

## Tourism Retail Advisory Committee Meeting

June 17, 2014 Agenda

### Members:

Brandon  
CJ  
Debbie  
Edd  
Fletcher  
Greg  
Jim

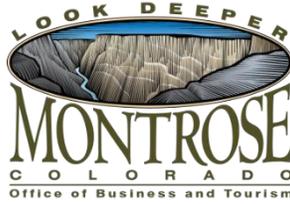
Jody  
Jon  
Judy Ann  
Kathy  
Ken  
Matt  
Paul D

Paul Z  
Rick  
Scott B  
Scott V  
Sinny  
Vince  
Rob

**Meeting start:** 7:00 AM

**Time of adjournment:** 9:00 AM

- Come to Order
- Review of 5/13/2014 Meeting Notes
- May Financial Report
- OBT Executive Report – Rob Joseph
- Discussion
  - Attendance Requirements
  - Special Events: Funding vs Sponsoring
  - Transit Study
- New Business / Member Ideas
- Old Business
- Adjourn



## Tourism Retail Advisory Committee Meeting

May 13, 2014 Meeting Notes

### Members:

Brandon  
CJ  
Debbie  
Edd  
Fletcher  
Greg  
Jim

Jody  
Jon  
Judy Ann  
Kathy  
Ken  
Matt  
Paul D

Paul Z  
Rob  
Rick  
Scott B  
Scott V  
Sinny  
Vince

\* Names in red indicate members who were unable to attend

**Meeting start:** 7:10 AM

**Time of adjournment:** 9:15 AM

- Come to Order
  - Review of 4/15/2014 Meeting Notes
  - April Financial Report
  - OBT Executive Report – Rob Joseph
  - Open Discussion
    - Montrose Wi-Fi Program
    - Montrose Learns Program
    - Adventure Film festival recap
    - July 4 Activities
  - Adjourn
- 
- Meeting Notes
    - The 4/15 meeting notes were approved, as presented, and will be posted to the OBT website
  - Financial Report
    - The April financial report was presented in a new format which incorporated the suggested changes made by members during the April meeting. All those present approved the changes
    - The activity code report was circulated and members approved the format. The activity code report will accompany the year-to-date expenditure report with the June meeting

- While reviewing the activity code report, there was discussion on the six business districts – Rob explained that this was intended to detail the “Business District Special Project” line item in the RSE budget. OBT had initially partitioned business districts into four, but decided to follow the sales tax district designations currently used by the finance department
  - Greg further explained the reasoning for the six districts
  - The report will be posted on the OBT website
- OBT Executive Report
  - The final phase of the visitor center (VC) remodeling will be complete by month end and includes the removal of the front counter to increase the welcoming effect of the center, a lobby slat wall for brochures and printed collateral, an all-glass door for the side entrance and interior signage
  - The two outdoor water fountain installations (one in front of the VC and the other at the events plaza) should be completed by June
  - The VC outdoor sign is moving forward and scheduled to be installed by June 20
  - The Official Montrose Vacation Guide will be available by the next meeting
  - VC stats – 858 total FB followers, 40785 quarterly FB total reach (Scott B asked that this number be detailed for future reporting), 78 visitors, 144 locals, 72 court guests, 4172 unique web visits, 1252 visitor guide requests through CTO advertising, 40.25 volunteer hours
  - Special events
    - Adventure Film Festival – came in at budget (minus the video footage) – limited hotel nights, but very successful overall - could be a signature event – a report will be provided at the next meeting
    - 12 applications were received, the special event committee had reviewed and scored applications and was scheduled to meet later in the morning to discuss awards
    - Discussed the restaurant special offer program – all restaurants were contacted and approximately 15 prepared special offers for convention attendees and visitors
    - OBT Special Event Office is preparing for a record June (USS Montrose, bicycle tour, VFW state convention, MTA annual convention, etc.)
    - There was discussion about the incomplete DDA application for the Fun Days of the Fourth
    - The Rotarians will host this year’s July 4 fireworks, but it appears that the city will assume fireworks responsibilities in 2015
  - OBT is involved with the Daily Press for a retail sales co-op program advertisement campaign – the 12 week campaign will feature 12 different sales tax based businesses
  - Tourism advertising
    - Full page far forward right placement in the Watch Adventure Guide – 6 month shelf life
    - Full page inside cover CTO Alive Winter Magazine – 6 month shelf life
    - Full page far forward right placement in Montrose Style along with full page letter to readers re OBT – 6 month shelf life
    - One third page far forward right placement in the AAA EnCompass to highlight byways – 2 month shelf life

- Transit Study is complete and will be sent to members for June discussion
- New OBT website pages: TRAC, Mobile App, Special Events, OBT Staff, Montrose Bucks,
- Mobile App has many activity updates and is planned for a late May/early June formal release; however, it is currently available for iPhone or Android download
- Open Discussion
  - The committee thought that that the Montrose WiFi was a great idea, but something that should have been done years ago. OBT was acknowledged for thinking of new programs, but the idea was tabled since many retailers are offering Wi-Fi, smartphones have Internet capability and potential security issues that surround open Wi-Fi. The committee thought the funds that were to go to this project could be used for other endeavors.
  - While the chamber is changing their BAH format, the committee agreed that business content overall. Rob stressed that OBT did not want to compete with the chamber and that this idea was from committee members. The OBT would like very much to work closely with the chamber, but the opportunity has not yet materialized. In the meantime, OBT will continue to fill the void created by the Chamber if there are unmet business needs. The committee was unanimous in its desire for the *Montrose Learns* program to move forward and indicated it to be a good venue to disseminate TRAC information. Committee members suggested the first meeting could be held at the Pavilion Courtyard in October and themed as an Introduction to Business Services. Representatives from the Chamber, MEDC, Region 10, and DDA would be invited to speak and provide 2 minute overviews. Rob said he would check into availability for Tuesday, Wednesday and Thursday evenings and prepare an agenda for the June meeting.
  - Greg suggested that OBT purchase brochure holders once the rack cards are completed and provide them to restaurants and hotels to start. Restaurants would have rack cards for hotel and shopping information while hotels would have rack cards for restaurants and shopping information. Both would display day trip rack cards. A special thank you was extended to Scott B for his time and diligence in locating and digging up the most recent rack cards that dated back to 2005.

**CITY OF MONTROSE**  
**EXPENDITURES WITH COMPARISON TO BUDGET**  
**FOR THE 5 MONTHS ENDING MAY 31, 2014**

	APRIL	YTD	BUDGET	UNEXPENDED	PCNT
<b>RETAIL SALES ENHANCEMENT</b>					
SALARIES & BENEFITS	7,096.18	22,630.59	63,553.00	40,922.41	35.6%
OFFICE SUPPLIES	125.40	371.71	1,500.00	1,128.29	24.8%
POSTAGE	0.00	2.40	1,500.00	1,497.60	0.2%
PRINTING	0.00	274.25	10,000.00	9,725.75	2.7%
ADVERTISING	3,077.70	21,027.70	65,000.00	43,972.30	32.4%
PROFESSIONAL/CONTRACT SERVICES	808.75	986.35	39,123.00	38,136.65	2.5%
SPECIAL EVENT SUPPORT PROGRAMS	1,832.50	5,493.53	40,000.00	34,506.47	13.7%
PROGRAMS	0.00	5,320.00	27,000.00	21,680.00	19.7%
TRAINING/CONFERENCE/TRAVEL	0.00	0.00	3,500.00	3,500.00	0.0%
MEETING EXPENSE	87.24	484.64	2,500.00	2,015.36	19.4%
BUSINESS DISTRICT SPECIAL PROJ	4,339.00	4,339.00	60,000.00	55,661.00	7.2%
PROJECTS <\$5,000	0.00	4,090.58	0.00	-4,090.58	
IT INTERFUND LEASE	0.00	0.00	804.00	804.00	0.0%
<b>TOTAL RETAIL SALES ENHANCEMENT</b>	<b>17,366.77</b>	<b>65,020.75</b>	<b>314,480.00</b>	<b>249,459.25</b>	<b>20.7%</b>
<b>TOURISM PROMOTIONAL</b>					
SALARIES & BENEFITS	6,428.66	22,355.71	63,551.00	41,195.29	35.2%
OFFICE SUPPLIES	30.58	392.47	1,000.00	607.53	39.2%
POSTAGE	584.09	1,496.24	10,000.00	8,503.76	15.0%
PRINTING	0.00	2,105.82	30,000.00	27,894.18	7.0%
ADVERTISING	9,582.00	35,310.01	170,000.00	134,689.99	20.8%
DUES/MEMBERSHIP/SUBS	0.00	0.00	1,850.00	1,850.00	0.0%
COMMUNICATIONS	5.24	15.73	0.00	-15.73	
PROFESSIONAL/CONTRACT SERVICES	5,808.75	16,277.86	60,725.00	44,447.14	26.8%
SPECIAL EVENT SUPPORT PROGRAMS	2,267.50	4,580.10	40,000.00	35,419.90	11.5%
PROGRAMS	0.00	200.00	10,000.00	9,800.00	2.0%
TRAINING/CONFERENCE/TRAVEL	1,021.69	2,805.71	8,500.00	5,694.29	33.0%
MEETING EXPENSE	114.34	467.60	2,500.00	2,032.40	18.7%
EQUIPMENT/ FURNITURE <\$5,000	0.00	3,500.00	0.00	-3,500.00	
IT INTERFUND LEASE	0.00	0.00	5,375.00	5,375.00	0.0%
<b>TOTAL TOURISM PROMOTIONAL</b>	<b>25,842.85</b>	<b>89,507.25</b>	<b>403,501.00</b>	<b>313,993.75</b>	<b>22.2%</b>
<b>VISITOR CENTER OPERATIONS</b>					
OPERATING SUPPLIES	0.00	0.00	3,000.00	3,000.00	0.0%
CONTRACT/ PROFESSIONAL SERVICE	1,781.04	3,576.56	0.00	-3,576.56	
VOLUNTEER APPRECIATION PROGRAM	0.00	0.00	15,000.00	15,000.00	0.0%
PROMOTIONAL ITEMS	0.00	4,455.87	0.00	-4,455.87	
MEETING EXPENSE	0.00	0.00	4,000.00	4,000.00	0.0%
COMMUNITY PROGRAMMING	0.00	0.00	10,000.00	10,000.00	0.0%
EQUIPMENT/ FURNITURE <\$5,000	4,374.95	4,917.62	15,000.00	10,082.38	32.8%
<b>TOTAL VISITOR CENTER OPERATIONS</b>	<b>6,155.99</b>	<b>12,950.05</b>	<b>47,000.00</b>	<b>34,049.95</b>	<b>27.6%</b>
<b>TOTAL TOURISM EXPENDITURES</b>	<b>31,998.84</b>	<b>102,457.30</b>	<b>450,501.00</b>	<b>348,043.70</b>	<b>22.7%</b>

Mountain Village/Telluride to Montrose Transit Feasibility Study

by

Robert N. Joseph

Prepared for:

The Town of Mountain Village

The Town of Telluride

The City of Montrose

May 2014

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## **Executive Summary**

Council members from the Town of Mountain Village, Town of Telluride, and the City of Montrose (hereafter Client) met in November 2013 to discuss, among other topics, the need for a dependable, safe, and cost-effective cross county public transit system that serves the residents of their communities.

Although it is only 62.5 miles from Montrose's South Townsend shopping district to Mountain Village's gondola (Mountain Village Town Hall and the County Courthouse in Telluride are within seven paved road miles from one another), transportation is a challenge and an opportunity for the Client communities. Lying in the middle of what may be the greatest diversity of natural environments and recreational opportunities in Colorado, the challenge is to make getting to and from these places as efficient and safe as possible. A cross county public transit service could provide significant positive impacts through fostering economic, tourism, and workforce development. As such, the Client councils consented to and requested an examination of the feasibility of such a system and how it could be implemented, which is the focus of this project.

The primary methodology consisted of a survey sent to local employers and employees to receive feedback on the feasibility of a public transit system to serve the Client communities. Results pointed to notable support for such a program. While this report presents no singular solution, available options are discussed and a two-step process is recommended. The first action step establishes an intergovernmental task force that develops a specific implementation program from a mix of funding sources and partners. Following the task force recommendations, the second action step forms an intergovernmental transit agency to execute and oversee the program. An implementation timeline is also provided.

## **Telluride/Mountain Village to Montrose Transit Feasibility Study**

During early November 2013, elected officials from the City of Montrose met with their counterparts from the Towns of Mountain Village and Telluride to discuss five issues of common regional concern (see Appendix I for meeting agendas). One topic discussed involved the need for a dependable, safe, and cost-effective cross county public transit system that serves these communities' residents. Participants (including managers and advisors) unanimously indicated that such a service could provide significant and positive economic, tourism and workforce development impacts. An agreement was reached to explore how such a program might be implemented (see Appendix II for background).

The purpose of this report is to describe current transit service options for the study area (see Figure I), garner an objective idea of the demand for a formal program, expound on operational frameworks, present funding alternatives and recommend next steps.

The primary methodology consisted of a survey sent to local employers and employees to receive their feedback regarding the feasibility of a regular public transit system to serve the Client communities. Additionally, informal conversations were conducted with elected officials, transit knowledgeable staff and other informed stakeholders over a three month period.

This report is organized into the following sections: Introduction and objectives, literature review, methodology, findings, recommendations and conclusion.

### **Literature Review**

The literature suggests that properly designed partnerships can result in highly successful transit operations and provide valuable benefits to communities. The literature also indicates that as a result of these planning groups, overall improvements can be seen in the systemic relationship between people and the ecosystem if programs are sensitive to accessibility

requirements (Litman, 2008). As societal and economic trends continue to create favorable situations for public transportation, properly planned systems can aid in workforce, economic and tourism development (Puentes, 2008). The literature on successful transit systems contains varying opinions, but one common denominator is that external forces generally seem to influence the success of the system more than the transit agency (Seattle Urban Mobility Plan, 2008). This review details literature on the benefits of transit, accessibility, sustainability, trends, the role of government, and the importance of performance management.

### **Benefits of Transit**

A report commissioned by the Federal Transit Administration entitled *TCRP Report 20: Measuring and Valuing Transit Benefits and Disbenefits* lists six ways in which public transit may advantage communities as discussed in recent literature. Included are benefits to mobility and access, economic and financial, environmental and energy, safety and security and social equity. The report also includes a category named “intangible” to store transit related benefits that do not fit neatly into the five major areas (FTA, 1996). Findings suggest that in addition to the traditionally emphasized areas (mobility and access impacts of transit systems, cost-effectiveness of mobility, and access improvements from a federal grant-making standpoint), influences of transit investment and services should also include matters such as long-term economic growth, environmental quality, and personal security (FTA, 1996).

### **Accessibility**

It makes economic sense to design transit service to provide increased accessibility to high and medium density urban areas (7 to 17.9 dwelling units per residential acre and 2.2 to 6.9 dwelling units per residential acre, respectively) (Milwaukee County TDP, 2005-2009). However, rural areas can also benefit from a well-designed transit system as demonstrated by a

group of citizens from the central Kenai Peninsula in Alaska who got together to form the successful Central Area Rural Transit System, Inc. (CARTS, 2010-2013). Despite the location or population density, the literature is clear that industry best practice suggests improved transit travel time, service frequency and operating environment as three necessary elements to bring transit resources to a point that substantially increases system use (CST, 2005; Litman, 2006; Puentes, 2008; Seattle Urban Mobility Plan, 2008).

