

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

111 Hawk Avenue and MS Teams

AGENDA

June 10th, 2026 2:00-4:00pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the May 13th, 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) Financial Arrangement Review – Avail Presentation (Request for Decision)
 - b) Bylaw Review – Avail Presentation (Request for Decision)
 - c) Route 7 Survey Results (For Information Only)
 - d) Route 12 Survey Results (For Information Only)
 - e) In Camera Session (HR and Financial Items)
6. Next Regular Meeting – Wednesday July 8th, 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

May 13th, 2026 2:00-4:00pm

BOARD MEMBERS PRESENT

Dave Schebek, ID9 (Chair)
Tanya Foubert, Town of Canmore
Don Beaulieu, ID9
Sean Krausert, Town of Canmore (Virtual)
Brian Standish, Town of Banff

BOARD MEMBERS ABSENT

Barb Pelham, Town of Banff (Vice Chair)

BVRTSC ADMINISTRATION PRESENT

Martin Bean, CEO
Natasha Gray, Office Administrator (Virtual)
Steve Nelson, Director of Service Delivery
Matt Simmonds, Director of Finance and Administration

ADMINISTRATION PRESENT

Patti Youngberg, Parks Canada
Dustin Schinbein, Town of Canmore (Virtual)
Adrian Field, Town of Banff

PUBLIC PRESENT

Marek Cerny, BVRTSC (Virtual)
Caz Vary, BVRTSC (Virtual)
Greg Colgan, CBC

1. Call to Order

BVRTSC26-21 Dave Schebek calls the meeting to order at 14:00

2. Approval of the Agenda

Ask to add information re. gas prices into New Business - D.

BVRTSC26-22 Dave Schebek makes a motion to accept agenda as amended with one addition.

Carried Unanimously

3. Minutes

- Approval of the April 16th, 2026 Regular Meeting Minutes (attached) – 14:01

BVRTSC26-23 Dave Schebek moves to approve the April 16th 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)

Request from Sean Krausert for detailed ridership information on the significant increase in route 3. Visitor v. commuters, type of passes etc.

5. New Business

- a) Presentation of Q1 Financials (For Information Only)
- b) Updated Employee Retirement Program (Request for Decision)

BVRTSC26-24 Tanya Foubert moves that the board approve the following:

That the Board revise the eligibility criteria for the Lifetime Transit Pass program, initially approved on April 16, 2026, from the current requirement of age 60 with a minimum of 10 years of service to a revised requirement of a combined total of 70 years of age and eligible service with the organization.

Carried Unanimously

- c) Fleet and Facilities Report Discussion (For Information Only)
- d) ADDED - Gas & fuel pricing (For Information Only)

6. Next Regular Meeting – Wednesday June 10th, 2026 2- 4pm

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

7. Adjournment

BVRTSC26-25 Dave Schebek moves to adjourn the meeting.

Carried Unanimously

CEO and Admin Report



June 2026

Financial:

- Advanced the development and evaluation of forecasting methodologies and internal variance analysis to support budget preparation and continuous improvements to financial planning processes.
- Engaged with municipal partners and stakeholders to support budget coordination, long-term service planning considerations and identify financial planning priorities.
- Collaborated with operational teams to support organizational planning and integrate operational priorities into financial planning and capital allocation decisions.
- Managed the ongoing administration and monitoring of federal and provincial funding agreements, including Canada Summer Jobs, ICIP, and other grant-funded initiatives.
- Completed annual Statistics Canada reporting requirements, including the Annual Passenger Bus and Urban Transit Survey, Annual Capital and Repair Expenditures Survey, Job Vacancy and Wage Survey, Government of Alberta Wage and Salary Survey, and CUTA transit statistics reporting, supporting sector benchmarking and future funding opportunities.
- Completed GST filings, WCB remittances, and related compliance activities, ensuring statutory reporting requirements remained current.

Transit and Operational Updates:

- Discussions are underway with the Town of Canmore and the Town of Banff to discuss Canada Day parade service impacts, detours, etc. There are no major changes expected aside from parade start time this year compared to previous years.
- A cutaway style bus has been leased for 5 months from Kirkman Bus Sales. This additional bus will ensure Roam has enough rolling stock this busy summer to support our services and provide additional overflow service capacity. Once the bus arrives, our Roam Fleet team will install the farebox.
- Downtown Wolf Street bus stop shelter has been relocated to the Mountain Ave bus stop (in front of Parks Admin Entrance / across from Silver Dragon. Still requires some cement work to be completed – recent weather delays.

- Banff High School Transit Hub Field stop has had some minor trenching work completed along the fence line, to allow for the temporary installation of the Downtown Wolf Street LED 'next bus' sign. This sign will be used in the summer at this location, then moved to the Mountain Ave bus stop for the fall/winter/spring seasons.
- The Transit Priority Signal has been in place since May 13th and has been working well. The system is designed to sense when a vehicle pulls up to the traffic lights while in the curb lane.



Dispatch Hiring

- One of our dispatchers has resigned to relocate. Therefore, we are in the process of hiring their replacement through internal applicants. Given the summer season, this is one of our highest priorities and therefore we are moving on it quickly and hope to have the hiring completed and the training begun as soon as possible.

Bus Detailer Crew

- One of our goals in the Detailing Department was to train more of the crew to be able to perform the Lead Hand role involving moving, washing, and charging buses as well as overseeing the nightly workflow. This will give us better capacity to absorb staff time off with less impact. A recent non-work-related injury to the Wash Crew Supervisor and their recovery time has meant expediting this. The hiring has been completed, and the training is soon to follow.

Transit Maintenance Update:

- A decision was made to put 1001 back into service, as the repair costs, although above what insurance valued the bus at, were not significant. The bus is now at Prevost in Calgary, awaiting delivery of parts, with no confirmed time frame for it to be back in service.
- Transit maintenance has been working closely with Prevost in Calgary to resolve a faulty transmission which was recently installed into bus 1005. The manufacturer has sent out a replacement transmission.
- Roam Fleet is in the final process of completing an RFP for hardware that will streamline communications within the buses in support of the new Matawan pay system.
- Transit maintenance has seen improvements in the fleet spares ratio, which is taking some pressure off the dispatch team.
- The Transit technology team received camera systems for the cutaway buses which are expected to be installed within the next few weeks.

General/Health and Safety

- The team is currently conducting our site inspections, identifying areas of concern and working with teams to develop solutions to ensure our operations remain safe during the busy summer season.
- There has been significant interest from new employees to join the Health and Safety Committee. This is a positive development, as it broadens the range of perspectives and experiences

represented on the committee. Having fresh eyes on safety issues often helps identify opportunities for improvement that may otherwise be overlooked.

- The committee is currently reviewing our policies and developing public-facing messaging to remind customers of safety best practices while using our services.
- The introduction of new summer routes has also resulted in several new bus stops being added to the network. Summer construction projects continue to impact many of our routes, and our Field Supervisors have been actively monitoring operations to ensure that drivers are following the appropriate procedures. The message continues to be reinforced that safety takes priority over schedule adherence. While the summer season can be very busy, it is important for all to understand that arriving safely is the priority over arriving on time and risking an incident.

Training:

- Roam Days were once again a success. For the second year in a row, the training and orientation event was distributed over two days rather than concentrating everything into a single day. In addition to presentations from Parks Canada, the Banff Lake Louise Tourism Bureau (BLLT), and Pursuit, employees participated in Diversity Equity and inclusion training, summer operations training, and team-building activities. Staff also had the opportunity to visit the Banff Gondola. These sessions are always well received and help create a smooth transition between winter and summer operations.
- There are currently 4 trainees scheduled for their Class 2 road tests. Prior to their test date, their training hours are being supplemented by having them drive Route 4 using a minibus. This allows them to maintain and develop their driving skills while waiting for their road tests. Once they have successfully completed their Class 2 tests, they will move into the final stage of training, which includes shadowing experienced drivers on regular routes. It is anticipated that all summer drivers to be fully trained by mid-July.
- Roam's Field Supervisors continue to spend significant time on the road, with a particular focus on our major transit hubs. They are supporting drivers, conducting ride-alongs, answering questions, and reinforcing safety procedures. This has been a very positive initiative, providing drivers with direct access to operational support while also allowing supervisors to identify and address challenges experienced on route.
- Over the coming weeks, more of the Transit Detail Team will be trained to safely move buses within the yard. This initiative will require the development of training materials, procedures, and practical exercises, which the team is currently working on.
- The training team has recently installed a new Consat test bench at the Banff garage. Consat is the onboard system used by drivers to manage route information, stop announcements, passenger information displays, and other operational functions. The test bench allows

employees to practice using the system and become familiar with its features in a controlled environment without the pressures of being on route. It also provides an opportunity for drivers to ask questions, troubleshoot issues, and build confidence with the equipment before encountering situations in service.

Marketing & Customer Experience

- The annual Summer Customer Experience Survey will launch in June. The survey content remains largely unchanged from previous years, allowing Roam to continue tracking customer satisfaction trends and gather feedback on key service areas.
- Reservations for July service opened on May 25 and the launch proceeded smoothly, with minimal booking delays experienced by customers. The Customer Experience Team responded efficiently to inquiries and provided timely support throughout the reservation release period.
- The Marketing Team attended the Social West Digital Marketing Conference in Calgary at the end of May to explore emerging trends, technologies, and best practices in communications and marketing. Artificial Intelligence (AI) was a key focus throughout the conference, with numerous sessions highlighting tools and strategies that can support more effective customer engagement and communication delivery.
- Community engagement remains a priority, with Roam participating in the Town of Canmore Seniors' Week Ice Cream Social on June 4. Roam will also host an information table at the upcoming Town of Banff Council Open House, providing residents with an opportunity to connect with staff, ask questions, and register for the Banff Resident Pass program.
- By mid-June, the Customer Experience Team will be fully staffed. Team members have continued to perform exceptionally well while managing higher-than-anticipated early-season visitor volumes and ridership levels, ensuring customers continue to receive a high standard of service.



BRING FORWARD LIST

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

ITEM	Date Initiated	Pending Date	Responsible for Completion	Comments:
<p>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.</p> <p style="text-align: center;">CARRIED UNANIMOUSLY</p>	March 12, 2025	<p>Presentation on April 16</p> <p>Further discussion at May meeting</p>	Martin/Steve	Phase Two presented in April by Watt Consulting.
<p>BVRTSC24-75 Dave Schebek moves to direct Commission members to perform a Board Self-Assessment in 2025 led by Elevated HR.</p> <p>BVRTSC25-23 Sean Krausert moves to amend item BVRTSC24-75 (Board Self-Assessment) to adjust completion date to Q4 2026</p> <p style="text-align: center;">CARRIED UNANIMOUSLY</p>	Nov 13, 2024	Q4 2026	Board and Elevated HR	<p>Moved in July meeting to be completed by Q4 2026</p> <p>Will arrange meeting with Elevated HR to begin this process in Q2 2026</p>
<p>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.</p> <p>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.</p> <p style="text-align: center;">CARRIED UNANIMOUSLY</p>	Nov 13, 2024	<p>Q2, 2026</p> <p>Presentation to occur at June meeting</p>	Board, Admin, and Outside Consultant	<p>Moved in July 2025 meeting to be completed by Q2 2026.</p> <p>Initial discussions have begun to have this review completed by Avail LLP</p> <p>Meetings occurred with Avail January 14-16, 2026</p>
<p>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 funding and the balance to come from</p>	Jan 14, 2026	Q4 2026	Steve/Martin	<p>Contract has been awarded to Matawan.</p> <p>Kick off meeting to occur in mid-February</p>

General Commission reserves. To a maximum of \$260,000.00 CARRIED UNANIMOUSLY				Implementation timeframe anticipate after Thanksgiving weekend.
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Bow Valley Regional Transit Services Commission Ridership Statistics

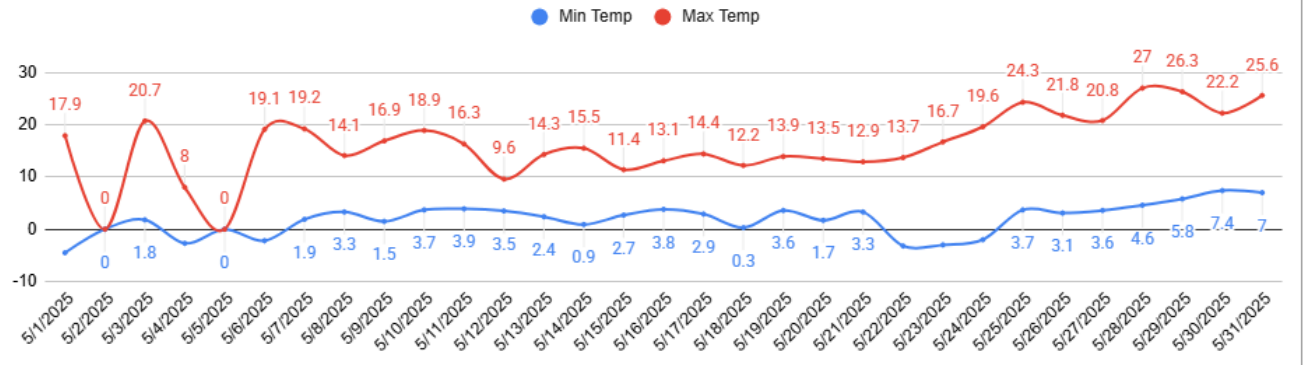
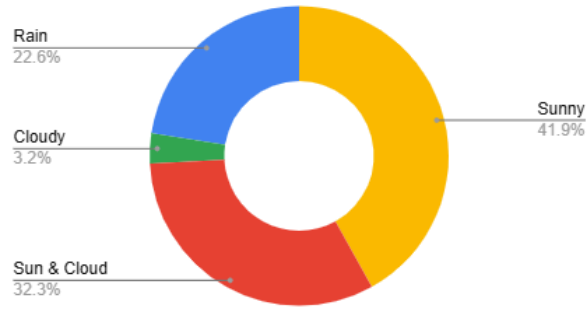


Month	Type	Banff Local	Canmore Local	Canmore-Banff Regional	Lake Louise - Banff Regional
May 2026	Ridership	187,085	38,046	39,748	20,031
	Banff Residents	46,973	-	-	-
	Bikes	383	909	925	84
	Winter Sports	0	164	199	0
	Strollers	301	260	67	13
	Mobility Devices	25	9	2	1

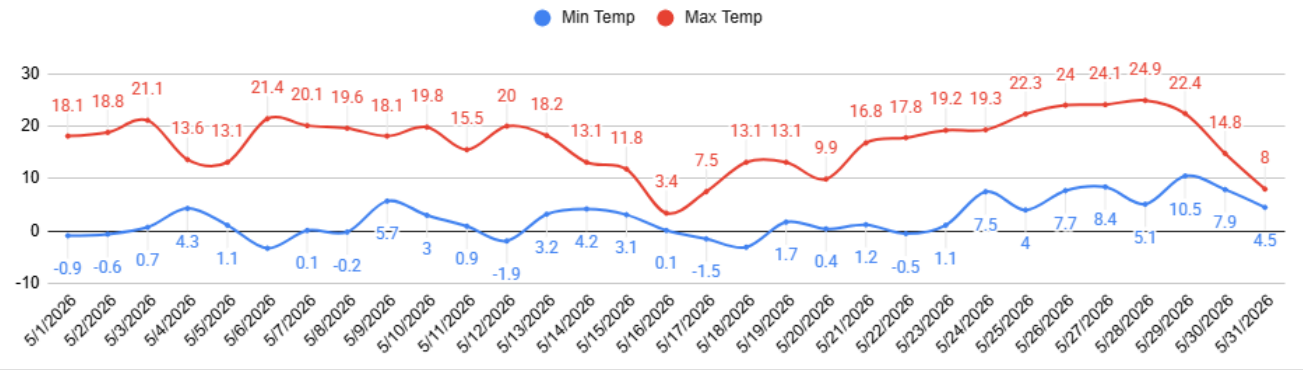
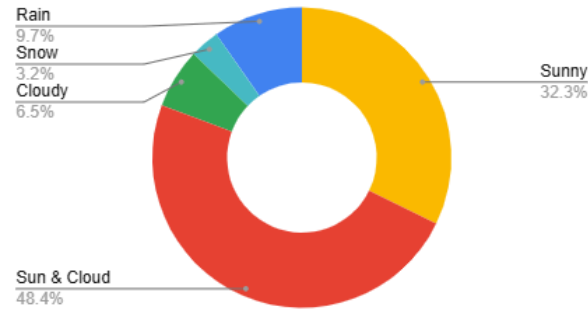
Route	Monthly Ridership Change 2025 - 2026	Comment
Route 1	10.65%	Change from May 2025 to May 2026
Route 2	20.65%	Change from May 2025 to May 2026
Route 3	20.48%	Change from May 2025 to May 2026
Route 4	-3.01%	Change from May 2025 to May 2026
Route 5	7.30%	Change from May 2025 to May 2026
Route 6	-0.06%	Change from May 2025 to May 2026
Route 8X	-8.87%	Change from May 2025 to May 2026
Route 9	-7.48%	Change from May 2025 to May 2026
Route 12	118.49%	Change from May 2025 to May 2026

Banff Resident Pass Usage - YTD	213,882
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Weather Conditions May 2025



