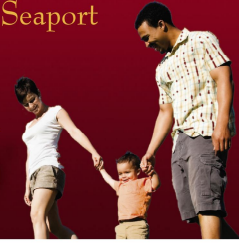


Connecting Olde Mistick Village, Mystic Downtown, Mystic Aquarium, and Mystic Seaport



Mystic Mobility Study



URS



Client: Stonington and Groton, CT
Project Name: Multi-Modal Transportation Study for the Mystic Seaport Area
Location: Mystic, Connecticut
Project Number: 36938369
Prepared by: J. Wensley, S. Rathore, S. Mitchell
Original Date: May 14, 2010
Revised Through: February 23, 2011

TECHNICAL MEMORANDUM

Task 3.3 (b) – Comparable Trolley Bus Services

In accordance with Task 3.3 of the Mystic Multi-Modal Transportation Study, the experience of three other trolley shuttle systems was examined in order to gain an understanding of issues that could arise and to obtain any advice on how to make such a system successful in Mystic.

The study scope specified that the trolley services in Newport, Rhode Island, Ogunquit, Maine, and Kennebunkport, Maine be examined as part of this task. After reviewing the available on-line information, the operators of each of these services were contacted and asked about their operations, considering factors such as routes, service hours and frequencies, fares, markets served and ridership, operating expenses and revenues, and factors seen as keys to success. The Newport service is operated by the Rhode Island Public Transit Authority (RIPTA), while the other two are private businesses. It should be noted that most private businesses are often understandably reluctant to provide detailed financial information, including ridership data, so the information obtained in these cases tended to be more qualitative.

Each of the three services is discussed in the following sections. In addition, because the two Maine services are part of the Shoreline Explorer Network, a separate section provides an overview of the Network's services.

A review of some research data is also included to illustrate some interesting trends in the impact of fares and headway on ridership. Finally, a summary is provided including some key cautions and suggestions for future trolley service in Mystic.

Newport, Rhode Island (RIPTA)

Service

In Newport, Rhode Island, trolley service is provided by RIPTA, the public transportation provider in the region. The trolleys run all year long on Route 67, connecting the Newport Gateway Center to Bellevue/Salve Regina University, where the Newport Mansions (Newport's major tourist attraction) are located. During the summer, the route extends beyond Belcourt Castle to serve the Cliff Walk and Rough Point mansion. Three RIPTA trolleys operate 7 days a week for approximately 12 hours each day, with a shorter length of service on Sundays and holidays, at a 20-minute headway.

The trolleys used in Newport are classic specialized trolley vehicles fitted with diesel engines. When RIPTA tried to replace its trolley fleet with Gillig buses modified to appear like historic replica trolleys, the attractions and businesses in Newport raised considerable objection over losing the classic trolleys that they felt reinforced the historic character of the city. As a result, trolleys were retained. RIPTA pointed out that the trolleys are now about 10 years old and have a very high cost of maintenance. RIPTA cannot afford these trolleys for too long and may have to shift to the buses very soon.

Fares

Regular RIPTA fares apply. The cost of one trip is \$1.75. Day passes are available for \$5, and 7-day passes are available for \$20. Day passes have been marketed heavily and are very popular among riders.

Markets and Ridership

The route primarily serves summer tourists who wish to see the Newport Mansions. Beaches are also a tourist attraction, although the mansions and beaches are usually not covered on the same day. Off-season, the mansions house students and serve other functions for the Salve Regina University, providing student ridership to RIPTA. Until 1999¹, this route was also a local service that stopped at other destinations, making the route long and less convenient for tourist riders. The route was then redesigned to create a direct service for the mansions and a separate local route was established. Ridership jumped from 5,000 riders to 25,000 riders per year after this improvement. Subsequently, vehicles were changed from buses to the classic replica trolleys, and the headway was changed from 30 minutes to 20 minutes. Again, ridership increased significantly. Current annual ridership on this route is approximately 200,000².

¹ Letter from Executive Committee, Attractions Council of Newport County to Alfred Moscola, General Manager, RIPTA dated May 12, 2008 regarding replacement of trolley fleet. Contents of the letter suggest this broad timeline. See also: news article titled RIPTA Looking to Replace its Trolleys, dated December 18, 2007 at http://www.projo.com/news/content/RIPTA_TROLLEYS_12-18-07_G389TT5_v10.28b5630.html

² Nelson Nygaard, Inc., *Providence Metropolitan Transit Enhancement Study, Appendix B: Inventory of Transit Services/Existing Conditions*, Figure 1, December 2009.

