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CAPE COD REGIONAL TRANSIT AUTHORITY

BARNSTABLE BOURNE BREWSTER CHATHAM DENNIS EASTHAM FALMOUTH HARWICH MASHPEE ORLEANS PROVINCETOWN SANDWICH TRURO WELLFLEET YARMOUTH

To: Glenn Cannon, Acting Town Administrator
 George Slade, Representative to CCRTA Advisory Board

From: Tom Cahir, Administrator

Date: September 30, 2019

Subject: CCRTA Bourne Town Report

The Cape Cod Regional Transit Authority (CCRTA) has provided a total of 41,344 one-way passenger trips across all services in the town of Bourne from July 2018 through June 2019 (FY19).

CCRTA provided 16,514 Medicaid trips, 6,213 Day Habilitation trips, 613 ADA trips, and 182 other medical trips for Bourne residents. CCRTA also provided 23 Bourne residents with 83 trips to Boston area hospitals through the Boston Hospital Transportation service.

CCRTA provided 304 Bourne residents with 10,054 DART (Dial-a-Ride Transportation) trips during FY19. Total DART passenger trips in the fifteen towns of Cape Cod were 231,563 in FY19.

The fixed route Bourne Run serves the towns of Bourne, Falmouth, and Mashpee. A total of 5,901 one-way trips originated in Bourne for the Bourne Run for the period July 2018 through June 2019. Although we do not track alightings, it is assumed that an approximately equal number of riders ended their trips in Bourne including some who began and ended their trips in Bourne. Total ridership for the Bourne Run for this period was 12,826.

The fixed route Sandwich Line serves the towns of Bourne, Barnstable and Sandwich via Route 6A, Route 130, Quaker Meeting House Rd, Race La, and West Main St. A total of 1,785 one-way trips originated in Bourne for the Sandwich Line for the period July 2018 through June 2019. Although we do not track alightings, it is assumed that an approximately equal number of riders ended their trips in Bourne including some who began and ended their trips in Bourne. Total ridership for the Sandwich Line for this period was 24,545.

CCRTA also operates the CapeFLYER, a seasonal rail connection between Boston and Cape Cod, with two stations in Bourne. 281 riders boarded and 413 riders alighted the CapeFLYER train at the Buzzards Bay station, and 998 riders boarded and 1848 riders alighted the CapeFLYER train at the new Bourne Bridge for the 2019 season. Total ridership for the CapeFLYER in 2019 was 14497 compared to 13,781 in 2018.

CCRTA supplied the Bourne Council on Aging with two Mobility Assistance Program (MAP) vehicles



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that provided 2,107 rides from July 2018 to June 2019.

Route maps, schedules, fares, Google Transit Trip Planner and the latest news about Cape Cod public transportation services are provided at www.capecodrta.org, as well as links to many other transportation resources.



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Attachment A

Cape Cod Regional Transit Authority
Budget Proforma Funding Spreadsheet - FY20 Budget

Application Proposal: Enhanced Buzzards Bay Transit Service

Grant Application Funding Request	\$345,600
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Operating Revenue	
*Fares	\$0
Other	\$0
Total Operating Revenue	\$0
<i>*In first year of pilot operation, this added service will be a "free fare zone" to build ridership. Upon conclusion of the one-year pilot, regular fares will be collected and used to offset operation costs.</i>	

Operating Expenses	
1. Wages and Salaries	\$205,127
2. Staff Insurance & Fringe Benefits	\$72,037
3. Legal Services	
4. Accounting	
5. Professional Consultant Services	
6. Promotion/Marketing	\$12,000
7. Insurance	
Vehicles	\$13,327
General Liability	
Property	
Administrative Bonds	
Other (UG Storage Tanks, Cyber Liability)	\$1,164
8. Equipment Leases and Rentals	
9. Real Property Leases and Rentals	
Garage	
Passenger Terminal	
Office	
Other	
10. Repair and Maintenance (Operating)	\$9,499
11. Vehicle Fuel Costs	\$26,416
12. Tire Costs	\$2,274
13. Office Supplies and Equipment	
14. Interest Expenses	
15. Utilities	\$3,645
16. Management Fees	
17. Fully Funded Contracts	
18. Travel/Training	\$111
19. Other	
*Total Operating Expenditures	\$345,600

Capital Expense Itemization	
Total Capital Expenses	\$0

Total Grant Funding Application Request	\$345,600
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CAPE COD REGIONAL TRANSIT AUTHORITY



