

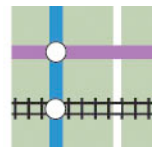
Transit Evaluation and Plan for the Carrabasset Valley Area

EXECUTIVE SUMMARY

*Prepared for
Western Maine Transportation Services and
the town of Carrabasset Valley*

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Executive Summary

Introduction

During 2006 Tom Crikelair Associates completed a *Transit Evaluation and Plan for the Carrabassett Valley Area*. This work was done for the Carrabassett Valley Transportation Committee, Western Maine Transportation Services, and the Maine Department of Transportation. The consulting team included Tom Crikelair of Tom Crikelair Associates and Richard Tolmach. The town's Transportation Committee and representatives of WMTS and MDOT provided guidance and oversight for this planning effort.

This report presents the findings and recommendations of the study. It includes eleven chapters:

Chapter 1 Introduction and Executive Summary

Chapter one presents a summary of the project report, including key recommendations and findings.

Chapter 2 Evaluation of Existing Transit Services

Chapter two presents a critical evaluation of existing Sugarloaf Shuttle routes and services. The evaluation process involved on-site inspections of Sugarloaf Shuttle routes, and interviews with bus drivers, dispatchers, and managers. The chapter describes how buses are currently being used, and it identifies strengths and weaknesses of the existing service design.

Chapter 3 Review of Peer Transit Systems

Chapter three examines transit services in other resort communities in an effort to identify options and strategies that may be relevant for Carrabassett Valley. Five seasonal public transit programs are addressed. The chapter discusses service designs, fare policies, funding strategies, and project ownership.

Chapter 4 Unmet Needs

Chapter four describes transportation needs that are not fully addressed by the existing shuttle program. It identifies market segments that might benefit from an expanded shuttle bus program.

Chapter 5 Public Participation

Chapter five describes efforts to inform members of the public about the transportation study and to obtain ideas and suggestions from homeowners interested in the future of Carrabassett Valley shuttle bus services. It includes findings from a public workshop held in Carrabassett Valley on March 4, 2006 to discuss the future of the transit program.

Chapter 6: Service Design Strategies

Chapter six discusses possible design improvements for transit services in the Carrabassett Valley region. It identifies possible adjustments to existing operations, and it discusses opportunities to add additional routes to serve neighboring communities.

Chapter 7: Equipment and Infrastructure Needs

Chapter seven identifies equipment purchases and related infrastructure projects that can improve the overall performance of the Carrabassett Valley shuttle bus program. It focuses on capital investments that can improve customer comfort and convenience, increase service reliability, and enhance the efficiency of shuttle operations.

Chapter 8: Management Alternatives

Chapter eight describes possible strategies for the future ownership, management, and operation of publicly supported shuttle services in the Carrabassett Valley region.

Chapter 9: Marketing Strategies

Chapter nine describes marketing tools that can be used to educate the public about the Sugarloaf Shuttle. It begins with a brief discussion of possible goals for a marketing program. It goes on to examine three strategies – a printed “Riders Guide,” a full-color display advertisement in the Sugarloaf Magazine, and Internet links that display Sugarloaf Shuttle map and schedule information.

Chapter 10: Capital and Financial Plan

Chapter ten presents a five-year capital and financial plan for seasonal shuttle bus services in the Carrabassett Valley region. It includes capital and operating cost projections for the period FY 2008 through FY 2012, along with estimates of revenues required to pay for proposed services.

Chapter 11: Implementation Tasks

Chapter eleven identifies things that need to be done to implement the recommendations of this study. It addresses five different task areas: Capital Grants and Purchases; Project Ownership and Contract Operations; Transit Operations and Marketing; and Local Fund Raising.

Recommendations

The consultants' recommendations are summarized in four sets of implementation tasks.