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Operating Expenses

The RIPTA operating cost for the whole system is about \$93/ hr, which includes maintenance and department administration costs. Separate operating costs for the trolleys are not available. Trolley maintenance is expensive, prompting RIPTA to consider replacing the older vintage vehicles with buses that look like trolleys.

The off-season farebox recovery ratio for this route is approximately 20%³ (a summer season ratio was unavailable). This ratio reflects a system usage of approximately 20% free riders, since RIPTA allows low income persons with a disability and senior citizens to ride free with a RIPTA No Fare ID Pass.

Success Factors

For the Newport market, factors leading to success include the direct route design, use of specialty vehicles, and a service frequency of 20 min (so that people don't have to remember a schedule and can simply stand at a stop and wait). RIPTA considers 15-minute headways ideal but uses 20 minutes since it is more financially feasible.

A very strong reason for success was active promotion and marketing that RIPTA utilized in order to make its trolley service more visible to tourists. RIPTA worked with other key market players to achieve this goal. The Preservation Society for Newport County shows the trolley option as the first alternative to reach the mansions. As an incentive, people with a trolley ticket get a free ticket to the green animal topiary exhibits. RIPTA also actively utilizes web based publicity, advertizing and brochures. At the gateway center, RIPTA provides large quantities of maps that highlight the trolley route on the front page.

The transit agency also used elaborate marketing to target hotels. It especially targeted concierge and hospitality personnel, including waiters and waitresses, so that they had first hand information about the trolley services and could answer questions for visitors regarding transportation options. RIPTA planned promotional events, one of which was arranging a ferry outing for these hospitality personnel, with dinner and drinks provided. The event received a huge turnout, and provided excellent publicity and good will for the service.

The day pass is actively promoted, and for convenience can now be bought on the trolley. RIPTA has noticed that, on average, a \$5 day pass bought on the trolley is utilized for 2.5 trips, which does not recover the rider's total cost of the pass (single rides cost \$1.75). Tourists prefer the day pass, as it provides an opportunity to travel more on the RIPTA service without the need to deal with multiple access fares

Additional factors regarding the RIPTA service include:

³ Nelson Nygaard, Inc., *Providence Metropolitan Transit Enhancement Study, Appendix B: Inventory of Transit Services/Existing Conditions*, Figure 2, December 2009.

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- There is very limited parking at the Mansions. This encourages ridership by tourists (in conjunction with the promotion of hospitality personnel) in the summer and by students in the off-season.
- Service is year-round, making it eligible for FTA funds to purchase trolleys.
- Since some of the mansions house students for Salve Regina University, RIPTA maintains a UPass program with the university to encourage year-round ridership.

Contacts: Mark Therrien, Assistant General Manager - Transit System Development/Planning/Grants, and Greg Thomas, Service Planner, RIPTA

Ogunquit, Maine (Ogunquit Trolley)

Transportation in Ogunquit, Maine is provided by the Ogunquit Trolley Company, a privately owned business. The trolley service is operated within the Shoreline Explorer Network and connects to Shoreline Trolley (in Wells) at the Wells Chamber of Commerce and the Shore Road Shuttle (in York) at Perkins Cove.

History

In the summer of 1981, Molly Corporation started the trolley route and ran 4 trolleys through the streets of Ogunquit for the tourist season. In April 2003, the Ogunquit Trolley Company purchased the business. Eight Molly trolleys, as shown in Figure 1, are currently in service.