*Application for MassDOT Discretionary Funding under §82 of the
Fiscal Year 2020 Massachusetts Budget*

CCRTA Transit Oriented Development Solutions: Enhanced Buzzards Bay Transit Service



**Thomas S. Cahir,
Administrator
October 11th, 2019**

Cape Cod Regional Transit Authority
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capecodrta.org

CCRTA Transit Oriented Development Solutions: Enhanced Buzzards Bay Transit Service

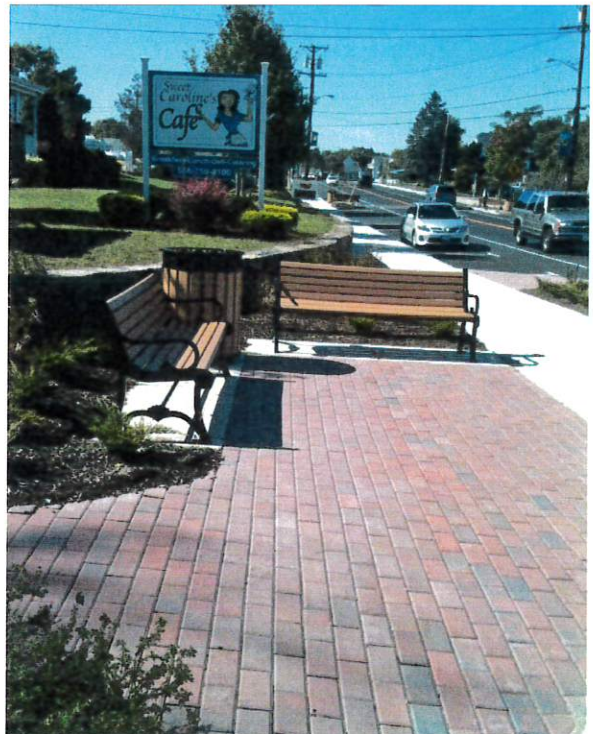
EXECUTIVE SUMMARY:

The Cape Cod Regional Transit Authority (CCRTA) is seeking \$345,600 in MassDOT Discretionary Funding under §82 of the Fiscal Year 2020 Massachusetts Budget to provide enhanced service to the village of Buzzards Bay in the Town of Bourne in support of a local and regional transit oriented development initiative (TOD) focused in the area. Buzzards Bay is currently undergoing a renaissance, spurred by the Town and the Cape Cod Commission's proactive planning that has laid the groundwork for significant investment in the area. While the current level of transit service provided by CCRTA was appropriate to meet the needs of pre-TOD land uses, it is insufficient for the current and anticipated TOD buildout in Buzzards Bay. Utilizing an existing capacity, CCRTA is proposing to cost-effectively and service-effectively double frequencies along a critical stretch of Main Street in Buzzards Bay by extending the fixed route Sandwich Line from the Sagamore Park and Ride in the eastern end of the Town of Bourne along the Scenic Highway to Buzzards Bay and staggering service with the fixed route Bourne Run. The proposal is closely aligned with the Quality of Service category in the MassDOT Request for Application, while also meeting several of the objectives identified in the Service Decisions category. The proposed enhanced service has been developed in close partnership with the Town of Bourne, the Cape Cod Commission and the business community in Buzzards Bay.