Weather Conditions May 2026

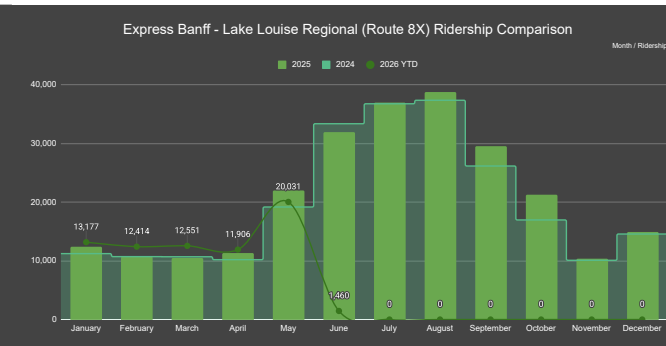
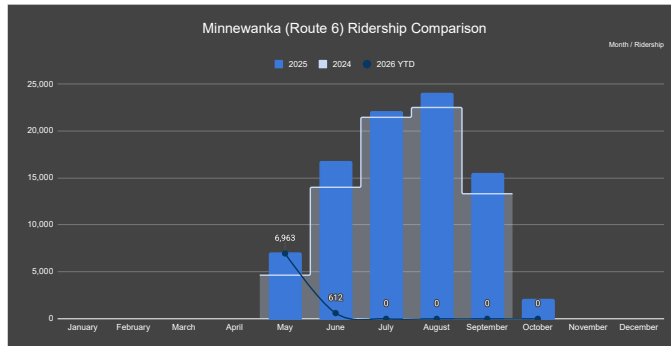
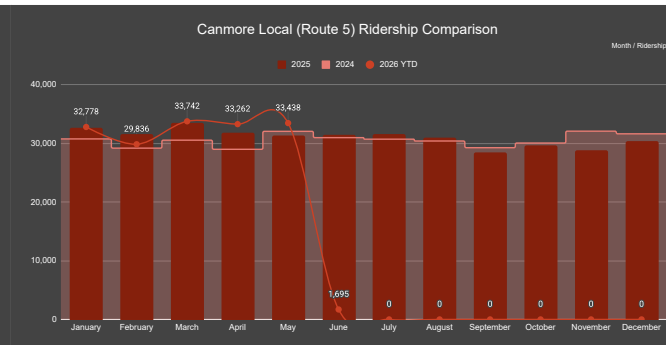
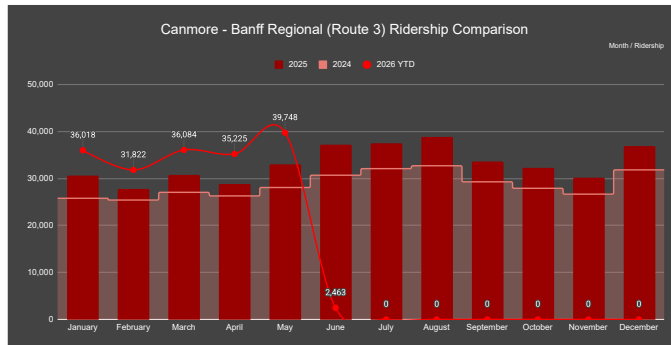
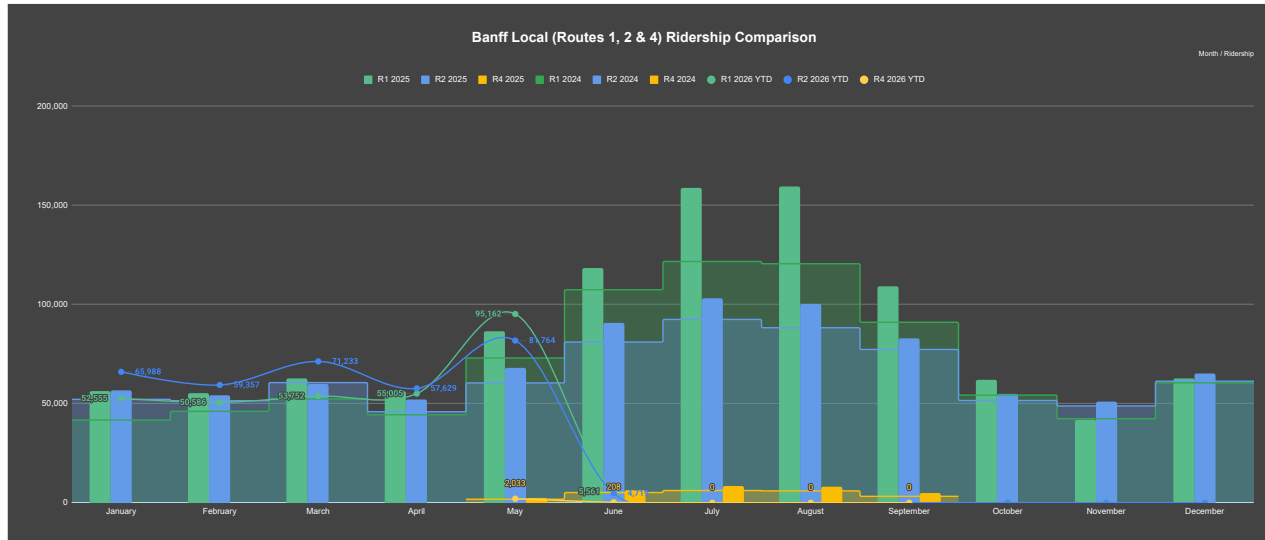


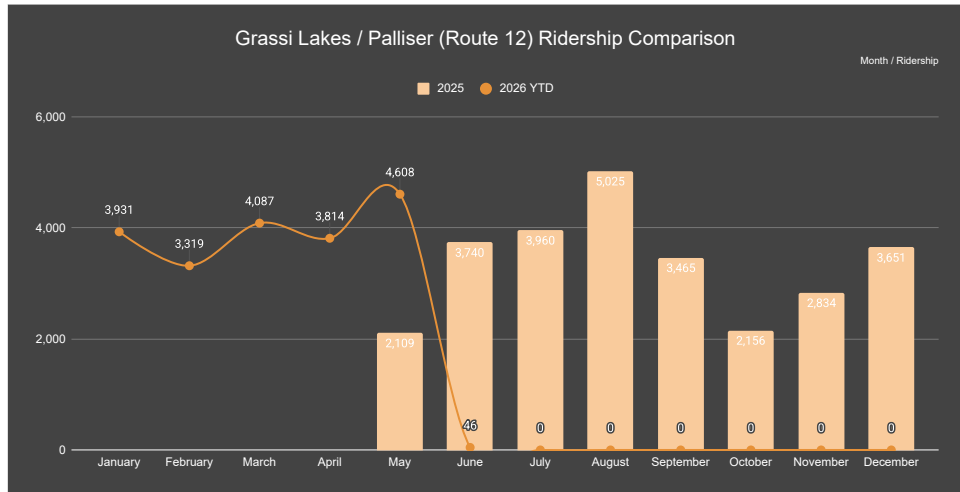
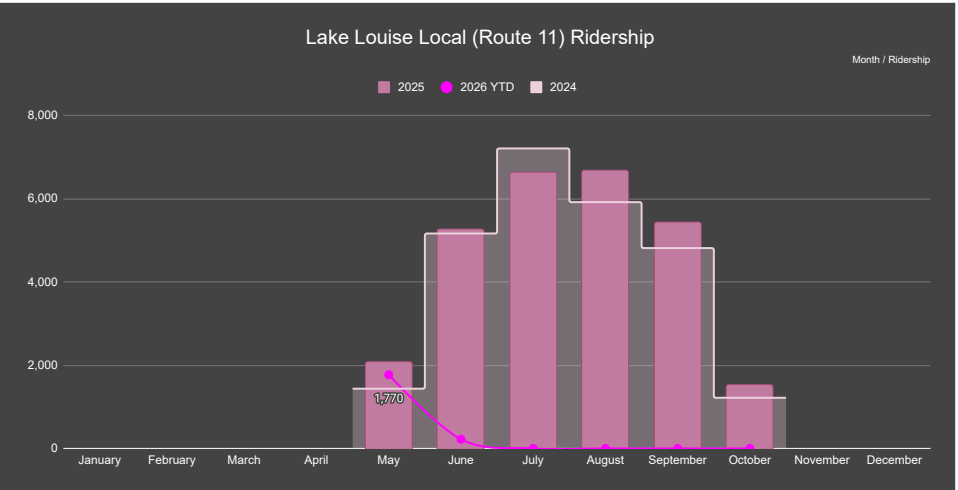
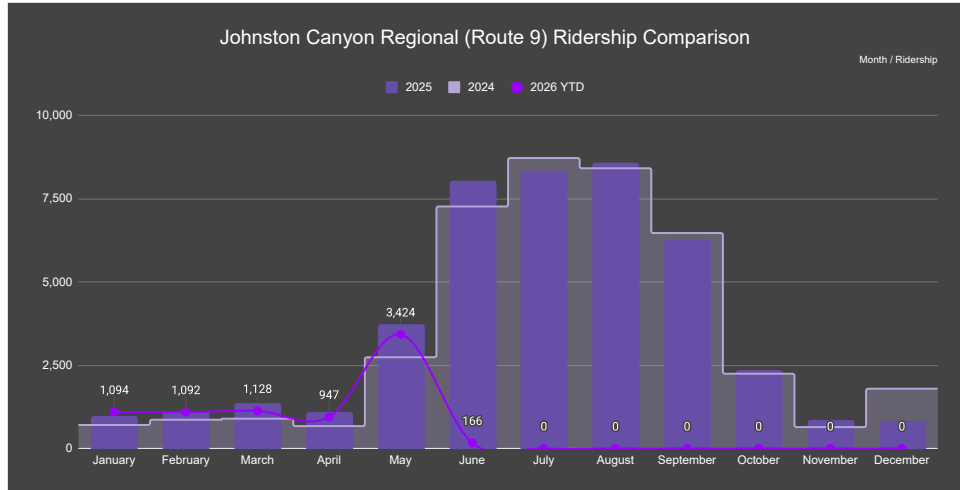
6/3/2026

Month	Route 1 (Inns of Banff/ Gondola)						Route 2 (Tunnel Mtn / Banff Springs Hotel)						Route 4 (Cave & Basin)						Banff Local (Route 1, 2 & 4)										
	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	R4 2023	R4 2024	R4 2025	R4 2025 YTD	R4 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	54,862	54,862	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	55,942	55,005	-1.67%	24.05%	44,739	45,853	51,665	51,665	57,629	11.54%	25.68%									85,837	90,194	107,607	107,607	112,634	4.67%	24.88%
May	67,740	72,973	86,000	86,000	95,162	10.65%	30.41%	55,890	60,403	67,770	67,770	81,764	20.65%	35.36%									125,534	135,116	155,866	155,866	178,959	14.82%	32.45%
June	103,499	107,404	117,880	6,706	5,561	-17.07%		76,511	81,019	90,437	5,296	4,719	-10.90%		1,904	1,740	2,096	2,096	2,033	-3.01%	16.84%	186,699	193,539	214,269	12,250	10,488	-14.38%		
July	125,827	121,640	158,541	0	0	0.00%		93,346	92,431	102,863	0	0	0.00%		7,647	6,131	7,945	0	0	0.00%		226,820	220,202	269,349	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%		7,191	5,945	7,630	0	0	0.00%		221,026	214,692	266,782	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%		4,842	3,200	4,463	0	0	0.00%		168,966	171,482	195,806	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	321,749	312,621	-2.84%	-	733,010	770,920	834,854	294,250	340,690	15.78%	-	28,273	22,132	28,086	2,344	2,241	-4.39%	-	1,574,993	1,647,998	1,887,840	618,343	655,552	6.02%	-	

Month	Route 3 (Canmore-Banff Regional)						Route 5C (Cougar Creek)						Route 5T (Three Sisters)						Route 5 (Canmore Local 5C + 5T combined)									
	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	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%		19,797	21,263	21,263	20,339	-4.35%	3.28%		10,947	11,286	11,286	12,439	10.22%	13.63%	22,810	30,744	32,549	32,549	32,778	0.70%	6.62%
February	21,303	25,415	27,714	27,714	31,822	14.82%	25.21%		17,830	20,299	20,299	18,414	-9.29%	3.28%		11,344	11,094	11,094	11,422	2.96%	0.69%	22,119	29,174	31,393	31,393	29,836	-4.96%	2.27%
March	23,824	27,059	30,832	30,832	36,084	17.03%	33.35%		18,442	20,995	20,995	21,397	1.91%	16.02%		12,088	12,313	12,313	12,345	0.26%	2.13%	25,116	30,530	33,308	33,308	33,742	1.30%	10.52%
April	23,622	26,296	28,811	28,811	35,225	22.26%	33.96%		17,958	19,907	19,907	21,056	5.77%	17.25%		11,018	11,799	11,799	12,206	3.45%	10.78%	23,308	28,976	31,706	31,706	33,262	4.91%	14.79%
May	26,946	28,087	32,990	32,990	39,748	20.48%	41.52%		18,563	18,653	18,653	20,528	10.05%	10.59%		13,473	12,509	12,509	12,910	3.21%	-4.18%	27,143	32,036	31,162	31,162	33,438	7.30%	4.38%
June	30,304	30,702	37,229	1,919	2,463	28.35%			17,076	18,436	1,094	860	-21.39%			13,887	12,941	739	835	12.99%		28,039	30,963	31,377	1,833	1,695	-7.53%	
July	31,836	32,104	37,548	0	0	0.00%			17,115	17,768	0	0	0.00%			13,585	13,637	0	0	0.00%		28,691	30,700	31,405	0	0	0.00%	
August	32,667	32,717	38,910	0	0	0.00%		15,005	17,118	17,398	0	0	0.00%		12,653	13,272	13,485	0	0	0.00%		27,658	30,390	30,883	0	0	0.00%	
September	28,533	29,297	33,579	0	0	0.00%		14,113	16,643	16,288	0	0	0.00%		10,943	12,606	12,097	0	0	0.00%		25,056	29,249	28,385	0	0	0.00%	
October	28,139	27,917	32,319	0	0	0.00%		15,771	18,359	17,878	0	0	0.00%		10,462	11,885	11,601	0	0	0.00%		26,233	30,044	29,480	0	0	0.00%	
November	27,903	26,674	30,133	0	0	0.00%		16,468	20,611	18,300	0	0	0.00%		11,318	11,454	10,396	0	0	0.00%		26,722	32,065	28,696	0	0	0.00%	
December	31,157	31,841	36,925	0	0	0.00%		18,122	20,228	20,389	0	0	0.00%		11,149	11,385	9,891	0	0	0.00%		29,271	31,613	30,280	0	0	0.00%	
YTD	329,489	343,901	397,592	152,868	181,360	18.64%	-	79,479	219,740	227,574	102,211	102,594	0.37%	-	56,525	146,744	143,049	59,740	62,157	4.05%	-	312,166	366,484	370,624	161,951	164,751	1.73%	-

Month	Route 6 (Lake Minnewanka)						Route 7 (Banff Centre/Fenlands)						Route 8X (Express Lake Louise - Banff Regional)						Route 8S (Scenic Lake Louise - Banff Regional)										
	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	2023	2024	2025	2025 YTD	2026 YTD	% Change -25	% Change -24	
January															9,788	11,227	12,444	12,444	13,177	5.89%	17.37%								
February															9,363	10,714	10,741	10,741	12,414	15.58%	15.87%								
March															10,205	10,694	10,522	10,522	12,551	19.28%	17.36%								
April															10,013	10,196	11,353	11,353	11,906	4.87%	16.77%								
May	5,879	4,647	6,967	6,967	6,963	-0.06%	49.84%								17,400	19,167	21,980	21,980	20,031	-8.87%	4.51%								
June	18,255	14,003	16,726	854	612	-28.34%									34,555	33,350	31,936	1,788	1,460	-18.34%									
July	25,806	21,451	22,029	0	0	0.00%									41,826	36,750	36,899	0	0	0.00%		2,755							
August	26,074	22,501	23,957	0	0	0.00%									43,140	37,346	38,692	0	0	0.00%		2,974							
September	15,400	13,315	15,449	0	0	0.00%									31,100	26,149	29,556	0	0	0.00%									
October	921		2,042	0	0	0.00%									17,351	16,962	21,247	0	0	0.00%									
November															10,248	10,089	10,339	0	0	0.00%									
December															14,463	14,565	14,970	0	0	0.00%									
YTD	92,335	75,917	87,170	7,821	7,575	-3.15%	-	0	0	0	0	6,296	0.00%	-	249,452	237,209	250,679	68,828	71,539	3.94%	-	5,729	0	0	0	0	0.00%	-	



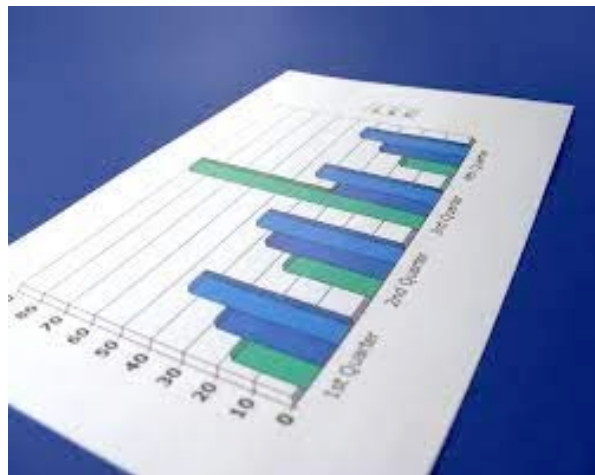


Bow Valley *R*egional Transit Services Commission



NEW BUSINESS

Bow Valley *R*egional Transit Services Commission



BVRTSC Financial Arrangement Review

Suggested motion:

