

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

111 Hawk Avenue and MS Teams

AGENDA

September 9th, 2026 2:00-4:00pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the August 12th 2026 Regular Meeting Minutes (attached)
4. Old Business (including Standing Items)
 - a) CEO Report (For Information)
 - b) Bring Forward List of Pending Items (For Information)
 - c) Transit Service Monthly Statistics (For Information)
5. New Business
 - a) Presentation of Proposed Operating (2027-2029) and Capital (2027-2036) Budgets (Request for Decision)
 - b) Report on Governance Policy Workplan Timelines (Request for Decision)
 - c) Maintenance Planning Report (Request for Decision)
6. Next Regular Meeting – Wednesday October 14th, 2026 2- 4pm

To be held at: 111 Hawk Avenue and Microsoft Teams
7. Adjournment

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

111 Hawk Avenue and MS Teams

MINUTES

August 12th, 2026 2:00-4:00pm

BOARD MEMBERS PRESENT

Dave Schebek, ID9 (Chair)
Barb Pelham, Town of Banff (Vice Chair)
Don Beaulieu, ID9 (Virtual)
Tanya Foubert, Town of Canmore
Brian Standish, Town of Banff (until 3:03pm)

BOARD MEMBERS ABSENT

Sean Krausert, Town of Canmore

BVRTSC ADMINISTRATION PRESENT

Martin Bean, CEO
Matt Simmonds, Director of Finance and Administration
Natasha Gray, Office Administrator

ADMINISTRATION PRESENT

Dustin Schinbein, Town of Canmore (Virtual)
Erin Green, Human Resources Manager
Kimberly Fisher, Parks Canada
Patti Youngberg, Parks Canada
Adrian Field, Town of Banff
Seth Cherry, Parks Canada (Virtual)

PUBLIC PRESENT

Marek Cerny, Data Analyst & Route Planner (Virtual)
Caz Vary, Manager, Safety & Training (Virtual)
Jessica Lee, Rocky Mountain Outlook (Virtual)
Pierre-Hugues Gagnon, Town of Banff (Virtual)
Grant Colgan – CBC (Virtual)

1. Call to Order

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

2. Approval of the Agenda

Martin Bean asks to amend agenda under 'New Business' and move in-camera session to 'h' and add 'Authorization letter for signing authorization for Rural Transit Solutions' to 'g'.

BVRTSC26-33 – *Dave Schebek moves to approve the agenda as amended*

CARRIED UNANIMOUSLY

3. Minutes

- Approval of the June 10th 2026 Regular Meeting Minutes (attached)
 - *Patti Youngberg attended in person*
 - *Typo – BVRTSC26-32 Dave Schebek's last name is misspelt*

BVRTSC26-34 – *Dave Schebek moves to approve the June 10th meeting minutes as amended to include the two changes.*

CARRIED UNANIMOUSLY

4. Regular Agenda Items

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

5. New Business

- a) Q2 2026 Financial Results (For Information Only)
- b) Minibus Purchase (Request for Decision)

Tanya Foubert notes she would like to consider what level of accessibility we would like to offer with smaller buses in the fleet in the future to ensure easy access for all.

BVRTSC26-35 - *Dave Schebek moves the Board approve the purchase of two minibuses from Kirkman Bus Sales as described above in accordance with the final vendor proposals not to exceed a total of \$350,000 and authorize Administration to apply previously received \$286,000 Parks Canada funding toward the purchase, with the remaining balance to be funded by Commission reserves.*

CARRIED UNANIMOUSLY

- c) Watt Consulting Report (Accept for Information)

BVRTSC26-36 - *Barb Pelham moves that The BVRTSC Board accept this report for information and guidance in future planning.*

CARRIED UNANIMOUSLY

- d) Chair's Report on Budget Process (For Information Only)
- e) Presentation of Draft Operating (2027-29) and Capital (2027-2036) Budgets (Request for Decision)

BVRTSC26-37 – Tanya Foubert moves to accept the draft 2027-2029 BVRTSC Operating Budget as presented.

CARRIED UNANIMOUSLY

BVRTSC26-38 – Brian Standish Moves to accept the draft 2027-2036 BVRTSC Capital Budget as presented.

CARRIED UNANIMOUSLY

Barb Pelham asks that in August 2027 the Board revisit assessing the option of operating Route 7 (Fenlands/Banff Centre) on a year-round basis.

Brian Standish leaves the meeting at 3:03pm

- f) Presentation of New Service Level Requests (Request for Decision)

BVRTSC26-39 – Tanya Foubert moves that the Commission endorses the purchase of three 40-foot hybrid electric buses to replace the current three 30-foot Canmore buses primarily assigned to Canmore Local Service, utilizing the approved Rural Transit Solutions Fund allocation plus saved replacement and component reserves, with the remainder of funding from the Town of Canmore, subject to approval by Canmore Council.

CARRIED UNANIMOUSLY

BVRTSC26-40 – Barb Pelham moves to endorse the purchase of 3 60-foot articulated buses for Banff local service to be delivered in 2030 to supplement the current fleet and allow for more spare capacity, subject to approval by Banff Council.

CARRIED UNANIMOUSLY

BVRTSC26-41 – Barb Pelham moves the Board moves to direct administration to endorse the purchase of 2 low floor highway coaches for delivery in early 2028 to replace units 1005 and 1006 on the Canmore/Banff Regional service, subject to the approval of Banff and Canmore Councils.

CARRIED UNANIMOUSLY

BVRTSC26-42 – Dave Schebek moves that the BVRTSC endorses the purchase of one 40-foot clean diesel bus for Route 11 and 8X utilizing the approved Rural Transit Solutions fund allocation (80%) and capital reserve funding, subject to approval of ID9 Council.

CARRIED UNANIMOUSLY

BVRTSC26-43 – Barb Pelham moves the Commission moves to endorse adding 1 bus to assist with Routes 1 and 2 throughout the December holiday period, with the intent of reducing passenger wait times and increasing service reliability, subject to approval during Banff Council's budget process.

CARRIED UNANIMOUSLY

BVRTSC26-44 – Barb Pelham moves that the Commission moves to endorse adding a total of 5.5 service hours per day to routes 1 and 2 for summer 2027, and a total of 8.5 hours beginning in 2028, with the intent of reducing passenger wait times and increasing service reliability, subject to approval during Banff Council’s budget process.

CARRIED UNANIMOUSLY

BVRTSC26-45 – Tanya Foubert moves to endorse increasing evening service on Route 3 (Canmore – Banff regional) by 3 hours per day to create increased opportunity for residents and visitors to access transit and not require the use of a private vehicle, subject to approval by both Canmore and Banff Councils.

CARRIED UNANIMOUSLY

BVRTSC26-46 – Tanya Foubert moves to endorse Route 12 service remaining within the Town of Canmore and operating on a year-round basis to the Palliser and Bow Valley Trail area to increase the availability of transit options for residents, subject to approval from Canmore Council.

CARRIED UNANIMOUSLY

BVRTSC26-47 – Barb Pelham moves as a leasehold improvement to endorse the Town of Banff to construct 20 additional bus parking stalls, a drive by lane, and additional office and driver training space for Roam Transit at 111 Hawk Avenue, to be funded 80% by the Rural Transit Solutions Fund and 20% by the Town of Banff for a project total of \$2.7 million, subject to approval by Banff Town Council.

CARRIED UNANIMOUSLY

BVRTSC26-48 – Dave Schebek moves to add an Assistant Manager, Operations position beginning in 2027.

CARRIED UNANIMOUSLY

BVRTSC26-49 – Tanya Foubert moves the Commission move to authorize administration to purchase a skid steer with a total cost not to exceed \$100,000 to help facilitate the safe moving of heavy parts and equipment as well as property maintenance related to a bus storage facility.

CARRIED UNANIMOUSLY

g) Authorization letter for signing authority for Rural Transit Solutions

BVRTSC26-50 – Dave Schebek moves to confirm that Martin Bean, Chief Executive Officer of the Bow Valley Regional Transit Services Commission, has the authority to enter into and execute the funding agreement with the Rural Transit Solutions Fund.

CARRIED UNANIMOUSLY

h) In-Camera Session (Financial)

BVRTSC26-51 Dave Schebek moves to go in-camera at 3:55pm

CARRIED UNANIMOUSLY

BVRTSC26-52 Dave Schebek moves to come out of in-camera session at 4:13pm

CARRIED UNANIMOUSLY

6. Next Regular Meeting – Wednesday September 9th, 2026 2- 4pm

To be held at: 111 Hawk Avenue and Microsoft Teams

7. Adjournment

CEO and Admin Report



September 2026

Financial:

- Following the BVRTSC Board accepting the Watt Consulting report for information, a Narrative Report was submitted to the Rural Transit Solutions Fund to finalize the project. This report has now been received and approved, closing the project. The Rural Transit Solutions fund provided \$50,000 for completion of this study.
- Continued developing the proposed governance policy work plan, including policy structure, priorities for review, an initial timeline for bringing updated policies to the Board and an illustrative policy example. Early work has focused on financial governance, capital planning, reserves, and investments.
- Prepared a preliminary expanded capital fleet model to better identify future vehicle and major component replacement needs, expected timing, funding sources and responsibility for partner contributions.
- Continued work on deferred revenue and deferred capital contribution reconciliations to improve the connection between existing funding, completed capital purchases and the amounts remaining available for future projects.
- Compiled an updated inventory of active grants, outstanding reporting requirements and upcoming deadlines to support internal oversight of the Commission's grant commitments, including ICIP lessons-learned reporting, updated Rural Transit Solutions Fund documentation for upcoming new grants, and submission of Provincial Priorities Act documentation for pending federal grants.
- Updated Parks Canada forecasts and July billings, including more detailed variance analysis. Forecasting and invoicing methods are also being adjusted to reduce year-end true-up adjustments and provide Parks with more consistent financial information.

Transit and Operational Updates:

- Temporary Office Install and Move In!
 - The temporary office structure arrived a few weeks back and final touches such as electrical and IT connections have been completed. Staff are starting to move in as office furniture is assembled. This welcome addition will free up the training room and provide staff much needed workspace for approximately 7 employees.