Figure 1: Molly Trolley



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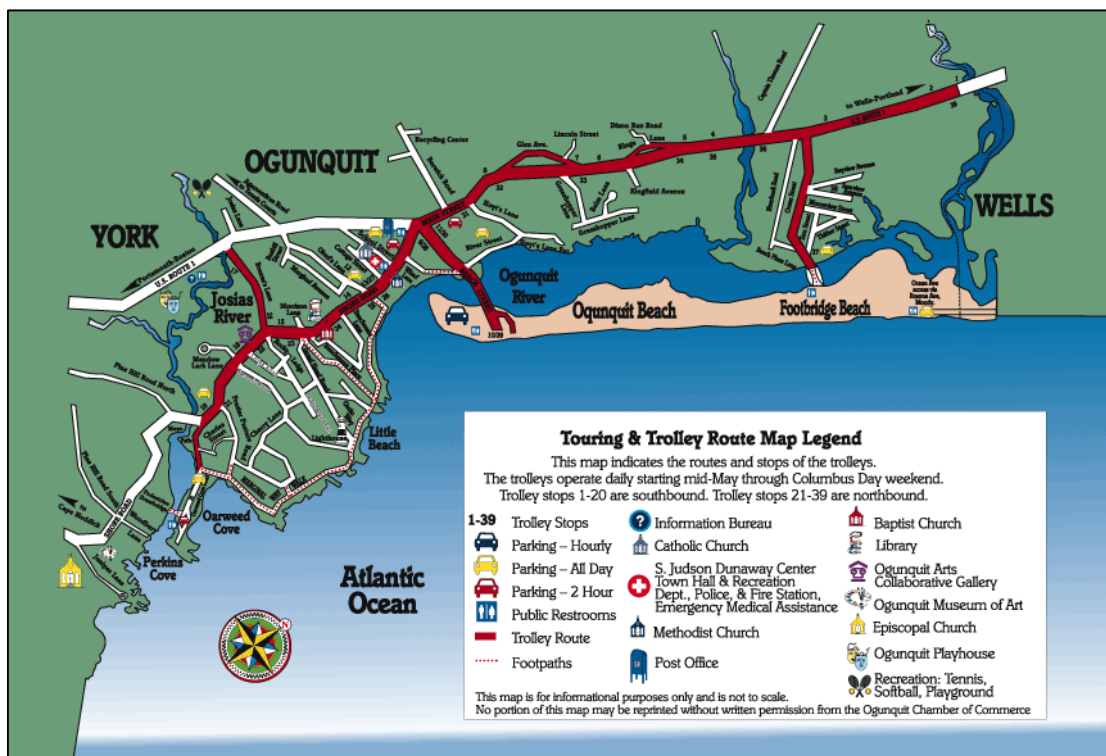
Service

The route runs between Perkins Cove to the south and the Wells Chamber of Commerce, following Shore Road through town to Ogunquit Beach, and then along U.S. Route 1 to Wells. There are numerous stops, including several hotels along the route. A route map is provided, below in Figure 2. The trolley makes designated stops along the main roads only (it does not divert off the street onto any hotel properties). The stops are marked by large “trolley stop” signs that carry service time and contact information.

The trolleys run every 15-20 minutes from 8:00 AM to 11:00 PM from the start of July until Labor Day, and from 9:00 AM to 8:00 PM during weekends in June and from Labor Day until Columbus Day. However, operating times are subject to change if no ridership is observed. In addition to regularly scheduled service, chartered tours are also provided between May and November. The tours are fairly popular for weddings and corporate events.

Generally there are at least four trolleys operating at a time during the day. However, the number of trolleys used for service is adjusted, based on recorded ridership. Some of the trolleys have wheelchair lifts, but bikes are not allowed on any Ogunquit trolley. During the off season, the trolleys are stored and unused. The company employs school bus drivers to operate the trolleys, as they are familiar with the locale, the roads, and the operation of a bus. Since they are typically unemployed when school is not in session, this coordinated employment provides a good working arrangement.

Figure 2: Ogunquit Trolley Route



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Fares

A one-way trip costs \$1.50. For children 10 and under, the fare is \$1.00. Any change provided by the driver is in Ogunquit Trolley Tokens.

The owner noted that the fares have not changed and are underpriced for the services that the Trolley business offers. However, he feels that low fares are a key factor that makes the trolleys a viable and attractive operation.

Markets and Ridership

Ridership numbers were not available. The operator noted that no particular peak ridership times or crowding has been noted. Ridership has been noted to be lower in the recent years.

The beach and the downtown are the most popular destinations for tourists boarding from hotels. Beach-going tourists are typically on the trolley around 8:00 AM and plan to come back between 3:00 and 4:00 PM. Local residents use the trolley service to the beaches, as well. Some tourists park at shopping centers and other lots, but parking in town is limited and expensive, making the trolley a desirable option. Tourists who are staying in hotels see the trolley as a relatively convenient and inexpensive option to parking in the downtown area. Extended hours of operation make it possible to use the trolley for entertainment and dining options.