### **Sustainability**

These best practice recommendations follow the 2005 Centre for Sustainable Transportation report titled, *Defining Sustainable Transportation*. According to the study, a sustainable transportation system is one that has three defining characteristics: First, it should provide an equitable framework for persons of all ages to access the system in a fashion that does not compromise human health or the ecosystem. Next, the system must be designed so it supports the community and the economy; therefore, it must be affordable, efficient, and offer options for transport mode. Finally, it will demonstrate engineering designed to minimize non-renewable resource consumption while limiting damaging emissions, waste, land use and noise (CST, 2005). Experts including the Transportation Research Board's Sustainable Transportation Indicators Subcommittee, the European Council of Ministers of Transport and the Centre for Sustainable Transportation prefer the last characteristic because of its comprehensive nature. They argue that this definition best defines the triple bottom line: a condition where sustainable transport must balance economic, social and environmental goals (CST, 2005; Litman, 2008).

### **Trends**

Transportation trends have also been well-documented. Throughout most of the 20<sup>th</sup> century, the use of cars, light trucks, vans, sports utility vehicles and motorcycles grew while

public transit ridership declined. Critics argued that outside a handful of major cities there was little reason to expand transit service or encourage its use (Balaker, 2004; Cox, 2000; Orski, 2000). However, current trends such as aging populations, rising fuel prices, increased traffic congestion and roadway costs, parking difficulties and environmental concerns are increasing public transit's importance (Litman, 2006; Puentes, 2008).

### **Role of Government**

According to the 2009 report prepared for the Florida Department of Transportation titled *Best Practices in Transit Service Planning*, local governments need to lead the effort in achieving greater transit. Even if local jurisdictions do not directly provide transit services, they are in the best position to coordinate the many pieces of a successful transit service since they have authority over local infrastructure and land use (Litman, 2006; Sacramento, 2005). Moreover, successful transit systems depend upon complementary road, bike, and pedestrian facilities that are primarily owned and operated by local governments (Orski, 2000). This is particularly true given the separation of jurisdictions and authorities, including separate agencies that control funding (Sacramento, 2005).

### **Performance Management**

As with any project utilizing best practice principles, performance measures are linked to actions and overall mission and goals. Sustainability performance measures can help governments and public agencies monitor environmental, economic, and social performance. Once communicated to elected officials and the public, these measures may be used to help prioritize and influence funding decisions (Litman, 2008). Believing that what is not measured is not managed, Litman (2008) acknowledges that standardized indicator sets for comprehensive and sustainable transport planning have yet to be established and adopted. One of the reasons is

that each jurisdiction (or organization) must develop its own set of performance standards based on local needs and resources. Hart (1997) maintains that standardizing data collection and evaluation can improve planning and help promote jurisdictional, organizational and time period comparisons. Marsden, Kelly, and Snell (2006) recommend that whenever possible, transportation performance indicator data should be comprehensive, easily understood, accurate and of consistent quality due to comparable collection methodology.

### **Literature Review Summary**

Much of the debate on transportation system outcomes focuses on whether the planning process is adequate in addressing the above issues, or if goals and objectives are fragmented because of a lack in unifying philosophy (Cox, 2000; CST, 2005; Hart, 1997; Litman, 2008). In fact, the research suggests that even though current trends are creating a favorable environment for the increased use of public transportation, such systems will fail to succeed unless adequate consideration is given to transit service frequency, travel time and operating environment (Balaker, 2004; Seattle Urban Mobility Plan, 2008). Moreover, a successful system will be sustainable and generate data that is easily accessible, transparent and cost effective to collect (Marsden, Kelly and Snell, 2006). Overall, the quality of evidence emphasizes that while no one official agency or organization functions according to one mode or the other, standardizing best practice techniques and operational elements can be beneficial (Hart, 1997). The elements listed earlier during the accessibility section help identify what can be seen as a predominant model that encourages ridership while demonstrating leadership that protects both human needs and ecosystem health (Seattle Urban Mobility Plan, 2008). Governments need to take a larger part in leading the effort to implement sustainable transportation systems since their many resources and advantages can contribute much to a strong transit program (Orski, 2000; Sacramento, 2005).

Overall, a successful public transit system offers scheduling choice, acceptable travel time(s) and environmental sensitivity. Additionally, while current trends are helping to increase the importance of public transit, government participation (especially when cross county transit is considered) is critical since its authority allows for coordination of land use and infrastructure. Finally, statistical analysis and program measurement can create the framework for prudent and effective management.

### **Methodology**

This project relies on both qualitative (research interviews, group discussions, observation, and field notes) and quantitative methodologies (two separate opinion surveys in which respondents were asked a set of structured questions) to collect and analyze information and data. Methodological literature was examined so as to learn best practices of each method in order to not compromise validity and reliability issues. Informal conversations were conducted with elected officials, transit knowledgeable staff and other informed stakeholders over a three month period.

### **Employer and Employee Surveys**

Two surveys were created – one for employers and another for employees – and made accessible to the general public via the City of Montrose website (see Appendices III and IV). The Town of Mountain Village assisted by providing links to the Montrose website (from its website), distributing paper surveys to commuters, highlighting the survey in the Village Skinny (its quarterly newsletter), and by sending the survey out to town employees and to human resource contacts in Mountain Village (i.e. Hotel Madeline, The Peaks, TSG) (see Appendix V). The San Miguel County Commissioner’s Office also encouraged transit users to complete the survey. Public information announcements were made during two Montrose City Council

meetings and subsequently aired on the city's Channel 10 public access cable channel. E-mails were also sent to all Montrose businesses on three separate occasions. The Montrose Daily Press and the Watch Newspapers wrote separate articles and an advertisement was featured in the Montrose Daily Press (see Appendix VI).

### **Survey Pre-Test**

Each survey was pre-tested by three individuals who were not in the pool of respondents, but had similar characteristics to those in the sample. Using this procedure ensured that especially the online survey operated and progressed as planned, that questions were comprehended in the manner intended and that the time required to complete both surveys did not exceed eight minutes.

### **Intentional Similarity to 2010 Surveys Performed by LSA Consultants**

The Region 10 League for Economic Assistance and Planning has been instrumental in keeping the focus on the need for a regional transit system and established the Three Rivers Regional Transit Coordinating Council in 2011 to coordinate transit planning in the region. The surveys for this project were designed to bear resemblance to those offered in the LSC Consultants study (2010) in case they may be needed for future comparison purposes (see Appendix II for background). (This project does not rely on the findings of the 2010 surveys because of the differing overall geographical scope.)

### **Findings**

The pressure placed on governments to provide services amidst reduced revenues is increasing and simply taxing citizens is no longer a viable option. In fact, citizens – especially at the local municipal levels – are not only expecting increased levels of service; they are also demanding efficiency, accountability and transparency (Gruber, 2013). Establishing a regional

transportation authority (RTA) in Montrose is not a favorable option at this time. In February 2014, the Town of Telluride indicated initial support to move forward on the formation of an RTA with neighboring municipalities; however, in a vote of 4-2, the Telluride Town Council decided against proceeding with the proposal on Tuesday, May 13. The Town of Mountain Village supports forming an RTA and (at the time of this writing) is moving forward to send a measure to the November 2014 ballot along with San Miguel County (Kagin, 2014; Klingsporn, 2014; McRann, 2014).

### **Commuter Challenges**

Several factors relate to community needs and commuter difficulties while considering traveling from Montrose to Mountain Village/Telluride. Interviewees indicated that two common factors are that buses do not give enough options for people who work a variety of schedules and that the bus takes too long to get from Montrose to Mountain Village/Telluride. Commuters noted that while road congestion is not currently a problem (however, capacity may be problematic in some areas such as the stretch of roadway between Placerville and Telluride), road safety can be an issue since there is a wildlife migration corridor between Montrose and Ouray. The time of year and weather conditions may also present their own challenges since roads are narrow in sections and offer limited places to pull over. As long as the conveniences of private vehicle use (e.g. easy to access and affordable parking and gas) outweigh the difficulties, people will tend towards using their private vehicles (see Appendix VII).

### **Population**

Since 2000, Colorado's Western Slope has experienced development along with economic and population growth, albeit at a lesser rate in the last several years. For example, according to data available on the Colorado Department of Local Affairs website, the population

of the City of Montrose grew rapidly from 13,042 persons in 2000 to 19,094 in 2010; however, by 2012, the numbers had retreated by 156 persons to 19,078. During the same ten year period, the population of Mountain Village increased from 992 to 1,317 people and Telluride's population jumped from 2,253 to 2,327 people. According to state and local sources, Mountain Village and Telluride continued to experience population growth and realized net gains from 2010 until 2012 by 31 and 69 persons, respectively. The Town of Ridgway experienced a net zero population growth between 2010 and 2012; however, it did realize an overall gain in population from 744 to 925 people from the year 2000 until 2010.

The growth in population over the recent years has affected the communities both similarly and differently. For example, during the first decade of the twenty first century, the City of Montrose was growing and had plenty of land in which to do so; however, the Town of Telluride – while also experiencing population growth – did not have the same luxury. Consequently, housing costs have sky rocketed in Telluride while Montrose enjoys a relatively abundant real estate market at reasonable prices.<sup>1</sup>

During the same ten years, Montrose was able to position itself as the regional hub by developing extensive shopping options, business and professional services and by offering a regional airport and hospital. Mountain Village and Telluride, on the other hand, developed their tourism potential and became firm service employment hubs giving rise to the current situation where the costs to live in Telluride and Mountain Village drive many workers to live in Norwood, Placerville, Rico, Delores, Ridgway, Ouray, and Montrose.

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<sup>1</sup> In 2012 the City of Montrose's Community Development and GIS Departments estimated that if the City was to have two percent growth each year for ten years and all bought a vacant lot and built custom homes, 1,712 lots would be developed leaving a surplus of 1,393 lots. (The additional populace is divided by 2.43 – the number of persons per household in the City of Montrose for years 2006-2010 according to the U.S. Census Bureau.)

Table I: Colorado Population Estimates By County and Municipality, 2010-2012

Areaname	SDO July 2010	SDO July 2011	SDO July 2012	ABS Change 2010-2012	Average Percentage Change 2010-12
State of CO	5,049,717	5,118,526	5,188,683	138,966	1.4
MONTROSE COUNTY	41,188	41,025	40,786	(402)	-0.5
<b>Montrose</b>	19,094	19,036	18,938	(156)	-0.4
OURAY COUNTY	4,446	4,355	4,462	16	0.2
<b>Ridgway</b>	925	905	925	-	0.0
SAN MIGUEL COUNTY	7,356	7,496	7,588	232	1.6
<b>Mountain Village</b>	1,317	1,336	1,348	31	1.2
<b>Telluride</b>	2,327	2,374	2,396	69	1.5
Unincorp. Area	2,996	3,061	3,108	112	1.9

Vintage 2012 Prepared by the State Demography Office Oct 2012

### Transit Service Options for the City of Montrose

The City of Montrose has a stable base of major government (local, county, state and federal), school district and healthcare employers. Other major employers include grocers, “big box” retail and shopping centers. A notable number of people live in Montrose and immediate area (e.g. Olathe) and work in Mountain Village/Telluride. As a result, existing cross county public transit service is designed mostly to accommodate this demographic. Other residents drive themselves back and forth from these communities (including Ridgway<sup>2</sup>) to shop, recreate and avail themselves of professional services. The general population of Montrose is relatively constant, but the community does experiences a spike during the warmer months due to second home owners and a modest increase in visitors.<sup>3</sup> Mountain Village and Telluride also enjoy a

<sup>2</sup> The Town of Ridgway lies between Montrose and the communities in Telluride and Mountain Village and shares many of the same problems already discussed. As with Telluride and Mountain Village, Ridgway strives to keep its community character and wants to relieve pressure on highways. Highway 62 reaches capacity at times, and this growth cannot be sustained since pedestrians and cars cannot cross streets at certain times due to traffic.

<sup>3</sup> The City of Montrose established the Office of Business and Tourism (OBT) in 2013 and significant accomplishments have since been made that begin to enter Montrose as a player in the visitor destination market. The OBT enjoys a good relationship with the Telluride Tourism Board and day trips are being planned to provide

population increase due to individuals who own second homes; however, they are popular destinations which experience a noteworthy increase of visitors during the summer and winter months.

All Points Transit, Montrose's public bus system, is experiencing growing demand. The dial-a-ride service has been in existence since 1989. City bus routes were introduced in 2010 and number three presently. Bus passes can be purchased for one ride, one day, one month or six months (seniors, students and people with disabilities qualify for discounted rates). To accommodate rising ridership, a partnership with the City of Montrose will present new downtown facilities, a transfer station, and bus stop shelter in the summer of 2014. These upgrades are expected to increase service, provide more efficiency and offer more choice for passengers.

### **Transit Service Options for the Towns of Mountain Village and Telluride**

Tourism is a large part of the local economy for both Mountain Village and Telluride. The cost of living versus employment needs is an issue that is difficult to balance and the necessity for a viable transit solution is apparent when coupled with the need for transport services by transit-dependent populations and access by residents to professional service providers. Businesses such as the Telluride Ski Resort, the Hotel Madeline and the Peaks Resort & Spa contribute to a robust (seasonal) economy and are important in terms of trip generation rates and their ability to be served by public transit.

The Town of Mountain Village faces the issue of recruiting and retaining employers and employees primarily due to cost-of-living and transportation concerns. To ameliorate the problem, the town currently operates ten shuttles and invests in excess of \$91,000 annually on

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visitors with a variety of options whether their central point is in Montrose or Mountain Village/Telluride. A transit system connecting these communities will be an attractive feature for visitors since it will increase mobility and afford efficient and cost-effective ways to better experience the myriad attractions available in the area.

transit programs for workers. The Town of Mountain Village operates an employee shuttle program (by way of a subsidy program) that offers daily commuter routes for town and non-town employees. Four commuter shuttle routes run daily to and from Montrose while six daily commuter shuttle routes are provided to and from Norwood and Rico/Dolores:

1. Montrose/Ridgway Route
2. Norwood/Nucla/Naturita Route
3. Cortez/Rico Route

Commuters must read the Shuttle Ridership Policy (see Appendix VIII) and sign a ridership agreement before they can board and pay the two dollar fare each way (tickets are purchased from the Mountain Village Town Hall). Telluride (or any public) commuters may use this service, but departures are solely from Mountain Village. Service is provided by drivers who are part of the vanpool program. Riders are advised to verify arrival and departure places and times with the route’s contact person since minimum ridership and seat restrictions apply. The Town of Mountain Village also offers a dial-a-ride service.