- Capital Grants and Purchases
- Project Ownership and Contract Operations
- Transit Operations and Marketing
- Local Fund Raising

CAPITAL GRANTS AND PURCHASES

<i>Year</i>	<i>Task</i>	<i>Who does what?</i>	<i>Comments</i>
2006-07	Request grant funding for 12 new buses	WMTS and Carrabassett Valley ask MDOT to include CV vehicles in earmark requests	MDOT has already submitted an earmark request for some buses on behalf of the project. Not all vehicles are likely to be funded at once. Local officials can communicate their interest in the earmark to their Congressional representatives.
	Request winter-season use of new equipment purchased for Maine summer transit projects	WMTS submits request to MDOT with support from the town of Carrabassett Valley	Two new diesel buses are likely to be acquired for the Shoreline Explorer. The state could designate these buses for use by both projects.
	Acquire surplus used buses from other Maine transit agencies	WMTS submits request to MDOT with support from the town of Carrabassett Valley	Propane-powered Island Explorer buses do not appear to be suitable for extreme winter conditions. Other equipment may become available from other projects.
	Use FTA funding to purchase access gates and a computerized voice mail system	Carrabassett Valley asks WMTS to request MDOT approval	If Sugarloaf USA will install the gates, this should more than cover the required local cost.
2007 through 2009	Request grants for buses not funded in earlier earmarks, plus funding for a bus shed	WMTS and Carrabassett Valley ask MDOT to include CV capital projects in earmark requests	
2009?	Transfer property to the town, and then design and construct a bus shed	Sugarloaf USA transfers property to the town. WMTS constructs a building in compliance with FTA, MDOT, and town requirements	This assumes that MDOT and FTA approve grant funds for a building to protect Sugarloaf Shuttle vehicles from heavy snowfall.

PROJECT OWNERSHIP AND CONTRACT OPERATIONS

<i>Year</i>	<i>Task</i>	<i>Who does what?</i>	<i>Comments</i>
2006-07	Develop contract specifications for an RFP for contract operations	WMTS and Carrabassett Valley Transportation Committee develop draft documents, with help from MDOT.	Specifications need to identify the amount of service required, to explain service delivery and reporting requirements, and to define a format for cost proposals. Since only a limited number of publicly funded buses are likely to be available initially, it may be possible to seek separate hourly rates for WMTS-owned buses and contractor-supplied buses.
	Clarify and define the role of the Carrabassett Valley Transportation Committee	WMTS works with the town to define roles and responsibilities.	Local officials may want to talk with members of the Bethel/Newry Transit Committee about their role with the WMTS-operated Mountain Explorer.
2007-08	Transfer ownership of the Sugarloaf Shuttle to WMTS in the spring of 2007	Sugarloaf USA and the town of Carrabassett Valley request that WMTS assume ownership of the project.	This will enable FTA operating subsidies to be used in 2007-08. Note that Sugarloaf USA would retain ownership of the existing bus fleet.
	Issue a Request for Proposals in the spring of 2007 for operation of service during the 2007-08 winter season	WMTS issues RFP, with advice and assistance from the Carrabassett Valley Transportation Committee and MDOT	As a potential bidder, Sugarloaf USA would not participate in local committee deliberations
	Select an operator from available bids and negotiate any unresolved details	WMTS selects and negotiates with an operator, with advice and assistance from the Carrabassett Valley Transportation Committee	As long as it remains a possible operator, Sugarloaf USA would not participate as a member of the local committee.
2008-09 through 2011-12	Negotiate appropriate mix of publicly funded and contractor-owned buses	WMTS negotiates with the operator, with advice and assistance from the Carrabassett Valley Committee	This assumes that the contractor proposes separate hourly rates. Eventually, the entire program should operate with publicly funded buses.

TRANSIT OPERATIONS AND MARKETING

<i>Year</i>	<i>Task</i>	<i>Who does what?</i>	<i>Comments</i>
2006-07	Implement selected service adjustments recommended in the Service Design chapter	Sugarloaf USA implements changes for the 2006-07 winter season.	Likely candidates include: <ul style="list-style-type: none"> •Off-peak 30-minute headways on Routes 2, 4, and 5 •Limit Timbers to on-call only •New timetables for Twinbrook/ODC and Valley Shuttle routes •Structured on-call service
	Print a new hand-out that includes a route map, timetables, and information about on-call service	TCA prepares draft artwork for the CV Committee for eventual printing and distribution by Sugarloaf USA.	TCA will provide draft computer files in camera-ready format. The local partners may need to make adjustments to TCA drafts.
2007-08	Begin shuttle operations in accordance with WMTS requirements	Contract operator initiates service under the new agreement.	This will include CDL drivers, drug tests, inspected buses, and full motor vehicle insurance.
	Revise routes and schedules as needed for 2007-08	WMTS decides on changes with advice and support from the CV Committee	Sugarloaf USA could participate as both the operator and as one of the funding partners.
	Introduce new Saturday evening service to Route 27 restaurants	WMTS will need to include this in the RFP, perhaps as a separate option.	This assumes that Route 27 businesses agree to pay for the new service.
	Design and print revised handout	WMTA prints handouts. CV Committee helps WMTS with content and design changes, and with distribution.	MDOT may be willing to fund follow-up marketing design tasks.
	Contract for full-page ad in Sugarloaf Magazine	CV Committee develops display ad design with WMTS. WMTS contracts with newspaper,	Artwork developed by TCA in 2006 will anticipate the Sugarloaf Magazine tabloid format.
	Prepare and distribute web pages with transit information	WMTS hires someone to develop web materials. CV Committee members work with local businesses, including lodging establishments and rental agencies, to include content and links on area web sites.	MDOT may be willing to fund follow-up marketing design tasks.