Historically, the trolley has primarily served tourists who stay in Ogunquit overnight or over the weekend, and who park at the hotels and use the trolleys for in-town transportation. Although parking is available at the beaches, it is not abundant, and is expensive, costing between \$4.00 per hour and \$25.00 per day. Over the last few years, tourist day trippers have begun to make up a larger proportion of the tourist market. They typically arrive by car and head directly to the beach. Since there are no legal parking lots further from the beach where tourists may park and take the trolley to the beaches, the trend has been an overall decline in tourist ridership.

Ogunquit Trolley relies on advertising their trolley service in regional tourist markets, such as Boston.

Operating Expenses

Since the Ogunquit Trolley Company started operating the trolley, it has only made a modest profit in 2006. For the remaining years, the service has run at a deficit. The owner noted that maintaining the trolleys and insurance are very expensive items.

The Shoreline Explorer Network is made up of both public and private owners. Unlike their public counterparts, the private operators do not receive any public funding, so all operating revenues must be obtained solely through fares and charters and advertising. Charters make up for approximately 20 percent of the revenue stream in Ogunquit. Advertising revenue is minimal, as it appears that most local businesses choose to advertise in publications targeted to attract tourism in the region. It was noted that the Company receives no funding from the Shoreline Explorer.

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Shoreline Explorer Connection

The Ogunquit Trolley owner does not see any significant benefit from the Shoreline Explorer. He believes that transfers to the Ogunquit Trolley at the transfer point with the Wells Trolley have not shown any rising trends in the last few years.

Success Factors

The trolley owner noted that, for the Ogunquit Trolley, the following factors have attributed to its success:

- Reasonable and low fares. Lower fares make trolleys a desirable option over parking.
- Professional and seasoned drivers who know the area well and offer excellent customer service.
- Listening to your riders.
- Accurate records of ridership to determine the right level of service to provide. He mentioned that seeing an empty trolley travel the route creates a very negative perception of the service. It works better to get an empty vehicle off the road and provide service adjusted for demand.

Contact: Dave Chaves, owner, Ogunquit Trolleys (617-417-2042)

Kennebunkport, Maine (Intown Trolley Inc.)

Trolley service in the Kennebunk/Kennebunkport region is provided by Intown Trolley Company, Inc., a private operator. It is essentially a trolley tour service rather than a transportation service.

History

Intown Trolley has been providing the trolley service in Kennebunkport for the over 30 years. Figure 3 shows the trolley service in operation.

Service

The route, shown below in Figure 4, has nine stops, beginning at Dock Square, where most of the area's hotels and lodging are located. It circulates around Kennebunkport and then enters Kennebunk. In order to connect with the Shoreline Explorer, Intown Trolley added a new stop to Lower Village (stop number four) to meet the Kennebunk Shuttle. All stops have distinct signage.

The 45-minute narrated sightseeing tour covers local history, from the Native Americans, early settlers, the shipbuilding era, tourist and summer resorts, and more recently the George H.W. Bush Presidential summer home.

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Figure 3: Intown Trolley Vehicle



Figure 4: Trolley Route in Kennebunkport and Kennebunk



The service operates from Memorial Day to Columbus Day. In July and August, tours begin hourly from 10 am to 4 pm. For the periods before July 1 and after August 31, tours begin hourly from 10 am to 3 pm. The service is provided by two trolleys, each with a capacity of 34 to 36 persons. These

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trolleys are also used for charter tours from mid April to the end of October. Bookings during the Christmas season are also popular.

Fares

The fare is \$15.00 for Adults and \$5.00 for children (ages 3-17 years old). Children younger than three ride for free. The fare is good all day, with passengers permitted to get on and off throughout the route.

Market and Ridership

Generally, the trolley is utilized by tourists to Kennebunkport, consisting of a combination of day trippers and visitors staying for several days or those renting houses. Most riders stay on the trolley for the entire 45-minute tour. Downtown is a popular destination for tourists.

The trolley primarily serves as a tourist activity rather than as a transportation option. Although parking is difficult in downtown, paid parking is available at Dock Square and free parking is located approximately a quarter-mile away. Beaches have paid, but limited, parking for tourists and residents have permit parking. Kennebunkport reportedly does not suffer from substantial traffic issues like other municipalities in the region.