Table II: Montrose/Ridgway to Mountain Village Route

<b>Montrose/Ridgway To Mountain Village</b>			<b>To Montrose</b>		
<b>Time</b>	<b>Place</b>	<b>Operating Days</b>	<b>Time</b>	<b>Place</b>	<b>Contact</b>
D 4:00 AM	Walmart	Sun - Sat	D 3:30 PM	Town Hall	Gondola Ops Sup 970 729 3435
A 5:30 AM	Town Hall		A 5:00 PM	Walmart	
D 5:15 AM	Safeway	Mon - Fri	D 5:25 PM	Town Ship	Dan Gleason 970 729 3404
D 5:45 AM	Ridgway Fair Gds		A 6:30 PM	Ridgway Fair Gds	
A 7:00 AM	Town Hall		A 7:00 PM	Safeway	
D 6:15 AM	Safeway	Mon - Fri	D 5:05 PM	Town Hall	Julie Vergari 970 369 6448
D 6:40 AM	Ridgway Fair Gds		A 6:05 PM	Ridgway Fair Gds	
A 8:00 AM	Town Hall		A 6:30 PM	Safeway	
D 1:00 PM	Walmart	Sun - Sat	D 12:45AM	Town Hall	Gondola Ops Sup 970 729 3435
A 2:30 PM	Town Hall		A 2:15 AM	Walmart	

<http://townofmountainvillage.com/DocumentCenter/View/1378>

The Town of Telluride faces challenges similar to those in Mountain Village. Much of the Telluride work force commutes and as with Mountain Village, there is a need to shuttle

workers. Employee and employer work travel is a major issue and San Miguel County provides vans to ease the burden by transporting employees to Telluride. County vans do not deliver to Mountain Village. Telluride's Galloping Goose transit system operates 365 days a year and is a free fixed route and para-transit transportation system funded jointly by the Town of Telluride and San Miguel County through a yearly intergovernmental agreement (IGA) and rider fares depending on the route. Grant funding is provided from the Federal Transit Administration which includes the FASTER program as well as 5309 funds.

There is excellent public transportation connecting the two mountain towns by way of ground and fixed-guideway system transportation (e.g. gondola and chondola). The free gondola service runs over the top of Coonskin Ridge and connects the towns of Mountain Village and Telluride. While a rider fee is not collected, the Telluride Mountain Village Owners Association (TMVOA) budgets over three million dollars annually for system maintenance and operation costs and capital costs of more than one million dollars. The Town of Mountain Village owns and operates the gondola and a number of agreements are in place regarding the operation of the gondola and chondola.<sup>4</sup> The gondola is owned and operated by Mountain Village, but operations, maintenance and capex is funded largely by TMVOA (<http://www.mountain-village.co.us/index.aspx?NID=197>). The gondola is often the elephant in the room when Telluride and Mountain Village officials discuss transportation since some feel that to the extent Telluride contributes to gondola operations through monetary means (\$36,000 is budgeted for autumn scheduling in FY2014) and expanded transit service to coincide with gondola operating hours and special events, Telluride benefits more than it contributes.

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<sup>4</sup> When the gondola began operations in December 1996, a 30-year agreement was put in place enabling TMVOA to collect a real estate transfer assessment (RETA) of 3 percent on every sale in order to fund gondola operations. TMVOA's ability to collect the 3 percent RETA does not end in 2028; however, their obligation to use those funds or any other funds to pay for the gondola terminates at the end of 2027.

## **Additional Transit Service Options**

Additional providers include San Miguel County which owns and operates two 15-person vanpools (one originating in Montrose and the other in Ridgway). Vanpool service operates Monday through Friday. Riders pay an average monthly fee of \$25, work out the exact hours and take turns driving. A commercial driver's license is not required; however, drivers must have clean records and pass certain standards. The program is successful and there is currently a waiting list for the vanpool.

Telluride Express, a private company, has counters in both the Montrose and Telluride airports and operates 24 hours per day, 365 days per year on a demand-response basis. Vehicles are maintained at the company garage facility in Montrose and services include shared-ride airport shuttles, luxury limousines, and larger buses for groups and events. Telluride Express also provides employee shuttle service to and from Montrose on a seasonal basis through contracts with Telluride businesses. A few years ago, the company began offering a seasonal shuttle service to and from Montrose and Telluride, available to the public (including workers, skiers, etc.) at a cost of \$6.00 per trip. The service has been sporadic and when operating includes pick-up times of 6:30 a.m. and 7:30 a.m. from Montrose with drop-off in Mountain Village at the Blue Mesa bus stop. The pick-up return times are 4:00 p.m. and 5:00 p.m. from the Blue Mesa bus stop with drop-off in Montrose.

Service to transit-dependent populations is currently offered in varying degrees. For example, there are special services available for certain groups such as those offered by Valley Manor Care Center for riders over the age of 60 and Sunrise Creek and Homestead which serve assisted-living residents. San Miguel County Senior Transportation is based in Norwood and serves the increasing retiree population in that community. Montrose's All Points Transit

operates a dial-a-ride service in the West End of Montrose County serving Norwood and Nucla/Naturita with a shuttle to Montrose seven times per month.

### **Survey Results**

The survey ran from Monday, March 3 until Monday, April 7 resulting in participation from a total of 40 businesses and 228 individuals. All respondents lived or worked in Telluride, Mountain Village and Montrose, or within the corridor of any future formal transit system designed to connect these communities. One limitation of the survey was that it did not specifically address commuters and focused more on employees. Random questioning during the survey period revealed that the employer/employee specific nature of the surveys deterred people who may have otherwise provided input.

### **Employer Results**

The voluntary employer survey resulted in responses from a total of 40 businesses with 11 operating from Mountain Village/Telluride and the remainder based in Montrose (see Figure II for businesses types represented). Although it could be argued that one premise of this study is that Montrose residents are commuting to Mountain Village/Telluride for employment and therefore only Mountain Village/Telluride based businesses ought to be considered, results indicated that the survey questions were also relevant to certain Montrose based businesses.

More than 94% of businesses reporting said they have a fulltime workforce while 69.4% also employed part time workers. A sound 81% said their business was not seasonal (see Figure III). The 85% of mostly Montrose based businesses that reported little to no difficulty retaining employees due to transportation-related issues was expected; however, more interesting was that Montrose businesses collectively employing greater than 100 people were part of the 50% of businesses that revealed they may subsidize employee transportation costs (see Figure IV). Six

employers took advantage of the opportunity to comment freely. Three were in favor of establishing a transit system connecting the communities in question while three were opposed.

Three quarters of employer survey respondents are not located in the communities that are providing the jobs for commuters. As was anticipated, Montrose based businesses did not generally see the need for a transit system for their employees and this admittedly alters the results (in some cases significantly e.g. Figure IV); however, individual conversations with business owners revealed benefits if employees could ride a shuttle or bus to Mountain Village/Telluride to solicit sales, meet with clients and even perform service calls.

### **Employee Results**

The majority of the 228 respondents (40.3%) were government workers, while 28.9% were employed in service industries and 27% were professionals. More than 50% drive to work alone and nearly 25% either combine resources (car or van pool) or use some sort of existing public transit offering (see figure V). A high majority of respondents (97.3%) own a vehicle and 56% drive more than 10 miles each way to work.

Employee responses indicate a growing appetite for public transit with 62.5% reporting they would consider riding in a van or carpooling with others to get to work and 74% of respondents indicating they would consider using public transit to get to and from work (see Figure VI). A promising indication for program funding is that nearly 88% would probably pay a ridership fee, or consider doing so (see Figure VII). However, making the fee affordable will be an important factor for riders since 76% replied that they would prefer frequent rider discount cards that did not expire versus paying per ride. Individuals that would ride whenever possible if fares were not required totaled 67.5%. While 17% do not tend towards public transit use, 61.8% would drive to a park-and-ride lot to catch a bus to work and 83% would use it during the week

if bus service was predictable, clean and affordable (see figures VIII and IX). Of the 228 employee respondents 77 (nearly 34%) provided additional comments to the open-ended employee survey question. The un-edited comments are available for review in Appendix IX.

### **Recommendations**

This report was not intended to specifically study tourism and economic development impacts that may result from a cross county public transit system. Rather, it was to determine if a transit system would be supported by local businesses and residents. If the local population does not support a transit program that connects the Client communities for convenient recreational daytrips and athletic, medical, service and shopping visits, it is doubtful that visitor use alone (either tourists or second homeowners) would make the program viable year round.

Depending on their location, businesses may support a cross county public transit system for various reasons. For example, some of the businesses located in Mountain Village/Telluride that reported difficulty in retaining employees due to transportation-related issues already subsidize employee transportation costs. Montrose businesses, on the other hand, reported little to no difficulty retaining employees; however, some indicated a willingness to consider financially supporting employee transportation costs presumably on the assumption that convenient access to Montrose can increase shopper visitation and sales while cost savings could be realized for business trips needing to be made to the mountain communities.

More than 62% of employees responding to the survey implied they would consider riding in a van or carpooling with others to get to work and 74% said they would consider using public transit to get to and from work. Another promising program indicator is that nearly 88% of respondents would likely pay, or consider paying a small ridership fee.

Providing industry best practices are followed, comments from surveys participants and

interviewees provide evidence that local residents are willing to support a cross county public transit system for more than just easing work travel challenges (see Appendix IX). Whether it is to escape from parking challenges and costs or simply to not have to drive, Montrose respondents were favorable to utilizing transit service for day trips while Mountain Village and Telluride residents said they would appreciate, and take advantage of, the ability to come to Montrose for shopping and other services. Anticipated support from the visitor population for similar reasons can add to the provision of a strong base load for a larger transit system, so seasonality would need to be factored into scheduling plans.

Strengthening the need for a cross county public transit system, the 2010 LSC Consultants study determined that fixed-route service from Montrose to Mountain Village via Ridgway and Telluride (using US Highway 550 before connecting to State Highways 62 and 145) could satisfy demand for an estimated annual demand for 8,200 one-way vanpool and 94,000 one-way bus trips (LSC, 2010). Table III outlines estimated costs for vanpool/carpool and commuter and regional bus service.

Table III: Cost Estimates for Service Alternatives

Service Corridor - Montrose/Ridgway/Mountain Village/Telluride

Service Option	# of Vehicles	Vehicle Miles	Annual Service Days	Estimated Ridership*	Est Annual Operating Cost*	Cost Per Trip*
Vanpool/Carpool 2 daily round trips	1	500	128	4,100	\$13,000	\$3.17
Commuter Bus 4 daily round trips	1	1000	128	43,000	\$308,000	\$7.16
Regional Bus 7:00 am to 6:00 p.m.	1	1000	128	51,100	\$402,000	\$7.87

\*Data is from the 2010 LSC Consultants study. Estimated transportation costs are based on an operating cost of approximately \$3.50 per vehicle-mile for bus costs. These costs provide a comparative approximation of service costs which include operations and administration (LSC, 2010).

Since the survey revealed a statistically insignificant 1% of respondents carpool versus the nearly 11% of vanpoolers, carpooling is not considered a viable option to satisfy this report's objectives. Commuter and regional bus service are also treated as a singular option since there is no significant distinction between them for the purposes of this report. Shuttle and vanpool service currently exists in the study area; however, service is mostly intended for the benefit of people working in Mountain Village and Telluride, but living in Montrose and Olathe for the most part. One of the principal challenges facing any new service is developing a funding system that supports capital investment and provides a stable source of revenue for operations and maintenance. To that end, transit systems do well by including private companies, public facilities (including national parks), adjacent jurisdictions, and other agencies. The remainder of this section will discuss vanpool and bus service as transportation type options, provide funding source options and offer recommendations as to next steps.

### **Transportation Option - Vanpool**

There are three dominant vanpool models: owner-operated, employee owned and third party providers. The vanpool gathers riders within a community and then travels directly to major employment centers (such as those located at Montrose and Telluride). The schedule and route of the service depends upon the individuals participating in the vanpool service. Vanpool service is limited to the individuals within the program and has limited service for medical or shopping trips. Due to liability issues with disabled individuals, vanpool service is primarily for employment trips for non-disabled individuals. All three vanpool types operate in the region, but are not part of a coordinated effort. Ridership could expand by working with the existing vanpool efforts and implementing a marketing program that informs residents within the study area of Internet sites on the World Wide Web such as [eRideShare.com](http://eRideShare.com) and [alternaterides.com](http://alternaterides.com).

The vanpool program may require staff time to coordinate efforts and publicize the program. The staff time is eligible for partial funding through the Federal Transit Administration programs administered by the Colorado Department of Transportation (CDOT). Telluride Express can provide vans with bench seating that transport up to 14 people (less if shopping bags and baggage, etc. are included) for an estimated cost of \$150 each way.

### **Transportation Option - Bus Service**

This transit option would provide bus, or mini coach, service in the study area by way of a direct route designed to link the study area communities for access to employment, health care, shopping, education, and tourism purposes. Depending on participation from Ridgway, this service could have demand-response zones on either end of the trip with only pick-up and drop-off points in Mountain Village/Telluride and Montrose. Alternatively, the service could provide direct point-to-point service from outlying pick-up and drop-off points in Montrose where passengers could transfer to All Points Transit (see Appendix X for a possible south Montrose park-and-ride location), Telluride (passengers could transfer to the Galloping Goose), or the Town of Mountain Village. Mini coach service is not as flexible as vanpool service and tends to cost more due to the hiring of qualified drivers and increased capital expenses and operational costs; however, benefits include the ability to transport a larger number of passengers at one time, highway traffic and corridor green-house gas reductions. Telluride Express can provide well-equipped mini coaches that offer comfortable individual seating for 24-28 people, storage capacity and the ability to transport bicycles and skis for approximately \$250-300 each way.<sup>5</sup>

Both options would require access to park-and-ride locations. Best practices in transit service planning recommend constructing park-and-ride facilities with adequate and safe off-

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<sup>5</sup> Telluride Express is mentioned as a potential partner because the company specializes in the study area, currently offers service and has a fleet of vans and mini coaches.

street parking (Florida DOT, 2009). Park-and-ride facilities may be provided at any suitable location which can be shown to attract 200 autos per day within three years for express service and 150 autos per day for limited stop service, but sufficient off-street auto parking should be provided to accommodate the total parking demand (Line Service Design Standards - VIA Metropolitan Transit, 2000; Milwaukee County TDP, 2005-2009).

### **Funding Options**

Partnership arrangements enable a transit system to achieve better governance, improve public support, broaden its base of beneficiaries and expand funding alternatives. If capital funding is required for bus or van fleet procurement and/or administration, coordination with CDOT will allow the transit system to become aware of opportunities. The disadvantage is that competing for funding could impact those transit agencies in the region currently receiving CDOT and FTA assistance.

Several options exist for ongoing operational revenue for Colorado municipalities and counties. An RTA can be established per Colorado Revised Statutes Section 43-4-603. As multi-jurisdictional entities, RTAs operate pursuant to an IGA adopted by member governments and can impose sales, vehicle registration, and visitor benefit (on lodging rates) taxes. A disadvantage is that an RTA must be approved by voters within the RTA boundaries; however, once established, it can be expanded to include additional counties or municipalities through IGAs describing the nature of such an agreement.