LOCAL FUND RAISING

<i>Year</i>	<i>Task</i>	<i>Who does what?</i>	<i>Comments</i>
2007-08	Obtain municipal funding for 2007-08 season. This will need to be done in the spring of 2007.	The Carrabassett Valley Transportation Committee reports to the town on plans to upgrade the Sugarloaf Shuttle program.	Funds will be appropriated to WMTS. The request should come from the town committee, not from WMTS.
	Obtain financial commitments from local condominium associations beginning with the 2007-08 season. This effort should probably begin during the winter of 2006-07.	The Carrabassett Valley Transportation Committee explains the fee and reports to condo associations on plans to upgrade the Sugarloaf Shuttle program.	The plan calls for condo associations to contribute an annual amount equal to \$50 per condo unit. The request should come from the town committee, not from WMTS.
	Solicit financial support from local businesses for the 2007-08 season. This effort should probably begin during the winter of 2006-07.	The CV Committee will need to decide on recommended funding levels. Committee members will probably need to meet with individual business owners.	These funds will be provided to WMTS, but the request needs to come from the local committee.

Summary of Key Findings

Evaluation of Existing Services

1. The Sugarloaf Shuttle provides car-free transportation on a network of routes linking residential neighborhoods in Carrabassett Valley with the Sugarloaf Base Lodge area. Neighborhood routes provide car-free access to downhill and cross-country ski centers, as well as to hotels, shops, restaurants, and recreation centers in the town of Carrabassett Valley. The transportation program also provides continuous shuttle service between peripheral parking lots and the Sugarloaf Base Lodge, plus on-demand transportation to the Carrabassett Valley airport.
2. The Sugarloaf Shuttle is owned and operated by Sugarloaf, USA. The transit program receives public tax dollars from the town of Carrabassett Valley, but unlike other Maine transit systems, the project receives no state or federal funding to purchase buses and equipment, or to pay for day-to-day operations.
3. The Sugarloaf Shuttle operates six bus routes that link residential neighborhoods with the Sugarloaf Base Lodge. Most routes operate every 20-minutes on weekends, holidays, and winter school vacation weeks. One route operates every 30 minutes. A seventh “off-mountain” shuttle provides less frequent service to a residential subdivision, a cross-

country ski center, and residential and commercial destinations on Route 27 in Carrabassett Valley.

4. Winter weekday service is provided on an “on-call” basis between 8:30 a.m. and 12:30 a.m. Residents and visitors call the Sugarloaf Shuttle dispatcher to arrange an immediate pickup on any route except along U.S. Route 27.

5. The Sugarloaf Shuttle is a well-designed service with some important strengths. These include:

- Comprehensive service
- Direct routes
- Frequent service
- Routes designed to match demand
- Full service limited to busy days
- Quick on-call response time
- Centrally located transit hub
- Free service

6. While the Sugarloaf Shuttle is a well-designed service, the program has some weaknesses:

- Old, worn-out equipment
- Inadequate onboard destination signs
- Limited schedule information
- Drivers without CDL’s
- Buses without inspection stickers
- Limited wheelchair accessibility

Review of Peer Transit Systems

7. Public transit agencies own and operate shuttle services at many of the major ski areas in the northeast. This is especially evident in Vermont, where regional public transportation programs serve Killington, Pico Peak, Mount Snow, Stowe, and Mad River. Nearly all of the major ski resorts in the western United States are served by non-profit transit programs.