BACKGROUND

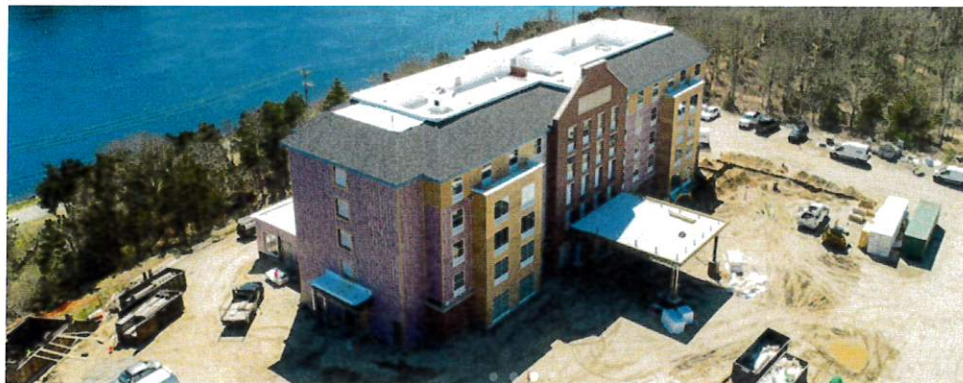
Buzzards Bay TOD

While the Village of Buzzards Bay in the Town of Bourne is currently undergoing a transit oriented development (TOD) renaissance, the current development vitality is over a decade in the making. Proactive planning, implementation of sound smart growth principles and guidelines, and targeted infrastructure investment by the Town and the Cape Cod Commission has laid the groundwork for significant private sector investment in the area. The Town of Bourne passed new Downtown District Zoning By-laws in 2008, allowing for greater height, greater density and mixed land uses. New sidewalks, lighting, street furniture and other pedestrian amenities were built along Main Street in 2013, creating a walkable, pedestrian-friendly environment. In 2014, Buzzards Bay Village was designated a Growth Incentive Zone (GIZ) by the Cape Cod Commission.



*New pedestrian amenities along Buzzards Bay Main St.
Source: Bourne Financial Development Corporation, Inc.*

As a result of this strategic planning, Buzzards Bay Main Street is the site of rapid new development, both planned and recently opened, including the 106-unit Keystone Place at Buzzards Bay senior living community that opened in 2015, and the 100 room Hampton Inn,



Construction of Hampton Inn Buzzards Bay/Source: Darling Hotels

scheduled to open later this fall, to be followed by the construction of additional complementary retail, restaurants and housing along Main Street and Perry Avenue. The final flourish of the new revitalized

Buzzards Bay is the proposed future Commuter Rail pilot to Boston's South Station, which would terminate at the Buzzards Bay Train Station. The future Commuter Rail extension was facilitated by the Town of Bourne's visionary vote in 2015 to join the MBTA district—the first town to elect to join the MBTA since forward funding was enacted in 2000. The station is currently served by seasonal CapeFlyer train service that operates Friday through Sunday.

Existing Transit LOS & Parking

Buzzards Bay Main Street is currently only served by 7 eastbound trips and 8 westbound trips per weekday, on 90 minute headways with CCRTA's Bourne Run. The Sandwich Line currently terminates at the Sagamore Park and Ride, 5 miles east of Buzzards Bay along Scenic Highway and operates 5 round trips on approximately 120 minute headways, although there is a 240 minute (4 hour) gap in the middle of the day. There is no fixed route weekend service in Buzzards Bay. While the neighboring Greater Attleboro Taunton Regional Transit Authority (GATRA) provides limited service from the Buzzards Bay Train Station to Wareham and Onset west of the Town of Bourne, it does not coordinate with the Bourne Run.

With the success of the new development in Buzzards Bay, as well as the growth of the Massachusetts Maritime Academy (MMA), and potential future Commuter Rail parking demand, parking in the area has become constrained. MMA is exploring additional parking opportunities in the eastern end of the village. The Town of Bourne has requested that CCRTA partner with the town to help address the parking shortage and provide access to planned and existing developments in Buzzards Bay.

PROPOSED TOD DEVELOPMENT SOLUTIONS

While the current level of transit service provided by CCRTA was appropriate to meet the needs of pre-TOD land uses, it is insufficient for the current and anticipated TOD buildout in Buzzards Bay. Utilizing an existing capacity, CCRTA is proposing to double frequencies along a critical two mile stretch of Main Street between Buzzards Bay Train Station /Buzzards Bay Rotary and Belmont Circle. Specific features of the proposed enhancement include the following:

- Extend the 5 current fixed route Sandwich Line trips 5 miles from the existing terminus at the Sagamore Park and Ride in the eastern end of the Town of Bourne along the Scenic Highway to Buzzards Bay
- Extend the first eastbound Bourne Run of the day from its current origin at Cape Side Convenience/Bourne Park and Ride to Buzzards Bay Train Station, increasing total number of eastbound trips from 7 to 8.
- Add 3 additional round trip runs of the Sandwich Line between Buzzards Bay and the Hyannis Transportation Center, increasing total number of trips from 5 to 8 on 90 minute headways.
- Stagger extended and added Sandwich Line service with the existing Bourne Run, following same routing along Main Street between Buzzards Bay Train Station/Buzzards Bay Rotary and Belmont Circle
- Add stops at proposed new Massachusetts Maritime Academy surface parking lot in the eastern end of Buzzards Bay and Massachusetts Maritime Academy's main campus to the west, facilitating direct connection between the two sites
- Market joint operation of Bourne Run and Sandwich Line along the key 2 mile stretch of Buzzards Bay Main Street as single service, with 16 eastbound trips and 16 westbound trips between 7:00AM and 8:00PM, with average headways of 45 minutes.
- Add Saturday and Sunday short-turn shuttle service between Buzzards Bay Train Station/Buzzards Bay Rotary to alternating termini at the Sagamore Park and Ride and Canal Side Convenience/Bourne Park and Ride during summer. Weekend service would maintain the weekday 45 minute headways on the combined service in Buzzards Bay.
- Establish fare free zone between Buzzards Bay Rotary and Belmont Circle for all services.
- Work with GATRA to established timed transfers at Buzzards Bay Train Station for riders seeking access to Wareham and Onset



