

# Transit Services

Roll-Up  
2022-2025 Operating Budget

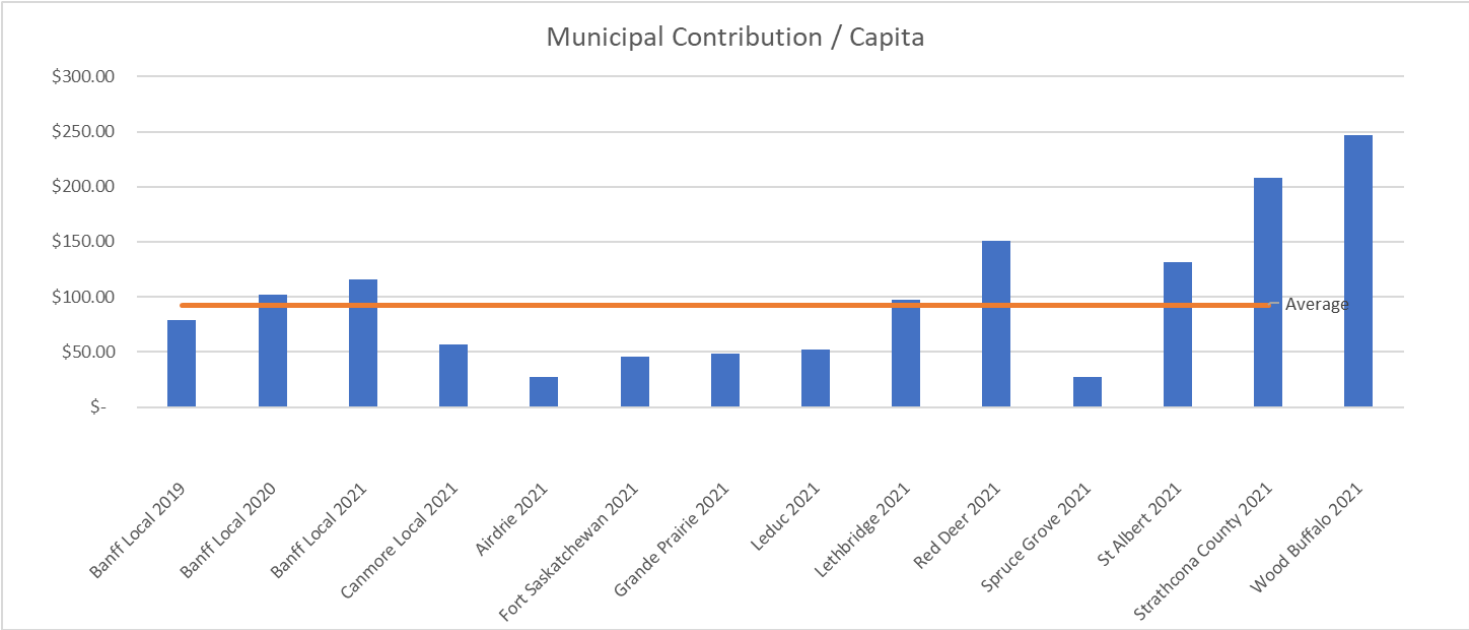
	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>REVENUES</b>							
Activity Revenue	\$170,534	\$225,057	\$220,257	\$230,326	\$231,584	\$237,209	\$241,821
Grant Revenue	1,145,502						
Other Revenue	58,395	57,100	54,300	58,100	54,900	55,800	56,700
<b>TOTAL REVENUES</b>	<b>1,374,431</b>	<b>282,157</b>	<b>274,557</b>	<b>288,426</b>	<b>286,484</b>	<b>293,009</b>	<b>298,521</b>
<b>EXPENDITURES</b>							
FTE Count	0.5		0.15		0.15	0.15	0.15
Wages & Benefits	35,840		14,001		14,442	14,859	15,223
Contracted & General Services	2,557,286	2,423,470	2,354,960	2,581,512	2,686,917	2,726,827	2,828,693
Materials, Goods & Supplies	582,976	69,460	61,360	71,470	62,270	63,190	64,100
Other Expenses	51,831	61,526	61,526	60,092	49,460	48,200	46,907
Internal Charges	33,900	5,700	5,700	5,800			
<b>TOTAL EXPENDITURES</b>	<b>3,261,833</b>	<b>2,560,156</b>	<b>2,497,547</b>	<b>2,718,874</b>	<b>2,813,089</b>	<b>2,853,076</b>	<b>2,954,923</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(1,887,402)</b>	<b>(2,277,999)</b>	<b>(2,222,990)</b>	<b>(2,430,448)</b>	<b>(2,526,605)</b>	<b>(2,560,067)</b>	<b>(2,656,402)</b>
<b>Associated Amortization Gain/(Loss) on Disposal of TCA</b>	<b>175,576 (4,050)</b>	<b>185,715</b>	<b>185,715</b>	<b>185,715</b>	<b>175,576</b>	<b>175,576</b>	<b>175,576</b>
<b>Transfers to Reserves</b>	<b>(1,409,036)</b>	<b>(238,074)</b>	<b>(238,075)</b>	<b>(240,496)</b>	<b>(244,166)</b>	<b>(247,347)</b>	<b>(249,957)</b>
<b>Transfers from Reserves</b>	<b>1,712,075</b>	<b>904,783</b>	<b>849,774</b>	<b>1,044,247</b>	<b>1,084,115</b>	<b>1,098,198</b>	<b>1,118,798</b>
<b>Tax Funding Required</b>	<b>(1,584,363)</b>	<b>(1,611,290)</b>	<b>(1,611,291)</b>	<b>(1,626,697)</b>	<b>(1,686,656)</b>	<b>(1,709,216)</b>	<b>(1,787,561)</b>

