38,000 residents
- Major growth areas include:
    - Three Sisters Mountain Village (10,000 residents)
    - Smith Creek (4,500 residents)
    - Spring Creek, Palliser Trail, Silvertip (7,000+ combined)

2.3.2 Town of Banff

- Limited residential growth due to federal land use restrictions
- Visitor growth continuing at 4% annually

2.3.3 Tourism Dynamics

- Canmore: 9,600+ daily visitors; growing at 3% annually
- Banff National Park: among Canada's busiest tourism destinations
- Parks Canada strategies (e.g., vehicle access restrictions) will drive substantial transit mode shift at Lake Louise, Moraine Lake, and Minnewanka

2.3.4 Implications for Transit Demand

- Combined population and visitor growth requires **doubling to tripling** system capacity.
- Both communities require expanded regional and local bus services to maintain mobility and reduce congestion.
- Transit mode share targets (5%+ in Canmore; increasing in Banff) necessitate major capacity increases.

2.4 Existing Facility Constraints & Fleet Electrification Considerations

Key Facility Constraints

Based on Lessons Learned:

- **Severe spatial limitations:** buses parked tightly, blocking access and exit routes, difficult to maneuver.
- **Collisions:** narrow door widths and tight geometry causing mirror/door damage.
- **Storage deficiencies:** no space for parts, fluids, or tools; items stored on walls.
- **Security gaps:** unsecured access gate.
- **No training area:** inability to conduct operator training on site.
- **Fire protection gaps:** there are no sprinklers or fire suppression systems that are required to address BEB thermal runaway fires
- **Electrification Requirements**
- **Lacking proper exhaust ventilation for ICE engines/buses** (hybrids, coaches)
- **Inadequate snow and operational support equipment storage areas**

Based on CUTRIC ZEB Study:

- Depot charging required for fleet; up to 36 BEBs may need daily charging in future years.
- On-route charging (pantograph) may be required for long/heavy duty-cycles.
- Electrical service upgrades likely required at any future facility.
- Space required for:
    - Power distribution rooms
    - Charging cabinets
    - Overhead pantograph infrastructure (if applicable)

2.4.1 Maintenance Implications

- New vehicle types (articulated, double decker, coach, BEB) require:
    - Higher capacity hoists
    - Increased bay height
    - Adequate circulation space

- Ventilation, fire suppression, and safety systems compatible with battery-electric fleets

2.5 Workforce, Transportation, and Housing Context

Roam Transit services three of the five sub-areas that make up the Bow Valley region boundaries (as defined by Bow Valley Regional Housing): The Town of Canmore, the Town of Banff, and Improvement District No. 9 (including Lake Louise). Each of these sub-areas have different workforce, transportation, and housing contexts, however there are some general trends across the region:

- Tourism remains a key economic sector, and the region has a recreation and service driven economy
- The average wage is $22.15 in 2025 (down from $22.61 in 2024)
- There is increased demand for employees in the Hotel Guest Services and Hospitality industry (up 51% from 2024) and for roles such as lifeguards, aquatic invasive species technicians, and sports, music, or language instructors
- There is increased core housing need since the 2016 census
- Rental costs have increased at a rate four times higher than average wages since the 2016 census; one-bedroom unit rents range from $2,079 to $2,381/month
- There is a shrinking pool of labour in Canmore and Banff, precipitated by high housing costs and reduced international hiring
- Banff and Canmore housing prices are in line with Whistler and Squamish
- Reduced parking stall requirements for new buildings in Banff and Canmore is encouraging increased use of transit and sustainable transportation.

Roam Transit does not currently service the Municipal District of Bighorn or the Kananaskis Improvement District.

2.5.1 Canmore

Key facts:

Employment

- Top 5 employment sectors for residents (2021) are Accommodation and food services (15%), Health care and social assistance (13%), Retail trade (12%), and Professional, scientific and technical services (11%), and Construction (8%)
- Non-permanent population (usually seasonal workers) is predicted to increase 37% from 2022-2032 to 2478 people

Housing

- Rental vacancy rate is very low (1.8%)
- A person must earn $52.53 an hour for the average monthly rent ($2,390) to be affordable housing (be at or under 30% of gross) income
- Currently available job postings are all at or under $23 per hour

Transportation

- Canmore has a sprawling, car dependent urban form with an overall Town walk score is 30 and transit score of 24.
    - Most errands require a car, and the Town does not have many bike lanes.
    - Certain Canmore addresses have high walk scores (70+).
- As of 2024, Canmore's personal vehicle ownership rate is approximately 77%
- The Integrated Transportation Plan 2018 update targets greater bike, transit, and walking mode share, with a plan to expand the Town's bicycle network to future development and across the highway and implement targeted traffic calming measures.
- Canmore has 22.4km of paved, dedicated bike paths, and is connected to Banff by the 25km paved Legacy Trail

2.5.2 Banff

Key facts:

Employment

- Top 4 employment sectors for residents (2021) are Arts, entertainment and recreation (40%); Accommodation and Food Services (18%), Retail trade (18%), Public administration (11%)

Housing

- Currently, there is less than 1% rental vacancy in Baff, and a shortage of 700-1,000 homes.
- 0% vacancy rate for bachelor apartments over the last 10 years, near or at zero for 1 bedroom, 2-bedroom, and 3-bedroom units over the last 10 years
- All land that can be developed is developed or earmarked for development. All future housing will require redevelopment and increased density.
- Received Housing accelerator fund money, and Town-led projects should produce at least 240 new housing units by 2027

Transportation

- Banff has a compact urban form, with an overall Town walk score is 55, transit score is 33, and bike score is 35%.
    - Some errands can be accomplished on foot, the Town has some public transit options, and there are not many bike lanes.
- As of 2023, Banff's personal vehicle ownership rate is approximately 65%
- Banff has a Trails Master Plan that outlines actions to improve specific streets and active transportation infrastructure, including creating a two-way greenway to connect the Legacy Trail and the proposed Muskrat street greenway creating a network of greenways across the Town, and improving on-road conditions on Tunnel Mountain Road by providing a 1.5m buffered bike lane.
- Banff has a town-wide speed limit of 30km/hr to improve active transportation user safety
- Bear Street Shared Street, completed in 2021, is a pedestrian-priority street located in downtown Banff

2.5.3 Lake Louise

Key facts:

Employment

- There are both permanent and temporary workers at Lake Louise, predominantly in the tourism and hospitality industries or employed by BC Parks

Housing

- Residential housing in Lake Louise is largely restricted to staff housing or retired staff housing with very few exceptions[1]; there is no general residential rental or real estate market due to Parks Canada eligible residency requirements
- The Draft Lake Louise Community plan states that though approximately 2,450 staff were housed in 2025, there is a housing shortage and growing concerns about poor housing quality
- Lake Louise is a Canadian tourism hot spot and attracts a significant number of visitors; in 2024, there were approximately 2700 overnight guests per night

Transportation

- There are limited transit service and amenities in Lake Louise; residents frequently travel to Banff and Canmore for medical, shopping, and entertainment trips.
- Lake Lousie has a compact urban form and does not have a walk score – it is car-dependent with tourist only walking. There are multiple recreational day hikes in the immediate vicinity.
- As of the 2021 Census, residents of Lake Louise have a very low household vehicle ownership rate, with an estimated 0.3-0-5 vehicles per household.
- Residents rely on staff shuttles, employer vehicles, or transit to meet daily needs

As projections for transit growth are considered with constantly increasing tourist numbers and growing population, the one factor that will support transit use is the reduced parking stall requirements for all new developments in both Banff and Canmore.

[1] Parks Canada. *Living in Banff*. https://parks.canada.ca/pn-np/ab/banff/info/serviceimmobilier-realty/resident-residency

3.0 FUTURE FLEET AND FACILITY REQUIREMENTS

3.1 Fleet Growth Projections (Short-, Medium-, and Long Term)

The service area of Roam Transit mainly covers visitor attractions with higher visitations during summer. Therefore, its service levels are divided into the summer period (mid-May to late-September) and winter period (late-September to mid-May), with more service provided in the summer. Service is provided using a fleet of 34 accessible 40-foot single-deck buses, of which 21 are used for peak summer service.

The bus fleet consists of a mix of 30-, 40-/ 42.5-foot accessible conventional buses, accessible 45-foot highway coaches, and cutaway vehicles comprised of diesel, hybrid, and electric propulsion models, amounting to 36 buses in total. In addition to the above fleet, there are also six 40-foot accessible single-deck buses and three accessible 45-foot highway coaches on order, alongside several buses planned to retire in the upcoming 10 years.

Based on previous studies, completed by both the Town of Canmore and the BVRTSC, ridership has been forecast to increase, which implies proportionate increases in service hours and fleet. In a previous study completed in early 2025, the forecast for fleet required by the BVRTSC to keep up with this growth is shown below:

Table 1: Forecast for Fleet Requirements to 2040

Year	Annual Ridership	40-Foot Single-Deck	Highway Coach	Articulated Bus	Cutaway Vehicle	30-Foot Bus	Total
2024 (Existing)	2,632,283	22	7	0	2	3	**34**
2029 (5-Year)	3,000,000	27	7	0	0	0	**34**
2034 (10-Year)	5,000,000	20	15	11	0	0	**46**
2039 (15-Year)	7,000,000	28	21	14	0	0	**63**
2044 (20-Year)	9,000,000	36	27	17	0	0	**80**
2049 (Ultimate)	11,000,000	44	34	20	0	0	**98**

For the purposes of this study, we have used 2040 as the target year and planned accordingly for fleet needs.

3.2 Fleet Mix and Vehicle Type Considerations

Based on the fleet study, for the proposed facility or existing facility expansion it is assumed that 30-foot buses and cutaway vehicles will be phased out in the future and that the BVRTSC fleet will be simplified by having 40-foot single-deck, articulated

buses, and highway coaches only to maximize vehicle dispatch and repair efficiency. No double-deckers have been assumed to be part of the fleet till 2040.

3.3 Facility Functional Requirements & Space Needs

Facility functional requirements and space needs were developed based on projected fleet and staffing requirements and are outlined in a Master Plan Space Program (refer to **Appendix D**). The Space Program is intended to capture the full maintenance, operations, and administration requirements of BVRTSC at its anticipated 2040 fleet and staffing levels. The program was developed with the core performance goal of ensuring that an 85% fleet roll-out is achieved each morning within an efficient and safe campus.

Space needs were developed to address BVRTSC's projected staffing levels and fleet size and mix, based on consideration of the following:

- Ratio-driven space standards
- Operational flow
- Best practice safety standards
- Operational planning

3.4 Maintenance Requirements

The Town of Banff maintenance capacity is at its limits, and any further expansion of Roam Transit will require in-house maintenance capacity and associated space to be developed.

3.5 Implications of Electrification on Facility Design

Facility design should give close attention to BVRTSC's planned continued transition to a Battery Electric Bus (BEB) fleet. Considerations should include the following:

- Storage layouts should incorporate increased overhead clearance to accommodate charging infrastructure, including chargers, power packs, and dispensers.
- Maintenance facility ceiling height should accommodate overhead battery maintenance clearance, access, and equipment.
- Bus storage and maintenance areas should be enclosed to address the temperature sensitivity of batteries within the context of Banff's climate.
- Building design development should assume specialized fire protection to address the specific risks associated with BEBs, including potential thermal runaway events. Measures to ensure the continuous monitoring of electric buses

during charging should also be incorporated. The existing Hawk Avenue facility is not sprinklered and should be included among facilities requiring enhanced fire protection measures.

Future design development should confirm and meet the following requirements:

- Required loads and utility capacity.
- Overhead clearance requirements for BEB charging infrastructure.
- Overhead clearance requirements for BEB maintenance access.
- Fire suppression & monitoring requirements specific to battery thermal runaway risk.
- Confirmation with Authorities Having Jurisdiction of acceptable fire suppression requirements.

3.6 Housing Program Assumptions

To address an acute housing shortage within the area served by BVRTSC, including the need for increased housing options for staff, housing is to be considered as an additional use within the expanded Maintenance and Operations Facility site. Base housing program assumptions were based on the following:

- BVRTSC staff input and existing housing experience
- Town of Banff staff input
- Town of Banff employee housing policy
- Town of Banff Land-use Bylaw housing provisions
- Existing employee housing within the region
- Best practices in employee housing design and planning
- Precedents involving co-colocation of transit functions with housing

Based on the above inputs, the following requirements have been assumed:

- Housing will be focused on employees of BVRTSC and potentially the town of Banff. These may include both seasonal and long-term employees.
- Housing is to be provided in apartment-style accommodation suited to mature adults. Apartments should support independent living, while providing additional amenities supporting resident well-being and encouraging community connection.
- Planning and future development should consider affordability, durability, ease-of-maintenance, and security to provide a sound long-term asset for the owner.
- The housing operator will be determined at a future stage.
- Specific housing needs will be determined at a future stage, however, for the purposes of study, a bedroom count of 50 is to be targeted. Bedrooms may be provided via a range of unit sizes.

4.0 SITE IDENTIFICATION AND EVALUATION

4.1 Site Identification Process (& summary of stakeholder conversations)

Based on the Space Program, the housing requirement assumptions and the electrification transition plans that the BVRTSC has identified, suitable sites were identified and evaluated. Site identification for this facility focused on ensuring long-term operational efficiency, cost effectiveness, and alignment with the unique geographic and environmental context of the region. Key considerations included proximity to core routes and service corridors, efficient access to the Trans-Canada Highway, travel time to service endpoints in Banff, Canmore, and surrounding communities, and minimization of non-revenue travel. Given land constraints within national park boundaries and established urban areas, the site identification process prioritized locations outside environmentally sensitive areas while maintaining strong operational connectivity. Compatibility with adjacent land uses, availability of servicing and utilities, resilience to extreme weather conditions, and opportunities to support low-emission or electrified fleet infrastructure were also considered.

The sites identified as part of conversations with stakeholders identified by BVRTSC management are summarized below:

4.1.1 Existing site at 111 Hawk Avenue in Banff

---Given that the existing facility is only five years old, it was determined that expansion of the current site warranted serious consideration from a fiscal perspective. The 8acre site is zoned light industrial, permits the proposed transit use, and benefits from its proximity to the Town of Banff Public Works yard where fleet maintenance is currently undertaken. While the site is constrained by a railway easement along its southern boundary and several onsite utility easements, it is well configured, generally flat, and presents favourable conditions for redevelopment.

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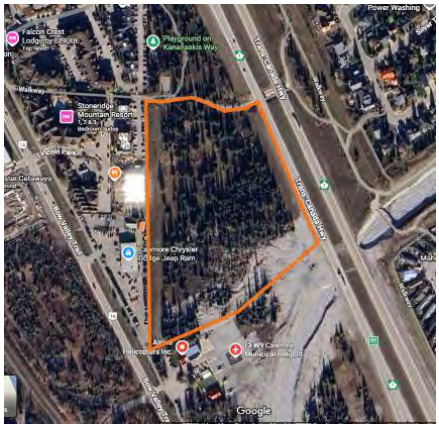
4.1.2 Heliport site in Canmore



This is an industrial use site and from that perspective well suited to the transit function, however, of the 11 acres of this property, only 3.3 acres are suitable for development given height restrictions on the remainder of the property with the adjacent heliport use. This could be an ideal location for a supplementary facility in Canmore as its population and subsequent transit needs grow.

4.1.3 Three Sisters site in Canmore

Identified by Town of Canmore staff as a potential location for its proximity to the highway as well as the availability of unconstrained space for a new Operations and Maintenance Facility as well as other public facilities that the Town is intending to build (a new fire hall as well an RCMP facility). Overall the site area available for use is 27.5 acres with 3 to 5% grades but will have to be bought at market value, which would be expensive.

While a few other sites were also identified as part of the stakeholder discussions, these three met the site evaluation criteria discussed and approved by BVRTSC (also shared below). The stakeholders interviewed as part of this process were representatives from the Town of Banff, ID 9, Parks Canada and the Town of Canmore.

Appendix A contains more information on the conversations had with BVRTSC identified stakeholders.

4.2 Site Evaluation Criteria and Multiple Account Evaluation (MAE) Framework

Based on the Space Program, it was determined that a four-acre site would be able to accommodate all of the requirements of the Operations and Maintenance expansion including the existing functions of administration, storage and bus wash. This area requirement assumes that housing would also be accommodated within this footprint. Other criteria considered for site evaluation are listed below:

Table 2: Site Evaluation Criteria

Evaluation Category	Attributes Assessed within that Category	Attribute Evaluation Descriptions
Physical Feasibility	Overall physical size	Space is large enough to accommodate the required indoor and outdoor elements of the O&M facility. (Functional requirements need to be defined and this will be conducted with Teeple and their established practice; however, for example these typically include: #vehicles, # staff (lockers, washroom, showers, lunch room, gym/standby space), maintenance bays & hoists/pits, fueling area, fueling type (diesel? electric? Gaseous?), tire and parts storage, other maintenance functions? (Paint/autobody, overhauls) office and customer facing space, ops / dispatch area, farebox handling, training)
	Lot size and shape	Rectangular shape lots being preferable for ease of access, circulation, layout flexibility.
	Space for future expansion	Site should offer potential for future growth and expansion, and flexibility to accommodate an increased fleet size or additional facilities.
	Topography	Site is generally level
	Operational access	Transit vehicles can efficiently enter and exit site and conflict with other modes is minimized.
	Utility + right of way constraints	Location minimizes need to relocate existing utilities and trees, or to acquire land.
	Multimodal staff access	Location is connected to existing or proposed transit routes (offering run-cut efficiencies) and/or is nearby active transportation connections.
Alignment with Plans and Community Impact	Impacts on environment	Site minimizes negative impacts on surrounding environmentally sensitive areas and can accommodate appropriate storage and stewardship of water runoff and snow
	Alignment with local plans	Location aligns with recommendations of transit and community plans.
	Impacts on other adjacent land uses	Site minimizes negative impacts on adjacent land uses and street frontages and where possible uses established industrial zones.
Risk Management & Other Opportunities	Climate change hazard mitigation	Site minimizes risk by forest fires, flooding and erosion.
	Housing opportunity	Potential provision of housing on-site aligns with other nearby land uses, services.
	Co-location of functions	Site offers potential opportunity to co-locate other local government or partner functions to save on operational or capital costs.
	Other partnership / revenue opportunities	Site offers potential other opportunities to reduce costs or generate revenue (e.g. sanidump and bus wash for other coaches? Shared office space with other multimodal groups or providers?)
Cost & Deliverability	Ease of utility connection	Depending on fuel and energy sources, site offers ease of connection to sufficient power supply and servicing. Allows for the potential for electric fleet transition and on-site charging infrastructure (considers grid capacity).
	High level operating cost impacts	Location minimizes projected dead head—and therefore operating cost—impacts to transit based on existing and future network and priority travel flows.
	High level capital cost impacts	Site minimizes projected capital costs by requiring less investment, such as by reusing existing built infrastructure where possible or reducing the need to acquire land or move utilities, trees, etc.
	Deliverability	Estimated ease of constructing and implementing the site, including complexity, timing, potential phasing opportunities/considerations, etc.

More detailed information on the site evaluation process is in **Appendix B**.

4.3 Site Specific Context and Constraints

While the MAE in section 4.5 will lay out the comparison between the sites, this section provides a brief description of the constraints of each of three feasible sites.

111 Hawk Avenue, Banff

This site minimizes the operational impact of expansion by reducing deadhead and ensuring that all the routes serving the town of Banff have very little deadhead to trip start location as compared to deadheading from Canmore. While this is a huge advantage, among the key disadvantages of this site is that it is unable to accommodate the entire projected 2049 fleet requirement, implying that in ten years an alternate facility will be needed to ensure that the system is able to continue growing as population and tourism needs continue to increase. The site is just not big enough for this future expansion.

The Heliport, Canmore

In addition to the height restrictions on this site due to the adjacent heliport use, this available developable area of the site is inadequate to support even 2040 fleet expansion projections. In addition, the location in Canmore will add operational costs to the system by increased deadhead costs of almost every route in the system other than the three Canmore routes.

The Three Sisters site, Canmore

While this site can accommodate all projected fleet expansion up to 2049 and perhaps even beyond that timeline, it will, year over year increase operational costs due to increased deadheading. It will also be an expensive one-time investment to buy the land, given that it is neither owned by the province nor by the Town of Canmore but is Treaty 7 Territory and will only be available at market value, which is estimated to be several million dollars.

