

# Welcome

Bar Harbor Ferry Terminal Feasibility Study

OPEN HOUSE

May 31, 2012

# Agenda

- Start 5:00pm
- Welcome and introduction
- Brief presentation
- Breakout sessions
  - 1 – Landside issues
  - 2 – Waterside issues
  - 3 – General issues
- Conclusion 7:00 pm

# Rules

- Please take a fact sheet
- Please take a comment card
- Feel free to give us comments in:
  - Person
  - Card
  - Email
- Please send all comments before June 15, 2012
  - [Ferryterminal@bermelloajamil.com](mailto:Ferryterminal@bermelloajamil.com)



# *Bar Harbor*

## *Ferry Terminal Feasibility Analysis*

### *Open House Report*



Bermello, Ajamil & Partners

May 31, 2012

HISTORY

# History repeating itself



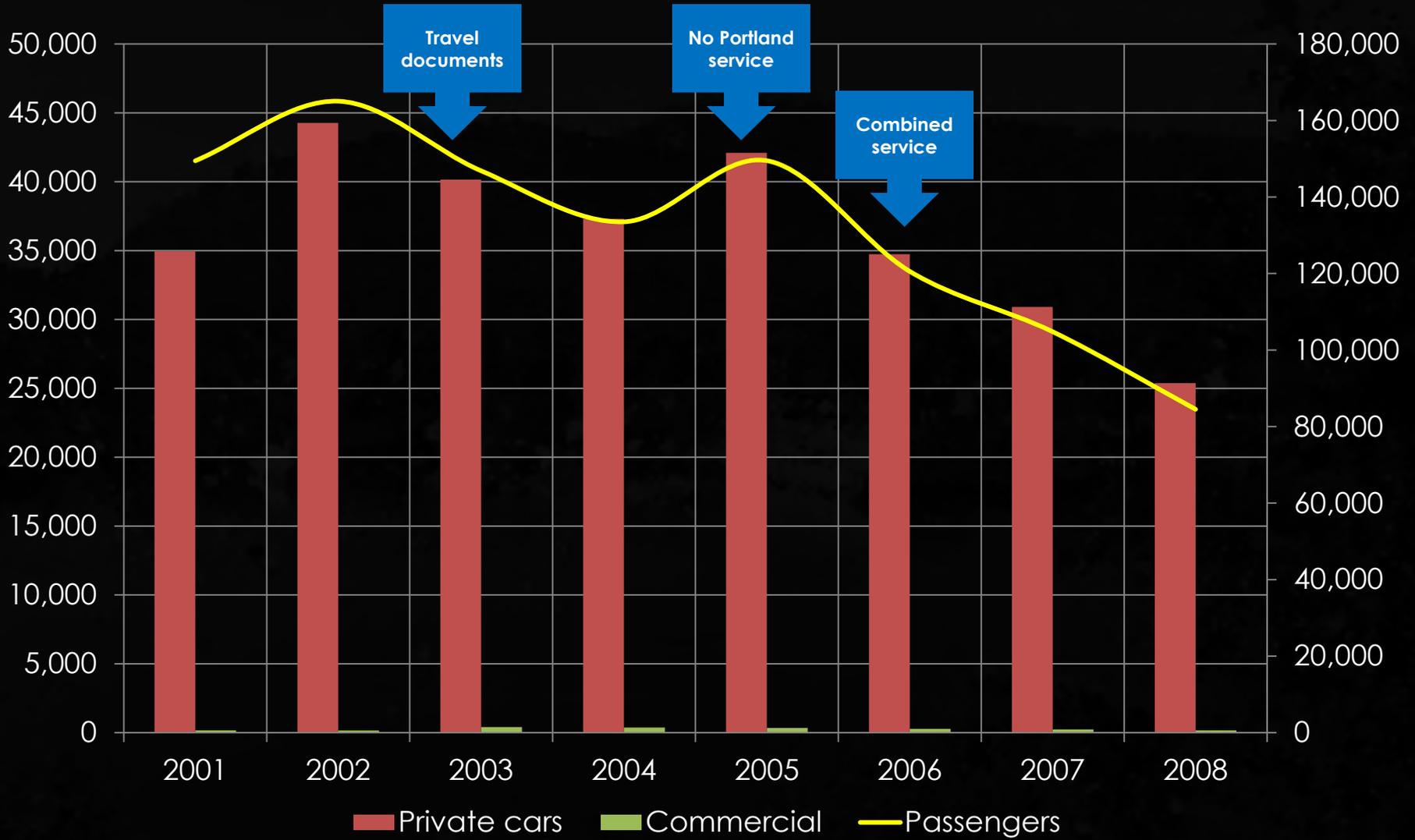
- Digby – Saint John service is 175 years old
  - Original operator was Canadian Pacific
- 1949; Canadian Authorities announce that Canada and Nova Scotia would share in a new ferry terminal in Yarmouth with service to a port in Maine
- Bar Harbor lobbied for the designation and began to create enticements
- The Town agreed to pay \$15,000 for the site – (owned by Edward Stotesbury)
- 1953; opposition to the site, but Town Council proceeded
- 1953; Maine Legislature agreed to fund \$1 million for the terminal to be owned by the Maine Port Authority (MPA) and leased to CNR. Town voted to transfer property to MPA

# History

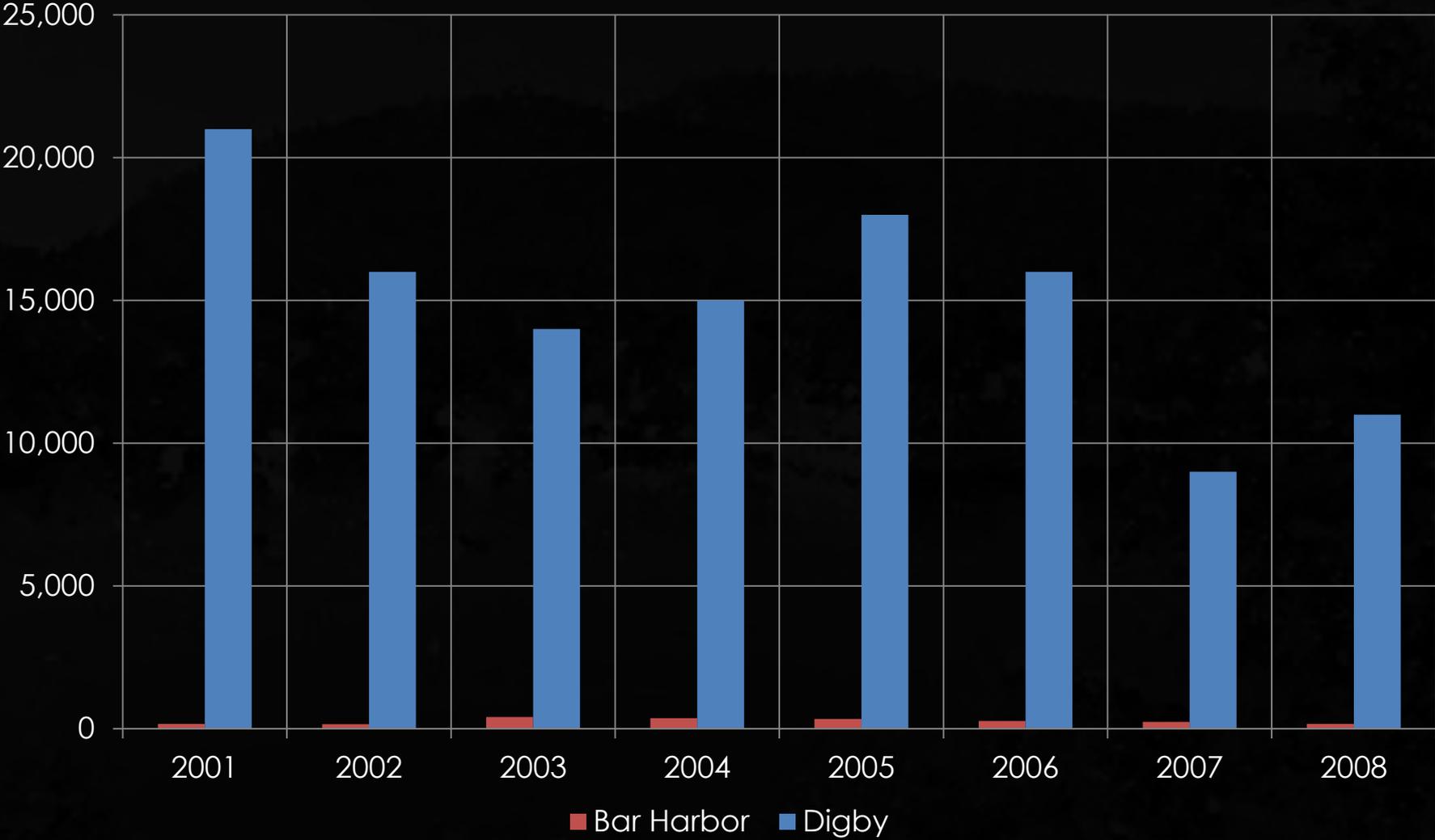
- 1954 - the ferry was nowhere in sight
- 1955 – Bluenose christened
- Bar Harbor – Yarmouth service providers
  - CN Marine (later renamed Marine Atlantic) to
  - 1997 – transferred to Bay Ferries, Ltd.
- Lots of design and operational issues – and yet successful
  - Fisheries
  - Passengers
- 1969 – Yarmouth to Portland ferry starts
- 1980 – the original Bluenose replaced with the Jutlandica
- 1998 - *The Cat*
- 2010 – Services end



# Traffic



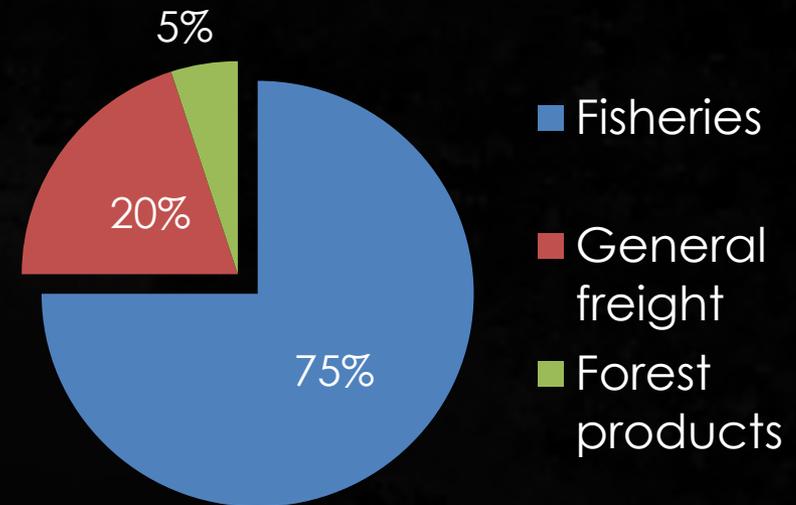
# Commercial traffic



# Where is the cargo

- Fisheries is the biggest commodity
- Time to market is key
- Why is it in the Digby ferry
  - Operator preference
  - User preference
    - Guaranteed transfer
- Future
  - Fisheries – stable or growing
  - Forest - disappearing

Cargo in Digby – Saint John ferry



# Pricing

- The *Cat* prices before closing:
  - Per passenger \$69 each way + \$10 security fee
  - Per car \$115 each way + \$25 fuel surcharge
- The total for a couple return with car = \$596
- A family of four return with car = \$912
- A cruise is about \$100 to \$120 per person per day

# Why

- Lack of subsidy
- Shifting patterns of travel
- Pricing of product
- US Immigration requirements
- Comfort of ride
- Economy
- Strength of the Canadian Dollar
- Cost of the Canadian vacation
- Cruise vacation
- Shifting of commercial traffic northward
- Elimination of Portland run
- Combination of Bar Harbor and Portland service

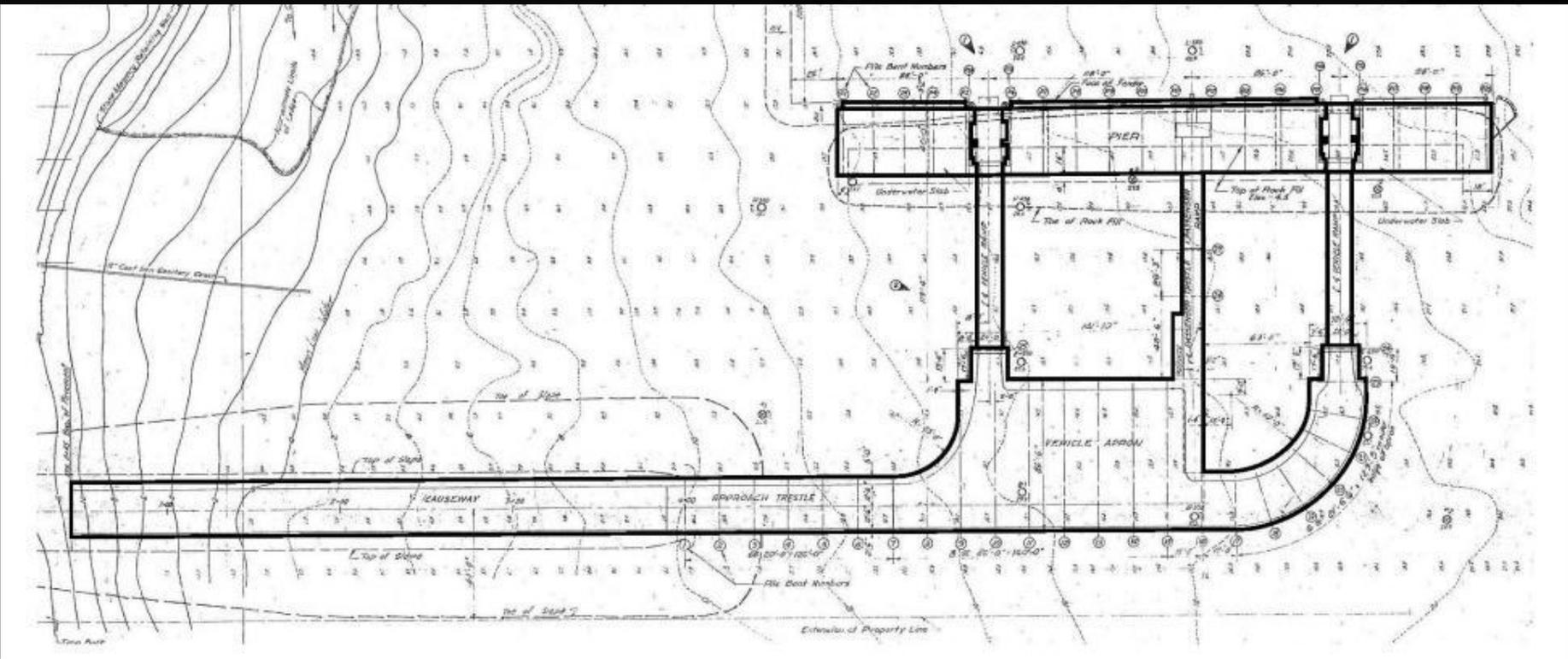
# CURRENT SITUATION

# Current situation

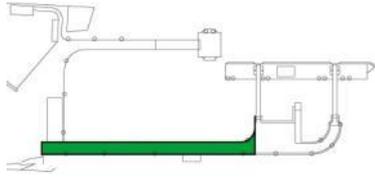
- Property is sitting vacant
- Canadian authorities own it
  - Pursuing a strategy to dispose
- Significant deferred maintenance liabilities
- Annual operating costs