## Service Area: Transit /Town of Banff Service (1 of 2)

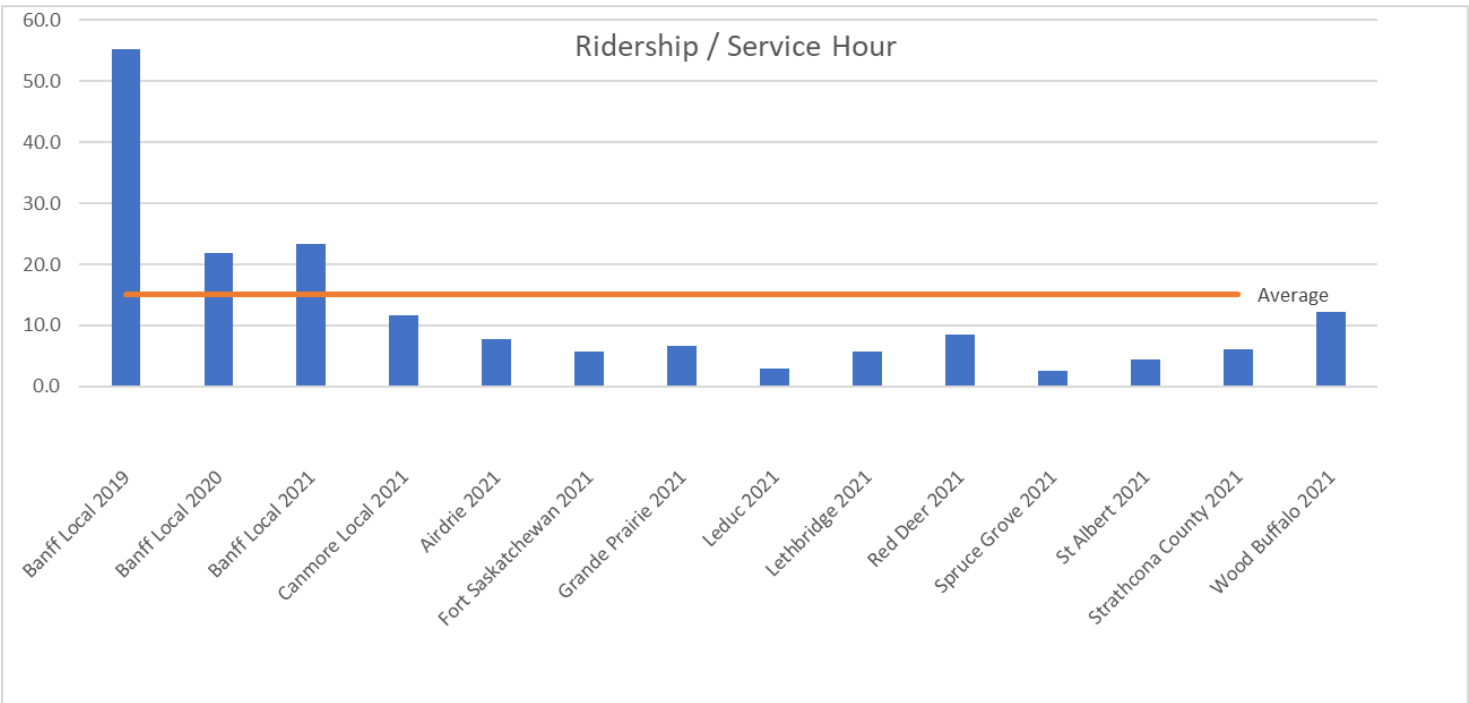
- Operation & management of Banff Local transit system
  - Route planning & enhancements
  - Public & media relations
  - Roam partner contract management
- } Through the BVRTSC