4.4 Operational Impacts of the sites

To assess the operational feasibility of each of the sites, a desktop exercise was completed that estimated the potential deadhead costs associated with each of the sites. This analysis assumed similar frequencies as today and just assumed that in the case of the Canmore sites that all the vehicles will be stored, maintained and operated from those facilities. The resulting deadhead costs, annually for each of the sites is outlined below:

Table 3: Deadhead Costs per Identified Site

Site	Deadhead costs in Summer
Site 1: 111 Hawk Avenue	~$ 170,100
Site 2: Canmore Heliport	~$ 415,300
Site 3: Three Sisters East Gateway	~$ 419,600

Summer is the system's peak season and thus deadhead costs in summer are indicative of the most impact on the system. From an operational perspective, expanding the current footprint at 111, Hawk Avenue works the best for the system.

More detailed information on these costs are in **Appendix C**.

4.5 Housing Regulations on These Sites

While two of the three sites are in Canmore, all three sites are subject different regulations and land use policies.

The current site (111 Hawk Avenue) is governed by the zoning regulations of the Town of Banff. These regulations allow residential uses on this site, but only from the first floor onwards as well only allow three storeys on the site. These regulations could restrict the housing potential of the expansion.

The Heliport site in Canmore also allows employee housing on site as well as a height of 11 m, but the height restrictions set forth by the heliport use are more restrictive and reduce the buildable footprint for this site, making it almost infeasible to develop a residential component on this site.

The Three Sisters site allows commercial development and is not clear in the ability for the land to be used for residential purposes. No specific requirements were found related to height or area restrictions related to the residential use.

4.6 MAE Results

The Multiple Account Evaluation (MAE) reviewed each site against the Site Evaluation Criteria (Section 4.2) using the following evaluation framework:

Table 4: MAE Framework

Score	Definition
1 point	Alignment with Site Criteria
0.5 points	Partial Alignment with Site Criteria
0 points	Does Not Align

Points were allocated to each sub-criterion within the evaluation category. The results are illustrated in Figure 1, with circle coverage representing the level of alignment with each category. Across all categories, Site #1: 111 Hawk Avenue had the highest level of alignment.

Figure 1. MAE Results

5.0 CONCEPTUAL FACILITY DESIGN OPTIONS

5.1 Design Principles and Assumptions

The conceptual design process was driven by the foundational assumption that a highly functional, safe, and adaptable operations and maintenance facility will be a critical asset to assure the long-term resilience of BVRTSC and Roam's operations, and, by extension, vital public service for the communities of Banff, Canmore, Lake Louise and their surroundings.

Scope

Following the selection of the existing Hawk Avenue site, the project team developed design options to accommodate the following base needs:

- Creation of a new Maintenance facility accommodating 100% of the projected 2040 facility needs
- Expansion of existing administrative functions to accommodate current and future needs
- Expansion of Bus Storage to accommodate the existing fleet and as much of the projected 2040 fleet as is feasible
- Development of the site to accommodate safe and efficient vehicle circulation
- Exploration of the feasibility of incorporating workforce housing into new building development on the site in keeping with the Town of Banff's employee housing initiatives and policies

5.1.1 Inputs

Conceptual facility design options were informed by the following key inputs:

- Engagement with Roam Transit Operations and Maintenance Staff
- Master Plan space program requirements
- Evaluation of and feedback regarding of the existing Hawk Ave building and site
- Application of industry best practices
- Engagement with Town of Banff planning and engineering staff
- Town of Banff Land Use Bylaw (current through July 28, 2025) and policies
- National Building Code – Alberta Edition (2023)

5.1.2 Principles

Concept design options were driven by several core guiding principles, with the aim of shaping facility that will efficiently serve BVRTSC's needs over the coming decades. Key principles included:

- **Safety** – planning based on best practices for safe vehicle movement and facility function, prioritizing forward movement, clear driver sightlines, appropriate clearance, and wherever feasible, left-hand turning
- **Operational flow & efficiency** – planning based on anticipated user and vehicle workflows and movements, minimizing conflict and bottlenecks, and maximizing smooth daily operations of the facilities and site; maximizing appropriate operational adjacencies
- **Ratio-informed space planning** – planning based on best practice application of benchmark standards to current and projected fleet vehicle mix and staffing
- **Resilience & adaptability** – planning to consider an anticipated continued transition to an electrified fleet and evolution in fleet mix
- **Constructability** – planning prioritizing efficient forms and construction appropriate to the local context and market

5.1.3 Assumptions

All options were developed with the following base assumptions, all of which should be confirmed and validated during future design phases:

- **Maintenance & Operations program and facilities**
  - The existing storage and operations facility, completed in 2021, is to be retained, though alterations to address existing issues and accommodate increased capacity should be considered.
  - Design should seek to accommodate 100% of the Master Plan New Maintenance Building program on site.
  - Design should seek to maximize vehicle storage/parking capacity on-site, with the assumption that satellite facilities may be developed in the future to accommodate the full future build-out.
  - That future development may include negotiations with Parks Canada to accommodate fleet or employee/visitor vehicle parking on Parks Canada land east of Compound Road.

- **Services & Utilities on or adjacent to site**
  - Feasibility of relocating or the existing AltaLink overhead powerline that runs north-south through the east side of the site.
  - Feasibility of coordinating new site entry, exit, and vehicle circulation with AltaLink powerlines at the site perimeter.
  - That building setbacks from existing Altalink powerlines along Hawk Avenue shall be similar to existing buildings on the street so long as they respect the required Town of Banff 3m setback.
  - Feasibility of building on top of or relocating existing underground utilities, including existing water main and Telus lines.
  - Future design development will be coordinated and validated with relevant parties, including the Town of Banff, AltaLink, Telus, and other service providers.
  - Utility capacity to support new facilities is to be confirmed during future design phases.
- **Stormwater Management**
  - That future design stages will incorporate detailed evaluation of existing stormwater infrastructure
  - That underground storage is a viable option if additional capacity is required to accommodate maximized use of the site for operations and maintenance functions.
- **Adjacent Rail Corridor**
  - That the distance from the adjacent Canadian Pacific Rail (CPR) tracks to the existing south property line is such that a crash barrier will not be required for new structures.
  - That the distance from the adjacent CP Rail tracks to the south property line is sufficient such that no additional setback is required for new earthworks or paving and that setbacks beyond are permitted to match those of existing buildings on site
  - That future development will be coordinated with CPR and Town of Banff land-use regulations for properties adjacent railway tracks in place at the time of project development, and will apply best practices as reflected in guidelines including but not limited to the most up-to-date versions of the *AREMA Manual for Railway Engineering (MRE)*, and Railway Association of Canada and

Federation of Canadian Municipalities' *Guidelines for New Development in Proximity to Railway Operations*.

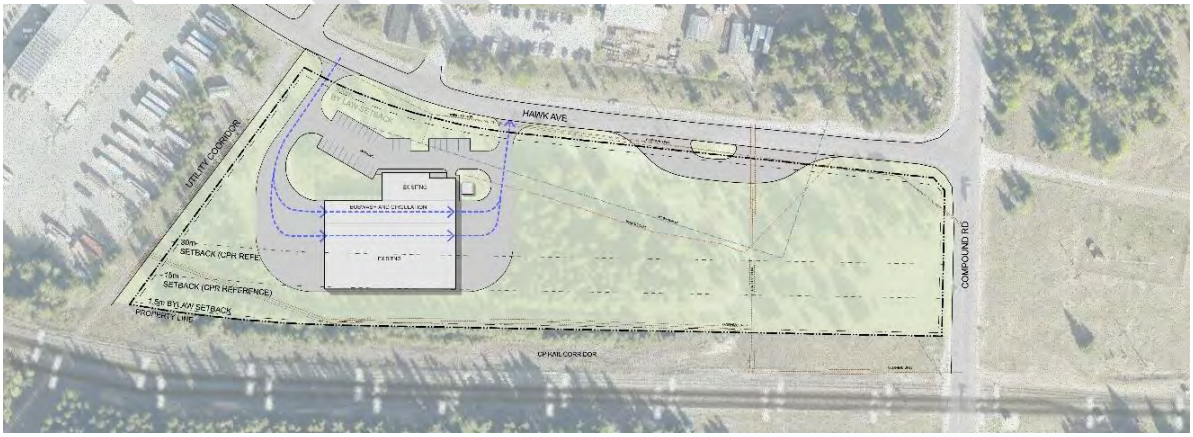
- **Housing**
  - For the purposes of this study, housing is to be co-located above new building development consistent with the Town of Banff Land Use Bylaw, however, additional density and height beyond that currently permitted by the Bylaw should be explored with the expectation of future Bylaw amendment or a project-specific zoning variance.
  - Housing concepts should substantially align with Objectives, Functional Statements, Intent Statements, and acceptable solutions of the current NBC-AE. However, solutions may be proposed that will require an "alternative solution" ("Variance") as permitted by NBC-AE Sentence 1.2.1.1.(1) of Division A, with the intent that future design development shall coordinate and demonstrate commensurate performance with acceptable solutions in alignment with the requirements of the Alberta Safety Codes Act.
  - That future design development may consider additional housing options, including but not limited to construction of a separate housing structure on site.

5.2 Conceptual Site Layouts

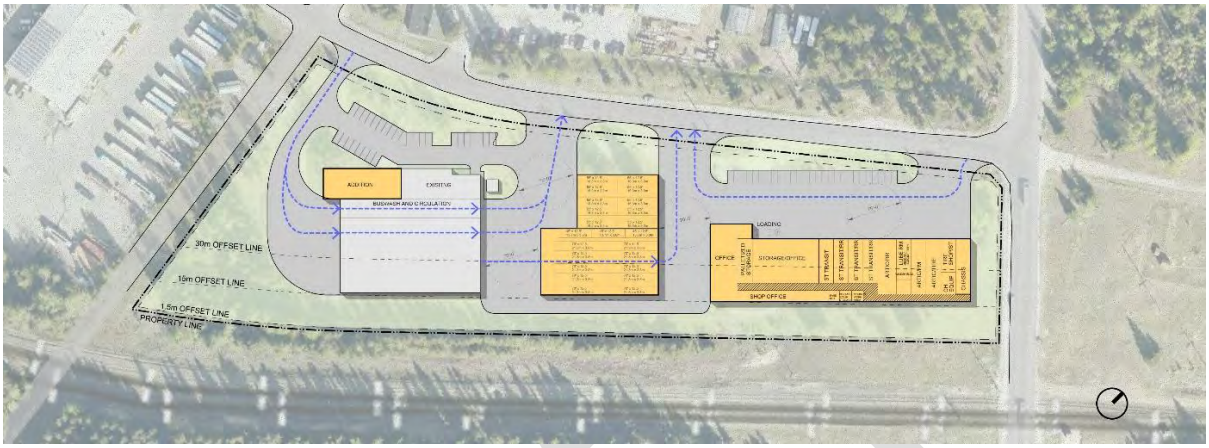
Concept Options

Based on the principles and inputs outlined above, the project team developed a series of design options for the site. Concept options were used as exploratory exercises to test site optimization, circulation options, and site storage capacity. A total of seven initial concept options were developed for internal review and discussion with BVRTSC representatives.

Existing Site Plan



5.2.1 Concept Option 1

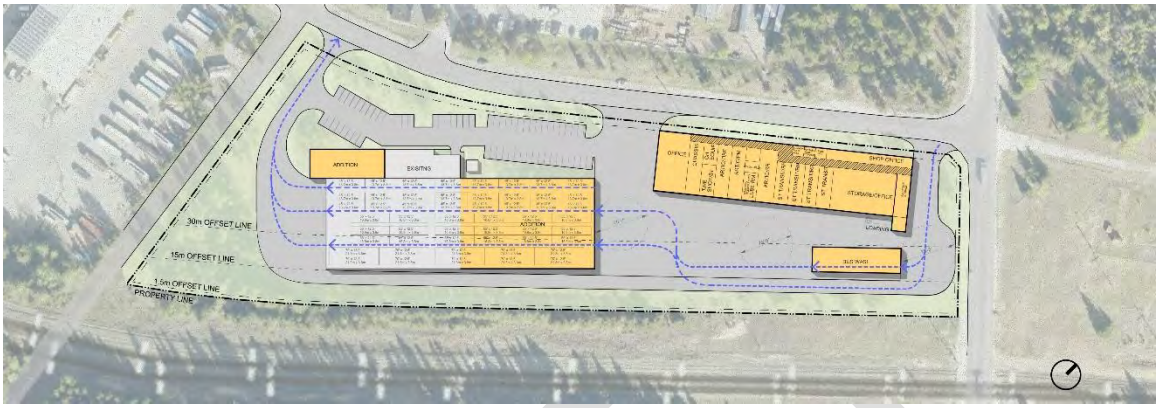


Summary

Buildings	Circulation
• Construction of a new Maintenance Facility, single-loaded at southeast corner of site • Expansion of existing Storage building to increase capacity • Substantial retention of existing facility Bus Storage and Bus Wash functions; construction of addition to Administration component • Construction of a new, separate bus storage facility • Could incorporate reconfiguration of existing storage facility to address current clearance issues • Enclosure of existing covered storage recommended	• Single-loaded access to Maintenance • Bus Storage circulation remains west-to-east • Maintenance circulation east-to-west • New staff parking opposite new Maintenance building

Enclosed Vehicle Parking	**Bus Count**			
Fleet Vehicle Type	**Concept Provided**	**2040 projected**	**(+/-)**	**Notes**
Existing Parking (Tight)	32	n/a	n/a	per existing facility original design; 16-24 at best-practice spacing.
Articulated Buses	10	10	0	New Articulated and OTR bays can also accommodate Standard and Cutaway buses prior to full phase-in.
Over the Road (OTR) Coach	10	23	-13	
Standard Transit Bus	3	40	-37	
Cutaway Buses	0	0	0	
Total	55	73	-18	

5.2.2 Concept Option 2A



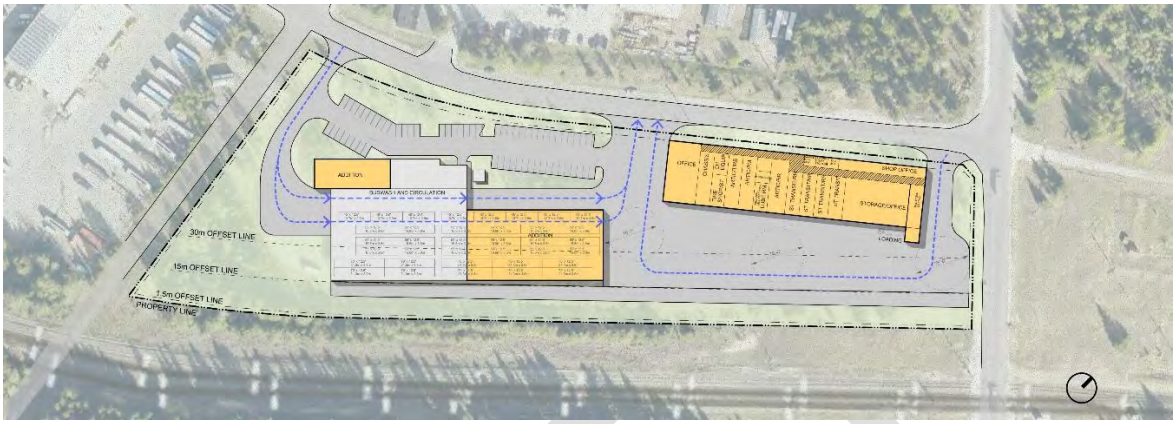
Summary

Buildings	Circulation
• Construction of a new Maintenance Facility in northeast corner of site • Expansion of existing Storage and Administration buildings • Reconfiguration of existing Storage component to reflect best-practice clearances • Removal of Bus Wash function from existing; construction of new stand-alone Bus Wash	• Site circulation is reversed to run west-to-east • Single-loaded access to Maintenance • New By-pass / Emergency access lane south of existing Storage building • Expansion of existing staff parking lot

Enclosed Vehicle Parking

	Bus Count			
Fleet Vehicle Type	**Concept Provided**	**2040 projected**	**(+/-)**	**Notes**
Articulated Buses	10	10	0	Articulated and OTR bays can also accommodate Standard and Cutaway buses prior to full phase-in.
Over the Road (OTR) Coach	18	23	-5	
Standard Transit Bus	24	40	-16	
Cutaway Buses	0	0	0	
Total	52	73	-21	

5.2.3 Concept Option 2B

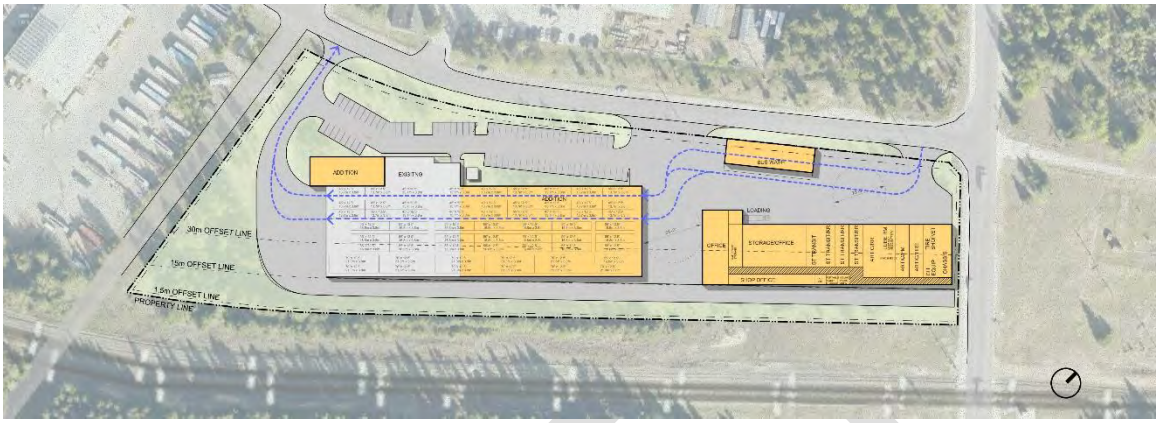


Summary

Buildings	*Circulation*
• Same as Option 2A except • Retention of existing Bus Wash function in existing Storage building (no new stand-alone Bus Wash facility)	• Same as 2A except: • Bus Storage circulation remains west-to-east • Maintenance circulation east-to-west

Enclosed Vehicle Parking	**Bus Count**			
Fleet Vehicle Type	**Concept Provided**	**2040 projected**	**(+/-)**	**Notes**
Articulated Buses	10	10	0	Articulated and OTR bays can also accommodate Standard and Cutaway buses prior to full phase-in.
Over the Road (OTR) Coach	18	23	-5	
Standard Transit Bus	8	40	-32	
Cutaway Buses	0	0	0	
Total	36	73	-37	

5.2.4 Concept Option 3

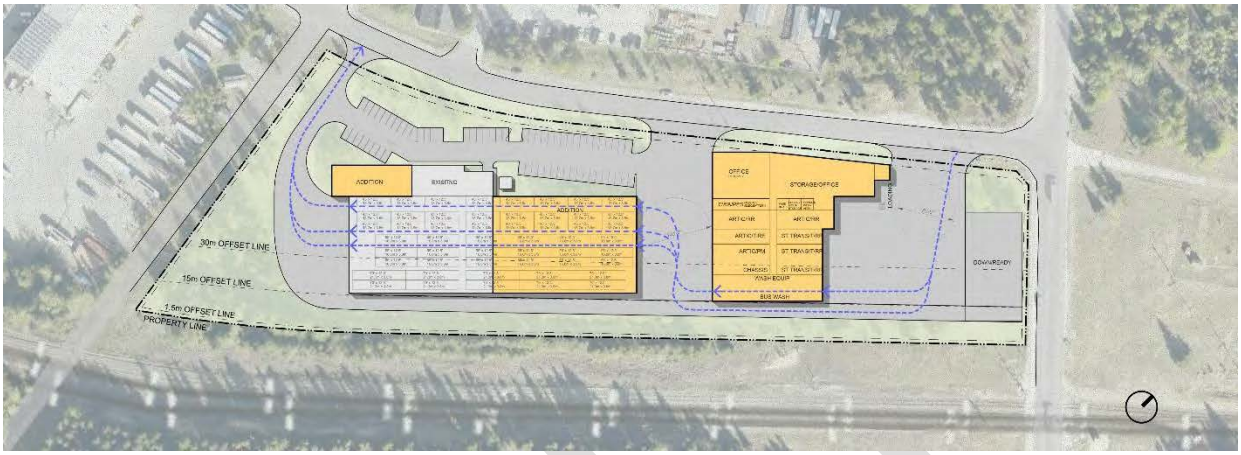


Summary

Facilities	Circulation
• Construction of a new Maintenance Facility in southeast corner of site • Expansion of existing Storage and Administration buildings • Reconfiguration of existing Storage component to reflect best-practice clearances • Removal of Bus Wash function from existing; Construction of new stand-alone Bus Wash	• Single-loaded access to Maintenance • Site circulation is reversed to run west-to-east • New By-pass / Emergency access lane south of existing Storage building • Expansion of existing staff parking lot