# Existing conditions

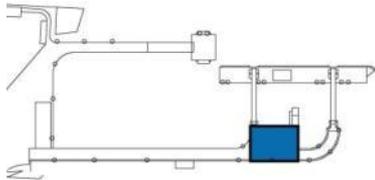


# Scope of Rehabilitation



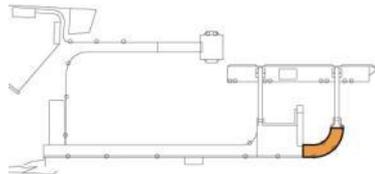
- **Good condition**

- Remove timber sheathing
- Clean & recoat or repair as needed



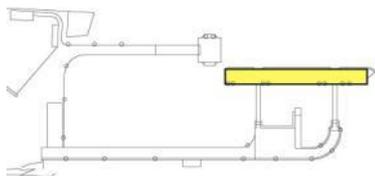
- **Fair condition**

- Remove timber sheathing
- Clean & repair as needed
- Recoat or protective covering



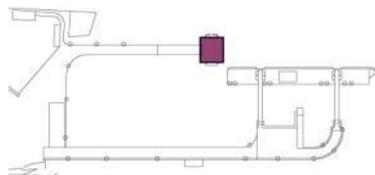
- **Poor condition**

- Demolish and remove as part of pier extension



- **Poor condition**

- Do nothing
- Deterioration is too extensive
- Will need to be demolished eventually



- **Good condition**

- Do nothing for now

RESPONSE

# Response

- Parties agreed to investigate the situation
  - Town of Bar Harbor
  - Maine Port Authority
  - Bar Harbor Chamber of Commerce
  - CruiseMaineUSA
- A step by step plan was agreed to

# Scope

**PHASE 1 – INITIAL BUSINESS MODEL DEVELOPMENT – EARLY DECISION**

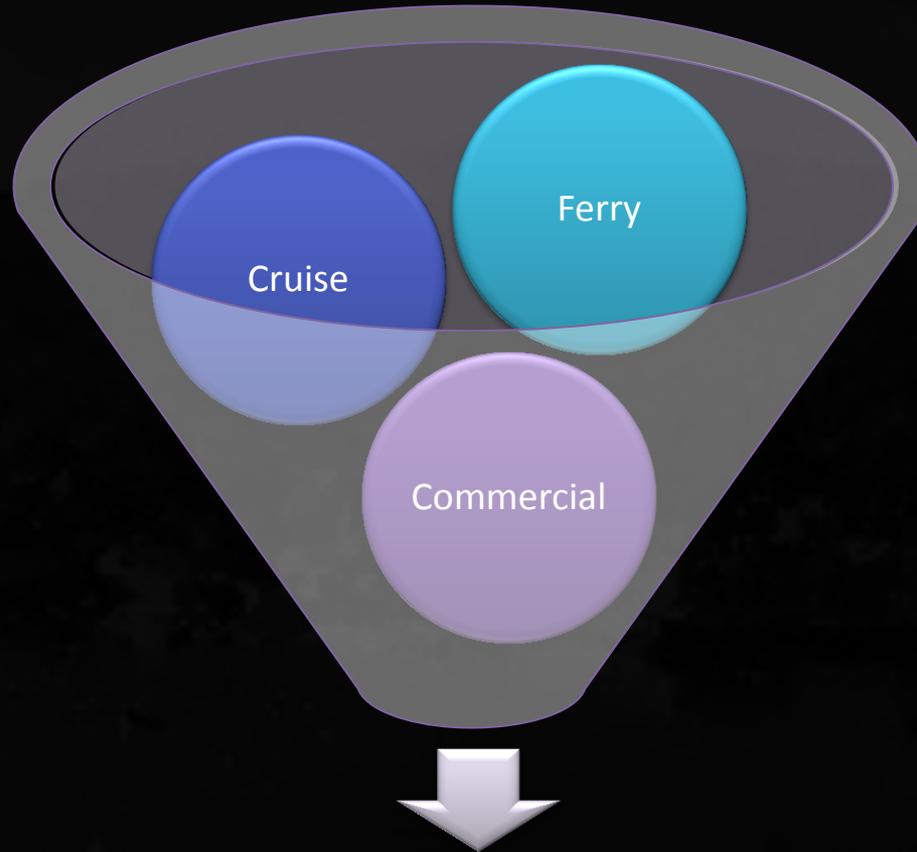
**PHASE 2 – DETAILED FACILITY PLAN AND BUSINESS PLAN**

**PHASE 3 – EXECUTION PLAN**

# Objectives - questions

- What are the options for the property?
- Can a program be developed that will be financially self-supporting?
- Can the property be maintained for maritime use?
- Can a business plan support acquisition of property?
- How can you maintain your Port Of Entry (POE) status?
- Should you proceed with Expression Of Interest (EOI)?

Uses considered



**Or any combination**

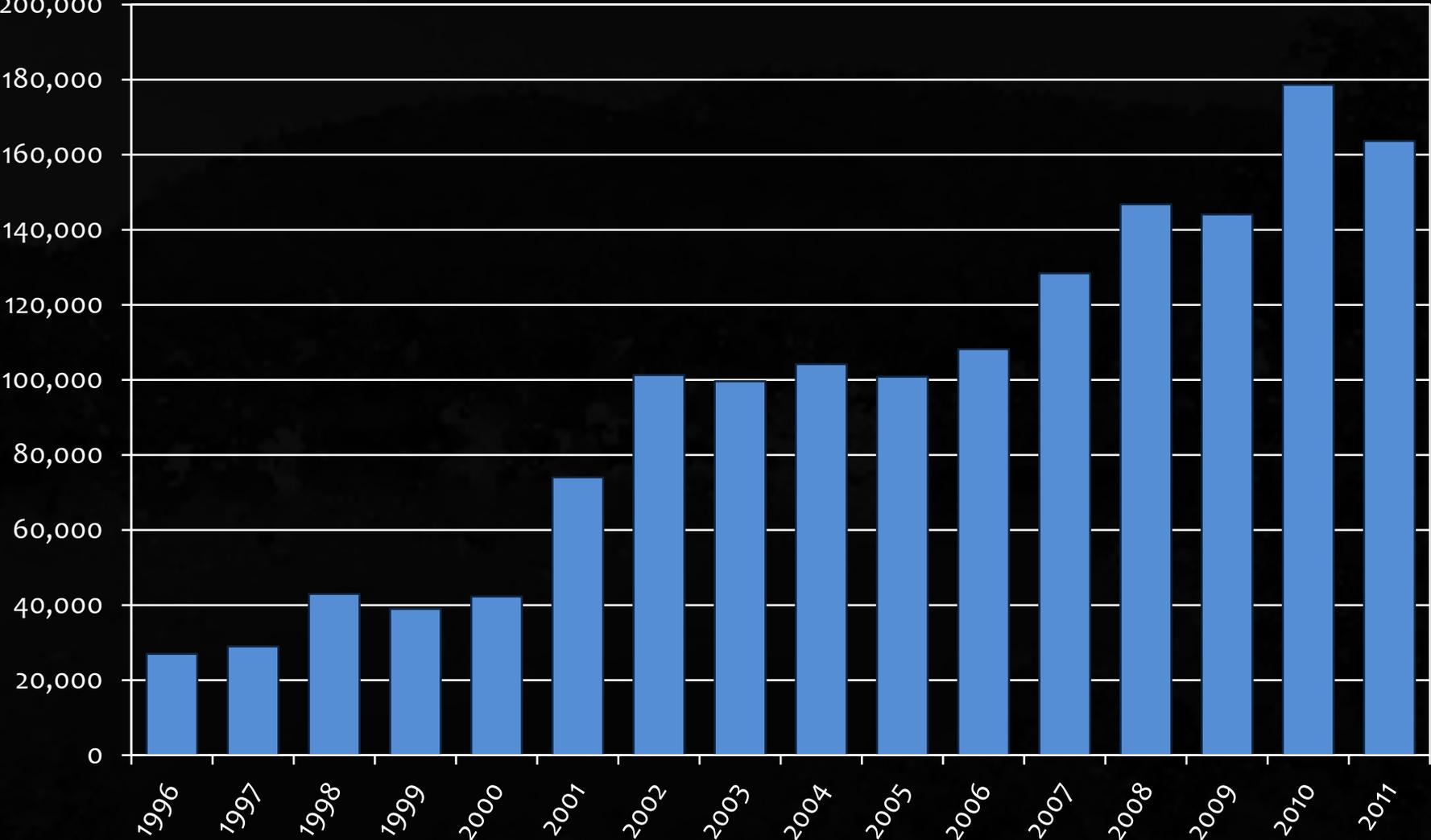
FERRY

# Ferry uses

- Dependent on Canadian subsidy
  - Impact on Yarmouth
  - Cargo is mostly eliminated
- As a stand alone ferry terminal the facility will suffer significant losses
- Even if the traffic were to rebound to all time high the facility can not cover operational costs and repairs
- Conclusions – other uses must be mixed in order to:
  - Reduce operating cost thru sharing of major expenses
  - Reduce risks of future traffic fluctuations or elimination of ferry service
    - Ferry is totally dependent on future subsidies
  - Create a diversified revenue stream

CRUISE

# Cruise passengers



# Cruise operations

- Ships like to bring passengers in the center of the Town
- Large passenger concentration create problems in the Town
- Tendering is disappearing worldwide
  - Large ships CANNOT tender
- Tendering means
  - High cost to the lines
  - High percentage of passengers not disembarking
    - Anecdotal accounts of 40% of passengers staying on ships
    - Passengers that disembark lose 2 to 3 hours in process
- Places that do not have a pier are losing traffic - fast

# Tendering

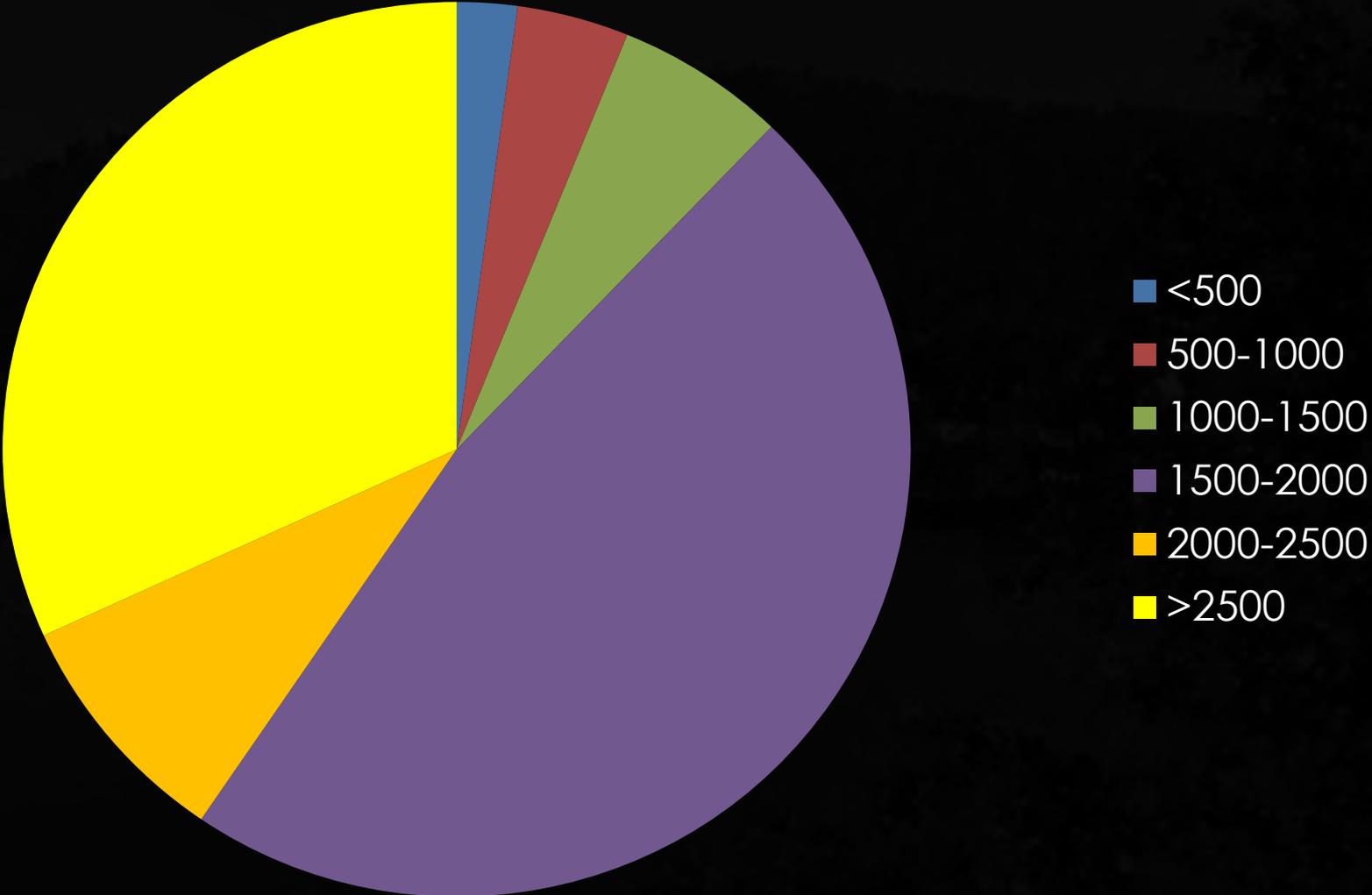
- As the ships get bigger the logistics begin to break down
- Waiting inside the vessel can take over 1 hour
- Long lines to board ships
- Loss of time on land = loss \$
- People stay on board
- All lines now are building piers at their company destinations