- Final landscaping will include a 6' privacy fence along the front facing width of the building, as well as restoring the original pathway and the addition of a paver walking surface to connect each of the entry doors to the main building. This work is expected to be completed by the end of September.
- Fall routing and scheduling is currently in the process of being finalized with no major changes this fall compared to last.
 - Route 7 (Fenlands/Banff Centre) will return October 5th and will have some adjusted routing to include Mount Edith House senior's residence, the Banff Hospital and the new 50 Wolf Street residences. The schedule timing and service pattern has been improved to Banff Centre, with frequency at 40 minutes.
 - Route 12 in Canmore will return to a 'Palliser to Downtown' service routing effective September 28th, as it was in 2025/26 Fall/Winter/Spring service with 30 min frequency.
- The rollout of Matawan, Roam's upcoming account-based fare system, remains on schedule for early 2027 regarding core infrastructure. The initial deployment will successfully replace all legacy fare boxes with the new account-based hardware. A minor backend integration issue has been identified that will delay the launch of the "open payment" component (the ability for passengers to pay by tapping a credit or debit card). This specific feature is now projected to launch by the end of April. Teams are actively working to resolve the issue, and the core system migration remains our primary focus.
- Administration has collaborated with the Town of Canmore to secure approval for the installation of a 40-foot storage container at 115 Boulder Crescent in Canmore, adjacent to the Roam bus storage lanes. Purchased by Roam, this external unit will house bus-related operational equipment. Relocating these items will optimize our internal facility footprint, directly improving the cleanliness, safety, and accessibility of the Canmore indoor bus storage area.
- The operations team is currently in the midst of planning and addressing driver staffing requirements for the fall and winter.
- Canmore's 9th Street transit hub is currently closed while the contractor and Town of Canmore demolish the current washroom facility and build a new one. It is anticipated that the construction project will last approximately 6 weeks, finishing around Thanksgiving. During this time, Roam routes are detoured and are using a temporary stop on 10th Street.
- The parking plan at 111 Hawk to accommodate the current fleet is nearing an end with the signing of a contract to add line painting under the awning so that we can maximize the space. Previous work to add additional electrical plug ins and charging is complete.

- Talks are in progress to contract a new supplier for winter snow clearing at the Operations Centre, as the previous supplier is no longer offering that service. The new supplier and the addition of a skid steer to the Roam support fleet will substantively improve response time and safety.
- Roam's Operations Manager and Office Administrator have implemented a formalized ordering system for consumable supplies which will track purchases and prioritize vendors more effectively, increasing efficiency and lowering costs.

Transit Maintenance Update:

- Last month it was reported bus 1001 (original 2008 Nova Hybrid) would be returning to service in August, unfortunately there were a couple of delays. This bus is expected to be back in service in the first week of September.
- Roam Fleet has completed installation in the majority of the bus fleet for the new Routers required to optimize the Matawan Fairing system. Over the coming weeks, integration with other technologies on board will be completed.
- The backup battery system at 111 Hawk for the garage doors, dispatch office and server room has been installed and commissioned. This will provide needed resilience during any power outages.

General/Health and Safety/Human Resources

- Roam is currently in the process of identifying a candidate to step into the Manager, Safety & Training position while Caz is on parental leave. This presents a great opportunity to tap into Roam's internal talent pool while supporting the development and growth of our employees and strengthening our workforce.
- Roam will be participating in job fairs in Banff and Canmore in September. These events provide an opportunity to increase awareness of Roam as an employer and connect directly with potential candidates. Participation also supports Roam's broader workforce planning efforts by strengthening our presence in the local labour market.
- The Roam Team recently took to the water for Canoe for a Cause at the Banff Canoe Club. With plenty of team spirit, friendly competition, and a great cause at the heart of the event, our team paddled hard and held our own - placing third among some incredibly strong teams. A fantastic day of teamwork, laughs, and connecting with our community!



Safety:

- The safety department has analyzed incident trends from the busy summer season and identified opportunities for corrective action, with recommendations focused on improving driver performance and reducing recurring safety issues.
- Field Supervisors have coordinated the replacement of expiring fire extinguishers and verified that first aid supplies on buses remained stocked, compliant, and ready for service.
- The team has recently conducted inspections of bus stops throughout the system, replacing or correcting hardware and ensuring stop infrastructure was accurate, secure, and in good condition.

Training:

- Prepared instructor monitoring reports, attendance records, vehicle inspection documentation, and training materials for the provincial audit. Roam successfully passed, confirming our training program and documentation meet regulatory requirements.
- Developed and shared resources on proper seat and mirror adjustment, including a driver reminder directing staff to the ergonomic training video. The initiative reinforces correct driving posture to help reduce fatigue and prevent musculoskeletal injuries.
- Continued conducting driver coaching, documenting performance follow-ups, and supporting operators alongside Field Supervisors throughout the busy summer period. The focus remained

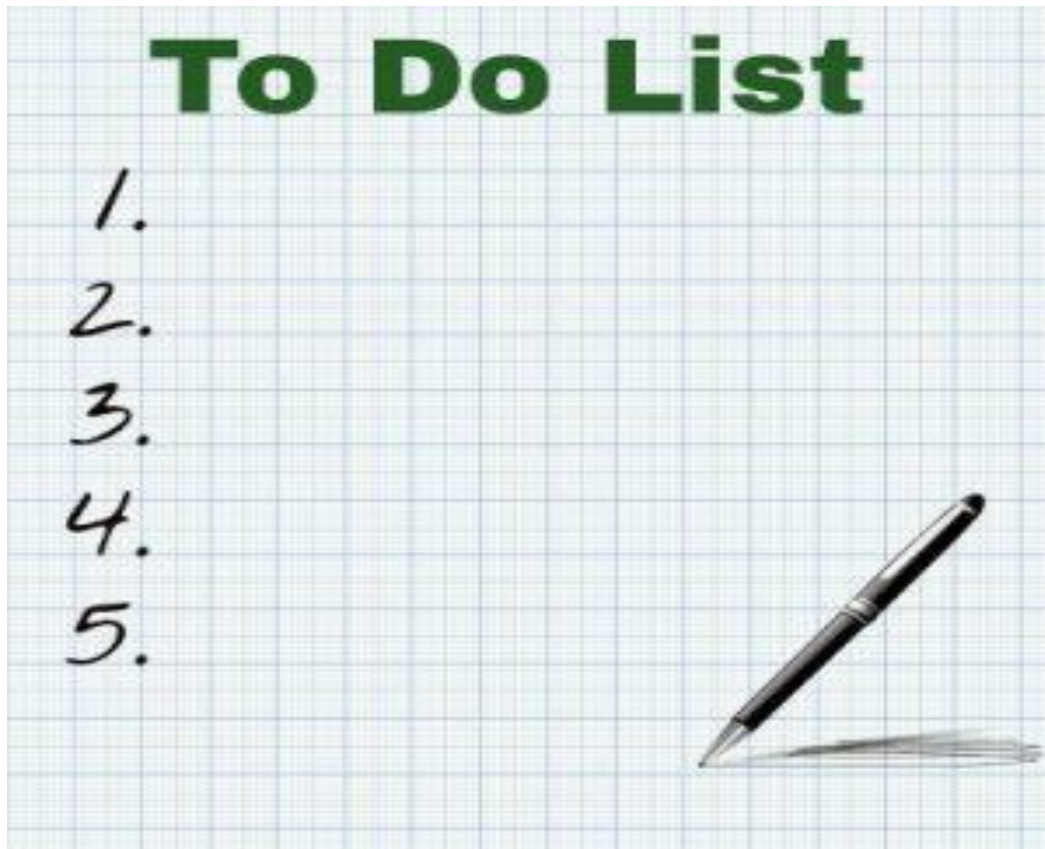
on reinforcing safe driving habits, addressing operational challenges, and supporting drivers during record ridership and increased traffic.

- Roam is in the process of developing an internal instructor training program using CUTA resources and best practices to strengthen the consistency and quality of operator training.

Marketing & Customer Experience

- Roam's Marketing Generalist, Sarah Parsons, has resigned from her position to pursue a new direction in her career. To ensure continuity in our marketing and communications activities, Sarah has kindly transitioned into a casual position with Roam during the interim period.
- The team is excited to welcome Rebecca Taylor as our new Marketing Generalist. Rebecca will begin her role on September 18, 2026. She brings significant experience, skills, and fresh perspective to the team, leading to the continued strengthening of our marketing and communications efforts in support of both residents and visitors.
- The Canada Strong Pass program concludes on September 7th, however the upcoming larch season is expected to maintain strong ridership levels through Thanksgiving, as has historically been the case. Reservations for the 8X service for the remainder of the year will open September 8, with a reduced Fall/Winter service schedule in place as of October 13th.
- As of September 8th, the Visitor Centre will transition to its Fall/Winter operating schedule. As a result, the Roam Customer Service Desk will be open daily from 9:00 a.m. to 5:00 p.m.

Bow Valley *R*egional Transit Services Commission



BRING FORWARD LIST

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

ITEM	Date Initiated	Pending Date	Responsible for Completion	Comments:
BVRTSC24-75 Dave Schebek moves to direct Commission members to perform a Board Self-Assessment in 2025 led by Elevated HR. BVRTSC25-23 Sean Krausert moves to amend item BVRTSC24-75 (Board Self-Assessment) to adjust completion date to Q4 2026 CARRIED UNANIMOUSLY	Nov 13, 2024	Q4 2026	Board and Elevated HR	Moved in July meeting to be completed by Q4 2026 Will arrange meeting with Elevated HR to begin this process in Q2 2026
ITEM	Date Initiated	Pending Date	Responsible for Completion	Comments:
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 General Commission reserves. To a maximum of \$260,000.00 CARRIED UNANIMOUSLY	Jan 14, 2026	Q4 2026 Updated to Q1 2027	Steve/Martin	Contract has been awarded to Matawan. Kick off meeting to occur in mid-February Implementation timeframe anticipates installation after Thanksgiving weekend.
BVRTSC26-29 Barb Pelham moves that administration return in late Q3 with a schedule of what goals would be in terms of rewriting or amending current policies. CARRIED UNANIMOUSLY	June 2026	September 30, 2026	Matt/Martin	Timeline to be developed by end of Q3 Presented at September 9th meeting

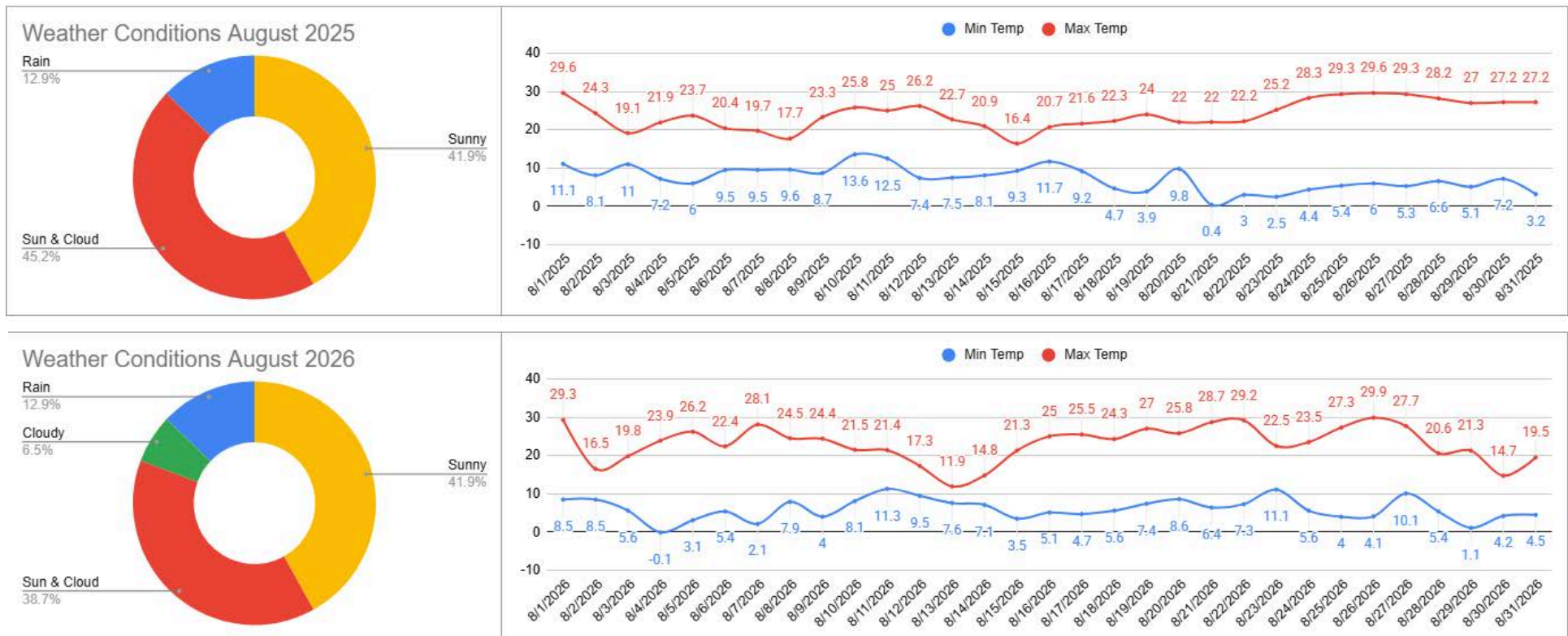
Bow Valley Regional Transit Services Commission Ridership Statistics