Another stable revenue stream is the sales tax. While this option also generates income from locals and visitors and is efficiently collected, disadvantages include competition from other services, and a vote of the people for it to be passed.<sup>6</sup> This alternative may be seen as

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<sup>6</sup> The three Client communities are home rule municipalities.

inequitable to residents not served by transit and although it could be offset by rebates to areas not served by transit, administration could be cumbersome. Another choice is to create a transportation impact fee. Faced with complaints of inequity resulting from property and sales tax fees, communities nationwide are implementing impact fees on a variety of projects. Yet another potential funding source is for tourism administrators to earmark a portion of lodging tax funds similar to support provided for the Colorado Flights Alliance program, which attracts air service to the western slope through risk mitigation partnerships.

It may be necessary to collect fares as part of system funding; however, it is generally not possible to recoup more than 10 to 20 percent of operations and maintenance costs at the fare box for transit systems. Advertising on and in vehicles as well as on bus shelters is another way to raise revenue. Assessments which require participating governments and businesses to contribute to funding of the system on a year-to-year basis according to a pre-established formula can also be considered. An advantage of this type of funding is that it does not require voter approval; however, the funding is not steady and may be cut off at any time for a number of reasons. The threat of potential service cutbacks can hamper long-term planning and growth objectives making it difficult for the transit agency to offer reliable, affordable and consistent service. Private sector financial support is an existing revenue source since several major ski industry employers contract for transit services to assist their employees. If a more formal program were in place, they may be willing to increase their contribution. Finally, current shuttle companies run door-to-door emanating from the Montrose Regional Airport, but at very high prices relative to other ski towns and local riders could take advantage of empty seats allaying the expense.

## **Action Step 1 - Intergovernmental Task Force**

An intergovernmental task force should be formed to study the more granular aspects of implementing a cross county public transit system. The group would devise a plan for a pilot program beginning as early as the first quarter of 2015 with a strategy to allow for program modification and continuation in the event of the formation of an RTA. The task force would consider and recommend the operational framework of the cross county public transit system (what will the managing group look like, who are the partners, who will operate the service and with what vehicles, etc.); how existing services could be efficiently integrated, identify route schedules (times of operation, pick up, drop off and stop points, how will the needs of transit-dependent, senior and handicapped populations be addressed, etc.), and determine which performance measures would be adopted. It would determine the cost of the proposed undertaking and develop a budget. The funding plan would consider questions such as how much to charge for daily and frequent user fares, what are affordable fares, etc.<sup>7</sup> A participation formula would allow the Client communities (as well as those communities that may be interested in participating such as the Town of Ridgway) to account for program expenses as FY2015 budgets are finalized (see Appendix XI for a possible implementation timeline).

After the initial set of recommendations, the task force could continue to explore other matters such as expansion plans and the use of alternative fueled vehicles.<sup>8</sup> It could also focus

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<sup>7</sup> An effective plan for the cross county transit line from Montrose to Mountain Village/Telluride might be a combination of lodging tax, governmental program funding, continued and increased business support and rider fares to address funding concerns coupled with an agreement to partner with a private transportation provider that is suited to handle the capital, maintenance and operational issues of such a project. Insofar as the concept of an RTA currently generates mixed support, its formation should (continue to) be investigated. After the initial transit system has been established and as time passes and ridership and confidence grow, it is possible that residents will be more receptive to a system with a dedicated funding source. For example, speaking with officials of the Pikes Peak RTA (PPRTA) and consulting the PPRTA website revealed that while the PPRTA initially passed by a margin of 55% to 45% in 2004, nearly 80% of the voters approved an extension of the capital portion of the RTA in 2012.

<sup>8</sup> A fueling infrastructure and vehicles equipped to use gaseous fuel (CNG or LPG), can reduce fuels costs by 40% or more. Fuel costs are one of the major costs of operations (e.g. typical transit buses deliver 7-9 mpg). These fuels

attention on solving the gondola responsibilities since these are un-stated after 2027. This is a major issue facing the Client communities as the gondola is definitional to the destination.

### **Action Step 2 - Intergovernmental Transit Agency**

Depending on the recommendations of the task force, an intergovernmental transit agency would be formed. This framework is relatively quick and easy to organize and can provide local government revenue, assets, resources, program administration, and oversight. The authority for this quasi-governmental body to steward the program would be provided primarily by way of IGAs and also memorandums of understanding. Ideally, this group would engage with other regional efforts such as the one Region 10 is undertaking. A combined effort would result in an efficiency of scale that could propel this alpha stage to what could become the model for the larger regional system. Because the route is uncomplicated, the transit agency and Region 10 could work together to modify, regulate and fine-tune the service and then systematically introduce new routes until public transit was available for the entire region.

### **Conclusion**

Connecting the study communities by way of a transit system is an idea whose time has come. There is individual and business support for expansion of services and a need for year round service with demand increasing during the summer and winter seasons. While there is transit service designed to meet some level of employment and commuter need, a more formal and regular cross county public transit system can also meet the needs of the transit-dependent population and create opportunities for further economic and tourism development. There is no singular global solution; however, a properly implemented mindful approach can result in a successful program (see Appendix XI).

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also have fewer emissions and carry a marketable message that the service is environmentally friendly. Gaseous fuels reduce our reliance on foreign oil and have a growing supply in Colorado, with very long term availability.

As gasoline prices and the cost of living continues to increase, people find themselves with less disposable income and the public demand for clean, dependable and safe public transit increases. Indeed, in some large cities the younger generation is refraining from obtaining driver licenses altogether and electing to rely solely on public transit. While this is not the case on Colorado's Western Slope, whether it be businesses in Mountain Village/Telluride that need workers, residents from the mountain communities desiring easy access to Montrose businesses and services, or visitors and residents wanting to enjoy hassle-free day trips, this report has disclosed the need for a convenient transit system that ties the study communities together. The economic and lifestyle benefits cannot be ignored, but the situation is not favorable to a private-only enterprise; therefore, local town, city and county governments need to lead the effort.

The successful completion of this project will require working with elected officials and senior level staff of the Client communities, other potential partners and stakeholders and private business. Honest and unambiguous conversation coupled with close collaboration can lead to a lucid understanding of the issues and successful creation and implementation of a sensible cross county transportation program. Such a program holds the promise of increasing the quality of life for Client community residents while serving as the operational transportation model that connects the entire region.

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## **Appendices**

## Appendix I: November 2013 Client Meeting Agendas



### Montrose City Council Telluride Town Council November 1, 2013 Discussion

#### Agenda

- 6:00 pm - 7:00 pm: Reception - *spouses are welcome*
  - Rustico Ristorante
  - Mountain casual attire
  - [www.rusticoristorante.com](http://www.rusticoristorante.com)
  - 970 728 4046
  - 114 E Colorado Ave., Telluride
  
- 7:00 pm: Discussion over dinner co-chaired by Mayors Files and Fraser
  - Introductions
  - Community overview by mayors
  - Discussion Topics regarding regional issues facing our communities
    - Shared services
    - Regional public transit
    - Regional recycling
    - Broadband
    - Tourism
  
- Next Steps and Adjournment



Montrose City Council  
Mountain Village Town Council  
November 2, 2013 Discussion

## Agenda

- 8:30 am until 9:00 am: Informal social - *wives are welcome*
  - La Cocina de Luz
  - [www.lacocinatelluride.com/](http://www.lacocinatelluride.com/)
  - 970 728 9355
  - 123 E Colorado Ave., Telluride
  
- 9:00 am until 10:30 am: Discussion over breakfast co-chaired by Mayors Files and Jansen
  - Introductions
  - Community overview by mayors
  - Discussion Topics regarding regional issues facing our communities
    - Shared services
    - Regional public transit
    - Regional recycling
    - Broadband
    - Tourism
  
- Next Steps and Adjournment

## **Appendix II: Background**

Transportation between the various communities in the region is an enormous challenge and also an opportunity. The San Juan Skyway and Million Dollar Highway consistently earn mention as a must-experience American iconic drive and provide fodder to the claim that southwest Colorado is the most beautiful part of the state. Lying in the middle of what may be the greatest diversity of natural environments and recreational opportunities in Colorado, the test is to make getting to and from Montrose to Telluride/Mountain Village as efficient and safe as possible – not only for local residents, but also for the large numbers of visitors who vacation in the area. To that end, there is support from the councils of Mountain Village, Telluride and Montrose to explore creating a transit system that would connect these three communities and because of its proximity to the transit route, the Town of Ridgway.

This is not the first time community leaders have deliberated on the matter; in fact, two studies have been commissioned by Region 10 since 2010 albeit on a larger, regional basis. In January 2010, LSC Transportation Consultants, Inc., a transportation planning and traffic engineering consulting firm located in Colorado Springs, delivered the Delta/Montrose/Ouray/San Miguel Transit Feasibility Study. The study, as the title suggests, was regional and covered a much broader geographical area than the scope of this capstone. It analyzed existing services and identified how best to provide services between several of the larger communities and was contracted by the counties of Delta, Montrose, Ouray, and San Miguel, along with the local communities and primarily concentrated its emphasis on commuter services on highways 50, 62, 145 and 550 (LSC 2010).

In April 2013, Transit Plus, Inc., a Colorado corporation based in Greenwood Village that provides public transit and human services transportation consulting services produced another

report for Region 10 titled, Four County Transit Study Update. The study was to complement the 2008 Four County Transit Feasibility Study by updating cost estimates and current conditions to reflect a 3-5 year transit development plan (TDP). Furthermore, it emphasized how the Three Rivers Regional Transportation Coordinating Council might utilize the key regional corridors including Highways US 50, US 550, and SH 145 and 62 to operate limited general public and specialized transit services (Transit Plus 2013).

To further underscore the attention this matter has been receiving, on Thursday, February 28, 2014, the Telluride Daily Planet reported that the Mountain Village Town Council “gave the green light to send a draft of an intergovernmental agreement that would form a regional transit authority [RTA] to neighboring communities” (McRann, 2014, p. 1A). According to the article, the RTA referral is backed by the San Miguel County Commission and the Telluride Town Council. Officials now seek to garner support from smaller San Miguel communities such as Norwood and Ophir. An RTA would begin to address regional transit subcommittee members’ concerns for increased park-and-ride lots (including alternate modes to access said lots that do not rely solely on automobiles), shortages in revenue to fund current support services (e.g. there is a need for more senior transit), improved coordination of work times and bus schedules. Moreover, an RTA can reduce the number of vehicles on roads, which may result in reduced accidents and injuries particularly during the cold and snowy winters that result in hazardous road conditions. On April 4, the Telluride Daily Planet reported that San Miguel County became the first local government on Wednesday to move forward with putting a regional transit authority proposal on the November ballot.

### Appendix III: Survey Questionnaires

## Mountain Village - Telluride - Ridgway - Montrose Regional Transit Study Employer Survey

We are researching the need for implementing regular transit service between the Towns of Mountain Village, Telluride, Ridgway, and the City of Montrose. Please take a few minutes to complete this survey. Your responses will help us to determine the current need for transit services in the area. All information will be kept confidential.

**If you prefer to complete this online, you can visit the following website:**

[www.surveymonkey.com/s/transit\\_study\\_survey\\_employer](http://www.surveymonkey.com/s/transit_study_survey_employer)

1. Name of your business: \_\_\_\_\_
2. City or Town: \_\_\_\_\_
3. Where is the majority of your business conducted:  
 City: \_\_\_\_\_  County: \_\_\_\_\_
4. What type of work does your business do?  
 Construction/Plumbing/Electrical/Landscaping       Service Related  
 Retail       Professional  
 Manufacturing       Delivery/Trucking  
 Nonprofit  
 Government / Public Service  
 Other (please specify: \_\_\_\_\_)
5. How many people do you employ? Full-time \_\_\_\_\_ Part-time \_\_\_\_\_
6. Is your work seasonal?     Yes       No  
If yes, approximately how many employees do you have in each season?  
Spring \_\_\_\_\_ Summer \_\_\_\_\_ Fall \_\_\_\_\_ Winter \_\_\_\_\_
7. Have you had difficulty in obtaining or keeping employees due to transportation-related issues?  
 Yes       No  
Please explain: \_\_\_\_\_

---

8. Would you be interested in subsidizing an employee's transportation costs?  
 Yes       No       Maybe  
Please explain: \_\_\_\_\_

9. Are your employees required to drive as part of their job, e.g., to client or job sites?  
 Yes       No

Please explain: \_\_\_\_\_

If yes, do they:

- Drive their own vehicle?                       Drive a company vehicle?

10. At what time does your business typically open each day?  
 6:00 a.m.       7:00 a.m.       8:00 a.m.       9:00 a.m.       Other: \_\_\_\_\_

11. At what time does your business typically close each day?  
 4:00 p.m.       5:00 p.m.       6:00 p.m.       Other: \_\_\_\_\_

12. Does your business use shift work?       Yes       No

12a. If yes, what are those shifts (e.g. 8am - 5pm)? \_\_\_\_\_  
\_\_\_\_\_

13. If your employees commute, please indicate from where they commute and approximately how many employees commute from there. (Please select all that apply.)

- Mountain Village # commuting \_\_\_\_\_  
 Telluride # commuting \_\_\_\_\_  
 Ridgway # commuting \_\_\_\_\_  
 Montrose # commuting \_\_\_\_\_  
 Other \_\_\_\_\_ # commuting \_\_\_\_\_

14. Do you offer flexible work hours for employees?       Yes       No

Please explain: \_\_\_\_\_  
\_\_\_\_\_

15. Do you conduct business on Saturdays and Sundays?       Yes       No

15a. If so, what are your hours on Saturdays? \_\_\_\_\_

15b. If so, what are your hours on Sundays? \_\_\_\_\_

16. Please provide any additional comments or suggestions:

*Thank you for your response!*

## Mountain Village - Telluride - Ridgway - Montrose Regional Transit Study Employee Survey

We are researching the need for implementing regular transit service between the Towns of Mountain Village, Telluride, Ridgway, and the City of Montrose. Please take a few minutes to complete this survey. Your responses will help us to determine the current need for transit services in the area. All information will be kept confidential.