# Piers



# Bar Harbor - 2007

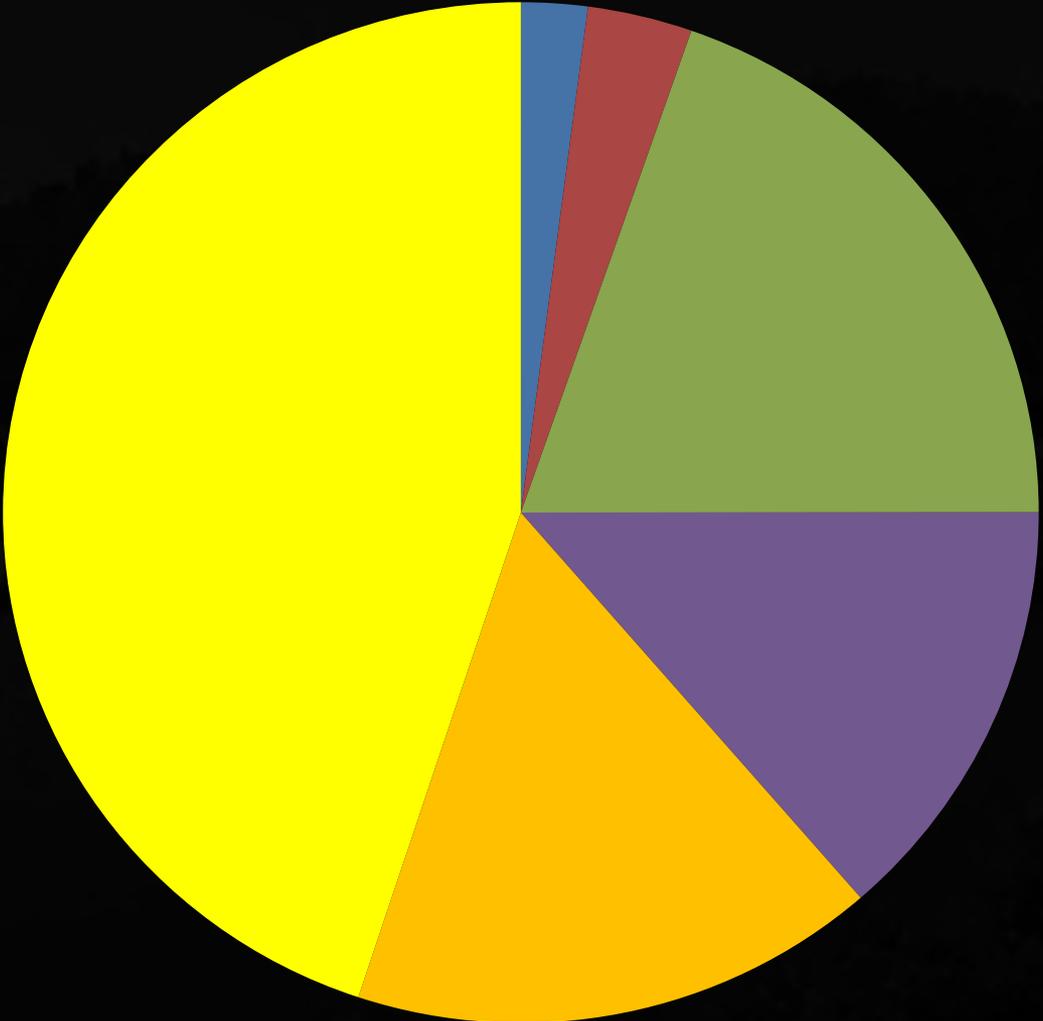


# Bar Harbor - 2008



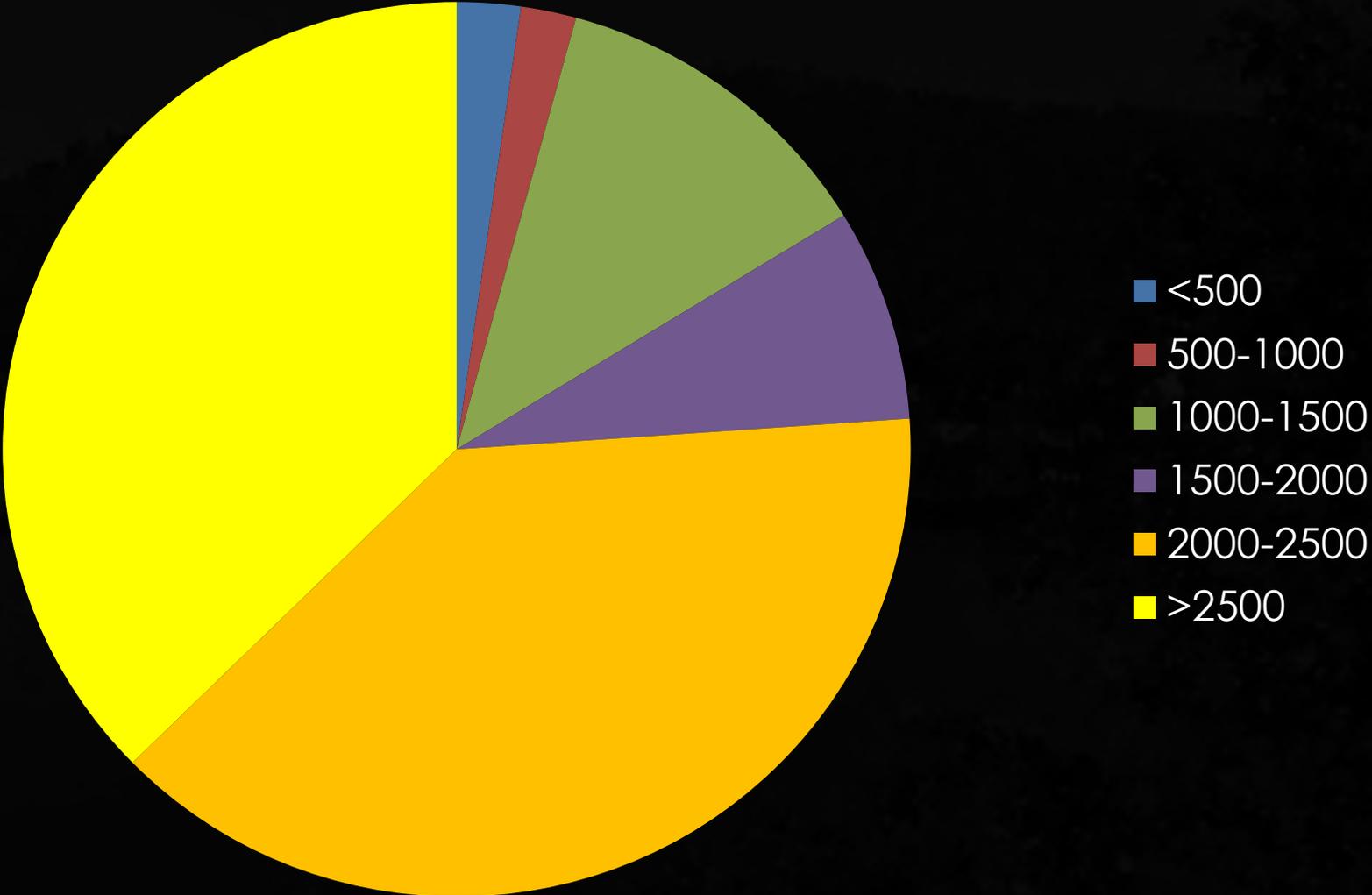
- <500
- 500-1000
- 1000-1500
- 1500-2000
- 2000-2500
- >2500

# Bar Harbor - 2009



- <500
- 500-1000
- 1000-1500
- 1500-2000
- 2000-2500
- >2500

# Bar Harbor - 2010

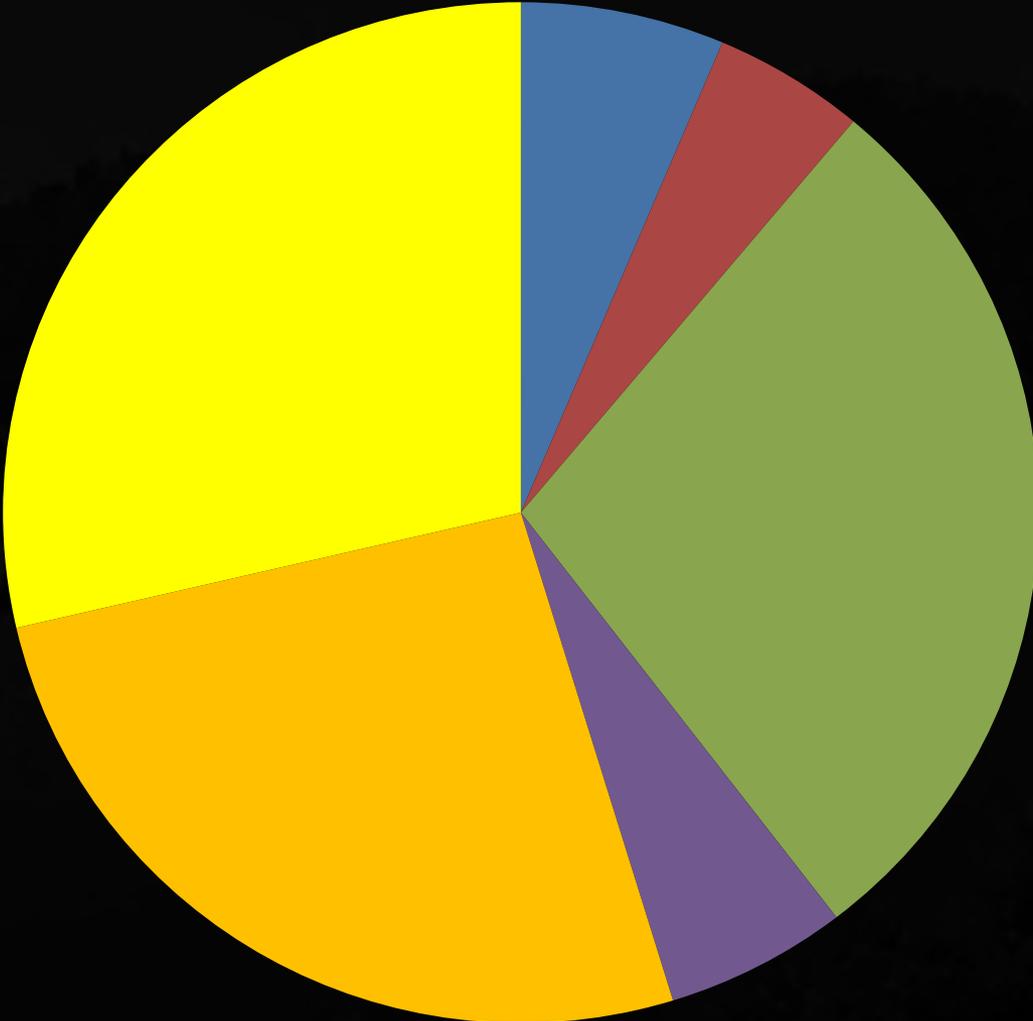


# Bar Harbor - 2011



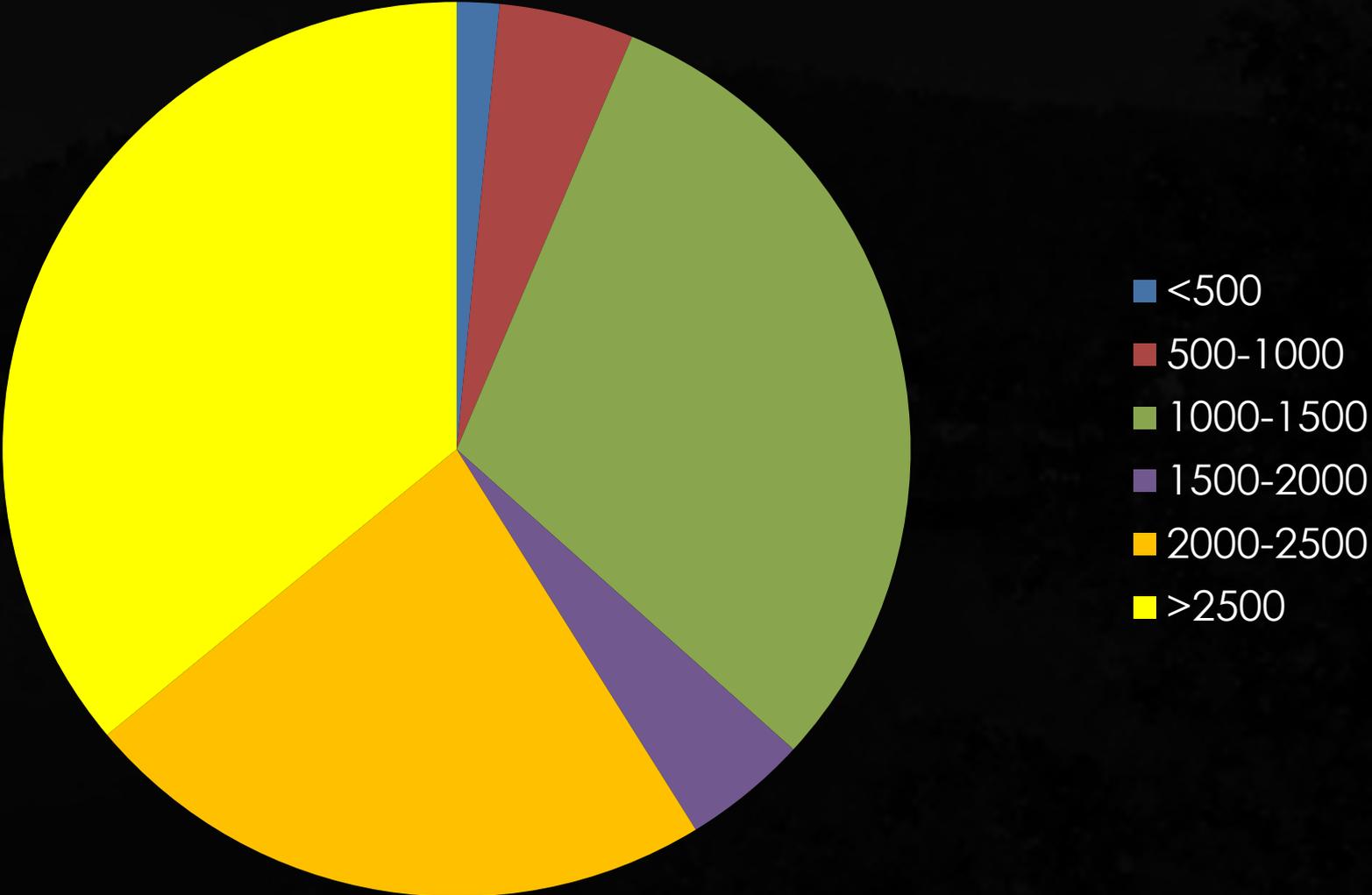
- <500
- 500-1000
- 1000-1500
- 1500-2000
- 2000-2500
- >2500