## Benchmarking for Transit/Town of Banff Service

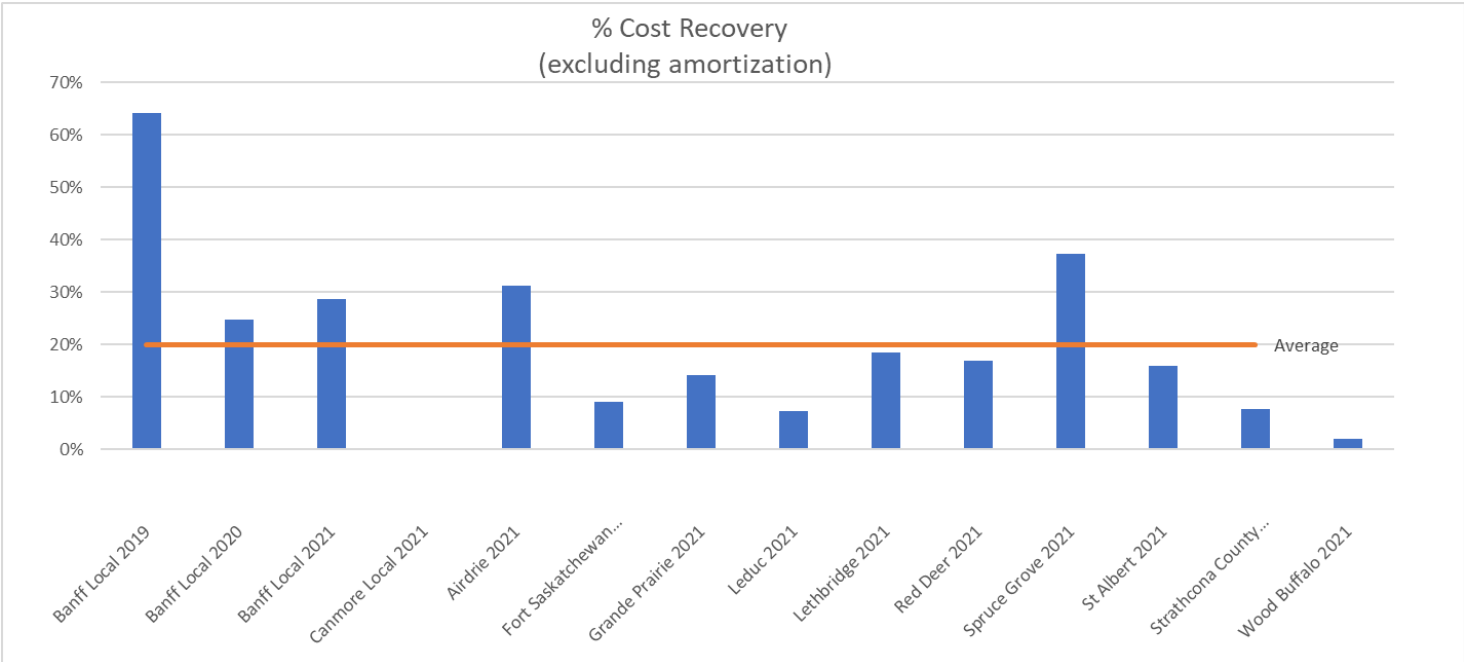
1. Municipal Contribution/Capita
2. Ridership/Service Hour
3. % Cost Recovery (Excluding Amortization)
4. Cost (Excluding Amortization)/Service Hour
5. Net Cost (Excluding Amortization /Service Hour