Enclosed Vehicle Parking	**Bus Count**			
Fleet Vehicle Type	**Concept Provided**	**2040 projected**	**(+/-)**	**Notes**
Articulated Buses	10	10	0	Articulated and OTR bays can also accommodate Standard and Cutaway buses prior to full phase-in.
Over the Road (OTR) Coach	23	23	0	
Standard Transit Bus	27	40	-13	
Cutaway Buses	0	0	0	
Total	60	73	-13	

5.2.5 Concept Option 4A

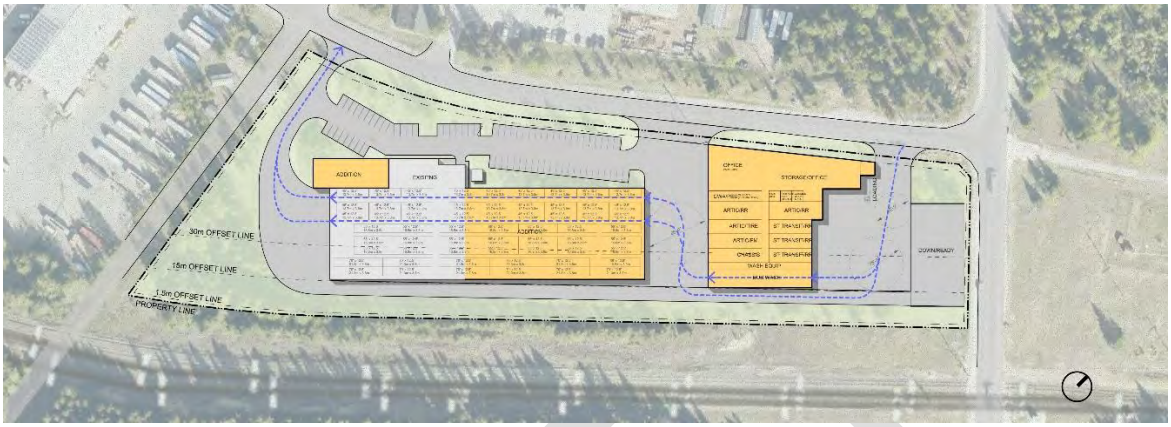


Summary

Buildings	Circulation
• Construction of a new Maintenance Facility east half of site • Expansion of existing Storage and Administration buildings • Reconfiguration of existing Storage component to reflect best-practice clearances • Removal of Bus Wash function from existing; Construction of new Bus Wash within new Maintenance facility	• **Double-loaded pull-through** access to Maintenance • Site circulation is reversed to run west-to-east • Down-and-Ready area provided at southeast corner of site • New By-pass / Emergency access lane south of existing Storage building • Expansion of existing staff parking lot

Enclosed Vehicle Parking	Bus Count			
Fleet Vehicle Type	**Concept Provided**	**2040 projected**	**(+/-)**	**Notes**
Articulated Buses	10	10	0	Articulated and OTR bays can also accommodate Standard and Cutaway buses prior to full phase-in.
Over the Road (OTR) Coach	18	23	-5	
Standard Transit Bus	24	40	-16	
Cutaway Buses	0	0	0	
Total	52	73	-21	

5.2.6 Concept Option 4B



Summary

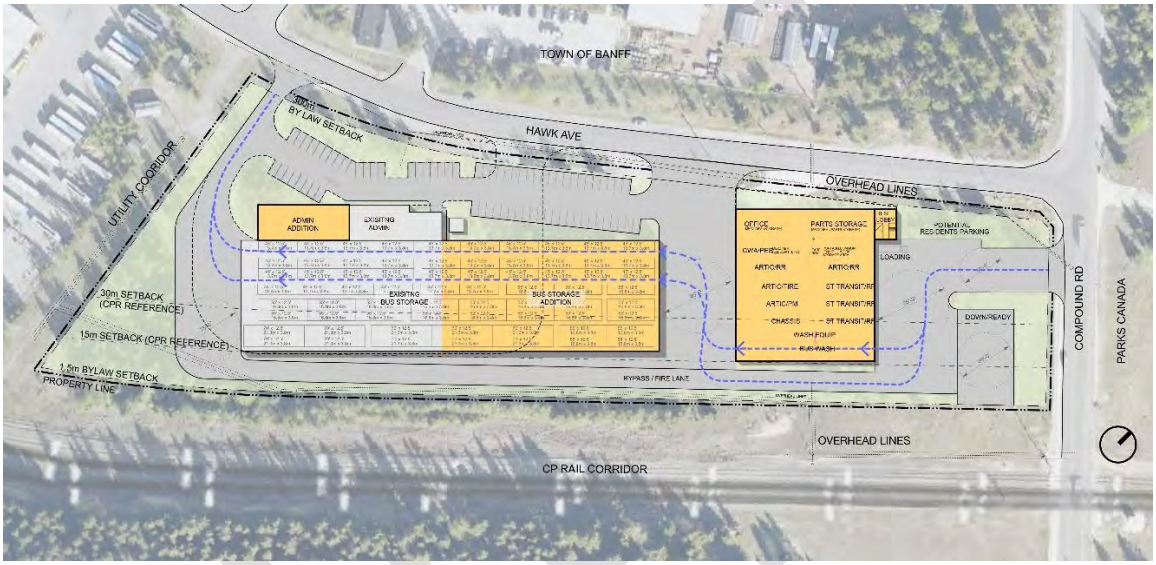
Buildings	Circulation
• Same as 4A except larger Bus Storage addition	• Same as 4A except reduced circulation area at site entry

Enclosed Vehicle Parking

	Bus Count			
Fleet Vehicle Type	**Concept Provided**	**2040 projected**	**(+/-)**	**Notes**
Articulated Buses	10	10	0	Articulated and OTR bays can also accommodate Standard and Cutaway buses prior to full phase-in.
Over the Road (OTR) Coach	23	23	0	
Standard Transit Bus	27	40	-13	
Cutaway Buses	0	0	0	
Total	60	73	-13	

5.2.7 Preferred Option (4C)

Following discussion with BVRTSC staff, options 4A, and 4B were identified as the preferred direction for further development based on considerations of capacity, circulation efficiency and safety, and the desirability of providing a “Down-and-Ready” area. From this foundation, the team developed Option 4C, which was selected as the “Preferred Option” to be carried forward for costing.



Preferred Option Summary

Buildings	Circulation
• Construction of a new Maintenance Facility east half of site • Expansion of existing Storage and Administration buildings (increased Storage capacity compared to Options 4A and 4B) • Reconfiguration of existing Storage component to reflect best-practice clearances • Removal of Bus Wash function from existing; Construction of new Bus Wash within new Maintenance	• **Double-loaded pull-through** access to Maintenance • Site circulation reversed to run west-to-east • Principal site entry is relocated to Compound Rd • Expanded vehicle circulation area at west side of site • Down-and-Ready area provided at southeast corner of site • New By-pass / Emergency access lane south of existing Storage building • Expansion of existing staff parking lot

Preferred Option *Enclosed Vehicle Parking*	Bus Count			
Fleet Vehicle Type	**Concept Provided**	**2040 projected**	**(+/-)**	**Notes**
Articulated Buses	10	10	0	Articulated and OTR bays can also accommodate Standard and Cutaway buses prior to full phase-in.
Over the Road (OTR) Coach	23	23	0	
Standard Transit Bus	36	40	-4	
Cutaway Buses	0	0	0	
Total	69	73	-4	

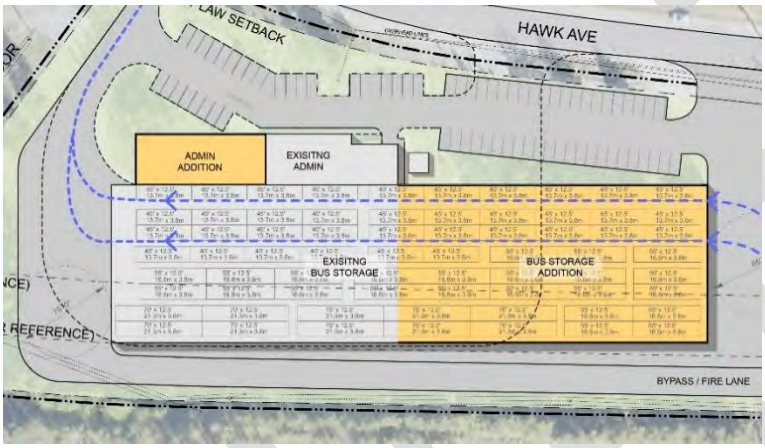


Figure 2: Enlarged bus storage and administration building plan

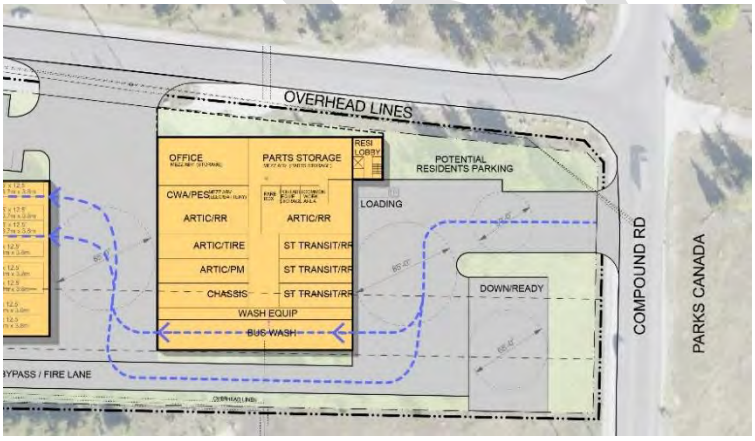


Figure 3: Enlarged new maintenance building plan

5.3 Facility Program and Space Allocation

Concept 4C addresses the identified 2040 Master Plan space needs in the following ways:

Maintenance

- 100% of identified Maintenance requirements are accommodated in a double-loaded, stand-alone structure on the east half of the Hawk Ave property.
- Bus Wash and minor maintenance functions currently accommodated in the existing Hawk Ave facility are relocated to the new stand-alone Maintenance building. Space to be reallocated to Bus Storage and associated functions.

Administration

- 100% of Administration and Office needs are accommodated in the proposed scheme.
- The Administration functions accommodated in the existing Hawk Avenue facility are proposed to be expanded via an addition to accommodate BVRTSC leadership, administration, and operations functions, including driver and dispatch facilities. Optimization and layout of new vs. existing administrative space is to be developed as part of future design.
- Office functions associated with Maintenance functions are accommodated within the proposed new stand-alone maintenance facility

Bus Storage

- The proposed expanded Bus Storage Facility accommodates approximately 94% of the identified 2040 fleet space needs. Additional needs are anticipated to be accommodated within a future satellite facility in Canmore or elsewhere.

Staff and Visitor Parking

- On-site staff and visitor parking is expanded by approximately 160%, providing approximately 70 stalls. Additional stalls required to meet Town of Banff parking bylaw requirements are anticipated to be provided via planned addition of on-street parking. Any additional capacity required to accommodate staff requirements is to be addressed during future design.

5.4 Circulation, Access, and Operational Flow

Concept 4C addresses core principles and requirements in the following ways:

- **Circulation direction:** Site circulation is reversed, with vehicles entering via Compound Road, flowing westward, and exiting via Hawk Avenue.
- **Circulation drivers:** Circulation is organized to support efficient vehicle roll-out and return, as well as a desirable functional relationship between Maintenance and Bus Storage.
- **Double-loaded, pull-through maintenance:** The proposed Maintenance facility is double-loaded, providing pull-through circulation, which is highly desirable from a safety and operational efficiency perspective, particularly given the inclusion of articulated buses in the fleet.
- **Functional adjacencies:** Administrative and storage functions are distributed between the two buildings to optimize functional adjacencies for staff and operations.
- **Emergency Access & Redundancy:** A new bypass/emergency access lane is provided along the south side of the site, offering beneficial redundancy for day-to-day circulation as well as critical access for fire and emergency vehicles. Fire access is of paramount importance given the risks associated with battery electric buses.
- **Non-fleet vehicles:** Staff and visitor parking access is separated from primary bus circulation, providing clear operational and safety benefits.

Additional note: While the proposed east-to-west circulation relies on several right-hand turning movements, the design is based on the assumption that the safety and operational efficiency benefits of a double-loaded, pull-through Maintenance facility offer the greatest overall value to the project.

5.5 Charging Infrastructure and Energy Considerations

Concept 4C accommodates transition Battery Electric Buses (BEBs) in the following ways:

- Storage layouts incorporate increased clearance charging infrastructure
- Maintenance facility ceiling height to accommodate overhead battery maintenance
- Fully enclosed Bus Storage to address temperature sensitivity of batteries

Future design development should incorporate the following:

- Confirmation of required loads and utility capacity
- Confirmation of overhead clearance for BEB charging infrastructure (Storage building)
- Confirmation of overhead clearance for BEB maintenance access (Maintenance building)
- Detailed fire suppression system requirements assessment focused on minimizing risk associated with thermal runaways, including addition of fire suppression systems to the existing Bus Storage facility and consideration of enhanced fire separation between Bus Storage and Administration functions.
- Confirmation with Authorities Having Jurisdiction of acceptable fire suppression requirements
- Detailed assessment of battery fire risk monitoring requirements assessment focused on proactive detection of potential risks

5.6 Housing Study

Concept development for the Hawk Avenue site considered opportunities to incorporate housing in various areas of the property. Based on an evaluation of these options, the preferred concept incorporates the potential for three storeys of housing above the proposed new Maintenance building.

The proposed housing concept accommodates 51 beds across 27 suites, with a mix of one-, two-, three-, and four-bedroom units. Each floor includes shared amenity space located adjacent to the proposed principal access and vertical circulation. Resident access is proposed near the northeast corner of the new Maintenance building, with potential for additional resident parking in that area of the site. Key considerations included the following:

- Maximizing separation of residential units from the CPR rail corridor
- Maximizing separation of residential units from bus exhaust
- Maximizing connection between the residential development and Hawk Avenue, creating an “urban front” and reinforcing residents’ connection to the community

- Applying proven construction methodologies; residential construction above a cast-in-place concrete Maintenance facility leverages typical podium-and-tower construction, including the inherent fire-separation properties of concrete

A number of critical assumptions have been made that will require confirmation and validation during future design development:

- **Building Code "Alternate Solution" (Variance):** The proposed 27-unit housing scheme includes Housing (Building Code *Group C* occupancy) located adjacent to a Medium-Hazard Industrial occupancy (Building Code *Group F, Division 2*). While the Code permits adjacency between Group C and Group F-2 adjacencies (see NBC-AE Table 3.1.3.1), this condition is limited to no more than one residential suite (see NBC-AE Sentence 3.1.3.2.(2)). The proposed design is based on assumption that future design will proceed based on an Alternate Solution, as permitted under NBC-AE Sentence 1.2.1.1.(1) of Division A.
- **Town of Banff Land Use Bylaw Amendment or Zoning Variance:** The proposed housing development exceeds the building height permitted under the existing Town of Banff Land Use Bylaw. The larger development has been proposed based on the assumption that the Town may support additional height and density through a future bylaw amendment or project-specific zoning variance.

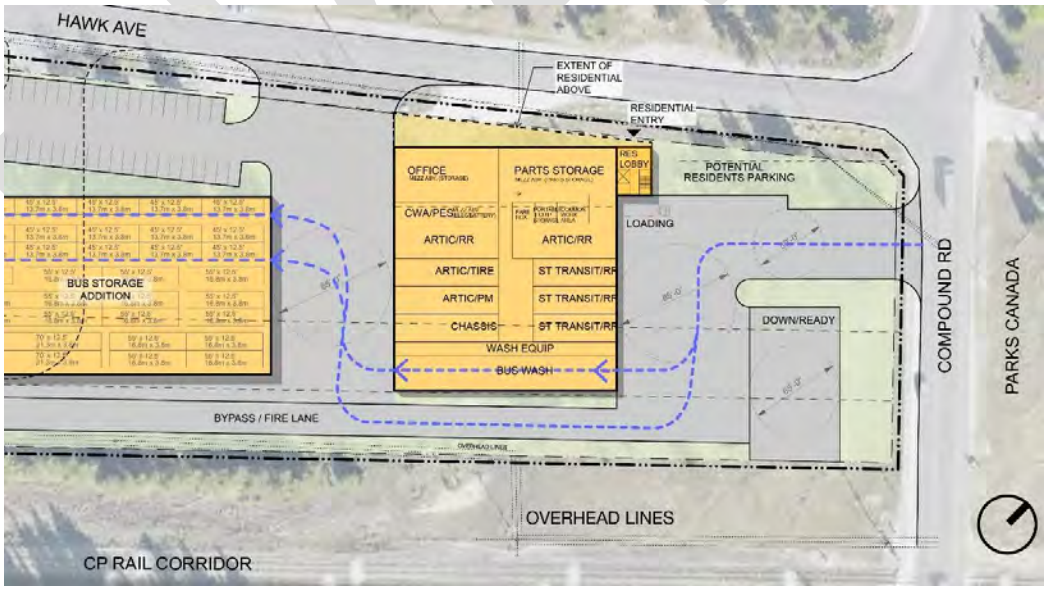


Figure 4: New Maintenance Building Level 1 Plan Showing Residential Entry & Footprint

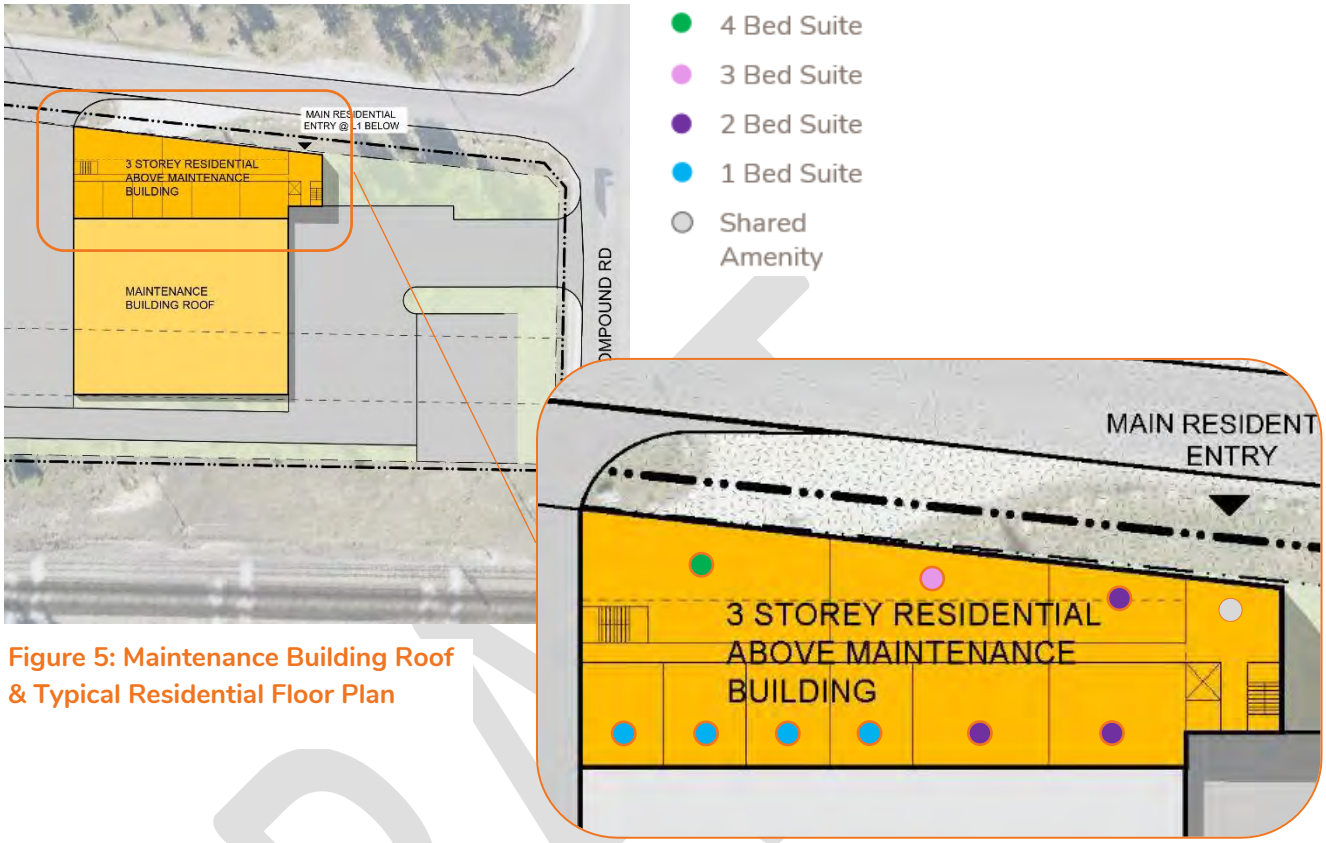


Figure 5: Maintenance Building Roof & Typical Residential Floor Plan

Table 5: Unit Mix Summary

Unit Type	Unit Count	Bed Count
4 Bed	3	12
3 Bed	3	9
2 Bed	9	18
1 Bed	12	12
Shared Amenity		
Total	**27**	**51**

5.7 Concept Design Cost Estimate

A preliminary Class D costing was carried out by Chandos Construction. The total Class D budget value estimate for this project is $44,955,587.66. The costing methodology, assumptions and clarifications are detailed in **Appendix E.**

6.0 IMPLEMENTATION STRATEGY

6.1 Phased Implementation Approach

Implementation of the preferred transit facility expansion at **111 Hawk Avenue** should proceed through a **phased, risk-managed approach** that aligns capital investment with fleet growth, electrification timelines, and funding availability. The recommended strategy prioritizes near-term operational relief while maintaining flexibility for longer-term system expansion and potential future satellite facilities.