Ridership numbers were not provided; however, ridership was noted to be low in 2009, due to the economy and the rainy weather.

Operating Expenses

Specific figures on operating revenue were not provided. However, all operating expenses are presently being covered by revenue generated through fares, advertisements, and charters.

Shoreline Explorer

The operator noted that they did not see any significant benefit of the Shoreline Explorer Network. Ridership at the transfer point where the Shoreline Trolley and Kennebunk Shuttle meet the Kennebunkport Trolley has not exhibited any recent increases. They observed that Kennebunkport is geographically somewhat offset from the central spine that connects Kennebunk to Wells and further south to Ogunquit and York. The more direct connection between the other locations in the region allows them to benefit more from the Shoreline Explorer Network than does Kennebunkport.

Success Factors

The trolley tours have been in Kennebunkport for approximately 30 years and have sustained themselves as a business. The operator provided the following reasons which they believe make the service successful:

- Well maintained trolleys

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- Drivers are teachers or semi-retired people who are well acquainted with the area and provide a enjoyable tour experience.
- Kennebunkport has a 300-year history, a rich base on which the trolleys focus their narrated tour. Comments from riders indicate that it is a very enjoyable tour.

Contact: Kathy Guay (207-967-3686) Intown Trolley Inc., Kennebunkport

Shoreline Explorer Network

The Shoreline Explorer Network is a regional transportation network of seven independently operated trolley/shuttle services and a hotel shuttle in the coastal York County region. The Ogunquit Trolley and Intown Trolley are two of the operators.

History

The Shoreline Explorer program was started in 2006 and was born out of Maine Department of Transportation's (MaineDOT) *Explore Maine* initiative in 1998. As part of this effort, a study was conducted in the coastal York County region to investigate car-free alternatives of transportation in areas of high traffic and congestion. Subsequently, an advisory committee was formed with representatives from the towns, MaineDOT, the Maine Turnpike Authority, public and private transportation operators, the York County Community Action Corporation (YCCAC) and local businesses. The advisory committee worked toward the timeline for 2006 to put the network of services in place. Achieving buy-in from all the operators took several years. While no written agreement with the private and public operators of Shoreline Explorer Network exists, the program essentially works on the basis of recognized mutual benefits that the towns and operators receive from the service. The service provides an alternative for transferring tourists and residents within the network, reducing parking demand and traffic congestion in the region. The advisory committee meets approximately every month during the off season to oversee the functioning of the program, which is now in its fifth year.

Services

The seven participating operators (as shown on the map in Figure 5 below), are:

1. The York Trolley Beach Shuttle
2. Shore Road Shuttle
3. Ogunquit Trolley
4. Shoreline Trolley
5. Kennebunk Shuttle
6. Intown Trolley
7. The Sanford Ocean Shuttle

Of these, York Trolley, Ogunquit Trolley, and Intown Trolley (Kennebunkport) are privately operated. The only other trolley service, Shoreline Trolley, was previously operated by the Wells Chamber of

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Commerce but was folded into the service operated by YCCAC once the program started. The four shuttles are operated by YCCAC, and there is a hotel shuttle operated by Mermaid Transportation under contract with YCCAC. The hotel shuttle is an advance reservation service for Amtrak riders from the Wells Transportation Center to hotels, bed & breakfasts, and other accommodations within the Shoreline Explorer service area.

All these services connect at the transfer points shown on the map. Operators of the existing trolleys made minor extensions to their routes to meet other services at these transfer points. The Ogunquit Trolley meets the Wells Trolley at a motel that voluntarily offered its premises as the location for the transfer point. In Kennebunk, two businesses (one is a non-profit) allowed the use of their lot as the transfer point for the Intown Trolley and the Kennebunk Shuttle.

All of these services operate from late June to Labor Day, with some services extending through Columbus Day. Only the Sanford Ocean Shuttle operates year-round, 7 days a week, from Sanford to Wells.

The private operators maintain their own fares, schedules, and operating seasons, with a fairly wide range of service provided, as shown in Table 1 below. York Trolley is the only private operator who coordinates schedules and meets the Shore Road Shuttle on schedule. However, because the services run with relatively high frequency, coordination of schedules does not seem to be a problem and there is generally not an excessive waiting time at transfer locations.