# Bar Harbor - 2012



- <500
- 500-1000
- 1000-1500
- 1500-2000
- 2000-2500
- >2500

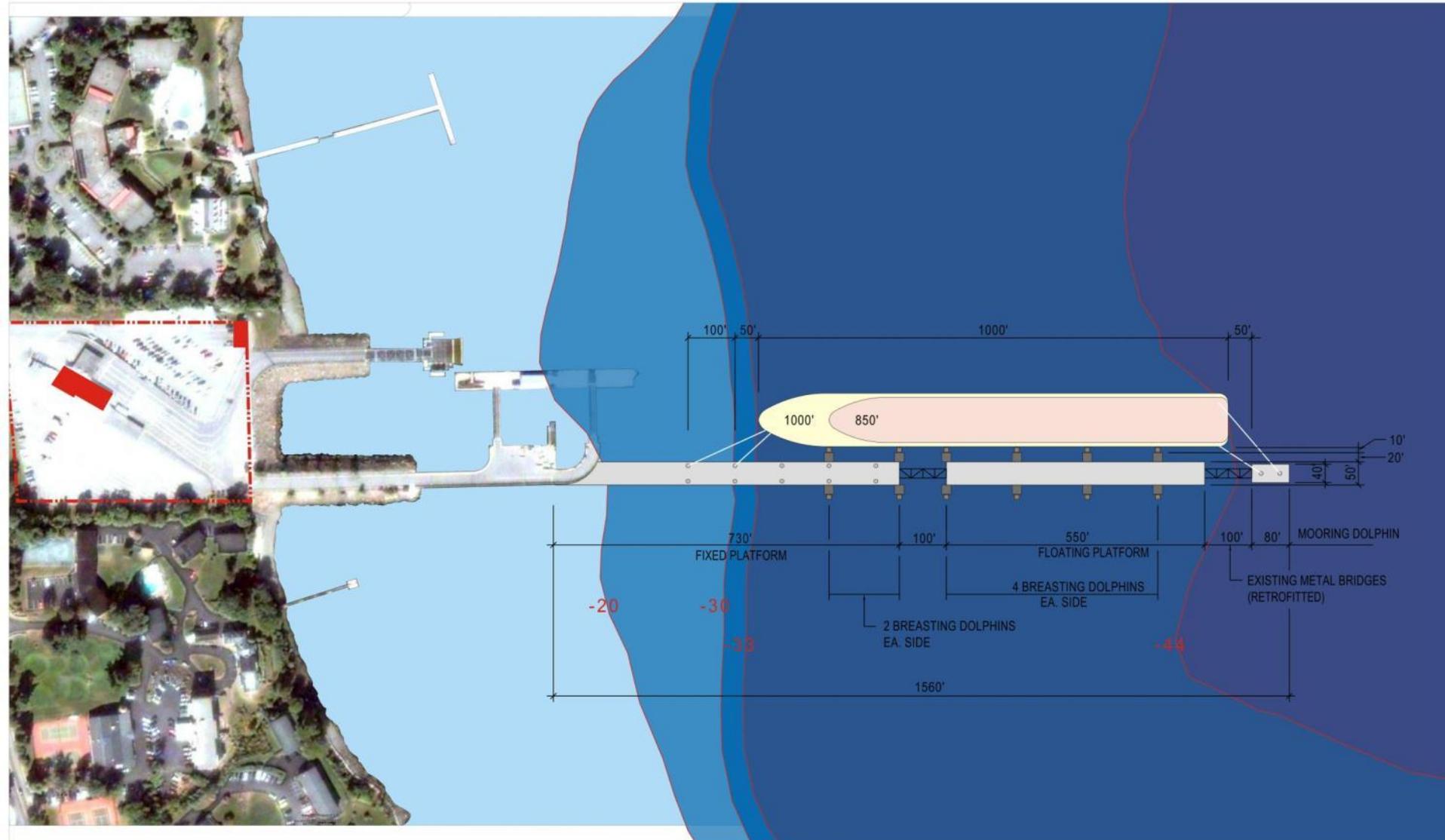
# Bar Harbor - 2013



# Cruise strategies at the Ferry Terminal

- No cruise ships
- 100% tender
- 2 berth pier and capture new traffic

# Floating pier



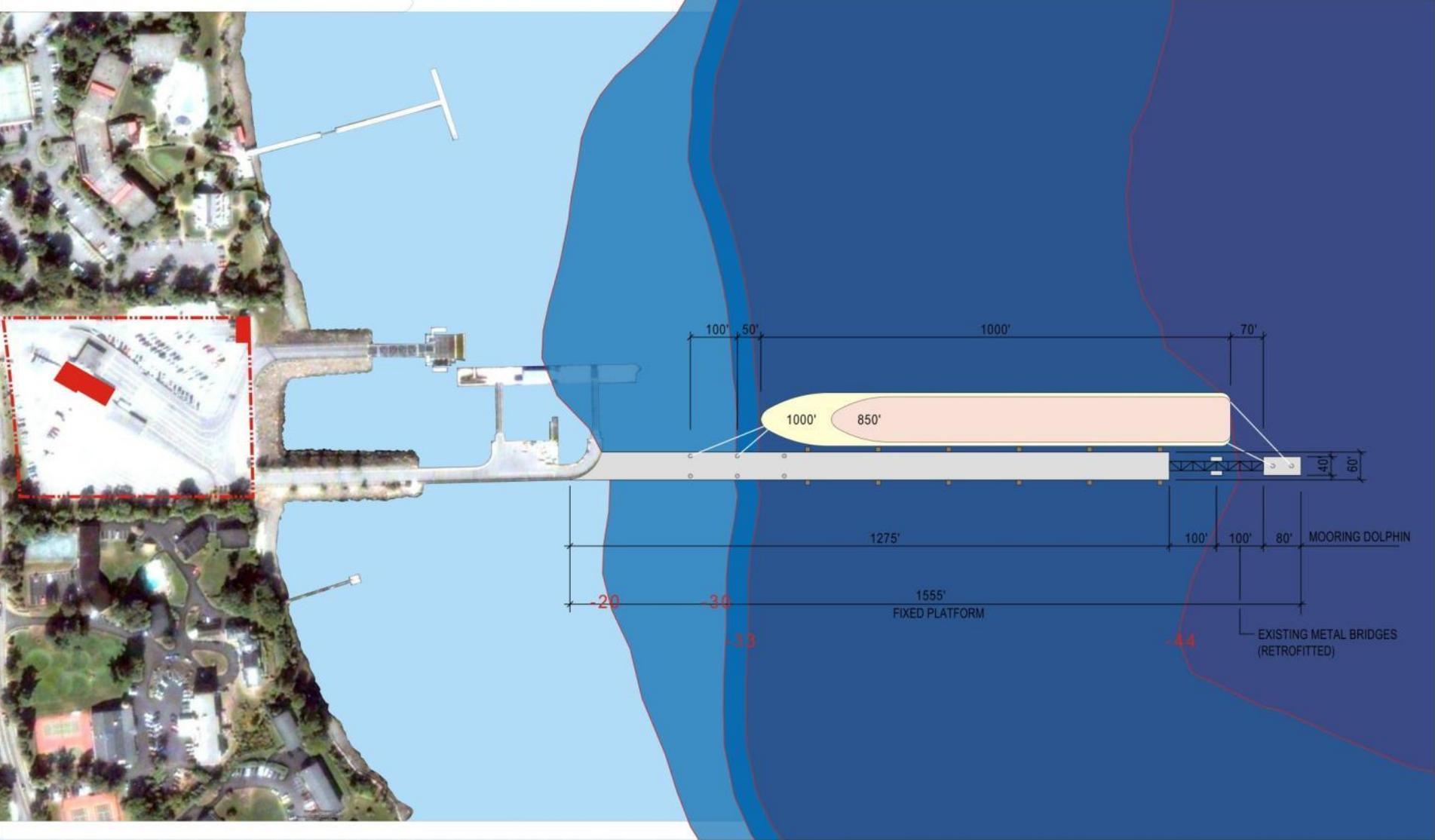
## BAR HARBOR FERRY TERMINAL

MAINE  
April 24, 2012

Floating Pier



# Fixed pier



BAR HARBOR FERRY TERMINAL

MAINE  
April 24, 2012

# Results

- A cruise pier is a financially viable business
- It can be built based on future growth not impacting traffic in Town
- Implementation is difficult due to risk of investment
  - Will require further analysis to mitigate risk

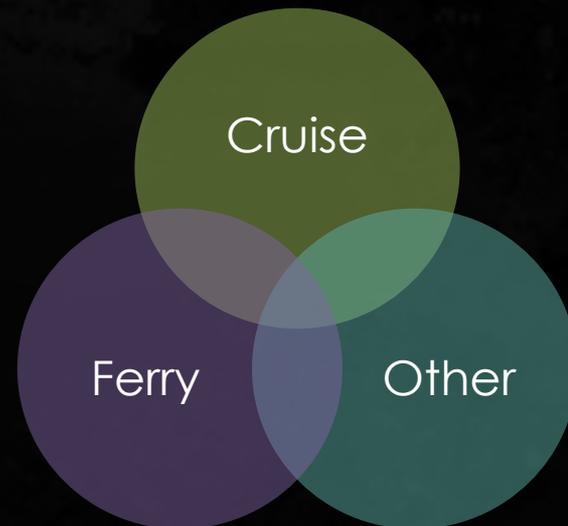
# FINDINGS

# Conclusions of individual uses

- Ferry is a money loser
  - There is no way to pay for the improvements of the facility with the revenue stream
  - You might not be able to get property without maintaining this use
- Cruise can make money at the two extremes
  - Don't build a pier and divert the majority of the traffic from Town
  - or
  - Build a pier and bring new traffic to Bar Harbor
- Mixed-use will contribute to the revenue stream

# Sharing of uses

- Many of the costs are shared
  - PILOT fees to the Town
  - Insurance
- Costs are spread out making each use perform better
- No reduction in traffic is contemplated when uses are shared in the facility



COMMENTS

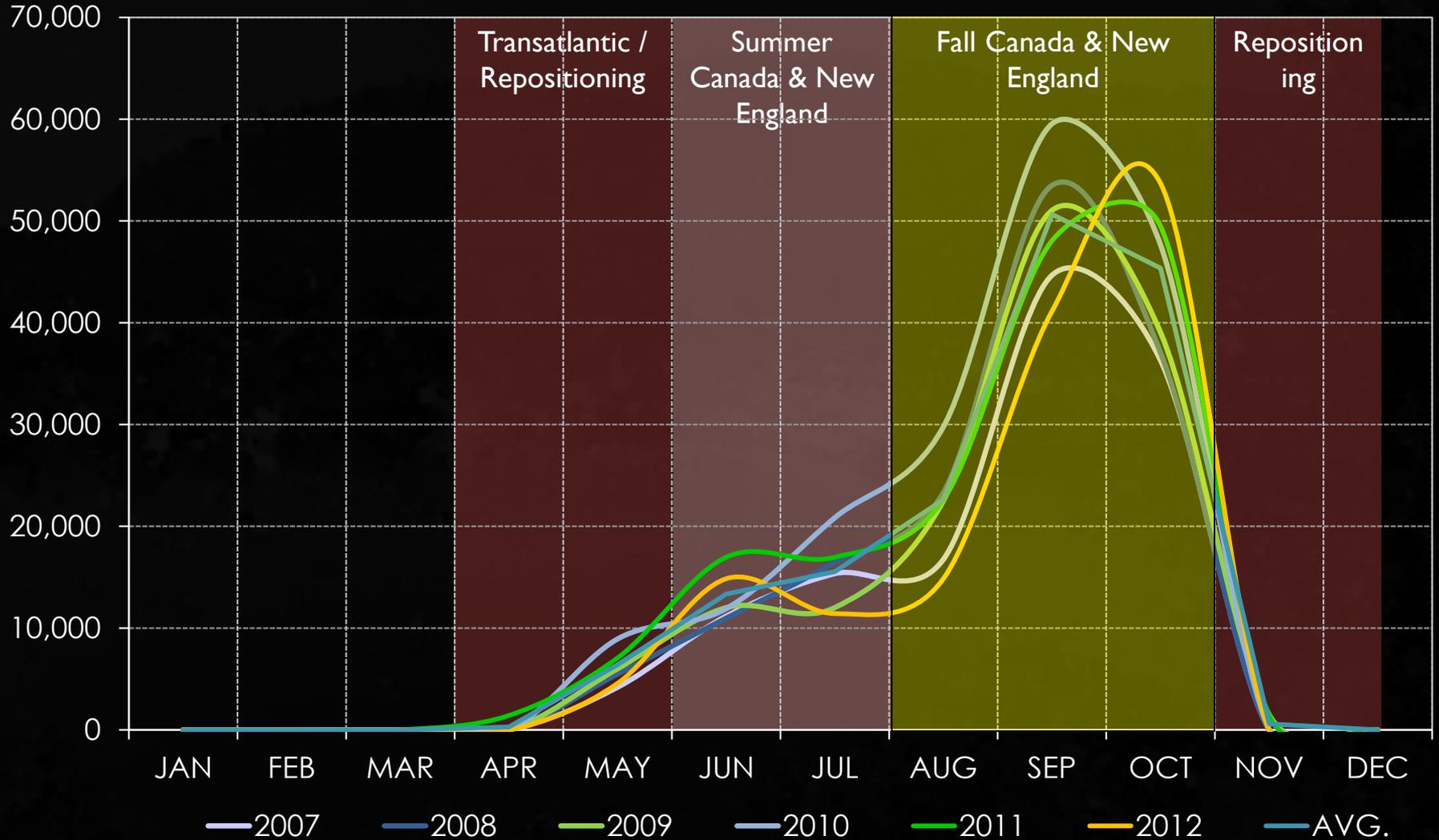
# Initial interviews

- Town of Bar Harbor
- Town Council
- Members of the public
- Maine Port Authority
- Cruise committee
- Cruise Maine
- Chamber of Commerce
- NPS
- Ferry Terminal
- Business people
- Marine-Atlantic
- Cruise lines
- Maine DOT

# Issues raised

- Facility should be preserved – marine uses is the most mentioned
- Keep it in the tax base
- Do not impact businesses in Town
- Will the project increase traffic?
  - Congestion
  - Traffic
- What are the visual impacts
- What are the uses that can be placed on site?

# Monthly passenger traffic



# Frequency of cruise ship arrivals (2012)



# Frequency of cruise ship arrivals (2013)



# Analysis

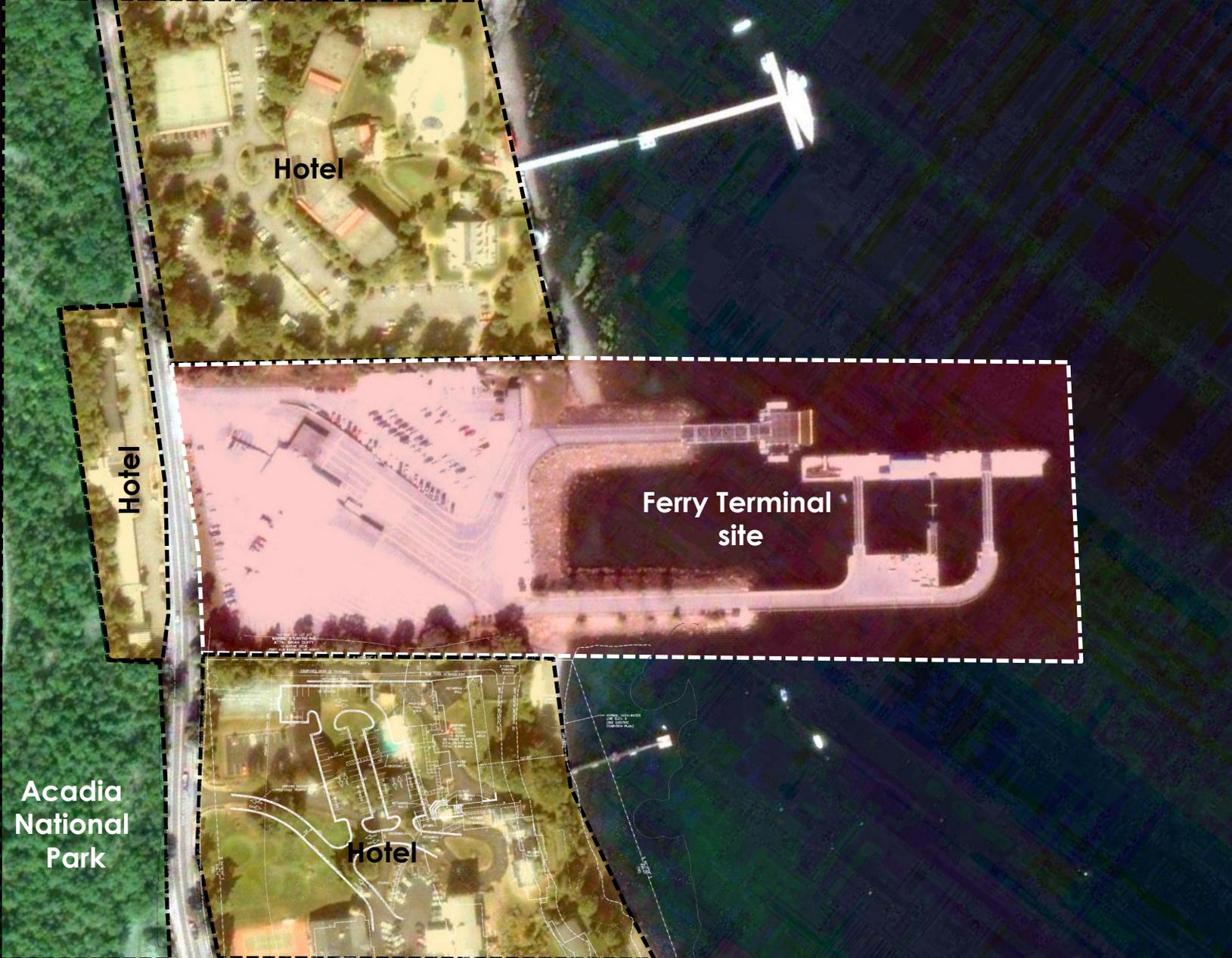
- The plan is built on keeping an equal level of traffic in town as today
- Basis is to intercept traffic not calling on Bar Harbor
- No plans to adjust current passenger caps at this point
- Use empty day capacity that exists
- More year round distribution of traffic