**If you prefer to complete this online, you can visit the following website:**

[www.surveymonkey.com/s/transit\\_study\\_survey\\_employee](http://www.surveymonkey.com/s/transit_study_survey_employee)

1. What type of work do you do?
  - Construction/Plumbing/Electrical/Landscaping
  - Service Related (Restaurant, Bank, Retail, Resort)
  - Professional (Teacher, Lawyer, Doctor, Insurance, other)
  - Manufacturing
  - Delivery/Trucking
  - Nonprofit
  - Government/Public Service
  - Other (please specify: \_\_\_\_\_)
2. Excluding yourself, how many other people in your household work outside the home? \_\_\_\_\_
3. If others in your household work, in which town/city/county do they work?  
\_\_\_\_\_
4. What is the nearest major intersection to where you live? \_\_\_\_\_
5. Where do you work?  
Name: \_\_\_\_\_  
Address: \_\_\_\_\_
6. Approximately how far, in miles, do you drive to your job location each way? \_\_\_\_\_

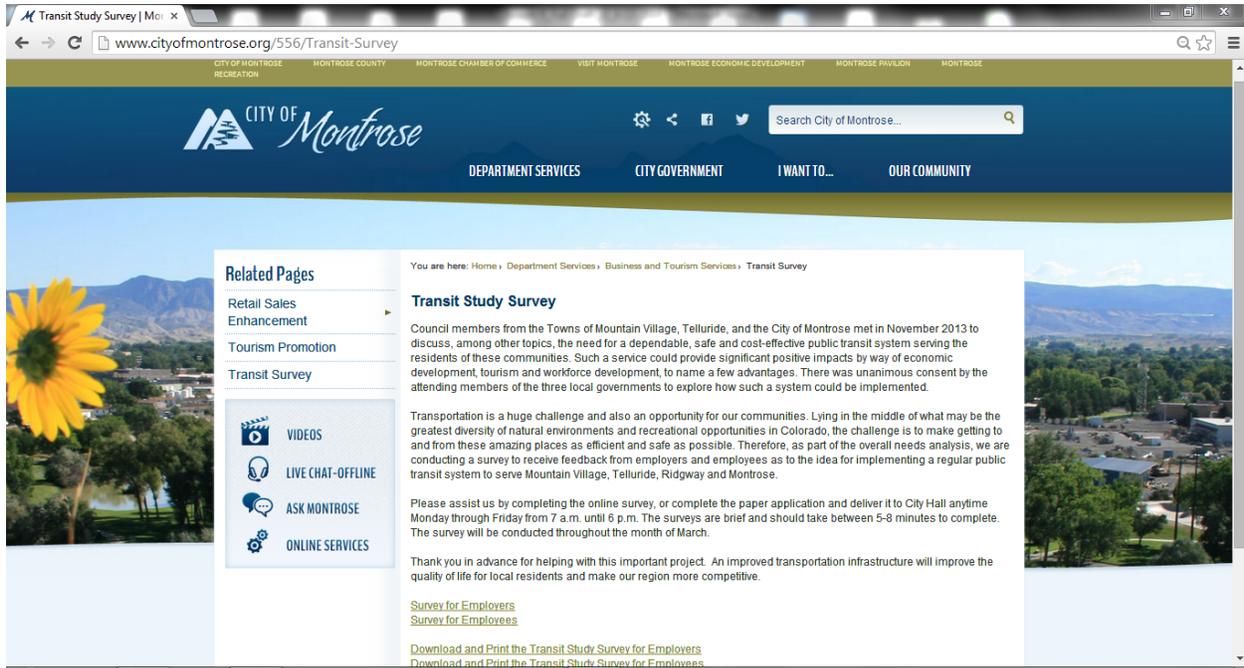
*The purpose of the following questions is to help determine demand and future route schedules.*

7. At what time do you typically start work each day? \_\_\_\_\_
8. At what time do you typically leave work each day? \_\_\_\_\_
9. Do you own a car?     Yes         No (Skip to question 14)
10. If you have children, how many days per week do you drop them off or pick up on your way to work?     None             One day             2-3 days             More than 3 days
11. In a typical week, how many days do you commute to and from work using the following methods:

- 11a. Drive alone? \_\_\_\_\_
- 11b. Drive or ride with a family member? \_\_\_\_\_
- 11c. Participate in a carpool with non-family members? \_\_\_\_\_
- 11d. Walk? \_\_\_\_\_
- 11e. Ride your bike \_\_\_\_\_
- 11f. Use public transit (e.g. bus) \_\_\_\_\_
- 11g. Other (please specify): \_\_\_\_\_
12. Would you consider using public transit to get to and from work?  Yes  No  
Please explain why, or why not: \_\_\_\_\_  
(If no, please skip to #16)
13. Would you consider paying a small ridership fee?  Yes  No  Maybe
14. Would you prefer to pay:  Per ride  Frequent rider discount card w/o expiration
15. If yes, how often would you ride if rides were fareless?  
 Whenever possible  No more than I would if I had to pay a fare
16. Would you consider riding in a van or carpooling with others to get to work?  Yes  No  
Please explain why, or why not: \_\_\_\_\_
17. How often would you use a regional transit system during the week if bus service was predictable, clean and affordable?  
 Would not use  1 day  2-3 days  More than 3 days
18. Would you drive to a park-and-ride lot to catch a bus to work?  Yes  No  
Please explain why, or why not: \_\_\_\_\_
19. How do you *typically* get to work?  
 Drive alone  Ride with family  Carpool  Vanpool  
 Bike  Walk  Public transit (bus)  Gondola  
 Other (please specify): \_\_\_\_\_
20. Please provide any additional comments or suggestions:

*Thank you for your response!*

# Appendix IV: Survey on City of Montrose Website



# Appendix V: Survey on the Village Skinny



## THE VILLAGE SKINNY

NEWS & EVENTS

[VIEW ONLINE](#)

### 1 TRANSIT STUDY SURVEY

How often would you use a regional transit system during the week if bus service was predictable, clean and affordable? To answer this question and others, complete the transit study survey; the survey closes at the end of this month.

[TAKE THE SURVEY](#)



### 2 A WIRELESS VILLAGE

For the first time ever, Mountain Village Center is a seamless hotspot. You will initially need to connect to the various plaza networks. Once you do, you can move about the plazas while staying connected – *for free*.

[NETWORK NAMES](#)



### 3 IRRIGATION CHECKUP

When springtime rolls around you'll want to make certain your irrigation system is running smoothly ... an unintended leak in your irrigation system, like a hole as small as 1/16 of an inch, can waste money and as much as 25,000 gallons of water in a month.

[BASIC TIPS](#)



### 4 GO SOLAR

Discover why Mountain Village community members purchased solar panels at the San Miguel Power Association Community Solar Array in Paradox Valley, and take advantage of the current discount of 40 cents per watt or about \$100 savings per 250-watt panel.

[TESTIMONIALS](#)



### 5 WILDFIRE MITIGATION

Wildfire mitigation/forest health, no matter how it is described, comes down to personal responsibility. To learn more so you don't become a wildfire victim, contact us. We are here to assist and answer any questions you may have.

[LEARN MORE](#)



### 6 HIBERNATION ENDS

It's that time of year again: bear season. Most black bear encounters happen in the early morning or evening hours between the months of March and November when bears are actively searching for food. To live and play in bear country it's a must to be aware of a bear's nature and habits.

[TIPS TO REMEMBER](#)



#### VIDEO SPOTLIGHT

Every Town Council meeting is streamed live and then added to our video library. Watch on demand.



#### SOCIAL SPOTLIGHT

We are a pretty social town. Like us on Facebook, follow us on Twitter, and pin us on Pinterest.



#### EVENT SPOTLIGHT

The last day to ride the gondola and chondola this winter season is April 6. The gondola will reopen May 22.



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# Appendix VI: Survey Newspaper Article

THE WATCH

THURSDAY, MARCH 13 - WEDNESDAY, MARCH 19, 2014 | 9

## NEWS

### Montrose OBT More Than 'Just a Funding Source'

*With an Eye to Sales, City Ups Budget For Partnering In Creation and Promotion of Special Events*

BY WILLIAM WOODY

MONTROSE – The city's Office of Business and Tourism hosted two public forums Tuesday at the Montrose Pavilion for local promoters and coordinators. On the table was discussion of how public events can increase retail sales and tourism, within the City of Montrose and the immediate region, and of new policies regarding city's financial contributions to those events.

Developing a renewed and focused vision of the city's role in promoting local events that extends beyond it's being "just a funding source" is part of the 2014 objective to make the OBT more financially efficient in partnering with local promoters and event coordinators.

Assistant City Manager Rob



**SMART APP** – Assistant City Manager Rob Joseph showed off the brand-new City of Montrose mobile phone app at Tuesday's meeting. (Photo by William Woody)

Joseph said the year-old organization is "changing its philosophy" with an eye to reduction of wasteful spending, by using new digital analytical information to

better learn how events directly benefit local cash registers.

Instead of being the main source of funding for special events, OBT will now be a part-

ner. For example, Joseph said, in the past promoters or coordinators have asked for a lump sum of, say, \$20,000 for an event; then, if that sum was not obtainable, the number would drop to \$10,000 or \$5,000, "just to get some funds from the city." Planners were expected to submit post-event reports to the OBT, so the city could analyze what benefits their events had generated. But while the OBT funded over two-dozen events in 2013, it received just five post-event reports.

"We don't think that is an appropriate way to promote business," said Joseph, who also directs the OBT, which was founded in 2013 as an extension of the City Manager's Office.

The city has now increased event funding by a "considerable amount," Joseph said, with an \$80,000 special-events budget, with \$40,000 coming from Retail Sales Enhancement and the other \$40,000 coming from OBT's Tourism Promotion program. Last year the city budget for special events was \$40,000 (with an extra, last-minute \$20,000 investment in the July 4 Summerfest).

Describing efforts as ongoing to build upon the city's new Visitors Center at 107 S. Cascade Ave., Joseph said that in its first year, OBT staff "didn't know how the program worked, and didn't know how to measure success, because there was no foundation."

Now, with the new visitors center as its foundation, the OBT is now working to create better policy and tools for promoting Montrose, with a new website, advertising in the state tourism guide and mobile application for smartphones. "I think it's just a natural evolution," said Joseph, who described the city's new events budget as "very aggressive."

All funding is reimbursement-based, although if the city co-presents an event, funds will be released before costs are assessed. Funding is not intended to support administrative costs or non-public events, and hotels secured for attendees must be located in the city.

"Events that occur outside of the City (e.g. neighboring communities) can qualify by demonstrating the potential to utilize

see OBT on page 32

### Regional Transit Service Survey Pitched for Montrose, Telluride

BY WILLIAM WOODY

MONTROSE – Montrose city staff are preparing to go before councils in Telluride and Mountain Village with a proposal to provide the region with a dependable, reliable and cost-effective public transit system to better connect residents with services, shopping recreation and tourism amenities.

The region's residents will be asked to complete a Transit Study Survey at [www.cityof-montrose.org](http://www.cityof-montrose.org) to help staff determine what the needs are, and what the possible usage levels would be, for the service.

A proposal will likely be presented in May for review. The City of Montrose is also working with San Miguel County to see if the new regional transit service could team up with the existing Galloping Goose bus service.

The service is seen as a way to help economic development, tourism and help the local workforce. "There was unanimous consent by the attending members of the three local governments to explore how such a system could be implemented," according to the City of Montrose website.

Assistant City Manager Rob

Joseph said Tuesday the key would be to coordinate with other communities so that someone visiting from Telluride could arrive in Montrose and use the city bus service to go shopping or keep medical appointments.

"We're looking for ways to tie our communities together," Joseph said. "A transit service bleeds into tourism," and offers a much-needed way "to connect Telluride with the Black Canyon.

Joseph said people from Montrose could go and have a fun day in Telluride, and not have to worry about driving home.

"We think that if we can provide a singular route that is supported by the governments that is reliable and affordable, we can increase quality of life by generating more easier access to various services, and recreational opportunities," Joseph said.

Details about funding and operating the service are not yet ready for public inspection. Surveys must be delivered to city officials by the end of March.

The survey can be filled out at Montrose City Hall Monday-Friday, 7 a.m.-6 p.m.; it takes between 5-8 minutes to complete.

[wwoody@watchnewspapers.com](mailto:wwoody@watchnewspapers.com)  
[Twitter.com/williamwoodyCO](https://twitter.com/williamwoodyCO)

### IS YOUR KITCHEN READY FOR A REMODEL?

**Home Equity Line of Credit**

**3.25% APR\*** / **3.99% APR\***

Introductory Rate for Six Billing Cycles / Variable Rate After Introductory Period

**February 3 - April 30, 2014, Vectra Bank is offering a Home Equity Line of Credit with a fixed introductory rate of 3.25% APR for the first six billing cycles. Now, to us, that's a big deal! For you, that means now is a great time to remodel that kitchen. With competitive rates, flexible terms and no payment for 90 days, a Vectra Bank Home Equity Line of Credit may be the perfect solution for you. Call, click, or stop by a Vectra Bank location today!**

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126 W. Colorado, Suite 108  
Karen Byrom  
970-728-5674

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888-294-7838

Proactive Relationship Banking

**VECTRA BANK**  
COLORADO

\*Subject to credit approval. Advertised APR current as of 2/03/2014, and is fixed during the first six billing cycles. APR following the first six billing cycle, subject to change without notice, and is based on the Wall Street Journal Prime Rate plus a margin (3.25% as of 02/03/2014). Offer applies to applications taken between February 3, 2014 and April 30, 2014. Applications must close by May 31, 2014. 3.25% is a fixed introductory rate for Credit Lines \$5,000 - \$500,000 good for 6 billing cycles from the date of application close. 3.99% is a fixed introductory rate for Credit Lines \$751,000 - \$1,000,000 good for 6 billing cycles from the date of application close. After the introductory period ends, the APR will revert to the higher of the standard variable rate or the floor. If the rate adjusts, the minimum APR will not be lower than 3.99% and the maximum APR will not exceed 21%. To obtain advertised APR, credit line must have auto-debitment from a Vectra Bank checking account and a qualifying credit history. Collateral must be owner-occupied single family residential property. Property insurance required. Annual fee \$75 after first year. Checks written for less than \$250 are subject to a fee of \$15. Customer is responsible for origination fee and closing costs may range from \$400-\$2,400. Other terms and conditions apply. Offer is subject to change any time. Other rates and terms are available. Contact Bank for details.

Member FDIC. Equal Housing Lender. Vectra Bank NMLS66010

## City gauging interest in regional transit

**By Drew Setterholm Daily Press Staff Writer | Posted: Tuesday, March 11, 2014 2:00 am**

The city of Montrose is asking for public feedback on regional transit options to be used in a study of interest and the feasibility of a single-line shuttle between Montrose and Mountain Village.

Exploring regional transit is an issue that has been tossed around for several years, with similar studies reaching back to 2010. Montrose's Office of Business and Tourism is interested in seeing the idea through, listing it as an objective to "move ahead" in the next year.

Early-stage discussion is already underway between key stakeholders. The elected municipal councils of Montrose, Mountain Village and Telluride met to discuss a handful of issues on Nov. 1 and 2, among them, transit.

After the councils agreed they would be interested in investigating a transit system, Montrose Assistant City Manager and Office of Business and Tourism Director Rob Joseph began a study in early February. The next step of that study, Joseph explained, is gathering public feedback.

"Because we're doing both qualitative and quantitative methodologies, it just made sense to come up with a survey to see quantitatively what people would think about such a service," he said.

Montrose envisions a single line shuttle traveling a route from Montrose to Mountain Village, by way of Ridgway and Telluride, Joseph said. The city anticipates such a service would benefit workforce development, retail sales and tourism.

Mountain Village gave approval in February to a draft intergovernmental agreement that would create a regional transit authority. A similar measure to create a regional transit authority failed last year when Telluride backed out of the agreement.

Mountain Village appears to be pursuing a tax measure to support the authority, an

approach Joseph said was not of interest to Montrose at this time. A regional transit authority is also outside the scope of Montrose's interest — a single-route shuttle service.

“Montrose City Council is not looking at any sort of a taxable system. We are investigating ways of how we could put together this singular line,” Joseph said. “We're very interested in looking at various funding options and mechanisms that would not result in any sort of tax.”