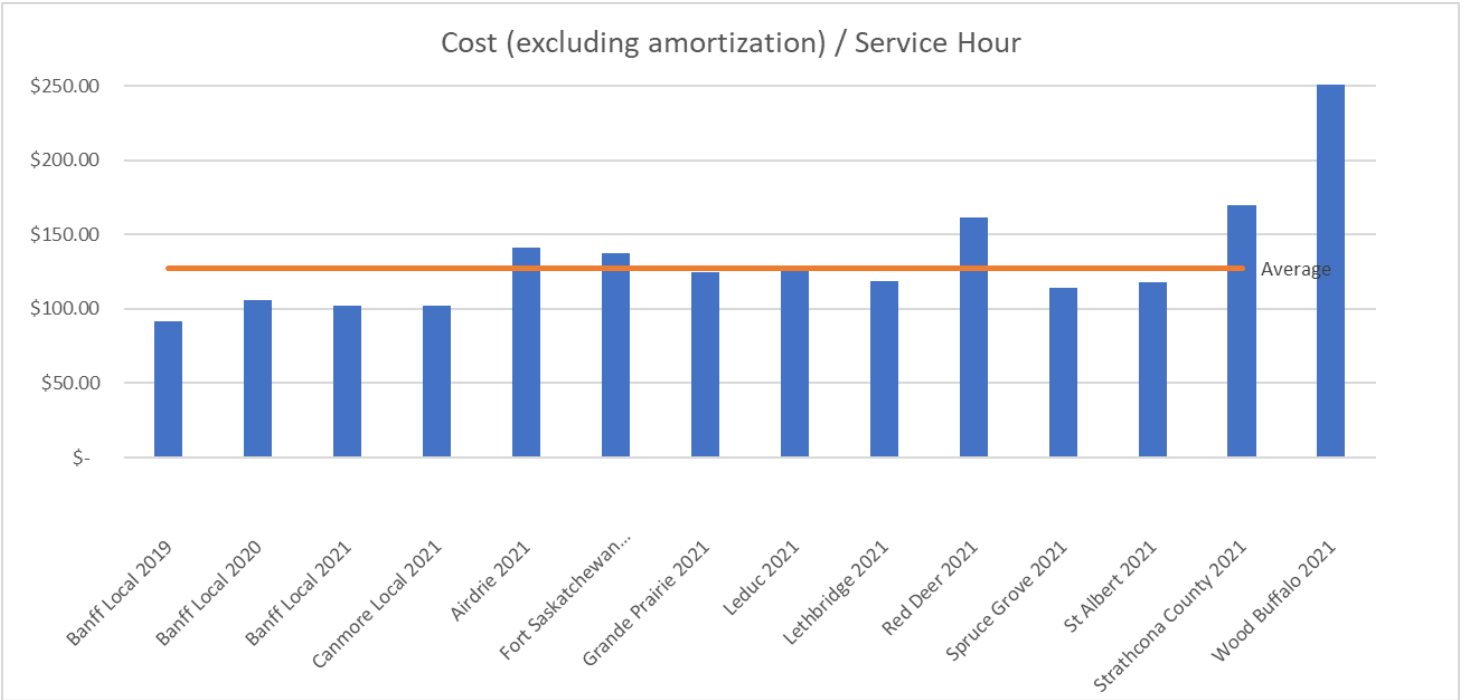
Pandemic-induced ridership reductions resulted in an increase in municipal contribution per capita, this metric is expected to recover to pre-pandemic levels in 2022 (approximately 15% better than the average of the selected municipalities)