# Potential uses

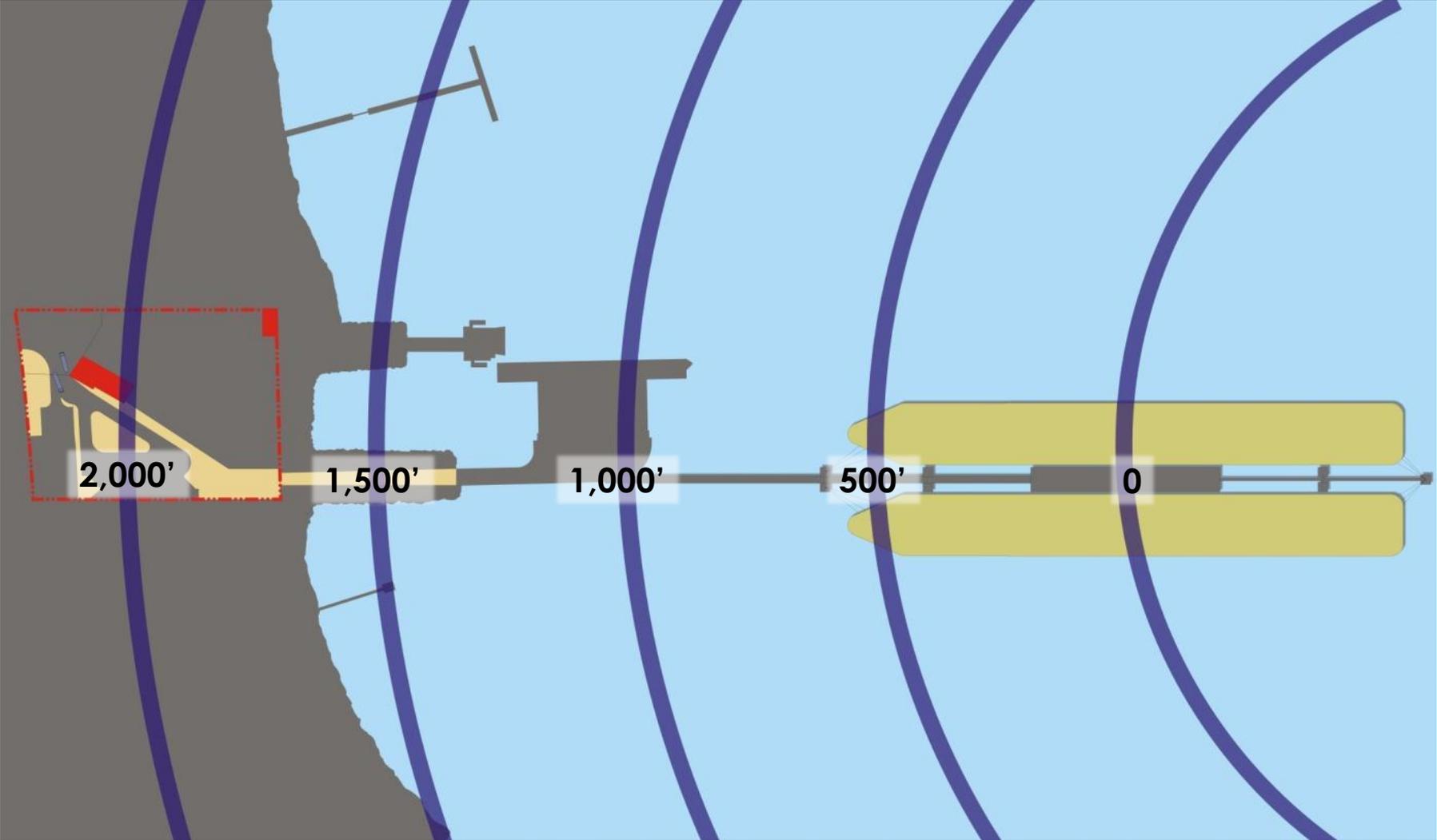
- A unified arrival area
  - Dispatch
    - Town buses
    - Tours
  - Tourism
    - Tour Center
    - Welcome center
    - Parking
  - Cruise
    - Port-of-call cruise pier
    - Bus area
      - Active loading and off-loading – 10 buses
      - Buses waiting – at least 10 buses
    - Mini bus area
    - Taxi and car area
    - Tour dispatch
  - Ferry
    - To Canada
  - Transportation
    - Water transportation Center
    - Intermodal transport site
    - Vehicle storage and parking
  - Town parking
  - Environmental center
  - Town
    - Marina
    - Landing
    - Public access
    - Open space
  - Development
    - Restaurants
    - Tourism
  - Multipurpose space
    - Waterfront Concerts
    - Market
    - Fish Market
  - Off-season space
    - Storage
  - Recreation
    - Viewing
    - Walking
    - Fishing