Before exploring funding options for the service, Joseph and the city will analyze interest and needs through survey data.

“If you can get a relatively strong sense that people would use this sort of transit, then it would make sense to begin to consider other alternatives,” he said.

There are two versions of the survey, one for employers and another for employees.

The survey is open through the end of the month, and can be found on the city's website at [www.cityofmontrose.org](http://www.cityofmontrose.org).

### Appendix VII: Explanation of Table I

The study area presents challenges for residents who commute and those who live far from services not the least of which relates to the direct cost of travel. Using current average gas prices, the following equations represent an approximate gasoline cost to travel from Montrose to Mountain Village/Telluride and provide perspective on a commuter concern:

$$\begin{aligned} \text{Passenger Vehicle} &= 125 \text{ miles} / 23 \text{ mpg} \times \$3.78 \times 20 \text{ days} \\ \text{Van, Pickup, SUV} &= 125 \text{ miles} / 18 \text{ mpg} \times \$3.78 \times 20 \text{ days} \end{aligned}$$

The formulas were used in calculating the monthly numbers within the following chart while the number of days was adjusted to account for daily and annual amounts.

Average Gasoline Only Commuting Cost in US Dollars between the Towns of Mountain Village/Telluride and the City of Montrose as of March 1, 2014

Community	Passenger Vehicle (\$)	Van, Pickup & SUV (\$)
Daily	20.55	26.25
Monthly	4411.00	525.00
Annually	4,932.00	6,300.00

125 round trip miles represents the approximate distance from the South Townsend shopping center in Montrose to the town hall of Mountain Village as calculated by the author using the vehicle trip odometer. Mountain Village Town Hall and the County Courthouse in Telluride are within seven paved road miles from one another. The miles per gallon (MPG) was calculated by referring to the Project America website (<http://www.project.org/info.php?recordID=384>) and categorized by passenger vehicles, vans, pickups and SUVs. Project America is a non-partisan organization that provides online access to policy related resources. The MPG numbers were further checked against the U.S. Energy Information Administration’s February 2014 monthly energy review. According to Table 1.8 of the review titled “Motor Vehicle Mileage, Fuel Consumption, and Fuel Economy,” in 2012 the passenger cars averaged

23.3 MPG while light-duty vehicles averaged 17.1 mpg. ([http://www.eia.gov/totalenergy/data/monthly/pdf/sec1\\_17.pdf](http://www.eia.gov/totalenergy/data/monthly/pdf/sec1_17.pdf).) Gasoline Prices: Gasoline prices were noted by the author on trips to Mountain Village and Telluride in February and March 2014 and checked against the website ColoradoGasPrices.com. An average of \$3.78 per gallon was used for calculation purposes. The following table represents a five day work week and four weeks to a month.

Average Gasoline Only Commuting Cost in US Dollars between the Towns of Mountain Village/Telluride and the City of Montrose as of March 1, 2014

<b>Community</b>	<b>Passenger Vehicle (\$)</b>	<b>Van, Pickup &amp; SUV (\$)</b>
Daily	20.55	26.25
Monthly	411.00	525.00
Annually	4,932.00	6,300.00

[http://www.coloradogasprices.com/Price\\_By\\_County.aspx](http://www.coloradogasprices.com/Price_By_County.aspx)

## Appendix VIII: Mountain Village Shuttle Rider Policy

### SHUTTLE RIDER POLICY (Effective November 9, 2012)



It is the intent of the Town of Mountain Village (the Town) to provide safe and reliable transportation to and from work for groups of three (3) or more employees who work similar shifts and who commute in similar directions from the same location or on the same general route. This service is considered a significant privilege to those who are able to use it. This privilege comes at a large cost to the Town, which is only minimally offset by the per-ride charge to the riders.

- Shuttle departure times shall be scheduled to ensure arrival in Mountain Village early enough for **all** riders to get to their work place on time. Departure and arrival times are set to include time for multiple drop points within the Town (if necessary). The scheduled departure time both to and from the Town will be strictly adhered to. If a rider does not make it to the shuttle departure point on time they will miss their ride. Missing the shuttle will not be considered a legitimate excuse for missing work.
- Smoking and alcohol consumption are strictly prohibited in all Mountain Village vehicles. This applies to employee shuttle vehicles as well as any other work vehicle. People who smoke or consume alcohol in the employee shuttles will lose their ride privileges.
- Any employee who drives a shuttle which involves the performance of safety -sensitive functions as defined by 49 CFR Part 655, as amended, must submit to a urine drug test under the authority of the U.S. Department of Transportation, Federal Transit Administration. Driving is contingent on the passing of the aforementioned drug test with a verified negative result having no evidence of prohibited drug use. All safety-sensitive employees will undergo a minimum of 60 minutes of training on the signs and symptoms of drug use including the effects and consequences of drug use on personal health, safety and the work environment. Drivers are required to have a valid Colorado driver's license.
- A specific shuttle is determined to be "viable" for each day of the week that there are three (3) or more scheduled riders signed up for and who actively ride the shuttle. If someone is taking PTO or if it is known that the route will be under populated on any given day up to and including the day before the occurrence, the shuttle is to remain parked.
- If a person rides a shuttle to work their return trip seat is secured on the shuttle route they rode to work on.

**Shuttle drivers** have the following responsibilities:

1. Pre-trip checks of the vehicle, including required pre-trip checks documentation
  2. Daily upkeep of shuttle rider log and mileage/fuel log, occasional collection of ride fees
  3. Provide new riders with Employee Shuttle Ridership Agreement and return signed Agreements to the Transit Coordinator
  4. Submit shuttle rider logs, mileage/fuel logs, and collected fees weekly to the Transit Coordinator
  5. Safe operation of the vehicle at all times in accordance with all applicable laws
- The following are responsibilities for **all shuttle riders**:
    1. Keep shuttle vehicles clean and neat. Trash will not be tolerated. Vehicles must be cleaned at least once a week. It is everyone's responsibility to keep the vehicles in clean and neat condition.
    2. Remove items brought onto the shuttle at the end of the ride. The Company will not be responsible for lost or stolen articles left in a vehicle.
    3. Exhibit considerate and courteous behavior at all times. Improper or violent language, inappropriate or offensive subjects, inappropriate or violent actions will not be tolerated.
    4. Make sure rides are recorded accurately. If the rider does not initial the rider log it will be assumed the log is correct. All shuttle riders must have a signed *Shuttle Ridership Agreement* on file.

5. Should a rider feel that the safety of the shuttle and/or its occupants have been compromised in ANY way, complaints must be submitted in writing. Complaints may be submitted to either the Transit Coordinator, Transit Manager, or to Human Resources personnel. Complaints other than those regarding the safety of the shuttle do not need to be in writing and may be submitted verbally at any time to the Transit Coordinator or, if necessary, to Human Resources personnel.

*This policy is intended as a guideline; it does not cover all possible circumstances. Safety, common sense and courtesy need to guide the actions of all shuttle riders. This document shall be considered official Company policy, any violations of which may result in disciplinary action resulting in loss of ride privileges up to and including termination. Mountain Village reserves the right to suspend, terminate, interpret or change this policy/program. These changes may occur at any time with or without notice.*

*Mountain Village reserves the right to refuse service to anyone.*

**ACKNOWLEDGMENT OF COMMUTER SHUTTLE POLICY**

I HAVE ELECTED TO PARTICIPATE IN THE COMMUTER SHUTTLE PROGRAM. I HAVE READ AND UNDERSTAND THE SHUTTLE RIDER POLICY PROVIDED ME AND AGREE TO COMPLY WITH THE SAID POLICY. FURTHER, I UNDERSTAND THAT THE POLICY IS A GUIDELINE AND THEREFORE NOT ALL INCLUSIVE. THIS POLICY (effective November 9, 2012) SUPERSEDES ALL PREVIOUSLY ISSUED EDITIONS. THE ORGANIZATION RESERVES THE RIGHT TO SUSPEND, TERMINATE, INTERPRET OR CHANGE ANY OR ALL OF THE GUIDELINES MENTIONED, ALONG WITH ANY OTHER PROCEDURES, PRACTICES, BENEFITS OR OTHER PROGRAMS OF MOUNTAIN VILLAGE. THESE CHANGES MAY OCCUR AT ANY TIME, WITH OR WITHOUT NOTICE.

**For Employees of the Town of Mountain Village:**

I, \_\_\_\_\_ have elected to participate in the Mountain Village Commuter Shuttle Program. I have read and understand the Shuttle Ridership Policy provided me and agree to comply with said policy. I understand the cost of this service to me is \$2.00 per ride (\$1.00 for children & Placerville riders.) I hereby authorize Mountain Village to deduct an amount equivalent to what I owe the company for this service from my paycheck.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**For non-Mountain Village employees:**

I have read and understand the Shuttle Ridership Policy provided me and agree to comply with said policy. I will purchase tickets from the Town and provide the shuttle driver with my ticket prior to riding the shuttle. I understand that the shuttle driver is not authorized to accept cash.

Non-Mountain Village Employee Contact Information:

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Mailing Address                      City                                      State                                      Zip

\_\_\_\_\_  
Phone Number

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Appendix IX: Employee Survey Comments

The following are the responses to the open-ended employee survey question “Please provide any additional comments or suggestions.” Comments are represented in their original form unless an edit was required due to inappropriate language (marked by an \*).

1. It would help me out a lot if there was a shuttle to Mountain Village.
2. This survey could have been constructed a little differently to allow for recreational commuters
3. Thanks for doing this. I can see benefits for families like mine to take trips to Telluride that we might otherwise not be afford to do.
4. The faster a good system is in place the better!
5. "\*\*Down Valley riders already pay a fee...and such fee subsidizes a person(s) going to Lawson Hill or being picked up from Lawson when there are already numerous times that the Lawson bus runs (in the a.m)'. Do you think this is fair? Do Norwood riders subsidize Lawson Hill riders? \*\*The Galloping Goose van is EXTREMELY uncomfortable -sheer torture!!! Doesn't feel safe on highways, especially in winter on icy roads. It's also very hard to get in/out. You can only fit 3-ADULTS per seating area otherwise you are CRAMMED in and uncomfortable because everyone carries a backpack or bag(s) etc., (it's even worse in the winter with bulky coats/parkas/backpacks and packages) to/from work. Having kids seated in laps is unsafe, as well as cramming in 1-5+ passengers in a van meant for 1.L/72 is not safe. If someone is seated in/near the rear or middle seat needs to exit....the entire group of passengers have to unload and reload to let a single passenger out. This takes time. No one likes to ride in the van and feel like pigs in a crate. \*\*\*Maybe gov. should purchase vans like Telluride Express instead of waste money on the current ones."
6. My family would use a transit system to take day trips to Telluride on the weekends.
7. "I live on Hastings Mesa. I don't know where the Park n' Ride would be located, but it would have to be near me and include free parking to make it worthwhile."
8. "Down valley has been overlooked for a long time by our town and county personnel. The bus system doesn't work for people who have weird hours. Town of Telluride has a bus that runs every 20 minutes for townies and they have the gondola, but I see people driving out of town to drive up to MV to go to work. MV has had a free taxi service for the people living up there for years and the tipsy taxi service has never even considered down valley people. It's great that a dialog has begun, but not too positive that anything will happen for those down valley."
9. I can see this a tourism and economic development booster
10. I'd use the system to go to Mountain Village and Telluride for weekend getaways.
11. I hope you follow through - this would be a good way to get off the mountain from time to time and got to Montrose - especially for services and shopping.

12. We need a reliable system to get back and forth from Telluride/Mountain Village.  
Thanks for this survey.
13. I'd use public transit if it was convenient for weekend trips.
14. I believe Regional Transit will be good for business and regional economic development.
15. "I live in Aldasoro and there is no public transportation whatsoever serving our area, including the airport, even though many private shuttle-type vehicles travel the Airport Road daily. There is a healthy, growing deed-restricted community in Aldasoro as well as numerous other residents, and it's time for the Telluride Airport and Aldasoro to be considered part of the ""region"" and treated as such. (currently there isn't even school-bus service to this neighborhood) Regional tourists and residents in general could be served by an ""airport leg"" of a transportation system; perhaps an agreement between one of the existing limo services and our governments could be reached to benefit all involved. Thank you."
16. I'd use the system regularly if I could get to and fro from Telluride conveniently.
17. "The buses into town are great (from Lawson Hill). The buses home are more frustrating. We could use a noon/12:30 bus back out to Lawson Hill, and a ""late bus"" to get home after dinner/movie! Please be clear: it would not be a ""drunk bus!"" But a 9:30-10:30 bus would allow folks to go to town for dinner/movie/drinks without taking a car!!!! It is the only true down-side to living outside of Telluride."
18. "I hope the transit authority will explore options for local in all surrounding city and not just the ones within county limits. Ridgway is the same distance from telluride as norwood, yet they have a bus route and ridgway had to organize a van pool. As Telluride's cost of living continues to rise a higher percentage of workers will live in surrounding towns. Safe public transit will improve the quality of life for citizens by saving them money and make the highways safer due to less traffic on snow roads"
19. "a regional transit system is needed in the San Miguel, Ouray, and Montrose, county area"
20. Any public transit solutions would need to include a pick-up and drop-off location at Telski Mountain Ops in order for me to utilize.
21. A van from Ophir to mt village would be a great idea for us who work in mt village!
22. Public transit is a vital part to our region. We are a very spread out community with one area that feeds the economy. It is a fragile area and the less cars in the valley the better. Thank you for taking the time to do this!
23. This (public transportation in Western Colorado) is a very bad idea. The buses in Montrose are almost always empty or only have a few riders. It's terribly costly on a per rider basis. **KILL THIS IDEA NOW!**
24. "In order to be truly useful the transit service would need to offer several different ride times in both the morning and evening, and at least one or two times in the middle of the day. The last evening departures from Telluride would need to extend past regular

business hours by quite a bit, so people who go shopping or exercise after work (after 5pm) can still catch a ride home."