8. In 1997, a new non-profit transit agency was created in the Mount Snow area to operate ski resort shuttles and related community transit links. The Deerfield Valley Transit Association now operates with a fixed-route transit budget of over \$880,000 per year. Vehicles are purchased with federal and state grants. Operations are paid for with a mixture of ski resort funding, contract fees from private condominium associations, and state and federal operating subsidies.

9. In Maine, a publicly funded transportation agency operates seasonal shuttle service between the town of Bethel and the Sunday River ski resort. The state of Maine

purchased three buses for the Bethel-Sunday River link. Money to operate the service comes from a mixture of federal subsidies, municipal appropriations, and private contributions from the ski resort and other local businesses.

10. The state of Maine has demonstrated a willingness to support tourist-related transit services with FTA capital grants and limited FTA operating subsidies.

Unmet Needs

11. Carrabassett Valley homeowners who live in developments along the Sugarloaf Access Road have a much higher level of shuttle service than people who own homes in subdivisions adjacent to Route 27. The biggest obstacle to improved shuttle access along Route 27 is the configuration of private roadways in some of the newer subdivisions.

12. The Sugarloaf Shuttle program currently offers no evening transportation to locations along Route 27. There are four restaurants located on Route 27. Business owners may be willing to help subsidize Saturday evening shuttle transportation from the Sugarloaf Access Road.

13. Many people commute to jobs at Sugarloaf from nearby towns. The route with the greatest potential for serving existing commuters is Farmington / New Portland / Kingfield to Sugarloaf. A bus for employees who arrive at the Base Area before morning skiers appears to have the best potential. A later bus for housekeepers might be viable if travel times match the needs of college students and other day skiers.

14. While there may not be sufficient demand from lodging guests to justify operation of dedicated shuttle routes from neighboring towns, a route designed to serve employees and Farmington college students could include stops in Kingfield to pick up visitors who are interested in car-free travel to the ski resort.

15. While a commuter route from Stratton might serve fewer existing workers, such a route would be shorter and less expensive to operate.

16. A Stratton shuttle route would likely need to serve multiple markets to be viable. A service designed for commuting workers could pick up motel and B&B guests in Stratton and might also offer stops in the larger residential subdivisions along Route 27.

17. The University of Maine at Farmington is located within a one-hour drive of the ski slopes at Sugarloaf. Students travel to and from the ski area for employment, for recreational skiing, and to participate in the University's ski industries certificate program.

18. A public transportation service between Farmington and Sugarloaf could benefit a full range of UMF students – including workers, recreational skiers, and participants in the ski industries program. A shuttle service between the campus and the ski mountain could help the University with recruitment efforts.

Public Participation

19. The Carrabassett Valley Board of Selectmen appointed an eight-member Transportation Committee in March of 2005 to review the town's participation in the local shuttle program operated by Sugarloaf Mountain Corporation. The town's Transportation Committee joined representatives of WMTS and MDOT to form an Advisory Committee to select a consulting firm and to oversee work on this transit plan. The Advisory Committee met at various stages during the planning effort to discuss the goals of the project, to review draft materials, and to provide guidance to the consultant on future steps.

20. A public workshop to discuss the future of Carrabassett Valley's shuttle program was held at Sugarloaf golf course clubhouse at 4:00 p.m. on Saturday, March 4, 2006. An estimated 30 people attended the afternoon workshop.

21. A condominium owner felt that there was some inequity for local taxpayers. He explained that all homeowners in Carrabassett Valley pay to support the shuttle program through their property taxes. He said some homeowners benefit from frequent front-door shuttle service, while there are other neighborhoods in the community that have very limited service, or no shuttle service at all.

22. A community member felt that providing scheduled service every 20 minutes for neighborhoods like Village on the Green was excessive, particularly during the middle of the day.

23. A resident of the Redington subdivision said that people in her neighborhood would like to be able to make on-call requests for evening shuttle service to area restaurants.

24. A workshop participant suggested adding shuttle routes to Kingfield, Stratton, and Eustis to accommodate workers, local skiers, and lodging guests. Someone also suggested that there is a need for evening shuttle service to restaurants and bars located on Route 27.

25. A number of people pointed out that shuttle services need to be more visible. They cited a need for printed maps and better schedules and a more widespread marketing effort to inform property owners and short-term renters about the shuttle service.