Figure 5: The Shoreline Explorer Network System



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In the 2010 season, YCCAC is replacing some of its fleet with six new trolleys, locally made by Molly Corporation, and three new hybrid shuttle buses.

Table 1: Frequency of Service

<u>Operator</u>	<u>Frequency</u>	<u>Hours of Service</u>
1. The York Trolley Beach Shuttle	30 min	10:00 AM – 10:00 PM
2. Shore Road Shuttle	1 hour	9:00 AM – 10:00 PM
3. Ogunquit Trolley	10-15 min	8:00 AM – 11:00 PM
4. Shoreline Trolley	20-30 min	9:00 AM – 11:00 PM
5. Kennebunk Shuttle	20-30 min	10:00 AM – 10:00 PM
6. Intown Trolley	1 hour	10:00 AM – 4:00 PM
7. The Sanford Ocean Shuttle	30 min	6:00 AM – 8:00 PM

Ridership

The 2009 Annual Review report for the Shoreline Explorer Network states that the YCCAC-operated network (not including the private operators) transported 62,348 riders, which was a 1.6% decrease from the 2008 season. However, 2008 had the highest ridership ever, at 63,353 riders per year which was a 42% increase over the start-up year. These numbers are less than the projected ridership due to both rainy weather and economic conditions affecting tourism.

YCCAC indicated that it has noted an increase in the number of transfers at the transfer points within the Shoreline Explorer Network. This contradicts the Ogunquit Trolley and Intown Trolley operators, who did not notice any significant change in the number of transfers.

YCCAC hopes that a proposed park and ride lot constructed in the network would facilitate more ridership, with tourists parking and taking the Explorer to make connections within the region.

Fares

Fares among the various operators vary somewhat, but are relatively consistent. Most fares are \$1.00 or \$1.50 for a one-way fare. The Sanford Ocean shuttle is \$3.00 or \$5.00 for a round trip. Some offer a \$3.00 day pass or a 12-trip ticket for \$10.00. Intown Trolley, as described earlier, is substantially more expensive at \$15.00 for a day pass, but this operation is really a tour service more than a transportation mode.

Funding Sources

Funding for this program comes from a mix of federal Congestion Mitigation Air Quality (CMAQ) grants, and state, town, and local business funds. When the program started, two major sponsors were The Cliff House Resort & Spa in Ogunquit and Goodall Hospital in Sanford.

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In 2009, the total operating cost for the YCCAC-operated network was approximately \$616,000.00. Federal Transit Administration (FTA) and state funding covered 48 percent of the cost, other federal and local matches made up for 24 percent, sponsorships and business provided for 15 percent, and town funds covered 8 percent. Fares constituted only five percent of the annual revenue.

Advertising is an important source of revenue both from within and outside the region. However, YCCAC does not compete for advertisements with the private trolley operators. YCCAC also has one trolley available for charters, in case there are no charters through a private operator available.

Success Factors

The Shoreline Explorer has been the recipient of the 2006 FTA Administrator’s Award for Outstanding Public Service and has now been serving the region for five seasons. YCCAC recognized several key factors that contribute to the development and success of the program:

- Buy-in and participation of private operators. Since they live in the area and have been providing service for several years, they are familiar with the region and its transportation needs. Their involvement also ensures essential connections throughout the region.
- The shuttle/trolley services are desirable given the traffic congestion and parking situation in the region.
- YCCAC and the Shoreline Explorer Network actively promoted the program for tourists and residents alike, through trolley and shuttle guides, individual route brochures, handouts, and distribution of material at business locations in the region. The Shoreline Explorer Network has also been extensively advertised in Chamber of Commerce guides, tourist magazines, on private operator trolley vehicles, and on the Time Warner cable “Guide to the Seacoast.”⁴ A locally produced video, "Shoreline Explorer Nickel Tour" was provided to hotels and businesses to help frontline staff understand the system better and thus become better able to assist visitors and locals alike. A video link is also posted on the Shoreline Explorer website that provides information on how to use the system.
- Shoreline Explorer also benefited from strong and enterprising leadership.