Month	Type	Banff Local	Canmore Local	Canmore-Banff Regional	Lake Louise - Banff Regional
August 2026	Ridership	318,917	37,156	46,642	36,077
	Banff Residents	45,349	-	-	-
	Bikes	658	1,381	1,710	148
	Winter Sports	0	70	0	3
	Strollers	434	229	79	26
	Mobility Devices	55	8	12	7

Route	Monthly Ridership Change 2025 - 2026	Comment
Route 1	0.67%	Change from August 2025 to August 2026
Route 2	30.10%	Change from August 2025 to August 2026
Route 3	19.87%	Change from August 2025 to August 2026
Route 4	-6.54%	Change from August 2025 to August 2026
Route 5	5.89%	Change from August 2025 to August 2026
Route 6	-10.48%	Change from August 2025 to August 2026
Route 8X	-6.76%	Change from August 2025 to August 2026
Route 9	11.10%	Change from August 2025 to August 2026
Route 11	-32.43%	Change from August 2025 to August 2026
Route 12	-11.36%	Change from August 2025 to August 2026

Banff Resident Pass Usage - YTD	359,248
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9/2/2026

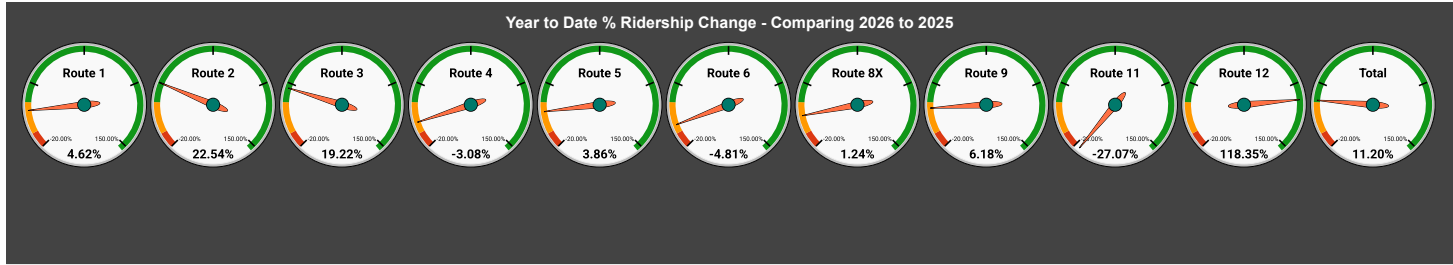
Route 1 (Inns of Banff/ Gondola)								Route 2 (Tunnel Mtn / Banff Springs Hotel)								Route 4 (Cave & Basin)								Banff Local (Route 1, 2 & 4)							
Month	R1 2023	R1 2024	R1 2025	R1 2025 YTD	R1 2026 YTD	% Change - 25	% Change - 24	R2 2023	R2 2024	R2 2025	R2 2025 YTD	R2 2026 YTD	% Change - 25	% Change - 24	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	54,982	54,982	50,586	-8.00%	9.78%	47,270	51,430	53,782	53,782	59,357	10.37%	15.41%								88,103	97,510	108,764	108,764	109,943	1.08%	12.75%			
March	47,979	52,307	62,270	62,270	53,752	-13.68%	2.76%	53,488	60,558	59,439	59,439	71,233	19.84%	17.63%								101,467	112,865	121,709	121,709	124,985	2.69%	10.74%			
April	41,098	44,341	55,942	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	95,401	10.93%	30.73%	55,890	60,403	67,770	67,770	81,764	20.65%	35.36%	1,904	1,740	2,096	2,096	2,033	-3.01%	16.84%	125,534	135,116	155,866	155,866	179,198	14.97%	32.63%			
June	103,499	107,404	117,880	117,880	142,773	21.12%	32.93%	76,511	81,019	90,437	90,437	110,122	21.77%	35.92%	6,689	5,116	5,952	5,952	5,620	-5.58%	9.85%	186,699	193,539	214,269	214,269	258,515	20.65%	33.57%			
July	125,827	121,640	158,541	158,541	174,893	10.31%	43.78%	93,346	92,431	102,863	102,863	138,560	34.70%	49.91%	7,647	6,131	7,945	7,945	8,060	1.45%	31.46%	226,820	220,202	269,349	269,349	321,513	19.37%	46.01%			
August	122,140	120,506	159,082	159,082	160,149	0.67%	32.90%	91,695	88,241	100,070	100,070	130,191	30.10%	47.54%	7,191	5,945	7,630	7,630	7,131	-6.54%	19.95%	221,026	214,692	266,782	266,782	297,471	11.50%	38.56%			
September	88,508	91,008	108,944	4,648	4,950	6.50%		75,616	77,274	82,399	2,906	2,317	-20.27%		4,842	3,200	4,463	175	220	25.71%		168,966	171,482	195,806	7,729	7,487	-3.13%				
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	755,194	790,064	4.62%	-	733,010	770,920	834,854	585,230	717,161	22.54%	-	28,273	22,132	28,086	23,798	23,064	-3.08%	-	1,574,993	1,647,998	1,887,840	1,364,222	1,530,289	12.17%	-			

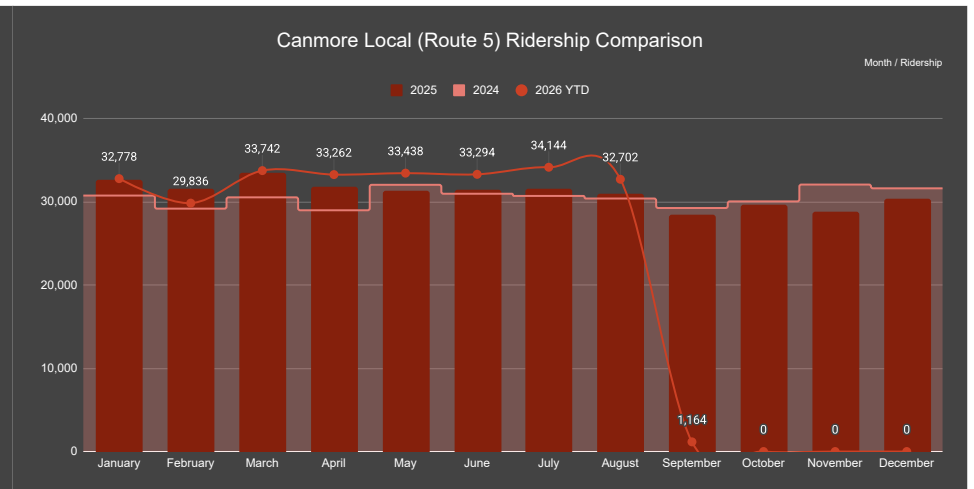
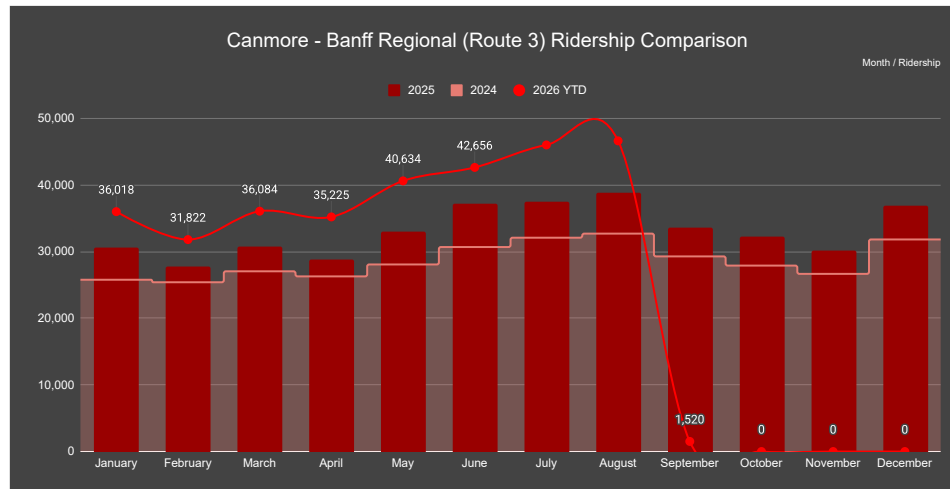
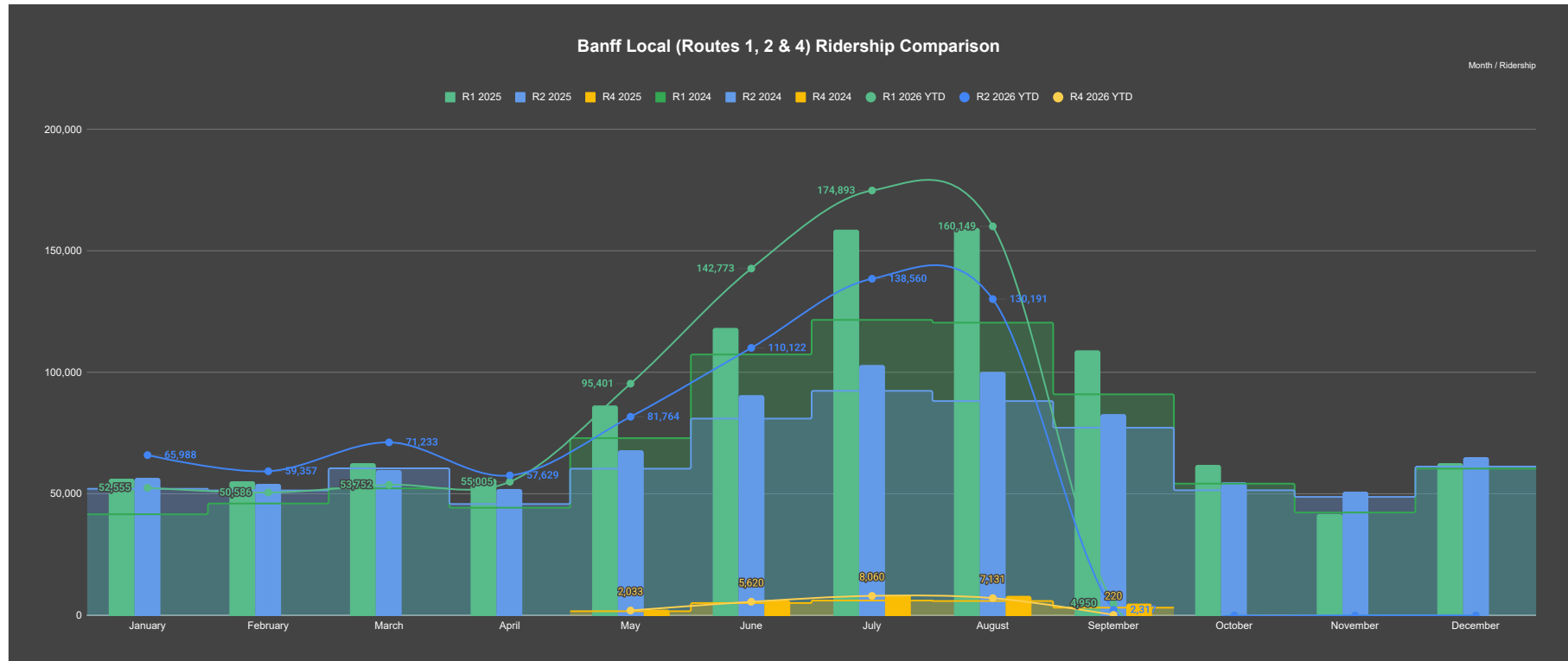
Route 3 (Canmore-Banff Regional)								Route 5C (Cougar Creek)								Route 5T (Three Sisters)								Route 5 (Canmore Local 5C + 5T combined)							
Month	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	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	40,634	23.17%	44.67%		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	37,229	42,656	14.58%	38.94%		17,076	18,436	18,436	20,373	10.51%	19.31%		13,887	12,941	12,941	12,921	-0.15%	-6.96%	28,039	30,963	31,377	31,377	33,294	6.11%	7.53%			
July	31,836	32,104	37,548	37,548	46,030	22.59%	43.38%		17,115	17,768	17,768	20,159	13.46%	17.79%		13,585	13,637	13,637	13,985	2.55%	2.94%	28,691	30,700	31,405	31,405	34,144	8.72%	11.22%			
August	32,667	32,717	38,910	38,910	46,642	19.87%	42.56%	15,005	17,118	17,398	17,398	19,779	13.69%	15.55%	12,653	13,272	13,485	13,485	12,923	-4.17%	-2.63%	27,658	30,390	30,883	30,883	32,702	5.89%	7.61%			
September	28,533	29,297	33,579	950	1,520	60.00%		14,113	16,643	16,288	409	665	62.59%		10,943	12,606	12,097	334	499	49.40%		25,056	29,249	28,385	743	1,164	56.66%				
October	28,139	27,917	32,319	0	0	0.00%		15,771	18,359	17,878	0	0	0.00%		10,462	11,685	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	265,586	316,631	19.22%	-	79,479	219,740	227,574	155,128	162,710	4.89%	-	56,525	146,744	143,049	99,398	101,650	2.27%	-	312,166	366,484	370,624	254,526	264,360	3.86%	-			