*Combined Buzzards Bay routing of Bourne Run and extended Sandwich Line
Source: Cape Cod Commission CCRTA Route Planner Tool*

BENEFITS OF PROPOSED TOD DEVELOPMENT SOLUTIONS

- By utilizing existing capacity on the existing Bourne Run and Sandwich Line, CCRTA will be able to implement the proposed Buzzard's Bay frequency improvements in a very cost-effective and service-effective manner.
- CCRTA has been very successful with similar efforts of combining two routes along shorter high demand corridors and staggering service to increase frequencies in that targeted sector. Beginning in June 2019, CCRTA combined the routing of the SeaLine and seasonal WHOOSH trolley between the Falmouth Bus Depot and Woods Hole in Falmouth. Data from July and August 2019 shows that ridership on both routes combined increased 32.8% over the same period from 2018.
- Inextricably tied to the very concept of TOD, business development and transit function in a mutually-supportive fashion. As such, robust transit facilitates community growth, mobility and access in Buzzards Bay. Simultaneously, the business development of denser land uses, retail and housing facilitates increased transit usage in and around Buzzards Bay.
- Both routes serving the Upper Cape, the Bourne Run and Sandwich Line, are currently two of the poorest performing routes in the CCRTA network. In part, this is the result of less robust levels of service, particularly long headways that don't attract discretionary riders that are drawn to TOD areas. With the proposed initiative, CCRTA cost-effectively focuses investment on a transit-supportive high growth area, which is anticipated to improve performance on these two lower performing routes.
- Parking in Buzzards Bay is becoming more and more constrained. The proposed service enhancement will facilitate connections to outlying Park and Ride facilities, including Sagamore, Bourne and the planned Massachusetts Maritime Academy lot in the eastern end of Buzzards Bay. Use of the enhanced service to access outlying parking options will also free up capacity at the MassDOT lot at Buzzards Bay Park.
- The proposed Buzzards Bay service enhancement directly serves Massachusetts Maritime Academy, the only four-year college on Cape Cod and gives CCRTA greater opportunity to attract college students, a traditionally strong transit market, as well as Massachusetts Maritime Academy employees.
- The nearest supermarkets to Buzzards Bay are on the other side of the Cape Cod Canal, the Market Basket in Bourne and Super Stop and Shop in Sandwich, which essentially leaves Buzzards Bay as a virtual food desert. With the added service, both supermarkets will be directly accessible via transit for the first time from Buzzards Bay via the extended Sandwich Line.
- The extended Sandwich Line along the Scenic Highway connects the town of Bourne Villages in Buzzards Bay to the west and Sagamore to the east, and connects both with

Sandwich Village retail and employment opportunities. Lack of Bourne and Sandwich crosstown service has been identified in CCRTA's Comprehensive Service Assessment and in public hearings as a service gap.

- The 3 added Sandwich Line runs will have the added benefit of providing more robust service to West Main Street in Barnstable, which is currently underserved by the Sandwich Line's lower service levels.
- The enhanced services directly connects both Cape Cod GIZs (Buzzards Bay and Hyannis), fostering greater collaborative intra-Cape market growth.
- By coordinating with GATRA to provide timed transfers at Buzzards Bay Train Station, CCRTA and our partner RTA are providing for riders seeking easier cross-RTA district access to Wareham and Onset beyond the CCRTA service district.