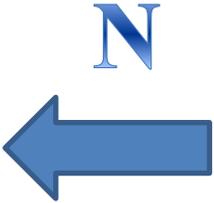
25. A shuttle would be a good way for me and my friends to go to Telluride to ski and for festivals. I also see it as a positive tourism draw and for a way for people living in the mountains to get to Montrose to shop.
26. "Transit in the area needs to be improved. I come in from Norwood and there is no flexibility in schedules, ie leave first thing in the morning and does not leave for Norwood until 5:00. Bus is overcrowded."
27. I ride the Galloping Goose bus from Town of Norwood. Fares are \$2 each way.
28. Public transport from Rico to Telluride would be nice.
29. "I would use the transit system primarily for regional tourism - hiking, festivals, brewery tours etc."
30. I would like to ride to Ridgway and Montrose occasionally
31. "As someone who lives and works in town, I always walk or ride my bike unless I'm short on time and the bus schedule is in synch with my commute or I have equipment or gear I need to transport to work, in which case I drive."
32. "Costs need to be kept less than the price of gas and operating your own vehicle in order for this program to keep riders. Times need to be keyed to employees since we all spend so much time commuting, so reducing commute times as much as possible will be important."
33. There should be a bus that travels down valley at 9 pm every night
34. Would LOVE late night bus service to Lawson Hill. A bus at 10pm and midnight would serve the needs of restaurant workers and locals who would like to enjoy an evening in town.
35. Times would have to be flexible. Early in morning 6:45 or 7am and later in morning. 8am shuttle. Also 2 departures in the afternoon.
36. G Goose 2x mid-morning and 2x mid-afternoon would be good options down valley.
37. "my hours can be unpredictable, so I wouldn't be consistent."
38. Although the population density is somewhat limited. Please include Norwood and the West End in your assessment for a truly regional transportation district.
39. I would have more options of places to live if there were more bus routes to and from Lawson and Ridgway. Later routes to Lawson (7 PM and 9 PM) would be a big help.
40. I'm a Realtor & need my car handy at all times.
41. "My wife and I currently caretaker a house in Aldasoro, however this is not a long term solution for housing for us. We will more than likely look to purchase a home within the region (Placerville, Ophir, Ridgway, Norwood) and when we do, Public Transit will be a motivating factor as to where we look to settle. This is something the region desperately needs to maintain quality employees and sustain our local and regional populations."
42. I drive from Log Hill 10 miles to Fair grounds to pick up van pool 5 days a week for the last 19 years

43. "Would be interested in seeing a Down Valley (Placerville/Sawpit) van/ride share/carpool to Mountain Village/Telluride with set times @ 8am/5pm Mon-Fri. Could be something like a carpool ""ride board"" posted on a city/county website. Thanks!"
44. I am happy to see that there is planning going into the bus schedule this year!
45. "Any new transportation options would have to be 0 wait time in the AM. It's annoying enough to be SO CLOSE to work and have it take so long to get there with no parking, etc."
46. "My wife and I Currently ride with the Town Of Mountain Village employee van pool it is a great service and very affordable at two dollars a way per person a total of eight dollars a day. If we drive it cost fifteen dollars a day plus wear on our vehicle. The only problem is their is no shuttle on weekends and certain holidays so I have to drive, not a huge issue but it would be nice to have a transportation service that operates Monday through Sunday with slightly later hours. I feel very fortunate to have this service available. Thank you"
47. "Thank you for working towards a regional transit system. It could be handy to get from Norwood to Montrose, too."
48. Using public transit makes the commute longer than driving yourself due to pick ups and drop offs. The commuter has to understand that the extra 10 to 15 minutes it takes to use public transit is a worthwhile tradeoff of financial and environmental savings.
49. "If Telski did not provide an employee shuttle, I would not work up there. The pay is not worth the wear and tear on the car, the cost of gas nor do I want the risk of driving in the winter. Also the cost to park is unacceptable to us. There has been no pay increase in quite a number of years. Paying for parking is a cut in pay!!!"
50. There needs to be a bus that leaves later in the morning and gets back to Norwood later in the evening to accommodate service workers and those who are going into telluride for leisure activities.
51. It would be great to be able to go to Telluride on weekends and not have to worry about how I'm going to get there and come back.
52. Need more transportation from surrounding rural areas to and from the Telluride area that is not constraining to time.
53. timing seems to be te biggest issue. never been able to get things to stay together and get ride share to work
54. We need a more reasonable parking option. It is hard enough that we have to commute to work but then to have to pay up to \$15.00 to park each day is really tough. I know that we offer discounts for the entire season of parking and the intercept charges \$7.00 a day but the Madeline can be pricey if your running late. We should take advantage of the tourist and not the service workers. The entire weekend of Bluegrass when we don't charge for parking we could charge \$10.00 a day to park. This would set of up for the entire year for free parking for the employee.

55. Thank you for your dedication to improving transportation options between Montrose and Telluride.
56. It would be great if the gondola opened at 6:30 to get to work by 7am!
57. "The survey might be more helpful if it identified who commutes on the bus upfront. I felt like I was having to qualify my responses, because the questions seem geared to those who don't use the bus now."
58. "Please don't forget the Ophir, Aimes, San Bernardo and Trout Lake!"
59. This survey should include the City of Norwood. My observation of people using public transportation in Telluride and Mountain Village appears to be very effective and beneficial. I can see a need for Telluride to Montrose service. I do not know the demand or how cost effective this can be.
60. "Not sure my data should be used as I live five blocks from work and my commute is typically a 12 minute walk to and from work, or a 4 minute bike ride."
61. it is doubtful that this would do much for me. I just don't live in a populated enough area where people are employed full-time to justify service to our area. We don't even have school bus service due to the unpredictable numbers.
62. I would not use public transit if it only drops in Telluride. I would require Mountain Village
63. "If the bus were free, I would likely ride it a few days of the work week. Thank you!"
64. The Galloping Goose provides wonderful public transportation- ask those folks how to run a good transit system.
65. I wish the chondola would run in the summer months.
66. "While a bus may not be the best option for me, I'm glad that it is being looked into for others."
67. "I think that it is a great idea and that it would be beneficial for a lot of people. In the future, I may want to use it, but right now I enjoy driving my own vehicle to work on a daily basis."
68. A bus that runs into the evening and late at night would be extremely beneficial for employees that do not live in town!
69. I VALUE THE MV EMPLOYEE SHUTTLE VERY MUCH AND WILL CONTINUE TO RIDE IT AS LONG AS IT IS AVAILABLE.
70. "I think you are on track to bolstering our regional connections. Even-though I may not utilize this system today, I do believe that it is of high value in connecting our lodging, retail and workers to the vast amount of resources available."
71. I am more interested in this service as a way to travel to and from Telluride from Montrose for personal use than as a commuting method
72. "Individual seats, comfortable temperature control, air vents (like airplane), no over-crowding"

73. This survey only relates to getting to/from work. It seems to me that conducting business in/around town would account for much more ridership. I also have to wonder why Olathe and Delta were not at least considered in the mix.
74. I love the van pool I'm currently riding in. The monthly fee is very reasonable and convenient.
75. Currently I participate in a vanpool and would never be able to afford to live in Ouray and work in Telluride if I had to drive my car every day. The vanpool is amazing.
76. "Regular bus service between these towns would be great. But it will be a challenge to make it work for everyone. Some people start early in the AM, others get off very late at night. However most work 8-4 or thereabouts and it would be a great service to those people. It would also have to be affordable, most of these jobs are not high paying and most people have families."
77. Getting to the Big City of Denver would be nice too!

**Appendix X: Possible South Montrose Park-and-Ride Location**



This location is less than one mile from the S. Townsend shopping district. The highlighted land is CDOT right-of-way. It is 800feet long, 50 feet wide at the north end 100 feet wide at the south end. According to CDOT officials it would be viewed favorably as a park-and-ride location.

The site could also qualify for Funding Advancement for Surface Transportation & Economic Recovery (FASTER) funds through the CDOT Transit Grants Program for capital improvements.

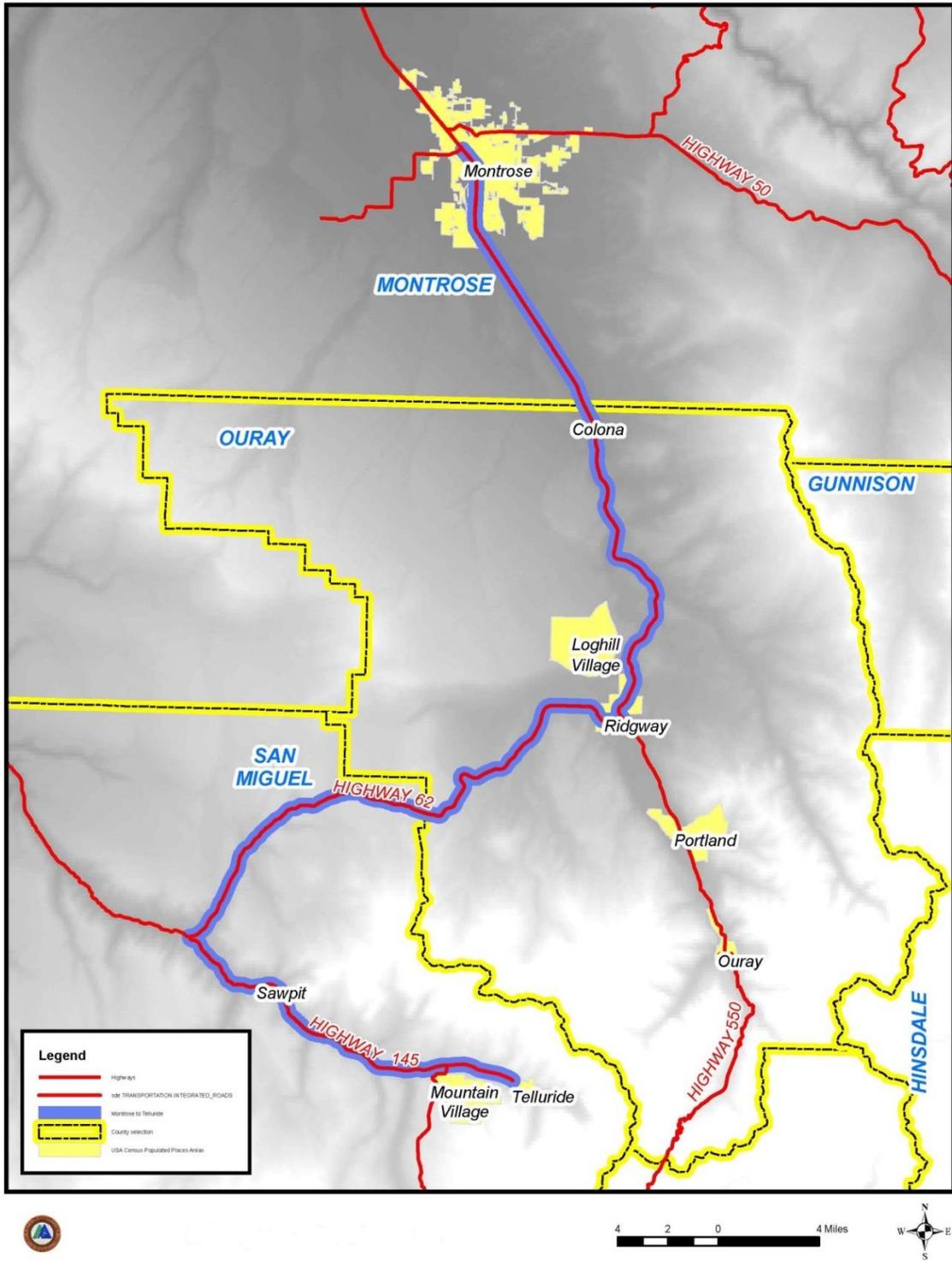
## **Appendix XI: Implementation Timeline**

There already exist many talented individuals in the study area that can help inform the operational framework and provide the next level of guidance. The following suggests an accelerated timeline of activity if a pilot project is to be implemented in 2015 (so as be off to a fast and strong start by leveraging notable increased demand due to the influx of skiers). Steps and suggested dates can be modified, as necessary.

- The Telluride/Mountain Village to Montrose Transit Feasibility Study is presented to Client on May 19
- Client councils schedule work sessions and meetings to discuss the report and decide whether or not they wish to pursue Action Step 1 by mid-June
- If Client councils decide to continue the conversation, a joint meeting is scheduled for a collective early July discussion; depending on the outcome, task force participants are appointed (and potential program partners are invited)
- The task force is formed by late July and presents the suggested Action Step 1 deliverables (or those as desired by the Client councils) by the end of September
- Client and potential partner councils meet to discuss the task force report in early October and decide whether or not there will be a 2015 pilot project. If yes:
  - FY2015 budgetary modifications are made by staff for program accommodation
  - IGAs and contracts are drafted
- Client and potential partner councils approve FY2015 budgets in November/December
- IGAs and contracts are executed and preparations are made for early 2015 implementation in the final quarter of 2014

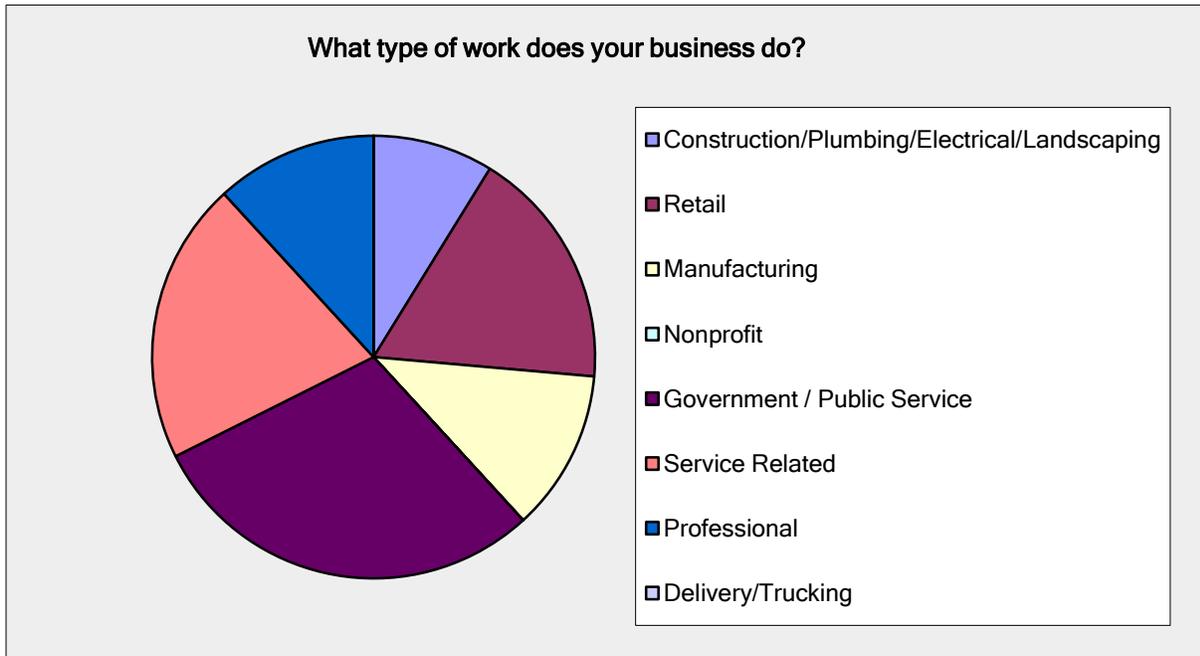
## **Table of Figures**

Figure I: Study Area

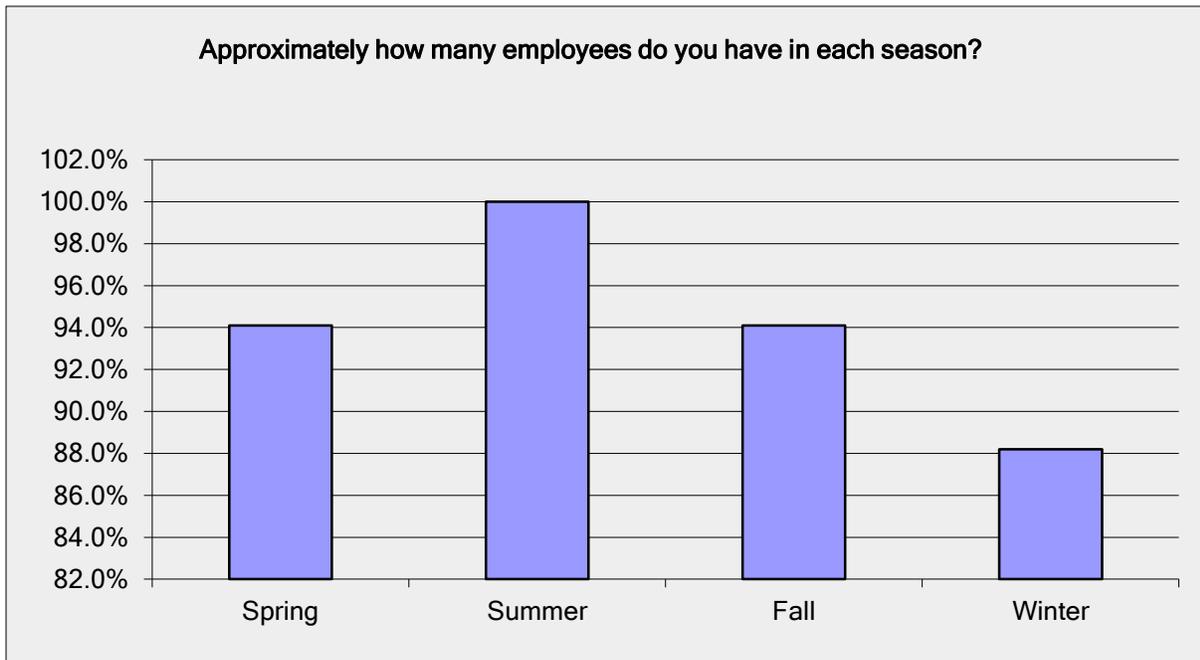


Montrose City Hall - Town Hall of Mountain Village = 64.91 miles  
Montrose City Hall - Town Hall of Telluride = 65.76 miles  
Mountain Village Town Hall - Telluride Town Hall = 6.3 miles