“Following a review by Avail Partners whereby all Commission members and stakeholders had the opportunity to provide input, the Commission accepts the report recommending the current financial model remains intact, and use this report for guidance in future decision making”

TRANSIT OPERATING COST REVIEW REPORT

PREPARED FOR: BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

PREPARED BY: AVAIL CPA

DATE: DRAFT – JUNE 1, 2026

Table of Contents

- Executive Summary..... 3
 - Why Ridership Is Not a Valid Cost Driver 3
 - Limitations of Historical-Average Cost Allocation..... 3
 - Why Static Allocation Models Fail in a Changing System..... 4
 - Financial Future 4
 - Conclusion 5
- Findings and Recommendations..... 6
 - Why Cost Allocation Must Be Based on Service Levels, Not Ridership..... 6
 - 1. Operator (Driver) Wages Are Fixed Regardless of Ridership 6
 - 2. Fuel Consumption Depends on Distance and Conditions, Not Passenger Counts..... 6
 - 3. Insurance Premiums Do Not Vary With Ridership 6
 - 4. Maintenance Costs Are Driven by Usage, Not Passenger Volume..... 7
 - 5. Administration, Dispatch, and Overhead Are Independent of Ridership 7
 - 6. Transit Systems Are Designed Around Providing Service, Not Maximizing Passengers..... 7
 - Conclusion: 7
- A Historical Average Is Not Appropriate for Cost Allocation 8
 - 1. New Routes Make Historical Averages Inaccurate..... 8
 - 2. Discontinued or Reduced Routes Artificially Inflate Historical Costs 8
 - 3. Steady Increases in Service Hours Cause Under-Allocation 8
 - 4. Changing Cost Drivers Are Not Captured by Historical Smoothing..... 9
 - 5. Interrupted Service Periods Create Artificial Lows..... 9
 - 6. Historical Averages Do Not Reflect Current Usage or Municipal Benefit..... 9
 - 7. Historical Averaging Works Only in Stable Systems—Not Evolving Ones10
 - Conclusion10
- Why Cost-Allocation-Based Budgets Are Not Reasonable in a Changing Transit System.....11
 - 1. New Routes Are Added and Old Allocations Don’t Capture Their Costs11
 - 2. Routes That Are Removed or Reduced Still Carry Old Allocations.....11
 - 3. Routes With Rapidly Increasing Service Hours Create “Missed Costs”12

4. Partial-Year Routes or Seasonal Services Distort Averages	12
5. Historical Allocations Mask Real Cost Changes.....	13
6. Static Allocation Leads to “Shadow Subsidization” Between Partners	13
Conclusion	14
Recommendations	15
1. Transition From Owning Buses → Leasing or “Route-Rental” Model.....	15
2. Adjust Service Hours to Match Demand (High-Cost, Low-Use Trips).....	16
3. Increase Cost Recovery Through Contractual Revenue	16
4. Index Partner Contributions to Real Cost Drivers	17
5. Adjust Contribution Caps.....	17
6. Revenue Enhancements	17
7. Expand Regional or Third-Party Partnerships	18
8. Fleet Mix Optimization	18
9. Strengthen Spare Ratio & Maintenance Planning	18
Conclusion	19
Final Summary	20
Appendices	21

Executive Summary

Bow Valley Regional Transit Services Commission engaged Avail CPA to assess whether the Commission's current process for allocating transit operating costs among member parties is sufficient, transparent, and equitable. For the purposes of this report, fairness means that each member party's share of costs is aligned with the service delivered and benefits received, with minimal unintended cross-subsidization between partners. Specifically, the engagement was to determine whether the existing service-based allocation approach remains fair and defensible given current operations and recent system changes, or whether the framework could be improved to better align partner contributions with the service delivered and benefits received. This report summarizes our assessment and provides recommendations to strengthen fairness, accountability, and long-term financial sustainability.

Scope & Method. Our work included reviewing Bow Valley's available operating and allocation documentation (including budget and allocation materials) and considering how costs are driven by service delivery (e.g., scheduled service hours, route structure, and operating conditions) in a multi-partner transit system. We assessed whether the current model reasonably reflects cost causation and partner benefit, and we considered the practical implications of common alternative allocation approaches.

Why Ridership Is Not a Valid Cost Driver

Ridership does not meaningfully influence the cost of operating fixed-route transit services. The dominant cost drivers - operator wages, fuel, maintenance, insurance, administration, and overhead - are largely fixed or semi-fixed and are determined by scheduled service hours, route length, vehicle usage, and operating conditions. Whether a bus carries five passengers or forty does not materially change these costs. While ridership and service levels influence each other over time, service levels are generally the controllable input (and primary cost driver), whereas ridership is largely an outcome of the service provided and broader external factors. As a result, allocating costs based on passenger counts would misrepresent actual expenditures and create inequitable outcomes among funding partners.

Limitations of Historical-Average Cost Allocation

Using a multi-year historical average to allocate costs introduces significant inaccuracies in a system that is actively evolving. New routes, service expansions, seasonal services, discontinued routes, and partial-year operations are not adequately reflected in averaged data. In addition, historical smoothing masks real cost changes driven by wage growth, fuel volatility, fleet aging, and operational disruptions. From a fairness perspective, averaging can shift costs away from the partners receiving incremental or expanded service and onto other funding partners, creating inequitable cross-subsidization that is difficult to explain or defend. The result is chronic under-allocation, hidden subsidies between partners, and recurring deficits unrelated to performance.

What would change under alternative allocation methods? In general terms, shifting away from a current-year, service-based approach would change which partners pay more or less as follows:

- A ridership-based model would shift costs toward partners associated with the highest passenger volumes (which can fluctuate due to external factors such as tourism, fares, parking, and events) and away from partners that require higher service hours or coverage to deliver the service.
- A historical-average model would lag current operations, typically causing partners benefiting from new or expanded service to underpay in the near term while other partners overpay through unintended cross-subsidization until allocations “catch up.”

Why Static Allocation Models Fail in a Changing System

Cost-allocation-based budgets become unreliable when allocations are not updated to reflect current service delivery. When routes are added, expanded, reduced, or discontinued without immediate recalibration:

- Partners benefiting from new or expanded service underpay
- Other partners subsidize those services unintentionally
- Budgets become misaligned with reality
- Financial transparency and partner trust erode

In a dynamic, multi-partner environment such as Bow Valley - serving the Town of Canmore, Town of Banff, Improvement District #9, and Parks Canada – only current-year, service-based allocation accurately reflects partner benefit and cost responsibility.

Financial Future

Currently, capital contributions are held as deferred revenue and represent funding restricted for future capital use. From an operating perspective, Bow Valley Transit’s reported deficits (before capital revenues) are primarily driven by non-cash amortization. The report outlines practical strategies to build reserves without reducing service quality.

The most impactful recommendations include:

- Transitioning from bus ownership to a route-based leasing or rental model to ensure full recovery of asset costs and build capital reserves
- Transitioning to a long-term model for capital based on anticipated lifecycle replacement costs
- Introducing capital reserve levies allocated by service hours
- Recalculating cost allocation annually to prevent missed costs and shadow subsidization
- Expanding cost-recoverable contractual services and regional partnerships
- Optimizing fleet mix and adjusting low-demand service where appropriate
- Indexing partner contributions to real cost drivers such as wages and fuel

Conclusion

Consistent with the purpose of this engagement—to determine whether Bow Valley’s current cost-allocation process is sufficient and fair to member parties, and whether it should be improved—our assessment is that the current service-based cost-allocation model is the best method that accurately, transparently, and equitably distributes transit costs among Bow Valley’s funding partners. Ridership-based or historical-average approaches would create misalignment between costs and service delivered, leading to under-funding, inequity, and long-term financial instability.

Until the transit network stabilizes in terms of routes, service hours, and operating conditions, there is no viable alternative that can provide the same level of fairness, accountability, and fiscal integrity. Maintaining and strengthening the current allocation framework is essential for long-term sustainability, partner confidence, and responsible public stewardship.

Findings and Recommendations

Why Cost Allocation Must Be Based on Service Levels, Not Ridership

Allocating transit operating costs based on ridership is inappropriate for fixed-route transit services because nearly all major cost drivers are fixed or semi-fixed. For a regional system funded jointly by the Town of Canmore, Town of Banff, Improvement District #9, Parks Canada, and Alberta Parks, ridership does not meaningfully influence operating expenditures. Below is a detailed explanation.

1. Operator (Driver) Wages Are Fixed Regardless of Ridership

Operator wages are typically the single largest cost in a transit system.

- Drivers are paid for every scheduled service hour, no matter how many passengers are on board.
- A route running empty during certain periods does not reduce labour costs.
- Shifts, breaks, overtime, and scheduling rules all dictate costs—not passenger volume.

Conclusion: Labour costs do not fluctuate with ridership and therefore cannot be allocated on that basis.

2. Fuel Consumption Depends on Distance and Conditions, Not Passenger Counts

Fuel usage and engine wear are driven by:

- Distance travelled
- Duration of service
- Terrain, weather, and road conditions

The difference in vehicle weight between 5 riders and 40 riders is negligible relative to the weight of a 25,000–30,000 lb bus. Extra passengers do not materially change fuel consumption or mechanical stress.

3. Insurance Premiums Do Not Vary With Ridership

Insurance is priced according to:

- Fleet size
- Vehicle type
- Claims history

- Annual mileage/service hours

Insurance providers do not reduce premiums because a bus carried fewer passengers.

4. Maintenance Costs Are Driven by Usage, Not Passenger Volume

Maintenance requirements depend on:

- Age of vehicles
- Kilometers driven
- Manufacturer schedules
- Service intensity and frequency

Brakes, tires, and powertrain components wear due to vehicle use—not passenger loads.

5. Administration, Dispatch, and Overhead Are Independent of Ridership

Core support functions—such as HR, scheduling, dispatch, training, finance, and customer support—are required every day to operate the transit system.

These overhead costs do not decrease when ridership is lower.

6. Transit Systems Are Designed Around Providing Service, Not Maximizing Passengers

Public transit exists to:

- Provide mobility
- Support economic growth
- Ensure equitable access
- Reduce congestion and emissions

These goals depend on the availability of service, not the number of riders on a specific trip.

Conclusion:

Ridership is a benefit metric, not a cost driver. Ridership measures how well the service is used—but it does not determine the cost to operate that service. Therefore, allocating costs based on ridership would be inequitable and misaligned with actual system operations.

A Historical Average Is Not Appropriate for Cost Allocation

Using a 3-year historical average to allocate costs among the Town of Canmore, Town of Banff, Improvement District #9, and Parks Canada creates inaccuracies and inequities, especially in a system experiencing rapid change, growth, and seasonal variability.

1. New Routes Make Historical Averages Inaccurate

Newly introduced routes are only partially reflected in historical data:

- A route created last year contributes only one year to a 3-year average.
- Mid-year additions are even less represented.

Impact: Partners benefiting from new service underpay relative to the true, current cost of that route.

2. Discontinued or Reduced Routes Artificially Inflate Historical Costs

If a route was cancelled or modified, historical averages still include past costs.

Impact: Partners may be charged for services that no longer exist or for hours no longer delivered.

3. Steady Increases in Service Hours Cause Under-Allocation

Many routes in the Bow Valley region have seen:

- Longer seasonal hours
- Increased frequency
- Extended evening or weekend service
- Additional shuttle or peak-season service

If a route has increased hours by 10–15% per year, a 3-year average significantly under-represents its real operating cost footprint.

Impact: Partners funding that route underpay, while others pay more to offset the gap.

4. Changing Cost Drivers Are Not Captured by Historical Smoothing

Transit costs shift rapidly due to:

- Rising wages
- Fuel volatility
- New fleet technologies
- Repairs driven by vehicle aging
- Contract changes

Averaging flattens these real cost increases, causing ongoing under-recovery.

5. Interrupted Service Periods Create Artificial Lows

Over the past 3 years, some routes may have experienced interruptions due to:

- Wildfires and smoke
- Road closures
- Driver shortages
- Seasonal reductions
- COVID-era disruptions

These interruptions depress historical service levels and produce misleading averages.

6. Historical Averages Do Not Reflect Current Usage or Municipal Benefit

Partners should fund service based on actual, current-year delivery. Averaging ties allocation to outdated conditions, creating inequitable billing and undermining partner trust.

7. Historical Averaging Works Only in Stable Systems—Not Evolving Ones

Your transit network is dynamic, with:

- New services
- Adjusted routes
- Growing demand
- Seasonal variations
- Multiple partners (Canmore, Banff, ID#9, Parks Canada)

A 3-year average cannot accurately reflect this complexity.

Conclusion

A three-year historical average is not an appropriate basis for allocating transit operating costs in the Bow Valley. In a system characterized by frequent service changes, seasonal variability, new and discontinued routes, and rapidly shifting cost pressures, historical averaging consistently misrepresents actual service delivery and true operating costs. The result is systematic under-allocation, unintended cross-subsidization between partners, and inequitable funding outcomes that are difficult to explain or defend.

Historical averaging can only function reasonably in a stable, mature transit network with minimal change. Bow Valley Transit does not meet that condition. Allocating costs based on outdated assumptions erodes financial accuracy, transparency, and partner trust. To ensure fairness and accountability, cost allocation must reflect current-year service levels and real operating conditions, aligning partner contributions with the service they receive rather than with historical patterns that no longer represent reality.

Why Cost-Allocation-Based Budgets Are Not Reasonable in a Changing Transit System

Cost-allocation-based budgeting becomes unreliable when a transit system is growing, restructuring, or changing frequently, as is the case for many multi-partner systems like the Bow Valley. While allocation itself is necessary, using *static* or *historical* cost allocations is not reasonable because it does not reflect actual service delivered. Below is a clear summary of why this approach breaks down.

1. New Routes Are Added and Old Allocations Don't Capture Their Costs

When a new route is introduced, it brings new:

- Operator wages
- Fuel and maintenance
- Scheduling and dispatch workload
- Asset usage (buses, garages, parts)
- Administrative oversight

If cost allocations are not updated immediately:

- The partners benefiting from the new route are undercharged
- The system runs a structural deficit
- Other partners unintentionally subsidize the new service

A static or historical cost allocation model cannot reflect new services that did not previously exist.

2. Routes That Are Removed or Reduced Still Carry Old Allocations

If a route is discontinued, suspended seasonally, or reduced:

- Labour hours decrease
- Fuel and maintenance costs drop
- Asset usage declines

But if cost allocation percentages are not updated:

- Partners continue paying for a route that no longer operates
- Budgets become misaligned with reality

- Surpluses or wasted contributions occur
- Trust between partners erodes

Historical or fixed allocations charge partners for services they are no longer receiving.

3. Routes With Rapidly Increasing Service Hours Create “Missed Costs”

Many transit routes experience gradual or seasonal growth in:

- Service hours
- Evening coverage
- Weekend coverage
- Peak-season capacity

If allocations do not adjust:

- Costs increase, but the allocated share does not
- Partners underpay relative to the service delivered
- Year-end deficits accumulate
- The commission appears to be overspending when it is actually under-allocating

Growing routes require growing budgets. Historical allocations hide real increases and cause under-funding.

4. Partial-Year Routes or Seasonal Services Distort Averages

When routes start or stop mid-year due to:

- Tourism seasons
- Construction
- Road closures
- Pilot projects
- Shuttles or special services

Historical or fixed allocations are distorted because they:

- Include partial-year data
- Average down the true cost
- Fail to represent the actual cost of full operation

Incomplete or inconsistent operating periods cannot be averaged meaningfully.

5. Historical Allocations Mask Real Cost Changes

Costs change year to year due to:

- Fuel price fluctuations
- Wage settlements
- Insurance increases
- Fleet aging and maintenance cycles

If cost allocations are based on past years:

- Old values hide current cost pressures
- Budgets fail to reflect actual operating conditions
- The commission runs deficits unrelated to performance

Transit costs are dynamic; outdated allocation models are not.

6. Static Allocation Leads to “Shadow Subsidization” Between Partners

When allocations are not tied to current service levels:

- One partner pays too much
- Another pays too little
- Deficits/surpluses become hidden in the system
- Financial transparency is lost across all partners (Canmore, Banff, Parks Canada)

The system becomes financially inequitable and politically difficult to defend.

Conclusion

Cost-allocation-based budgets become unreasonable when a transit system is evolving. New routes, removed routes, partial-year service, and steadily increasing service hours all cause misalignments between the budget and the actual service delivered. Fixed or historical allocations do not capture these changes, leading to under-funding, over-funding, missed costs, and hidden subsidies between partners. For these reasons, static allocation models cannot support accurate or defensible budgeting in a dynamic transit environment.

Recommendations

Although we've concluded that the current cost-allocation model is the most accurate, fair, and defensible method for distributing transit costs, we do have some recommendations to the current system for consideration.