26. A local homeowner said that the shuttle system is part of the "economic engine" that helps drive home sales in Carrabassett Valley. He said that local shuttles are part of what people are buying when they invest in local real estate.

Service Design Strategies

27. Carrabassett Valley's transit program needs new buses and related support equipment. This is the most important strategy for improving the region's shuttle program.
28. The shuttle program could reduce the frequency of some midday routes to every 30 minutes. Service should continue to be provided every 20 minutes during morning and afternoon peaks.
29. It may be possible to introduce some structure to the on-call program, in an effort to combine different groups and to limit the number of buses and drivers required to meet demand. The on-call program could offer departures on request from the Base Lodge at designated times. For most routes or neighborhoods, Base Lodge departures should probably be available on the hour and half-hour. Hourly service could be offered for The Timbers, Twinbrook, and locations along Route 27 between the Outdoor Center and the Access Road.
30. Residents of The Timbers would benefit from a switch to on-call service on weekends, because they would not be required to travel the full route unless there are passengers to pick up and drop off. This should result in faster trips and less time spent on the bus.
31. Hourly on-call service could be provided on Saturday evenings between the Sugarloaf Base Lodge and restaurants along the Valley Shuttle route. If evening service is offered from 6:00 p.m. to 11:30 p.m., this will involve 5.5 hours per day, or 77 hours per season for one day a week service. Assuming a unit cost of \$35 per hour, Saturday-only service would cost roughly \$2,700 per season.
32. Limited shuttle service could be instituted linking the University of Maine at Farmington with the Sugarloaf Base area to transport employees and day skiers. The shuttle could include one or more stops in Kingfield, as well as intermediate flag stops in smaller communities along the route. If one round trip operates daily and a second round trip is limited to weekends and holiday weeks between Christmas and April 7, total hours will equal roughly 412, with a cost at \$35 per hour of roughly \$14,500.
33. A shuttle route linking Eustis and Stratton with Sugarloaf could benefit individuals who work at Sugarloaf, as well as area residents and lodging guests who travel to Sugarloaf for skiing. A single round trip that operates daily from December 26 through April 7 would result in approximately 225 hours of service. Assuming a unit cost of roughly \$35 per hour, this single daily round trip would cost about \$8,000 per year.

Equipment and Infrastructure Needs

34. The Carrabassett Valley shuttle program needs replacement buses, for neighborhood routes and for parking lot shuttles. Carrabassett Valley should work with MDOT to obtain grant funding to replace Sugarloaf Shuttle vehicles.

35. Specifications for new vehicles should include electronic destination signs to reduce confusion and uncertainty at the Sugarloaf Base Area.

36. Infrared light beams should be mounted in the stairwells to track the number of passengers getting on and off a bus. The advantages of using an automated system for passenger counting include accurate counts, full coverage, limited driver involvement and distraction, and the elimination of time-consuming data entry tasks. Reporting software will allow the project operators to provide funding partners and the local community with a full account of ridership productivity by day, by route, and by time of day.

37. The shuttle program should replace the existing horizontal access gates at the Base Lodge transit hub with barriers that open and close vertically. New gates should be equipped with sensors that detect objects that move into the path of the closing gate.

38. The project should consider adding a second telephone voice line and installing a computer-based voice mail system to keep track of calls and voice mail messages.

39. A vehicle storage shed would enhance shuttle operations by avoiding sub-zero startups and by eliminating the need to shovel out buses after the region's frequent snowstorms. It might be possible to construct a bus storage shed on land owned by the town of Carrabassett Valley. If this is done, and if an 80% FTA grant can be obtained for the new structure, it should be possible to use the value of the land for the required 20% local match.

Management Strategies

40. Shuttles are currently owned and operated by Sugarloaf USA. Ownership of the project will need to be transferred to a non-profit entity to make it eligible for Federal Transit Administration grant funding. The current owner and operator, Sugarloaf USA, could operate the service for the new non-profit owner. Alternatively, the non-profit could operate the service directly, or it could contract with a different private company, depending on the results of competitive procurement.

41. Carrabassett Valley officials should request that Western Maine Transportation Services add neighborhood and parking lot shuttles in the Sugarloaf area to its list of rural public bus services. This should enable the area to gain access to federal and state transit grants that are allocated to WMTS for the region.