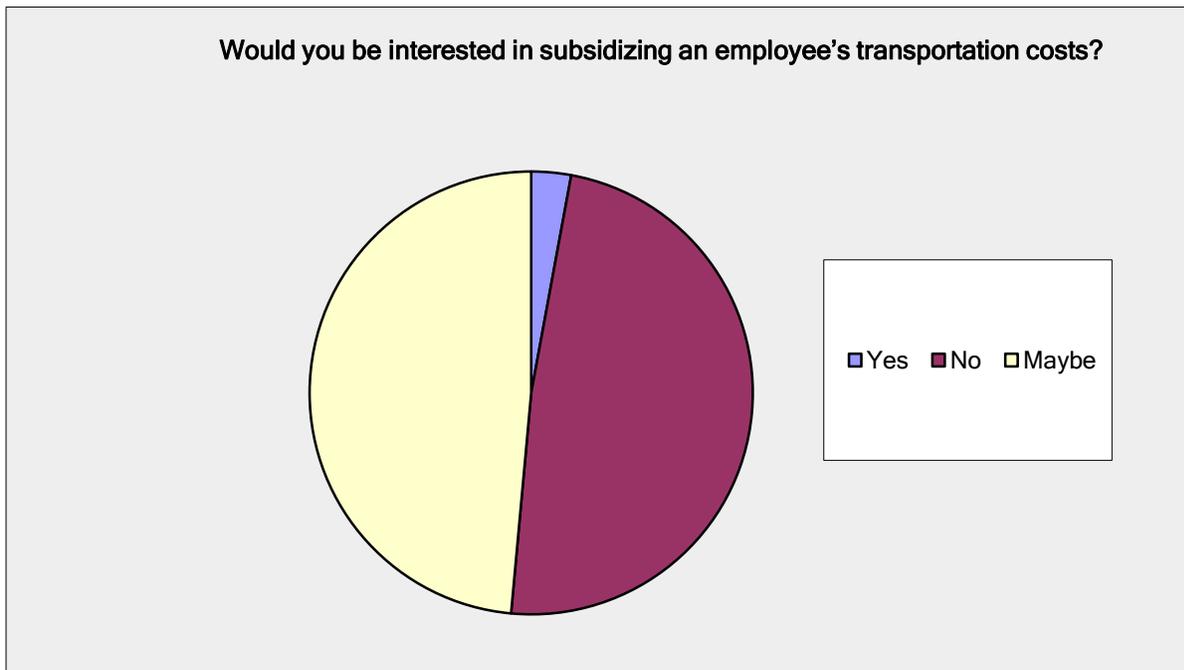
**Figure II: Representation of Business Types**



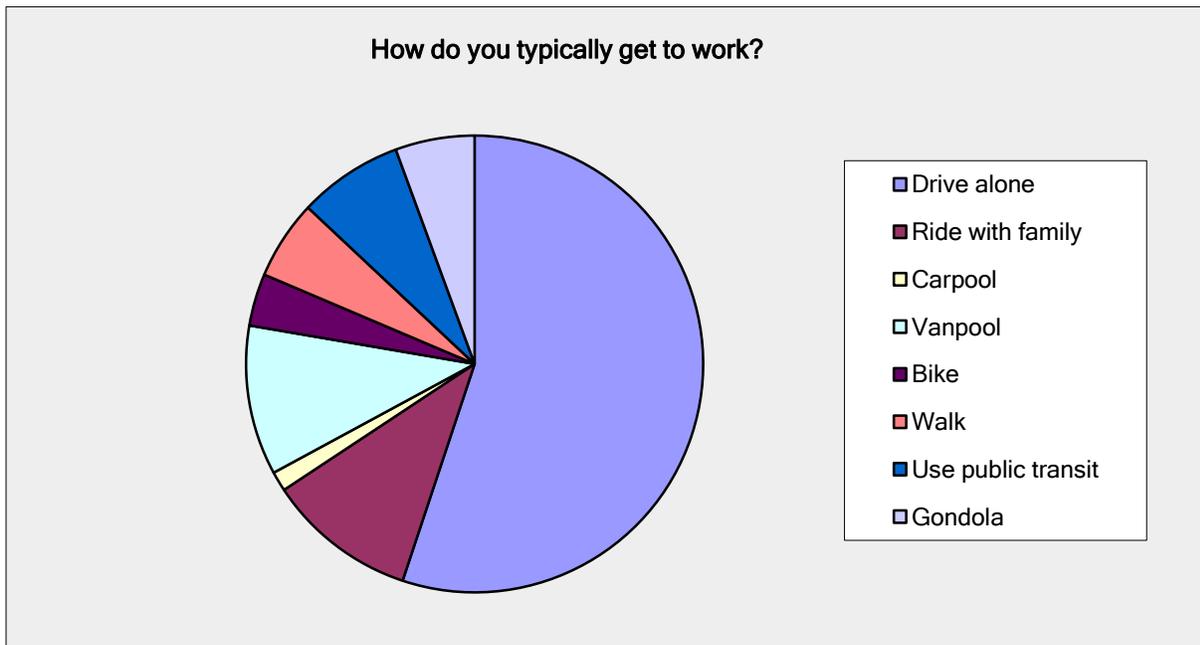
**Figure III: Seasonal Effect on Business Hiring**



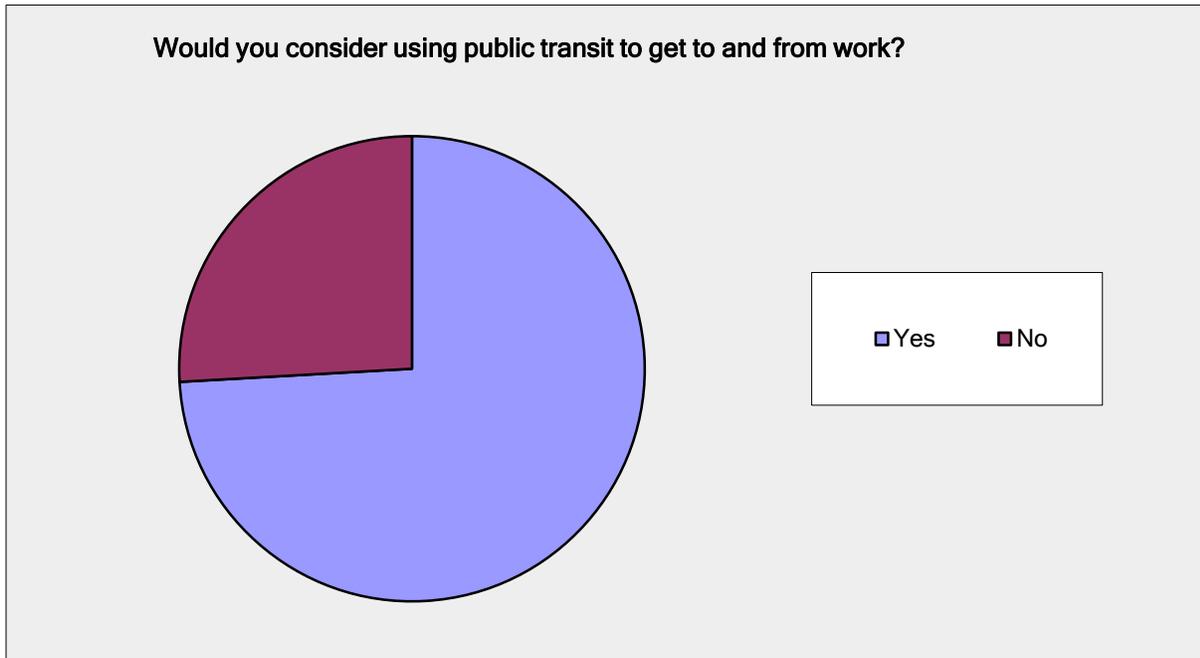
**Figure IV: Employer Interest to Subsidize Employee Transportation**



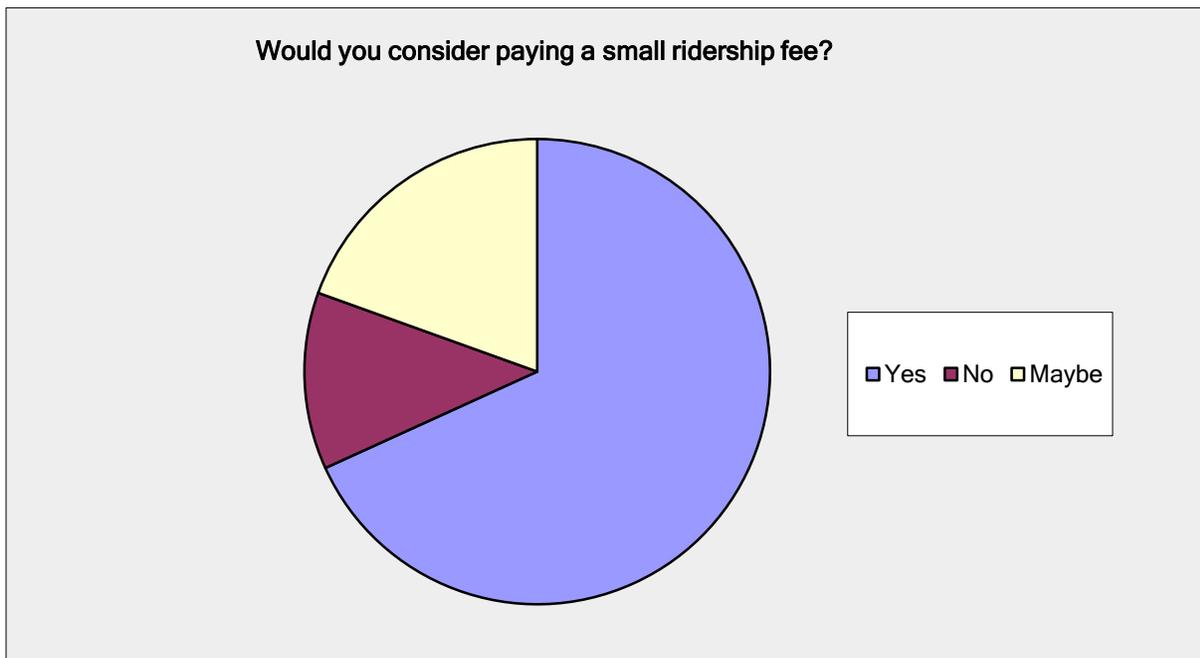
**Figure V: How Employees Get to Work**



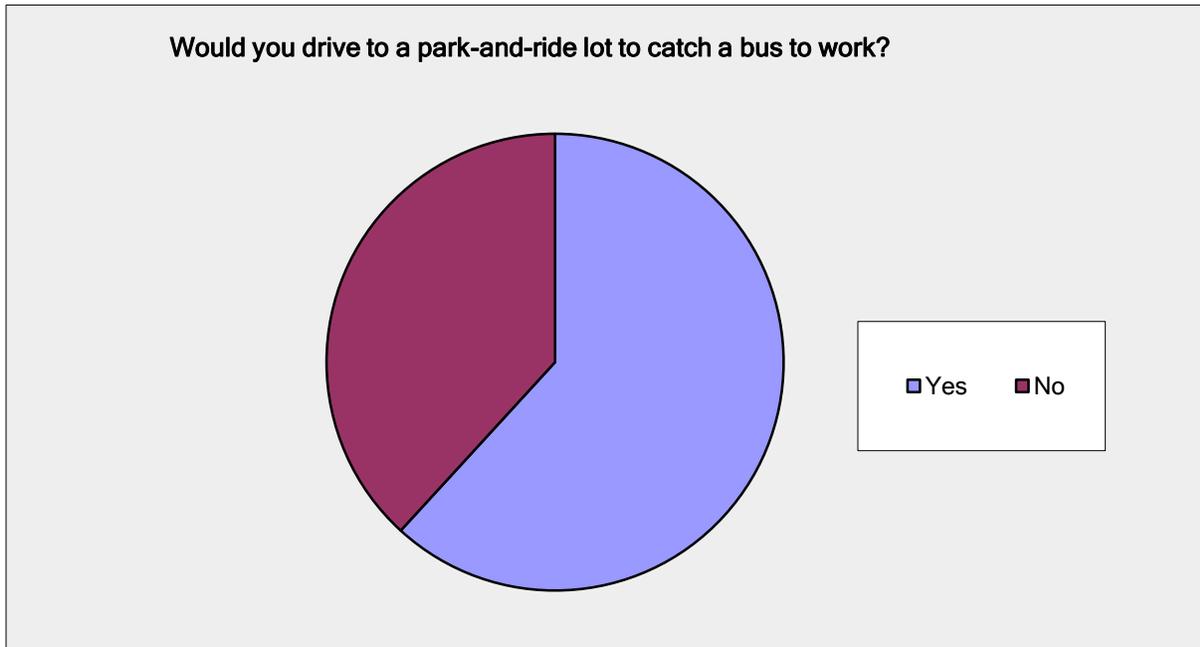
**Figure VI: Employee Interest in Using Public Transit**



**Figure VII: Employee Interest in a Ridership Fee**



**Figure VIII: Employee Interest in the Utilization of a Park-and-Ride**



**Figure IX: The Potential for Employee Use of a Transit System**