# SITE ASSESSMENT

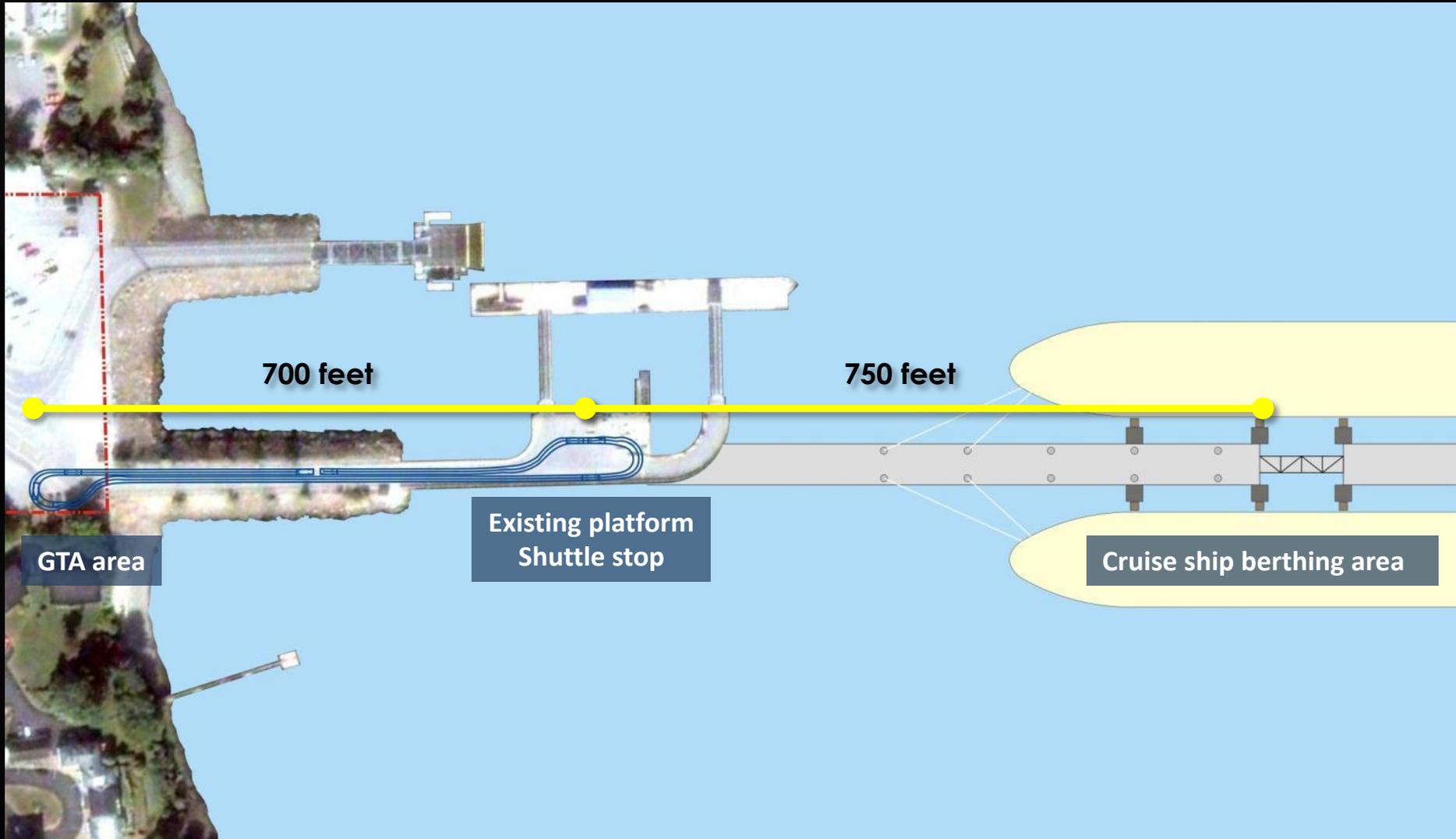
# Local context



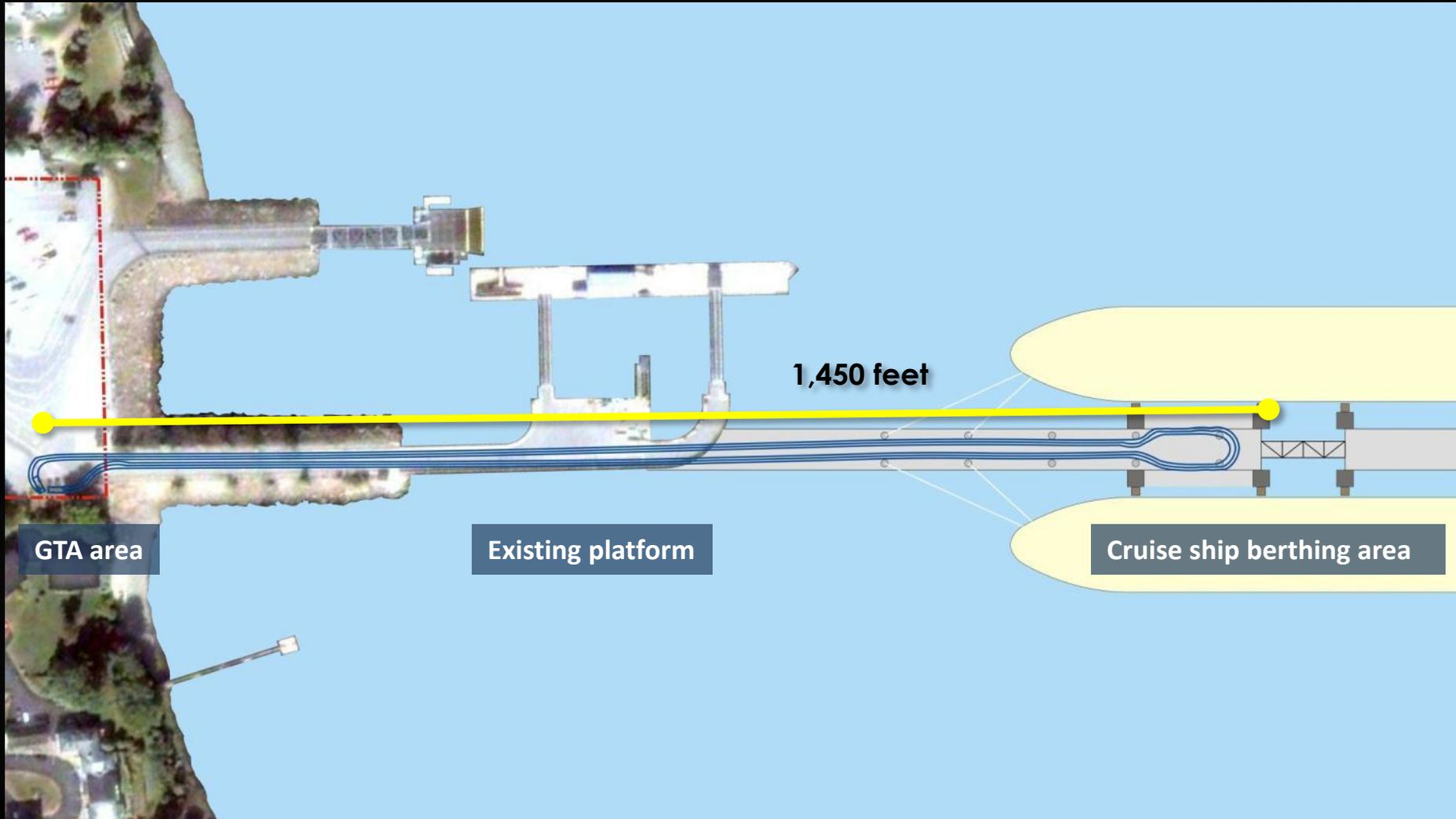
# Walking distances



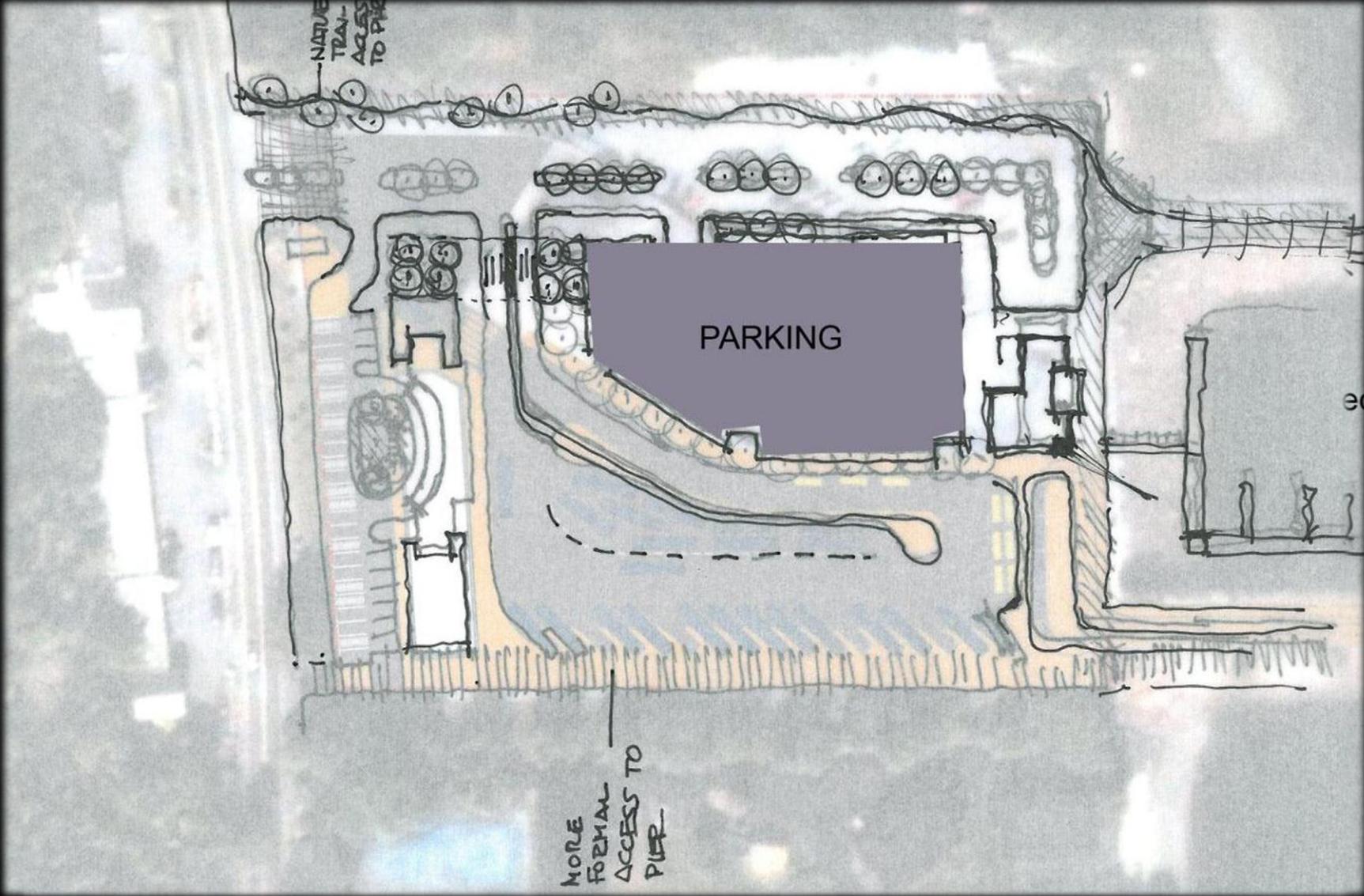
# Shuttle A – use existing platform



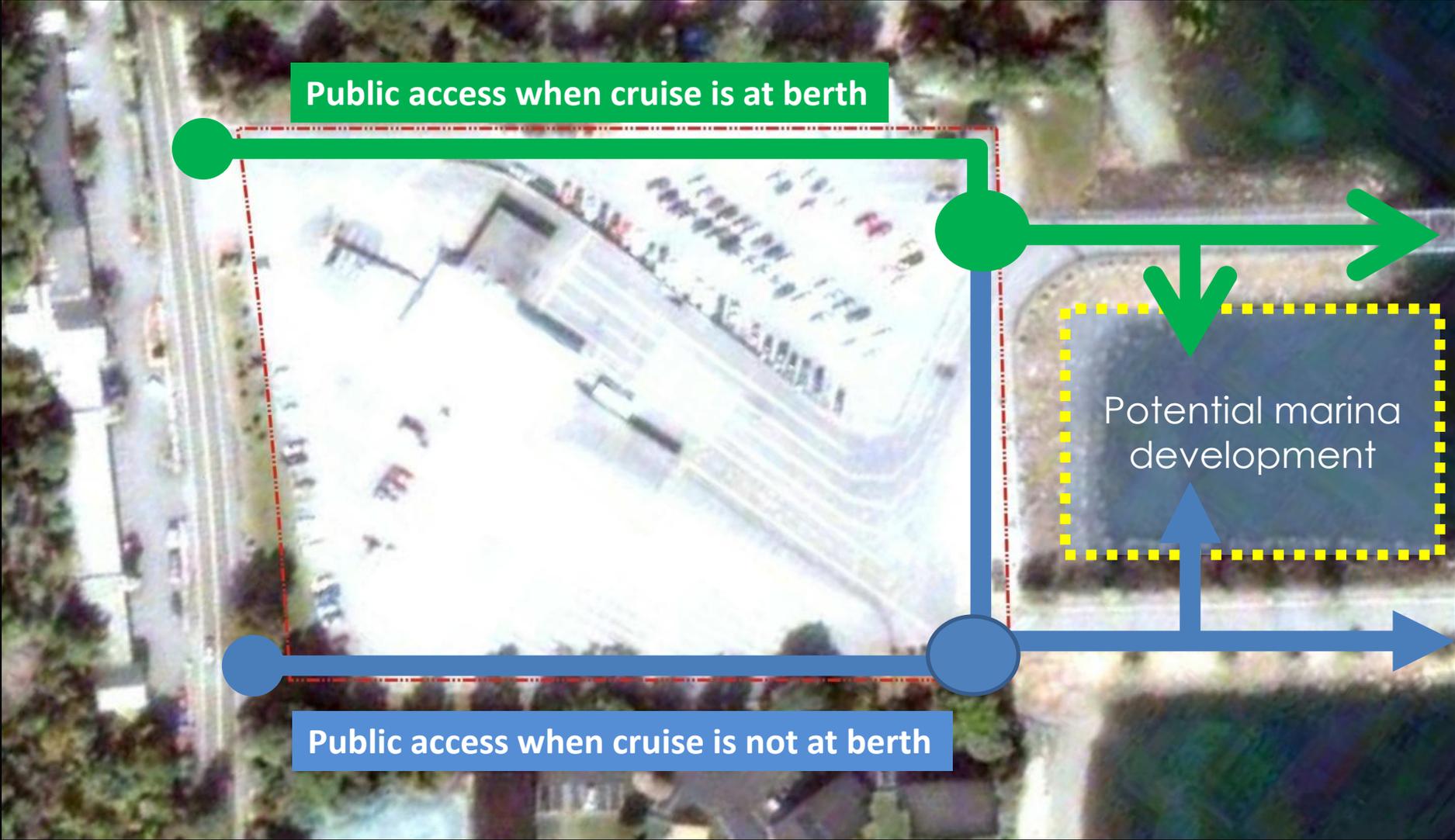
# Shuttle B - new platform at berth



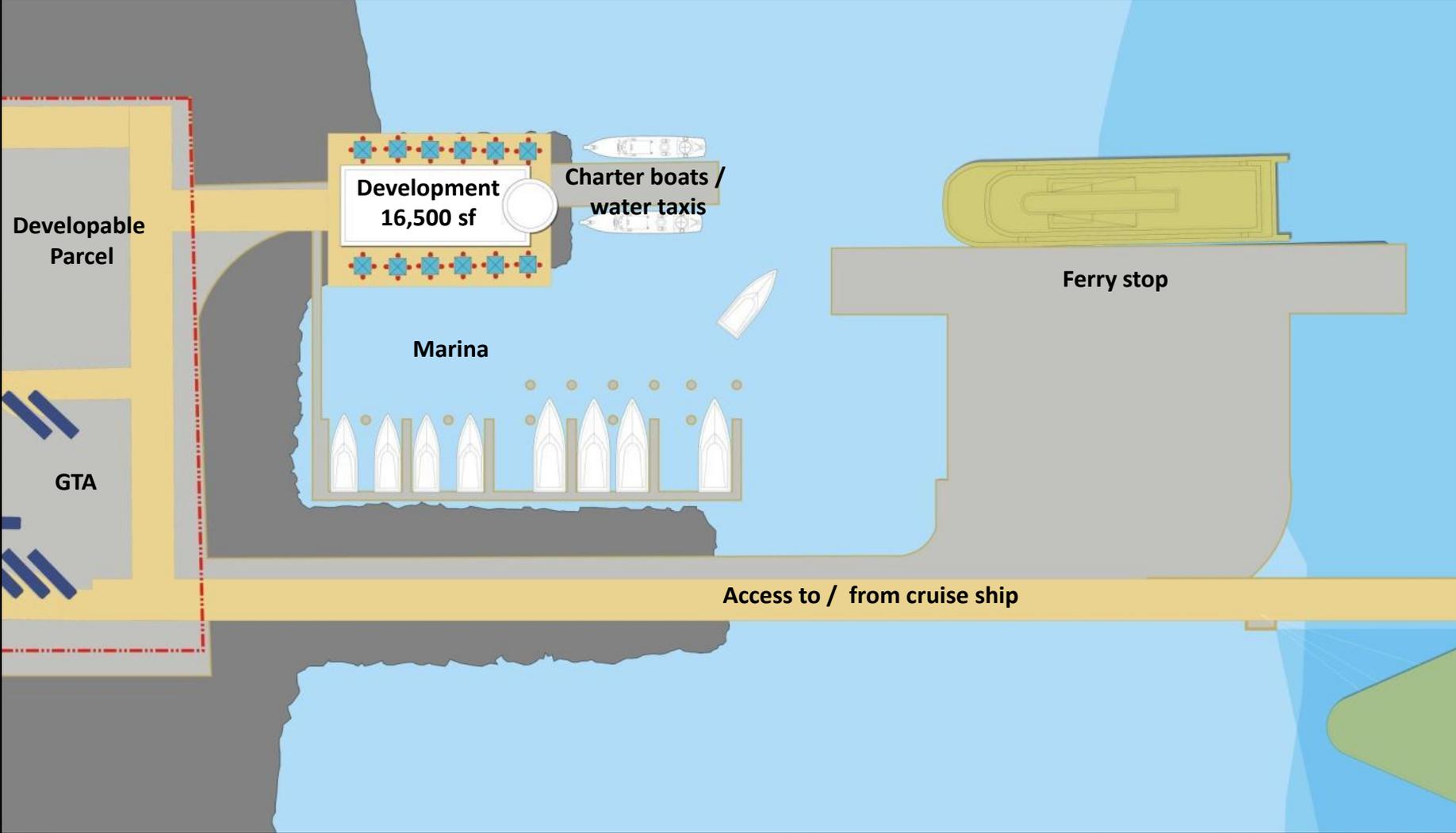