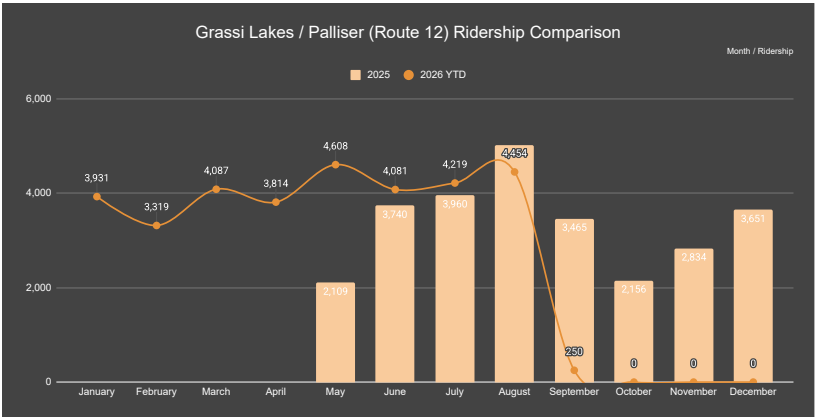
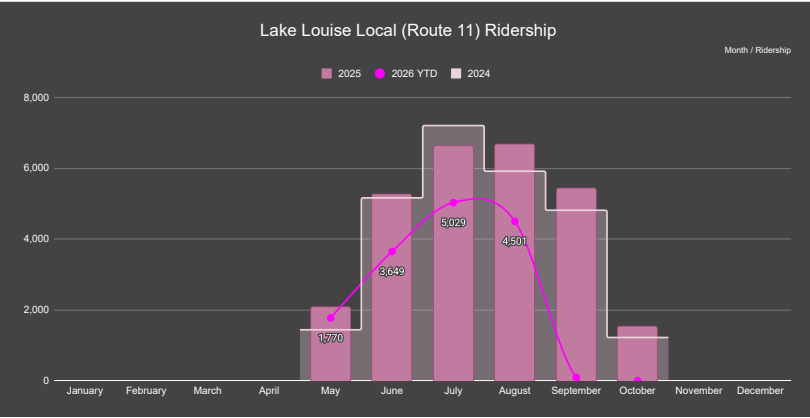
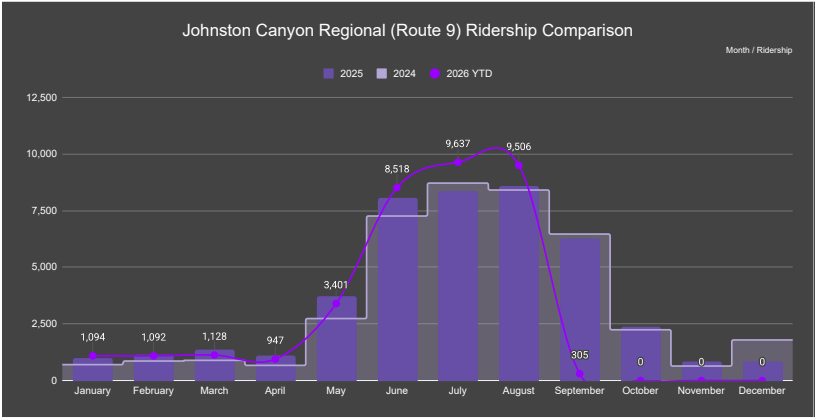
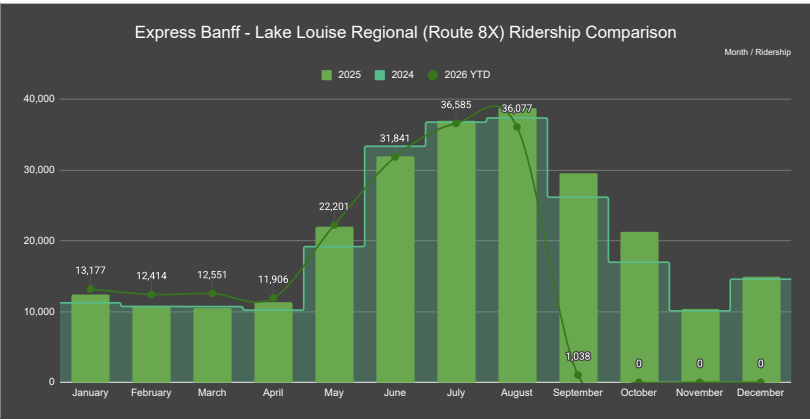
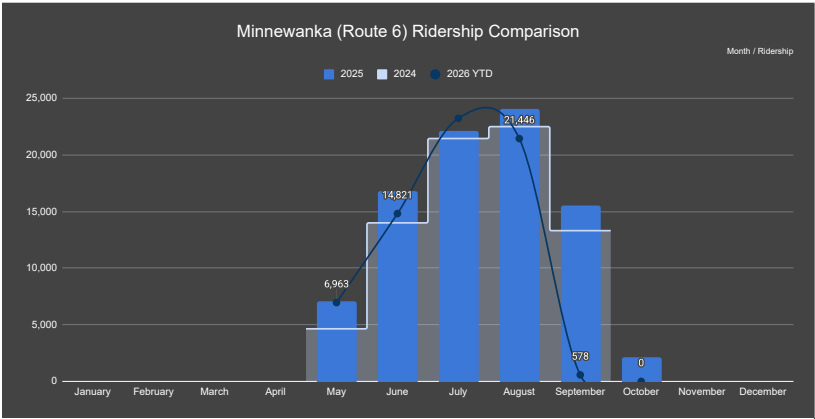
Route 6 (Lake Minnewanka)								Route 7 (Banff Centre/Fenlands)								Route 8X (Express Lake Louise - Banff Regional)								Route 8S (Scenic Lake Louise - Banff Regional)							
Month	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	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												2,453			10,205	10,694	10,522	10,522	12,551	19.28%	17.36%										
April												2,680			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%					1,163			17,400	19,167	21,980	21,980	22,201	1.01%	15.83%										
June	18,255	14,003	16,726	16,726	14,821	-11.39%	5.84%								34,555	33,350	31,936	31,936	31,841	-0.30%	-4.52%										
July	25,806	21,451	22,029	22,029	23,236	5.48%	8.32%								41,826	36,750	36,899	36,899	36,585	-0.85%	-0.45%	2,755									
August	26,074	22,501	23,957	23,957	21,446	-10.48%	-4.69%								43,140	37,346	38,692	38,692	36,077	-6.76%	-3.40%	2,974									
September	15,400	13,315	15,449	751	578	-23.04%						0			31,100	26,149	29,556	1,041	1,038	-0.29%											
October	921		2,042	0	0							0			17,351	16,962	21,247	0	0	0.00%											
November												0			10,248	10,089	10,339	0	0	0.00%											
December												0			14,463	14,565	14,970	0	0	0.00%											
YTD	92,335	75,917	87,170	70,430	67,044	-4.81%	-	0	0	0	0	6,296	0.00%	-	249,452	237,209	250,679	175,608	177,790	1.24%	-	5,729	0	0	0	0	0.00%	-			