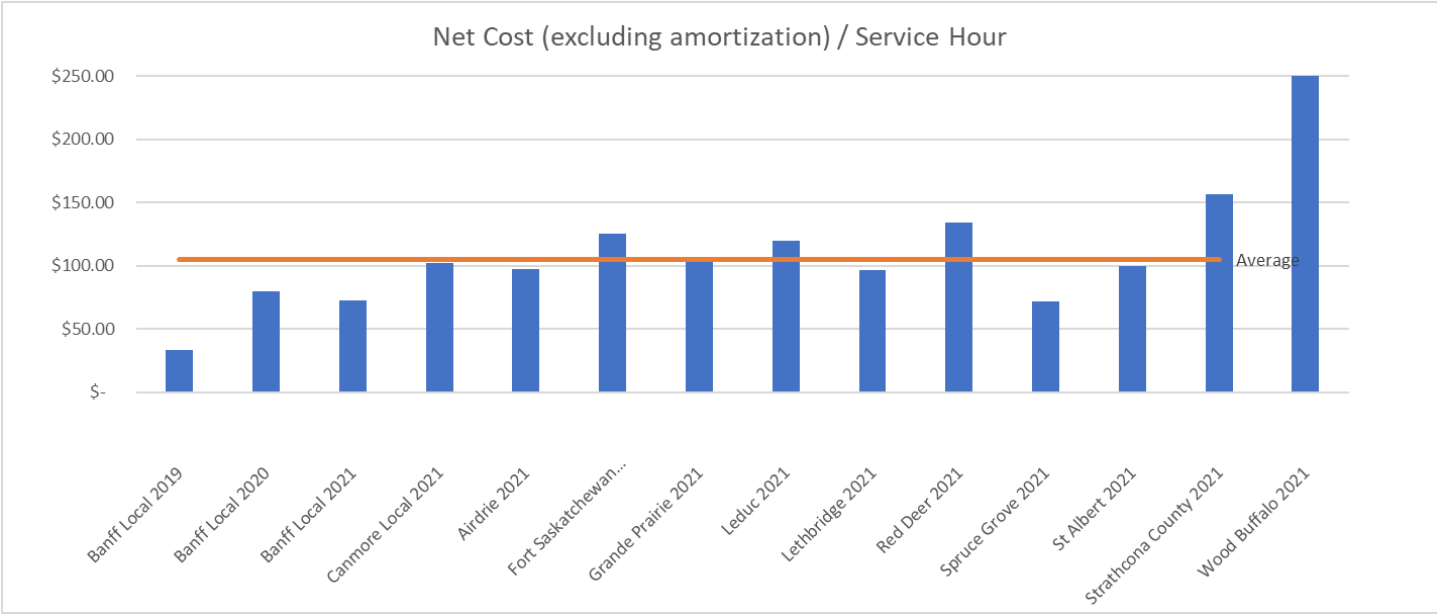
Ridership per service hour dropped by 58% during the pandemic. This metric is expected to increase to pre-pandemic levels - of almost 4 times the average of the selected municipalities - in 2022



Cost recovery dopped from 64% to 29% in 2020. This metric is expected to recover to pre-pandemic levels – of 3 times the average of the selected municipalities – in 2022



Cost per service hour remains below average



Net cost per service hour has remained competitive and is expected to recover to pre-pandemic levels – of less than 1/3 of the average of the selected municipalities – in 2022

Service Area: Transit /Town of Banff Service (1 of 2)

Transit Services (Local)  
2022-2025 Operating Budget

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>REVENUES</b>							
Activity Revenue	\$169,887	\$218,457	\$213,657	\$223,726	\$224,984	\$230,609	\$235,221
Grant Revenue	1,145,502						
Other Revenue	51,600	48,100	45,300	49,100	45,900	46,800	47,700
<b>TOTAL REVENUES</b>	<b>1,366,989</b>	<b>266,557</b>	<b>258,957</b>	<b>272,826</b>	<b>270,884</b>	<b>277,409</b>	<b>282,921</b>
<b>EXPENDITURES</b>							
FTE Count	0.5		0.15		0.15	0.15	0.15
Wages & Benefits	35,840		14,001		14,442	14,859	15,223
Contracted & General Services	2,270,388	2,105,834	2,037,324	2,268,977	2,337,435	2,360,862	2,453,196
Materials, Goods & Supplies	578,561	53,100	45,000	55,100	45,900	46,800	47,700
Other Expenses	51,831	61,526	61,526	60,092	49,460	48,200	46,907
Internal Charges	28,100						
<b>TOTAL EXPENDITURES</b>	<b>2,964,720</b>	<b>2,220,460</b>	<b>2,157,851</b>	<b>2,384,169</b>	<b>2,447,237</b>	<b>2,470,721</b>	<b>2,563,026</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(1,597,731)</b>	<b>(1,953,903)</b>	<b>(1,898,894)</b>	<b>(2,111,343)</b>	<b>(2,176,353)</b>	<b>(2,193,312)</b>	<b>(2,280,105)</b>
<b>Associated Amortization Gain/(Loss) on Disposal of TCA</b>	<b>175,576 (4,050)</b>	<b>185,715</b>	<b>185,715</b>	<b>185,715</b>	<b>175,576</b>	<b>175,576</b>	<b>175,576</b>
<b>Transfers to Reserves</b>	<b>(1,409,036)</b>	<b>(238,074)</b>	<b>(238,075)</b>	<b>(240,496)</b>	<b>(244,166)</b>	<b>(247,347)</b>	<b>(249,957)</b>
<b>Transfers from Reserves</b>	<b>1,712,075</b>	<b>904,783</b>	<b>849,774</b>	<b>1,044,247</b>	<b>1,084,115</b>	<b>1,098,198</b>	<b>1,118,798</b>
<b>Tax Funding Required</b>	<b>(1,294,692)</b>	<b>(1,287,194)</b>	<b>(1,287,195)</b>	<b>(1,307,592)</b>	<b>(1,336,404)</b>	<b>(1,342,461)</b>	<b>(1,411,264)</b>