# Site assessment



# Public access corridors



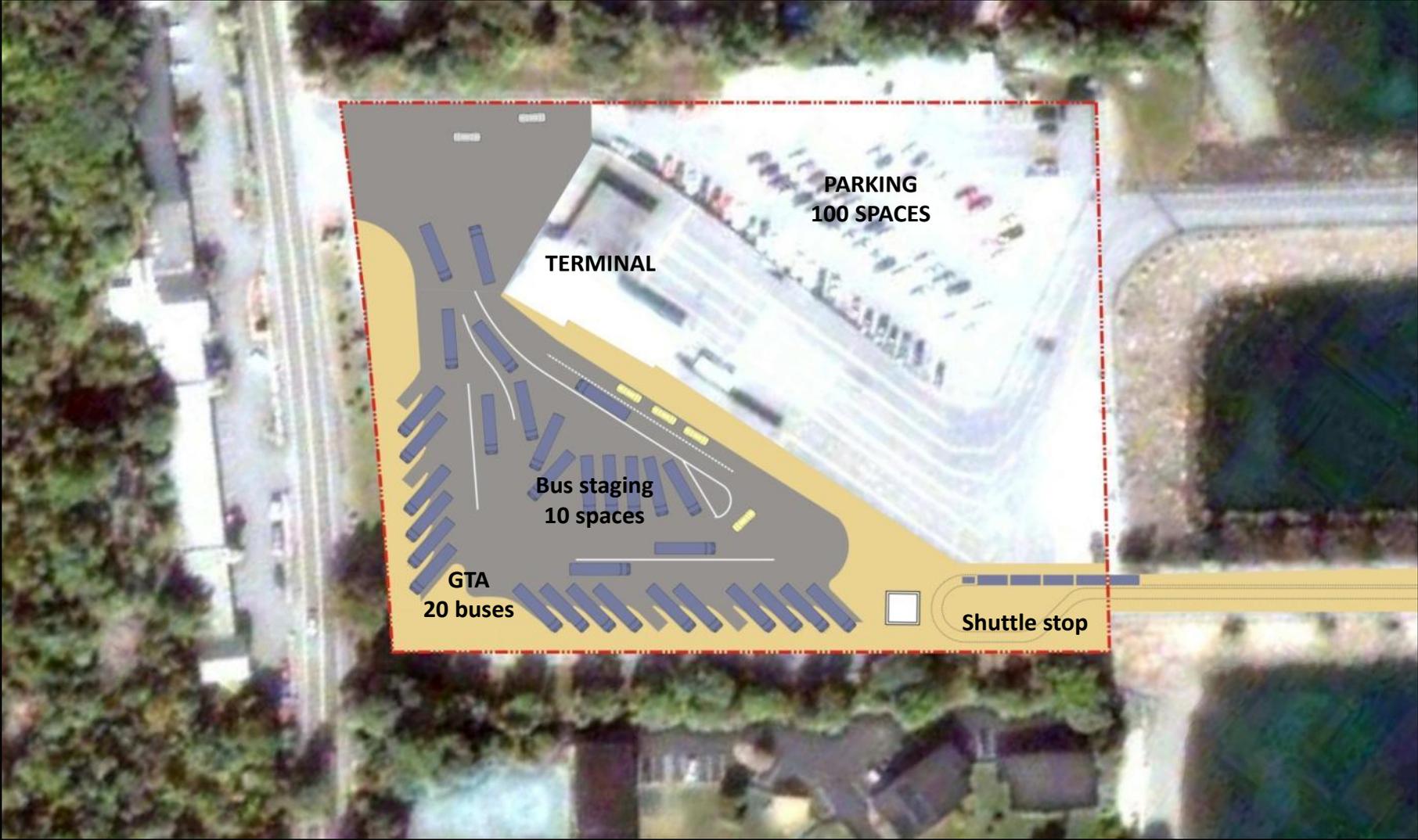
# Public access and marina



# Concept A – with development



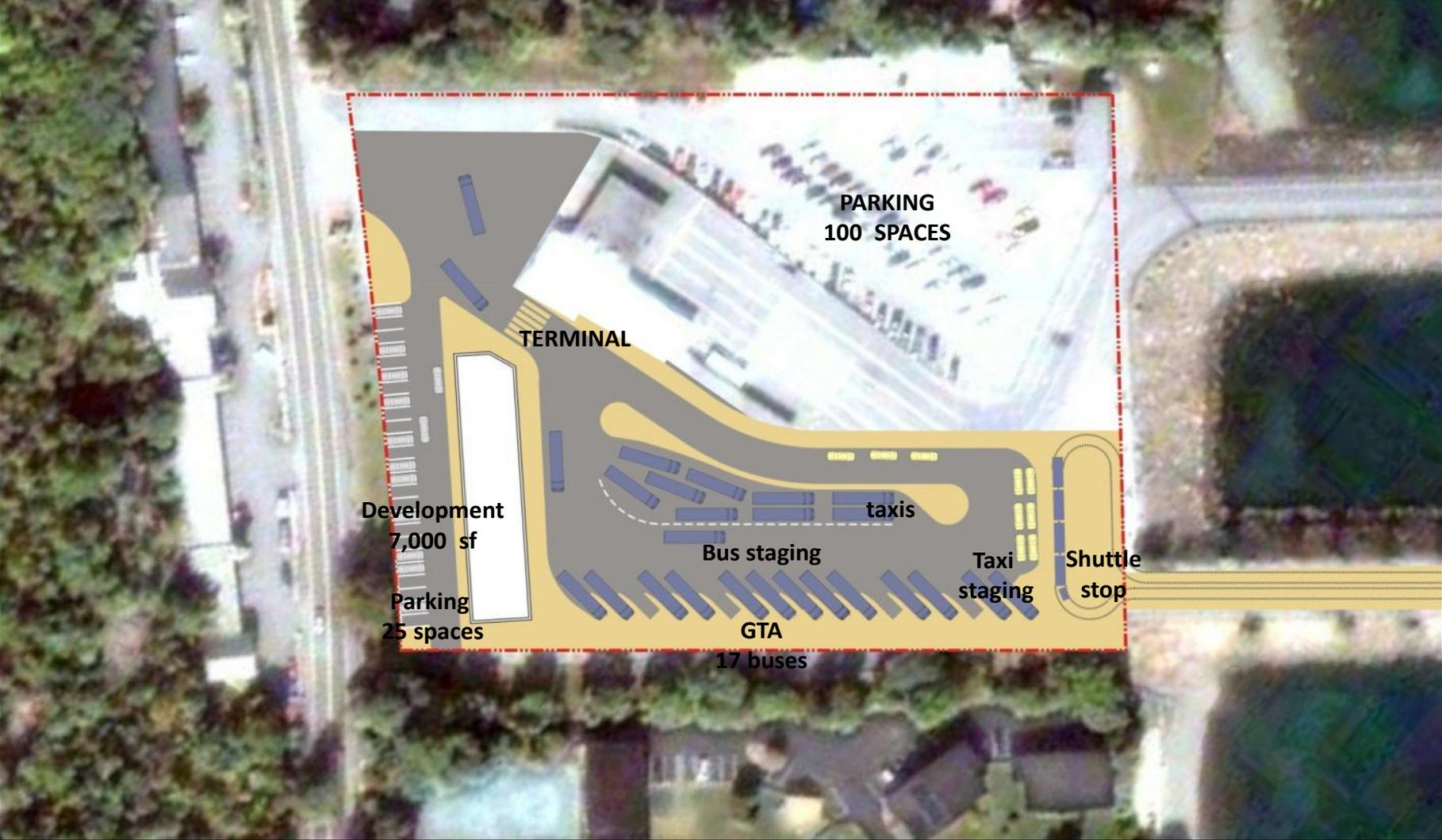
# Concept B1 – no development



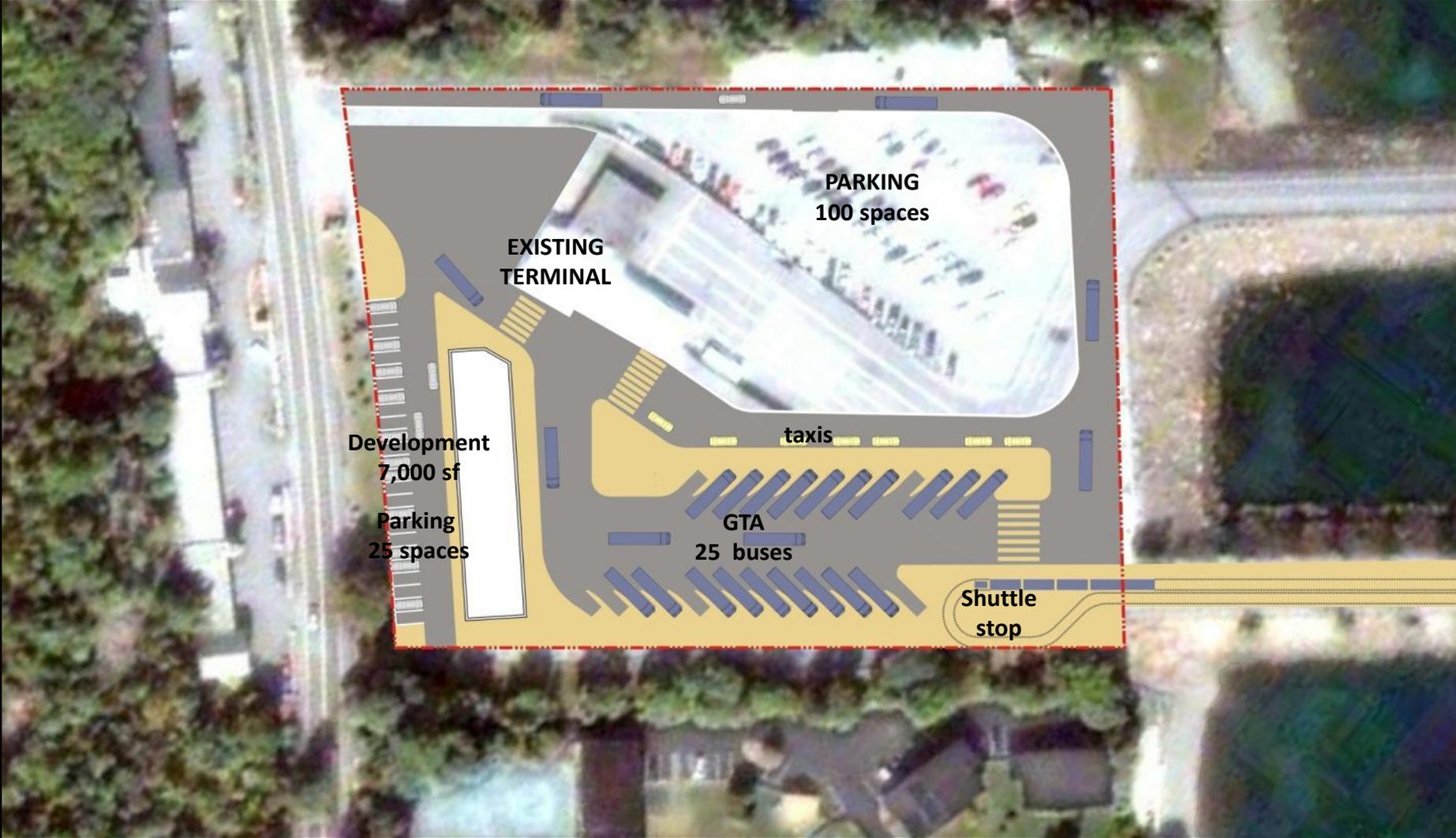
# Concept B2 – no development



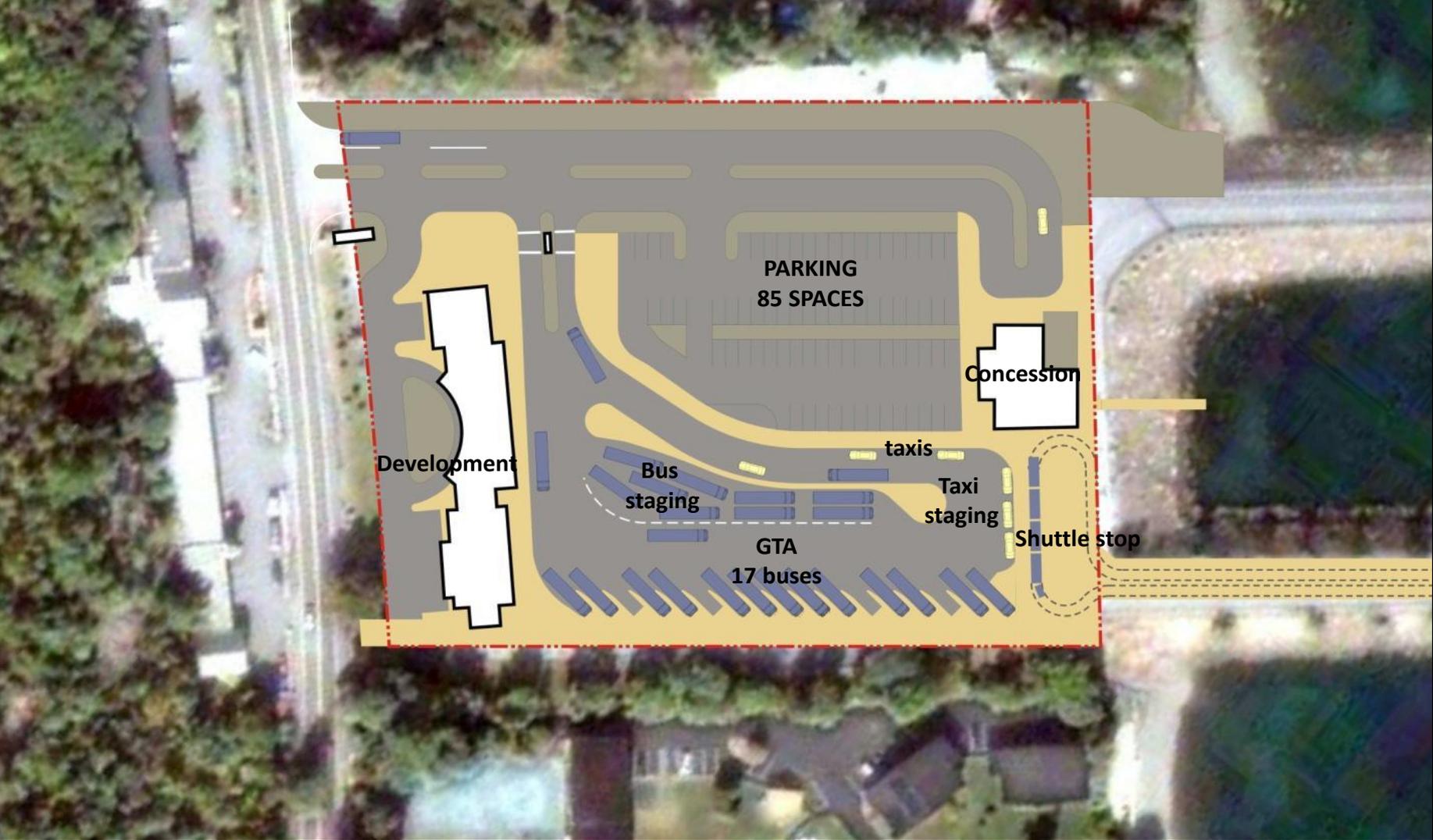
# Concept C1 – intruding into ferry reservation