	Route 9 (Johnston Canyon)							Route 10 (Moraine Lake)							Route 11 (Lake Louise Local)							Route 12 (Grassi Lakes/Palliser)							
Month	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24	
January	584	704	953	953	1,094	14.80%	55.40%																			3,931			
February	986	862	1,098	1,098	1,092	-0.55%	26.68%																			3,319			
March	707	893	1,327	1,327	1,128	-15.00%	26.32%																			4,087			
April	1,014	671	1,060	1,060	947	-10.66%	41.13%																			3,814			
May	2,602	2,738	3,701	3,701	3,401	-8.11%	24.21%								1,212	1,435	2,085	2,085	1,770	-15.11%	23.34%								
June	6,185	7,265	8,023	8,023	8,518	6.17%	17.25%								3,993	5,163	5,260	5,260	3,649	-30.63%	-29.32%			680	2,109	2,109	4,608	118.49%	577.65%
July	7,409	8,719	8,323	8,323	9,637	15.79%	10.53%								5,934	7,206	6,616	6,616	5,029	-23.99%	-30.21%			1,896	3,740	3,740	4,081	9.12%	115.24%
August	6,897	8,413	8,556	8,556	9,506	11.10%	12.99%								5,934	7,206	6,616	6,616	5,029	-23.99%	-30.21%			1,723	3,960	3,960	4,219	6.54%	144.86%
September	5,776	6,468	6,251	514	305	-40.66%									6,208	5,916	6,661	6,661	4,501	-32.43%	-23.92%			2,671	5,025	5,025	4,454	-11.36%	66.75%
October	1,884	2,243	2,326	0	0	0.00%			6,556	7,178					3,574	4,813	5,425	0	91	0.00%				957	3,465	171	250	46.20%	
November	590	641	814	0	0	0.00%			4,827	6,751					853	1,217	1,527	0	0	0.00%							0		
December	1,117	1,793	802	0	0	0.00%																					0		
YTD	35,751	41,410	43,234	33,555	35,628	6.18%	-	11,383	13,929	0	0	0	0	0.00%	-	21,774	25,750	27,574	20,622	15,040	-27.07%	-	0	7,927	26,940	15,005	32,763	118.35%	-

Roam Total Ridership							
Month	2023	2024	2025	2025 YTD	2026 YTD	% Change - 25	% Change - 24
January	147,062	162,228	188,695	188,695	205,541	8.93%	26.70%
February	141,874	163,675	179,710	179,710	188,426	4.85%	15.12%
March	161,319	182,041	197,698	197,698	215,030	8.77%	18.12%
April	143,794	156,333	180,537	180,537	200,468	11.04%	28.23%
May	206,716	223,226	256,860	256,860	293,376	14.22%	31.43%
June	308,030	314,985	348,560	348,560	397,375	14.00%	26.16%
July	371,077	357,132	416,129	416,129	480,393	15.44%	34.51%
August	366,644	351,975	419,466	419,466	452,799	7.95%	28.65%
September	284,961	287,951	317,916	11,899	12,433	4.49%	
October	179,071	190,907	207,162	0	0	0.00%	
November	142,511	160,626	164,932	0	0	0.00%	
December	180,013	201,519	213,988	0	0	0.00%	
YTD	2,633,072	2,752,598	3,091,653	2,199,554	2,445,841	11.20%	-







Bow Valley *Regional* Transit Services Commission



NEW BUSINESS

Bow Valley *Regional* Transit Services Commission



Proposed Operating and Capital Budgets

"... moves to approve the Proposed 2027 – 2029 BVRTSC Operating Budget as presented."

"... moves to approve the Proposed 2027 – 2036 BVRTSC Capital Budget as presented."

Addition of NSLR - approved at August 12, 2026 board meeting
Summary of Requisitions - 2027-2029

The proposed operating amounts include the following changes and new service level requests approved at the August 12, 2026 Board meeting:

	2027	2028	2029
Manager Assistant, Operations	116,100	119,583	123,171
Manager Assistant, Ops - One off items	3,500	0	0
Skid steer operational offsets	(10,000)	(10,250)	(10,506)
	109,600	109,333	112,665

The proposed capital requisitions include the following capital amounts approved at the August 12, 2026 Board meeting, including the approved skid-steer purchase:

	2027	2028	2029
Skid Steer	\$ 110,000	\$ 10,250	\$ 10,506

In addition The Town of Canmore authorized the purchase of three 40-foot hybrid-electric buses at its August 18, 2026 Council meeting, replacing the three 30-foot buses primarily assigned to Canmore local service. Approved costs for the Town of Canmore hybrid buses exceeding available reserves are estimated at \$756,000, with 10% included in the 2027 capital requisition and the remaining 90% in the 2028 capital requisition.

Hybrid requisition	\$ 75,600	\$ 680,400	
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Overall operating and capital impact	\$ 295,200	\$ 799,983	\$ 123,171
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	<i>Aug 12 meeting</i> DRAFT Budget			<i>Including additional NSLR</i> Proposed Budget			Difference		
	2027	2028	2029	2027	2028	2029	2027	2028	2029
Banff									
Operating	\$ 4,398,437	\$ 4,435,667	\$ 4,576,033	\$ 4,451,740	\$ 4,488,879	\$ 4,630,858	\$ 53,303	\$ 53,212	\$ 54,825
Capital	\$ 1,452,200	\$ 1,473,400	\$ 1,494,900	\$ 1,488,867	\$ 1,476,817	\$ 1,498,402	\$ 36,667	\$ 3,417	\$ 3,502
	\$ 5,850,637	\$ 5,909,067	\$ 6,070,933	\$ 5,940,607	\$ 5,965,696	\$ 6,129,260	\$ 89,970	\$ 56,629	\$ 58,327
Canmore									
Operating	\$ 3,218,712	\$ 3,252,232	\$ 3,352,022	\$ 3,248,938	\$ 3,282,370	\$ 3,383,081	\$ 30,226	\$ 30,138	\$ 31,059
Capital	\$ 526,700	\$ 534,200	\$ 541,900	\$ 638,967	\$ 1,218,017	\$ 545,402	\$ 112,267	\$ 683,817	\$ 3,502
	\$ 3,745,412	\$ 3,786,432	\$ 3,893,922	\$ 3,887,905	\$ 4,500,387	\$ 3,928,483	\$ 142,493	\$ 713,955	\$ 34,561
ID9									
Operating	\$ 913,188	\$ 921,437	\$ 937,194	\$ 921,942	\$ 930,107	\$ 946,141	\$ 8,755	\$ 8,670	\$ 8,947
Capital	\$ 168,290	\$ 170,462	\$ 172,642	\$ 204,957	\$ 173,879	\$ 176,144	\$ 36,667	\$ 3,417	\$ 3,502
	\$ 1,081,478	\$ 1,091,899	\$ 1,109,836	\$ 1,126,899	\$ 1,103,986	\$ 1,122,285	\$ 45,422	\$ 12,087	\$ 12,449
Parks Canada									
Operating	\$ 2,311,752	\$ 2,356,146	\$ 2,415,469	\$ 2,329,069	\$ 2,373,460	\$ 2,433,302	\$ 17,317	\$ 17,314	\$ 17,833
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 2,392,392	\$ 2,457,909	\$ 2,541,105	\$ 2,329,069	\$ 2,373,460	\$ 2,433,302	\$ 17,317	\$ 17,314	\$ 17,833
Alberta Parks*									
Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

*Past agreement until 2026, assumes no additional funding obtained.

Total operating impact	\$ 109,600	\$ 109,333	\$ 112,665
Total capital impact	\$ 185,600	\$ 690,650	\$ 10,506
Overall operating and capital impact	\$ 295,200	\$ 799,983	\$ 123,171

Bow Valley Regional Transit Services Commisison
PROPOSED Operating Budget 2027 - 2029
Summary of Total Requisitions

	Previously approved			PROPOSED budget			2027	2027
	2026	2027	2028	2027	2028	2029	\$ Change	% Change
Town of Banff:								
Banff Local - Route 1	\$1,707,602	\$1,699,699	\$1,760,412	\$1,613,771	\$1,630,166	\$1,683,352	(\$85,928)	-5%
Banff Local - Route 2	\$1,642,777	\$1,688,451	\$1,747,745	\$1,623,860	\$1,632,458	\$1,677,998	(\$64,591)	-4%
CB Regional (1/2)	\$498,999	\$519,358	\$546,649	\$572,414	\$574,626	\$595,882	\$53,056	10%
Administrative (1/3)	\$254,927	\$245,920	\$254,802	\$256,225	\$262,623	\$268,436	\$10,305	4%
Banff Local - Route 7	\$253,023	\$368,513	\$383,528	\$385,470	\$389,006	\$405,190	\$16,958	5%
On-it	\$63,000	\$63,000	\$63,000	\$0	\$0	\$0	(\$63,000)	-100%
	\$4,420,329	\$4,584,942	\$4,756,136	\$4,451,740	\$4,488,879	\$4,630,858	(\$133,201)	-3%
Town of Canmore								
Canmore Local - Route 5	\$1,940,276	\$1,996,484	\$2,061,173	\$1,998,672	\$2,022,162	\$2,080,027	\$2,188	0%
Grassi Lakes - Route 12	\$380,791	\$391,990	\$404,695	\$421,627	\$422,959	\$438,736	\$29,637	8%
CB Regional (1/2)	\$498,999	\$519,358	\$546,649	\$572,414	\$574,626	\$595,882	\$53,056	10%
Administrative (1/3)	\$254,927	\$245,920	\$254,802	\$256,225	\$262,623	\$268,436	\$10,305	4%
On-it	\$17,500	\$17,500	\$17,500	\$0	\$0	\$0	(\$17,500)	-100%
	\$3,092,493	\$3,171,253	\$3,284,819	\$3,248,938	\$3,282,370	\$3,383,081	\$77,686	2%
ID9								
Administrative (1/3)	\$254,927	\$245,920	\$254,802	\$256,225	\$262,623	\$268,436	\$10,305	4%
LLB Regional - Winter	\$270,009	\$281,986	\$297,023	\$179,632	\$179,031	\$185,450	(\$102,354)	-36%
LLB Regional - Rt8X/9	\$330,000	\$330,001	\$330,002	\$330,000	\$330,000	\$330,000	(\$1)	0%
LLB Regional - Rt 8X	\$131,570	\$129,579	\$127,747	\$96,854	\$93,400	\$87,279	(\$32,725)	-25%
JCB Regional - Rt 9	\$198,431	\$200,422	\$202,254	\$233,146	\$236,600	\$242,721	\$32,724	16%
LL Local - Rt 11	\$147,465	\$151,472	\$156,831	\$156,086	\$158,453	\$162,255	\$4,614	3%
	\$1,002,401	\$1,009,379	\$1,038,658	\$921,942	\$930,107	\$946,141	(\$87,436)	-9%
Parks Canada								
Banff Local - Route 1	\$28,188	\$29,034	\$29,905	\$29,034	\$29,905	\$30,802	(\$0)	0%
Banff Local - Route 2	\$64,986	\$66,936	\$68,944	\$66,936	\$68,944	\$71,012	\$0	0%
Cave & Basin - Rt 4	\$334,029	\$341,513	\$351,236	\$362,048	\$371,902	\$383,286	\$20,535	6%
Lake Minnewanka - Rt 6	\$881,888	\$897,446	\$917,577	\$896,770	\$914,930	\$935,866	(\$676)	0%
LLB Regional - Rt 8 winter extra bus	\$194,478	\$200,338	\$207,695	\$133,737	\$133,039	\$137,911	(\$66,601)	-33%
LLB Regional - Rt 8X*	\$571,957	\$601,855	\$640,878	\$592,559	\$604,911	\$619,288	(\$9,296)	-2%
JCB Regional - Rt 9	\$223,306	\$229,194	\$235,303	\$247,985	\$249,829	\$255,137	\$18,791	8%
On-it	\$159,135	\$159,135	\$159,135	\$0	\$0	\$0	(\$159,135)	-100%
	\$2,457,968	\$2,525,451	\$2,610,673	\$2,329,069	\$2,373,460	\$2,433,302	(\$196,382)	-8%
Alberta Parks*								
Grassi Lakes - Route 12	\$102,560	\$105,288	\$108,383	\$0	\$0	\$0	(\$105,288)	-100%
	\$102,560	\$105,288	\$108,383	\$0	\$0	\$0	(\$105,288)	-100%
Total operating requisitions								
4500 - Recoveries - Operating (non-member)	\$2,560,528	\$2,630,739	\$2,719,056	\$2,329,069	\$2,373,460	\$2,433,302	(\$301,670)	-11%
4420-1 - Operating Requisition - TOB	\$4,420,329	\$4,584,942	\$4,756,136	\$4,451,740	\$4,488,879	\$4,630,858	(\$133,201)	-3%
4420-2 - Operating Requisition - TOC	\$3,092,493	\$3,171,253	\$3,284,819	\$3,248,938	\$3,282,370	\$3,383,081	\$77,686	2%
4420-5 - Operating Requisition - ID9	\$1,002,401	\$1,009,379	\$1,038,658	\$921,942	\$930,107	\$946,141	(\$87,436)	-9%
	\$8,515,223	\$8,765,573	\$9,079,613	\$8,622,621	\$8,701,355	\$8,960,081	(\$142,952)	-2%