## COUNCIL EXPECTATIONS

- 1) Increase ridership
- 2) Optimize service frequency
- 3) The system targets local and visitor ridership
- 4) Seamless integration of public transportation
- 5) Constant monitoring and communication of the system
- 6) Focus on superb customer service
- 7) Transit system fares and contracted partners will cover the majority of the costs of running the transit system and new revenue opportunities and partnership will be pursued with local business to increase ridership and expand the system
- 8) The Town of Banff targets to be in the top 50 percent for cost recovery for transit systems belonging to the Canadian Urban Transportation Association
- 9) Performance metrics are provided to Council quarterly
- 10) Industry partners support alternative transportation
- 11) Increase mode shift from private vehicle to transit

## Successes

- Peak summer 2019 vs 2022:
  - Main entrances volumes down 6% from 2019
  - Mountain Ave vehicle volume down 19%
  - Mountain Ave Transit ridership up 18%
  - Intercept parking lots occupancy at 91% (compared to 65% occupancy in 2019)
  - Rimrock to CIBC travel time greater than 15 minutes – down from 17 days to 9 days
  - 0 days with vehicle volumes exceeding the 16,000 VPD congestion threshold over the Bridge versus 55 days in summer 2019
- Fewer delays in 2022 versus 2019 - primarily due to use of intercept parking and a mode shift to transit.
- 340,000 riders on routes 1, 2 and 4 in July and August - the highest ever recorded. This ridership would be the equivalent of removing 2,200 vehicles per day from the road system; without transit the road system would have experienced grid lock for most of the summer.
- Banff Ave closure traffic impacts mitigated through, mode shift to transit, proactive management of signal timings and deployment of flaggers, signage and communication tactics.
- Transit travel through the pedestrian zone has been successful, with Roam being able to avoid traffic backups on Beaver and Wolf Streets. Over 68,000 riders boarded Roam within the pedestrian zone between the May long weekend and mid-September

## Challenges/Opportunities

- Driver recruiting and retention challenges have impacted the ability of Roam to provide the levels of service that is desired and needed for the efficient movement of people in the summer months.
- Parts availability has challenged the maintenance team and spare ratio
- Passenger volume exceeded bus capacity at key times in the afternoons - creating overload situations and affecting the positive image of transit with some users
- Private vehicle volume-related traffic congestion caused local service to be late with regularity in the summer months
- Road system is finite and beyond capacity for much of the summer. Increased mode shift to Transit (and other forms of sustainable transportation) is needed to avoid worsening congestion associated with increased visitor vehicle volumes.
- Lack of paid parking (or other driving disincentive) for attractions outside downtown means that transit may not be the preferred choice for day visitors to attractions outside downtown. E.g. a family of 4 would need to pay \$16 to ride transit from Bow Avenue to the



- Banff residents took over 40,000 fare-free transit rides between May 20 and September 14, 2022
- Service to the industrial area began in 2022, allowing locals to travel to and from for work and appointments.
- Increased fall, winter and spring service is now occurring on Routes 1 and 2 in Banff, providing more efficient travel throughout the community and better connections to Canmore and Lake Louise.
- Connectivity with Canmore/Banff Regional and the Lake Louise service allows for greater movement throughout the Bow Valley as an all-encompassing transit solution – benefitting visitors wanting to avoid congestion as well as residents of Canmore, Banff and Lake Louise who can travel without the use of a private vehicle.
- Connectivity with routes to National Park destinations including Lake Minnewanka, Johnson Lake, Johnston Canyon and the Cave and Basin reduces the need for use of private vehicles – helping to mitigate congestion and parking issues at the destinations and in Banff.
- Hotel partnership program aids with cost recovery and reduces congestion through increased transit use. Banff Springs hotel joined the partnership system in 2021 – helping to support service with promotion to guests through a dedicated Roam TV in lobby as well as concierge information. Ridership from BSH stop is up 81% from 2020.
- Adding Bow Falls to Route 2 was successful with 2,500 riders boarding at the Bow Falls stop
- Brand standard and service is appreciated by community & riders - transit voted best use of tax dollars
- gondola/hot springs (return).
- Congestion and parking shortfall caused by excessive vehicle numbers is becoming an issue throughout the National Park. Parks Canada’s continued involvement is needed to provide transit and driving disincentives throughout the National Park such that travelling around the Bow Valley without the use of a private vehicle is the preferred option for more visitors.