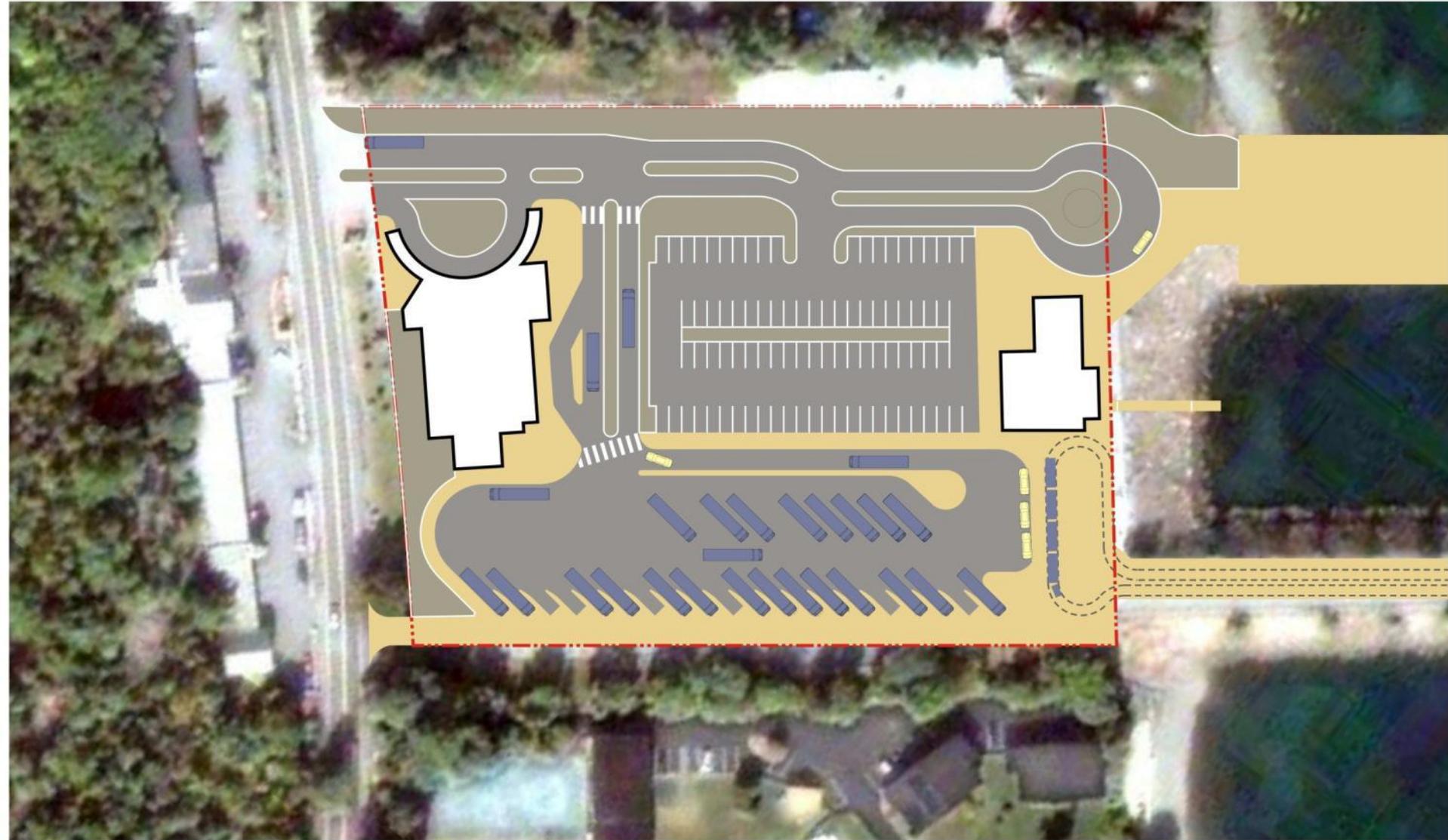


# Concept C1 – intruding into ferry reservation



# Concept D – all in





# BAR HARBOR FERRY TERMINAL

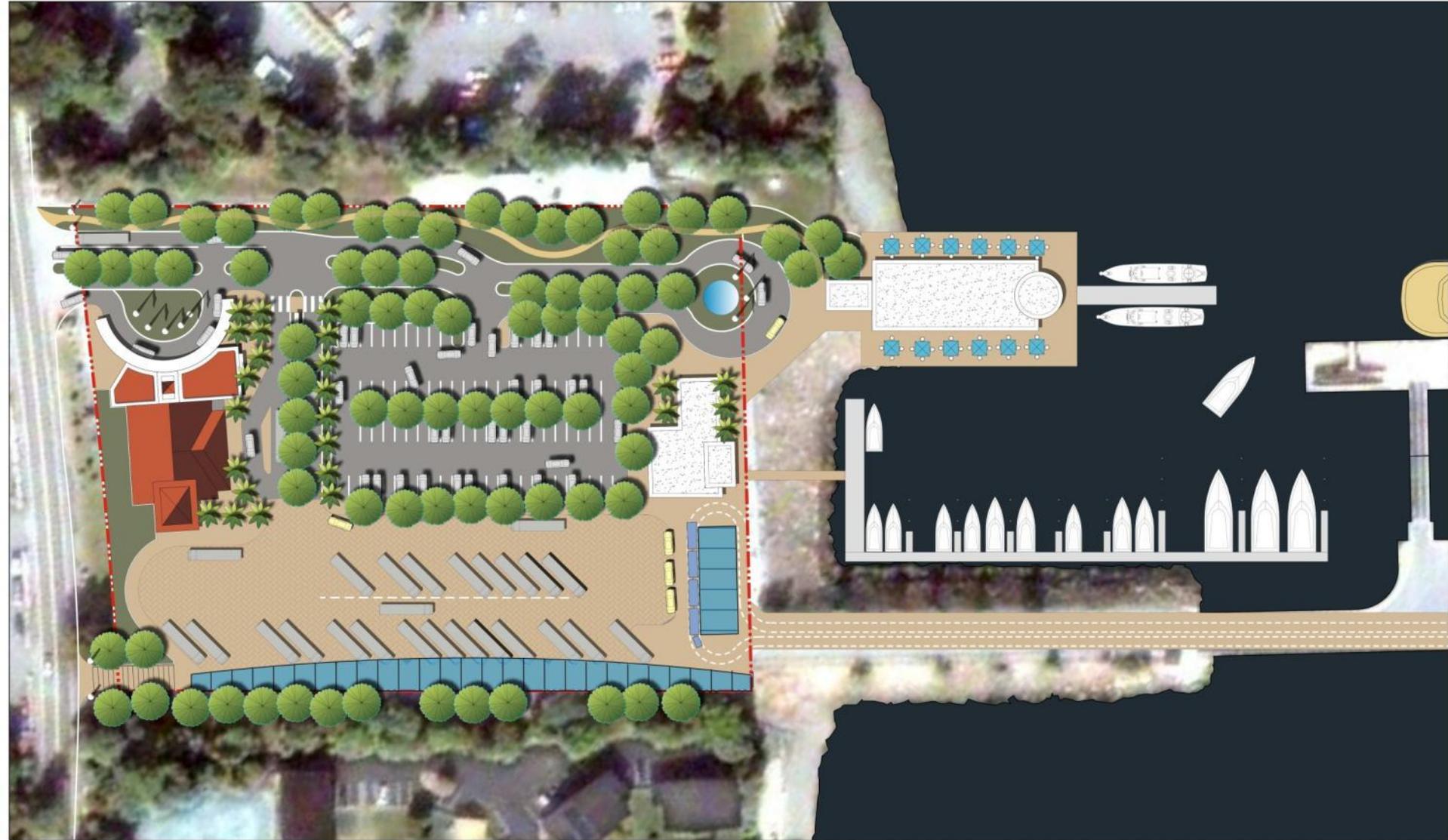
Maine  
May 31, 2012



# BAR HARBOR FERRY TERMINAL

Maine  
May 31, 2012





# BAR HARBOR FERRY TERMINAL

Maine  
May 22, 2012

ILLUSTRATIVE PLAN





# BAR HARBOR FERRY TERMINAL

Maine  
May 22, 2012

ILLUSTRATIVE PLAN -  
alternate use  
Graphic Scale



# BAR HARBOR FERRY TERMINAL

Maine  
May 31, 2012

ILLUSTRATIVE PLAN



VISUAL IMPACTS

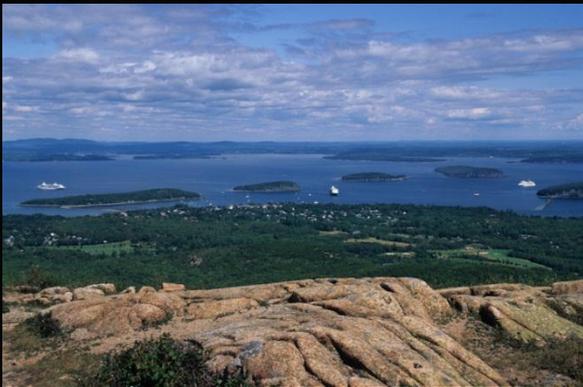
# Historic uses



# Historic views



# Historic views



# Current views from shore



# Current views from shore



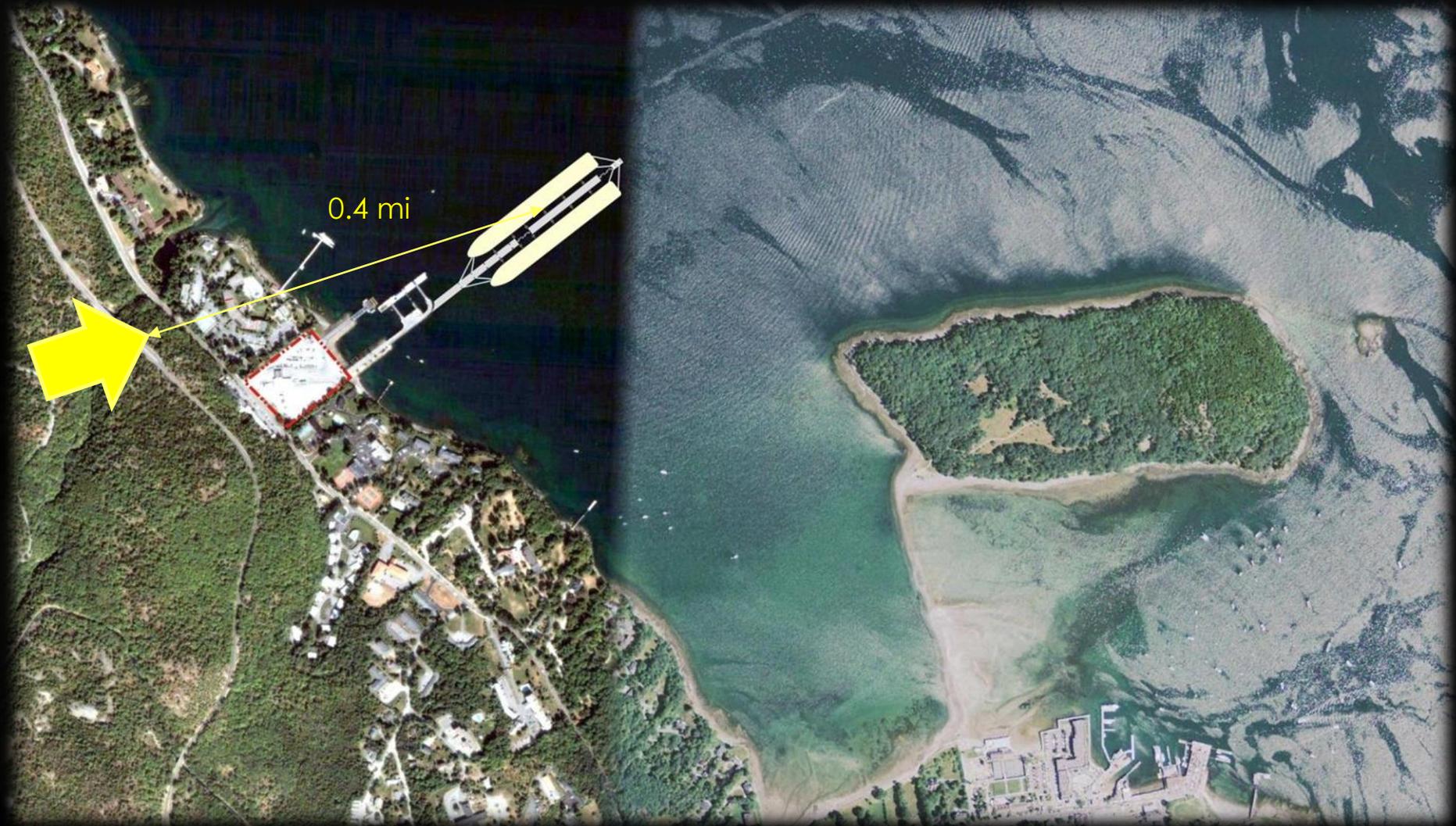
# Current views from shore



# Current views from shore



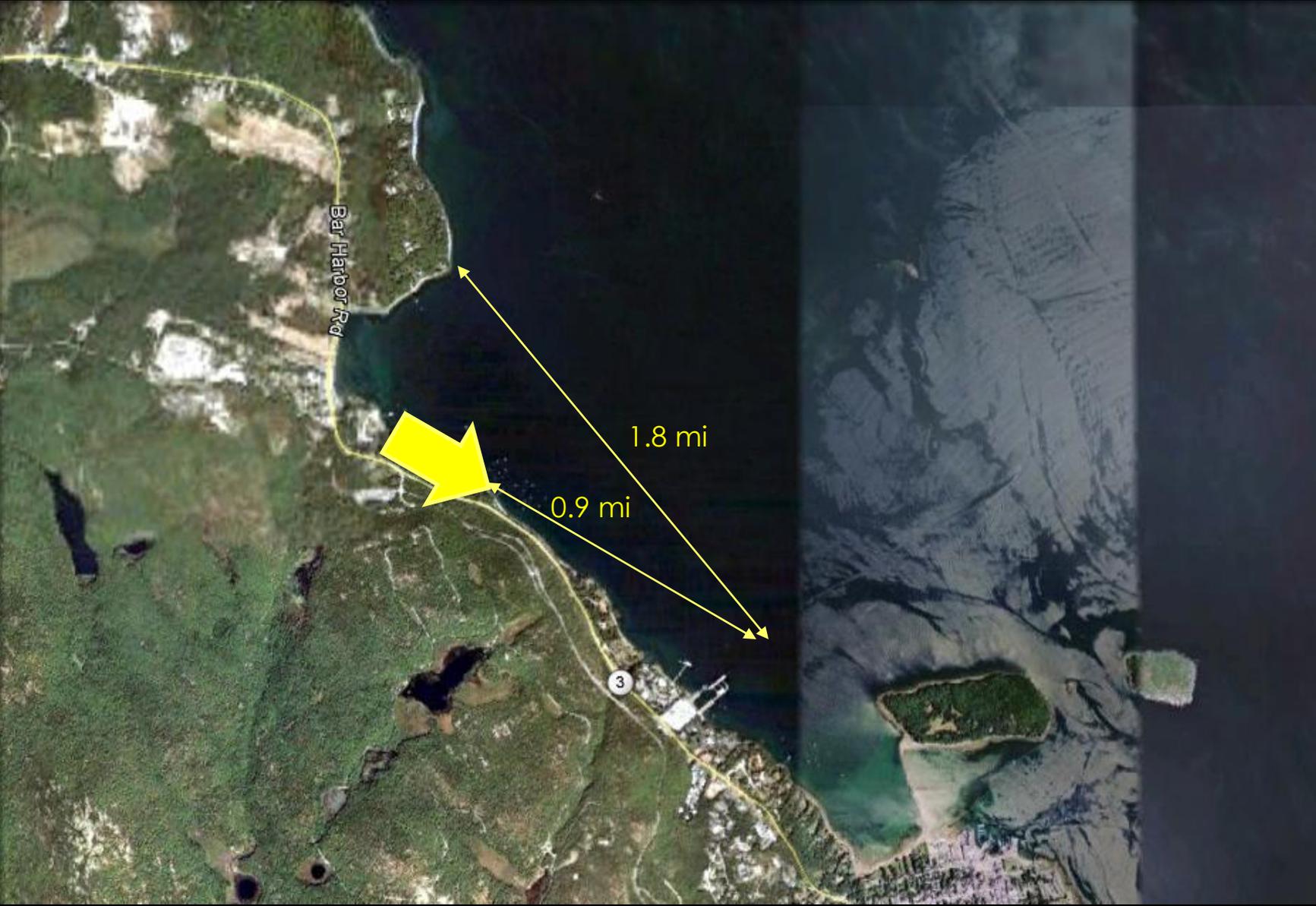
# View 1 - plan



# View 1



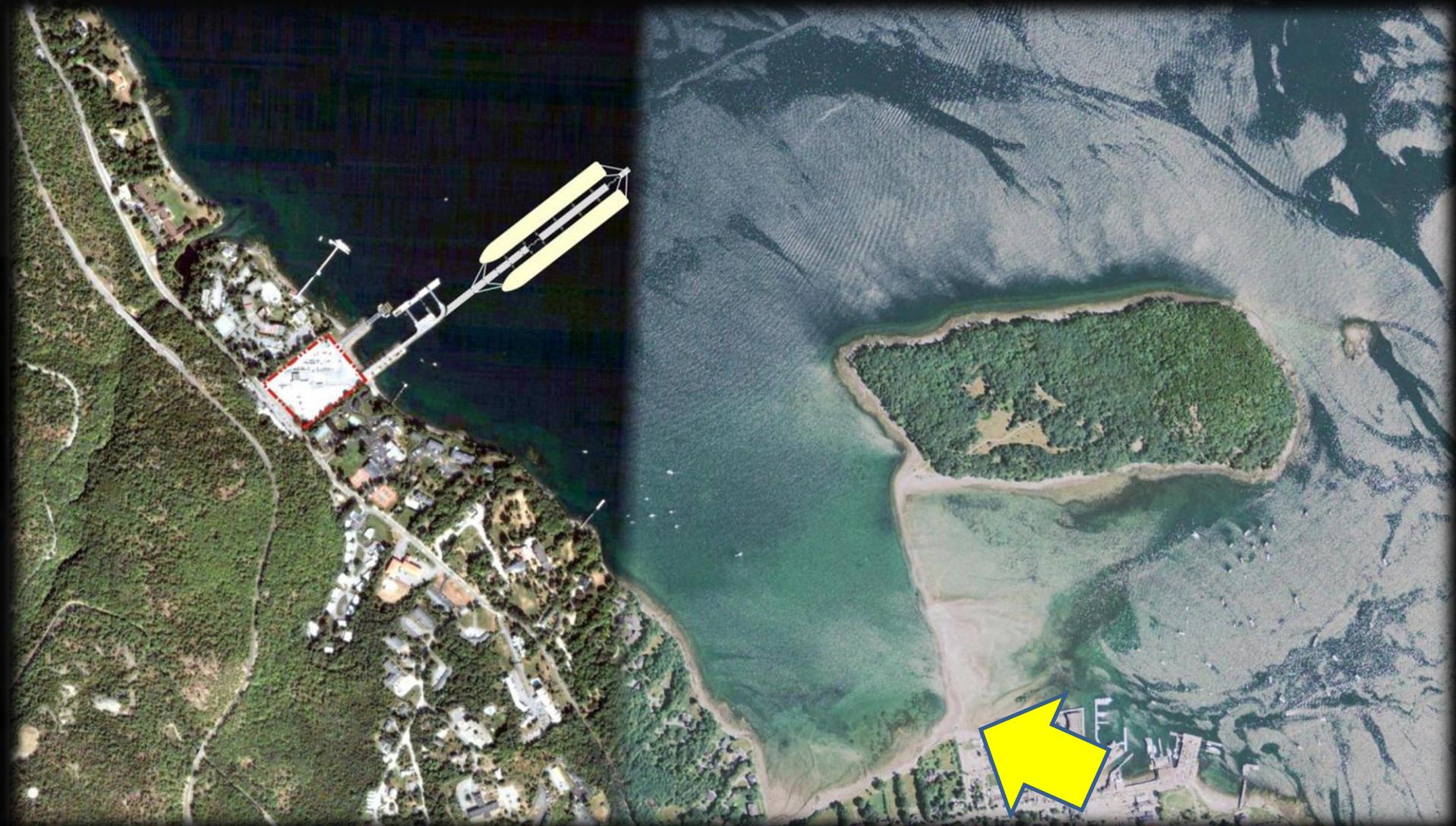
# View 2 – plan



# View 2



# View 3



# View 3



Thank you

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