COST

- Fully allocated cost of extending 5 runs on Sandwich Line 6 miles in each direction every weekday:
 - 5 trips at 15 minutes in each direction/30 minutes round trip at \$80/hr, yearly cost of **\$52,000.00**
- Fully allocated cost of extending 6:40 AM trip of the Bourne Run eastbound/southbound from current Canal Side Convenience starting point to Buzzards Bay Train Station every weekday:
 - 30 minutes at \$80/hr, yearly cost of **\$10,400**
- Fully allocated cost of 3 additional rout trips on the Sandwich Line from Buzzards Bay Train Station to Hyannis Transportation Center every weekday:
 - 3 trips at 3.5 hrs round trip at \$80/hr: **\$218,400**
- Saturday Summer Shuttle providing continuous service from the Buzzards Bay Train Station to Belmont Circle with alternate trips serving the Sagamore Park and Ride and Canal Side Convenience/Bourne Park and Ride between 11:00AM and 4:00PM:
 - 11 summer Saturdays at \$80/hr: **\$22,000**
- Sunday Summer Shuttle providing continuous service from the Buzzards Bay Train Station to Belmont Circle with alternate trips serving the Sagamore Park and Ride and Canal Side Convenience/Bourne Park and Ride between 11:00AM and 4:00PM:
 - 11 summer Sundays at \$112/hr: **\$30,800** (80% of the cost of service multiplied by time and a half for Sunday service)
- Marketing: **\$12,000**

TOTAL: \$345,600

SELECTION CRITERIA

1. Best addresses MassDOT Priorities & Increases Ridership/Cost-Efficiency/Innovation

The initiative is projected to significantly increase ridership on the Bourne Run and Sandwich Line. CCRTA has been very successful with similar efforts of combining two routes along shorter high demand corridors and staggering service to increase frequencies in that targeted sector. Beginning in June 2019, CCRTA combined the routing of the SeaLine and seasonal WHOOSH trolley between the Falmouth Bus Depot and Woods Hole. Data from July and August 2019 show that ridership on both routes increased 32.8% over the same period from 2018. Applying this ridership increase rate to the existing Buzzards Bay ridership would result in 2,521 new riders, a figure that does not even take into account new riders attracted to transit due to TOD-related growth. As articulated earlier in the application, the proposed service enhancement is very cost effective and service effective due to a heavy reliance on an existing capacity.

The proposal is closely aligned with the **Quality of Service** category in the MassDOT Request for Application, while also meeting several of the objectives identified in the **Service Decisions** category. Identified objectives addressed by the proposal are listed below:

- **Quality of Service**
 - *Support for TOD/Transit to New Development/Housing as They Come Online:*
Proposed service designed to meet the growing needs of TOD development in Buzzards Bay Village.
 - *Implementation of TOD Solutions to Existing TOD:*
Proposed service designed to meet the needs of the existing TOD, which is Bourne's historic downtown, the Massachusetts Maritime Academy, as well as newer developments such as the 106-unit Keystone Place at Buzzards Bay senior living community and the 100 room Hampton Inn Buzzards Bay.
 - *Multimodal Connectivity/Commuter Rail First/Last Mile Connections:*
Proposed service is designed to connect to future MBTA Commuter Rail service at Buzzards Bay Station, as well as existing seasonal CapeFlyer rail service.
 - *Social Media Tools for Direct Communication with Riders:*
Combined service along Buzzards Bay Main Street will be aggressively marketed in the corridor, including robust social media presence.

- **Service Decisions**
 - *Service Meets Demonstrated Community Need:*

Town of Bourne identified a need and requested that CCRTA address demand for more robust transit service to burgeoning TOD district, including access to satellite parking.

o *Cross border RTA services:*

Proposal includes coordination with GATRA to facilitate timed transfers at Buzzards Bay Train Station for riders seeking access to Wareham and Onset beyond the CCRTA service district.

o *MEPA Coordination/Leverage:*

CCRTA has been successful in working with the Cape Cod Commission and MassDOT during development permitting/MEPA process to secure mitigation funds from developers and anticipates using this resource to secure sustainable revenue to cover cost of new service after pilot period of performance covered by this discretionary grant ends. CCRTA has already secured \$50,000 in funding from the proposed Canal Street Crossing development in Sagamore that will be applied to this project after grant funding is exhausted.

2. Proven Ability to Deliver Projects

• **Scope:**

See "PROPOSED TOD DEVELOPMENT SOLUTIONS" section above for detailed project scope

• **Cost:**

\$345,600. See "COST" section above and attached BUDGET PRO-FORMA for detailed cost breakdown.