In the **near term**, early engagement with the Town of Banff, utility providers, emergency services, and railway stakeholders will be critical to de-risking approvals and confirming constructability.

The **initial construction phase** should prioritize the new stand-alone maintenance facility and associated site circulation improvements, as these elements unlock the greatest operational benefits and enable fleet electrification.

Subsequent phases should include expansion and optimization of bus storage and administrative space, followed by the **delivery of workforce housing**, subject to confirmation of funding, market conditions, and regulatory approvals.

Throughout implementation, BVRTSC should maintain a **grant-ready posture**, aligning project phasing with senior government funding programs related to transit infrastructure, zero-emission buses, climate resilience, and workforce housing. Appendix yy has a list of potential grant programs that might be useful for this project. The Canada Public Transit Fund (CPTF) grant program has confirmed predictable and stable transit funding for capital improvements for communities that are a part of the Bow Valley. At the time of writing this report, almost four million dollars have been allocated to the BVRTSC over a 10-year period, as part of the CPTF.

7.0 CONCLUSIONS AND NEXT STEPS

7.1 Summary of Study Outcomes

This study confirms that expansion and redevelopment of the existing transit facility at **111 Hawk Avenue in Banff** represents the most operationally efficient, cost-effective, and deliverable solution to support the long-term growth of Roam Transit. Through a comprehensive assessment of existing conditions, future fleet requirements, site options, and operational impacts, the Hawk Avenue site consistently performed strongest across the Multiple Account Evaluation framework.

The preferred conceptual design (Option 4C) provides a **phased and scalable solution** that supports the majority of fleet growth to 2040, accommodates battery-electric bus infrastructure, improves safety and circulation, and significantly enhances maintenance and storage capacity. The concept also demonstrates the feasibility of integrating workforce housing on site, responding directly to regional housing constraints and workforce retention challenges.

Collectively, the recommended approach positions BVRTSC to support continued ridership growth, service expansion, and electrification while maintaining fiscal discipline and operational resilience within the Bow Valley's unique physical and regulatory context.

7.2 Immediate Next Steps

Immediate next steps should focus on advancing the preferred concept toward implementation readiness, including:

- Confirming the recommendations of this report and the concept 4C is presented and approved by the BVRTSC Board.
- Starting early engagement with the Town of Banff, utility providers, emergency services, and railway stakeholders will be critical to de-risking approvals and confirming constructability.
- Initiating detailed design and technical studies (utilities, geotechnical, electrical capacity, fire and life safety)
- Beginning pre-application discussions with the Town of Banff regarding zoning, height, and housing considerations

- Advancing utility and stakeholder coordination, including AltaLink, service providers, and emergency services
- Refining cost estimates and phasing to support funding applications

7.3 Longer Term Actions

Over the longer term, BVRTSC should continue to monitor fleet growth, service expansion, and electrification timelines to determine when additional satellite facilities—potentially in Canmore—may be required beyond 2040. Ongoing updates to the facility master plan, capital forecasts, and workforce strategies will ensure the transit system remains responsive to population growth, tourism demand, and climate objectives.

7.4 Conclusion

This study confirms that expanding and redeveloping the existing Roam Transit facility at **111 Hawk Avenue in Banff** is the most practical and deliverable path to supporting the Bow Valley's long-term transit needs. The preferred concept provides a phased, cost-conscious solution that addresses immediate operational constraints, enables fleet electrification, and supports service growth through at least 2040, while minimizing deadhead costs and land acquisition risk. By advancing this project in stages and maintaining flexibility for future satellite facilities, BVRTSC is well positioned to respond to ridership growth, climate commitments, and workforce challenges in a fiscally responsible manner, ensuring Roam Transit remains a reliable and sustainable mobility backbone for the region.

APPENDIX A: SUMMARY OF STAKEHOLDER CONVERSATIONS

APPENDIX A: Summary of Stakeholder Conversations

In October 2025, WATT staff conducted interviews with four BVRTSC identified stakeholders: Improvement District 9, Town of Canmore, Town of Banff, and Parks Canada. These interviews focused on discussing challenges, opportunities, and space requirements for future transit facilities, as well as gaining further context on transit use and characteristics of each area.

Context:

- Current facility is too small for existing fleet
- Expanding the footprint of Banff facilities is limited
- Roam is seen as serving visitors to ID 9 rather than residents

Priorities:

- ID 9: Alleviating congestion and serving the resident base
- Banff: Investing in transit in Banff, locating a facility within Banff industrial compound, getting more busses on the road
- Parks Canada: A seamless single-provider transportation system, with Roam taking over shuttle operations

Opportunities identified for future facilities were:

- An overflow parking lot 2km east of Lake Louise that is currently unused
- Three Sisters site near interchange
- Provincially owned land along highway near Visitor Centre
- Exshaw and Dead Man's Flats industrial areas
- Parcel on Bow Valley Trail
- Municipal campground next to Visitor Centre
- Intercept parking locations being developed as part of new downtown plan
- The Banff industrial compound, Parcel north of Hawk Ave and 111 Hawk Ave
- Somewhere between Banff and national park gates
- Potential for storage lands on Lake Louise Area

Challenges identified were:

- The price point for some opportunities
- Height limitations for some lots
- Geotechnical issues for some sites

Potential pressures on other departments if expanding north of Hawk Ave

APPENDIX B: MULTIPLE ACCOUNT EVALUATION PROCESS

APPENDIX B: Multiple Account Evaluation Criteria

A multiple accounts evaluation (MAE) was undertaken to assess potential sites and design options. As each community has wide variety of unique factors and requirements that affect the implementation of transit infrastructure, it is important that the MAE reflect each community's characteristics and circumstances. Customizing the MAE to reflect community specific priorities is key to successfully using the MAE in the decision-making process for the creation of these transit facilities. Furthermore, discussing a MAE early in the process allows for a smoother workflow and streamlined discussions. This section details each of the community and geographic factors and criteria of each potential transit facility and evaluates them based on the criteria in Table 6.

Table 6: Multiple Account Evaluation Criteria

Evaluation Category	Attributes Assessed within that Category	Attribute Evaluation Descriptions
Physical Feasibility	Overall physical size	Space is large enough to accommodate the required indoor and outdoor elements of the O&M facility. (Functional requirements need to be defined and this will be conducted with Teeple and their established practice; however, for example these typically include: #vehicles, # staff (lockers, washroom, showers, lunch room, gym/standby space), maintenance bays & hoists/pits, fueling area, fueling type (diesel? electric? Gaseous?), tire and parts storage, other maintenance functions? (Paint/autobody, overhauls) office and customer facing space, ops / dispatch area, farebox handling, training)
	Lot size and shape	Rectangular shape lots being preferable for ease of access, circulation, layout flexibility.
	Space for future expansion	Site should offer potential for future growth and expansion, and flexibility to accommodate an increased fleet size or additional facilities.
	Topography	Site is generally level
	Operational access	Transit vehicles can efficiently enter and exit site and conflict with other modes is minimized.
	Utility + right of way constraints	Location minimizes need to relocate existing utilities and trees, or to acquire land.
	Multimodal staff access	Location is connected to existing or proposed transit routes (offering run-cut efficiencies) and/or is nearby active transportation connections.
Alignment with Plans	Alignment with reconciliation	Location avoids culturally sensitive areas and aligns with Indigenous community engagement outcomes

APPENDIX B: Multiple Account Evaluation Criteria

Evaluation Category	Attributes Assessed within that Category	Attribute Evaluation Descriptions
and Community Impact	Impacts on environment	Site minimizes negative impacts on surrounding environmentally sensitive areas and can accommodate appropriate storage and stewardship of water runoff and snow
	Alignment with local plans	Location aligns with recommendations of transit and community plans.
	Impacts on other adjacent land uses	Site minimizes negative impacts on adjacent land uses and street frontages and where possible uses established industrial zones.
Risk Management & Other Opportunities	Climate change hazard mitigation	Site minimizes risk by forest fires, flooding and erosion.
	Housing opportunity	Potential provision of housing on-site aligns with other nearby land uses, services.
	Co-location of functions	Site offers potential opportunity to co-locate other local government or partner functions to save on operational or capital costs.
	Other partnership / revenue opportunities	Site offers potential other opportunities to reduce costs or generate revenue (e.g. sanidump and bus wash for other coaches? Shared office space with other multimodal groups or providers?)
Cost & Deliverability	Ease of utility connection	Depending on fuel and energy sources, site offers ease of connection to sufficient power supply and servicing. Allows for the potential for electric fleet transition and on-site charging infrastructure (considers grid capacity).
	High level operating cost impacts	Location minimizes projected dead head—and therefore operating cost—impacts to transit based on existing and future network and priority travel flows.
	High level capital cost impacts	Site minimizes projected capital costs by requiring less investment, such as by reusing existing built infrastructure where possible or reducing the need to acquire land or move utilities, trees, etc.
	Deliverability	Estimated ease of constructing and implementing the site, including complexity, timing, potential phasing opportunities/considerations, etc.

APPENDIX B: Multiple Account Evaluation Criteria

Table 7: Multiple Account Evaluation Site Comparison Summary

Evaluation Category	Attributes Assessed within Category	Cross Comparison		
		111 Hawke Avenue	Canmore Heli	Three Sisters
		✓ - Aligned	O – Partial Alignment	X – Unaligned
Physical Feasibility	Overall physical size	O	X	✓
	Lot size and shape	✓	O	✓
	Space for future expansion	O	✓	✓
	Topography	✓	O	O
	Operational access	✓	O	O
	Utility + right of way constraints	O	X	✓
	Multimodal staff access	✓	✓	X
Alignment with Plans and Community Impact	Alignment with reconciliation	✓	✓	O
	Impacts on environment	✓	✓	X
	Alignment with local plans	O	O	✓
	Impacts on other adjacent land uses	✓	O	O
Risk Management & Other Opportunities	Climate change hazard mitigation	✓	O	✓
	Housing opportunity	✓	O	X
	Co-location of functions	✓	O	O
	Other partnership / revenue opportunities	X	X	✓
Cost & Deliverability	Ease of utility connection	✓	✓	✓
	High level operating cost impacts	✓	X	X
	High level capital cost impacts	✓	X	X
	Deliverability	O	O	X

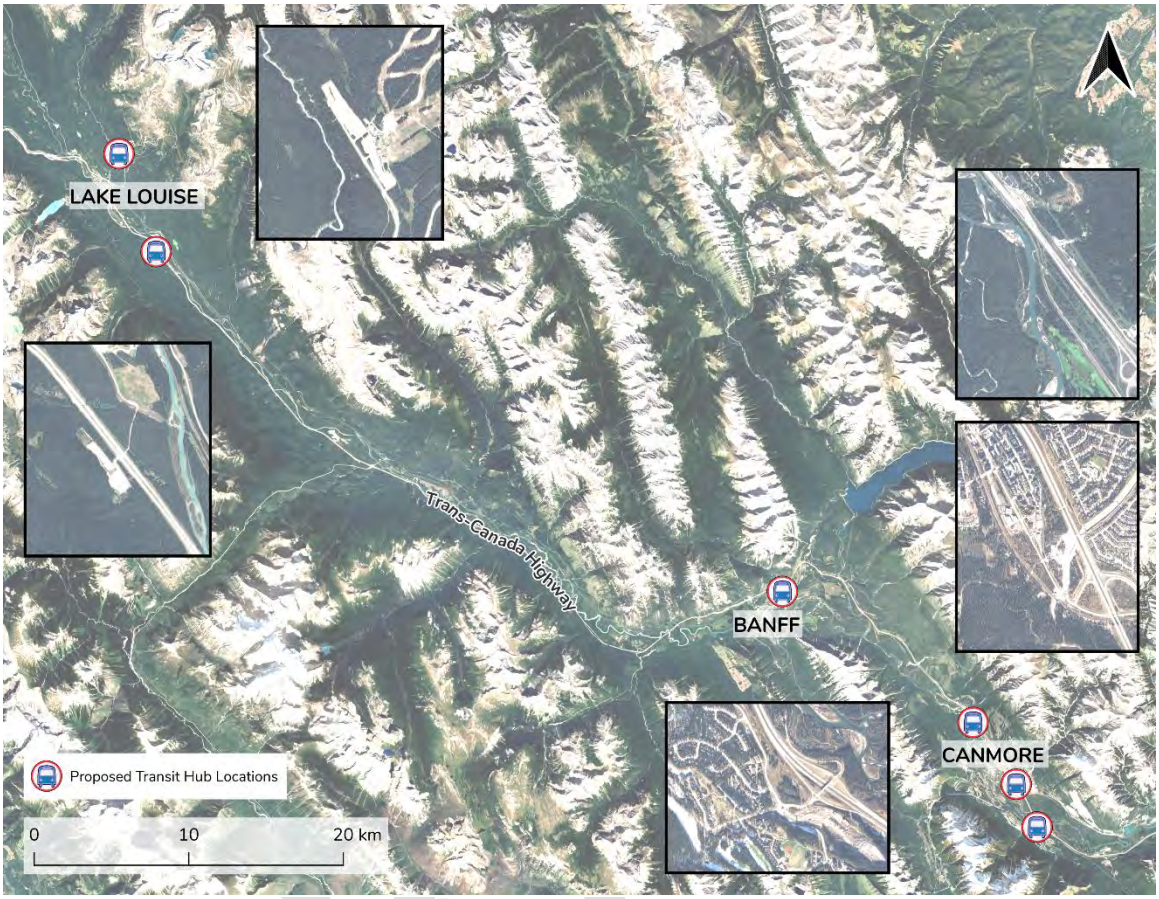


Figure 1: Bow Valley - Proposed Transit Hubs

APPENDIX C: COST CALCULATIONS FOR OPERATIONS

Summary of Service Implications for Potential Garage Sites

		Current State					Future State (based on Scenario B1 - 2034 Fleet Requirement)					Future Cost	
	Garage Location	# of buses	km/day	km/summer	hours/day	hours/summer	# of buses	km/day	km/summer	hours/day	hours/summer	Future cost per day	Future cost per summer
All Routes	Site 1: 111 Hawk Avenue		250	29,774	6	689		363	43,161	9	1,077	$ 1,400	$ 170,100
	Site 2: Canmore Heliport	21	819	97,509	13	1,597	33	1,360	161,792	22	2,628	$ 3,500	$ 415,300
	Site 4: Three Sisters East Gateway		920	109,432	14	1,610		1,522	181,059	22	2,655	$ 3,500	$ 419,600
	Decentralised Option						33	1,859	221,197	29	3,437	$ 4,600	$ 543,300
Location-Specific Routes	Site 1: 111 Hawk Avenue		101	12,043	4	420		165	19,683	6	721	$ 1,000	$ 113,900
	Site 2: Canmore Heliport	21	33	3,915	2	187	33	42	4,950	2	239	$ 300	$ 37,900
	Site 4: Three Sisters East Gateway		69	8,247	2	219		93	11,008	2	290	$ 400	$ 45,800

Total Direct and Auxiliary Operating Expense / Total Vehicle Hours (2024)	$ 158.05

Note 1: For the Canmore-based garage sites, it is assumed that the Route 3 (Canmore-Banff Regional) would start and end service in Canmore
Note 2: Deadhead calculations for Route 11G were based on the route starting and ending as Route 8XG (in Banff)
Note 3: The future number of buses is based on Scenario B1 (2034 projections) and does not include the 1 bus expected for future Route 13
Note 4: The number of days for summer service (119) is based on the dates June 1 – September 28

Site 1: 111 Hawk Avenue

Routes	Service Start Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Starting	Future # of Buses Starting	Service End Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Ending	Future # of Buses Ending	Current km/day	Current km/summer	Current hours/day	Current hours/summer	Future km/day	Future km/summer	Future hours/day	Future hours/summer	Existing Peak Frequency (min)
1 - Sulphur Mountain	Marmot Crescent	1.4	0.04	4	4	Hotel Canoe	1.4	0.04	4	4	11.2	1,332.8	0.31	36.49	11.2	1,332.8	0.31	36.49	15
2 - Tunnel Mountain	Tunnel Mountain Village 1	5.1	0.12	3	4	Tunnel Mountain Village 1	5.1	0.12	3	4	30.6	3,641.4	0.69	82.11	40.8	4,855.2	0.92	109.48	15
3 - Canmore - Banff Regional	Banff High School Transit Hub	2.7	0.12	3	4	Banff High School Transit Hub	2.7	0.12	3	4	16.2	1,927.8	0.69	82.11	21.6	2,570.4	0.92	109.48	20
4 - Cave and Basin	Elk Street Transit Hub	2.7	0.12	1	2	Banff High School Transit Hub	2.7	0.12	1	2	5.4	642.6	0.23	27.37	10.8	1,285.2	0.46	54.74	30
5C - Canmore Local: Cougar Creek	Benchlands Overpass South	22.3	0.35	1	2	Boulder Crescent	26.0	0.38	1	2	48.3	5,747.7	0.73	86.67	96.6	11,495.4	1.46	173.34	35
5T - Canmore Local: Three Sisters	Dyrgas Gate - Market Bistro	27.2	0.35	1	1	Dyrgas Gate - Market Bistro	27.9	0.40	1	1	55.1	6,556.9	0.75	88.95	55.1	6,556.9	0.75	88.95	35
6 - Lake Minnewanka	Banff High School Transit Hub	2.7	0.12	2	6	Banff High School Transit Hub	2.7	0.12	2	6	10.8	1,285.2	0.46	54.74	32.4	3,855.6	1.38	164.22	30
8X - Lake Louise Express	Banff High School Transit Hub	2.7	0.12	3	7	Banff High School Transit Hub	2.7	0.12	3	7	16.2	1,927.8	0.69	82.11	37.8	4,498.2	1.61	191.59	35
9 - Johnston Canyon	Banff High School Transit Hub	2.7	0.12	1	1	Banff High School Transit Hub	2.7	0.12	1	1	5.4	642.6	0.23	27.37	5.4	642.6	0.23	27.37	85
11G - Lake Louise Local (Ghost)*	Banff High School Transit Hub	2.7	0.12	1	1	Banff High School Transit Hub	2.7	0.12	1	1	5.4	642.6	0.23	27.37	5.4	642.6	0.23	27.37	35
12 - Canmore Local: Palliser	Canmore 9th Street	22.5	0.36	1	1	Canmore 9th Street	23.1	0.42	1	1	45.6	5,426.4	0.79	93.51	45.6	5,426.4	0.79	93.51	65
				21	**33**				**21**	**33**	**250.2**	**29,773.8**	**5.79**	**688.81**	**362.7**	**43,161.3**	**9.05**	**1,076.55**	

*Note: Route 11G starts and ends as Route 8XG (in Banff)

Future # of buses is based on Scenario B1 (2034 projections) and does not include the 1 bus expected for future Route 13