1. Transition From Owning Buses → Leasing or “Route-Rental” Model

Instead of purchasing buses and recording depreciation and capital replacement costs, each route's partners (Canmore, Banff, ID#9, Parks Canada, Parks Alberta) could *rent* buses from the Commission.

This rent would include:

- Amortization (non-cash cost) plus
- Capital reserve contributions
- Lifecycle maintenance reserve
- Admin/garage overhead markup

Benefits of this system would include:

- Removes large amortization deficits
- Creates a predictable, transparent, stable revenue stream
- Allows you to build capital reserves for fleet replacement
- Financial reporting looks cleaner (lease revenue offsets costs)
- Each partner pays for the actual asset usage on their route

One caveat is that leasing does not reduce costs - it simply shifts how they are recovered. That being said, this approach; improves cash flow planning, ensures reserves accumulate, and prevents “surprise” fleet replacement needs

Currently, capital contributions are held as deferred revenue and represent funding restricted for future capital use. Consider moving away from historical cost recovery towards building capital reserves that meet anticipated actual fleet replacement costs.

2. Adjust Service Hours to Match Demand (High-Cost, Low-Use Trips)

Identify:

- Trips with <10% capacity
- Routes with large late-evening deadhead costs
- Seasonal patterns where service could be optimized

Reducing low-demand trips:

- Cuts operator costs
- Cuts fuel and maintenance
- Does not materially affect ridership outcomes

This creates operating savings that can be directed into reserves.

3. Increase Cost Recovery Through Contractual Revenue

Examples:

- Alberta Parks seasonal shuttles
- Parks Canada special services
- Event-based transit
- Tourism-oriented shuttles (e.g., peak season overflow services)

These routes are often 100% cost-recoverable, sometimes revenue positive.

4. Index Partner Contributions to Real Cost Drivers

Right now, Bow Valley Regional Transit is sensitive to:

- Fuel fluctuations
- Wage settlements
- Maintenance spikes
- Insurance increases

Bylaws and policies should include clauses related to:

- CPI + fuel index
- Automatic wage passthroughs
- Maintenance escalation factors

This reduces the risk of potential year-end deficits.

5. Adjust Contribution Caps

Currently the Improvement District 9 has the following contribution caps:

- Rt 8X last departure (approx. 2 service hours per day) (Cap out at \$30,000)
- Rt 8X and Rt 9 – Cost sharing agreement with Parks (Cap out at \$300,000)

Consider adding cost escalation factor to these caps to account for annual changes in required costs if necessary.

6. Revenue Enhancements

These won't solve the problem alone, but can help:

- Targeted Fare Adjustments
 - Even small increases—\$0.25 or \$0.50—have strong revenue impact due to high ridership.
- Visitor/Tourist Fare Differentiation
 - Common in resort municipalities.
- Advertising Revenue Expansion
 - Interior + exterior wraps + digital bus-stop displays.
- Sponsorships / Naming Rights
 - E.g., “Route 3 sponsored by _____”.

7. Expand Regional or Third-Party Partnerships

Bow Valley's unique context allows for:

- Agreements with local hotels
- Commercial operators
- Tour operators
- Outfitters needing peak season transportation

The organization currently has strong programs in existence and the opportunity to make them stronger. These contracts can be priced at full cost recovery + contribution margin.

8. Fleet Mix Optimization

Bow Valley Transit currently operates a mix of bus types; however, introducing articulated buses could improve efficiency over time. These higher-capacity vehicles can carry more passengers without requiring additional drivers, helping reduce operating costs. Potential efficiencies include transporting more riders with a single driver, along with possible savings in areas such as insurance and fuel on a per-passenger basis.

9. Strengthen Spare Ratio & Maintenance Planning

Better spare ratio management reduces:

- Premature maintenance spikes
- Overtime for mechanics
- Fleet downtime leading to inefficient route allocation

Optimizing this area keeps operating costs stable year-over-year.

Conclusion

Bow Valley Transit has consistently generated operating surpluses in recent years. However, continued growth in tourism has led to significantly increased ridership and a greater need for expanded transportation options. To proactively plan for this continuing anticipated growth, the most impactful recommendation is to transition from an asset ownership model to a route-based vehicle rental or leasing approach. Under this model, each route would carry a rental fee that exceeds amortization and includes dedicated contributions to capital and lifecycle reserves. Additional actions such as annual cost-allocation updates, capital reserve levies (for future growth and not just replacement), targeted service adjustments, partner indexation, and expanded revenue partnerships will further improve cost recovery and reduce structural deficits. These measures position the commission for long-term sustainability and ensure the Town of Canmore, Town of Banff, Improvement District #9, Parks Canada, and Parks Alberta contribute fairly to the service they receive while enabling Bow Valley Transit to plan proactively for future fleet and infrastructure needs.

Final Summary

The current cost-allocation model is the most accurate, fair, and defensible method for distributing transit costs among the Town of Canmore, Town of Banff, Improvement District #9, and Parks Canada.

It reflects real service hours, route coverage, operational intensity, and partner benefit—unlike ridership-based or historical-average-based methods, which would create inequities and misaligned cost recovery.

In the future, once the network stabilizes and route patterns, service hours, and operational needs become more predictable, it may be possible to explore modified or simplified allocation approaches.

However, until the system reaches that level of stability, there is no alternative method that can provide the same level of fairness, accuracy, or transparency as the current cost-allocation model.

Appendices

Appendices to this report include the following:

- Exhibit 1 – Cost allocation by Ridership
- Exhibit 2 – Cost allocation by 3 year historical service hours
- Exhibit 3 – Cost allocation by budgeted services hours
- Exhibit 4 – Cost allocation by 2 year historical service hours

All appendices will be included in electronic format given the size and complexity of the spreadsheets.

Bow Valley *R*egional Transit Services Commission



BVRTSC Bylaw Review

Suggested motion:

“Following a review by Avail Partners whereby all Commission members and stakeholders has the opportunity to provide input, the Commission directs administration to return by September of 2026 with a recommended timeline for suggested revisions to current bylaws”

Policy and Bylaw Review

Board Summary

Bow Valley Regional Transit Services Commission

Prepared by Avail CPA · June 2026

Scope of Review



Financial Policies

Revenue, expenditure, procurement, and asset management



Administrative Policies

HR, operations, ethics, and workplace standards



Governance Bylaws

Board structure, authority, and decision-making rules



Assessment Criteria

Clarity, authority, consistency, controls, and implementation

Key Findings

- 1 Inconsistent policy structure and terminology

- 2 Unclear roles, responsibilities, and approvals

- 3 Outdated financial thresholds and references

- 4 Limited documentation and audit-trail expectations

- 5 No formal review cycle across many documents

Principal Risks

- ◆ Unclear delegated authorities

- ◆ Inconsistent procurement and financial controls

- ◆ Weak documentation and record retention expectations

- ◆ Bylaws not fully aligned with current practice

- ◆ Reduced audit defensibility and stakeholder confidence

Priority Actions

Standardize

Policy structure, numbering, and definitions

Clarify

Board, management, and staff authorities

Update

Procurement rules, thresholds, and exceptions

Strengthen

Documentation, ethics, and conflict-of-interest requirements

Modernize

Bylaws for current governance practice

Phased Roadmap



Board Role in Implementation

Set Expectations

Establish governance expectations and priorities for the modernization effort

Approve Framework

Review and approve revised policies and bylaws as they are developed

Monitor Progress

Receive implementation progress reporting at regular intervals

Maintain Separation

Preserve the distinction between governance oversight and administration

Closing Summary

- The Commission has a strong policy foundation
- Targeted modernization will improve clarity and accountability
- The highest-value changes relate to authority and financial governance
- A phased approach will support manageable implementation
- Board direction is the appropriate next step

Board Direction Requested

- 1** Receive the review findings

- 2** Confirm support for a phased modernization plan

- 3** Direct management to prioritize Phase 1 updates

- 4** Request progress reporting back to the Board

Cost-Allocation Review

Board Summary

Bow Valley Regional Transit Services Commission

Prepared by Avail CPA · June 2026

Bottom Line



Fair, Transparent, Defensible

The current model meets the core principles expected of a sound allocation framework



Pay for Service Received

Partner contributions align with the transit service they actually receive



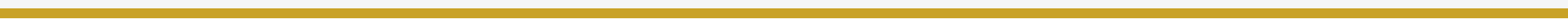
Current Model Fits Best

The service-based approach remains the strongest option available today



Alternatives Weaken Alignment

Other models would reduce the connection between cost and service delivery



Ridership Is the Wrong Cost Driver

- 1 Costs are set by service, not by ridership
- 2 Labour is not rider-driven — it follows scheduled hours
- 3 Fuel follows hours and distance, not passenger counts
- 4 Ridership is an outcome, not a cost driver

Historical Averages Distort Reality

- ◆ Averages lag behind real service changes

- ◆ New service routes are systematically understated

- ◆ Old routes continue to distort allocation shares

- ◆ Real costs are masked by smoothed-out figures

Static Models Break in a Changing System

Evolving

Service is changing — routes, frequencies, and coverage are not static

Drifting

Static budgets gradually drift from actual service delivery costs

Hidden

Cross-subsidies become embedded and invisible over time

Eroding

Partner trust erodes when allocations feel disconnected from reality

Financial Sustainability Requires Stronger Capital Planning

- 1 Deficits are mostly non-cash — driven by depreciation, not spending
- 2 Capital is held in reserve/deferred revenue for future fleet and infrastructure needs
- 3 Reserves need rethinking to support long-term sustainability (future life cycles)
- 4 The funding model needs a clearer link to capital recovery

Priority Actions

Retain

Keep current-year service-based allocation logic

Evaluate

Assess route-based leasing as a capital recovery mechanism

Add

Introduce reserve levies to build long-term sustainability for future life cycles

Index

Link major cost drivers to annual indexation factors

Additional Opportunities

- ◆ Trim low-demand trips to improve service efficiency

- ◆ Expand contract revenue through charter and event services

- ◆ Test revenue enhancements such as advertising and partnerships

- ◆ Improve fleet planning to optimize lifecycle costs

Board Takeaway

- The current service-based model is the fairest option
- Alternative allocation methods reduce cost-service alignment
- Strengthen the existing model — don't replace it
- Long-term sustainability requires disciplined planning

POLICY AND BYLAW REVIEW REPORT

PREPARED FOR: BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

PREPARED BY: AVAIL CPA

DATE: DRAFT – JUNE 1, 2026

Table of Contents

Executive Summary.....	3
Engagement Overview	3
Scope of Work.....	3
Summary of Findings.....	3
Results and Recommendations	4
Overall Conclusion	5
Findings and Recommendations.....	6
Reoccurring Findings Applicable to All Policies and Bylaws	6
Financial Policies	7
Policy F-1 — Purchasing Policy.....	7
Policy F-2 — Creation of Reserve Funds.....	7
Policy F-3 — Cost of Living Adjustment (COLA) Policy	8
Policy F-4 — Tangible Capital Assets.....	8
Policy F-5A — Investment Policy.....	9
Policy F-6 — LAPP Policy.....	9
Policy F-7 — Compensation Policy.....	10
Policy 2015.12.1 — Capital Allocation.....	10
Administrative Policies.....	11
Policy P-1 — Environmental Policy	11
Policy P-2 — Advertising Policy.....	11
Governance Bylaws.....	12
Bylaw 1-2011 — Board and Chair Appointment.....	12
Bylaw 2-2011 — Fees Charged	12
Bylaw 3-2011 — Operating Bylaw.....	12
Closing Observation	13
Summary Risk Matrix.....	14
Implementation Guide	15
Implementation Objective.....	15

Guiding Principles15

Recommended Phased Approach.....15

Closing Implementation Observation17

Appendix 1.....18

Executive Summary

Engagement Overview

Bow Valley Regional Transit Services Commission engaged Avail CPA to conduct a comprehensive review of its existing suite of financial policies, administrative policies, and governance bylaws. The objective of the engagement was to assess the clarity, consistency, completeness, and governance robustness of these documents, and to identify gaps, risks, and opportunities for improvement in light of current legislative requirements, public-sector best practices, and the organization's operational complexity.

The review focused on whether policies and bylaws are clear in purpose and scope, internally consistent, aligned with one another, and sufficiently detailed to support transparent decision-making, accountability, and defensible governance practices.

Scope of Work

The engagement included a detailed review of:

- Core financial policies, including purchasing, reserves, cost-of-living adjustment (COLA), tangible capital assets, investments, pensions (LAPP), compensation, and capital allocation
- Administrative and operational policies related to environmental standards and advertising
- Governance bylaws governing Board appointments, fees, operating authorities, and administrative structures

Each document was assessed for:

- Structural consistency and formatting
- Clarity of roles, responsibilities, and approval authorities
- Alignment with applicable legislation and public-sector accounting standards
- Internal controls, transparency, and auditability
- Practical implementation and operational risk

Summary of Findings

Overall, the review found that while the Commission has an extensive set of policies and bylaws in place, many documents would benefit from modernization, standardization, and enhanced clarity to reflect the organization's current scale and governance expectations.

Key reoccurring observations include:

- **Inconsistent Policy Structure and Terminology**
 - Policies and bylaws vary significantly in format, numbering, headings, and terminology. Titles and senior management roles (e.g., GM, CAO, CEO, Financial Controller) are used inconsistently, creating ambiguity around authority and accountability.
- **Governance and Approval Clarity Gaps**
 - Several policies lack clear identification of who initiates changes, who approves exceptions, and who is responsible for administration and oversight. In some cases, Board, management, and staff roles overlap or are not defined at all.
- **Outdated Financial Thresholds and References**
 - Certain financial limits and thresholds date back over a decade and may no longer reflect current market conditions, inflation, or operational realities.
- **Limited Documentation of Controls and Processes**
 - Many policies are silent on documentation requirements, audit trails, record retention, and review processes, increasing the risk of inconsistency, disputes, or audit findings.
- **Limited Review and Update Mechanisms**
 - Most policies and bylaws do not include mandatory review cycles, resulting in documents remaining unchanged even as organizational, legislative, or operating conditions evolve.

Results and Recommendations

The review produced a detailed set of practical, policy-specific recommendations designed to strengthen governance, transparency, and operational consistency. Key themes across the recommendations include:

- Standardizing policy and bylaw structure, numbering, and definitions across the organization
- Clarifying roles, authorities, and approval requirements at the Board, management, and staff levels
- Strengthening financial and procurement controls, including ethical standards and conflict-of-interest requirements
- Enhancing transparency through clearer documentation, reporting, and audit trail expectations
- Introducing mandatory policy and bylaw review cycles to ensure ongoing relevance and compliance
- Improving alignment with Public Sector Accounting Standards (PSAB), the Municipal Government Act (MGA), and recognized public-sector governance practices

Overall Conclusion

The Commission's existing policy and bylaw framework provides a solid foundation; however, targeted updates and modernization are recommended to reduce governance risk, improve clarity, and support consistent, defensible decision-making. Implementing the recommendations from this review will help strengthen accountability, improve operational effectiveness, and ensure the policy framework remains fit-for-purpose as the organization continues to evolve.

Findings and Recommendations

Reoccurring Findings Applicable to All Policies and Bylaws

The review identified several recurring issues across the Commission's policy and bylaw framework:

- Inconsistent structure and formatting
 - Policies and bylaws vary in numbering, headings, terminology, and section organization, making them difficult to navigate and administer consistently.
- Unclear roles and authorities
 - Senior management titles and responsibilities (e.g., GM, CAO, CEO, Financial Controller) are used inconsistently, creating ambiguity around decision-making authority and accountability.
- Lack of mandatory review cycles
 - Most documents do not specify review timelines or responsibility for initiating updates, increasing the risk that policies become outdated.
- Limited documentation and audit trail requirements
 - Many policies are silent on documentation standards, record retention, and audit expectations.
- Opportunities for improved governance alignment
 - Several policies would benefit from clearer alignment with public-sector best practices, Public Sector Accounting Standards (PSAB), and the Municipal Government Act (MGA).

Unless otherwise noted, the recommendations that follow should be read in conjunction with these reoccurring findings.

Financial Policies

Policy F-1 — Purchasing Policy

Key Findings

- Certain language creates ambiguity or potential inconsistency in procurement outcomes.
- Exemptions for contract continuations are not clearly defined.
- Emergency procurement authorities lack specific documentation requirements.
- Dollar thresholds date back to 2012–2013 and may no longer reflect current costs.
- The policy is silent on conflict-of-interest and ethical procurement expectations.

Key Risks / Implications

- Perceived or actual unfairness in procurement decisions.
- Increased audit and reputational risk.
- Inconsistent application of exemptions and emergency authorities.

Recommendations

- Clarify exemption criteria for continuation of existing contracts, including performance standards and renewal limits.
- Define emergency procurement circumstances and require post-event written reporting.
- Review and update financial thresholds, including treatment of multi-year contracts.
- Consider adding an exception clause where sole sourcing is allowed for larger procurements.
- Add conflict-of-interest declarations, vendor conduct expectations, and evaluation criteria.
- Establish documentation, retention, and audit-trail requirements.

Policy F-2 — Creation of Reserve Funds

Key Findings

- Certain references to audit “passing” or “failing” do not align with PSAB terminology.
- The policy lacks detail on reserve types, funding methodology, and usage criteria.

Key Risks / Implications

- Confusion regarding reserve governance and audit treatment.
- Inconsistent or ad hoc reserve management.

Recommendations

- Remove or revise references inconsistent with PSAB.

- Define reserve types, funding targets, permissible uses, and approval requirements.
- Clarify governance oversight and reporting expectations.

Policy F-3 — Cost of Living Adjustment (COLA) Policy

Key Findings

- Scope of applicability is unclear (e.g., LAPP vs. non-LAPP employees).
- Relationship between COLA and merit increases is undefined.
- No cap, floor, or guidance for deflationary periods is included.
- Timing and effective date of COLA adjustments are not documented.

Key Risks / Implications

- Financial exposure during periods of high inflation.
- Inconsistent application and employee perception of unfairness.

Recommendations

- Clarify eligibility, interaction with merit increases, and Board honoraria applicability.
- Establish a COLA range, cap, and deflation treatment.
- Define timing and approval process for adjustments.

Policy F-4 — Tangible Capital Assets

Key Findings

- Board and management responsibilities are not fully documented.
- Approval authority for changes in useful lives and asset disposals is unclear.
- Asset impairment requirements under PSAB are not addressed.
- Physical inventory and reconciliation expectations are not defined.

Key Risks / Implications

- Non-compliance with accounting standards.
- Weak asset control and audit exposure.

Recommendations

- Clarify Board, management, and Finance roles.
- Define impairment triggers, approval processes, and valuation methods.
- Establish physical inventory, reconciliation, and documentation requirements.

Policy F-5A — Investment Policy

Key Findings

- The policy largely reproduces MGA provisions without operational detail.

Key Risks / Implications

- Limited guidance on internal responsibilities and oversight.

Recommendations

- Break out MGA-derived requirements into clearer operational policies for investing, borrowing, and budgeting.
- Document roles, approval processes, reporting, and review expectations.

Policy F-6 — LAPP Policy

Key Findings

- Onboarding, eligibility tracking, and communication processes are not defined.
- Handling of changes in employment status lacks clarity.
- Appeal, compliance, and audit expectations are limited.

Key Risks / Implications

- Risk of misclassification or contribution errors.
- Employee disputes and compliance exposure.

Recommendations

- Define responsibilities for enrolment, communication, and status changes.
- Add dispute resolution, audit, and reconciliation requirements.
- Clarify rules for post-age-71 employment.
- Compare policy with LAPP handbook and eliminate duplication.
- Ensuring clear guidelines on exemptions from LAPP (temporary or contract positions, people on work visas etc.)

Policy F-7 — Compensation Policy

Key Findings

- Objectives may conflict (market competitiveness vs. 50th percentile).
- Performance assessment processes are not clearly defined.
- Pay components and eligibility criteria lack clarity.
- Policy numbering and structure are inconsistent.

Key Risks / Implications

- Perceived inequity or inconsistent compensation decisions.
- Governance and transparency concerns.

Recommendations

- Clarify performance evaluation tools and outcomes.
- Define base vs. total compensation.
- Reorganize numbering and sections for clarity.
- Add appendices for compensation structures and review templates.

Policy 2015.12.1 — Capital Allocation

Key Findings

- Formatting and definitions are inconsistent with other policies.
- Spare ratio language is unclear and internally inconsistent.
- Approval processes involving municipal partners lack definition.

Key Risks / Implications

- Disputes with municipal partners.
- Unclear authority and compliance expectations.

Recommendations

- Clarify spare ratio methodology and credits.
- Define approval processes, dispute handling, and enforcement.
- Add transparency and reporting requirements.

Administrative Policies

Policy P-1 — Environmental Policy

Key Findings

- Benchmarks are referenced but not defined.
- Environmental criteria are limited primarily to fuel consumption.

Recommendations

- Define benchmark standards explicitly.
- Expand criteria to include emissions, lifecycle impacts, and reporting requirements.

Policy P-2 — Advertising Policy

Key Findings

- Use of subjective language may lead to inconsistent decisions.
- Exterior advertising and safety standards are not fully addressed.

Recommendations

- Replace subjective terms with objective content standards.
- Add safety, discrimination, and conflict-of-interest provisions.
- Clarify standards for independent sales agents.

Governance Bylaws

Bylaw 1-2011 — Board and Chair Appointment

Key Findings

- Procedures for revocation, conflict of interest, and director conduct are limited.

Recommendations

- Add conflict-of-interest and ethics standards.
- Clarify revocation and replacement processes.
- Consider director orientation and training requirements.

Bylaw 2-2011 — Fees Charged

Key Findings

- Definitions and appeal mechanisms are limited.
- Reliance on an external Business Plan creates governance risk.

Recommendations

- Define customer categories.
- Add dispute resolution processes.
- Incorporate high-level fee methodology directly in the bylaw.

Bylaw 3-2011 — Operating Bylaw

Key Findings

- Senior administrative roles and authorities are not fully defined.
- Virtual meeting and closed-session procedures are incomplete.
- Safety and Board performance oversight are not addressed.

Recommendations

- Define administrative structure and delegated authorities.
- Add virtual meeting and FOIP-compliant closed-session rules.
- Clarify Board safety and governance oversight responsibilities.

Closing Observation

Overall, the Commission has a comprehensive policy and bylaw framework; however, targeted modernization, standardization, and clarification are recommended to reduce governance risk, enhance transparency, and support consistent, defensible decision-making.

Summary Risk Matrix

The following matrix summarizes key governance and operational risks identified through the policy and bylaw review. Risk ratings reflect the likelihood of inconsistent application or non-compliance, combined with the potential impact on governance, financial oversight, audit outcomes, or stakeholder confidence. If a risk is rated High, this generally reflects governance exposure and the importance of clear authority, oversight, and documentation rather than indicating significant or immediate operational disruption.

Risk Area	Description	Risk Level
Governance Roles & Authorities	Inconsistent or unclear definition of Board, management, and staff authorities across policies and bylaws	Medium
Financial Controls & Procurement	Outdated thresholds, unclear exemptions, limited documentation and audit-trail requirements	Medium
Policy Currency & Review	Absence of mandatory policy and bylaw review cycles	Low
Documentation & Record Retention	Inconsistent expectations for documentation, retention periods, and accountability	Low
Compensation & HR Governance	Ambiguity around performance evaluation, COLA application, and pay administration	Low
Capital Asset & Reserve Management	Limited clarity on impairment, approvals, reserve usage, and long-term planning	Low
Bylaw Alignment with Current Practice	Governance bylaws do not fully reflect modern administrative titles, practices, or technology	Low
Transparency & Stakeholder Confidence	Reliance on subjective standards or undocumented decisions	Low

Overall Risk Assessment:

The most significant risks relate to governance clarity and financial decision-making, where unclear authorities or outdated policies may increase audit, dispute, and reputational exposure; operational impacts appear more limited and are generally manageable through targeted updates.

Implementation Guide

Implementation Objective

The objective of implementation is to modernize the Commission's policy and bylaw framework in a structured, manageable manner that strengthens governance, improves consistency, and minimizes operational disruption.

Guiding Principles

Implementation should be guided by the following principles:

- Board focus on governance, not administration
- Management accountability for execution
- Risk-based prioritization
- Consistency across the policy framework
- Transparency and traceability

Recommended Phased Approach

Phase 1 – Medium-Risk Governance and Financial Controls

Priority: High

Suggested Timeline: Short-term

Focus areas:

- Clarify Board, management, and staff authorities (titles, approvals, delegated powers)
- Update Purchasing Policy, Capital Allocation Policy, and Tangible Capital Asset Policy
- Introduce conflict-of-interest, ethical standards, documentation, and audit-trail requirements
- Address outdated financial thresholds and contract treatment

Outcome: Clear authority, defensible financial decision-making, reduced audit risk.

Phase 2 – Policy Standardization and Structural Alignment

Priority: Medium

Suggested Timeline: Medium-term

Focus areas:

- Standardize policy structure, numbering, headings, and definitions
- Introduce a shared definitions appendix
- Align administrative and HR-related policies (Compensation, COLA, LAPP)
- Modernize language to reflect current operating practices

Outcome: Improved usability, consistency, and administrative efficiency.

Phase 3 – Bylaw Modernization and Governance Enhancements

Priority: Medium

Suggested Timeline: Medium- to longer-term

Focus areas:

- Update governance bylaws to reflect modern administrative structures
- Clarify director conduct, conflict-of-interest, appointment, and revocation processes
- Add provisions for virtual meetings, closed sessions, and Board oversight responsibilities
- Clarify relationships with member municipalities where required

Outcome: Stronger governance framework aligned with legislative and best-practice expectations.

Phase 4 – Ongoing Monitoring and Review

Priority: Ongoing

Focus areas:

- Introduce mandatory policy and bylaw review cycles (e.g., every three years)
- Assign clear responsibility for initiating reviews and tracking compliance
- Report policy review status to the Board on a periodic basis

Outcome: Sustained policy relevance and reduced risk of framework erosion over time.

Roles and Responsibilities (Implementation)

- Board:
 - Approves revised policies and bylaws
 - Sets governance expectations and review cycles
 - Receives progress and exception reporting
- Administration:
 - Leads drafting, coordination, and implementation
 - Ensures operational alignment and compliance
 - Maintains documentation and record retention
- Finance / HR (as applicable):
 - Provides technical input
 - Ensures alignment with accounting standards and employment obligations

Closing Implementation Observation

The recommended changes do not require a complete rewrite of the Commission's policy framework. Rather, they involve targeted clarification, modernization, and standardization. Implemented in phases, the recommendations are manageable and will materially strengthen governance, transparency, and organizational resilience.

Appendix 1

Appendix 1 includes specific examples of changes for each policy and by-law.

Appendix 1
Bow Valley Regional Transit Services
Commission Policy and Bylaw Review
2026

Overall comments on all policies:

- Consider standard formatting of policies
 - Different numbering, headings, naming standards, etc.
 - Some have policy objective and policy
 - Some have background, scope, responsibilities, etc.
 - Some have policy statement, purpose, definitions, etc.

- Consider standard position language
 - GM vs CAO vs CEO vs Financial Controller
 - Who's who here?

- Consider adding a mandatory policy review cycle
 - i.e. will be reviewed every three years
 - Who initiates changes
 - Who approves changes

- Consider a definitions appendix used across all HR/Financial policies
 - Helps avoid duplication and inconsistencies

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Policy Number F-1 (Purchasing Policy)

- Section a)
 - Consider removing the word “major” as this category is already defined as any purchase over \$50,000
- Section b)
 - Consider clarifying “continuation of existing contracts”
 - “May be exempt from tender” could create inconsistency or perceived unfairness. Consider adding conditions such as:
 - Demonstrated satisfactory performance
 - Benchmarking against market rates
 - Maximum number of renewals
- Section e)
 - Consider documenting specific emergency circumstances
 - I.e. emergency circumstance include but are not limited to ...
 - Consider requiring the General Manger to issue a written report after emergency spending documenting the emergency, dates, amounts spent, etc.
- Overall
 - The dollar amounts date back to 2012 – 2013. Any thought of adjusting/indexing for inflation?
 - Consider documenting how the dollar amounts relate to multi-year contracts (i.e. does a 5 year contract at \$15,000 fall in to the \$5,000 - \$20,000 category or the over \$50,000 category)
 - Consider adding conflict of interest and ethical procurement requirements:
 - Mandatory conflict-of-interest declarations for all evaluators
 - Vendor code of conduct / anti-collusion expectations
 - Rules on receiving gifts, hospitality, or benefits
 - Consider adding evaluation criteria:
 - How buds are evaluated
 - Mandatory scoring factors (price, quality, experience, etc.)
 - Whether the lowest bid is required or “best value”
 - Consider adding a mandatory policy review cycle
 - i.e. will be reviewed every three years
 - Consider adding an audit trail requirement for tenders, contracts, and continuations
 - Minimum documentation requirements
 - Format for documentation retention
 - Retention periods
 - Responsibilities for maintaining records

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Policy Number F-2 (Creation of Reserve Funds)

- Section b)
 - Consider removing this section
 - Under Public Sector Accounting Standards (PSAB), there are no mandatory reserve requirements, and the organization wouldn't "pass" an audit, it would receive an opinion (a "clean" opinion being an unmodified opinion)
- Overall
 - Consider adding more details:
 - Types of reserves (operating, capital, contingency, equipment replacement, stabilization) along with a description of each
 - Required funding methodology
 - Minimum/maximum reserve levels
 - Conditions under which reserves can be used
 - Reserve approval requirements for additions and uses
 - Consider adding a mandatory policy review cycle
 - i.e. will be reviewed every three years
 - Operating Bylaw 3-2011 does not specifically address the above

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Policy Number F-3 (COLA Policy)

Overall considerations:

- COLA considerations:
 - Does COLA apply to all employees (LAPP vs. Non-LAPP employees)?
 - Are merit increases separate from COLA?
 - Does COLA affect Board honoraria?
 - Should we have a COLA range or cap
 - i.e. 0% - 3% unless explicitly approved by the Board
 - This would protect financial stability during volatile inflation
 - What if there is deflation (negative CPI)
 - COLA floor of 0%
 - COLA freeze
 - Document when COLA takes effect
 - Is it applied at the start of the fiscal period or mid-year?
- Consider adding a mandatory policy review cycle
 - i.e. will be reviewed every three years

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Policy Number F-4 (Tangible Capital Assets)

- Section 3)
 - Consider documenting Board responsibilities
 - Consider adding Financial Controller reporting requirements
- Section 4.1)
 - Consider defining “pooled group”
- Section 4.5)
 - Consider adding who approves changes in useful lives
- Section 4.6)
 - Who approves disposals
- Overall
 - Consider adding a mandatory policy review cycle
 - i.e. will be reviewed every three years
 - Consider impairment
 - Currently the policy is silent on impairment (write-down) of assets although PS 3150 requires it
 - What triggers impairment (collision damage, obsolescence, etc.)
 - How impairment is measured
 - Approval process for write-downs
 - Consider physical count requirements
 - Annual physical inventory
 - Variance reconciliation procedures
 - Who signs off on the asset listing
 - Consider documentation and audit trail
 - Required forms (capital asset request, disposal form)
 - Record retention standards
 - Required supporting documentation for valuation

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Policy number F-5A (Investment Policy)

- Overall
 - The policy is simply a copy of the MGA
 - Consider breaking out relevant sections and making more robust policies related to:
 - Investing
 - Borrowing
 - Budgeting
 - Reference the MGA requirement in those policies by also include who is doing what by when, approval process, review process, etc.

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Policy Number F-6 (LAPP Policy)

- Overall
 - Consider documenting who is responsible for the onboarding process
 - Who enrolls employees
 - Who communicates pension options
 - Who tracks eligibility changes
 - Who issues forms
 - Consider adding rules for changes in employee status
 - What happens when seasonal moves to full-time
 - Term employees converting to permanent roles
 - Part-time employees increasing hours
 - Add required timelines and process steps
 - Consider adding fairness and transparency guidelines
 - Document how employees are informed of pension eligibility
 - Explain the appeal process or review process if an employee believes they were misclassified
 - Specify who resolves disputes
 - Consider adding compliance and audit requirements
 - Annual reconciliation
 - Contribution verification
 - Annual audit
 - Consider clarifying age 71 rules for continuing work
 - How employer communicates this
 - What happens to contributions already remitted
 - Payroll handling for post-71 workers
 - Consider adding a mandatory policy review cycle
 - i.e. will be reviewed every three years

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Policy Number F-7 (Compensation Policy)

- 1.0 Policy Statement
 - Consider if “a compensation package that attracts and retains talent” conflicts with “the 50th percentile for the jobs they perform”
 - Consider defining performance
 - What tools are used (scorecard, evaluations, etc.)
 - Who conducts evaluations
 - Appeal process for employees
 - What performance outcomes translate to (full increase, partial, none)
- 3.0 Definitions
 - 3.2) Consider defining “pay” – if this base compensation or total compensation
- 4.0 Procedures
 - “making updates to the policy annually” however it was last reviewed and approved April 2022
 - Consider adding a mandatory policy review cycle
 - i.e. will be reviewed every three years
 - 4.7) Consider clarity on “move up through the range”
 - Add ranges, steps
 - Does this require performance milestones
 - 4.7) Consider defining what “commit” to Roam means
- Additional components of pay – Health Spending
 - “eligibility based on contract details/employee status and hours.”
 - Minimum weekly hours required
 - Eligibility for casual or seasonal staff
 - Waiting periods
 - What happens when hours fluctuate
- Authority and governance
 - The CAO administers the policy, and the Board reviews annually
 - What is the role of HR, Finance, Payroll?
- Overall
 - Numbering
 - Consider changing this from F-3 to F-7
 - Consider changing 4.1 to 3.1
 - Consider changing 4.0 additional components of pay to 5.0
 - Consider changing 4.0 authority to 6.0
 - Consider changing 6.0 Governance to 7.0
 - Spelling
 - Adjust Heath to Health (under Health Spending Account)
 - Other items

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

- Consider adding a compensation structure appendix (job grades, ranges, steps)
- Consider adding a performance review template
- Consider adding rules for promotions, job reclassification, and market adjustment requests
- Consider adding a mandatory policy review cycle
 - i.e. will be reviewed every three years

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Policy 2015.12.1 (Capital Allocation)

- Overall
 - Consider formatting and numbering in line with other financial policies
 - Consider adding a mandatory policy review cycle
 - i.e. will be reviewed every three years
 - Consider a clear policy purpose and scope section
 - Why this policy exists
 - What decisions it governs
 - What assets it applies to
 - Who the policy applies to, etc.
 - Consider adding definitions
 - Spare ratio
 - Peak requirement
 - Spare bus credit
 - Consider clarifying the spare bus ratio
 - Policy states “one bus plus 0.31% of a spare bus”
 - But also says “spare ratio between 25% and 40%”
 - .31% does not align with 25-40% spares
 - Consider a spare bus credit methodology
 - How is it calculated
 - How long is it valid
 - How is it redeemed
 - Does it expire
 - Consider governance and approval process
 - The policy states purchases must be approved by the Board and contributing municipal partners, but does not define:
 - What form of approval is required (motion? written agreement?)
 - Whether unanimous consent is required
 - What happens if a municipality disagrees
 - Who enforces compliance
 - Consider a standard allocation process flow
 - Add a visual workflow or written step-by-step procedure.
 - Identifying fleet needs
 - Applying spare ratio
 - Determining deficits
 - Calculating requisitions
 - Communicating costs to members
 - Approvals
 - Invoicing and timing of payment

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

- Consider long-term capital planning
 - Reference to budgeting policy or multi year capital plan, or,
 - Add a section covering capital planning timelines
 - Integration with BVRTSC's multi-year fleet plan
 - Future year forecasting
 - Mid-life refurbishments
 - Minimum data required to support a purchase recommendation
- Consider clarifying the Canmore exception
 - How long this exception applies
 - Criteria for reevaluation
 - Whether similar exceptions are permitted for other municipalities
 - The approval process for future exceptions
- Consider adding transparency requirements
 - Annual reporting on spare ratio status
 - Municipal deficits and contributions
 - Fleet utilization by municipality
 - Cost-per-service-hour transparency

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Policy Number P-1 (Environmental Policy)

- Policy 1)
 - Consider defining “Benchmark Standard Transit Service Vehicle”
 - The policy references a benchmark from the Roam Brand Standard, but it does not define:
 - What vehicle model or year is considered the benchmark
 - Whether it is updated annually or ad hoc
 - How fuel consumption is tested (lab, real-world, standardized duty cycles)
- Overall
 - Consider expanding environmental criteria beyond fuel consumption
 - GHG emissions per km
 - Lifecycle emissions (well-to-wheel or well-to-wire)
 - Noise reduction, especially for local/urban routes
 - Zero-emission vehicle (ZEV) readiness
 - Recyclability or end-of-life considerations
 - Consider including data and reposting requirements
 - Who measures compliance
 - When and how fuel consumption is assessed
 - How results are reported to the Commission
 - Consider adding a mandatory policy review cycle
 - i.e. will be reviewed every three years

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Policy Number P-2 (Advertising Policy)

- Section 6.1)
 - Consider clear, measurable content criteria
 - The policy uses subjective wording such as “decent,” “good taste,” and “public sensitivities.” This can create: Bias, Inconsistent application, Risk of complaints or legal challenge
 - Add objective criteria such as:
 - Hate speech, violence, discrimination, explicit content
 - Misinformation or unverified claims
 - Ethical standards for health, financial, or safety claims
 - Consider removing or defining “Controversial”
 - Can be viewed as arbitrary or potentially unfair or legally risky
 - Define what constitutes controversy, or remove and replace with objective standards.
- Overall
 - Consider adding a mandatory policy review cycle
 - i.e. will be reviewed every three years
 - Consider adding prohibitions against discriminatory or stigmatizing content.
 - Non-discrimination requirements
 - Gender equity protections
 - Cultural sensitivity guidelines
 - Commitment to community values
 - Consider an exterior advertising sections with clear approval rules
 - Size restrictions, content limitations, safety and operational standards
 - Consider adding signage safety requirements
 - Obstructing windows
 - Confusion with transit signage
 - Distracting graphics
 - Reflective vinyl that may impair visibility
 - Consider adding standards for the independent sales agent:
 - Performance metrics
 - Reporting expectations
 - Conflict-of-interest rules
 - Contract renewal or termination conditions

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Bylaw 1 – 2011 (Board and Chair Appointment)

- Section 2.1)
 - Any consideration for changes in number of Board members should additional members join?
- Section 2.2)
 - Consider clarification of the revocation process
 - Whether notice must be given to the Board
 - Whether replacement must be immediate
 - Whether the Director continues until replacement
- Overall
 - Consider adding a process for conflict of interest and/or director code of conduct
 - Conflict of interest declarations
 - Ethical conduct
 - Removal for misconduct (other than through a member municipality's discretion)
 - Add explicit reference to COI, ethics standards, and use of MGA Part 5, Division 6 (Pecuniary Interest).
 - Consider adding rules for director orientation or training
 - Transit system responsibilities
 - Financial oversight
 - Safety governance
 - Freedom of Information (FOIP)
 - Consider Director term limits and expectations (attendance) or reference to the operating bylaw

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Bylaw 2 – 2011 (Fees Charged Bylaw)

- Section 2.1)
 - Should this include operating reserves as well?
 - Consider defining “customer”
 - Municipal partner
 - Transit passenger
- Overall
 - Consider adding a procedure for fee dispute or an appeal mechanism
 - Fee methodology
 - The bylaw defers to the "Five-Year Business Plan" for cost allocation, which is not included.
 - Future changes to the Business Plan may unintentionally alter governance without council approval.
 - Consider adding a simplified version of cost-allocation methodology directly in the bylaw or a schedule.

Appendix 1
Bow Valley Regional Transit Services Commission
Policy and By-law Review
2026

Bylaw 3 – 2011 (Operating Bylaw)

- Section 3)
 - The bylaw defines a Manager but *not* a “Chief Administrative Officer” nor modern administrative titles. It does not define:
 - Hiring process
 - Performance review process
 - Delegated authorities (financial signing limits, HR authority)
 - Consider creating a dedicated section similar to a CAO bylaw under MGA Part 6.
- Section 5)
 - Consider adding virtual meeting and electronic voting rules
- Section 12.2)
 - Allows for broad public access but does not
 - Define procedure for entering closed session
 - Require a public motion that cites FOIP section
 - Define rules for recording minutes in closed session
- Schedule A)
 - 1A – may consider being less specific to allow for changes without a need to update the Schedule (GyPsy Next Stop announcements, Trapeze fare boxes, NextBus)
 - Consider a policy for grants and provincial contributions
- Overall
 - Consider adding occupational health and safety responsibilities
 - Safety management responsibilities
 - Reporting requirements for incidents
 - Duty of Board to receive annual safety report
 - Consider Board performance management obligations
 - Board self-evaluation
 - Annual governance review
 - Training in fiduciary responsibilities

Bow Valley *R*egional Transit Services Commission



Route 7

Fenlands/Banff Centre Winter Route

Service Report (March – May 2026)

Report to the Bow Valley Regional Transit Services Commission

Report 2026-06.09

CURRENT DATE

SUMMARY/ ISSUE

Route 7 was reinstated in March of 2026 after a 5year hiatus following the COVID pandemic. The service provided Banff local service between The Fenlands recreation centre, downtown Banff, and the Banff Centre.

A customer satisfaction survey was created and promoted on Roam’s social media, as well as QR code stickers inside each of the Route 7 smaller cutaway buses.

This report intends to share the results of the survey and provide initial insights into potential next steps.

PREVIOUS COMMISSION DIRECTION/POLICY

Administration Recommendation:

- This report is for information purposes. No decision from the Commission is requested.

INVESTIGATION

The survey was available to the public from April 07, 2026 until end of day May 13, 2026 and received a total of 176 submissions.

An appendix is included showing the results from the range-based survey questions in chart format. (Eg. “On a scale of 1-10 how would you rate factor A...”)

Below are the high level take aways and common feedback based on the 76 textual comments provided by the public within the survey.

Summary of Customer Feedback – Spring Route 7 (Banff Centre & The Fenlands)

Total survey responses: **176**

Total open-ended responses to the question “*What improvements would you suggest for Route 7 to enhance your transit experience?*”: **86**

Overall feedback on Route 7 was overwhelmingly positive. Customers consistently described the service as valuable, convenient, and essential for accessing the Banff Centre, Fenlands, downtown Banff, recreation facilities, and workplaces.

The strongest theme by far was support for making Route 7 a permanent, year-round service.

1. Request for Year-Round / Permanent Service

Total mentions: 39

Report to the Bow Valley Regional Transit Services Commission

Report 2026-06.09

CURRENT DATE

This was the dominant theme throughout the feedback.

Customers requested:

- Year-round operation
- Continuation through summer and winter
- Permanent service
- Extension beyond the spring pilot

Many respondents emphasized that the route is particularly important:

- During winter weather and icy conditions
- For commuting to work
- For accessing recreation facilities
- For people without vehicles
- For Banff Centre guests and staff

Representative comments included:

- *“Please keep the route all year long”*
- *“Year round service”*
- *“Make it a permanent route”*
- *“Please don’t stop in May”*

2. Scheduling Improvements / More Frequent Service

Total mentions: 15

Customers frequently requested schedule refinements to better support commuting and connections.

Suggestions included:

- Earlier morning service
- Later evening trips
- More frequent peak-period service
- Better timing for work shifts
- Better coordination with Route 1 and regional buses

Peak periods most often mentioned:

- 6 AM–10 AM
- 3 PM–7 PM

Report to the Bow Valley Regional Transit Services Commission

Report 2026-06.09

CURRENT DATE

Several respondents noted current service times are:

- “Too early or too late”
- Difficult for standard work schedules
- Poorly aligned with Banff Centre events

3. Additional Stops / Route Modifications

Total mentions: 12

Respondents suggested several new stop locations and routing adjustments.

Most requested locations:

- Co-op area (Banff Centre staff accommodation on Birch Drive – Near Banff Rec Grounds)
- CIBC area (Stop added shortly after service launch)

Other suggestions:

- More direct downtown routing
- Better downtown loop
- Matching inbound/outbound routing consistency
- Better route integration with other services

4. Positive General Feedback / Appreciation

Total mentions: 18

Many comments simply expressed appreciation for the route.

Common themes:

- Gratitude for the pilot
- Convenience
- Improved quality of life
- Easier access to work and recreation
- Reduced need to drive or take taxis

Representative comments included:

- *“It’s a lifesaver”*
- *“Love the bus route”*
- *“It’s perfect for me”*
- *“Great start”*

Report to the Bow Valley Regional Transit Services Commission

Report 2026-06.09

CURRENT DATE

5. Better Connections With Other Transit Services

Total mentions: 5

Customers specifically requested improved coordination with:

- Route 1
- Canmore–Banff regional service

Issues identified:

- Missed transfers
- Long waits

6. Later Service for Events and Evening Activities

Total mentions: 4

Customers requested:

- Later evening service
- Trips timed for Banff Centre performances and events
- Improved evening return options

Overall Sentiment

Feedback was overwhelmingly supportive of Route 7 and demonstrated strong demand for:

- Permanent year-round operation
- Improved scheduling and transit integration
- Expanded accessibility
- Improved stop locations

The survey clearly shows that Route 7 is viewed by many riders as an essential community service rather than a seasonal pilot route.

PROPOSED

Based on the data collection and the recommendations submitted by the public, Roam administration will consider these recommendations and make changes wherever possible to help improve the service for Roam customers. Service modifications such as schedule are an easy change, other suggestions such

Report to the Bow Valley Regional Transit Services Commission

Report 2026-06.09

CURRENT DATE

as extending the route to other areas of town would impact the efficiency of the route and may or may not be implemented.

In an effort to improve service, early communication between Roam and the Banff Centre will also be encouraged to better understand typical shift start and end times for employees.

Roam will also share these findings with the Banff Centre in hopes to encourage continued and possible additional service going forward.

BRAND IMPACT

Positive brand impact as all recommendations are in line with the Brand Standard and enhance the safety and public image of the BVRTSC and Roam Public Transit.

RISKS

ATTACHMENTS

9b Customer Experience Survey Route 7.pdf

Customer Experience Survey

Route 7





Contents

1. Survey Overview	3
2. Key Takeaways	3
3. Charts	4

1. Survey Overview

Roam Transit conducted a survey for Route 7 during the spring of 2026. The survey was available in the form of QR codes displayed on the buses and at bus stops, as well as through Roam's social media channels.

From April 7th to May 13th 2026, Banff's residents and visitors were able to provide feedback for a newly reinstated Route 7, which connected the Banff Downtown core with the Fenlands Centre on the north side of the town and the Banff Centre on the south side.

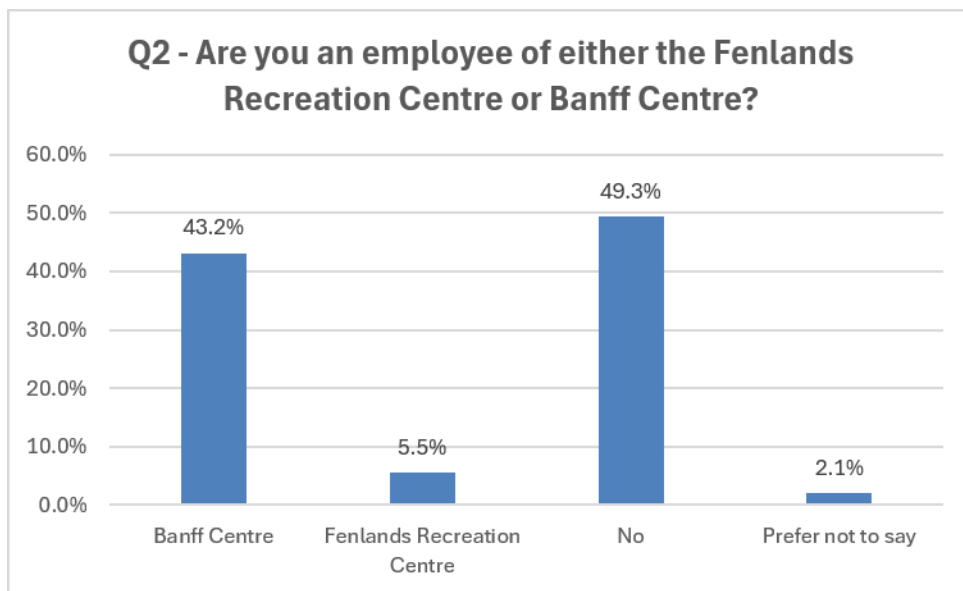
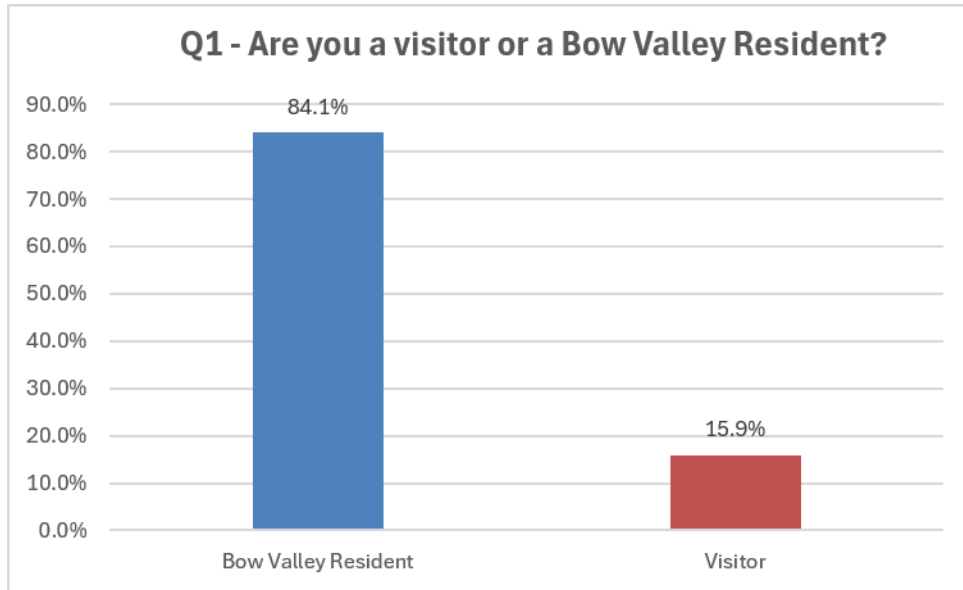
In the survey, riders were asked to identify their primary origin and destination bus stops, indicate their main reason for using the service, rate their satisfaction with frequency, and provide suggestions for further improvements.

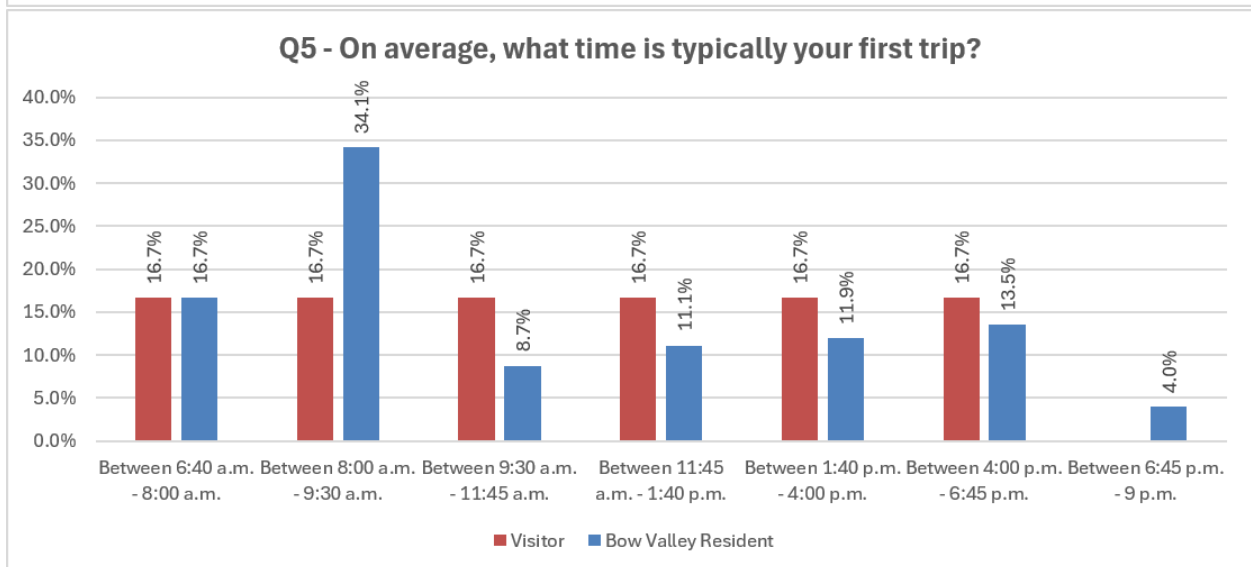
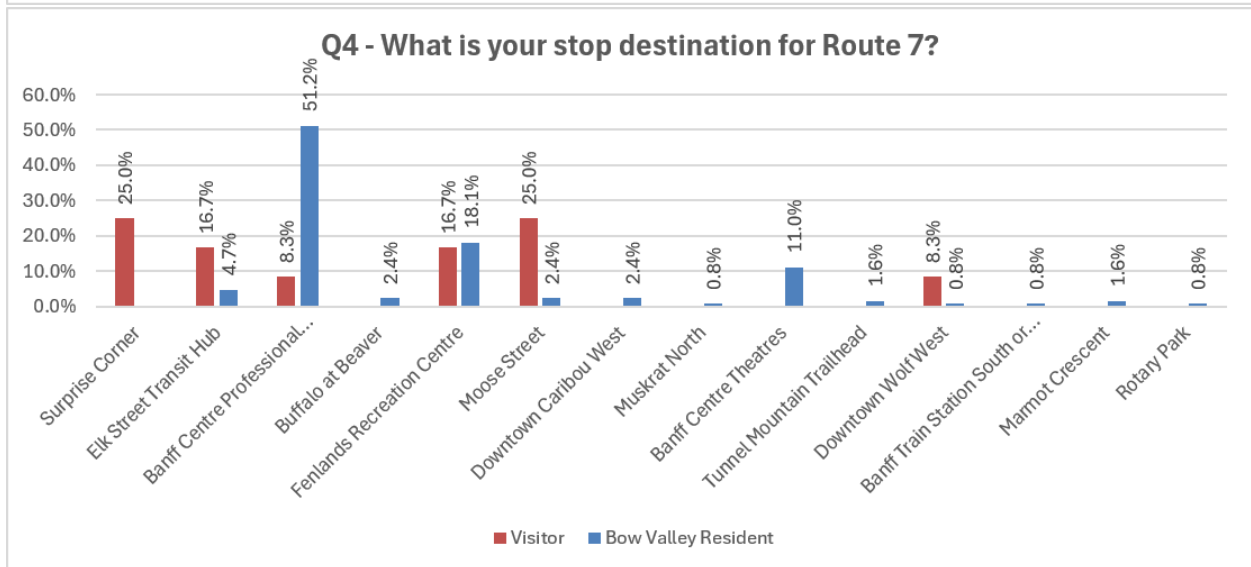
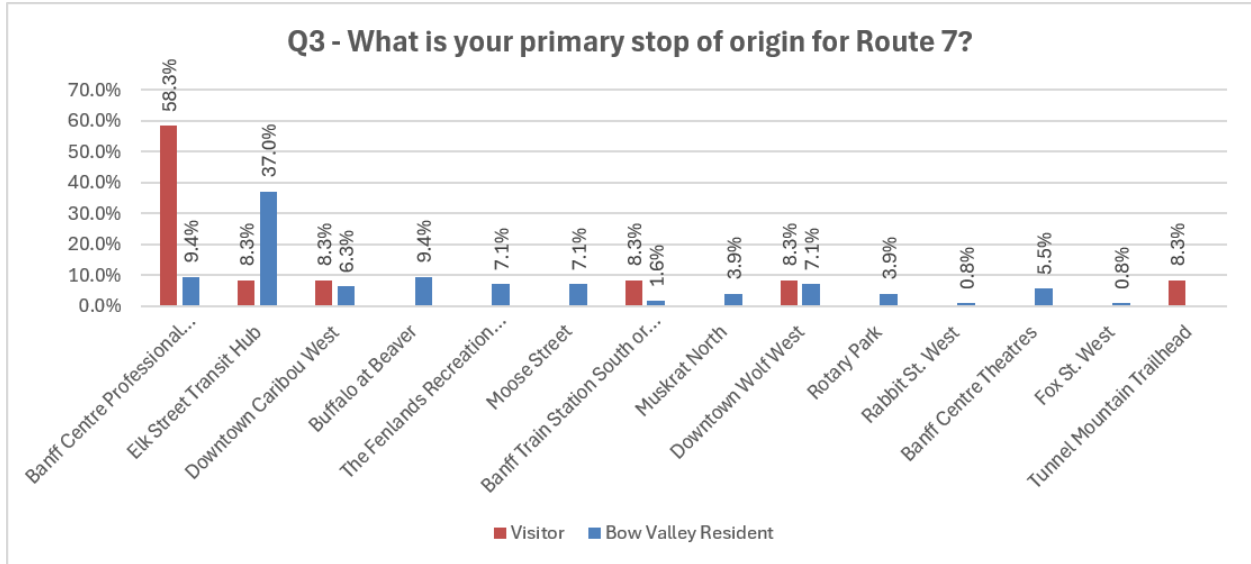
2. Key Takeaways

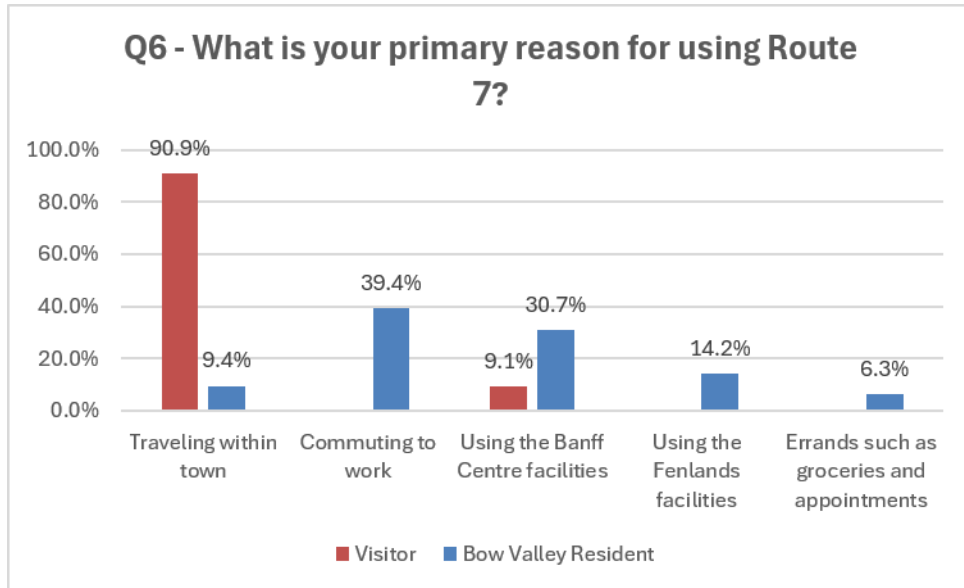
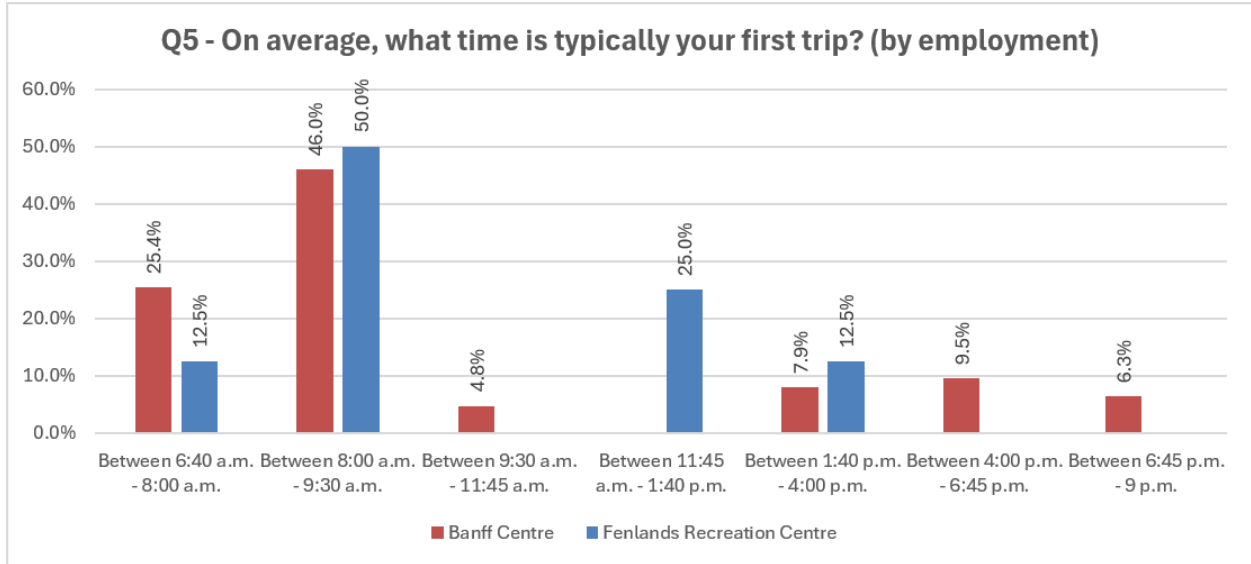
Due to the relatively low number of visitor responses in the survey, the key findings presented in this report focus primarily on resident feedback. Visitor responses, along with results from all other survey questions, are summarized in the appendix at the end of the report.

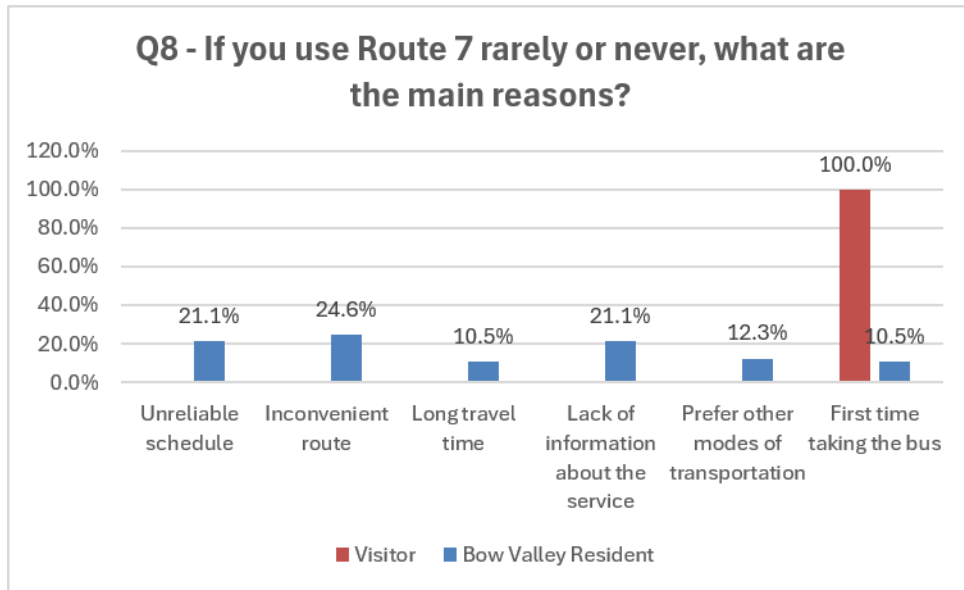
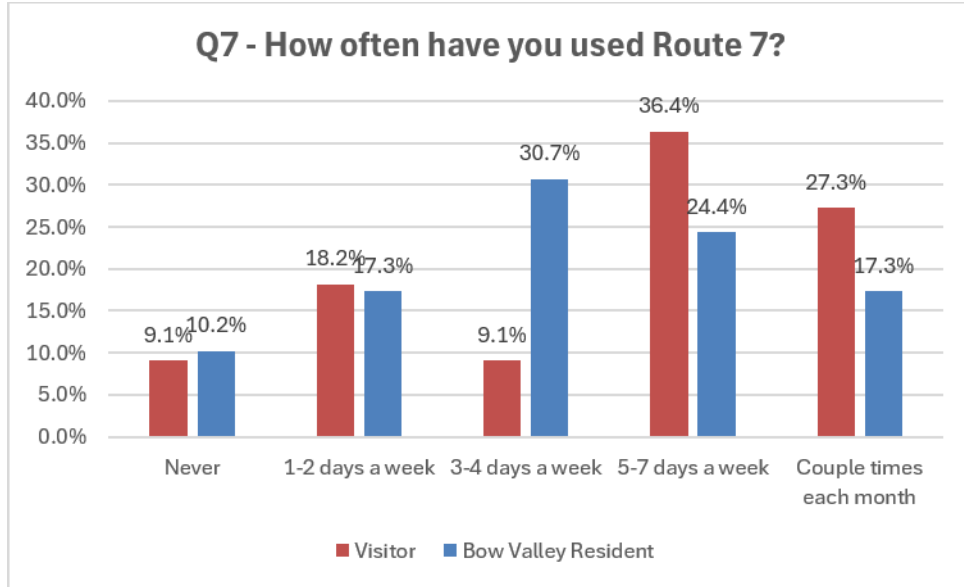
- A total of 176 riders provided feedback on Route 7, of whom 84% were residents and 16% were visitors.
- Among residents' responses, 43% identified as employees of the Banff Centre, while 5.5% identified as employees of the Fenlands Centre.
- The Banff Centre was the primary origin stop for 58% of resident respondents.
- When asked about their primary reason for using the service, 39% of resident respondents indicated commuting to work, 31% reporting accessing the Banff Centre facilities, and 14% reported accessing the Fenlands facilities.
- Approximately 31% of resident respondents reported using the service three to four days a week.
- Overall, 75% of resident respondents indicated that they were satisfied or very satisfied with the service frequency.
- Across all respondents, the Net Promoter Score (NPS) - a measure of overall satisfaction, loyalty, and willingness to recommend the service – was 64%.

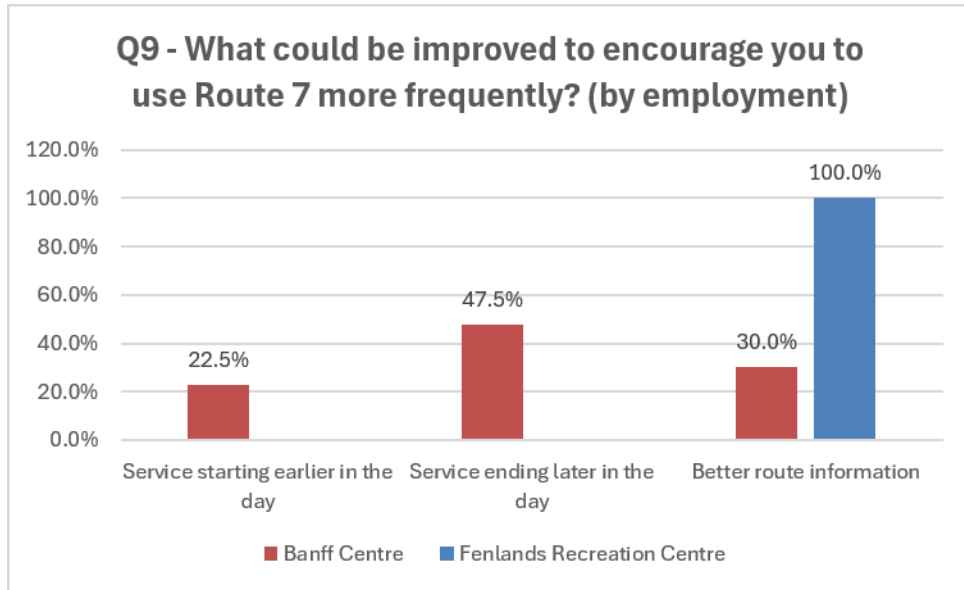
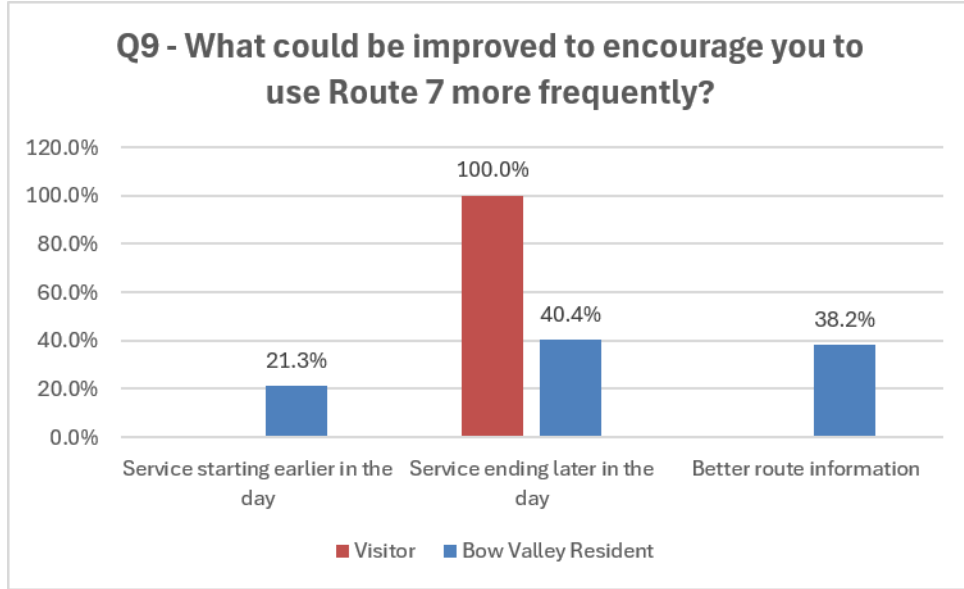
3. Charts

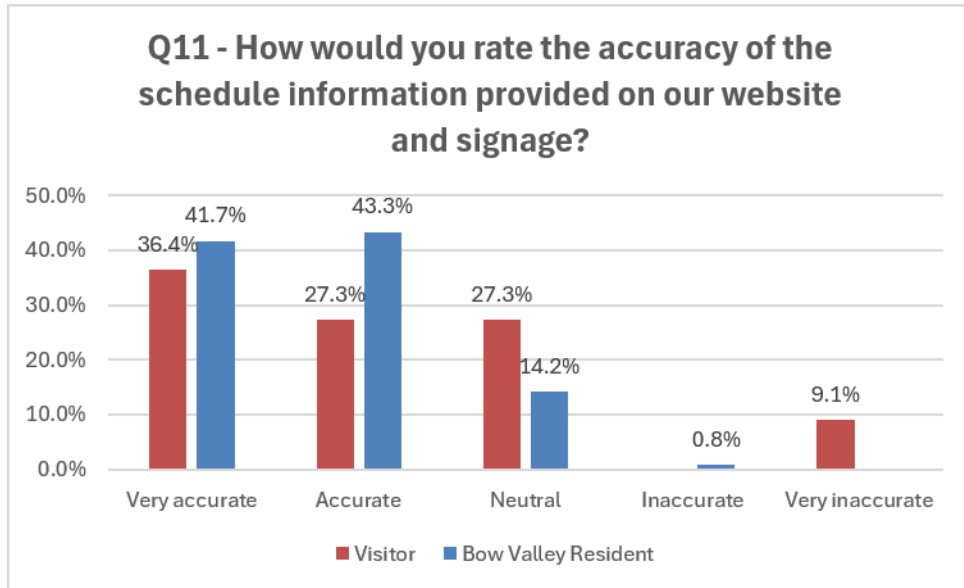
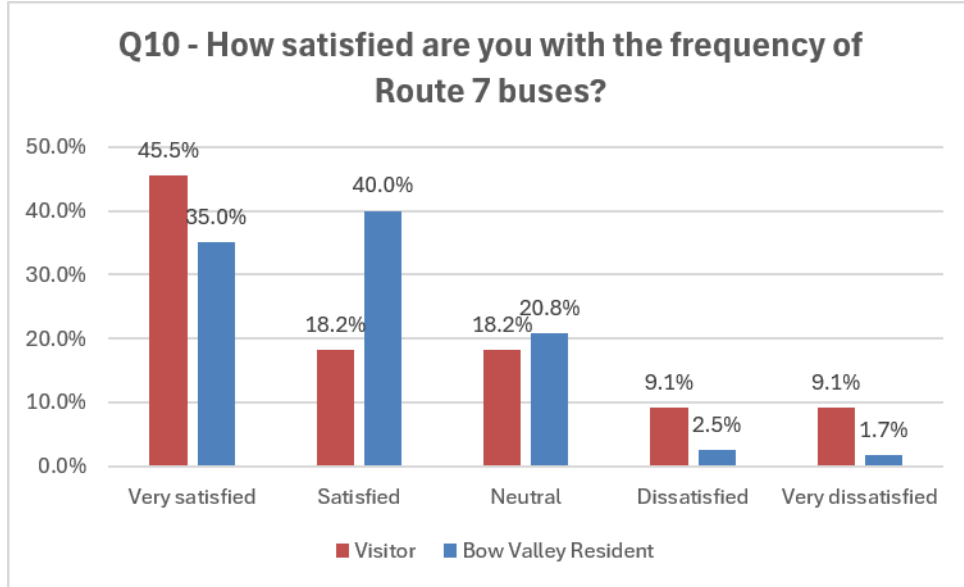


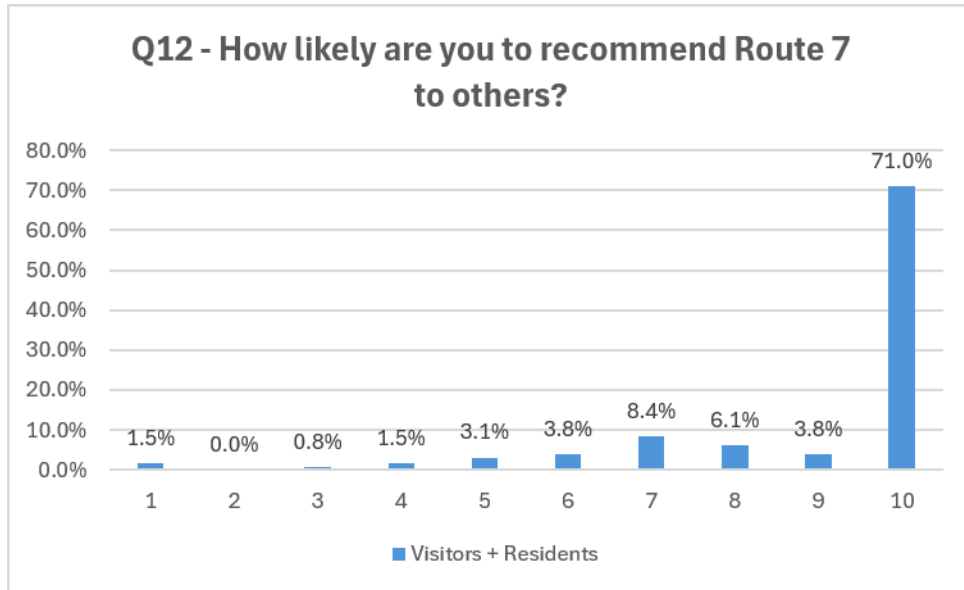
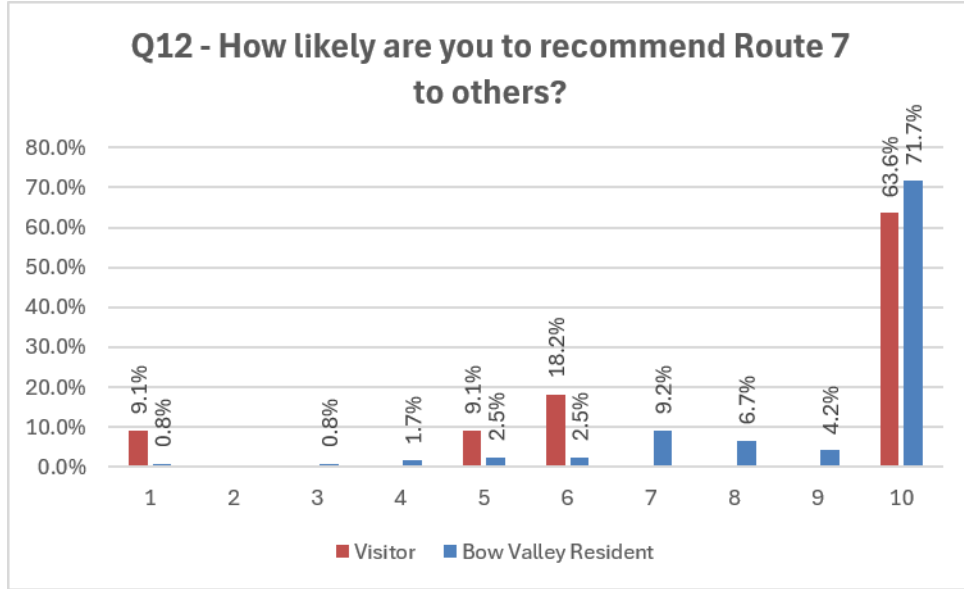




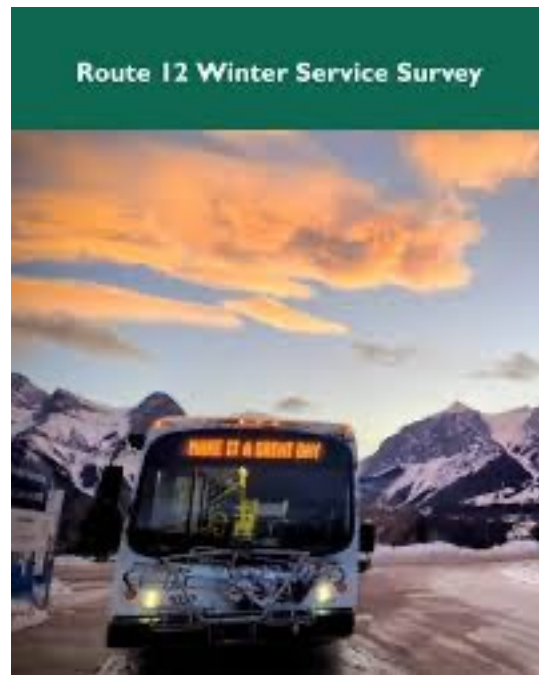








Bow Valley *R*egional Transit Services Commission



Route 12

Palliser/Bow Valley Trail/Downtown

Service Report (October 2025 – May 2026)

Report to the Bow Valley Regional Transit Services Commission

Report 2026-06.08

CURRENT DATE

SUMMARY/ ISSUE

Route 12 (fall/winter/spring) provides service between Palliser Lane, Bow Valley Trail, and downtown Canmore. Route 12 summer service provides service between Palliser Lane, Bow Valley Trail, downtown, and Grassi Lakes.

A customer satisfaction survey was recently completed, asking customers to provide feedback on the fall/winter/spring service. The survey was promoted via social media as well as QR codes installed on the buses.

This report intends to share the results of the survey and provide initial insights into potential next steps.

PREVIOUS COMMISSION DIRECTION/POLICY

Administration Recommendation:

- This report is for information purposes. No decision from the Commission is requested.

INVESTIGATION

The survey was available to the public from **March 19, 2026** until end of day **May 13, 2026** and received a total of XX submissions.

An appendix is included showing the 76 responses from the range based survey questions, in chart format. (Eg. "On a scale of 1-10 how would you rate factor A...")

Below are the high level take aways and common feedback based on the 33 open ended responses provided by the public within the survey. Since it was a relatively small number of respondents providing textual comments, the total number of similar responses is included below.

Summary of Customer Feedback – Route 12 Passenger Survey Summary Report

Total survey responses: **76**

Total open-ended responses to the question "*What improvements would you suggest for Route 12 to enhance your transit experience?*": **33**

Passenger feedback regarding Route 12 was overwhelmingly supportive, with respondents emphasizing the importance of maintaining and expanding the service. Riders described Route 12 as an essential transportation option for commuting to work, attending school, accessing shopping and appointments, and reaching recreational destinations. Several passengers noted that they rely on the route because owning or operating a personal vehicle is not financially feasible.

Report to the Bow Valley Regional Transit Services Commission

Report 2026-06.08

CURRENT DATE

Key Themes Identified:

1. Strong Support for Continuing and Expanding the Service

A total of 6 respondents specifically requested that Route 12 continue operating year-round or continue through the summer season. Several riders noted that the service is critical for getting to work and reducing dependence on private vehicles.

Requests for expanded operating hours were also common:

- 4 respondents requested later evening service, with suggestions ranging from 8:30 p.m. to 9:00 p.m.
- 1 respondent requested earlier morning service beginning around 6:30 a.m.
- 4 respondents requested more frequent service, including buses every 20–30 minutes.
- 4 respondents expressed concerns about the long mid-day service gap and requested continuous daytime operation or additional trips between approximately 12:00 p.m. and 2:30 p.m.

Several comments noted that the current schedule does not align well with work and school schedules, particularly for employees starting shifts at standard times or students with afternoon classes.

2. Requests for Additional Stops and Expanded Coverage

Requests for additional stops and expanded route coverage were one of the most common themes:

- 4 respondents requested additional stops along Bow Valley Trail.
- 2 respondents requested stops near the Shops of Canmore / Super 8 / Spice Hut area.
- 1 respondent requested an additional stop near the Palliser Lane apartment buildings before the route exits onto the roadway.
- 1 respondent requested service extending farther west along Bow Valley Trail toward McDonald's/Gasoline Alley.

Destination-specific expansion requests included:

- 2 respondents requested year-round service to Grassi Lakes.
- 1 respondent requested winter service to the Nordic Centre.
- 1 respondent suggested routing changes to return westbound over the bridge along Bow Valley Trail to improve coverage and connections. (this routing would result in 3.8 kilometers of deadhead travel to serve an area within 800 of a current route bus stop.)

3. Reliability and Schedule Concerns

Reliability concerns were raised by multiple respondents:

Report to the Bow Valley Regional Transit Services Commission

Report 2026-06.08

CURRENT DATE

- 1 respondent specifically reported buses regularly departing late from the start of the route, causing them to arrive late for work.
- 1 respondent requested that buses depart stops at the posted time and not leave early.
- 2 respondents noted that current schedules do not align well with common work start times, causing passengers to arrive either too early or too late.

Transfer coordination and passenger information were also identified as areas for improvement:

- 2 respondents requested better transfer timing and clearer information regarding connections between routes.

4. Customer Experience and Accessibility

Accessibility and passenger experience concerns appeared in several responses:

- 2 respondents requested larger buses or additional space for passengers travelling with strollers, particularly during summer.
- 1 respondent specifically requested additional operator training related to accessibility and safe boarding practices, including lowering the bus floor and positioning buses closer to walkways.

Passengers also noted the importance of clear communication regarding routes and transfers.

Overall Sentiment

Overall sentiment toward Route 12 was highly positive. Many respondents described the route as valuable, necessary, and heavily relied upon for daily travel. The most consistent message throughout the survey was that passengers want to see Route 12 retained and improved through:

- Expanded year-round service
- Extended operating hours
- Improved frequency and reliability
- Additional stops and destinations
- Better schedule coordination and transfer information

The feedback demonstrates that Route 12 plays an important role in supporting mobility, affordability, and access to employment, education, shopping, and recreation within the community.

PROPOSED

BRAND IMPACT

Report to the Bow Valley Regional Transit Services Commission

Report 2026-06.08

CURRENT DATE

Positive brand impact as all recommendations are in line with the Brand Standard and enhance the safety and public image of the BVRTSC and Roam Public Transit.

RISKS

ATTACHMENTS

10b Customer Experience Survey Route 12 (Winter).pdf

Customer Experience Survey Route 12 (Winter)





Contents

1. Survey Overview	3
2. Key Takeaways	3
3. Charts	4

1. Survey Overview

Roam Transit conducted surveys for Route 12 (winter service) during the spring of 2026. The survey was available in the form of QR codes displayed on the buses and at bus stops, as well as through Roam's social media channels.

From March 19th to May 13th 2026, Canmore residents and visitors were able to provide feedback on the newly extended Route 12, which operated between Palliser Lane and 9th Street.

In the survey, riders were asked to identify their primary origin and destination bus stops, indicate their main reason for using the service, rate their satisfaction with frequency, and provide suggestions for further improvements.

2. Key Takeaways

Due to the relatively low number of visitor responses in the survey, the key findings presented in this report focus primarily on resident feedback. Visitor responses, along with results from all other survey questions, are summarized in the appendix at the end of the report.

- A total of 77 riders provided feedback on Route 12, of whom 80.5% were residents and 19.5% were visitors.
- Among resident respondents, 60% identified the Palliser area (combined Palliser Lane and Palliser Trail West bus stops) as their primary origin stop.
- Nearly half (49%) of resident respondents reported that their primary departure time was between 7:40am and 10 am. Additionally, 68% indicated that their primary reason for using the service was to commute to work and school.
- Just over half (52%) of resident respondents reported using the service regularly.
- Overall, 68% of resident respondents indicated that they were satisfied or very satisfied with the current service frequency.
- Across all respondents, the Net Promoter Score was 55%.

3. Charts