• **Target Market:**

- Workforce, residents, retail patrons of growing Buzzards Bay TOD
- Students and staff of MMA
- Users of satellite parking at Sagamore P&R, Bourne P&R, proposed MMA parking lot in eastern section of Buzzards Bay Village

• **Deliverables:**

- Double transit frequencies along Buzzards Bay Main Street
- Increased Ridership
- Smart Parking Management
- Support of TOD

• **Assets:**

Project utilizes existing capacity, building off of service already operating. Vehicles, storage and maintenance facility already in place. CCRTA uses a mix of 18-passenger

cutaways (Type D) and 29-foot low floor Gillig buses on the Bourne Run and Sandwich Line.

- **Staffing:**

- CCRTA's operating contractor, MV Transportation, will provide operations and maintenance for the service (General Manager, Assistant General Manager, Operations Manager, Fleet Manager, Road Supervisors, Drivers, Mechanics, Fuelers)
- Service Planning will be performed by a partnership between CCRTA staff (Deputy Administrator for Policy, Planning and Innovation, Mobility Manager, CFO), the Town of Bourne and the Cape Cod Commission (Transportation Program Manager and staff)
- Marketing will be led by CCRTA's Customer Affairs Manager

- **Technical Resources:**

- CCRTA has GPS and AVL in all fixed route vehicles.
- CCRTA has Automatic Passenger Counters (APCs) in all fixed route vehicles.
- CCRTA utilizes innovative web based tools to help management make informed decisions on effectiveness of schedules and stop locations for the fixed route system.
- CCRTA publishes real time bus and ETA information through the NextBus program to its customers.

- **Schedule:**

Period of Performance: Grant funded service enhancements to begin with CCRTA's Summer 2020 schedule, starting June 20, 2020 and running through the Winter/Spring 2021 schedule, ending June 18, 2021.

3. Financial Sustainability

Financial sustainability is a principle that CCRTA takes very seriously. Whenever we are confronted with a proposal to add service, no matter the merits supporting it, we will not put the addition into revenue service unless there is a sustainable plan to fund the service. Historical practice bears this approach out. When RTAs were forward funded beginning in FY14, other RTAs immediately rolled the bump in funding into new service that proved unsustainable. CCRTA, on the other hand elected to maintain existing service levels until a long-term funding guarantee was established.

In this vein, CRTA has identified a number of funding options to sustain the service, following the exhaustion of MassDOT discretionary funding for the pilot 12-month implementation, should the enhanced Buzzards Bay service prove to be successful:

- **MEPA Mitigation Funds:** CCRTA has a commitment of \$50,000 from the proposed Canal Street Crossing Development, for transit improvements near Sagamore Park and Ride as mitigation to secure MEPA permitting, which identified additional midday run of Sandwich Line or extension of Sandwich Line to Buzzards Bay along Scenic Highway as potential improvements. CCRTA anticipates applying these funds to the continuation of the Buzzards Bay service enhancements outlined in this application after MassDOT discretionary funds are exhausted. In addition, CCRTA will seek other opportunities to apply MEPA mitigation funds from other developments in the TOD corridor.
- **Offset of Town of Bourne MBTA Assessment:** Pursuant to Section 9 of the MBTA's enabling legislation (MGL Chapter 161A), the Town of Bourne, as a member of the MBTA district, may deduct its RTA assessment from its MBTA assessment, with all credits re-assessed to the inner 65 communities in the MBTA district. As of the last assessment, the town's MBTA assessment was \$39,469 greater than its CCRTA assessment. The Town of Bourne has requested that CCRTA apply this amount to new Buzzards Bay service.
- **Fare Revenue:** The free fare zone in Buzzards Bay included in this proposal is envisioned as a one-year incentive to build ridership. Upon conclusion of the one-year pilot, regular fares would be collected and used to offset operating costs.
- **National Transit Database (NTD):** CCRTA has been very successful in increasing the federal apportionment for the FTA Section 5307 Urbanized Area Formula program allocated to the Barnstable-MA UZA by facilitating NTD reporting from private ferry and intercity bus providers. With the anticipated passage of the Federal Maximization Bill, currently before the Massachusetts Legislature, CCRTA anticipates continued success in growing the Barnstable-MA apportionment. In addition, the added ridership generated by the enhanced Buzzards Bay service will generate additional NTD revenue.
- **FTA Section 5307 Operating Assistance Special Rule:** As identified in Table 3A of the FY19 FTA Apportionment, CCRTA may apply up to \$5,297,551 of its annual apportionment to operating assistance. Since CCRTA only applies \$600,000 to operating assistance annually, that means that, as of the FY19 apportionment, an additional \$4,697,551 may be applied to operating.
- **US Army Corps of Engineers Canal Bridge Replacement Mitigation Funds:** On October 3, 2019, the US Army Corps of Engineers released a Draft Environmental Assessment that identified replacement of the two Cape Cod Canal bridges as the locally perforated alternative. With construction projected to begin in 2025, there will be considerable impacts in the entire Canal Area in the period leading up to and including construction and teardown, particularly in Buzzards Bay. CCRTA will seek Army Corps mitigation funds for continued operation of the Buzzards Bay service.