Banff-Only Routes	Service Start Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Starting	Future # of Buses Starting	Service End Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Ending	Future # of Buses Ending	Current km/day	Current km/summer	Current hours/day	Current hours/summer	Future km/day	Future km/summer	Future hours/day	Future hours/summer	Existing Peak Frequency (min)
1 - Sulphur Mountain	Marmot Crescent	1.4	0.04	4	4	Hotel Canoe	1.4	0.04	4	4	11.2	1,332.8	0.31	36.49	11.2	1,332.8	0.31	36.49	15
2 - Tunnel Mountain	Tunnel Mountain Village 1	5.1	0.12	3	4	Tunnel Mountain Village 1	5.1	0.12	3	4	30.6	3,641.4	0.69	82.11	40.8	4,855.2	0.92	109.48	15
3 - Canmore - Banff Regional	Banff High School Transit Hub	2.7	0.12	3	4	Banff High School Transit Hub	2.7	0.12	3	4	16.2	1,927.8	0.69	82.11	21.6	2,570.4	0.92	109.48	20
4 - Cave and Basin	Elk Street Transit Hub	2.7	0.12	1	2	Banff High School Transit Hub	2.7	0.12	1	2	5.4	642.6	0.23	27.37	10.8	1,285.2	0.46	54.74	30
6 - Lake Minnewanka	Banff High School Transit Hub	2.7	0.12	2	6	Banff High School Transit Hub	2.7	0.12	2	6	10.8	1,285.2	0.46	54.74	32.4	3,855.6	1.38	164.22	30
8X - Lake Louise Express	Banff High School Transit Hub	2.7	0.12	3	7	Banff High School Transit Hub	2.7	0.12	3	7	16.2	1,927.8	0.69	82.11	37.8	4,498.2	1.61	191.59	35
9 - Johnston Canyon	Banff High School Transit Hub	2.7	0.12	1	1	Banff High School Transit Hub	2.7	0.12	1	1	5.4	642.6	0.23	27.37	5.4	642.6	0.23	27.37	85
11G - Lake Louise Local (Ghost)*	Banff High School Transit Hub	2.7	0.12	1	1	Banff High School Transit Hub	2.7	0.12	1	1	5.4	642.6	0.23	27.37	5.4	642.6	0.23	27.37	35

111 Hawk Ave, Banff

Site 2: Canmore Heliport

Routes	Service Start Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Starting	Future # of Buses Starting	Service End Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Ending	Future # of Buses Ending	Current km/day	Current km/summer	Current hours/day	Current hours/summer	Future km/day	Future km/summer	Future hours/day	Future hours/summer	Existing Peak Frequency (min)
1 - Sulphur Mountain	Marmot Crescent	25.9	0.38	4	4	Hotel Canoe	24.8	0.33	4	4	202.8	24,133.2	2.84	337.56	202.8	24,133.2	2.84	337.56	15
2 - Tunnel Mountain	Tunnel Mountain Village 1	26.9	0.42	3	4	Tunnel Mountain Village 1	25.8	0.38	3	4	158.1	18,813.9	2.42	287.39	210.8	25,085.2	3.22	383.18	15
3 - Canmore - Banff Regional	Canmore 9th Street**	2.5	0.15	3	4	Canmore 9th Street**	2.5	0.15	3	4	15	1,785.0	0.92	109.48	20	2,380.0	1.23	145.97	20
4 - Cave and Basin	Elk Street Transit Hub	27.2	0.44	1	2	Banff High School Transit Hub	26.0	0.38	1	2	53.2	6,330.8	0.82	98.08	106.4	12,661.6	1.65	196.15	30
5C - Canmore Local: Cougar Creek	Benchlands Overpass South	1.4	0.08	1	2	Boulder Crescent	2.3	0.06	1	2	3.7	440.3	0.13	15.97	7.4	880.6	0.27	31.93	35
5T - Canmore Local: Three Sisters	Dyrgas Gate - Market Bistro	4.1	0.12	1	1	Dyrgas Gate - Market Bistro	5.1	0.10	1	1	9.2	1,094.8	0.21	25.09	9.2	1,094.8	0.21	25.09	35
6 - Lake Minnewanka	Banff High School Transit Hub	27.2	0.44	2	6	Banff High School Transit Hub	26.0	0.38	2	6	106.4	12,661.6	1.65	196.15	319.2	37,984.8	4.95	588.46	30
8X - Lake Louise Express	Banff High School Transit Hub	27.2	0.44	3	7	Banff High School Transit Hub	26.0	0.38	3	7	159.6	18,992.4	2.47	294.23	372.4	44,315.6	5.77	686.53	35
9 - Johnston Canyon	Banff High School Transit Hub	27.2	0.44	1	1	Banff High School Transit Hub	26.0	0.38	1	1	53.2	6,330.8	0.82	98.08	53.2	6,330.8	0.82	98.08	85
11G - Lake Louise Local (Ghost)*	Banff High School Transit Hub	27.2	0.44	1	1	Banff High School Transit Hub	26.0	0.38	1	1	53.2	6,330.8	0.82	98.08	53.2	6,330.8	0.82	98.08	35
12 - Canmore Local: Palliser	Canmore 9th Street	2.5	0.15	1	1	Canmore 9th Street	2.5	0.15	1	1	5	595.0	0.31	36.49	5	595.0	0.31	36.49	65
				21	**33**					**33**	**819.4**	**97,508.6**	**13.42**	**1,596.58**	**1,359.6**	**161,792.4**	**22.08**	**2,627.52**	

*Note: Route 11G starts and ends as Route 8XG (in Banff)
**Altered based on garage location

Future # of buses is based on Scenario B1 (2034 projections) and does not include the 1 bus expected for future Route 13

Canmore-Only Routes	Service Start Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Starting	Future # of Buses Starting	Service End Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Ending	Future # of Buses Ending	Current km/day	Current km/summer	Current hours/day	Current hours/summer	Future km/day	Future km/summer	Future hours/day	Future hours/summer	Existing Peak Frequency (min)
3 - Canmore - Banff Regional	Canmore 9th Street**	2.5	0.15	3	4	Canmore 9th Street**	2.5	0.15	3	4	15	1,785.0	0.92	109.48	20	2,380.0	1.23	145.97	20
5C - Canmore Local: Cougar Creek	Benchlands Overpass South	1.4	0.08	1	2	Boulder Crescent	2.3	0.06	1	2	3.7	440.3	0.13	15.97	7.4	880.6	0.27	31.93	35
5T - Canmore Local: Three Sisters	Dyrgas Gate - Market Bistro	4.1	0.12	1	1	Dyrgas Gate - Market Bistro	5.1	0.10	1	1	9.2	1,094.8	0.21	25.09	9.2	1,094.8	0.21	25.09	35
12 - Canmore Local: Palliser	Canmore 9th Street	2.5	0.15	1	1	Canmore 9th Street	2.5	0.15	1	1	5	595.0	0.31	36.49	5	595.0	0.31	36.49	65
				8	**8**					**8**	**32.90**	**3,915.10**	**1.57**	**187.03**	**41.60**	**4,950.40**	**2.01**	**239.49**	

91,A-91,B-91 BOW VALLEY TRAIL

Site 4: Three Sisters East Gateway

Routes	Service Start Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Starting	Future # of Buses Starting	Service End Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Ending	Future # of Buses Ending	Current km/day	Current km/summer	Current hours/day	Current hours/summer	Future km/day	Future km/summer	Future hours/day	Future hours/summer	Existing Peak Frequency (min)
1 - Sulphur Mountain	Marmot Crescent	27.6	0.36	4	4	Hotel Canoe	26.7	0.33	4	4	217.2	25,846.8	2.76	328.44	217.2	25,846.8	2.76	328.44	15
2 - Tunnel Mountain	Tunnel Mountain Village 1	28.6	0.40	3	4	Tunnel Mountain Village 1	27.7	0.38	3	4	168.9	20,099.1	2.36	280.54	225.2	26,798.8	3.14	374.06	15
3 - Canmore - Banff Regional	Canmore 9th Street**	7.0	0.21	3	4	Canmore 9th Street**	5.6	0.15	3	4	37.8	4,498.2	1.09	130.01	50.4	5,997.6	1.46	173.34	20
4 - Cave and Basin	Elk Street Transit Hub	28.9	0.42	1	2	Banff High School Transit Hub	27.9	0.38	1	2	56.8	6,759.2	0.81	95.80	113.6	13,518.4	1.61	191.59	30
5C - Canmore Local: Cougar Creek	Benchlands Overpass South	5.9	0.13	1	2	Boulder Crescent	4.7	0.10	1	2	10.6	1,261.4	0.23	27.37	21.2	2,522.8	0.46	54.74	35
5T - Canmore Local: Three Sisters	Dyrgas Gate - Market Bistro	0.8	0.02	1	1	Dyrgas Gate - Market Bistro	7.5	0.13	1	1	8.3	987.7	0.15	18.25	8.3	987.7	0.15	18.25	35
6 - Lake Minnewanka	Banff High School Transit Hub	30.3	0.44	2	6	Banff High School Transit Hub	27.9	0.38	2	6	116.4	13,851.6	1.65	196.15	349.2	41,554.8	4.95	588.46	30
8X - Lake Louise Express	Banff High School Transit Hub	30.3	0.44	3	7	Banff High School Transit Hub	27.9	0.38	3	7	174.6	20,777.4	2.47	294.23	407.4	48,480.6	5.77	686.53	35
9 - Johnston Canyon	Banff High School Transit Hub	30.3	0.44	1	1	Banff High School Transit Hub	27.9	0.38	1	1	58.2	6,925.8	0.82	98.08	58.2	6,925.8	0.82	98.08	85
11G - Lake Louise Local (Ghost)*	Banff High School Transit Hub	30.3	0.44	1	1	Banff High School Transit Hub	27.9	0.38	1	1	58.2	6,925.8	0.82	98.08	58.2	6,925.8	0.82	98.08	35
12 - Canmore Local: Palliser	Canmore 9th Street	7.0	0.21	1	1	Canmore 9th Street	5.6	0.15	1	1	12.6	1,499.4	0.36	43.34	12.6	1,499.4	0.36	43.34	65
				21	**33**				**21**	**33**	**919.6**	**109,432.4**	**13.53**	**1,610.27**	**1,521.5**	**181,058.5**	**22.31**	**2,654.89**	

*Note: Route 11G starts and ends as Route 8XG (in Banff)
**Altered based on garage location

Future # of buses is based on Scenario B1 (2034 projections) and does not include the 1 bus expected for future Route 13

Canmore-Only Routes	Service Start Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Starting	Future # of Buses Starting	Service End Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Ending	Future # of Buses Ending	Current km/day	Current km/summer	Current hours/day	Current hours/summer	Future km/day	Future km/summer	Future hours/day	Future hours/summer	Existing Peak Frequency (min)
3 - Canmore - Banff Regional	Canmore 9th Street**	7.0	0.21	3	4	Canmore 9th Street**	5.6	0.15	3	4	37.8	4,498.2	1.09	130.01	50.4	5,997.6	1.46	173.34	20
5C - Canmore Local: Cougar Creek	Benchlands Overpass South	5.9	0.13	1	2	Boulder Crescent	4.7	0.10	1	2	10.6	1,261.4	0.23	27.37	21.2	2,522.8	0.46	54.74	35
5T - Canmore Local: Three Sisters	Dyrgas Gate - Market Bistro	0.8	0.02	1	1	Dyrgas Gate - Market Bistro	7.5	0.13	1	1	8.3	987.7	0.15	18.25	8.3	987.7	0.15	18.25	35
12 - Canmore Local: Palliser	Canmore 9th Street	7.0	0.21	1	1	Canmore 9th Street	5.6	0.15	1	1	12.6	1,499.4	0.36	43.34	12.6	1,499.4	0.36	43.34	65
				6	**8**				**6**	**8**	**69.30**	**8,246.70**	**1.84**	**218.96**	**92.50**	**11,007.50**	**2.43**	**289.67**	

51°03'21.1"N 115°19'06.5"W

Decentralised Option

Routes	Service Start Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Starting	Future # of Buses Starting	Service End Location	Distance from Garage (km)	Travel Time (hours)	Current # of Buses Ending	Future # of Buses Ending	Future km/day	Future km/summer	Future hours/day	Future hours/summer	Existing Peak Frequency (min)
1 - Sulphur Mountain	Marmot Crescent	1.4	0.04	4	4	Hotel Canoe	1.4	0.04	4	4	226.4	26,941.6	3.14	374.06	15
2 - Tunnel Mountain	Tunnel Mountain Village 1	5.1	0.12	3	4	Tunnel Mountain Village 1	5.1	0.12	3	4	256	30,464.0	3.76	447.04	15
3 - Canmore - Banff Regional	Banff High School Transit Hub	2.7	0.12	3	4	Canmore 9th Street**	5.6	0.15	3	4	143.2	17,040.8	2.61	310.19	20
4 - Cave and Basin	Elk Street Transit Hub	2.7	0.12	1	2	Banff High School Transit Hub	2.7	0.12	1	2	118.4	14,089.6	1.88	223.52	30
5C - Canmore Local: Cougar Creek	Benchlands Overpass South	22.3	0.35	1	2	Boulder Crescent	4.7	0.10	1	2	109	12,971.0	1.65	196.15	35
5T - Canmore Local: Three Sisters	Dyrgas Gate - Market Bistro	27.2	0.35	1	1	Dyrgas Gate - Market Bistro	7.5	0.13	1	1	62.2	7,401.8	0.86	102.64	35
6 - Lake Minnewanka	Banff High School Transit Hub	2.7	0.12	2	6	Banff High School Transit Hub	2.7	0.12	2	6	355.2	42,268.8	5.64	670.57	30
8X - Lake Louise Express	Banff High School Transit Hub	2.7	0.12	3	7	Banff High School Transit Hub	2.7	0.12	3	7	414.4	49,313.6	6.57	782.33	35
9 - Johnston Canyon	Banff High School Transit Hub	2.7	0.12	1	1	Banff High School Transit Hub	2.7	0.12	1	1	59.2	7,044.8	0.94	111.76	85
11G - Lake Louise Local (Ghost)*	Banff High School Transit Hub	2.7	0.12	1	1	Banff High School Transit Hub	2.7	0.12	1	1	59.2	7,044.8	0.94	111.76	35
12 - Canmore Local: Palliser	Canmore 9th Street	22.5	0.36	1	1	Canmore 9th Street	5.6	0.15	1	1	55.6	6,616.4	0.90	107.20	65
				21	**33**				**21**	**33**	**1,858.8**	**221,197.2**	**28.88**	**3,437.22**	

*Note: Route 11G starts and ends as Route 8XG (in Banff)

**Altered based on garage location

Future # of buses is based on Scenario B1 (2034 projections) and does not include the 1 bus expected for future Route 13

Distance from 111 Hawk Ave to Three Sisters Gateway (km):	**26.3**
Time from 111 Hawk Ave to Three Sisters Gateway (hours):	**0.33**
Distance from Three Sisters Gateway to 111 Hawk Ave (km):	**27.5**
Time from Three Sisters Gateway to 111 Hawk Ave (hours):	**0.38**

111 Hawk Ave, Banff

51°03'21.1"N 115°19'06.5"W

APPENDIX D: FUNCTIONAL PROGRAM AND AREAS

Roam Transit
Operations & Maintenance Facility

Functional Program
April 10, 2025

Programs to be accommodated in new Maintenance Building
Programs to be accommodated in existing Operations & Storage Building

	Master Plan Program (2040)						Remarks
	Space Standard		Qty.		Area		
	(SF)	(SM)	Staff	Space	(SF)	(SM)	
INTERIOR AREAS							
OFFICE & SUPPORT AREAS							
OFFICES							*Office space alloction allocations TBC based on current/projected furniture/storage needs
Finance/Administration							
Administration							
CEO	224	20.8		1	224	20.8	Large adjustable desk, 4 guest chairs, 1 executive chair (Type A)
Administratvie Assistant	64	5.9	2	2	128	11.9	2 desks, 2 chairs, one large desktop display (Type E)
Director of Service Delivery	224	20.8	1	1	224	20.8	Large adjustable desk, 2 guest chairs, 1 executive chair (Type A)
Administrative Assistant (Front Door)	64	5.9	2	1	64	5.9	Desk, 2 chair, one large desktop display (Type E)
Lobby/Waiting	300	27.9		1	300	27.9	
Gender-Inclusive Washroom (Public)	7 x 12	2.1 x 3.7		1	84	7.8	Near lobby
Accounting							
Director	224	20.8	1	1	224	20.8	Closed Office: Desk, guest table and chair (for 2), filing cabinet (Type A)
Support Staff	200	18.6	2	1	200	18.6	Closed/Shared Office for 2: Desk, guest chair, filing cabinet (Type D)
Human Resources							
Manager	120	11.1	1	1	120	11.1	Closed Office: Desk, guest chair, filing cabinet (Type B)
Administrative Staff	100	9.3	1	1	100	9.3	Closed Office: Desk, guest chair, filing cabinet (Type C)
Marketing and Customer Service							
Manager	120	11.1	1	1	120	11.1	Closed Office: Desk, guest chair, filing cabinet (Type B)
Marketing Staff	64	5.9	1	1	64	5.9	Workstation: Desk, guest chair, filing cabinet (Type E)
Customer Service Supervisor	64	5.9	1	1	64	5.9	Workstation: Desk, guest chair, filing cabinet (Type E)
* Customer Service	64	5.9	1	1	64	5.9	Workstation: Desk, guest chair, filing cabinet (Type E)
Miscellaneous							
Full-time Staff		--	2			0.0	No space requirements. In field or at Visitor's Center
Part-time Staff		--	10			0.0	No space requirements. In field or at Visitor's Center
Safety & Training							
Safety & Training Manager	120	11.1	1	1	120	11.1	Closed Office: Desk, guest chair, filing cabinet (Type B)
Field Supervisors		--	3			#VALUE!	Space requirements in Dispatch Room (2 desks @ 64)
Driver Trainers?							
Storage/Work Room	120	11.1		1	120	11.1	Signs, binders, countertop
OHS Coordinator	64	5.9	1	1	64	5.9	Workstation: Desk, guest chair, filing cabinet (Type E)

Roam Transit
Operations & Maintenance Facility

Programs to be accommodated in new Maintenance Building
Programs to be accommodated in existing Operations & Storage Building

Functional Program
April 10, 2025

	Master Plan Program (2040)						Remarks
	Space Standard		Qty.		Area		
	(SF)	*(SM)*	Staff	Space	(SF)	*(SM)*	
Operations							
Operations Manager	224	*20.8*	1	1	224	*20.8*	*Closed Office: Desk, guest chair, filing cabinet (Type A)*
Dispatch Room	700	*65.0*	4	1	700	*65.0*	*Closed Office for 2: Desk, guest chair, filing cabinet, Bus control/ITS Dashboard (raised flooring)*
Storage Room	120	*11.1*		1	120	*11.1*	*Training supplies*
Field Supervisors		--				*0.0*	*Space requirements in Dispatch*
Dispatch Window	80	*7.4*		1	80	*7.4*	
Mailboxes Alcove	120	*11.1*		1	120	*11.1*	
Drivers		--	75			*0.0*	*25 on shift/50 on crossover*
Maintenance							
Manager of Operations	120	*11.1*	1	1	120	*11.1*	*Large adjustable desk, 2 guest chairs, 1 executive chair (Type B)*
Maintenance Program Manager	120	*11.1*	1	1	120	*11.1*	*Closed Office: Adjustable desk, adjustable chair, hutch, 4 visitor chairs (Type B)*
Maintenance Foreperson	120	*11.1*	4	1	120	*11.1*	*Closed Office: Adjustable desk, adjustable chair, hutch, 2 visitor chairs (Type B)*
Mechanics		--	20			*0.0*	*In shop areas*
Service Technicians (Oil)		--	6			*0.0*	*In shop areas*
Parts Journeyman		--	1			*0.0*	*In shop areas*
Parts Clerk	200	*18.6*	2	1	200	*18.6*	*Near parts counter. 2 desks, 2 chairs (Type D)*
Admin Clerk	64	*5.9*	2	2	128	*11.9*	*Workstation: Desk, guest chair, filing cabinet (Type E)*
Maintenance Scheduler/Planner	120	*11.1*	2	1	120	*11.1*	*Closed Office: Adjustable desk, adjustable chair, hutch, 1 visitor chair (Type B)*
Wash Bay Supervisor	120	*11.1*	2	1	240	*22.3*	*Provide closed office with seating for 3-4 people adjacent to bus yard (Type B)*
Bus Attendants		--	14			*0.0*	*6 on shift*
Shops Controller	120	*11.1*	2	1	120	*11.1*	*Closed Office: Adjustable desk, adjustable chair, hutch (Type B)*
TTS Technician		--	4	1		*0.0*	*Space requirements in TTS Technicians Room under Shared/Support Spaces*