**2022 Priorities:**

**Priority Status**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>● Monitor Roam Service – Customer Service/Financials</li> <li>● Monitor success of Banff/Canmore Service</li> <li>● Performance metrics are provided to Council quarterly (cost per service hour and riders per service hour for both Banff and regional</li> <li>● The Town of Banff targets to be in the top 20 percent for cost recovery for transit systems belonging to the Canadian Urban Transportation Association</li> <li>● Increase the visitor awareness of local routes</li> </ul> | <ul style="list-style-type: none"> <li>✓ <i>Ongoing, provided through the BVRTSC</i></li> <li>✓ <i>Ongoing, monthly ridership continues to outpace previous years</i></li> <li>✓ <i>Ongoing, key performance indicators to be provided at AGM</i></li> <li>✓ <i>Ongoing, Roam is in the top 5% for cost recovery. Decisions around service increases and fare reductions required to increase ridership will negatively affect cost recovery.</i></li> <li>✓ <i>Ongoing, opportunities exist for increased awareness through advertising and communications</i></li> </ul> |
|--|--|

- Increase mode shift to transit ✓ *Ongoing, Roam southside ridership increased from 5% of all Bow River crossings in 2019 to 8% of total crossings in 2022*
- Communications & marketing efforts to increase awareness and ridership ✓ *Ongoing*
- Rebuild ridership levels toward 2019 levels pending public health advice. ✓ *Complete – ridership levels in summer 2022 are the highest ever recorded*
- Increase ridership to surpass 2019 levels by the end of 2022 ✓ *Service review update*
- Ensure strong social media and advertising campaigns to increase transit awareness. ✓ *Service review update*
- Increase frequency on Banff local routes to 15 minutes on Route 1 (Gondola/Banff Ave) and 20 minutes on Route 2 (BSH/Bow Falls/Tunnel Mtn) in June of 2022 ✓ *Service review update*

### 2023 Priorities:

### Communication Format

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

- Continue to increase ridership through awareness campaigns. Service review update
- Continue to promote fare free transit for residents to ensure that locals are realizing the full benefits of transit and not requiring the use of personal vehicles Service review update
- Create realistic schedules to ensure that transit is running on time, accounting for changed speed limits, traffic congestion and increased rider volume Service review update

## Service Area: Regional Transit Service (2 of 2)

- Operation & management of transit system
- Route planning & enhancements
- Public & media relations
- ROAM partner contract management



Through the BVRTSC

### Transit Services (Regional) 2022-2025 Operating Budget

	2021 Actual	2022 Amended Budget	2022 Q2 Forecast	2023 Approved Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
<b>REVENUES</b>							
Activity Revenue	\$647	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
Other Revenue	6,795	9,000	9,000	9,000	9,000	9,000	9,000
<b>TOTAL REVENUES</b>	<b>7,442</b>	<b>15,600</b>	<b>15,600</b>	<b>15,600</b>	<b>15,600</b>	<b>15,600</b>	<b>15,600</b>
<b>EXPENDITURES</b>							
Contracted & General Services	286,898	317,636	317,636	312,535	349,482	365,965	375,497
Materials, Goods & Supplies	4,415	16,360	16,360	16,370	16,370	16,390	16,400
Internal Charges	5,800	5,700	5,700	5,800			
<b>TOTAL EXPENDITURES</b>	<b>297,113</b>	<b>339,696</b>	<b>339,696</b>	<b>334,705</b>	<b>365,852</b>	<b>382,355</b>	<b>391,897</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>(289,671)</b>	<b>(324,096)</b>	<b>(324,096)</b>	<b>(319,105)</b>	<b>(350,252)</b>	<b>(366,755)</b>	<b>(376,297)</b>
<b>Tax Funding Required</b>	<b>(289,671)</b>	<b>(324,096)</b>	<b>(324,096)</b>	<b>(319,105)</b>	<b>(350,252)</b>	<b>(366,755)</b>	<b>(376,297)</b>