4. Milestones & Performance Metrics

By June 18, 2021, one year after implementation of the proposed Buzzards Bay service enhancements, CCRTA will evaluate the following performance metrics and target results:

- New Buzzards Bay-based ridership: 32.8% increase in Buzzards Bay ridership, based on Woods Hole experience, or 2,521 new Buzzards Bay boardings (FY19 Baseline of 7,686 Buzzards Bay boardings)
- Total increase in Bourne Run and Sandwich Line ridership by 7.5% or 40,174 total riders (FY19 Baseline of 37,371 combined ridership on the Bourne Run and Sandwich Line)
- Total increase in service effectiveness of Bourne Run and Sandwich Line by 7.5% to 3.0 Pax/Hr (FY19 Baseline of 2.8 Pax/Hr on Bourne Run and Sandwich Line, currently CCRTA's 2 least service effective routes)
- Outreach to business community and area stakeholders, including Cape Cod Canal Region Chamber of Commerce, Bourne Financial Development Corporation, Hampton Inn Buzzards Bay, Keystone Place at Buzzards Bay, Massachusetts Maritime Academy. CCRTA will also track social media hits to gauge market penetration.
- Use of outlying Park and Ride facilities for people seeking access to Buzzards Bay (Sagamore P&R, Bourne P&R, proposed Massachusetts Maritime Academy Parking Lot in east end of Buzzards Bay), as well as relief of MassDOT parking surface parking lot at Buzzards Bay Park.

<i>METRIC</i>	<i>FY19 BASELINE</i>	<i>FY21 TARGET</i>	<i>NOTES</i>
New Buzzards Bay-based ridership (UPT)	7,686	10,207	32.8% increase in Buzzards Bay UPT
Total increase in Bourne Run & Sandwich Line ridership (UPT)	37,371	40,174	7.5% increase in Bourne Run & Sandwich Line UPT
Total increase in service effectiveness of Bourne Run & Sandwich Line (Pax/Hr)	2.8	3.0	7.5% increase in Bourne Run & Sandwich Line Pax/Hr
Outreach to business community and area stakeholders	TBD	TDB	Social media hits, etc.
Use of outlying P&R facilities for access to Buzzards Bay	TBD	TDB	Survey/licence plate check w CCC/MassDOT

Metrics and targets for measuring performance and success of proposed service initiative

5. Operational Efficiencies

As articulated elsewhere in this application, CCRTA has put the proposed service enhancement in a strong position to succeed in that it meets a palpable community need by more efficiently and effectively utilizing an existing capacity, namely the current Bourne and Sandwich Line. In so doing, CCRTA anticipates that as a result of this initiative, both the Bourne Run and Sandwich Line, which have historically been underperforming routes, will show increases in cost-effectiveness (\$/Pax), service-efficiency (\$/Hr, \$/Mi) and service-effectiveness (Pax/Hr, Pax/Mi).

Unlike other areas of Cape Cod that are difficult to serve by transit due to key destinations not being spaced in a linear fashion and a lack of a consistent sidewalk network, Buzzards Bay Main Street is an ideal transit market, based on geometry and density. Key destinations and areas of growth are all located along a linear corridor following Main Street between the Buzzards Bay Train Station/Buzzards Bay Rotary to the west and Belmont Circle to the east. Also, as a result of the Town's visionary streetscape program, the entire corridor has wide, pedestrian-friendly sidewalks and amenities throughout the length of the corridor. As a result, the targeted service will operate in an environment that is efficient for transit. Furthermore, not only will the proposed service enhancement support and attract projected TOD business growth, in turn the TOD land uses are ideal for transit and will facilitate more efficient and effective transit.