*Past agreement until 2026, assumes no additional funding obtained.

Bow Valley Regional Transit Services Commisison
PROPOSED Operating Budget 2027 - 2029
All Rts and Admin

	Previously Approved Budget 2027	2027	2028	2029	Previously Approved	
					\$ Difference	% Difference
INCOME						
Bus Pass Sales	5,113,807	5,259,817	5,341,604	5,449,965	146,010	3%
Interest Revenue	77,250	77,250	80,000	83,000	-	0%
Marketing & Advertising Revenue	63,303	49,053	49,053	49,053	- 14,250	-23%
Other Income	99,964	90,231	92,098	94,003	- 9,733	-10%
Partner Programs	878,211	1,088,433	1,115,719	1,141,784	210,222	24%
Recoveries - Operating (non-members)	2,630,739	2,329,069	2,373,460	2,433,302	- 301,670	-11%
Requisitions - Operating	8,765,573	8,622,621	8,701,355	8,960,081	- 142,952	-2%
GROSS INCOME	17,628,847	17,516,473	17,753,290	18,211,188	- 112,374	-1%
EXPENSES						
Advertising & Marketing Expenses	129,551	135,772	139,711	143,203	6,221	5%
Contracted Services / Professional Fees	441,782	222,300	229,143	234,893	- 219,482	-50%
Fuel Expense	1,129,968	1,151,100	1,185,528	1,215,166	21,132	2%
General Operating Expenses	789,433	297,634	304,081	311,248	- 491,799	-62%
Infrastructure Maintenance	107,894	111,811	115,165	118,044	3,917	4%
Insurance Expense	293,215	302,390	311,117	318,896	9,175	3%
Software Fees & Licences	294,021	296,863	305,481	313,118	2,842	1%
Staff, Training, Travel & Meals	269,527	313,649	323,676	332,070	44,122	16%
Transit storage facility	520,410	542,233	558,390	572,350	21,823	4%
Vehicle Expenses	3,856,257	4,008,940	4,128,358	4,231,567	152,683	4%
Wages & Benefits					-	
Admin wages & benefits	1,242,642	1,263,291	1,296,739	1,330,569	20,648	2%
Wash Bay wages & benefits	443,388	421,922	426,563	431,313	- 21,466	-5%
Customer service wages & benefits	605,976	635,259	637,427	639,633	29,283	5%
Driver wages & benefits	4,892,305	4,998,672	5,003,672	5,142,009	106,367	2%
Operations wages & benefits	1,233,968	1,413,949	1,379,415	1,450,266	179,981	15%
Training wages and benefits	609,085	788,842	794,314	814,093	179,757	30%
Total Wages & Benefits	9,027,365	9,521,934	9,538,130	9,807,882	494,569	5%
Total Operating Expenses	16,859,423	16,904,627	17,138,781	17,598,439	45,204	0%
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION	769,425	611,846	614,508	612,750	- 157,578	-20%
Amortization Expense	3,177,449	3,234,884	3,300,791	3,369,071	57,435	2%
NET INCOME	- 2,408,024	- 2,623,037	- 2,686,283	- 2,756,321	- 215,013	9%

Key Performance Indicators	Previously Approved Budget 2027	2027	2028	2029
Revenue per Service Hour	\$ 69	\$ 73	\$ 74	\$ 75
Gross Cost per Service Hour	\$ 233	\$ 234	\$ 238	\$ 244
Direct Operating Cost per Service Hour	\$ 187	\$ 187	\$ 190	\$ 195
Overhead per Service Hour	\$ 9	\$ 10	\$ 10	\$ 10
Net Cost per Service Hour (CUTA)	\$ 127	\$ 124	\$ 126	\$ 129
% Cost Recovery (CUTA)	35%	37%	37%	37%
Kilometers	2,391,241	2,391,241	2,391,241	2,391,241
Gross cost per KM	\$ 9	\$ 9	\$ 9	\$ 9
Ridership	3,324,319	3,259,136	3,324,319	3,390,805
Service Hours	90,142	90,323	90,323	90,323
Ridership per Service Hour	37	36	37	38

Bow Valley Regional Transit Services Commission

2027-2036 PROPOSED Capital Budget

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Banff										
Opening Deferred Capital Contribution Balance	\$ 4,222,297	\$ 5,242,896	\$ 5,529,975	\$ 6,933,208	\$ 7,230,994	\$ 8,460,889	\$ 8,842,242	\$ 10,066,422	\$ 11,574,565	\$ 11,132,205
Anticipated Grant Funding	-	-	-	-	-	-	-	-	375,860	3,940,603
Municipal Contributions to New Assets (NSLR)	36,667	3,417	3,502							
Banff Capital Requisition										
Banff Local Capital Replacement	1,235,900	1,254,200	1,272,800	1,291,700	1,310,800	1,330,200	1,349,900	1,370,000	1,390,300	1,400,900
Canmore / Banff Regional Capital Replacement	79,500	80,700	81,900	83,000	84,300	85,500	86,700	88,000	89,300	68,200
Commission Capital Replacement	136,800	138,500	140,200	141,900	143,700	145,500	147,300	149,100	151,000	152,900
Total Banff Capital Requisition	1,488,867	1,476,817	1,498,402	1,516,600	1,538,800	1,561,200	1,583,900	1,607,100	1,630,600	1,622,000
Capital Projects										
Banff Local Capital Replacement	(412,033)	(1,163,905)	(43,976)	(849,638)	(200,750)	(1,111,485)	(156,935)	(32,412)	(2,241,267)	(8,058,877)
Canmore / Banff Regional Capital Replacement	(46,235)	(2,500)	(8,390)	(359,175)	(48,918)	(2,500)	(2,500)	(2,500)	(189,932)	(2,500)
Commission Capital Replacement	(10,000)	(23,333)	(42,803)	(10,000)	(59,237)	(65,862)	(200,285)	(64,044)	(17,623)	-
Total Capital Projects	(468,268)	(1,189,738)	(95,169)	(1,218,813)	(308,905)	(1,179,847)	(359,721)	(98,956)	(2,448,821)	(8,061,377)
Closing Deferred Capital Contribution Balance	\$ 5,242,896	\$ 5,529,975	\$ 6,933,208	\$ 7,230,994	\$ 8,460,889	\$ 8,842,242	\$ 10,066,422	\$ 11,574,565	\$ 11,132,205	\$ 8,633,432

Canmore										
Opening Deferred Capital Contribution Balance	\$ 2,142,012	\$ 2,604,088	\$ 4,871,367	\$ 5,075,253	\$ 5,087,921	\$ 5,453,394	\$ 5,383,834	\$ 5,731,581	\$ 5,894,754	\$ 6,219,930
Anticipated Grant Funding	-	2,926,500	-	-	-	-	-	-	-	-
Municipal Contributions to New Assets (NSLR)	36,667	3,417	3,502							
Canmore Capital Requisition										
Canmore Hybrid Electrical Bus Contribution	75,600	680,400								
Canmore Local Capital Replacement	310,400	315,000	319,800	324,600	329,400	334,400	339,400	344,500	349,600	354,900
Canmore / Banff Regional Capital Replacement	79,500	80,700	81,900	83,000	84,300	85,500	86,700	88,000	89,300	68,200
Commission Capital Replacement	136,800	138,500	140,200	141,900	143,700	145,500	147,300	149,100	151,000	152,900
Total Canmore Capital Requisition	638,967	1,218,017	545,402	549,500	557,400	565,400	573,400	581,600	589,900	576,000
Capital Projects										
Canmore Local Capital Replacement	(120,656)	(1,851,405)	(290,324)	(167,657)	(83,771)	(566,598)	(22,868)	(351,883)	(57,169)	(445,026)
Canmore / Banff Regional Capital Replacement	(46,235)	(2,500)	(8,390)	(359,175)	(48,918)	(2,500)	(2,500)	(2,500)	(189,932)	(2,500)
Commission Capital Replacement	(10,000)	(23,333)	(42,803)	(10,000)	(59,237)	(65,862)	(200,285)	(64,044)	(17,623)	-
Total Capital Projects	(176,890)	(1,877,238)	(341,517)	(536,832)	(191,927)	(634,960)	(225,653)	(418,427)	(264,724)	(447,526)
Closing Deferred Capital Contribution Balance	\$ 2,604,088	\$ 4,871,367	\$ 5,075,253	\$ 5,087,921	\$ 5,453,394	\$ 5,383,834	\$ 5,731,581	\$ 5,894,754	\$ 6,219,930	\$ 6,348,404