Contact: Mary Fields, 207-324-5762 (2932) – Project Manager, York County Community Action Corporation

Other Research

Research into several other shuttle/trolley systems that were put into service in the 1990’s indicates that there is a definite threshold in headway that is important in attracting and retaining riders. Similarly,

⁴ 2009 Annual Review Report for Shoreline Explorer Network

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there is a break point on passenger fares (even low fares) that is fragile, especially in cases where there are contemplated fare increases. Some examples are:

- In Phoenix, Arizona, a free downtown circulator was initiated in November 1990, operating on a ten-minute headway. Ridership was excellent, peaking at 650,000 passengers per year. In July 1992, a 25 cent fare was initiated, and ridership fell dramatically, forcing a cut back in service. This caused an additional fall in ridership, ultimately falling to about one third of the peak ridership.
- In Richmond, Virginia, a free rubber-tired trolley was operated at six-minute headways from January 1994 to July 1995. Ridership was 250,000 in the first year. Following the imposition of a 25 cent fare, ridership dropped in half, prompting a reduction in service to a 12-minute headway. Ridership plummeted still further and the route was ultimately abandoned.
- In Charlotte, North Carolina, a city loop circulator ran at a one-hour headway and ridership never passed an average of eight riders per vehicle.
- In Bellevue, Washington, a 7.5-minute headway was not enough to entice riders to pay the 25 cent fare instead of walking in the compact community.
- In San Antonio, Texas, a tourist oriented trolley began at 10 cents, but was increased to 25 cents and then to 50 cents. Ridership fell from 12,000 riders per day to 8,000 riders per day.

Summary

The three trolley services contacted all serve summertime tourist markets, much like the markets in Mystic. The tourists include day trippers, overnight hotel guests, and longer-term rentals, although Ogunquit noted that hotel patrons are more likely to be users than day trippers. The two Maine services operate only during the summer, while the Newport route serves a different non-tourist market during the rest of the year. All three services use historic replica trolley vehicles and there is an opinion in all three locations that the vehicle is an important part of the overall experience, although the operating and maintenance costs of these vehicles can be high.

The Kennebunkport service is a guided tour-oriented service while the Ogunquit and Newport services are more oriented to providing transportation to the local attractions. As a result, the Kennebunkport service features different attributes, including fare structure, headway, hours of operation, and seasonal schedule.

The Newport and Ogunquit services share several common features, such as frequent service (15-20 minutes), relatively long hours of operation, and relatively inexpensive fares. Ogunquit charges per trip while Newport relies primarily on \$5.00 day passes. The Newport service is publicly operated and is

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heavily supported by public transit operating subsidies, with fares only accounting for 20% of operating revenue. The Ogunquit service has been losing money most years.

Frequency of service of about every 15 minutes was noted as key to providing transportation for tourists. The Newport service also noted the significant increase in ridership brought about by a change to a more direct route design. One of the key factors benefiting both systems is the limited availability and high cost of parking, making the driving alternative relatively unattractive. Even so, both services recognize the need to keep fares low to be competitive with driving and, as a result, the operating costs of these services are not being covered by farebox revenues. Advertising and charter revenues in Ogunquit are not enough to allow the operation to break even most years, despite the operator's close monitoring of ridership and careful adjustment of service levels to meet demand.

Newport offers some useful observations about the value of cooperative marketing arrangements. Their efforts to place the trolley option as the first option in the minds of their visitors are seen as keys to success. Their efforts to market the service to hotel staff and acquaint them with how to use the service were also seen as successful. Similar techniques were also used by the Shoreline Explorer Network in Maine. Well trained drivers familiar with the area's attractions were also cited as key factors in both Ogunquit and Kennebunkport.

These investigations indicate that there is potential for a tourist-transportation oriented trolley service in Mystic. However, the experiences in Newport and Ogunquit illustrate how difficult it is to cover operating costs for such a service, even in cases where parking is limited and costly. In Mystic, where parking is largely free, and generally available except in the downtown area, the challenge of creating a trolley service that can compete with the automobile is even greater. Consideration must be given to dis-incentivizing the automobile, perhaps by making parking less attractive through the use of parking fees or by limiting parking availability. Even so, fares must be kept to a minimum or eliminated altogether. Substantial financial support from businesses and local government will likely be required.

Even with outside financial support, a Mystic trolley will need marketing support and the support of the Mystic business community. Local businesses and attractions, especially hotel operators, will need to promote the trolley as the primary means of travel within Mystic in their published information and in the information provided by their employees. This will, as a result, place the trolley as the first choice in the minds of their customers.