Roam Transit
Operations & Maintenance Facility

Functional Program
April 10, 2025

Programs to be accommodated in new Maintenance Building
Programs to be accommodated in existing Operations & Storage Building

	Master Plan Program (2040)						Remarks
	Space Standard		Qty.		Area		
	(SF)	(SM)	Staff	Space	(SF)	(SM)	
SHARED/SUPPORT SPACES							
Finance/Administration							*B*
Small Meeting Room (Shared)	100	*9.3*		1	100	*9.3*	*Sized for 4 people*
Medium Meeting Room (Shared)	220	*20.4*		1	220	*20.4*	*Sized for 6-8 people: TV, whiteboards, etc*
Board Meeting Room (Shared)	500	*46.5*		1	500	*46.5*	*Sized for up to 20 people*
Boardroom Storage	150	*13.9*		1	150	*13.9*	
Marketing Storage	100	*9.3*		1	100	*9.3*	
Copy/Workroom	100	*9.3*		1	120	*11.1*	
Safety & Training							
Small Meeting Room (Drivers)		--					*Space listed Small Meeting Room*
Training Room		--					*Space listed under large meeting room*
Cone Storage		--					*See Maintenance*
Operations							
Training Room							*Space listed under Boardroom*
Touchdown Workstations	30	*2.8*		4	120	*11.1*	*Benching workstations for computer access (Type G)*
Driver's Recreation Area	400	*37.2*		1	400	*37.2*	*Timeclock, mailboxes, tables and chairs, (Sized for 10 people)*
Quiet Room	200	*18.6*		1	200	*18.6*	
Health Services Room	200	*18.6*		1	200	*18.6*	*Space for a couple of pieces of equipment*
Kitchenette/Vending	200	*18.6*		1	200	*18.6*	*2 Refrigerators, sink, 2 microwaves, vending machines*
Lockers	3	*0.3*		75	225	*20.9*	*75 lockers (3 /person)*
Gender-Inclusive Shower/Washroom/Changing	7.0 x 12	*2.1 x 3.7*		2	168	*15.6*	
Custodial	64	*5.9*		1	64	*5.9*	

Roam Transit
Operations & Maintenance Facility

Functional Program
April 10, 2025

Programs to be accommodated in new Maintenance Building
Programs to be accommodated in existing Operations & Storage Building

	Master Plan Program (2040)						Remarks
	Space Standard		Qty.		Area		
	(SF)	(SM)	Staff	Space	(SF)	(SM)	
Maintenance							
Reception Area	120	11.1		1	120	11.1	Desk, office chair, filing cabinets, storage hutch (safety manuals, procedures for visitors/contractors, sign-in sheet + orientation sheet storage
Gender-Inclusive Washroom (Public)	120	11.1		1	120	11.1	Near reception area
Technical Library	300	27.9		1	300	27.9	4 benching workstations, 2 nooks for printed material storage, storage cabinet for diagnostics laptops and other electronic hardaware
Industrial Training Room	300	27.9		1	300	27.9	Smart TV, 50 chairs w/built-in foldable desktops (near foreperson's office) w/roll-up door access
Training Room Storage	100	9.3				0.0	Cones
TTS Technician Room (Transit Tech Worker?)	200	18.6		1	200	18.6	2 tables, 2 chairs, shelving to store TTS items, hutch for manual, antennas, and radio storage
Men's Washrooms, Lockers, Showers	700	65.0		1	700	65.0	Lockers for up to 60 people
Women's Washrooms, Lockers, Showers	350	32.5		1	350	32.5	Lockers for up to 20 people
Gender-Inclusive Washroom/Shower/Changing Room	7.0 x 12	2.1 x 3.7		1	84	7.8	Near men's and women's restrooms/lockers
Mechanics/Wash Breakroom/Kitchenette	400	37.2		1	400	37.2	
Emergency Supplies Storage	150	13.9		1	150	13.9	Storage for emergency supplies with deep freezers. Winter supplies
Uniform Storage Alcove	64	5.9		1	64	5.9	Near lockers
Subotal			172		10,251	952.3	
Circulation/Mechanical/Electrical/Structural (Net:Gross)	35%				3,588	333.3	
Total Office Areas					**13,839**	***1,285.7***	

Roam Transit
Operations & Maintenance Facility

Functional Program
April 10, 2025

Programs to be accommodated in new Maintenance Building
Programs to be accommodated in existing Operations & Storage Building

	Master Plan Program (2040)						Remarks
	Space Standard		Qty.		Area		
	(SF)	(SM)	Staff	Space	(SF)	(SM)	
SHOP/STORAGE AREAS							
SHOP AREAS							
Operations							
Bus Washer	20.0 x 100	6.1 x 30.5		1	2,000	185.8	*14'-0" Door Width*
Service Position	20.0 x 70	6.1 x 21.3		1	1,400	130.1	
Wash Equipment Room	15.0 x 45	4.6 x 13.7		1	675	62.7	
Wash Electrical Room	8.0 x 10	2.4 x 3.0		1	80	7.4	
Portable Equipment Storage (Wash)	240			1	240	22.3	*Dedicated floorspace for manlift, pressure washer, ladders, etc*
Maintenance							
Articulated Bus Repair Bay (1:15)	20.0 x 75	6.1 x 22.9		1	1,500	139.4	*14' W x 20' H Roll-up door access*
Articulated Bus PM/Inspection Bay (1:50)	20.0 x 75	6.1 x 22.9		1	1,500	139.4	*14' W x 20' H Roll-up door access with LLWA*
Standard and Small Bus Repair Bay (1:15)	20.0 x 60	6.1 x 18.3		3	3,600	334.5	*14' W x 20' H Roll-up door access*
Standard and Small Bus PM/Inspection Bay (1:50)	20.0 x 60	6.1 x 18.3		1	1,200	111.5	*14' W x 20' H Roll-up door access with LLWA*
Specialty Bay-Chassis Wash (Undercarraige) Bay	20.0 x 75	6.1 x 22.9		1	1,500	139.4	*14' W x 20' H Roll-up door access*
Specialty Bay-Tire Bay	20.0 x 75	6.1 x 22.9		1	1,500	139.4	*14' W x 20' H Roll-up door access*
Tire Shop/Storage	900	83.6		1	900	83.6	
Common Work Area	240	22.3		1	240	22.3	*Designated area for common fixed shop equipment that supports repair bays (50 /Bay)*
Portable Equipment Storage	240	22.3		1	240	22.3	*Dedicated area for portable shop equipment (scissor lift, forklift, etc) (50 /Bay)*
Fare Box Repair	200	18.6		1	200	18.6	
Windshield Replacement	200	18.6		1	200	18.6	
Windshield Storage	200	18.6		1	200	18.6	*Crane*
Upper Level Work Area	240	22.3		1	240	22.3	*AC and Battery Repair*

Roam Transit
Operations & Maintenance Facility

Functional Program
April 10, 2025

Programs to be accommodated in new Maintenance Building
Programs to be accommodated in existing Operations & Storage Building

	Master Plan Program (2040)						Remarks
	Space Standard		Qty.		Area		
	(SF)	*(SM)*	Staff	Space	(SF)	*(SM)*	
STORAGE AREAS							
Fleet Services							
Parts Room	3,200	*297.3*		1	3,200	*297.3*	*Secure storage for large and small parts, consumables, etc. Near bay 1 and technical library.*
Warranty Storage	200	*18.6*		1	200	*18.6*	
Parts Window	200	*18.6*		1	200	*18.6*	*Counter with transaction window, high chair, 6'x2'x4' 6-drawer storage drawers under counter*
Palletized Storage Area	1,800	*167.2*		1	1,800	*167.2*	
Shipping & Receiving (Dock Area)	400	*37.2*		1	400	*37.2*	
Lube/Compressor Room	800	*74.3*		1	800	*74.3*	*1,000 lts of 15W40 + 500 lts Transmission + 200 lts Differential + 1,000 lts Coolant + 2,000 lts DEF _ Waste Oil/Transmission, Compressor/Dryer, Grease*
Windshiled Washer Fluid Storage Room	120	*11.1*		1	120	*11.1*	*1,000 lts fluid stored and dispensed via pump EXTERIOR*
Tool Room	300	*27.9*		1	300	*27.9*	*Secure storage for specialty tools and other critical tools. Near parts room. Storage for: hose crimping machine, hose reels, hose fittings, specialty fittings, electrical consumables, mechanics hardware--e.g. washers, nuts, and bolts*
Battery Room/Storage	120	*11.1*		1	120	*11.1*	*12V and 24V battery charging. Ventillated*
Electric Bus Battery Storage Room	200	*18.6*		1	200	*18.6*	*Secure acces only to mechanics and foreperson. Ventillated/Conditioned*
Bulk Storage	240	*22.3*		1	240	*22.3*	*Heavy-duty racking: windshields, bus seats, seasonal ski racks (adjacent to Windshield Bay)*
Chemical Storage Room	120	*11.1*		1	120	*11.1*	*Heavy-duty racking: DEF, windshield washer fluids, etc (near bus wash)*
Operational Equipment Storage Room	200	*18.6*		1	200	*18.6*	*Rimshine machine, pressure washer, manlift, large sweeper, seasonal winter shovels, sand containers, vacuums, fabric cleaners, etc*
Hazardous Waste Storage	120	*11.1*		1	120	*11.1*	*Accessible from exterior for pick-up*
Kiln Room (Filter)	500	*46.5*		1	500	*46.5*	*DPF Cleaning*
Toolbox Storage Area	240	*22.3*		1	240	*22.3*	
Sling, Chain, Hook Storage	120	*11.1*		1	120	*11.1*	*In Parts Room*
Subtotal			0		26,295	*2,442.9*	
Circulation/Mechanical/Electrical/Structural (Net:Gross)	20%	20%			5,259	*488.6*	
Total Shop/Storage Areas					**31,554**	***2,931.5***	
Total (Building Areas)			**172**		**45,393**	***4,217.1***	

Roam Transit
Operations & Maintenance Facility

Functional Program
April 10, 2025

Programs to be accommodated in new Maintenance Building
Programs to be accommodated in existing Operations & Storage Building

	Master Plan Program (2040)						Remarks
	Space Standard		Qty.		Area		
	(SF)	(SM)	Staff	Space	(SF)	(SM)	
EXTERIOR AREAS							
COVERED EXTERIOR AREAS							
Fleet Services							
j Bulk Material Storage (Sand)	25.0 x 25	7.6 x 7.6		1	625	58.1	
j Gas Tank Storage Area	10.0 x 12	3.0 x 3.7		1	120	11.1	Dedicated storage area for gas cylinders.
Subtotal					745	69.2	
Circulation/Mechanical/Electrical/Structural (Net:Gross)	10%	10%			75	6.9	
Total Covered Exterior Areas					820	76.1	
UNCOVERED EXTERIOR AREAS							
Generator	8.0 x 10	2.4 x 3.0		1	80	7.4	Emergency back-up generator
Trash/Recycling/Hazardous Waste Collection				1	1,400	130.1	Accessible to Town Collection
Subtotal					1,480	137.5	
Circulation/Mechanical/Electrical/Structural (Net:Gross)	10%				148	13.7	
Total Uncovered Exterior Areas					**1,628**	**151.2**	
ENCLOSED VEHICLE PARKING							
Fleet Services							
Articulated Buses	12.5 x 65	3.8 x 19.8		10	8,125	754.8	
Over the Road (OTR) Coach	12.5 x 50	3.8 x 15.2		23	14,375	1,335.5	
Standard Transit Bus	12.5 x 45	3.8 x 13.7		40	22,500	2,090.3	
Cutaway Buses	12.5 x 30	3.8 x 9.1		0	0	0.0	
Auxillary Equipment Storage Garage	900	83.6		1	900	83.6	60'L X 15' W X 20' H: Storage for scissor lift, forklift, medium-sized front end loader, and Tool Cat
Subtotal				74	45,900	4,264.2	
Circulation/Mechanical/Electrical/Structural (Net:Gross)	17%	17%			7,803	724.9	
Total Enclosed Vehicle Parking Areas*					**53,703**	**4,989.2**	***Total reflects full 2040 space need; Preferred Option 4C accommodates approx 95% of this area. Balance to be accommodated on TBC satellite site.***
COVERED VEHICLE PARKING							
None					0	0.0	
Subtotal					0	0.0	
Circulation/Mechanical/Electrical/Structural (Net:Gross)	10%	10%			0	0.0	
Total Covered Vehicle Parking Areas					**0**	**0.0**	
UNCOVERED VEHICLE PARKING							
None							
Subtotal				0	0	0.0	
Circulation/Mechanical/Electrical/Structural (Net:Gross)	100%	100%			0	0.0	
Total Uncoverd Vehicle Parking Areas				**0**	**0**	**0.0**	

Roam Transit
Operations & Maintenance Facility

Functional Program
April 10, 2025

Programs to be accommodated in new Maintenance Building
Programs to be accommodated in existing Operations & Storage Building

	Master Plan Program (2040)							Remarks
	Space Standard				Qty.		Area		
	(SF)			(SM)	Staff	Space	(SF)	(SM)	
EMPLOYEE/VISITOR PARKING									
Employee Parking	9.0	x	18	2.7 x 5.5		172	27,864	2,588.7	*Needs to be secure and separated from Fleet vehicles* *Note: Per Banff parking bylaw. 2.0 stalls per 100m2 of GFA of office, 1.0 stalls per each service vehicle*
Visitor/Vendor Parking	9.0	x	18	2.7 x 5.5		4	648	60.2	
Vehicle Storage Facility Visitor Parking	9.0	x	18	2.7 x 5.5		25	4,050	376.3	*Every 2 Months*
Designated Accessible Parking	15.7	x	18	4.8 x 5.5		5	1,413	131.3	*Actual quantitiy to be verified to conform with Code requirements; Note: Per NBC-AE 2023 4 stalls required for lots with 50-100 spaces + 1 for each addition increment of 100 or part thereof*
Subtotal						206	33,975	3,156.4	
Circulation/Mechanical/Electrical/Structural (Net:Gross)	100%						33,975	3,156.4	
Total Employee/Visitor Parking Areas							**67,950**	***6,312.8***	
Total (Exterior Areas)							**124,101**	***11,529.3***	
								0.0	
Total Facility Areas							**169,493**	***15,746.4***	

Roam Transit
Operations & Maintenance Facility

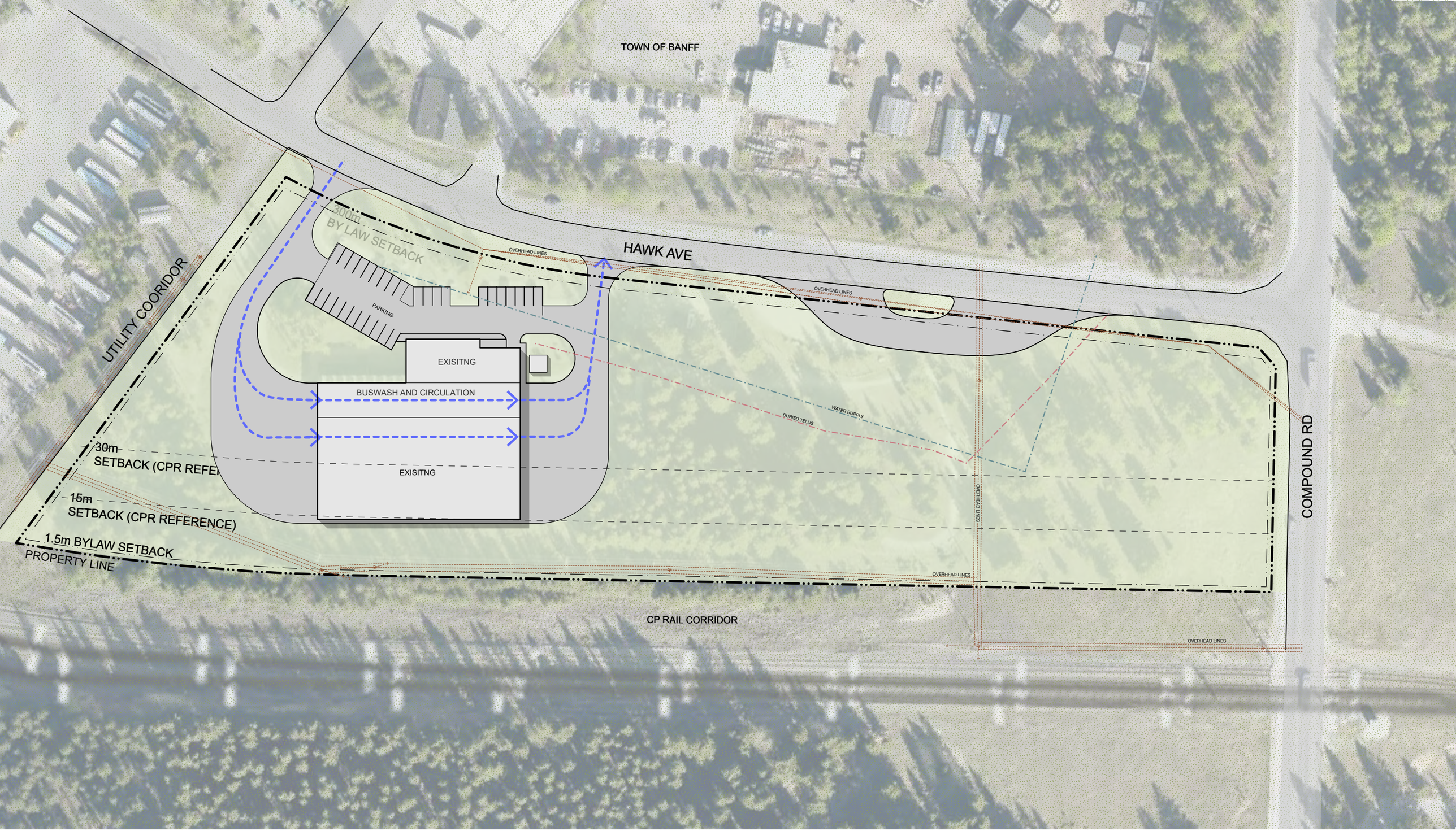
Functional Program
April 10, 2025

Programs to be accommodated in new Maintenance Building
Programs to be accommodated in existing Operations & Storage Building

Master Plan Program (2040)						Remarks
Space Standard		Qty.		Area		
(SF)	*(SM)*	Staff	Space	(SF)	*(SM)*	

Functional Program April 10, 2025 **SUMMARY**

	SF	SM
Building Areas		
Total Office Areas	13,839	*1,285.7*
Total Shop/Storage Areas	31,554	*2,931.5*
Total (Building Areas)	**45,393**	***4,217.1***
Exterior Areas		
Total Covered Exterior Areas	820	*76.1*
Total Uncovered Exterior Areas	1,628	*151.2*
Total Enclosed Vehicle Parking Areas*	53,703	*4,989.2*
Total Covered Vehicle Parking Areas	0	*0.0*
Total Uncoverd Vehicle Parking Areas	0	*0.0*
Total Employee/Visitor Parking Areas	67,950	*6,312.8*
Total (Exterior Areas)	**124,101**	***11,529.3***
Total Facility Areas	**169,493**	***15,746.4***
Acres	3.89	
Site Gross-Up (Approx - Final TBC) @100%	***338,987***	***31,492.9***
Acres	*7.78*	