## COUNCIL EXPECTATIONS

- 1) Increase ridership
- 2) Optimize service frequency
- 3) The system targets local and visitor ridership
- 4) Seamless integration of public transportation
- 5) Constant monitoring and communication of the system
- 6) Focus on superb customer service
- 7) The Town of Banff targets to be in the top 50 percent for cost recovery for transit systems belonging to the Canadian Urban Transportation Association
- 8) Performance metrics are provided to Council quarterly

## Successes

- CB Regional ridership for July and August 2019 vs 2022:
  - up 3% to highest recorded of 41,000
- Connectivity between regional and local services has become more convenient with more frequent local service now available in Banff and improved connections provided in Canmore
- Connectivity with Canmore/Banff Regional and the Lake Louise service allows for greater movement throughout the Bow Valley as an all-encompassing transit solution – benefitting visitors wanting to avoid congestion as well as residents of Canmore, Banff and Lake Louise who can travel without the use of a private vehicle.
- Community recognition of Roam
- Professional & courteous service with consistent drivers developing client rapport.
- Loyal ridership base of commuters to build upon
- On-time performance is achieved throughout the majority of the year.
- Robust ridership data and KPI's enable analysis of current trends and help shape future transit decisions.
- Discounted 3-month and 6-month regional passes encourage loyal ridership and provide cost relief to residents.
- ToB Fleet support keeps buses on the road and service disruptions are minimal
- Partnership with the BVRTSC, the commission administration, brand standard and other successes are a sound foundation upon which to build further

## Challenges/Opportunities

- Driver shortages have created challenges for the Roam team and may potentially impact the ability for expanded service.
- Roam's fleet has expanded to 29 buses for 2022 and this creates increasing challenges for the TOB maintenance team's ability to meet the 24 hour per day needs of transit. Budgeted higher staffing levels, increased hours of operation and the tools and equipment needed for maintaining a larger fleet will be beneficial for successful transit operations.
- Congestion and parking shortfall caused by excessive vehicle numbers is becoming an issue throughout the National Park. Parks Canada's continued involvement is needed to provide transit and driving disincentives throughout the National Park such that travelling around the Bow Valley without the use of a private vehicle is the preferred option for more visitors and residents.
- Summer congestion and train crossing schedules have created challenges for the Canmore/Banff Regional service to stay on schedule. Increased service hours and adjusted schedule are needed to offset this challenge.

- growth of the system
- Transit App and Roam Live Bus Locations on website and on road digital signs as tools to inform riders of schedule
- Driver retention is strong, with a positive and rewarding working environment within the Commission
- Provides Canmore connectivity to Banff ski buses. Ski racks are installed in regional buses for the winter months
- Regional collaboration allows connections between Canmore, Banff and Lake Louise with involvement from TOC, TOB, ID9 and Parks Canada.
- Good synergy with legacy trail.
- Community engagement through partnerships with local organizations such as Canmore Eagles, where Banff visitors and residents can enjoy games in Canmore at a discounted cost using Roam.
- Ticket vending machines in both Banff and Canmore, along with Token Transit mobile ticketing allow increased flexibility for customers paying fares.
- Brand standard and service is appreciated by community & riders - transit voted best use of tax dollars

**2022 Priorities:**

**Priority Status**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>● Continue to support partners in the Banff to Lake Louise service</li> <li>● Rebuild ridership levels toward 2019 levels pending public health advice</li> <li>● Increase ridership to surpass 2019 levels by summer of 2022</li> <li>● Ensure strong social media and advertising campaigns to increase transit awareness</li> </ul> | <ul style="list-style-type: none"> <li>✓ <i>Ongoing</i></li> <li>✓ <i>Complete - achieved</i></li> <li>✓ <i>Complete - achieved</i></li> <li>✓ <i>Complete - achieved</i></li> </ul> |
|---|--|

**2023 Priorities:**

**Communication Format**

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>● Increase service on CB Regional to allow for 25-minute frequency during peak periods as compared to the current 35-minute frequency</li> <li>● Ensure seamless integration of all Roam services, enabling passengers to travel throughout the Bow Valley conveniently and cost effectively</li> </ul> | <ul style="list-style-type: none"> <li>Service review update</li> <li>Service review update</li> </ul> |
|--|--|