42. If WMTS assumes ownership of Carrabassett Valley shuttle services, there should be an important ongoing advisory role for the Carrabassett Valley Transportation Committee. Tasks include:

- Assist with selection and oversight of an operator
- Help make decisions about service adjustments
- Review marketing materials
- Obtain financial support from local partners

Marketing Strategies

43. The overall purpose of a Sugarloaf Shuttle marketing program should be to inform homeowners, their guests, and renters about the Sugarloaf Shuttle, so they know what service is available, where it goes, when it operates, and what they need to do to take advantage of the service.

44. The shuttle project has traditionally been known as the “Sugarloaf Shuttle.” While the system could continue to operate with this name, community leaders should consider changing the identity to “Sugarloaf Explorer.” This would clearly identify the shuttle project as part Maine’s statewide effort to promote car-free travel opportunities for vacationers.

45. New vehicles should adopt a vehicle paint scheme that facilitates the sharing of state-funded vehicles between different parts of the state during different vacation seasons. *Sugarloaf Explorer* logos would be applied at the start of the winter season and then removed in the spring.

46. The shuttle program should print and distribute a Riders Guide that features a full-color map with color-coded timetables for individual bus routes, along with easy-to-understand information about on-call service.

47. The shuttle project should reserve space for a full-color advertisement in the Sugarloaf Magazine. This ad should display the same information as the Riders Guide, including a map with color-coded schedule information.

48. Route and schedule information should be available on the Internet for people who are planning their trips, and for skiers who have already arrived in Carrabassett Valley. Web materials should feature a full-color route map with color-coded links to schedules for individual bus routes. This information could be presented on a separate web site (sugarloafexplorer.com), or it could be included as part of the Sugarloaf USA web site.

Figure 1.1 Capital Plan

Unit Purchases	<i>FY 2006</i>	<i>FY 2007</i>	<i>FY 2008</i>	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>
1. Medium-duty buses (39)			3	3		
2. Medium-duty buses (28)		2	4			
3. ITS: APC system			1			
4. ITS: APC per vehicle			9	3		
5. Automatic gates			2			
6. Ski racks and video		2	7	3		
7. Computer phone center		1				
8. Bus shed					1	
9. Other						

Unit Costs	<i>FY 2006</i>	<i>FY 2007</i>	<i>FY 2008</i>	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>
1. Medium-duty buses (39)	160,000	164,000	168,100	172,303	176,610	181,025
2. Medium-duty buses (28)	160,000	164,000	168,100	172,303	176,610	181,025
3. ITS: APC system			80,000	82,000	84,050	86,151
4. ITS: APC per vehicle			6,500			
5. Automatic gates	11,750	12,044	12,345	12,653	12,970	13,294
6. Ski racks and video		2,000	2,050	2,101	2,154	2,208
7. Computer phone center	1,600	1,640	1,681	1,723	1,766	1,810
8. Bus shed					650,000	
9. Other						

Expenditures	<i>FY 2006</i>	<i>FY 2007</i>	<i>FY 2008</i>	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>
1. Medium-duty buses (39)	0	0	504,300	516,908	0	0
2. Medium-duty buses (28)	0	328,000	672,400	0	0	0
3. ITS: APC system	0	0	80,000	0	0	0
4. ITS: APC per vehicle			58,500			
5. Automatic gates	0	0	24,690	0	0	0
6. Ski racks and video	0	4,000	14,350	6,304	0	0
7. Computer phone center	0	1,640	0	0	0	0
8. Bus shed	0	0	0	0	650,000	0
9. Other	0	0	0	0	0	0
Total Capital Costs	0	333,640	1,354,240	523,211	650,000	0

ANTICIPATED CAPITAL FUNDING SOURCES

	<i>FY 2006</i>	<i>FY 2007</i>	<i>FY 2008</i>	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>
FTA earmark	0	262,400	1,063,640	418,569	520,000	0
FTA 5311	0	4,512	14,690	0	0	0
MDOT	0	65,600	263,040	103,382	0	0
Carrabassett Valley	0	564	1,435	630	130,000	0
Sugarloaf USA	0	564	11,435	630	0	0
Other businesses	0	0	0	0	0	0
Total Capital Funds	0	333,640	1,354,240	523,211	650,000	0