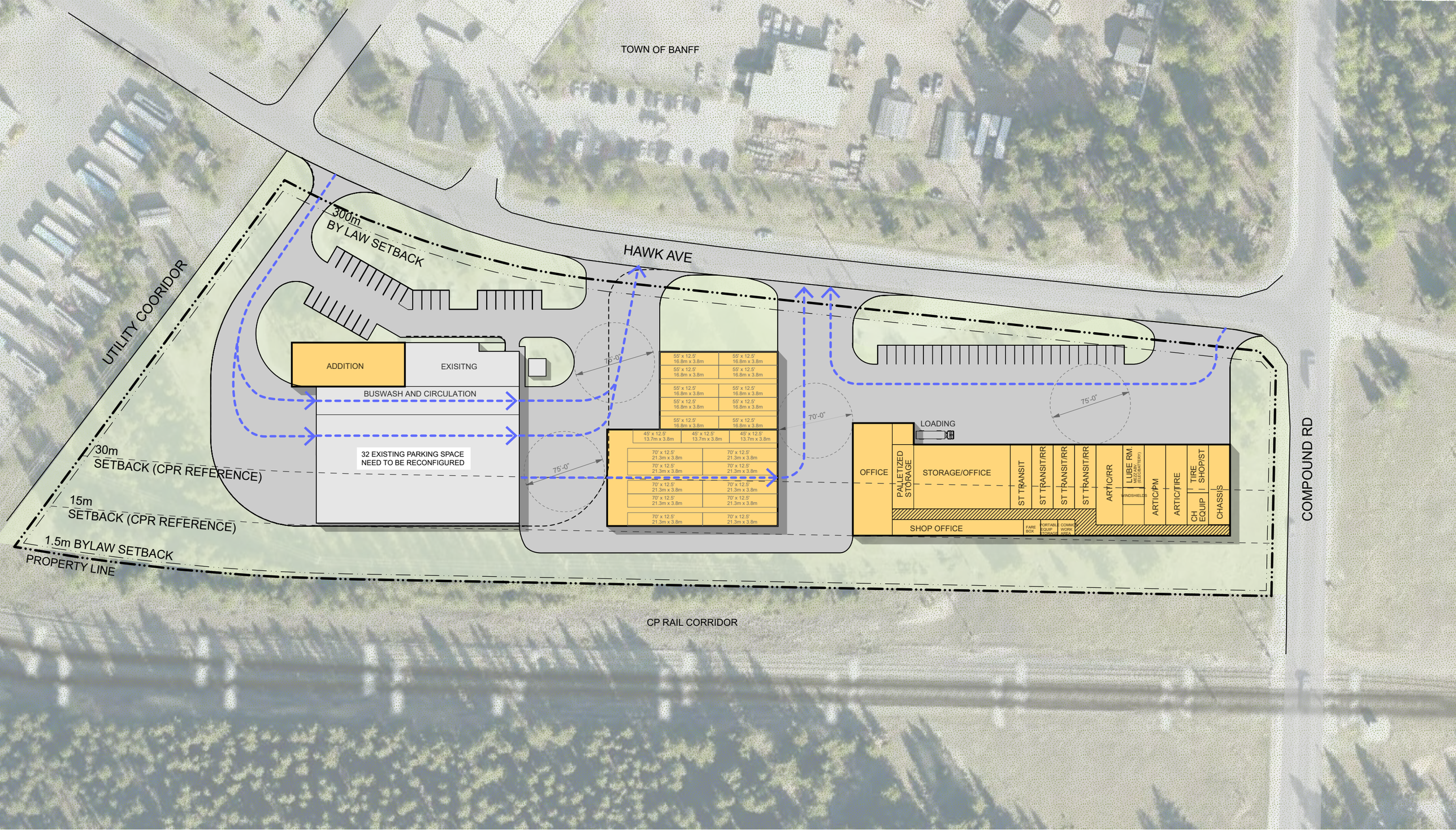


EXISITNG SITE PLAN

4/13

0 25m 50m

Teeple Architects

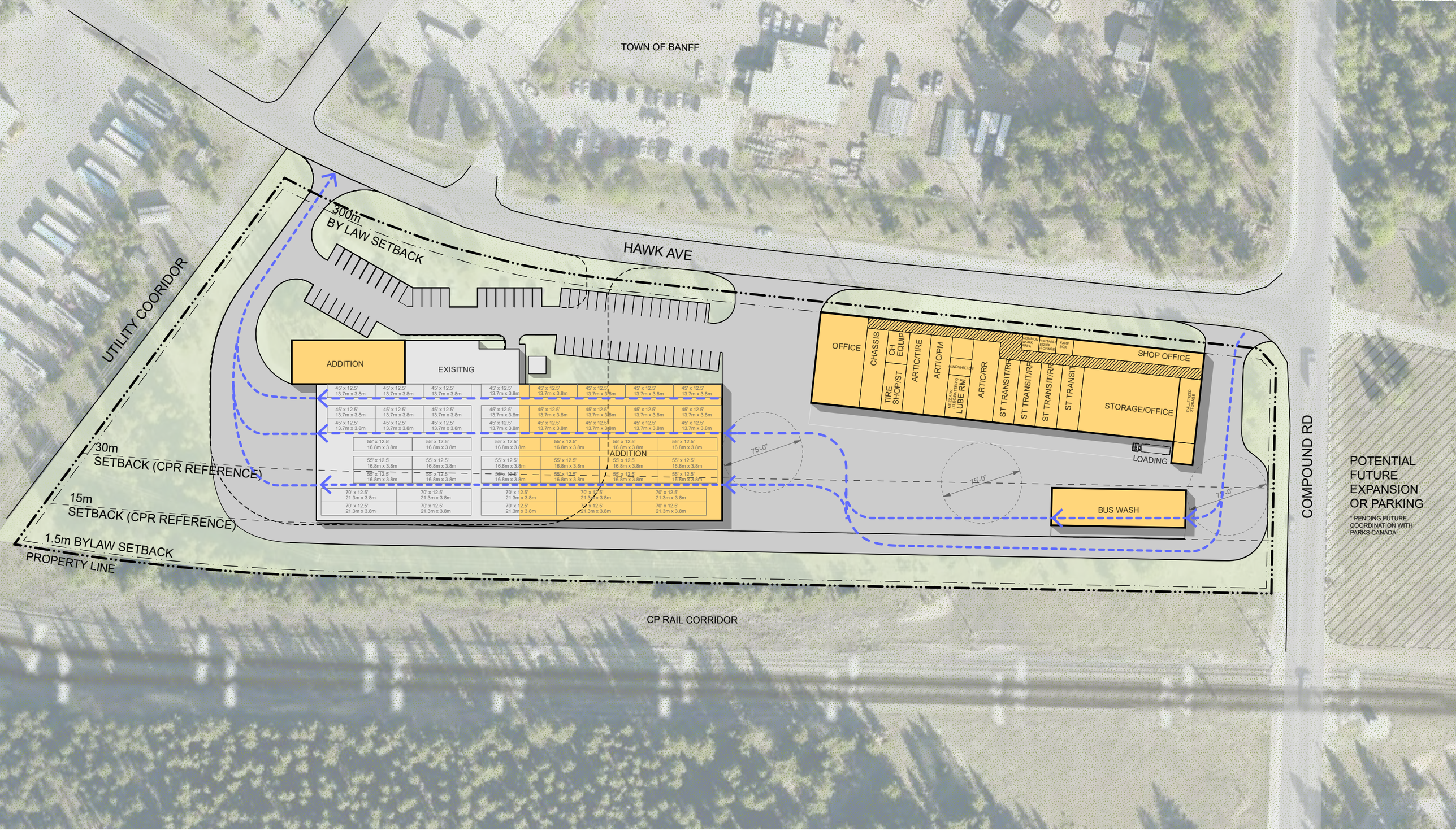


CONCEPT OPTION 1

4/13

0 25m 50m

Teeple Architects

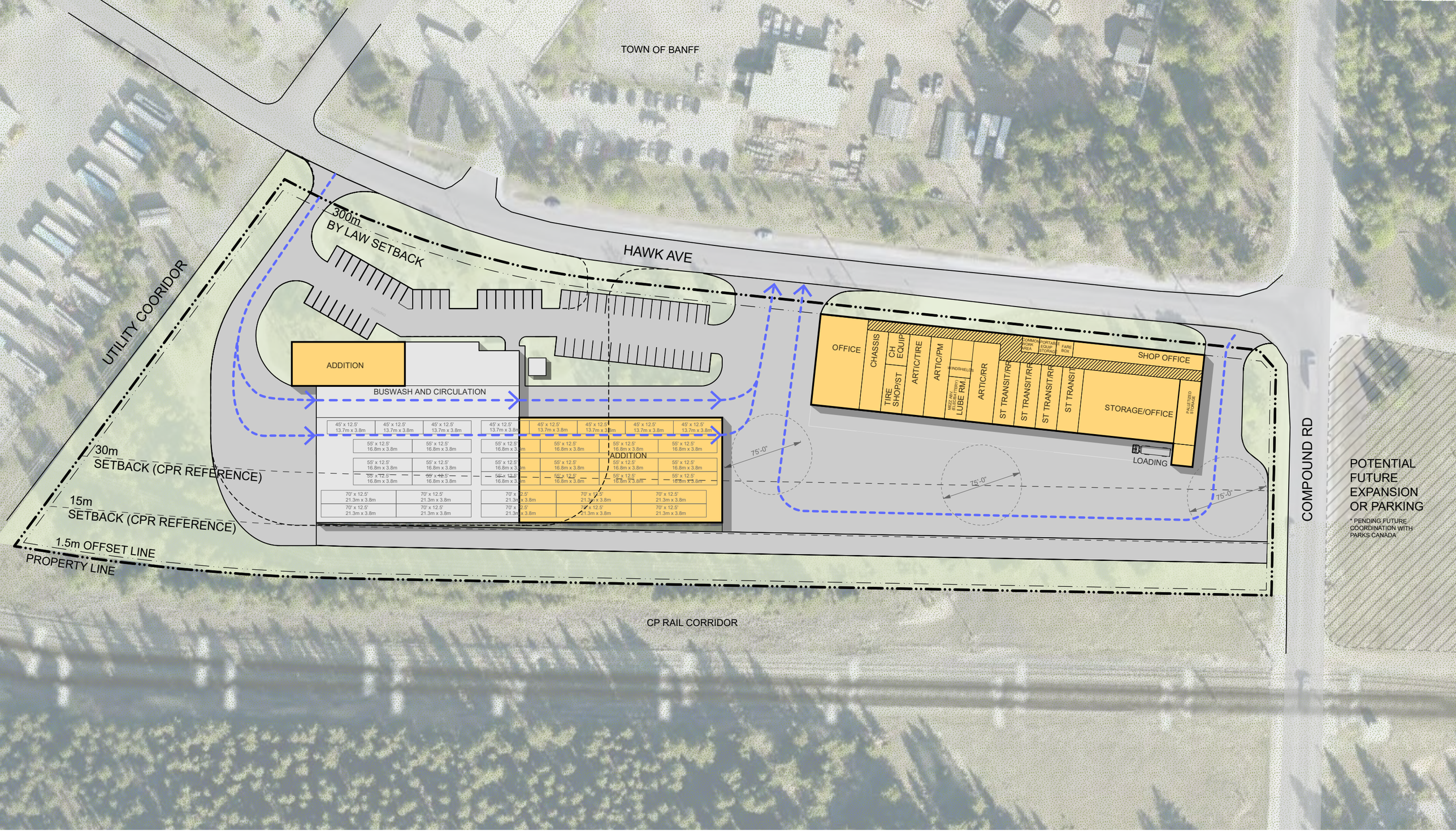


CONCEPT OPTION 2A

4/13

0 25m 50m

Teeple Architects

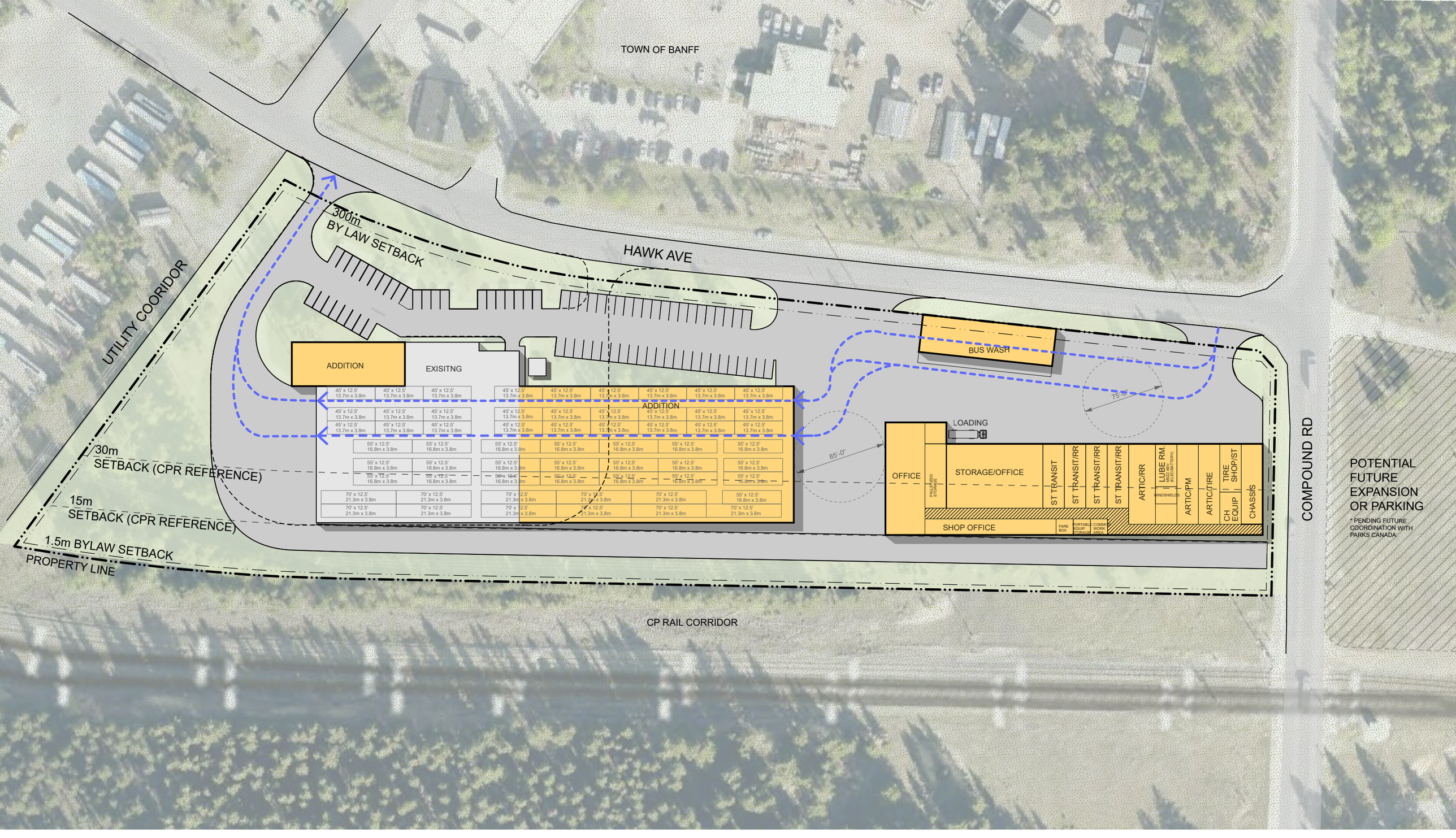


CONCEPT OPTION 2B

4/13

0 25m 50m

Teeple Architects



CONCEPT OPTION 3

4/13

0 25m 50m

Teeple Architects

TOWN OF BANFF

HAWK AVE

300m
BY LAW SETBACK

UTILITY COORIDOR

30m
SETBACK (CPR REFERENCE)

15m
SETBACK (CPR REFERENCE)

1.5m BYLAW SETBACK

PROPERTY LINE

ADDITION

EXISITNG

ADDITION

45' x 12.5'
13.7m x 3.8m

55' x 12.5'
16.8m x 3.8m

70' x 12.5'
21.3m x 3.8m

100'-0"

OFFICE
PARTS ABV.

STORAGE/OFFICE

CWA/PES MEZZ ABV. (ELEC/BATTERY)

FARE BOX

PORTABLE EQUIP STORAGE

COMMON WORK AREA

ARTIC/RR

ARTIC/RR

ARTIC/TIRE

ST TRANSIT/RR

ARTIC/PM

ST TRANSIT/RR

CHASSIS

ST TRANSIT/RR

WASH EQUIP

BUS WASH

LOADING

75'-0"