Bow Valley Regional Transit Services Commission

2027-2036 PROPOSED Capital Budget

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
ID9										
Opening Deferred Capital Contribution Balance	\$ 2,746,228	\$ 3,285,322	\$ 4,084,809	\$ 3,933,811	\$ 4,133,545	\$ 4,515,058	\$ 4,999,353	\$ 5,357,094	\$ 5,120,667	\$ 5,677,186
Anticipated Grant Funding	-	975,500	-	-	-	-	-	-	-	-
Maintenance & Replacement Contributions	344,137	349,299	354,539	359,857	365,255	370,734	376,295	381,939	387,668	393,483
Municipal Contributions to New Assets (NSLR)	36,667	3,417	3,502							
ID9 Capital Requisition										
Lake Louise / Banff Regional Capital Replacement	31,490	31,962	32,442	32,928	33,422	33,924	34,433	34,949	35,473	36,005
Commission Capital Replacement	136,800	138,500	140,200	141,900	143,700	145,500	147,300	149,100	151,000	152,900
Total ID#9 Capital Requisition	204,957	173,879	176,144	174,828	177,122	179,424	181,733	184,049	186,473	188,905
Capital Projects										
LLB Regional Capital Expenditures	-	(675,858)	(638,878)	(324,951)	(101,628)	-	-	(738,371)	-	-
Commission Capital Replacement	(10,000)	(23,333)	(42,803)	(10,000)	(59,237)	(65,862)	(200,285)	(64,044)	(17,623)	-
Total Capital Projects	(10,000)	(699,191)	(681,681)	(334,951)	(160,864)	(65,862)	(200,285)	(802,415)	(17,623)	-
Closing Deferred Capital Contribution Balance	\$ 3,285,322	\$ 4,084,809	\$ 3,933,811	\$ 4,133,545	\$ 4,515,058	\$ 4,999,353	\$ 5,357,094	\$ 5,120,667	\$ 5,677,186	\$ 6,259,574

ALL PARTNERS										
Opening Deferred Capital Contribution Balance	\$ 9,110,537	\$ 11,132,307	\$ 14,486,152	\$ 15,942,272	\$ 16,452,460	\$ 18,429,341	\$ 19,225,429	\$ 21,155,097	\$ 22,589,986	\$ 23,029,321
Anticipated Grant Funding	-	3,902,000	-	-	-	-	-	-	375,860	3,940,603
Proposed Annual Contributions	2,676,928	3,218,013	2,574,487	2,600,785	2,638,577	2,676,757	2,715,327	2,754,688	2,794,641	2,780,388
Capital Projects	(655,159)	(3,766,167)	(1,118,367)	(2,090,597)	(661,696)	(1,880,669)	(785,659)	(1,319,799)	(2,731,167)	(8,508,903)
Remaining Unspent End of Year	\$ 11,132,307	\$ 14,486,152	\$ 15,942,272	\$ 16,452,460	\$ 18,429,341	\$ 19,225,429	\$ 21,155,097	\$ 22,589,986	\$ 23,029,321	\$ 21,241,410

Bow Valley *Regional* Transit Services Commission



Governance Policy Workplan

Report to the Bow Valley Regional Transit Services Commission

Report 2026-09-01

Prepared by: Matt Simmonds, Director of Finance and Administration

SUMMARY/ISSUE

Avail CPA completed a review of the Commission's financial policies, administrative policies and governance bylaws in June 2026. The review found a workable policy base, but also a recurring need for clearer structure, up-to-date authorities, better documentation and a regular review cycle.

The proposed work plan starts with the structural improvements needed to improve the overall policy framework, then proceeds updating policies to reflect the reports recommendations and phased approach. Administration would aim to complete the work within 9 months. The Board would receive a progress report approximately every three months.

The project is intended to modernize the existing framework where it is serving the Commission well and bring consistency and clarity where current practice, authority or reporting is not clear on the page.

Administration Recommendation:

- **THAT** the Board receive the Governance Policy Work Plan and approve the proposed phased approach, with initial priority placed on financial governance and structural improvements; and
- **THAT** Administration provide progress reports to the Board approximately every three months during implementation.

BACKGROUND

Avail's policy review report identified recurring structural issues across several documents:

- inconsistent numbering and terminology,
- mixed use of administrative titles,
- outdated financial thresholds,
- limited audit-trail requirements,
- no common review cycle,
- unclear division between policy and procedure,
- inconsistent treatment of exceptions and
- limited version control.

The report recommended addressing governance and financial controls updates first, followed by policy standardization, bylaw modernization, governance enhancements, and ongoing monitoring.

The implementation roles and responsibilities for the recommended implantation were as follows:

- **Board:** Approve revised policies and bylaws. Set governance expectations and review cycles. Receive progress and exception reporting.
- **Administration:** Lead drafting coordination and implementation. Ensure operational alignment and compliance. Maintain documentation and record retention.
- **Management/Staff:** Provide technical input. Ensure alignment with accounting standards and employment obligations.

PROPOSED APPROACH

Administration recommends settling the policy architecture before substantial redrafting of policy begins. A common template, a new numbering structure and a complete policy register will allow related policies to be developed together and prevent new drafts from inheriting the same inconsistencies identified by Avail.

Report to the Bow Valley Regional Transit Services Commission

Report 2026-09-01

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Concurrent with the policy architecture work, clarification of Board, management, and staff authorities along with recommended updates to governance and financial areas will be undertaken and applied to the approved common policy templating in line with the recommendations to address these high priority items.

Policy packages should come to the Board in manageable groups. The 3-month report would confirm the structure and initial items that need Board review. The 6-month report would bring forward a number of completed drafts, with potential to solicit additional feedback from board members on specific policies between both the 3-month and 6-month drafts, and the 6-month and 9-month completion report. The Board should see the work develop instead of receiving one large package at the end.

PROPOSED POLICY ARCHITECTURE

The following numbering structure is proposed for planning purposes. Existing bylaws and policies will be cross-referenced in the central register for comparison. Additional series may be added if the update identifies a need.

Series	Policy Group	Primary Subjects
A-100	Administrative	Environmental and Advertising
F-200	Financial Governance	Purchasing, Creation of Reserve Funds, Cost of Living Adjustment (COLA), Tangible Capital Assets (TCA), Investment, LAPP, Compensation, Capital Allocation
G-300	Governance and Board	Operating bylaw, Board responsibilities, delegated authority, conduct, Fees Charged

Illustrative Financial Policy Series

Proposed Number	Policy
F-200	Financial Governance Framework
F-210	Purchasing
F-220	Creation of Reserve Funds
F-230	Cost of Living Adjustment (COLA)
F-240	Tangible Capitals Assets (TCA)
F-250	Investment
F-260	LAPP
F-270	Compensation
F-280	Capital Allocation

Note: The proposed numbering is a planning tool only.

Report to the Bow Valley Regional Transit Services Commission

Report 2026-09-01

Prepared by: Matt Simmonds, Director of Finance and Administration

WORK PLAN AND BOARD MILESTONES

The schedule below assumes the work begins after Board approval of the approach.

Timing	Primary Work	Board Milestone
Months 1-3	Confirm policy owners; complete the policy and bylaw register; approve the standard template and numbering architecture; evaluate scopes for all policies. Clarify Board, management, and staff authorities (titles, approvals, delegating powers.) Address specific recommended additions to existing policies, and updates to items such as outdated financial threshold and contract treatments.	December 2026: Board to receive the proposed updated policy architecture. Concurrent with specifics around proposed governance and financial controls updates. Provide feedback towards achieving goals set out in Avail Report Recommendations.
Months 3-6	Draft updates to remaining Financial, Governance, and Administrative Policies. Integrate recommendations of Avail Report from Appendix. Solicit review of package from Board Members.	March 2027: Review the governance package. Confirm update objectives are being achieved.
Months 6-9	Finish the shared definitions structure and policy register. Finalize updated organizational policies.	June 2027: Board to receive a completion report on project. Approve updated policy package. Transition to ongoing review cycle.

Initial Priorities: Framework, Governance, and Financial Updates

Framework

An illustrative policy has been produced as an Appendix to showcase templating work in progress.

The first policy drafted in each series should update the Commission's overall model to reflect current practice. It should set out:

- the Board's oversight role,
- the responsibilities of the CEO, management, and staff,
- delegated authorities,
- reporting expectations,
- the treatment of exceptions and
- the relationship between Board Policy and administrative procedure.

This policy would become the reference point for the rest of the policy series. Common definitions and approval language would be written once and used consistently.

Governance, and Financial Updates

Specific policies as recommended in the Avail report with details from the appendix will be updated to integrate high-priority recommendations such as updating purchasing policy, capital allocation policy, and tangible capital asset policy to reflect current operational practice. Administration will also introduce conflict-of-interest, ethical standards, documentation, and audit-trail requirements in line with recommendations while addressing outdated financial thresholds and contract treatment.

BOARD REPORTING

Administration should report approximately every three months while the work plan is active. The report can be brief including work completed, drafts in progress, and decisions needed from the Board.

The purpose is steady visibility. Draft policies should remain open to minor changes as later work is completed, but each should be substantially complete before the final consistency review for formatting and terminology. Policy questions should be brought forward with the understanding that this project is

Report to the Bow Valley Regional Transit Services Commission

Report 2026-09-01

Prepared by: Matt Simmonds, Director of Finance and Administration

meant to modernize existing policy, with substantive strategic and policy updates outside the current scope.

Once the update is complete, an annual policy status report should replace the quarterly updates. It would list policies reviewed during the year, policies due next, approved exceptions and any legislative or organizational change that may require earlier review.

IMPLEMENTATION ITEMS

Standard Policy Template

Each policy should use the same basic structure: purpose, scope, definitions, policy direction, roles and authority, thresholds, documentation and audit trail, reporting and monitoring, exceptions, related procedures, review and amendment, and approval history matrix. Some sections will be short. Consistency matters more than length.

Central Policy Register

The register should identify the policy owner, approving body, approval history, next review date, related bylaws and procedures, and current status. The register would be the control document for the full framework.

Delegated Authority Matrix

A single matrix should summarize financial and organizational approval authorities. Policies would still provide the rules, but the matrix would give the Board and administration a practical reference showing who may approve what.

Three-Year Review Cycle and Board Orientation

Policies should normally be reviewed at least every three years, with earlier review after a legislative change, material organizational change, audit recommendation or significant issue in applying the policy. Major policy groups can be covered in Board orientation so members understand how the framework works.

IMPLEMENTATION RESPONSIBILITIES

Administration would lead drafting, consultation and implementation. Finance, Operations and Human Resources would provide technical input as required.

The Board's role is to set direction, assess the proposed governance outcomes and approve the final policies and bylaws. Detailed procedures would remain an administrative responsibility unless a procedure affects a matter the Board has specifically reserved to itself. (Such as Board and Committee meeting procedures).

COMPLETION CRITERIA

The project would be complete when the policy and bylaw register is current, the new numbering and template are in use, authorities are consistently defined, every document has an owner and approved review date, and the Board of Directors have approved the updated policies and transition to an ongoing review cycle.

APPENDIX A

Illustrative Policy Structure

F-210 – Purchasing

Illustrative only. This example shows how a new Commission policy could be organized. It demonstrates the proposed format and controls; it does not recommend specific financial thresholds or approve policy content.