Figure 1.2 Five-year Budget Projections

PROJECTED COSTS

	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
Parking lot shuttles	94,497	96,859	113,031	115,857	118,754	121,722	124,765
Scheduled routes	107,445	110,131	128,520	131,733	135,026	138,402	141,862
On-call	117,115	120,043	140,086	143,589	147,178	150,858	154,629
Valley Shuttle evenings	0	0	5,075	5,202	5,332	5,465	5,602
Farmington shuttle	0	0	13,906	14,254	14,610	14,976	15,350
Stratton shuttle	0	0	0	7,803	7,998	8,198	8,403
Total direct cost	319,057	327,033	400,619	418,437	428,898	439,620	450,611
WMTS Admin fee			10,000	10,250	10,506	10,769	11,038
Marketing expenses			7,500	7,688	7,880	8,077	8,279
Total cost	319,057	327,033	418,119	436,374	447,284	458,466	469,927

PROJECTED REVENUES

	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
MDOT/FTA	0	0	65,000	66,625	68,291	69,998	71,748
Sugarloaf USA	222,807	228,377	171,546	175,835	180,231	184,736	189,355
Carrabassett Valley	96,250	98,656	101,123	103,651	106,242	108,898	111,620
Condo associations	0	0	54,000	55,350	56,734	58,152	59,606
Local businesses	0	0	20,000	20,500	21,013	21,538	22,076
Farmington	0	0	3,000	3,075	3,152	3,231	3,311
Kingfield	0	0	1,000	1,025	1,051	1,077	1,104
UM-Farmington	0	0	9,500	9,738	9,981	10,230	10,486
Stratton	0	0	0	4,000	4,100	4,203	4,308
FTA-JARC	0	0	0	3,500	3,588	3,677	3,769
Total revenues	319,057	327,033	425,169	443,298	454,380	465,740	477,383
Net revenues	0	0	7,050	6,924	7,097	7,274	7,456

Capital and Financial Plans

49. A proposed capital plan is presented in Figure 1.1. The plan addresses capital costs and anticipated funding sources. It calls for acquisition of new vehicles to upgrade the existing Sugarloaf Shuttle bus fleet. It includes an onboard automatic passenger counting system to track system usage. It addresses automated access gates for the Base Area transit hub, ski racks and video monitors, and a computerized voice mail system for shuttle dispatchers. It also envisions the eventual construction of a storage building for 12 buses.

50. The capital plan assumes that Federal Transit Administration grants will be available to cover 80% of the cost of new buses and related infrastructure improvements. It relies on state bonds to cover the 20% local cost for new buses. The future availability of state bonds for this purpose is uncertain.

51. A proposed financial plan includes a recommended cost-sharing arrangement that divides operating costs among municipal taxpayers, private condominium associations, private businesses, and the Federal Transit Administration. All assessments are increased by 2.5% per year for inflation.

52. The plan assumes that the Carrabassett Valley project will receive \$65,000 per year in Federal Transit Administration operating assistance beginning in FY 2008. It anticipates that MDOT will add this amount to the state's annual allocation of rural transit funds for WMTS.

53. The plan assumes that the town of Carrabassett Valley and Sugarloaf USA will continue to fund the transportation project at the FY 2005 level, adjusted annually for inflation. In FY 2008, the town's contribution would total just over \$100,000, while Sugarloaf would pay approximately \$172,000.

54. The plan assumes that condominium associations that are served by the Sugarloaf Shuttle will contribute an annual assessment equal to \$50 per residential dwelling unit. These fees are projected to generate \$54,000 beginning in FY 2008.

55. The plan further assumes that private businesses will contribute \$20,000 per year beginning in FY 2008. This includes \$5,000 to cover the cost of Saturday evening service on the Valley Shuttle route.

56. The plan also includes \$9,500 from the University of Maine at Farmington, \$3,000 from the town of Farmington, and \$1,000 from the town of Kingfield to help pay for a shuttle route between Farmington and Sugarloaf that would begin in FY 2008.

57. The plan includes \$4,000 from the town of Stratton and \$3,500 in FTA Jobs Access Reverse Commute funding to cover the cost of commuter service between Stratton and Sugarloaf beginning in FY 2009.

58. Five-year operating expenses and program revenues are presented in Figure 1.2. These projections assume that ownership of the transit project would be shifted to WMTS beginning in FY 2008. Projections are included for FY 2008 through FY 2012.

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