DOWN/READY

COMPOUND RD

POTENTIAL
FUTURE
EXPANSION
OR PARKING

* PENDING FUTURE COORDINATION WITH PARKS CANADA

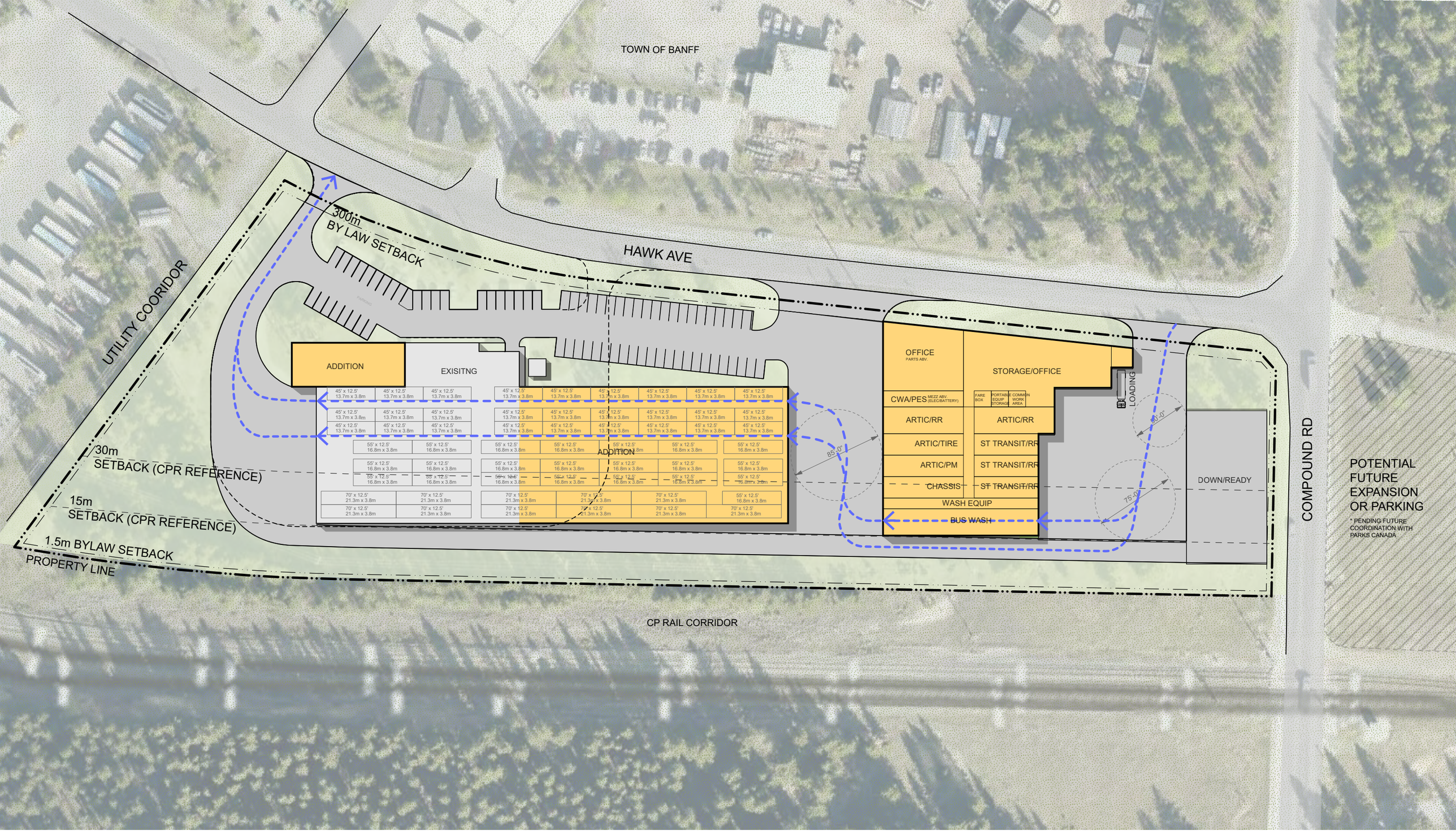
CP RAIL CORRIDOR

CONCEPT OPTION 4A

4/13

0 25m 50m

Teeple Architects

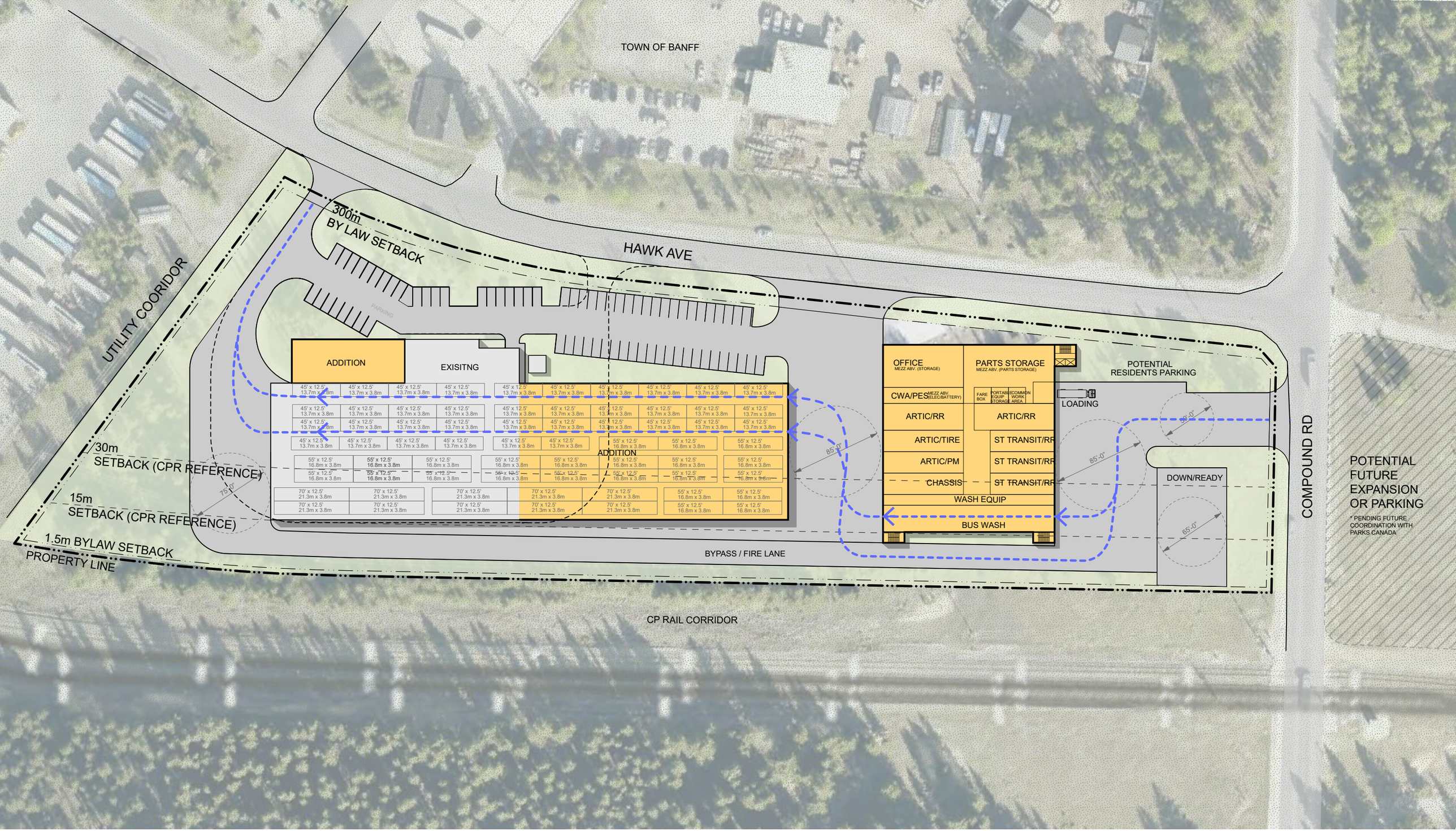


CONCEPT OPTION 4B

4/13

0 25m 50m

Teeple Architects

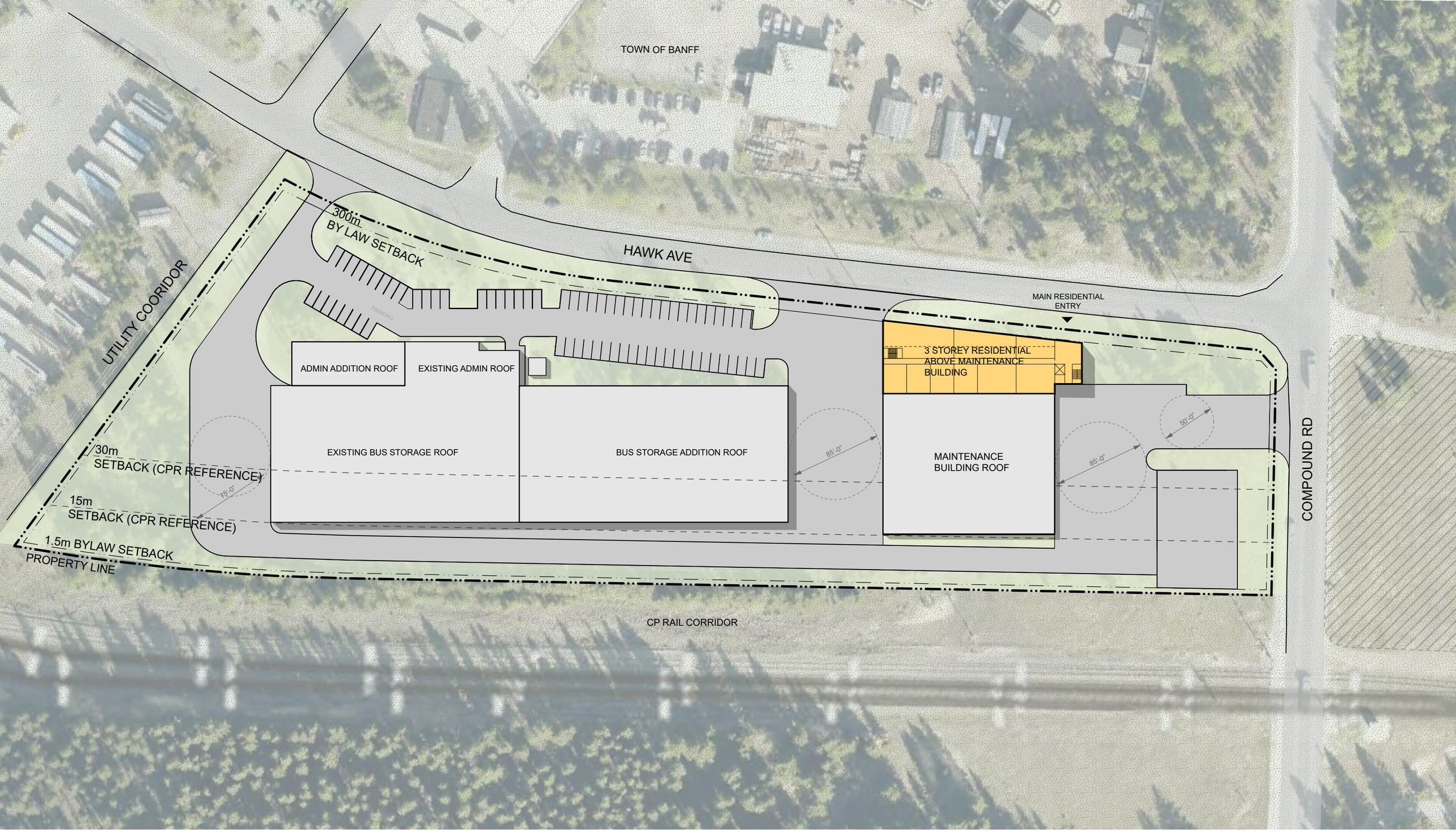


CONCEPT OPTION 4C — GROUND FLOOR

4/13

0 25m 50m

Teeple Architects



CONCEPT OPTION 4C — SECOND FLOOR

4/13

0 25m 50m

Teeple Architects

APPENDIX E: COSTING DETAILS

SEE THINGS DIFFERENTLY

BVRTSC O&M Building

CLASS D BUDGET

Prepared By

Chandos Construction LP.

GENERAL PROJECT DESCRIPTION & BUDGET SUMMARY

Chandos Construction is pleased to present the attached Construction Class D Budget Report for this project. At this preliminary stage of design development, Chandos must make a significant number of design assumptions, and as such this budget should be considered accurate to a Class D (+/- 20%).

We look forward to the opportunity to discuss assisting with design development and further budgetary exercises to ensure the final design is within a targeted budget. We believe we can bring the budget accuracy up very quickly through a number of collaborative working sessions with the client and Teeple, should we be provided the opportunity.

Project Description & Understanding

- The project is located at 111 Hawk Ave, Banff, AB and generally consists of the renovation and expansion of the existing Bus Storage Building and the new construction of a Maintenance and Affordable Living style residential building.
- Currently, the existing storage facility has various operational constraints, such as inadequate space for storage of busses, undersized overhead doors for the current storage area, inadequate drainage, and poor mechanical performance causing ice/frost buildup around openings.
- The current proposed scope from our understanding is to renovate the existing bus storage area, expand this storage building, and the construction of a new building for maintenance needs. In addition, the new building requires new housing for growing staff needs, which is proposed to be built on top of the new maintenance area.

Project Statistics

Schedule of Areas

Element	m2
Sitework	**10,602**
Bus Storage & Admin Building	
Renovation to existing Bus Storage	**2,781**
New Bus Storage Addition	**2,687**
Renovation to existing Admin Building	**406**
New Admin Building Addition	**386**
New Maintenance & Residential Building	
Main Floor – Concrete Structure – Office and Maintenance	**2,687**
3 Storey Residential above	**2,934**

BASIS OF BUDGET

This Basis of Budget conveys the assumptions, inclusions, and exclusions Chandos has used to generate this budget. The scope items listed below, are major scope components either anticipated or requested.

ASSUMPTIONS AND CLARIFICATIONS

RENOVATION TO EXISTING BUS STORAGE

We have assumed most of the existing bus storage building will be maintained and have allowed for renovations to improve the current drainage & access/egress challenges the staff are currently experiencing:

- Overhead doors are currently too narrow, creating access/egress constraints for buses.
- Building is experiencing drainage issues due to inadequate quantity of drains, as well as the current drains getting clogged by sand within the building.
- No sprinkler in the bus storage area.
- HVAC problems with doors constantly icing up around openings.

Due to these challenges our budget assumes operational upgrades to the facility to improve the functionality of the existing space and includes:

- Increasing the openings for the overhead doors.
- New overhead doors to suite larger openings.
- Concrete trenching and infill to allow additional drainage.
- M&E work to improve functionality of existing space.

NEW OFFICES / MAINTENANCE & RESIDENTIAL BUILDING:

- We have included a concrete podium structure 9.1m in height for the main floor level of the building.
- Our interpretation of the site plan includes 3 additional storeys of affordable residential housing.
- Total building height expected of 18.1m

SITE & EXISTING POWER LINES

- We have excluded the relocation of the existing power lines on site.
- We assume no significant delay/issue with relocation of the overhead power lines on-site.
- We have assumed there are no significant added measures with decommissioning the existing sanitary dump station.

CLASS D BUDGET

CHANDOS

Project: BVRTSC - Bus Facility in Banff
ESTIMATE SHEET - Preliminary R.O.M Budget

Date April 10th 2026
Estimator Mike Dolling

		Class D Budget			
Item	**Description**	**Qty**	**Unit**	**Rate**	**Total**
1	**Sitework**				
a	Sitework - New areas of Site Development Generally	10,602	m2 GFA	$ 139.93	$ 1,483,559.06
2	**Building - Bus Storage & Admin Building**				
a	Renovation to existing Bus Storage	2,781	m2 GFA	$ 1,614.60	$ 4,490,202.60
b	New Bus Storage Addition	2,687	m2 GFA	$ 4,305.60	$ 11,569,147.20
c	Renovation to existing Admin Building	406	m2 GFA	$ 1,614.60	$ 655,527.60
d	New Admin Building Addition	386	m2 GFA	$ 4,574.70	$ 1,765,834.20
3	**Building - Offices / Maintenance & Residential**				
a	Main Floor - Concrete structure - Office & maintenance	2,687	m2 GFA	$ 4,305.60	$ 11,569,147.20
b	3 Storey Residential above Concrete Office	2,934	m2 GFA	$ 4,574.70	$ 13,422,169.80
				Total - Class D Budget Value	**$ 44,955,587.66**

EXCLUSIONS

1. Major renovations of existing bus storage facilities.
2. Significant measures to decommission the existing sanitary dump station.
3. Design and Engineering Costs
4. Preconstruction costs
5. Municipal improvements outside of work area
6. Power line relocations
7. Fire line relocation
8. GST

PHASING AND SCHEDULE

Our construction schedule reflects a phased approach to allow reduced operations to be maintained on site during construction. If operations can be relocated off site completely during construction, our schedule can be reduced by 2-3 months. This would result in substantial schedule related cost efficiencies in the Class D budgetary range of $250,000:

Phase 1: New Maintenance and Residential Building

Complete new construction of the maintenance building and develop a strategy with BVRTSC to utilize this new space as a swing space for offices and bus storage prior to moving to phase 2. Our strategy would include potentially using some of the new residential units as temporary offices for BVRTSC staff while the existing building is under construction. The new maintenance building bays could also potentially used for bus storage while the existing storage building is renovated and expanded.

Phase 2: Existing Building Renovation

After the new building is in temporary use for bus storage and offices, Chandos will begin renovations of the existing building. Once completed, both the new building and renovated building can be used for their intended final uses.

Chandos will complete thorough planning to ensure the expansion of the existing building will still allow for proper turning radius on the SW side of the new building, to ensure busses can access/egress the bays during the temporary use.

Construction Timeline:

Phase 1: New Maintenance and Residential building

Mobilization and Construction Start: March 1, 2027

Construction Complete: December 22, 2027

Phase 2: Renovation and Expansion of

Construction Start: December 9, 2027

Construction Complete: August 18, 2028

CLOSURE

The Chandos Construction team is pleased to provide our services to your project. We hope you observe our approach to be proactive and client-value focused. We thrive on feedback and know that it seeds growth - so please feel comfortable to share any feedback you may have.

Should you have any questions or comments, please contact the undersigned.

Sincerest Regards,

Daniel Doyle

Sr. Project Manager

P: 403-821-0107 E: ddoyle@chandos.com

Chandos Construction Ltd.
BVRTSC

ID	Task Name	Duration	Start	Finish	Predecessors
1	**Banff Buss Depot Expansion - Phased**	**554 days**	**Fri 26-05-29**	**Fri 28-08-18**	
2	**Design Development, Design Assist and Planning**	**195 days**	**Fri 26-05-29**	**Tue 27-03-16**	
16	**Construction Phase**	**371 days**	**Mon 27-03-01**	**Fri 28-08-18**	
17	**Phase 1 - Maintenance Building/Residential**	**206 days**	**Mon 27-03-01**	**Wed 27-12-22**	
18	**Mobilization**	**5 days**	**Mon 27-03-01**	**Fri 27-03-05**	
23	**Demolition/Site Clearing**	**10 days**	**Mon 27-03-01**	**Fri 27-03-12**	
27	**Excavation and Foundation Work**	**33 days**	**Mon 27-03-15**	**Thu 27-04-29**	
39	**Superstructure**	**56 days**	**Fri 27-04-30**	**Tue 27-07-20**	
47	**Building Envelope**	**45 days**	**Tue 27-06-08**	**Wed 27-08-11**	
48	**Cladding & Glazing**	**45 days**	**Tue 27-06-08**	**Wed 27-08-11**	
53	**Roofing**	**30 days**	**Fri 27-06-18**	**Fri 27-07-30**	
58	**Interior Framing/Rough Ins**	**50 days**	**Wed 27-07-07**	**Thu 27-09-16**	
59	**Main Floor**	**23 days**	**Wed 27-07-07**	**Mon 27-08-09**	
69	**Second Floor(Residential)**	**11 days**	**Tue 27-08-10**	**Tue 27-08-24**	
76	**Third Floor(Residential)**	**16 days**	**Fri 27-08-13**	**Fri 27-09-03**	
83	**Fourth Floor(Residential)**	**21 days**	**Wed 27-08-18**	**Thu 27-09-16**	
90	**Interior Finishes**	**76 days**	**Tue 27-08-10**	**Fri 27-11-26**	
91	**Main Floor**	**29 days**	**Tue 27-08-10**	**Mon 27-09-20**	
100	**Second Floor**	**44 days**	**Wed 27-08-25**	**Wed 27-10-27**	
111	**Third Floor**	**44 days**	**Tue 27-09-07**	**Mon 27-11-08**	
122	**Fourth Floor**	**49 days**	**Fri 27-09-17**	**Fri 27-11-26**	
134	**Site Works**	**35 days**	**Tue 27-08-03**	**Tue 27-09-21**	
138	**Commissioning**	**32 days**	**Wed 27-10-20**	**Fri 27-12-03**	
143	**Close Out**	**18 days**	**Mon 27-11-29**	**Wed 27-12-22**	
151	**Phase 2 - Transit Storage Building Renovation/Expansion**	**175 days**	**Thu 27-12-09**	**Fri 28-08-18**	

Bow Valley Regional Transit Services Commission

Retired Employee Transit Pass

Report to the Bow Valley Regional Transit Services Commission

Report 2026-04.06

April 06, 2026 – Report by Matt Simmonds

SUMMARY/ ISSUE

Administration has received a staff suggestion to introduce a retiree transit pass for long-tenured employees as a form of recognition for service.

While Roam currently offers competitive compensation and benefits, there is no formal recognition program tied to retirement. A retiree pass would provide a visible, low-cost, low-administration way to acknowledge long-term contributions while reinforcing Roam's positioning as an employer of choice in a competitive labour market.

Administration is seeking direction from the Board to implement a Roam retiree pass program.

Administration Recommendation:

That the Board approve a lifetime retiree transit pass for eligible employees, defined as those with a minimum of 10 years of service who are aged 60 or older at the time of retirement.

INVESTIGATION

As of April 2026, Roam employs 120 people.

10 employees have ≥ 10 years of service

22 employees have 5-9 years of service

Workforce tenure is mixed, with 30 employees aged 60+ who may be approaching traditional retirement eligibility. While many retirees remain in their communities, the unique characteristics of the Bow Valley may result in fewer retirees remaining locally, positioning the pass primarily as a gesture of recognition rather than a frequently utilized benefit.

Retiree transit passes are consistent with practices in the transit and airline industries, where long-tenured employees are often provided continued access to services post-retirement at minimal incremental cost.

Both Moose Jaw Transit and the Toronto Transit Commission provide a lifetime, system-wide pass to eligible retirees as part of their retiree benefits. Qualification is generally achieved through a minimum of 10 years of service and retirement at age 60. Members of the Canadian Urban Transit Association (CUTA) have confirmed that several other Canadian systems including Calgary Transit, Winnipeg Transit, and Saskatoon Transit offer free retiree transit passes as part of their recognition frameworks for long-serving employees.

Under Canada Revenue Agency guidance, transit passes provided to retired employees of a transit company are generally not a taxable benefit, reducing administrative burden.

BUSINESS PLAN/ BUDGET IMPLICATIONS

Direct Financial Impact

- Estimated retail value of an annual system-wide pass: $750 per year (seniors' rate)
- Actual incremental cost to Roam is significantly lower, as:
    - service capacity is largely fixed
    - overall pass issuance and utilization are expected to be low
    - marginal cost of additional riders is minimal outside peak periods
    - pass would be non-transferrable, and revokable at the discretion of Roam
- Low expected administrative impact

Expected Uptake

Roam expects limited uptake, with 1-2 employees becoming eligible annually and approximately 50% utilizing the benefit, resulting in fewer than five active passes over five years. A simple renewal mechanism would help maintain an accurate record of active users while also providing a periodic point of contact with retirees.

Year	Estimated Eligible Retirees	Estimated Uptake	Cumulative Active Passes
Year 1	0-1	0-1	0-1
Year 2	1	0-1	0-2
Year 3	1-2	1	1-3
Year 4	1-2	1	2-4
Year 5	1-2	1	3-5

BRAND IMPACT

- Reinforces Roam's positioning as an Employer of Choice in the Bow Valley
- Signals long-term commitment to employees, not just active workforce
- Aligns with community-facing values (employees using the system post-retirement)

OPTIONS

Option	Description	Cost Exposure	Employee / Brand Impact	Precedent / Risk	Overall Assessment
1. Lifetime Pass	Lifetime pass for eligible retirees	Low – minimal incremental cost, expected utilization	High – strong recognition, aligns with "employer of choice"	Moderate – ongoing expectation, harder to reverse	High impact, low cost, low governance risk
2. Tiered Approach	Benefit scales 5–10 yrs limited 10+ yrs lifetime	Moderate – depends on structure	High – aligns benefit with contribution	Moderate – potential fairness debate	Most tailored, but adds complexity and friction

RISKS

- One organization has expressed their initial program offering was too broad (including those separating due to illness, and widows/widowers of eligible members) and there are plans to review the overall provision
- Definition of Retirement: Potential for perceived inequity based on age
- Potential for misuse
- Precedent risk: May create expectations for other employee groups or new benefits over time