POLICY	F-210 - Purchasing
Policy Series	F-200 - Financial Governance
Policy Owner	Director of Finance and Administration
Approval Authority	Board of Directors
Status	Illustrative only - not presented for approval
Effective Date	To be set if the policy is approved
Next Review Date	No later than three years after approval
Supersedes	Existing policy reference to be confirmed during drafting
Related Policies	F-200 Financial Governance Framework; Delegated Authority Matrix
Legislative Authority	Applicable legislation and regulations to be confirmed during review

1. PURPOSE

To establish clear authority and documentation requirements for purchasing goods, services and construction, and to support fair, consistent and financially responsible purchasing decisions.

2. SCOPE

This policy applies to all Commission employees and representatives involved in initiating, approving, evaluating, awarding, administering or paying for a purchase or contract. It applies to competitive purchasing, quotations, standing agreements, sole-source awards and emergency purchases.

3. DEFINITIONS AND TITLES

Terms used across Commission policies should follow a common definitions schedule. A policy would add its own definitions only where needed.

Board: the Bow Valley Regional Transit Services Commission Board of Directors.

Chief Executive Officer or CEO: the position assigned overall administrative authority by the Board.

Director of Finance and Administration or Director of Finance: the position responsible for financial oversight, purchasing controls and maintenance of the Delegated Authority Matrix.

Budget Manager: an employee assigned responsibility for an approved operating or capital budget.

Total Contract Value: the full anticipated commitment, including the initial term, optional renewals, anticipated amendments and other related costs. The final policy would specify the treatment of taxes.

Sole-source purchase: a purchase made without competition where the required conditions and approvals have been met.

Titles refer to positions rather than individual employees. An authorized designate may exercise a responsibility only where the delegation is documented and permitted by the Delegated Authority Matrix.

4. POLICY DIRECTION

- Purchases must be supported by an approved budget or another funding source authorized by the Board.
- Budget approval does not, on its own, provide authority to award a contract. The approving employee must also have authority under the Delegated Authority Matrix.
- Purchasing requirements should reflect the value, risk and complexity of the purchase.
- Purchases must not be divided into smaller transactions to avoid a threshold, competitive process or approval requirement.
- Multi-year contracts must be assessed using the total potential contract value, including renewal periods available to the Commission.
- Administrative procedures may provide more detail but may not increase delegated authority or override Board policy.

5. ROLES AND AUTHORITY

Board

Approves this policy, establishes matters reserved to the Board and approves purchases or contracts that exceed delegated administrative authority.

Chief Executive Officer

Implements the policy, approves transactions within delegated authority and ensures that supporting procedures are maintained.

Director of Finance

- Maintains the Delegated Authority Matrix and related procedures.
- Confirms the availability and permitted use of funds.
- Monitors compliance and reports material exceptions.
- Reviews financial thresholds and recommends changes when required.

Budget Managers

Confirm the business need, follow the required purchasing process, obtain approval before committing the Commission and submit complete records for retention.

6. FINANCIAL THRESHOLDS

The final policy or its Board-approved schedule would state the dollar thresholds, approval authorities, sourcing requirements and minimum documentation. The structure could read as follows:

Purchase Category	Approval	Sourcing	Required Record
Lower-value purchase	Delegated authority	Proportionate price check	Purchase record, budget confirmation and approval
Intermediate purchase	Delegated authority	Written quotations or competition	Quotations, evaluation and approval
Higher-value purchase	Board or delegated authority	Formal competitive process	Complete purchasing file, contract and approval
Sole-source or emergency	Authority set by policy	Documented exception process	Rationale, approval and supporting records

Thresholds would apply to total contract value and could not be changed through an administrative procedure. Board-reserved limits would require Board approval.

The Director of Finance would consider the thresholds during the annual budget process and recommend changes where inflation, organizational growth or operating experience has made them impractical. A formal threshold review would also form part of the three-year policy review.

7. DOCUMENTATION AND AUDIT TRAIL

The purchasing file must allow a person who was not involved in the purchase to understand what was purchased, how the supplier was selected, who approved the decision and why any exception was permitted.

- The identified business need and budget or funding confirmation.
- Quotations, proposals or tender documents.
- Evaluation criteria, results and conflict-of-interest declarations.
- The approval and source of delegated authority.
- The signed contract, purchase order and amendments.
- The rationale and approval for any exception.
- Evidence that the goods or services were received.
- Related invoices and payment records.

Records must be retained in the Commission's designated records system under the approved retention schedule. Email or verbal approvals must be captured in the file; an undocumented approval is not a sufficient audit trail.

8. REPORTING AND MONITORING

Administration would report at the frequency established in the Financial Reporting Policy. Reporting should include:

- Purchases or contracts requiring Board approval.
- Material amendments to previously approved contracts.
- Sole-source and emergency purchases above the reporting threshold.



- Material policy exceptions or non-compliance.
- Recommended changes to delegated authorities or financial thresholds.

9. EXCEPTIONS AND NON-COMPLIANCE

An exception must identify the requirement being set aside, the reason, the approving authority and any conditions attached to the approval.

Exceptions should be approved before a commitment is made unless immediate action is required in an emergency. Emergency decisions must be documented as soon as reasonably possible and reported where required.

Repeated or material non-compliance must be reported to the CEO and Director of Finance and may be brought to the Board where it affects a Board-reserved authority or creates significant risk.

10. RELATED PROCEDURES AND DOCUMENTS

Administrative procedures would cover purchasing methods, quotation requirements, evaluation, contract administration, records retention and standard forms. The current versions of all related documents would be listed in the central policy register.

11. REVIEW AND AMENDMENT

The Director of Finance would review this policy at least every three years. An earlier review would be required following:

- A legislative or regulatory change.
 - A material change to the Commission's structure or operations.
 - An internal or external audit recommendation.
 - A significant issue in applying the policy.
 - A change to Board-reserved or delegated authority.
- Evidence that the financial thresholds are no longer appropriate.

The central policy register would record the policy owner, approval history, effective date, next review date, related documents and current status.

12. APPROVAL HISTORY

Version	Approval Date	Effective Date	Resolution	Summary
1.0	To be completed	To be completed	To be completed	Initial approval

HOW THE TEMPLATE ADDRESSES THE AVAIL POLICY REVIEW FINDINGS

Review Finding	Control Demonstrated in the Template
Inconsistent numbering and terminology	A standard policy number, fixed section order and shared definitions provide a common structure across the policy series.
Mixed use of administrative titles	Position titles are defined once, used consistently and tied to documented delegation rather than to individual employees.
Outdated financial thresholds	Thresholds are controlled through a Board-approved schedule or authority matrix, applied to total contract value and reviewed during the annual budget process and the three-year policy review.
Limited audit-trail requirements	The policy requires a complete decision record, including funding confirmation, sourcing, evaluation, approval, exceptions, contracts and payment support.
No common review cycle	The title block names the policy owner and next review date. The policy sets a three-year maximum review cycle and identifies events that require earlier review.
Unclear division between policy and procedure	Board policy establishes authority, limits and reporting. Administrative procedures provide operational detail but cannot increase delegated authority.
Inconsistent treatment of exceptions	Exceptions require a stated reason, the applicable authority, written approval and reporting where material.
Limited version control	The title block, central policy register and approval history record status, ownership, related documents and amendments.

Bow Valley *Regional* Transit Services Commission



Future Maintenance Planning

Report to the Bow Valley Regional Transit Services Commission

Report 2026-09.01 Future Maintenance Planning

Martin Bean – August 31, 2026

SUMMARY/ ISSUE

BVRTSC as an organization has been growing in the number of transported customers on its fleet, surpassing 3 million riders in 2025. This demand is continuing to increase, and Roam needs continual growth to meet the demand.

In 2024, Dillon Consulting completed phase one of the capital study, identifying anticipated ridership demand and the associated growth that is projected to come with it. Watt Consulting continued that study to identify potential locations, design and cost for a facility to accommodate that growth. With the high price tag identified, BVRTSC Administration has been looking at alternative options in the near term.

Administration Recommendation:

That the Commission directs administration to work towards a long-term agreement with the Town of Banff to continue to provide Roam's maintenance services utilizing existing facilities to capacity through the potential implementation of an afternoon shift beginning mid-year in 2028, with additional capital expansion opportunities being explored and identified over the next 5 years.

INVESTIGATION

The BVRTSC has recently completed a study with Watt Consulting aimed at providing some design options and preliminary pricing on the construction of a new storage and maintenance facility for Roam Transit. The preliminary pricing to meet the potential growth identified in the Watt and the Dillon Reports, with Town of Banff engineering's input, is estimated to be over \$100 Million based on a facility that includes maintenance, storage and staff accommodation. This high cost of a new facility has led to discussions on options with BVRTSC Administration and the Town of Banff.

The BVRTSC has utilized the services of the Town of Banff for maintenance since inception of the Commission. The Town of Banff fleet team has grown over the previous 15 years to meet the growth needs of Roam.

Moving forward the Town of Banff has determined that they would be interested in and capable of supporting the continued growth of Roam through the implementation of an afternoon maintenance shift, allowing for expanded utilization of the current facility. Having an afternoon shift utilizing some of the 14 hours of building space per day that are currently unused allows for Roam vehicles to be maintained up to 18 hours per day, reducing downtime and increasing efficiency.

Dependent on the timelines associated with Roam's growth trajectory, further capital investment will be needed in a storage building and additional maintenance bays, however having the afternoon shift will delay this need by at least 5-7 years. The BVRTSC has received grant funding through the Rural Transit Solutions fund which will allow for expanded bus parking and office space at 111 Hawk Avenue,

Author: Martin Bean

Report to the Bow Valley Regional Transit Services Commission

Report 2026-09.01 Future Maintenance Planning

Martin Bean – August 31, 2026

meeting the short-term needs of the organization should this proceed in 2027. The area encompassed by the existing decommissioned dog park has been proposed for this expansion.

To commit to creating an afternoon maintenance shift and explore the potential for the future of adding maintenance bays to the current Fleet Building at 136 Hawk Avenue, the Town of Banff would be interested in working towards a long-term maintenance provision agreement with the Bow Valley Regional Transit Services Commission (BVRTSC).

The BVRTSC plans to continue to look at options for the building of an indoor bus storage facility in future years and further assess the best options for staff accommodation, including an integrated model and a separate model. This does not change the BVRTSC's request for utilization of the current dog park area.

OPTIONS

- Continue to utilize Town of Banff for maintenance service at current levels, and work towards the creation of a Roam Maintenance organization, however this would need a fully operational maintenance facility prior to implementation.
- Status quo is not an option with any future growth of Roam.

BUSINESS PLAN/ BUDGET IMPLICATIONS

The initial estimates from the Town of Banff are in the range of \$550,000 - \$600,000 for the implementation of a regular afternoon shift. Estimates will be formalized further through planning in 2027.

BRAND IMPACT

The Roam Brand is built on safety and reliability and this NSLR enhances the organization in both of those areas.

RISKS and RISKS AVOIDED

- A Human Resources risk exists with the potential of not being able to fill positions in a Bow Valley employment and housing market.
- The capital risk identified through the Watt Study is mitigated through delaying and reducing the required capital expenditure.

ATTACHMENTS: