



**Solicitation** RFP for Contracted Public Transportation Services & Bus Maintenance

**Date** October 30th, 2024

**Subject** Addendum 5 Winter Park Five-Year Transit Development Plan

**Addendum 5**

This addendum provides a copy of the Winter Park Five-Year Transit Development Plan for The Lift.

# Winter Park 5-Year Transit Development Plan

Prepared for:  
The Town of Winter Park

June 4, 2024

DN23-0792

FEHR  PEERS

## Table of Contents

---

<b>Chapter 1 – Executive Summary .....</b>	<b>6</b>
Study Purpose & Context .....	8
Existing Community Conditions .....	8
Public and Stakeholder Outreach Results.....	9
Alternatives Development .....	9
Evaluation Framework Development .....	10
Preferred Alternative.....	10
Recommendations.....	10
<b>Chapter 2 – Project Context .....</b>	<b>12</b>
Overview.....	12
Study Purpose .....	12
Existing Transportation Services.....	12
Housing Affordability .....	12
Local Events.....	13
Growing Tourism Industry.....	13
<b>Chapter 3 – Organizational Overview.....</b>	<b>14</b>
The Lift Today .....	14
History .....	16
Organizational Structure .....	16
Transit Advisory Committee .....	16
Current Fleet and Facilities .....	16
Vehicle Fleet.....	17
Facilities .....	18
<b>Chapter 4 – Community Conditions .....</b>	<b>19</b>
Local Demographics.....	19
Local Employment .....	28
Travel Patterns of Residents.....	32
Mode of Transportation to Work.....	32
Time of Departure to Work.....	32
Travel Time to Work.....	33
Household Vehicles Available .....	34
Transportation Cost as Share of Income.....	35

Existing Transit Service Characteristics.....	36
The Lift Bus Routes.....	39
Fraser (Black Line).....	39
Granby Regional Commuter (Teal Line).....	39
Meadow Ridge Express (Purple Line).....	39
Kings Crossing (Orange Line).....	39
Hi Country Haus (Blue Line).....	39
West Fraser Express (Emerald Line).....	39
Beaver Village (Yellow Line).....	39
Old Town (Green Line).....	39
Vasquez (Brown Line).....	40
Fraser (Night Black Line).....	40
Night Lift.....	40
Other services.....	40
Relevant Planning Efforts.....	41
2010 Fraser Comprehensive Plan.....	41
2014 Winter Park & Fraser Community Trails Plan.....	41
2017 Downtown Fraser Strategic Plan.....	41
2019 Winter Park Town Plan.....	41
2020 Winter Park Downtown Master Plan.....	42
2021 The Lift Zero-Emission Vehicle Transition Plan.....	45
2021 Winter Park Three-Mile Area Plan.....	45
2022 Winter Park Resort Master Development Plan & Mobility Study.....	45
2023 Granby Comprehensive Plan.....	46
<b>Chapter 5 – Route Assessment.....</b>	<b>48</b>
Annual Ridership.....	48
Trends by Route Type.....	50
Monthly Ridership.....	52
Ridership Analysis.....	52
<b>Chapter 6 – Financial Analysis.....</b>	<b>56</b>
Budget History.....	56
Revenue Sources.....	57
Expense Categories.....	58
Financial Performance.....	59
Grants.....	60

Peer Comparison of Financial Effectiveness..... 61

**Chapter 7 – Public and Stakeholder Outreach Results ..... 62**

Online Survey..... 62

    Where Respondents Live ..... 62

    How Respondents Ride ..... 63

Priorities of Respondents ..... 68

    Winter Routes..... 69

    Summer routes ..... 69

Stakeholder Focus Groups..... 70

    Key Takeaways ..... 70

Virtual Open House ..... 70

**Chapter 8 – Identification of Evaluation Criteria..... 71**

Establishment of Evaluation Criteria ..... 71

    Evaluation Criteria..... 71

Needs Assessment..... 71

**Chapter 9 – Alternatives Development ..... 72**

Alternatives for Local Service..... 72

    Alternative A: Increasing Frequency, Service Span, and Year-Round Service ..... 72

    Alternative B: Increasing Frequency, Service Span, and Year Round Service + Consolidation of Routes for Microtransit Zone in Winter Park..... 75

    Alternative C: Increasing Frequency, Service Span, and Year Round Service + Consolidation of Routes for Microtransit Zone in Winter Park and Fraser..... 77

    Summary of Alternatives for Local Service..... 77

Alternatives for Regional Service ..... 80

    Alternative A: Increasing Frequency & Service Span on the Teal Line/Granby Regional Commuter80

    Alternative B: Increasing Frequency & Service Span on the Teal Line/Granby Regional Commuter & Add additional Routes to Key Destinations..... 80

Other Identified Opportunity Improvements ..... 80

Preferred Alternative ..... 81

    Preferred Alternative Phase 1 and Phase 2 (Winter Service) ..... 81

    Preferred Alternative Phase 2 (Summer Service) ..... 84

    Preferred Alternative Phase 3 (Winter and Summer Service)..... 86

    Preferred Alternative Phase 4 and 5..... 86

**Chapter 10 – Final Plan Recommendations ..... 88**

Recommendations ..... 88

Goal 1 – Enhance Year-Round Mobility Options in Winter Park, Catering to Both Resident Needs and Summer Recreation Demands.....	88
Goal 2 – Improve Regional Service .....	89
Goal 3 – Increase Organizational Capacity.....	90
Goal 4 – Enhance Capital Infrastructure .....	90
Goal 5 – Assess and Adapt Over the Course of the TDP Timeframe .....	93
<b>Chapter 11 – Financial Plan .....</b>	<b>96</b>
Five Year Financial Plan.....	96
Funding Mechanisms.....	99
Federal Funding.....	99
Sales Tax Increase .....	100
Public Private Partnerships - Winter Park Resort.....	100
RTA Funding .....	100
Additional Local Funding .....	100
<b>Chapter 11 – Implementation Plan .....</b>	<b>101</b>
Implementation Strategies .....	101
Priority Improvements.....	101
Stay Opportunistic and Flexible.....	101
Incorporate Marketing and Outreach .....	102
Phasing and Timeline .....	103
Performance Measures .....	104

## List of Figures

---

<i>Figure 1: Preferred Alternative Development .....</i>	<i>10</i>
<i>Figure 2: The Lift Snapshot .....</i>	<i>14</i>
<i>Figure 3: The Lift Existing Service .....</i>	<i>15</i>
<i>Figure 4: The Lift New Facility .....</i>	<i>18</i>
<i>Figure 5: Population Density (Source: American Community Survey, 2021).....</i>	<i>20</i>
<i>Figure 6: Low-Income Share of Population (Source: American Community Survey, 2021) .....</i>	<i>20</i>
<i>Figure 7: Share of Zero-Vehicle Households (Source: American Community Survey, 2021).....</i>	<i>22</i>
<i>Figure 8: People of Color (Source: American Community Survey, 2021).....</i>	<i>23</i>
<i>Figure 9: Share of People with a Disability (Source: American Community Survey, 2021).....</i>	<i>24</i>
<i>Figure 10: Share Hispanic/Latinx (Source: American Community Survey, 2021) .....</i>	<i>25</i>
<i>Figure 11: Share of Older Adults (Source: American Community Survey, 2021) .....</i>	<i>26</i>
<i>Figure 12: Share of Youth (Source: American Community Survey, 2021).....</i>	<i>27</i>
<i>Figure 13: Where People Live and Work in The Lift Service Area (Source: LEHD, 2021) .....</i>	<i>28</i>
<i>Figure 14: Job Locations in The Lift Service Area (Source: LEHD, 2021).....</i>	<i>29</i>
<i>Figure 15: Job Industry Sectors (Source: LEHD, 2021).....</i>	<i>31</i>

Figure 16: Mode of Transportation to Work, 2022 (Source: ACS 5-Year Estimates) ..... 32

Figure 17: Time of Departure to Work, 2022 (Source: ACS 5-Year Estimates) ..... 33

Figure 18: Travel Time to Work ..... 33

Figure 19: Average Travel Time to Work, 2022 (Source: ACS 5-Year Estimates)..... 34

Figure 20: Household Vehicles Available, Workers 16+, 2022 (Source: ACS 5-Year Estimates)..... 35

Figure 21: Transportation Cost as Share of Income, 2019 (Source: Housing and Transportation Affordability Index)36

Figure 22: The Lift Route Map ..... 38

Figure 23: Vision for the Centralized Transit Hub ..... 42

Figure 24: Precedent Imagery for The Lift Bus Stops ..... 44

Figure 25: Granby Resident Support for Various Transit Improvements..... 47

Figure 26: Annual Ridership (2018-2023) ..... 48

Figure 27: Annual Ridership by Route (2018-2023) ..... 50

Figure 28: Commuter Route Ridership Trends ..... 51

Figure 29: Town to Resort Route Ridership Trends..... 51

Figure 30: Monthly Ridership by Line (2018-2023) ..... 52

Figure 31: Ridership Compared to Service Supplied (2023) ..... 53

Figure 32: Revenue Sources (2019-2023) ..... 57

Figure 33: Expense Categories (2023) ..... 58

Figure 34: Where Survey Respondents Live ..... 62

Figure 35: Lift Rider Frequency ..... 63

Figure 36: Time of Year that Respondents Ride The Lift ..... 63

Figure 37: Top Winter Services ..... 64

Figure 38: Top Summer Services..... 64

Figure 39: Destinations when Riding The Lift ..... 65

Figure 40: Reasons for Riding The Lift ..... 66

Figure 41: Barriers to Riding The Lift ..... 67

Figure 42: Winter Route Priority..... 69

Figure 43: Summer Route Priority ..... 69

Figure 44: Preferred Alternative Development ..... 72

Figure 45: Phase 1 and 2 Preferred Alternative Winter Service ..... 83

Figure 46: Phase 2 Preferred Alternative (Summer) ..... 85

Figure 47: Phase 3 Preferred Alternative ..... 87

Figure 48: Upgrade Variations..... 91

## List of Tables

---

Table 1: Existing Vehicle Fleet Inventory ..... 17

Table 2: Current Route Service Characteristics ..... 37

Table 3: Annual Ridership by Route..... 49

Table 4: Ridership Compared to Service Supplied (2023)..... 52

Table 5: Route Productivity (2023) ..... 55

Table 6: 2019-2023 Budget Actuals..... 56

Table 7: Cost Allocation by Route ..... 59

Table 8: Grants Received 2019-2023 ..... 60

Table 9: Comparison of Mountain Resort Transit Agencies Service and Financial Effectiveness ..... 61

Table 10: Priorities for The Lift's Services ..... 68

*Table 11: Alternative A Winter Park Lines Existing & Proposed Recommendations .....73*

*Table 12: Alternative A Fraser Lines Existing & Proposed Recommendations .....74*

*Table 13: Alternative B Winter Park Lines Existing & Proposed Recommendations .....75*

*Table 14: Alternative A Fraser Lines Existing & Proposed Recommendations (No change from Alternative A).....76*

*Table 15: Local Service Alternatives Summary .....77*

*Table 16: Alternatives Costs .....79*

*Table 17: Winter Park Lines Service Changes for the Proposed Alternative.....82*

*Table 18: Frasier Lines Service Changes for the Proposed Alternative.....82*

*Table 19: Stop Upgrades .....92*

*Table 20: Funding Mechanisms .....95*

*Table 21: Financial Plan by Phase .....97*

*Table 22: Suggested Performance Measures and Benchmarks .....104*



# Chapter 1 – Executive Summary

The Winter Park Five Year Transit Development Plan (TDP) is a planning effort to evaluate The Lift’s existing services, identify and propose service alternatives, and create a capital and financial plan.

The study includes:

- Organizational Overview
- Community Conditions
- Route Assessment
- Financial Analysis
- Public and Stakeholder Outreach Results
- Identification of Evaluation Criteria
- Alternatives Development
- Final Plan Recommendations
- Financial Plan
- Implementation Plan

## Study Purpose & Context

The Lift is experiencing a positive ridership trend, with ridership levels beginning to exceed pre-pandemic levels. This momentum coincides with the completion of phase one and phase two soon to begin on a new transit maintenance and administration facility funded by a grant award. This facility not only increases bus storage capacity, enabling service expansion, but also provides the necessary infrastructure for a future transition to zero-emission buses (ZEBs), achieving a more sustainable transportation system. While transitioning the fleet to ZEBs remains a priority outlined in The Winter Park ZEB Plan, The Lift must strategically allocate resources to deliver the improved transit services desired by the community as well.

Currently, The Lift’s primary ridership base consists of skiers, winter recreationists visiting Winter Park Resort, and resort employees. However, the importance of serving the broader community cannot be overlooked. A significant portion of the population relies on The Lift for essential trips within Winter Park, Fraser, Tabernash, and Granby. The challenge lies in effectively balancing the needs of the resort’s visitors with the transportation requirements of Grand County residents.

## Existing Community Conditions

Demographics, employment patterns, and travel behavior were analyzed throughout The Lift’s service area to understand how The Lift can better serve its communities.

### Key Findings:

- **High Transit Potential:** Areas with high population density, low-income residents, people of color, Hispanic/Latinx residents, zero-vehicle households, older adults, youth, and people with disabilities have a greater need for public transportation. Fraser and Granby have many of these characteristics.

- **Workforce Commute:** Many residents live in one town and work in another, particularly between Granby and Winter Park. This creates an opportunity for improved service connecting these areas.
- **Driving Dominates:** Most residents drive to work, especially in Granby. This suggests potential for ridership growth with improved service.
- **Peak Hours:** Most commutes occur between 7:00AM and 12:00PM, indicating a need for higher frequency during these times.
- **Commute Times:** Winter Park residents have the longest commutes, with many traveling long distances for work.
- **Limited Vehicles:** Fraser has a high share of zero- and one-vehicle households, creating a greater need for transit options.
- **Transportation Costs:** Residents spend a significant portion of their income on transportation and housing costs, highlighting the importance of affordable public transit.

Overall, the analysis suggests The Lift should prioritize service improvements in areas with high transit potential and strong demand for connections between residential and employment centers. This may involve increasing service frequency, especially during peak hours, expanding routes to better connect Granby and Winter Park, and extending service span to accommodate more of the workforce who may have atypical working hours.

## Public and Stakeholder Outreach Results

Understanding the community's perspective on desired service enhancements is an essential part of service planning. The project team actively sought community input throughout the project. Three key touchpoints were established to gather valuable feedback.

- **Online Community Survey:** A comprehensive online survey asked The Lift users about their ridership habits and identified barriers that prevent them from using the service more frequently.
- **Stakeholder Focus Groups:** Two focus groups, comprised of service organizations and businesses, were convened to discuss gaps in existing transit service and explore ways The Lift could better serve community needs.
- **Virtual Open House:** A virtual open house showcased draft service enhancement options. Visitors were invited to participate in a brief survey indicating their preferred alternative and to offer additional suggestions for improvement.

## Alternatives Development

Informed by community demographics, public feedback, and stakeholder outreach, The Lift collaborated with Fehr & Peers to develop a range of service improvement alternatives. These alternatives were designed to assess the cost-benefit relationship of potential service enhancements.

**Evaluation Framework Development:**

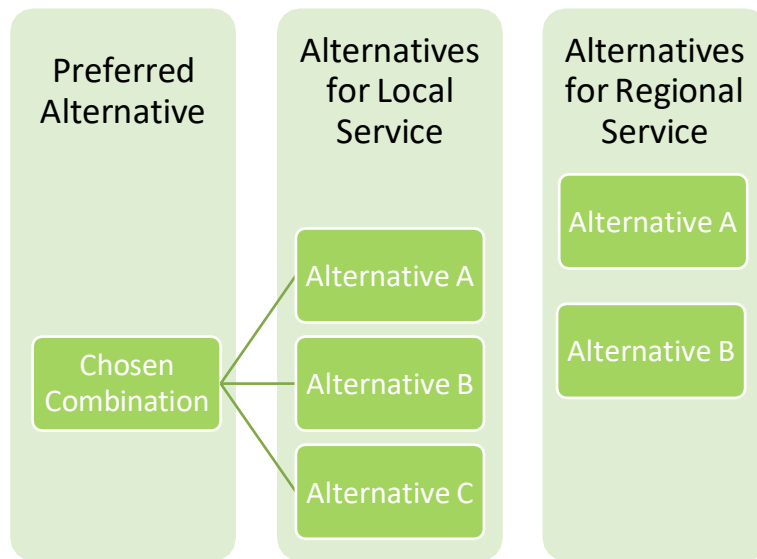


Figure 1: Preferred Alternative Development

A critical aspect of this process involved creating a comprehensive evaluation framework. This framework defines the criteria through which potential service alternatives and organizational opportunities can be objectively compared. To determine which evaluation criteria was most important, another stakeholder focus group was convened where the group voted on the evaluation metrics. To review each alternative in detail, refer to **Chapter 9 – Alternatives Development**.

**Preferred Alternative**

The evaluation process, informed by established criteria and community feedback, identified key priorities for the preferred service alternative:

- **Enhanced Service Frequency and Coverage:** Increased service frequency and expanded service hours are essential.
- **Improved App Functionality:** User-friendly app improvements are necessary.
- **Strengthened Regional Connections:** Enhanced connections between communities are crucial.

Through the analysis using the evaluation framework, Local Alternative B and Regional Alternative A emerged as the leading contenders. However, a phased implementation plan was deemed most effective for achieving the route consolidation aspects of Local Alternative B.

**Recommendations**

The final recommendations are built around key themes heard throughout the process:

- **System Optimization:** Overall, The Lift system is performing well with high ridership, suggesting that major system changes are unnecessary and potentially disruptive.

- **Increased Service Frequency:** While a significant portion of riders can reach their desired destinations, a strong desire exists for more frequent bus service.
- **Expanded Service Span:** Extending service hours will better accommodate riders working at the resort, ensuring they have reliable transportation options.
- **Focus on Local Service:** While there is interest in expanded service to destinations outside The Lift's current service area, fiscal constraints necessitate prioritizing local service needs.
- **Resource Considerations:** Delivering enhanced service and undertaking capital projects will require additional staff. This necessitates careful consideration of resource allocation strategies.

### Goal 1 – Enhance Year-Round Mobility Options in Winter Park, Catering to Both Resident Needs and Summer Recreation Demands.

- *Recommendation 1.1 Increase Service Span, Frequency, and Seasonality*
- *Recommendation 1.2 Microtransit Pilot*

### Goal 2 – Improve Regional Service

- *Recommendation 2.1 Increase Service Span, Frequency*
- *Recommendation 2.2 Explore Additional Service Routes to Key Destinations*

### Goal 3 – Increase Organizational Capacity

- *Recommendation 3.1 Add Support Staff for Critical Functions*
- *Recommendation 3.2 Increase Customer Satisfaction*

### Goal 4 – Enhance Capital Infrastructure

- *Recommendation 4.1 Improve Bus Stop Accessibility*
- *Recommendation 4.2 Study Feasibility of Park and Ride in Fraser*
- *Recommendation 4.3 Continue Fleet Upgrades*

### Goal 5 – Assess and Adapt Over the Course of the TDP Timeframe

- *Recommendation 5.1 Evaluate Microtransit Effectiveness*
- *Recommendation 5.2 Revisit Regional Connections Destinations*
- *Recommendation 5.3 Consideration of Consolidated Service as the Gondola Develops*
- *Recommendation 5.4 Consideration of a Regional Transportation Authority*

# Chapter 2 – Project Context

## Overview

The Winter Park Five Year Transit Development Plan (TDP) is a planning effort to evaluate The Lift's existing services, identify and propose service alternatives, and create a capital and financial plan.

The study includes:

- Organizational Overview
- Community Conditions
- Route Assessment
- Financial Analysis
- Public and Stakeholder Outreach Results
- Identification of Evaluation Criteria
- Alternatives Development
- Final Plan Recommendations
- Financial Plan
- Implementation Plan

## Study Purpose

The study seeks to address how The Lift should conduct transit operations within its service area and potentially expand into new areas within the next five years. The study includes an evaluation of existing service and capital, an exploration of service enhancements and improvements, and recommends a preferred service alternative with potential funding sources.

## Existing Transportation Services

The Lift is the existing transit provider for the Town of Winter Park serving the Town, the Winter Park Resort, Fraser, and Granby. Recent operational challenges, primarily a shortage of available drivers, have resulted in cutbacks to route frequencies.

The Winter Park Express, also known as the Ski Train, is a seasonal train connecting Denver's Union Station with the Winter Park Resort in two hours. The train is a partnership between Amtrak and the Winter Park Resort, and it runs on weekends between mid-January and the end of March.

## Housing Affordability

Employees of Winter Park Resort and the local service industry in Winter Park and Fraser face housing pressures that cause them to seek more affordable housing in Granby and surrounding communities. This results in many workers commuting into the Town of Winter Park and Winter Park Resort from elsewhere.

Considering the intersection between housing affordability and transit, reliable and affordable transportation will be key for the transit service plan to ensure it addresses the unique challenges of Winter Park employees and residents.

We will ensure we consider where existing and planned affordable housing in the county is located when formulating recommendations to ensure those most in need of reliable and affordable transportation options can benefit from this plan.

### **Local Events**

Annual events such as the Winter Park Jazz Festival, Fraser Mountain Mural Festival, Winter Park Beer Festival, FallFest, and others bring thousands of visitors to the community and alter regular travel patterns in the town. The Lift needs to be flexible to be able to plan ahead and continue to provide reliable service during these iconic events. How to balance the needs of residents with that of visitors during special events will be a key element in the plan.

### **Growing Tourism Industry**

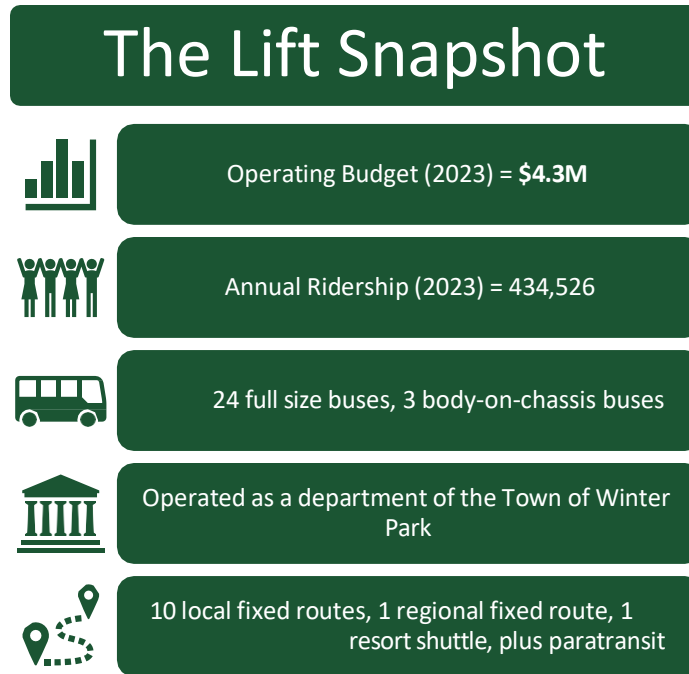
As discussed in the 2015 Fraser Valley Strategic Economic Development Plan, the Towns of Fraser and Winter Park alongside other local partners, aim to capitalize on the area's proximity to Winter Park Resort, Rocky Mountain National Park, premier mountain biking trails, and other recreational assets to expand visitation year-round. Increasing visitation places pressures on community infrastructure, including the transportation network and The Lift.

# Chapter 3 – Organizational Overview

## The Lift Today

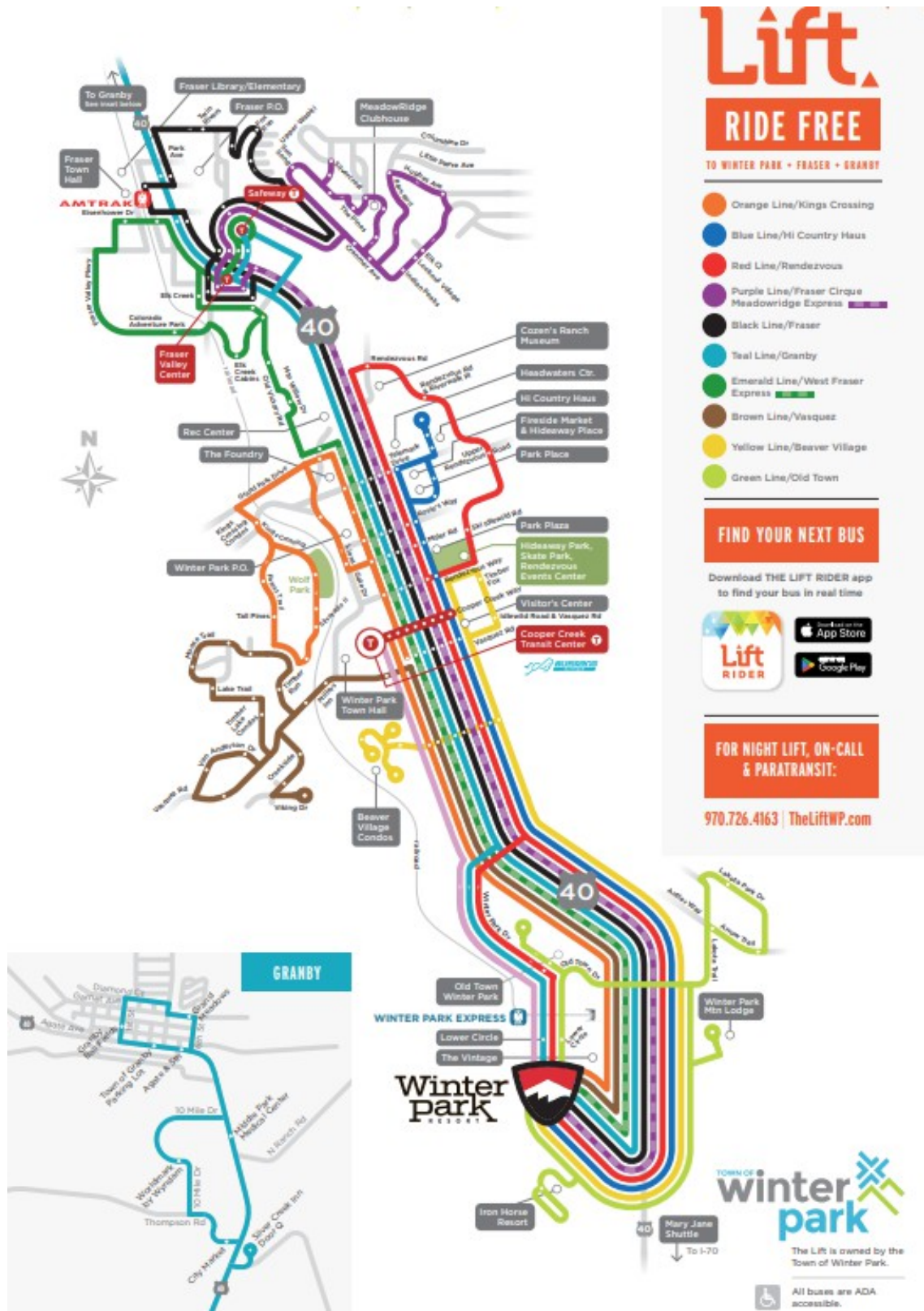
The Lift service area includes Winter Park, Winter Park Resort, Fraser, Tabernash, and Granby as well as unincorporated communities along the US 40 corridor. **Figure 2** provides a snapshot of the existing Lift service.

Figure 2: The Lift Snapshot



The system operates year-round service. In the winter and spring season (November-April), The Lift operates eleven routes spanning from 7:30 a.m. to 2 a.m., seven days a week. In the summer and fall season (June-October), service is provided on the Black Line (Fraser) and the Teal Line (Granby Regional Commuter) route only. The summer Black Line is operated as a deviated fixed-route service and includes night service. Service time spans from 7 a.m. to 2:50 a.m. seven days a week. Additionally, complementary paratransit service, required under the Americans with Disabilities Act (ADA), is available to Winter Park residents and visitors who are three-quarters of a mile from fixed route service. The Lift provides ten local fixed routes and one regional fixed route, see **Figure 3** for the service map.

Figure 3: The Lift Existing Service





## History

The Lift was previously a privately operated bus system that was funded by the ski area and the Towns of Fraser and Winter Park. IntraWest contracted with First Transit (a private transit management company) to operate the service. In 2015, Winter Park Resort and the Town of Winter Park agreed to a Memorandum of Understanding (“MOU”) to transition the pre-existing private transit service to a new, publicly owned transit service.

Since then, The Town has assumed responsibility for the management of the transit system that serves Winter Park, Fraser, and down-valley communities in Grand County. Existing low-density residential development patterns, combined with winding roads and topography, make comprehensive transit coverage challenging. The Town adopted a Transit and Trails Sales Tax in 2015 at a 2% rate that increased the sales tax rate from 5% to 7%, which revenues help fund transit service.

## Organizational Structure

The Lift operates under the transit department within the Town of Winter Park. The transit department oversees The Lift and the Transit Advisory Committee develops the annual transit budget and helps manage the transit service. The mission of The Lift is to provide free transportation within the Town of Winter Park and to Fraser and Granby.

### Transit Advisory Committee

The Transit Advisory Committee (TAC) advises the Winter Park Town Council and develops the annual transit budget, coordinates the transition of service, and makes recommendations on transit service. The TAC is comprised of four members with one each from the Town of Winter Park, Town of Fraser, Winter Park Resort, and Grand County. The TAC meets every month, and the meetings are open to the public.

## Current Fleet and Facilities

The system has recently opened a brand-new storage, maintenance, and administrative facility that will allow for the future transition to an all-electric fleet.

### Vehicle Fleet

In its short tenure, the system has grown to include a fleet of 24 transit buses and three cutaway shuttles. The Lift is committed to transitioning its entire bus fleet to zero-emission in support of the statewide electric vehicle plan. The goal is to transition the entire fleet over the next 11 years.

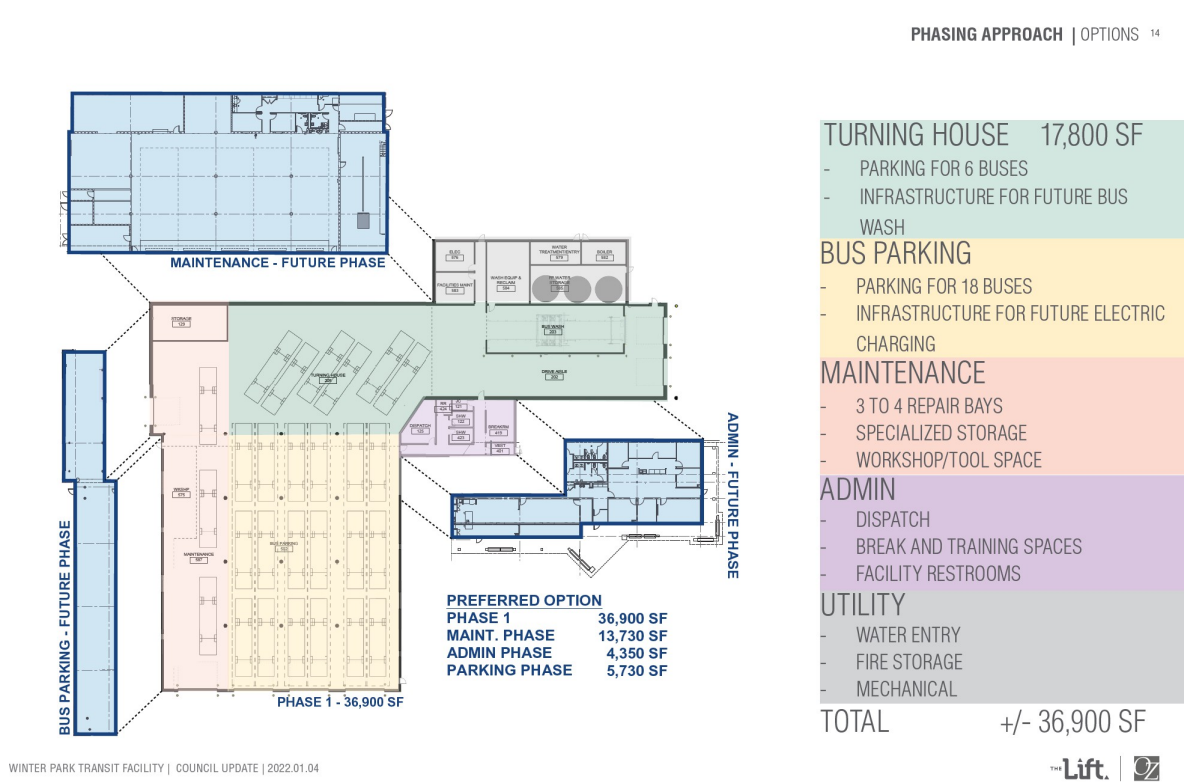
Table 1: Existing Vehicle Fleet Inventory

Fleet #	Year	Make	Model	Fuel	Replacement Cost
WP-30	2000	Orion	RE 40	D	\$1,132,521 if electric
WP-34	2000	Orion	RE 40	D	\$1,132,521 if electric
WP-35	2000	Orion	RE 40	D	\$1,132,521 if electric
WP-38	2000	Orion	RE 40	D	\$1,132,521 if electric
WP-39	2000	Orion	RE 40	D	\$1,132,521 if electric
WP-40	2000	Orion	RE 40	D	\$1,132,521 if electric
WP-43	2000	Orion	RE 40	D	\$1,132,521 if electric
WP-44	2000	Orion	RE 40	D	\$1,132,521 if electric
WP-45	2000	Orion	RE 40	D	\$1,132,521 if electric
WP-52	2017	Ford	E450	G	
WP -53	2018	Ford	E450	G	
WP-54A	2019	Ford	E450	G	
WP-55	2000	Orion	RE 40	D	\$1,132,521 if electric
WP-60	2018	GILLIG	Low Floor	D	\$1,132,521 if electric
WP-61	2018	GILLIG	Low Floor	D	\$1,132,521 if electric
WP-62	2019	GILLIG	Low Floor	D	\$1,132,521 if electric
WP-63	2019	GILLIG	Low Floor	D	\$1,132,521 if electric
WP-64	2019	GILLIG	Low Floor	D	\$1,132,521 if electric
WP-65	2020	GILLIG	Low Floor	D	\$1,132,521 if electric
WP-66	2020	GILLIG	Low Floor	D	\$1,132,521 if electric
WP-67	2021	GILLIG	Low Floor	D	\$1,132,521 if electric
WP-68	2021	GILLIG	Low Floor	D	\$1,132,521 if electric
WP-10	2006	GILLIG	Phantom	D	\$1,132,521 if electric
WP-11	2006	GILLIG	Phantom	D	\$1,132,521 if electric
WP-12	2006	GILLIG	Phantom	D	\$1,132,521 if electric
WP-13	2007	GILLIG	Phantom	D	\$1,132,521 if electric

### Facilities

The Lift currently operates out of one facility. The administrative headquarters is based out of Winter Park Town Hall, 50 Vasquez Road in Winter Park, Colorado. The Lift was awarded two grants totaling 14.6 million to construct a new transit maintenance, storage, and administration facility. **Figure 4** shows the proposed new facility. The new facility has the infrastructure capable of transitioning the entire fleet to battery electric over the coming years. The additional capacity of the facility will make expanding the service a viable option for The Lift.

Figure 4: The Lift New Facility



# Chapter 4 – Community Conditions

The Lift, as a department within the Town of Winter Park, is the public transit provider for the Town of Winter Park serving the Town, the Winter Park Resort, Fraser, unincorporated Tabernash, unincorporate Grand County, and Granby. Looking at the existing community conditions helps show how residents of the Town of Winter Park and surrounding communities such as Fraser travel, to what extent community members rely on The Lift, and where service improvements are most needed.

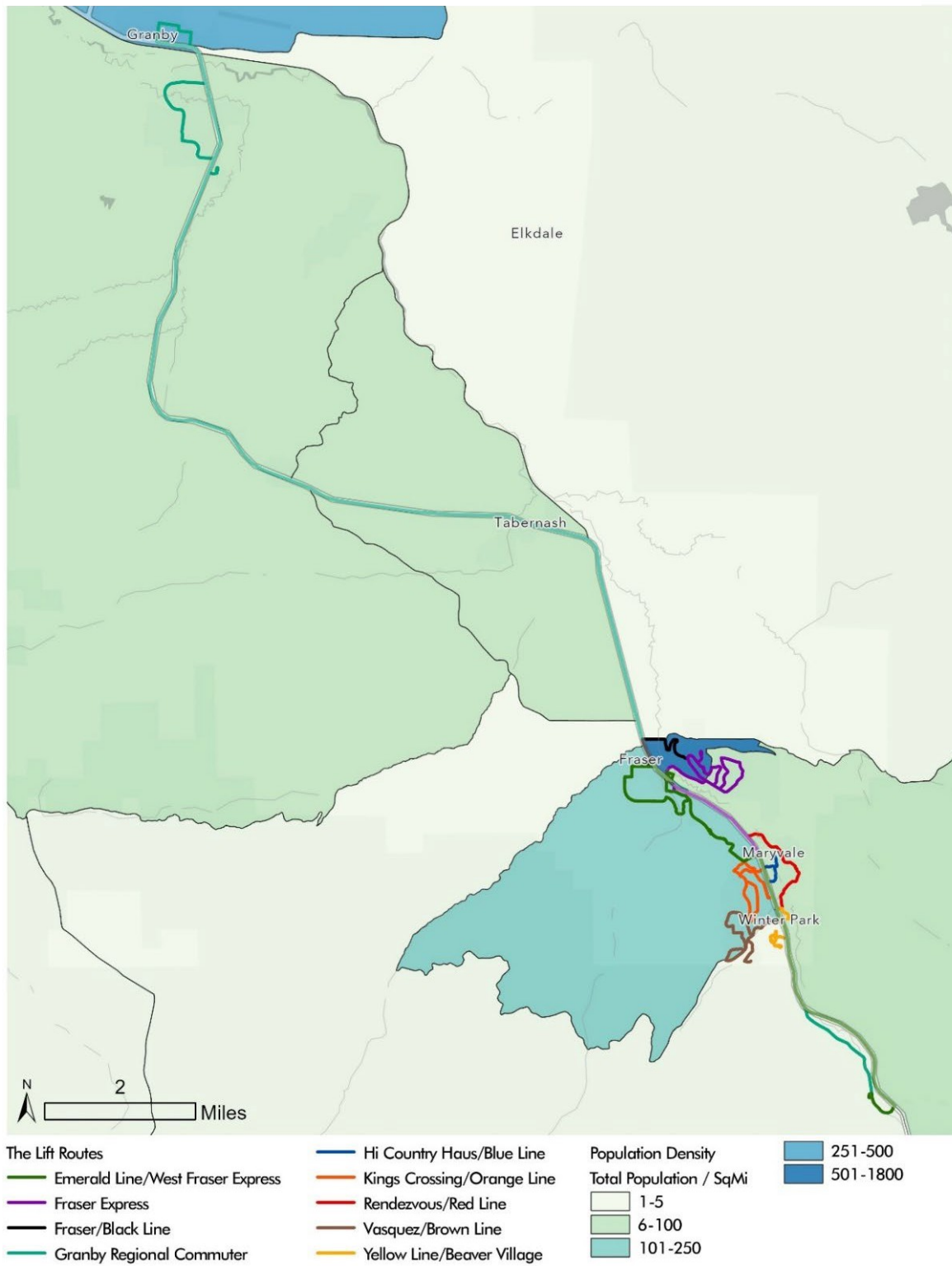
## Local Demographics

Demographics for The Lift service area were analyzed to gain a better understanding of public transportation travel propensity. High population density, people of color, and people who identify as Hispanic/Latinx can be associated with greater transit use. Fraser and Granby have the highest population density, as shown in **Figure 6**. **Figure 8** shows that Fraser has the highest percentage of people of color and **Figure 10** shows that Winter Park, Fraser, and Granby have the highest percentages of people identifying as Hispanic/Latinx.

Other demographics that tend to rely more on public transportation for travel are areas that have high percentages of households with no access to a vehicle, people with lower income, adults over 65, a youth population under 18, or people with a disability. Fraser has the greatest share of households without vehicles, as depicted in **Figure 7**. Winter Park, Fraser, and Tabernash are areas with the highest proportions of low-income residents. **Figure 6** illustrates the percentage of the population below the federal poverty line. **Figure 11** shows that the areas east of US-40 between Granby and Fraser have the highest proportions of older adult residents, and **Figure 12** shows that the highest percentage of youth residents live just south of Granby. Winter Park and the region south of Granby demonstrate a high concentration of people with disabilities, reaching up to a quarter (25%) of the population, surpassing the national average of 13%. These trends can be seen in **Figure 9**.

Figure 5: Population Density (Source: American Community Survey, 2021)

Figure 6: Low-Income



Share of Population (Source: American Community Survey, 2021)

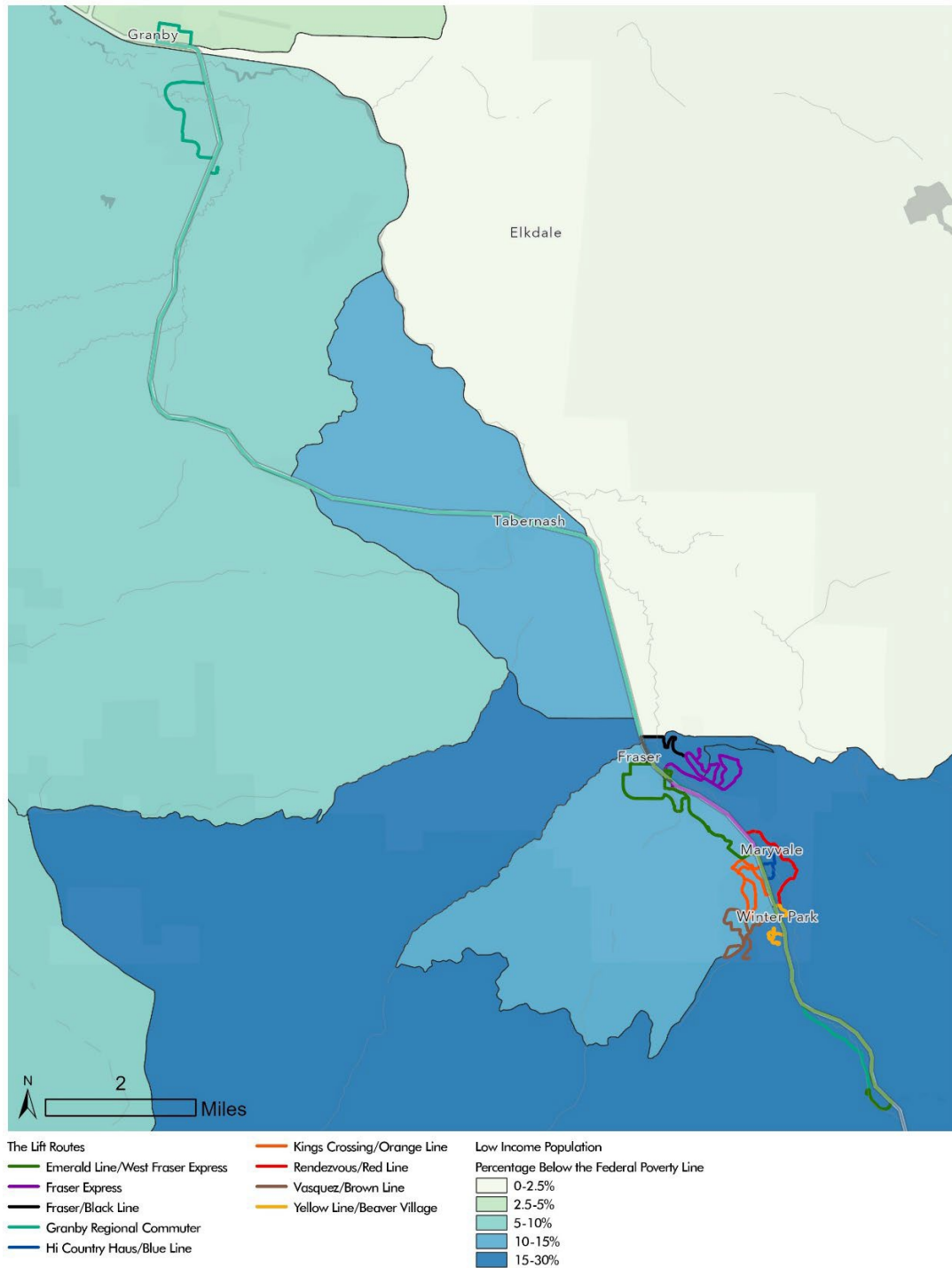


Figure 7: Share of Zero-Vehicle Households (Source: American Community Survey, 2021)

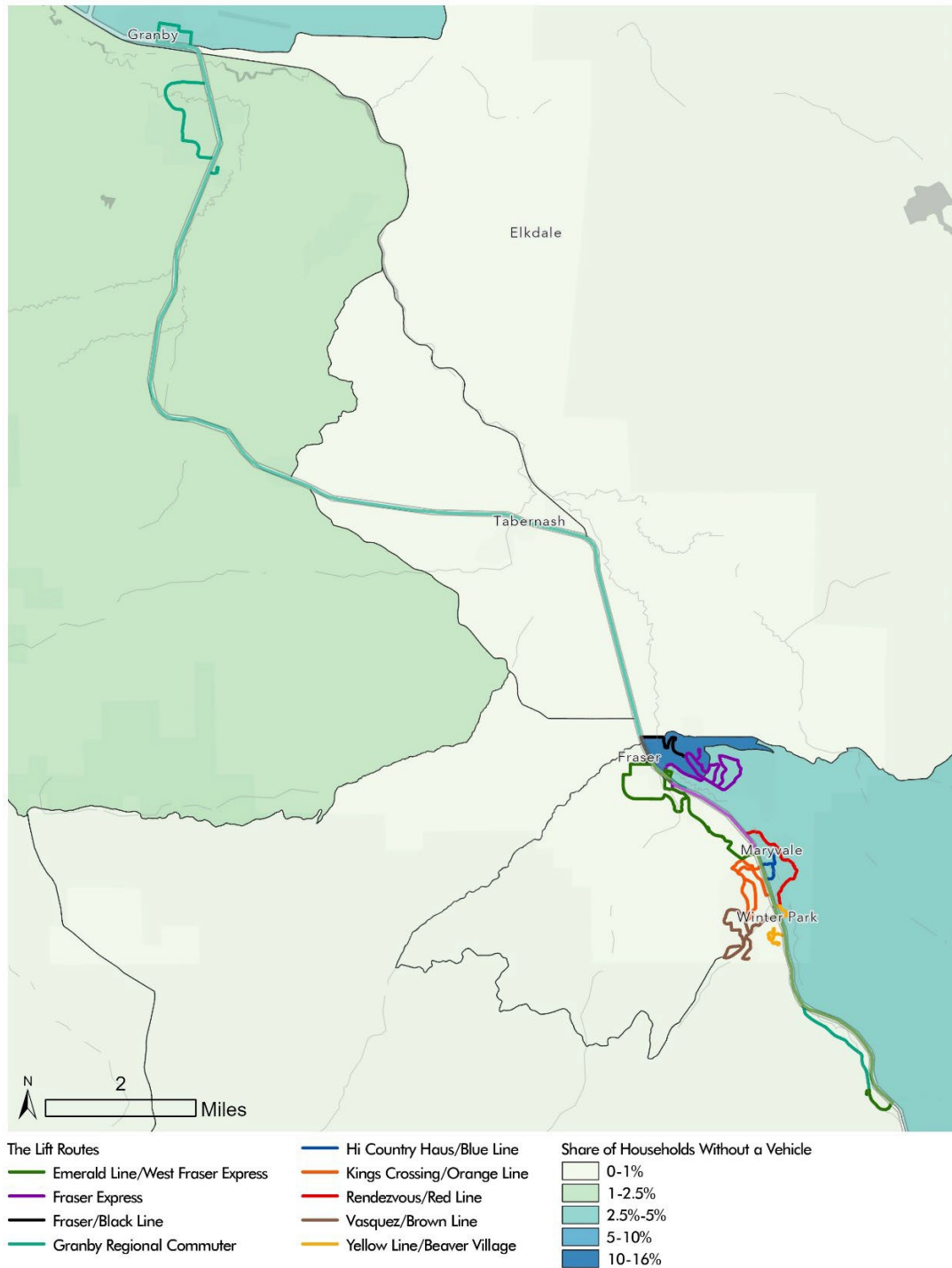


Figure 8: People of Color (Source: American Community Survey, 2021)

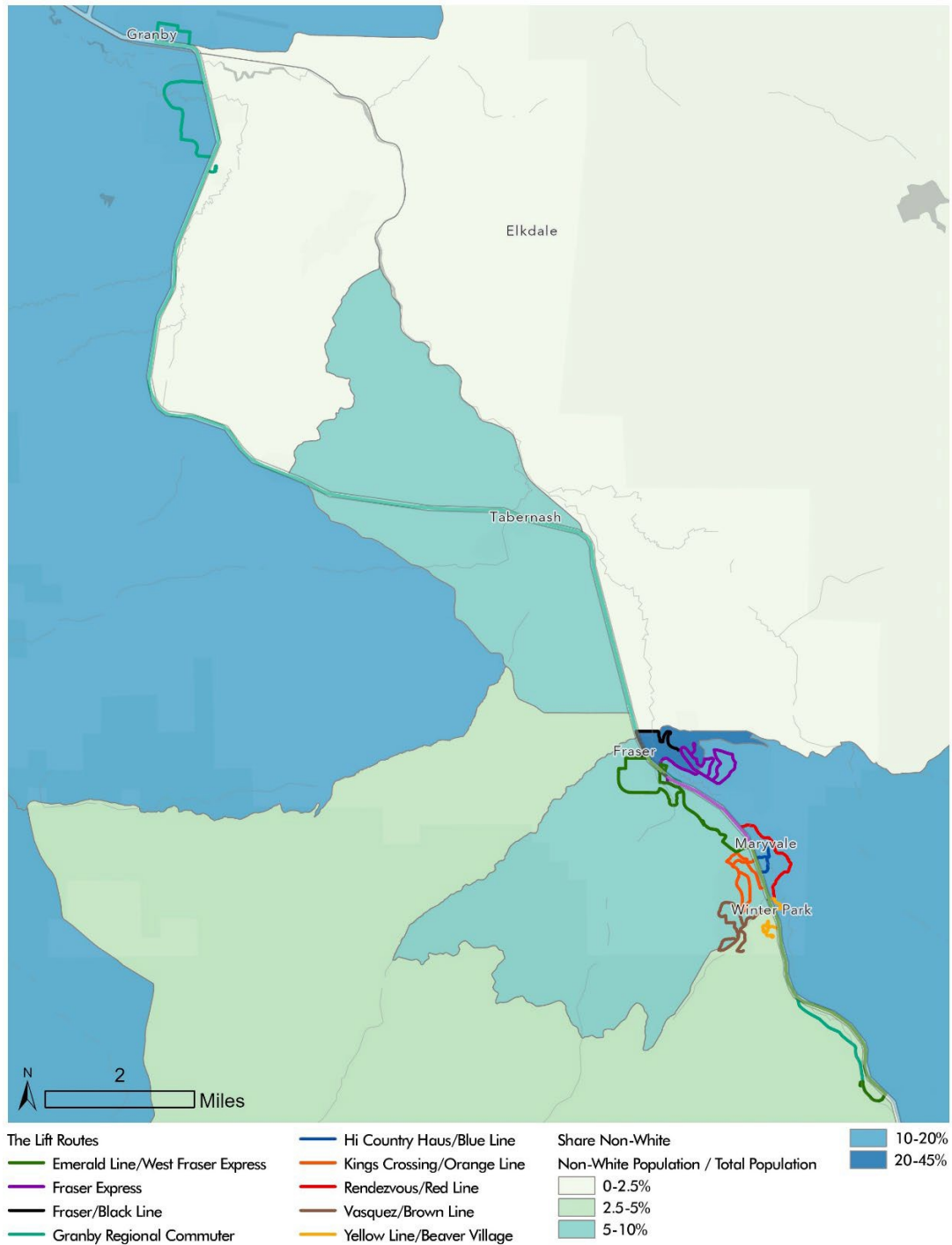




Figure 9: Share of People with a Disability (Source: American Community Survey, 2021)

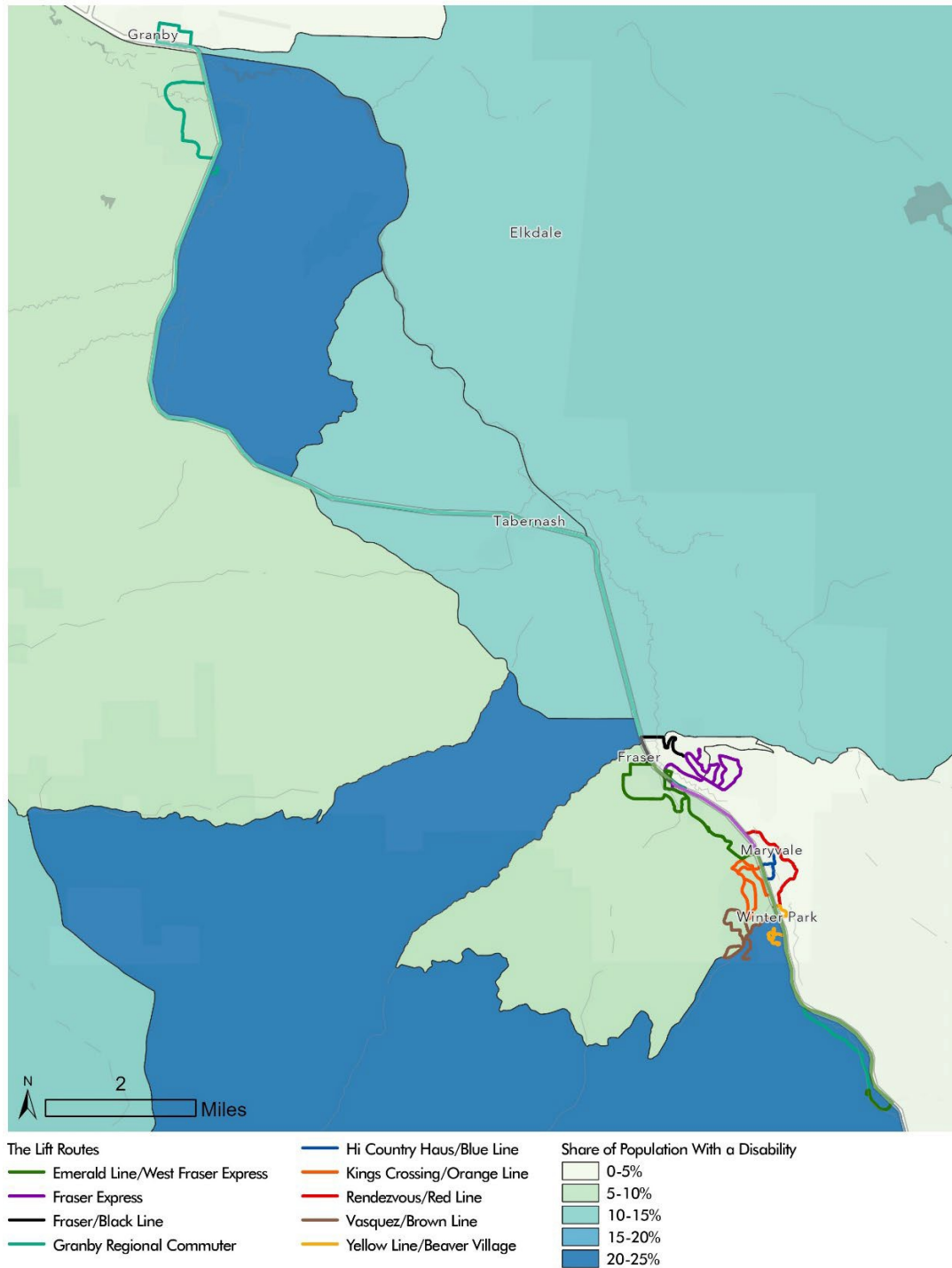


Figure 10: Share Hispanic/Latinx (Source: American Community Survey, 2021)

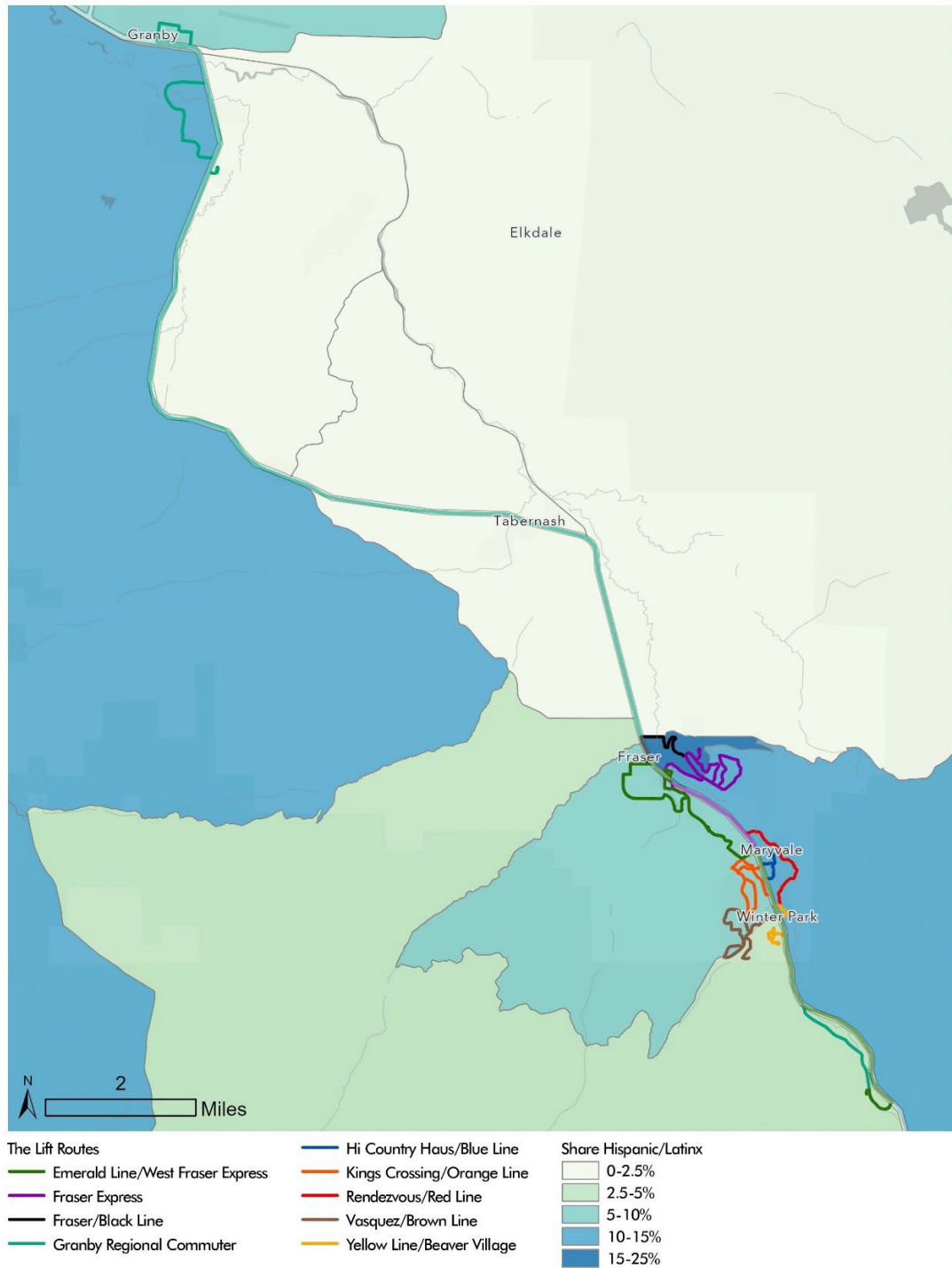


Figure 11: Share of Older Adults (Source: American Community Survey, 2021)

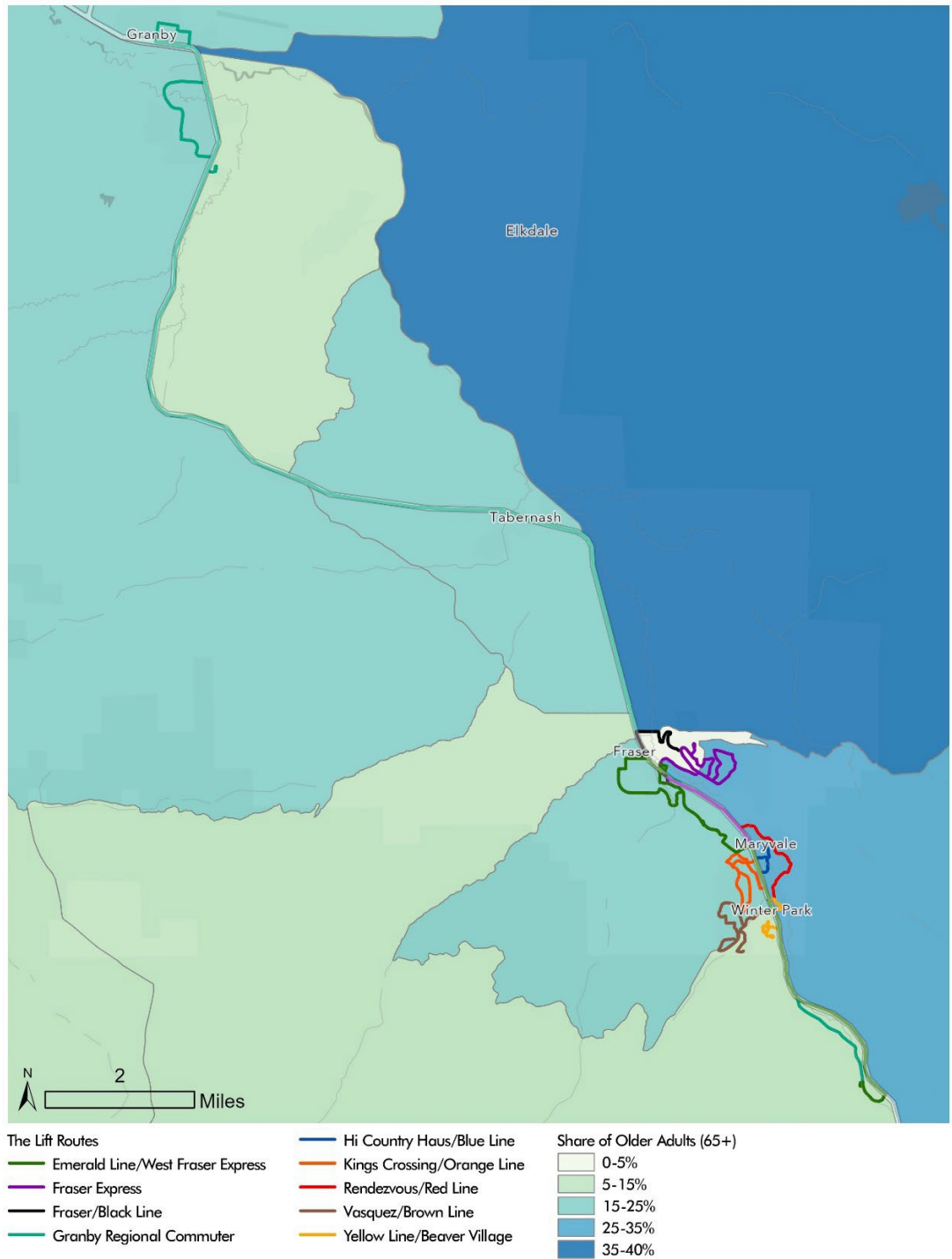
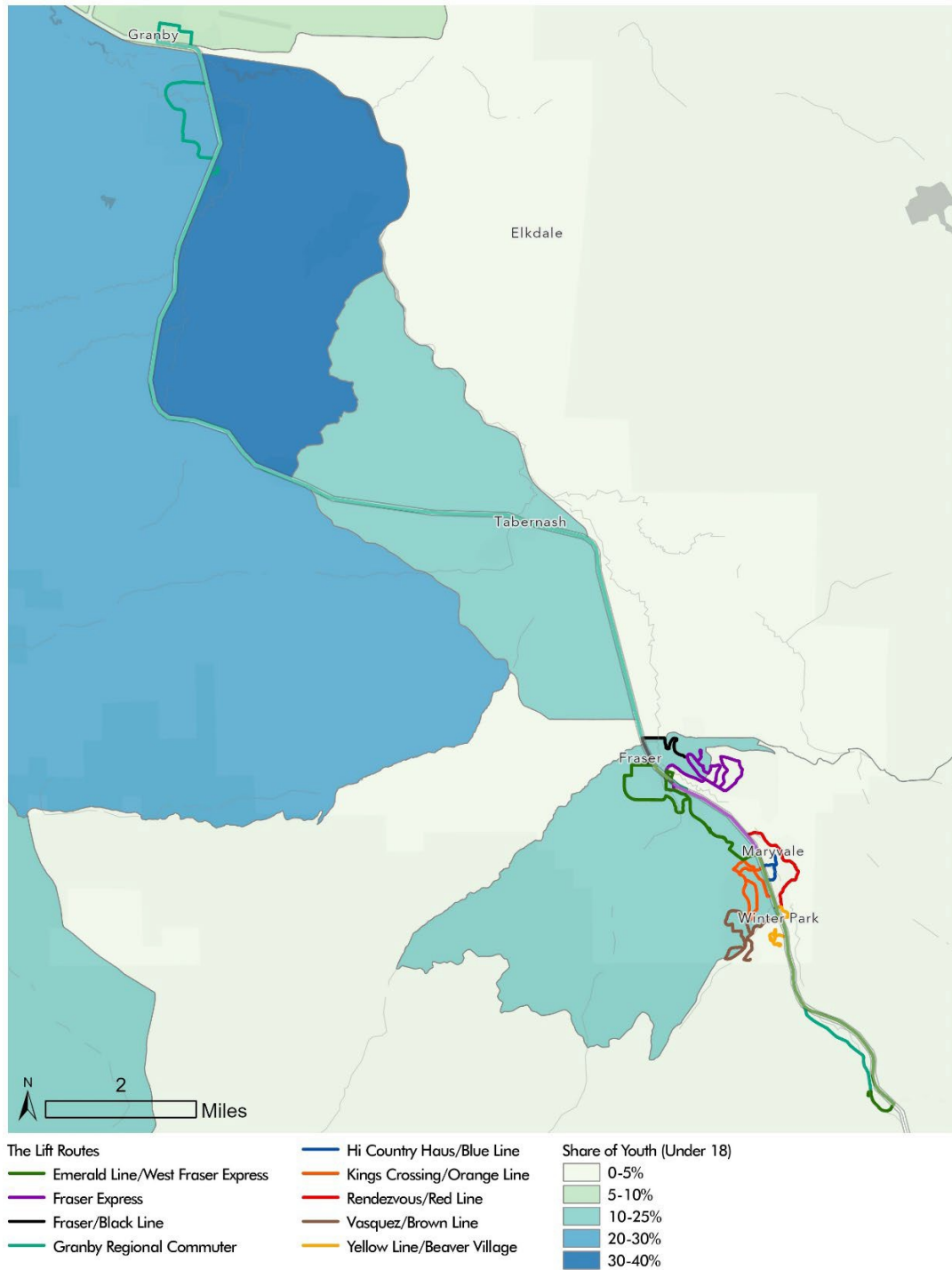


Figure 12: Share of Youth (Source: American Community Survey, 2021)



## Local Employment

Within The Lift service area, a considerable number of residents live in one area and work in another. **Figure 13** displays the employment characteristics of Winter Park, Fraser, and Granby. Most of the workers that are employed in the Town of Winter Park commute from elsewhere (2,536), while only 323 people live in Winter Park and commute elsewhere. In Fraser, the trend is slightly different, where a higher number of individuals (737) commute into the Town compared to those (571) who live in Fraser and work elsewhere. Granby exhibits a more balanced distribution, with 670 workers entering the Town and 574 residents commuting elsewhere for employment. Most of the people working in Winter Park, Fraser, and Granby live in Granby. This mismatch of housing and employment likely reflects the rising cost of living in Grand County and especially Winter Park. **Figure 14** displays the job density of each location.

Figure 13: Where People Live and Work in The Lift Service Area (Source: LEHD, 2021)

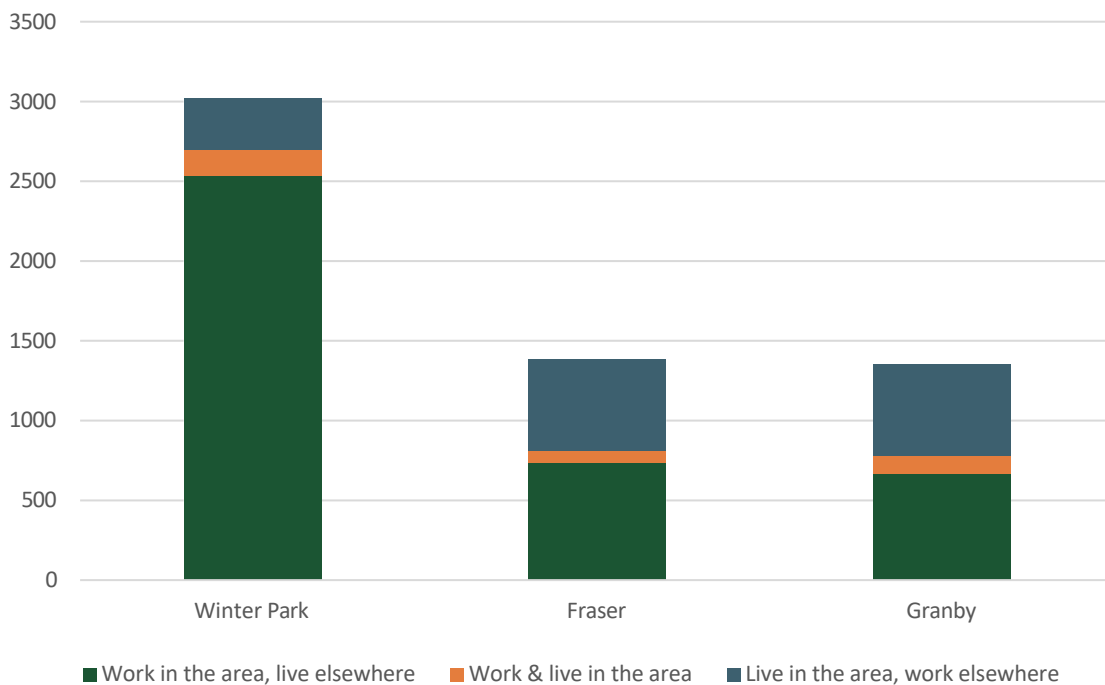
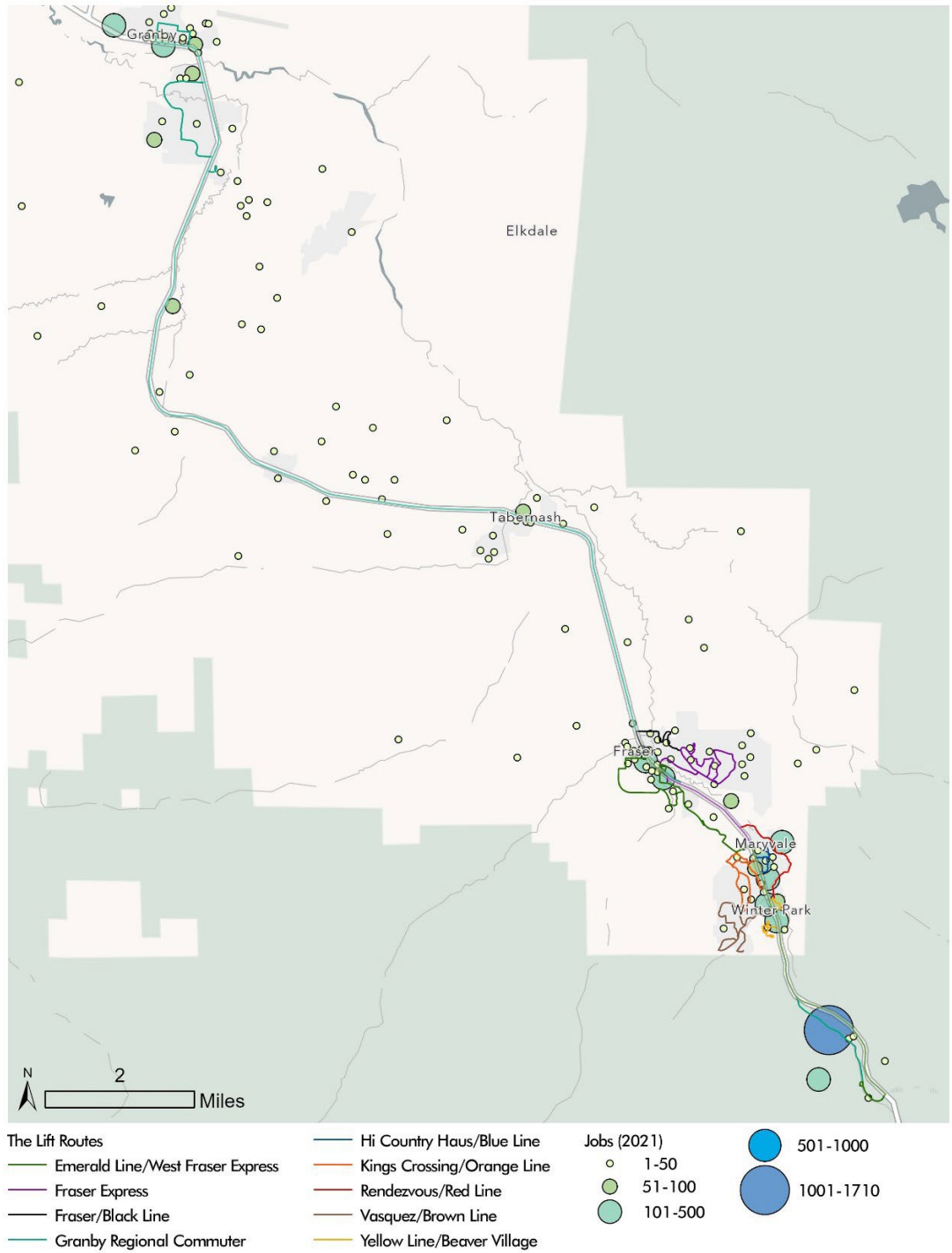


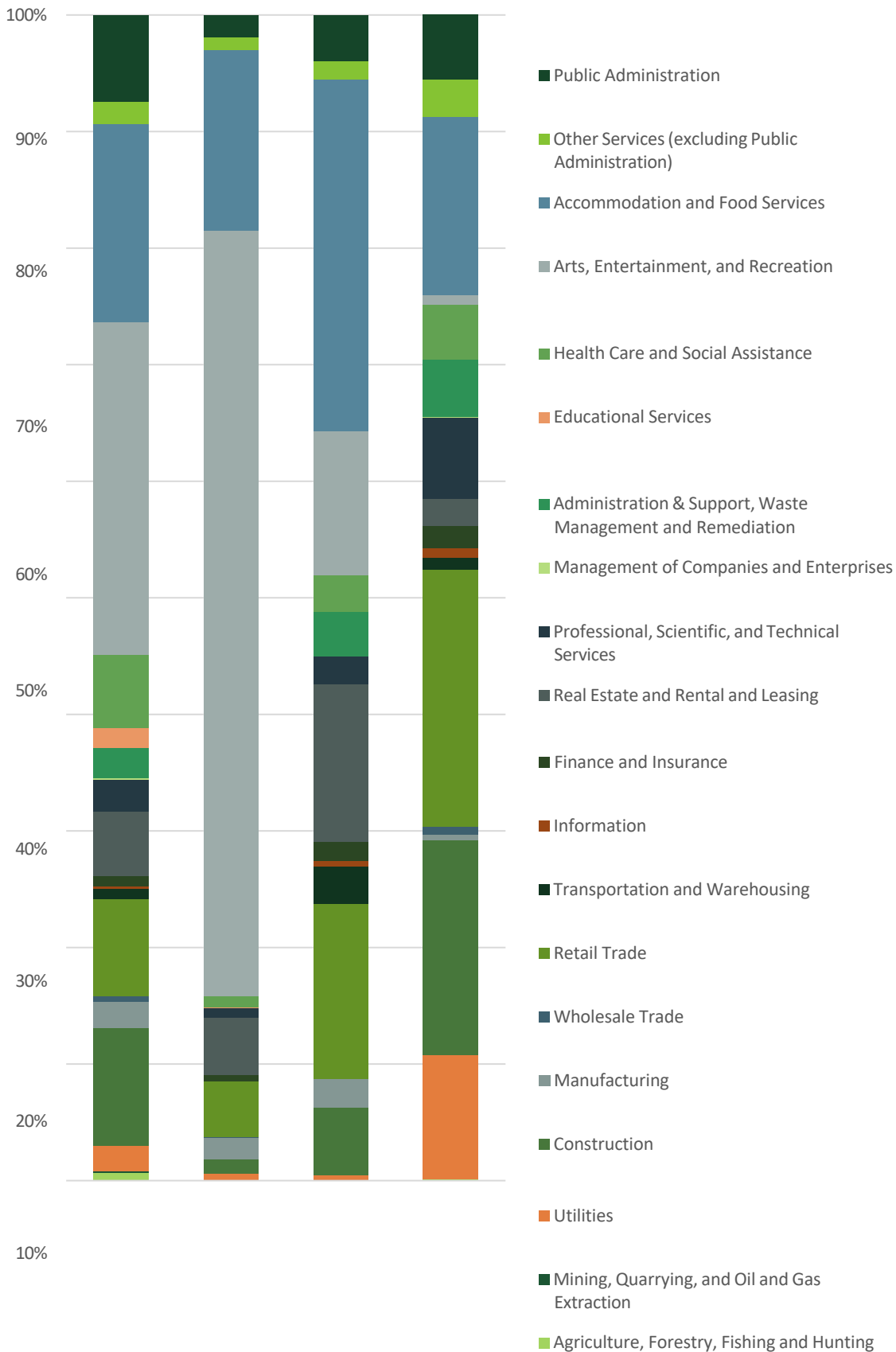
Figure 14: Job Locations in The Lift Service Area (Source: LEHD, 2021)



Job industry sectors for Grand County, Winter Park, Fraser, and Granby are described below and are visually represented in **Figure 15**.

- **Grand County** jobs primarily reflect the tourism economy. Most jobs are in Arts, Entertainment, and Recreation (29%), Accommodation and Food Services (17%), and Construction (10%).
- **Winter Park** stands out for significant jobs in recreation because of the resort. Two-thirds of jobs in Arts, Entertainment, and Recreation (66%) – represents almost 1800 jobs. There are also many jobs in Accommodation and Food Services (15%).
- **Fraser** has strong restaurant and retail sectors. Most jobs are in Accommodation and Food Services (30%), Retail Trade (15%), Real Estate and Rental and Leasing (14%), Arts, Entertainment, and Recreation (12%).
- **Granby** has a more diverse economic base with jobs in restaurant and retail sector but also construction and utilities, reflecting the more rural nature of the town. Most jobs are in Retail Trade (22%), Construction (18%), Accommodation and Food Services (15%), and Utilities (11%).

Figure 15: Job Industry Sectors (Source: LEHD, 2021)





0%  
Grand County Winter Park Fraser Granby

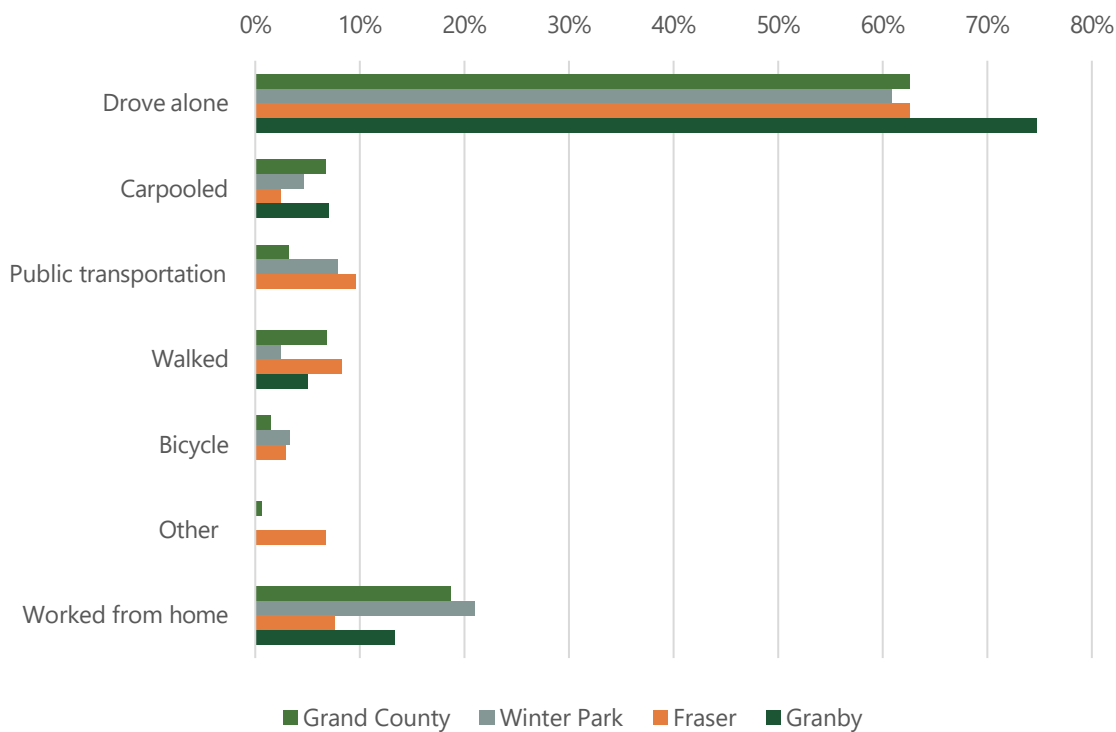
## Travel Patterns of Residents

### Mode of Transportation to Work

**Figure 16** displays the mode of transportation to work in 2022 for Grand County, Winter Park, Fraser, and Granby. In every area, most of the residents drive to work. The highest percentage of residents that drive to work live in Granby, which is likely because they commute longer distances to areas such as Winter Park. This shows that there is an opportunity to improve transit opportunities from Granby to reduce congestion, vehicle miles traveled (VMT), and associated greenhouse gas (GHGs) emissions.

The greatest public transit share is Fraser followed by Winter Park.

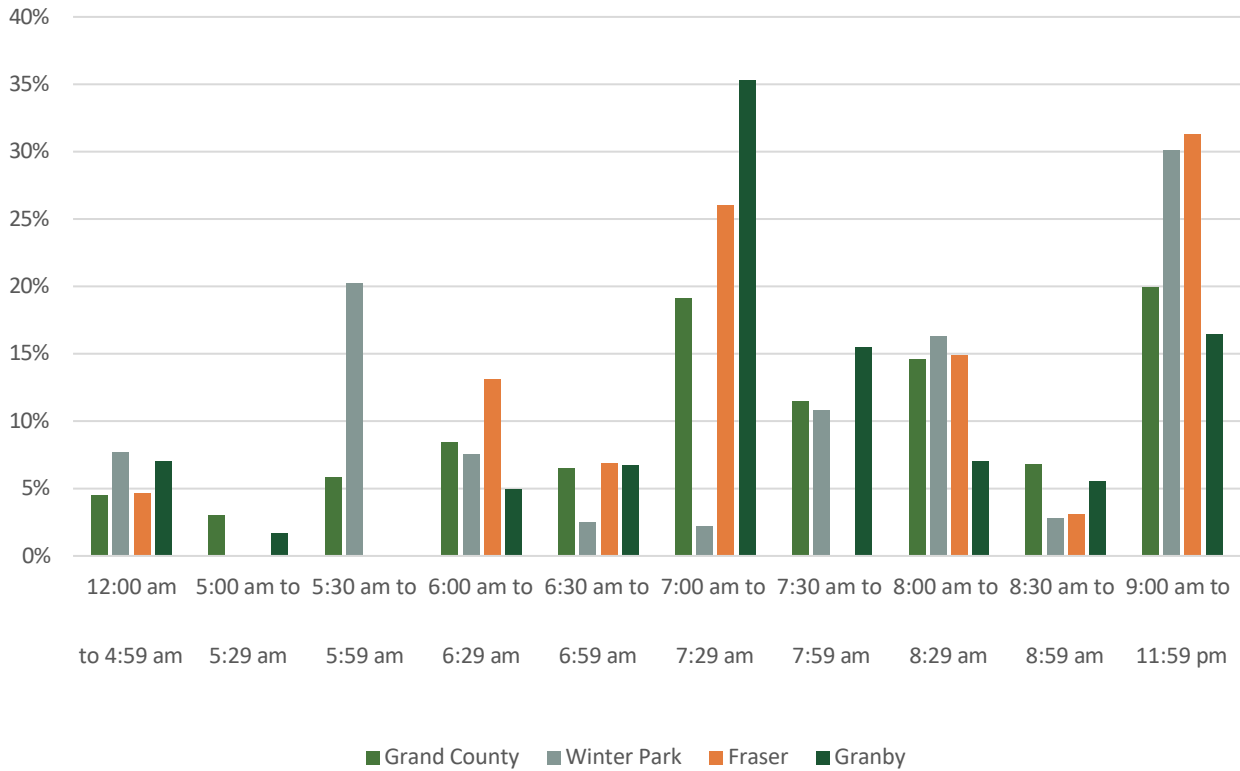
Figure 16: Mode of Transportation to Work, 2022 (Source: ACS 5-Year Estimates)



### Time of Departure to Work

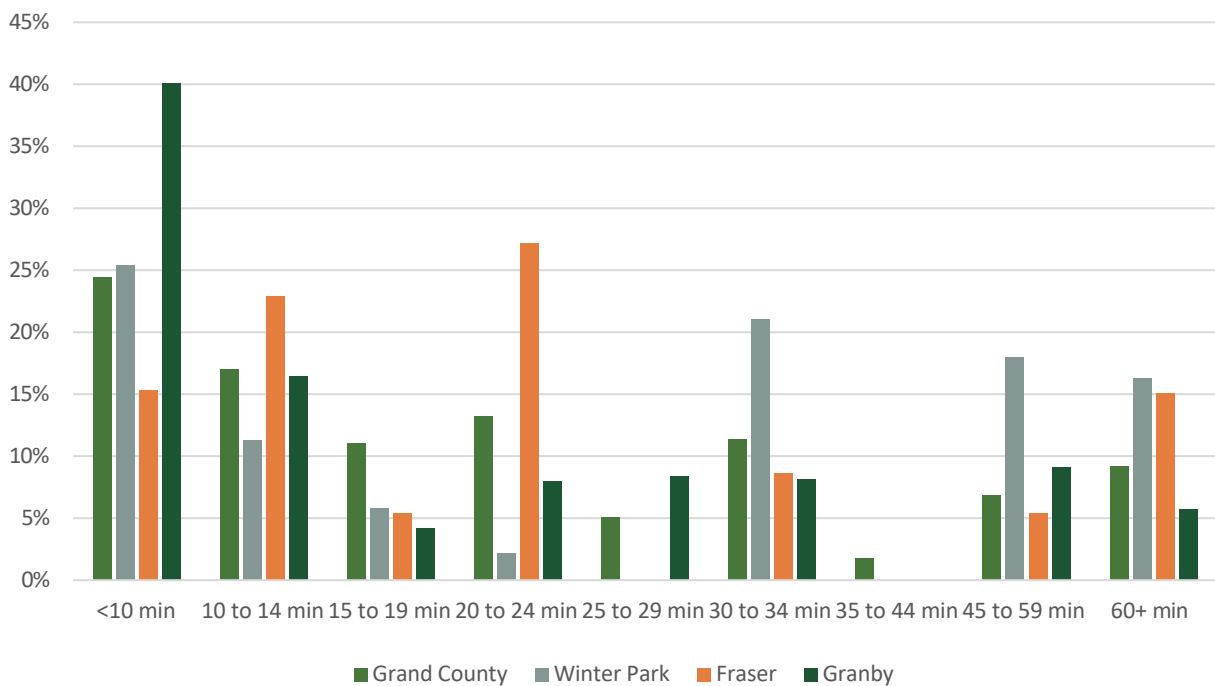
**Figure 17** displays time of departure to work in Grand County, Winter Park, Fraser, and Granby. In Winter Park, most people leave for work between 5:30AM-6:00AM and 9:00AM-12PM. In Fraser, most people leave for work between 7:00AM-7:30AM and 9:00AM-12:00PM. In Granby, most people leave for work between 7:00AM-8:00AM and 9:00AM-12:00PM. This indicates a higher need for transit frequency during the peak travel times.

Figure 17: Time of Departure to Work, 2022 (Source: ACS 5-Year Estimates)



### Travel Time to Work

Figure 18: Travel Time to Work



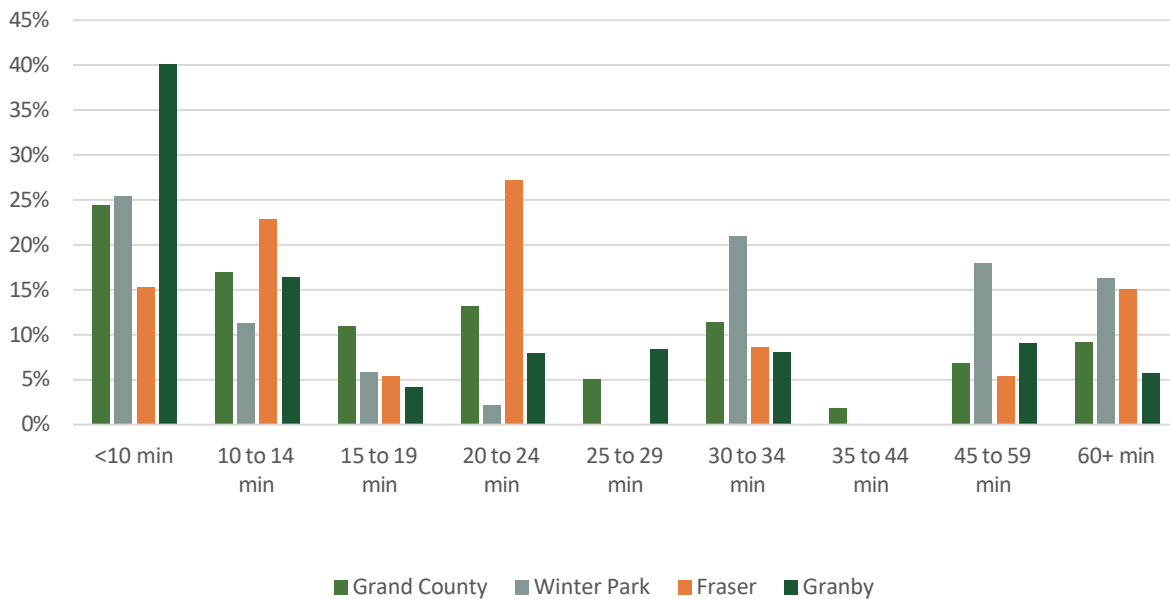
**Figure 18** shows the average travel time to work for Grand County, Winter Park, Fraser, and Granby by percent of the working population.

The average travel times for the highest percentage of each location are shown below:

- Grand County: 24 minutes
- Winter Park: 29 minutes
- Fraser: 26 minutes
- Granby: 20 minutes

Granby notably has shorter average commute times and 40% of residents have a commute under 10 minutes, which can be attributed to the 48% of Granby residents who work in Granby. About a third of Fraser residents have a 20-24 minute commute and a quarter of Fraser residents have a 10-14 minute commute. About a quarter of Winter Park residents have a commute under 10 minutes, a quarter have a 30-34 minute commute, and almost half of residents have a commute 45 minutes or more. The high commute times in Winter Park are because some Winter Park residents travel to work in places such as Denver, Colorado Springs, Aurora, and Boulder.

Figure 19: Average Travel Time to Work, 2022 (Source: ACS 5-Year Estimates)

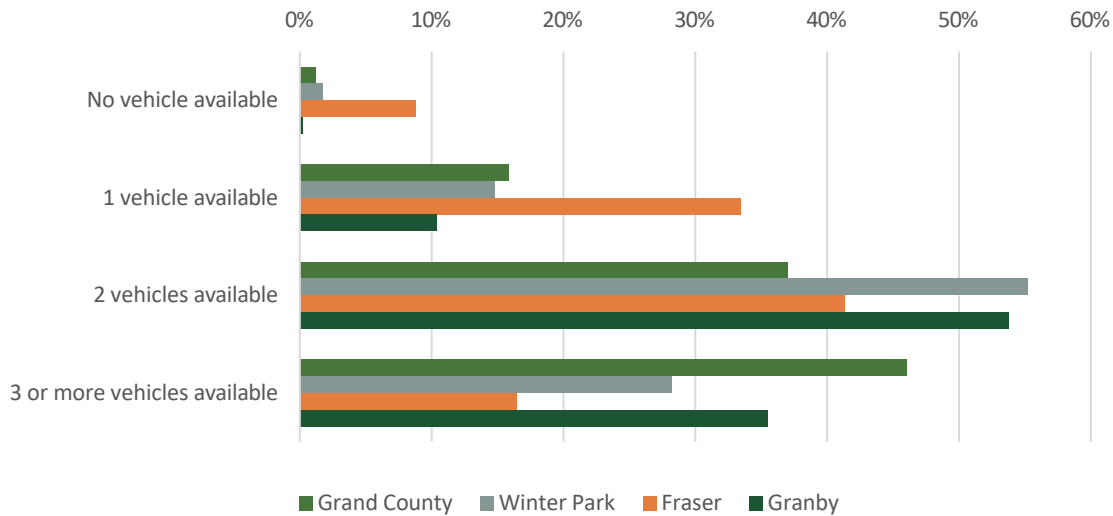


### Household Vehicles Available

**Figure 20** shows that Fraser has a greater share of zero-vehicle households, at almost 10%. Fraser also has a high percentage of one-vehicle households with about a third of all households.

Households with fewer vehicles means there is a greater opportunity to better serve travel needs via transit.

Figure 20: Household Vehicles Available, Workers 16+, 2022 (Source: ACS 5-Year Estimates)



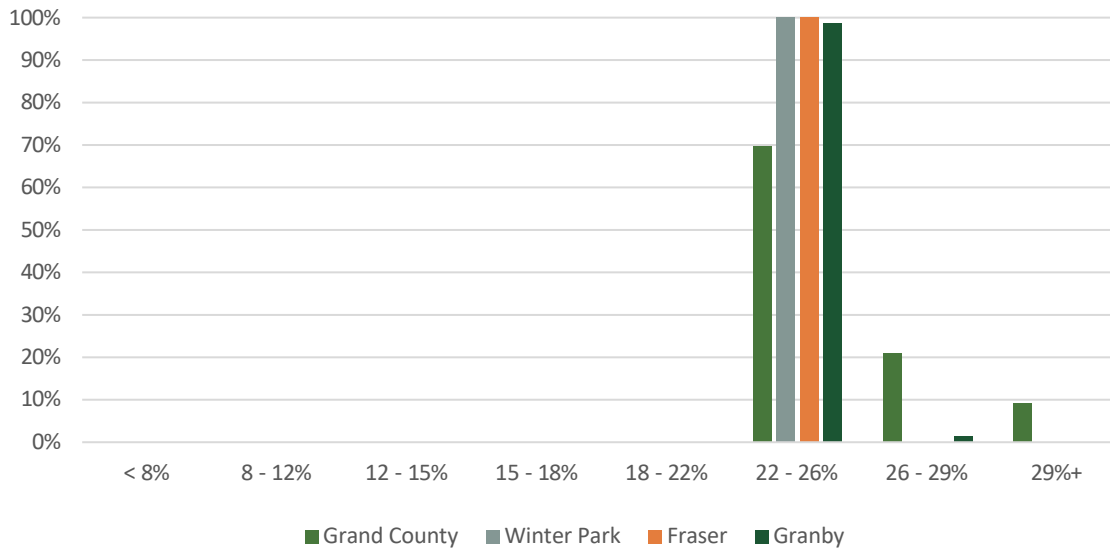
### Transportation Cost as Share of Income

The Housing and Transportation Affordability Index (H+T Index), developed by the Center for Neighborhood Technology, uses 2019 regional American Community Survey (ACS) data to understand the cost of housing and transportation for a typical household. Affordability is defined as a combined housing and transportation cost of no more than 45% of household income. The index shows that on average:

- Grand County residents spend 25% of their income on transportation and 24% of their income on housing for a combined total of 49%
- Winter Park residents spend 23% of their income on transportation and 22% of their income on housing for a combined total of 45%
- Fraser residents spend 23% of their income on transportation and 19% of their income on housing for a combined total of 43%
- Granby residents spend 24% of their income on transportation and 23% of their income on housing for a combined total of 46%

Winter Park, Fraser, and Granby residents spend less than Grand County residents on transportation, on average, but 100% of residents spend at least about a quarter of their income on transportation (see **Figure 21**).

Figure 21: Transportation Cost as Share of Income, 2019 (Source: Housing and Transportation Affordability Index)



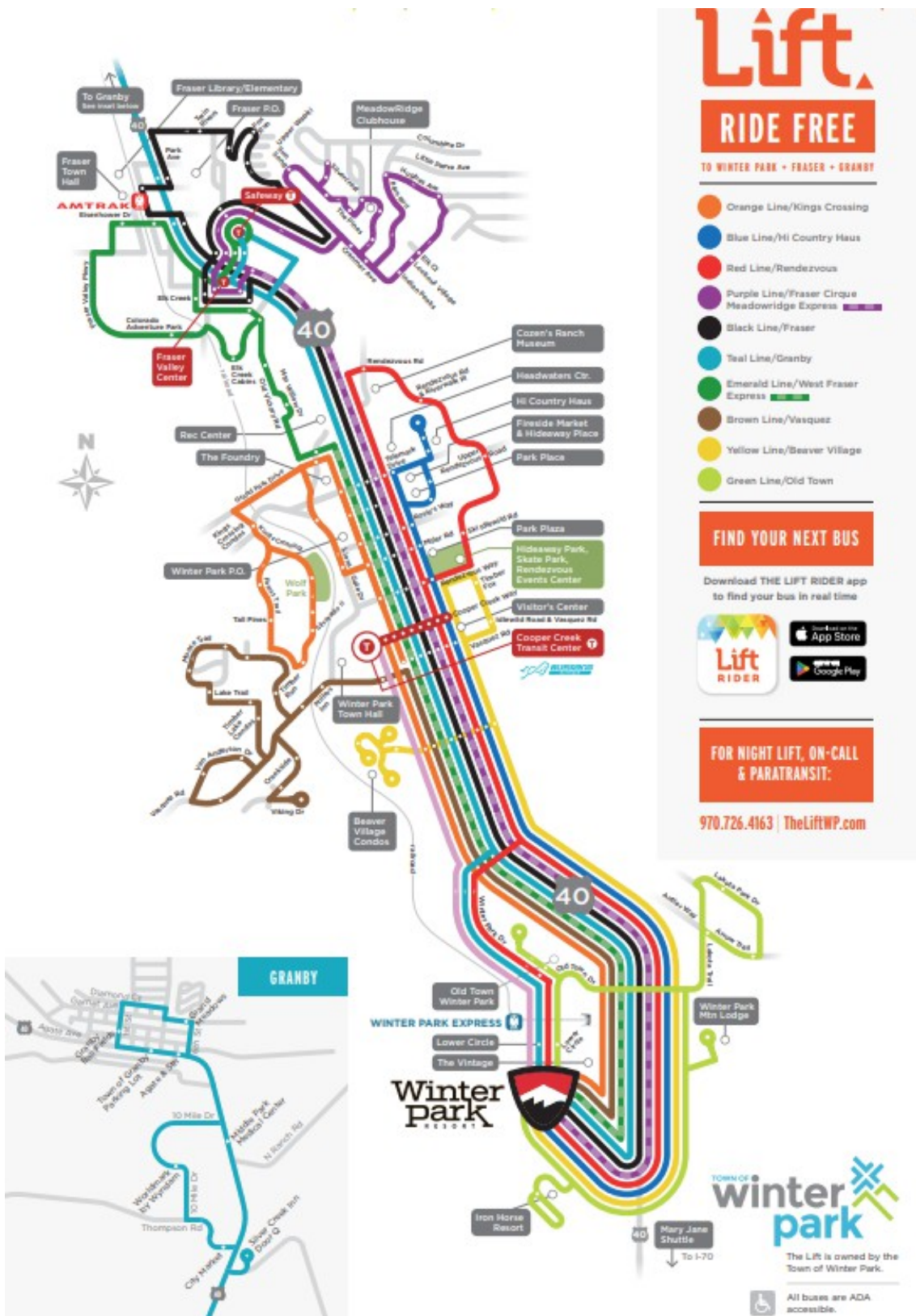
## Existing Transit Service Characteristics

The Lift service area includes Winter Park, Winter Park Resort, Fraser, Tabernash, and Granby as well as unincorporated communities along the US 40 corridor. The system operates year-round service. In the winter and spring season (November-April), The Lift operates eleven routes spanning from 7:30 a.m. to 2 a.m., seven days a week. In the summer and fall season (June-October), service is provided on the Black Line (Fraser) and the Teal Line (Granby Regional Commuter) route only. The summer Black Line is operated as a deviated fixed-route service and includes night service. Service time spans from 7 a.m. to 2:50 a.m. seven days a week. Additionally, complementary paratransit service, required under the Americans with Disabilities Act (ADA), is available to residents and visitors of Winter Park who are with three-quarters of a mile from fixed route service. **Table 2** shows the service characteristics of all routes.

Table 2: Current Route Service Characteristics

Route	WINTER + SPRING			SUMMER + FALL		
	Span of Service	Frequency	2023 Dates	Span of Service	Frequency	2023 Dates
Fraser (Black Line)	7:15am-5:41pm	30 min.	November 13 <sup>th</sup> thru April 21 <sup>st</sup>	7:00am- 2:50am	Mon – Weds: 60 min. (7am-2am) Thurs – Sun: 60 min. (7am – 3pm) 30 min. (3:30pm-11:30pm)	June 18 – November 18 <sup>th</sup>
Granby Regional Commuter (Teal Line)	5:55am-11:00pm	Ranges from 60min, 2hr, 2.5hr	November 13 <sup>th</sup> thru April 21 <sup>st</sup>	7:00am-11:00pm	Ranges from 90min, 2hr, 2.5hr, 6hr.)	April 24 – November 18
Rendezvous (Red Line)	7:37am-5:34pm	30 min., 60 min	November 13 <sup>th</sup> thru April 21 <sup>st</sup>	N/A	N/A	N/A
Meadow Ridge Express (Purple Line)	7:20am-5:28pm	30 min., 60 min	November 13 <sup>th</sup> thru April 21 <sup>st</sup>	N/A	N/A	N/A
Kings Crossing (Orange Line)	7:25am-5:30pm	30 min., 60 min	November 13 <sup>th</sup> thru April 21 <sup>st</sup>	N/A	N/A	N/A
Hi Country Haus (Blue Line)	7:05am-5:15pm	30 min., 60 min	November 13 <sup>th</sup> thru April 21 <sup>st</sup>	N/A	N/A	N/A
West Fraser Express (Emerald Line)	7:45am-6:00pm	30 min., 60 min	November 13 <sup>th</sup> thru April 21 <sup>st</sup>	N/A	N/A	N/A
Beaver Village (Yellow Line)	7:48 am-5:46pm	30 min., 60 min	November 13 <sup>th</sup> thru April 21 <sup>st</sup>	N/A	N/A	N/A
Old Town (Green Line)	7:00am-5:45pm	25 min. circulator	November 13 <sup>th</sup> thru April 21 <sup>st</sup>	N/A	N/A	N/A
Vasquez (Brown Line)	7:48am-5:52pm	30 min., 60 min	November 13 <sup>th</sup> thru April 21 <sup>st</sup>	N/A	N/A	N/A
Fraser (Night Black Line)	5:30pm-2:46am	30 min. (5:30am-12am) 60min (12am-2am)	November 13 <sup>th</sup> thru April 21 <sup>st</sup>	N/A	N/A	N/A

Figure 22: The Lift Route Map





## The Lift Bus Routes

### Fraser (Black Line)

This route connects Fraser to Winter Park and supports commuters working in Winter Park and living in Fraser as well as visitors to the area. It connects the Amtrak station in Fraser on the northern end to Winter Park Resort on the southern end with stops in downtown Winter Park. This route is offered year-round.

### Granby Regional Commuter (Teal Line)

The Granby Regional Commuter provides a daily, year-round connection between Granby and Winter Park largely serving residents and commuters. The route has several stops along the way, including major destinations and public facilities in Tabernash, Fraser, and Winter Park.

### Rendezvous (Red Line)

The Red Line is a circular loop that traverses the heart of Winter Park including Winter Park Resort, Old Town, and Rendezvous Event Center. This route is only operated in the winter and spring seasons.

### Meadow Ridge Express (Purple Line)

The Purple Line is an express route that connects the unincorporated areas of Meadowridge and Winter Park Ranch with the towns of Fraser and Winter Park as well as Winter Park Resort. This route serves mainly residential and lodging areas and is only operated in the winter and spring seasons.

### Kings Crossing (Orange Line)

The Orange Line provides service to a residential area west of US 40. It connects residents to downtown Winter Park and Winter Park Resort. This route is only operated in the winter and spring seasons.

### Hi Country Haus (Blue Line)

The Blue Line services the High County Haus complex and connects downtown Winter Park to Winter Park Resort. This route is only operated in the winter and spring seasons.

### West Fraser Express (Emerald Line)

The Emerald Line is an express route that connects the Grand Park neighborhood and historic neighborhood on the western side of Fraser to downtown Winter Park and Winter Park Resort. This route is only operated in the winter and spring seasons.

### Beaver Village (Yellow Line)

The Yellow Line serves the neighborhoods of ROAM, Beaver Village, the Trailhead Lodges complex and Winter Park Resort. This route is only operated in the winter and spring seasons.

### Old Town (Green Line)

The Green Line is a circular route that connects the Lakota and Old Town Winter Park neighborhoods with Winter Park Resort. This route is only operated in the winter and spring seasons.

### **Vasquez (Brown Line)**

The Brown Line connects a residential area on the western side of Winter Park to Winter Park Resort. This route is only operated in the winter and spring seasons.

### **Fraser (Night Black Line)**

The Night Black Line has similar routes and stops to the Black Line during the day. The Night Black Line provides service from Winter Park to Fraser from 5:30pm to 2:45am with half hour frequencies until 12:00am. After 12:00am, the route has hour frequencies. This route is only operated in the winter and spring seasons.

### **Night Lift**

The Night Lift is an on-call service that connects riders anywhere within the boundaries of Fraser, Winter Park, and parts of unincorporated Grand County to any location within Fraser and Winter Park (including Winter Park Resort - which is within the incorporated boundaries of Winter Park). This service is only operated in the winter and spring seasons.

### **Mary Jane**

The Mary Jane shuttle operates between Winter Park Resort's base area and the base area for the Mary Jane side of Winter Park Resort. This service is only operated in the winter and Spring seasons.

### **Other services**

#### *Bustang Outrider*

Bustang serves northwestern Colorado from Craig to Denver. Relevant stops include Granby (516 E. Agate Ave.), Tabernash (US 40 and CO Rd 522 E), Fraser (Amtrak Station, 205 Fraser Ave.), and Winter Park (Cooper Creek Transit Center 50 Vasquez Rd.). This route is primarily to serve residents of Craig and the Fraser Valley traveling to Denver. There is only one departure and return time that riders have to plan their trip. The route leaves from the relevant stops listed between 9:40 am (Granby) and 10:20 am (Winter Park) and arrives back between 4:52 pm and 5:46 pm.

#### *WINTER PARK EXPRESS*

The Winter Park Express is a seasonal train operated between Denver Union Station and Winter Park Ski Resort. The train operates on Friday, Saturday, and Sunday between January and March.

#### *Amtrak California Zephyr*

Amtrak's California Zephyr is a train that operates daily between Chicago, IL and Emeryville, CA. The train makes one eastbound and one westbound stop in Fraser each day.

#### *Home James*

Home James is an airport shuttle between Denver International Airport and the Winter Park and Fraser area. There are four levels of service from shared shuttles to elite private service. Up to 24 shared shuttles are available daily. Advanced reservations are highly recommended.

#### *Grand Mountain Rides*

Grand Mountain Rides provides door to door transportation service from Denver to multiple ski resorts, including Winter Park. The company also has a shuttle that departs from Denver International Airport.

## Relevant Planning Efforts

### 2010 Fraser Comprehensive Plan

This plan sets a guiding vision for the future of the Town of Fraser. One of the major goals in this plan is to cooperate with nearby jurisdictions like the Town of Winter Park to provide a safe and efficient multimodal transportation system. This includes the following specific goals around transportation:

- Seek ways to more effectively improve transit services within the Fraser Valley.
- Encourage a more balanced transportation system that supports walking, snow shoeing, bicycling, Nordic skiing, public transit, as well as driving.

The plan also recognizes the need for a public transit system that provides transportation for the local workforce and for visitors of local ski areas while identifying funding challenges and low ridership as potential threats to the viability of this system. It mentions the planned gondola that would connect Winter Park Resort with downtown Winter Park and states the need for a transit connection between downtown Winter Park and downtown Fraser.

### 2014 Winter Park & Fraser Community Trails Plan

The trails plan sets a vision for trail maintenance and construction in the Towns of Winter Park and Fraser, with the primary goals of maintaining existing trails, developing new trails that originate in the downtown cores (hub and spoke model), and linking key destinations to offer a wider range of transportation options. The plan outlines planned trails in both jurisdictions. It does not emphasize the importance of trails and bikeways for providing first-and-last-mile connections to transit stops.

### 2017 Downtown Fraser Strategic Plan

This report was the result of a collaborative technical assistance effort between the Town of Fraser, CDOT, and outside consultants to develop a shared community vision for downtown Fraser. One of the primary community goals of the effort was to “Increase mobility choices, from getting around town on foot to regional travel via mass transit.”

Public comments received during the goal setting workshop described the desire for better transit and ways for tourists to travel without a vehicle. The process also identified the Amtrak station as a focal point in the downtown, with Fraser Avenue a key connection between the station and the Fraser River.

### 2019 Winter Park Town Plan

The Town Plan provides a guiding policy that helps decision makers strategize land use, development and redevelopment, public services and facilities, and economic development. It addresses transportation in the Town of Winter Park, including The Lift.

A key issue that the plan mentions is the lack of a central transit hub for transfers between local bus, regional bus, private shuttles, and other transportation options. It identifies the opportunity to develop this transit center at the Town’s Vasquez Parking structure (Cooper Creek). It also recognizes the benefit of new mixed-use development along Main Street that “can be used to encourage walkability, transit use, live/work options, and a more vibrant community.”

Figure 23: Vision for the Centralized Transit Hub



This rendering reflects possible future options for a centralized transit hub. Actual design and improvements would require further design and study.

The first “Principle” in the plan is “Moving People: A community of easy, fast, and efficient mobility options that make transit the first choice of visitors and locals alike.” This overarching, bold recommendation envisions a transit system that offers better coverage and frequency to make transit the first choice of residents, workers, and visitors.

The plan lists strategies to improve transit including:

- A primary transit hub to facilitate connections between The Lift, Greyhound, Bustang, local and regional shuttles, rental car facilities, and bikeshare
- Connections between the resort and downtown including a gondola and circulator bus routes
- A secondary transit hub at the base area of Winter Park Resort including a passenger pick-up and drop-off loading area
- An intuitive signage and wayfinding system
- Passenger pick-up and drop-off areas within new development to accommodate transportation options such as resort shuttles, microtransit, and autonomous vehicles (AV)

## 2020 Winter Park Downtown Master Plan

The purpose of this plan is to create a vibrant and thriving downtown Winter Park that offers a variety of transportation options, creates a pleasant shopping and dining environment, upholds a commitment to environmental sustainability, and balances the interests of the Town, general public, and the private sector. During this plan, the proposed transit hub from the previous year’s Town Plan was under construction at Cooper Creek and the Town of Winter Park was in conversation with Bustang and Greyhound to drop passengers at the transit center.

This plan had several key recommendations that related to the transit system:

- **Complete streets:** The plan states that “Downtown streets should be designed for everyone. This includes pedestrians and those with disabilities, cyclists, transit riders, freight and deliveries, and motorists.”
- **Wayfinding:** The plan stressed the need for wayfinding and signage to direct people to bus stops and provide transit information, identifying specific locations for signs.
- **Connectivity:** The plan specifically recommended expanding transit connectivity to Fraser for commuters and regional visitors.
- **Charter buses:** The plan recommended increasing parking for charter buses.
- **Bus stop improvements:** The plan outlined guiding principles for bus stop design (safety, thermal comfort, acoustic comfort, visual comfort, accessibility, integration, and snow management) and provided precedent imagery for future bus stops (**Figure 24**).



Figure 24: Precedent Imagery for The Lift Bus Stops



Lift bus stop rendering (Arrow by Summit Legend).

## 2021 The Lift Zero-Emission Vehicle Transition Plan

This plan details the plan to transition the entire fleet of The Lift to zero-emission vehicles by 2035. Local leadership supports this effort and the Town of Winter Park Council approved Resolution 1814 Affirming Town Plans to Electrify the Public Transit Fleet. Fleet electrification will help meet state-wide electrification goals and reduce emissions in the alpine environment of the Fraser Valley.

This strategy includes the following tenets:

- Operate all buses for their expected useful life of 12-14 years to avoid early retirement of any vehicle.
- New electric vehicles will include a duo power drive train that offers at least 440kWh of energy, an operating range up to or greater than 232 miles, 550 peak horse power, and 27.5% max hill climb.
- The last electric vehicle purchased will dictate the year in which the fleet is fully transitioned to zero-emission.

For each route, the plan stipulates whether a 1:1 bus replacement is possible due to range limitations and provides results of a route simulation with electric buses. The plan also details implementation, personnel training and development, operations and maintenance, data monitoring and evaluation, and potential challenges.

The plan estimates capital costs associated with purchasing 24 electric vehicles. At the time of plan writing, each 35' bus cost roughly \$739,000. Additional requirements are a winter weather package (\$660,000) and duo-power drive trains for all buses (\$960,000), totaling \$19,356,000. The plan identifies funding opportunities through FTA competitive grant programs: the Low or No (Low-No) Emission Vehicle Program and the Bus & Bus Facilities Program. Mountain Parks Electric, a local utility company, offered a \$100,000 grant to assist with local match dollars for new electric vehicles.

## 2021 Winter Park Three-Mile Area Plan

This plan directs local decisionmakers on local land use issues, infrastructure needs, and considerations for annexations to the Town of Winter Park. For all properties within three miles of the Town of Winter Park boundary, the plan details land use, community services, transportation, utility provisions, and opens space/parks/recreation.

## 2022 Winter Park Resort Master Development Plan & Mobility Study

The mobility study documents the potential transportation-related impacts to the surrounding multimodal network from the proposed Winter Park Master Development Plan. The Winter Park Master Plan envisions a revamped base area for Winter Park Resort that redevelops existing properties and constructs new condos, vacation homes, workforce housing, hotels, an adventure center, shopping, and other base area amenities that establish the resort as a year-round attraction. The concept aims to create a resort that is highly accessible to residents and visitors by train, bus, gondola, or bike, and that allows drivers to park once and easily walk to all destinations.

Fehr & Peers evaluated impacts of additional travel demand on the existing roadway, transit, and active transportation networks, studying traffic impacts on resort accesses and planned roundabouts. The transit analysis details hours, capacity, and cost estimates of future transit options. A parking demand analysis estimated the



weekend parking demand at the resort under the proposed full build scenario to inform the sizing of on-site parking.

The transit section details hours, capacity, and cost estimates of three future transit options: 1) significantly improving the existing Green Route, 2) creating a new circulator route and base area shuttle, and 3) creating a new circulator route and adding a microtransit zone. While Fehr & Peers previously developed these options, and they represent potential starting points for future scenario development, each option has associated costs and benefits which should be explored in partnership with The Lift.

### **2023 Granby Comprehensive Plan**

This plan envisions how the Granby community will evolve over the next 20 years, through 2045, recognizing significant recent residential growth as the area has become a tourism destination. This plan discusses transit service in detail and includes numerous strategies in this topic area.

In Granby, The Lift connects residents to YMCA of the Rockies, Tabernash, Fraser, the Town of Winter Park, and Winter Park Resort at peak times, but otherwise provides limited service to surrounding communities. Key themes that the planning team heard during community engagement with respect to transit included the need to provide a wider range of safe transportation options in and around Granby and to improve transit service locally and regionally, especially from Amtrak and from bars and restaurants to avoid driving. The public also noted the need to better connect Granby to other communities in Grand County like Grand Lake, Hot Sulphur Springs, and Fraser to improve access to recreational destinations in the area and make it easier to attract employees to work in local businesses. Critically, improving transit would also help relieve congestion on US 34 and US 40.

**Figure 25** shows Granby residents' interest in various transit improvements, with the most respondents interested in better bus frequency, train frequency, and a circulator in Granby.

Figure 25: Granby Resident Support for Various Transit Improvements

Second Survey, Question 5: I am interested in exploring the following types of ideas for providing improved transit service in the Granby area. Please select all that apply.	
OPTION	NUMBER OF RESPONSES
Increase frequency of buses connecting Granby to Fraser and Winter Park	287
Increase frequency of train service connecting Granby / Grand County to Union Station in Denver	216
Add a trolley or shuttle service to connect Granby Ranch, Grand Elk, and River Run to Downtown Granby	201
Introduce bus service connecting Granby to Grand Lake and Hot Sulphur Springs	197
Call-a-ride shuttle that serves the Granby area	158
Add a circulating shuttle service to connect neighborhoods with community activity centers	138
I don't know, I'd like to learn more	41

*Credit: Rick Planning + Design*

The plan highlights the Town’s commitment to improving multimodal options, stating, “The Town will work with other communities in Grand County to improve transit service from Granby to other communities, from Grand Lake to Winter Park, and will work to provide local shuttle services within town for residents and visitors.” The document describes Granby’s overall approach to multimodal transportation for the next 10-20 years as working with Grand County, CDOT, other towns, and other partners to expand The Lift bus service and enhance regional transit connections.

One of the major goals of the plan is to improve local and regional transit service. Specifically, on the US 34 and US 40 corridors, the Town’s key objectives are to enhance transit stops via the installation of shelters, lighting, and improved signage and to introduce additional transit stops as needed with future development. Other actions include:

- Working with Grand County and other jurisdictions to establish and improve bus transit routes to Winter Park, Grand Lake, and other communities (listed as high priority, short term action)
- Designing and constructing a series of transit hubs / transit stops along US 40 and US 34, serving different subareas within Granby (listed as low priority, long term action)
- Exploring ways to provide local shuttle services between key destinations in Granby (Downtown, Sun Communities, Grand Elk, Granby Ranch) at peak times or more regularly (listed as medium priority, mid-term action)

# Chapter 5 – Route Assessment

## Annual Ridership

Over the last six years, total ridership peaked in the pre-pandemic years of 2018 and 2019 with annual ridership at approximately 500,000. During the pandemic years of 2020 and 2021, ridership was reduced to around 300,000. Recently, ridership has almost reached pre-pandemic levels at 400,000 in 2023, as shown in **Figure 27**. Nationally, public transit ridership has reached over 70% of pre-pandemic levels, according to the American Public Transportation Association (APTA). The Lift is currently exceeding this national average. The Lift system's success highlights the enduring allure of outdoor activities and the value of accessible public transit in attracting visitors and fostering vibrant communities. **Table 3** shows the total ridership of each route from 2018 to 2023.

Figure 26: Annual Ridership (2018-2023)

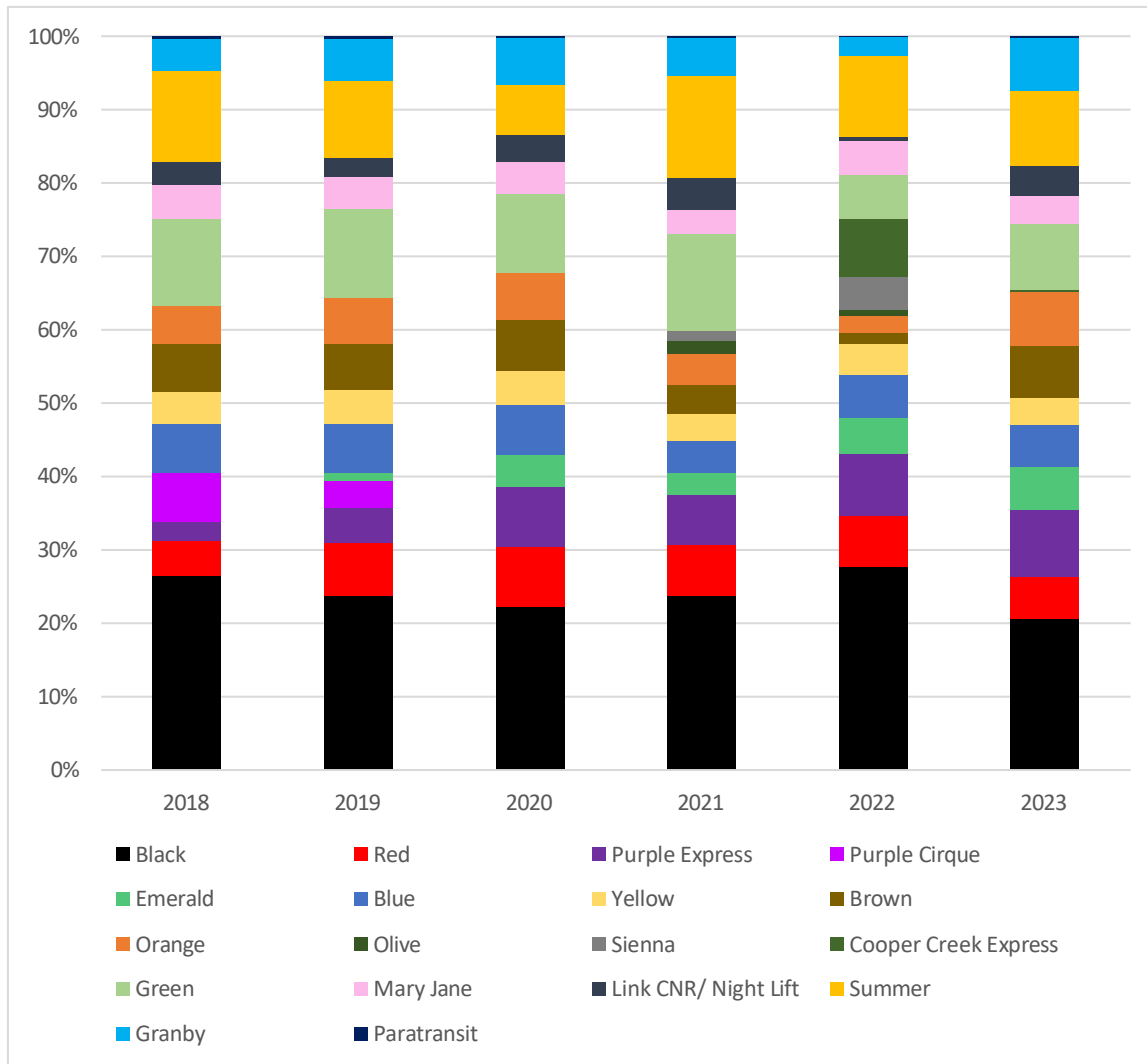


Table 3: Annual Ridership by Route

Line Name	2018	2019	2020	2021	2022	2023
Black	138,201	123,965	81,172	72,485	102,690	89,754
Red	25,496	37,690	29,349	21,033	26,243	24,677
Purple Express	13,665	25,423	29,744	21,150	31,346	39,388
Purple Cirque	34,713	18,953				
Emerald		5,750	15,938	8,855	17,884	25,943
Blue	35,241	35,279	24,944	13,604	21,750	24,588
Yellow	22,219	23,672	16,921	11,317	16,156	15,818
Brown	34,708	33,200	25,142	12,128	5,571	30,741
Orange	27,247	32,231	23,049	12,625	8,455	32,426
Olive	-	-	-	5,398	3,170	-
Sienna	-	-	-	4,271	16,570	-
Cooper Creek Express	-	-	-	-	29,708	1,461
Green	61,643	63,428	39,539	40,314	21,846	38,616
Mary Jane	24,194	23,122	15,814	9,829	17,507	16,803
Link CNR/ Night Lift	16,927	13,354	13,419	13,676	2,108	17,437
Summer	64,917	54,777	24,603	42,251	41,075	44,637
Granby	22,855	30,360	23,245	15,686	9,380	31,543
Paratransit	1,412	1,596	976	767	289	694
<b>Total</b>	<b>523,438</b>	<b>522,800</b>	<b>363,855</b>	<b>305,389</b>	<b>371,748</b>	<b>434,526</b>

The highest ridership routes during the time period from 2018 to 2023 were the Black/Fraser Line (608,267), Summer Line (Black/Fraser Line in Summer) (272,260), Green Line (265,386), Red Line (164,488), and the Purple Express (160,716). These routes comprised 58% of total ridership.

Figure 27: Annual Ridership by Route (2018-2023)



### Trends by Route Type

Figure 28 shows the ridership trends over the past six years for commuter routes. All routes, except the Black Line have been trending higher in ridership since 2021 and 2022. The Black Line has experienced a decrease in ridership since 2018, reaching its lowest ridership levels in 2021. From 2021 to 2022, the Black Line surged with ridership of an additional 20,000 riders and then in 2023 the Line saw a ridership reduction. However, this could be from the other Fraser commuter routes increasing in ridership from 2021 to 2023. Riders could be changing from the Black Line to the Purple Express or Emerald Lines. Summer service routes have remained relatively steady since 2021.

Figure 28: Commuter Route Ridership Trends

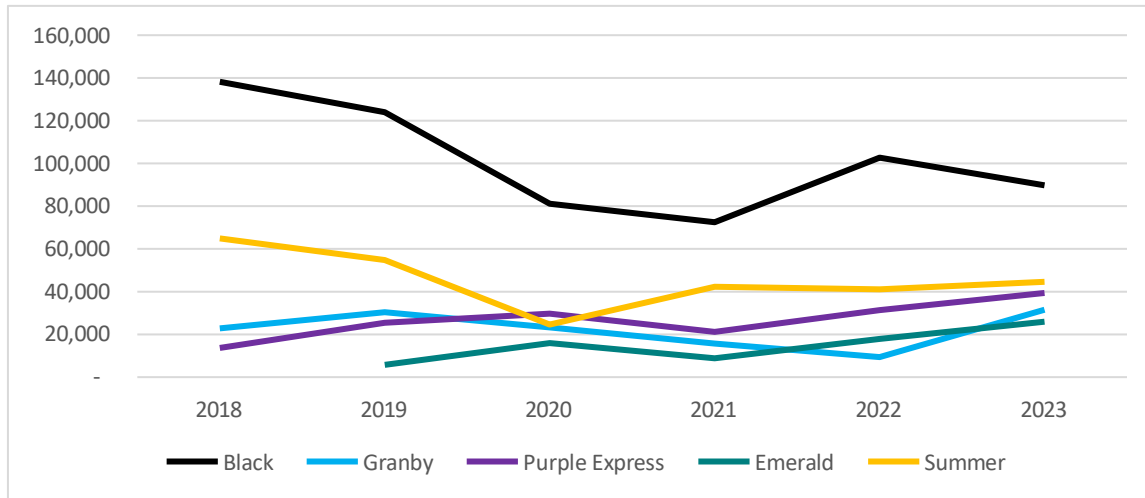
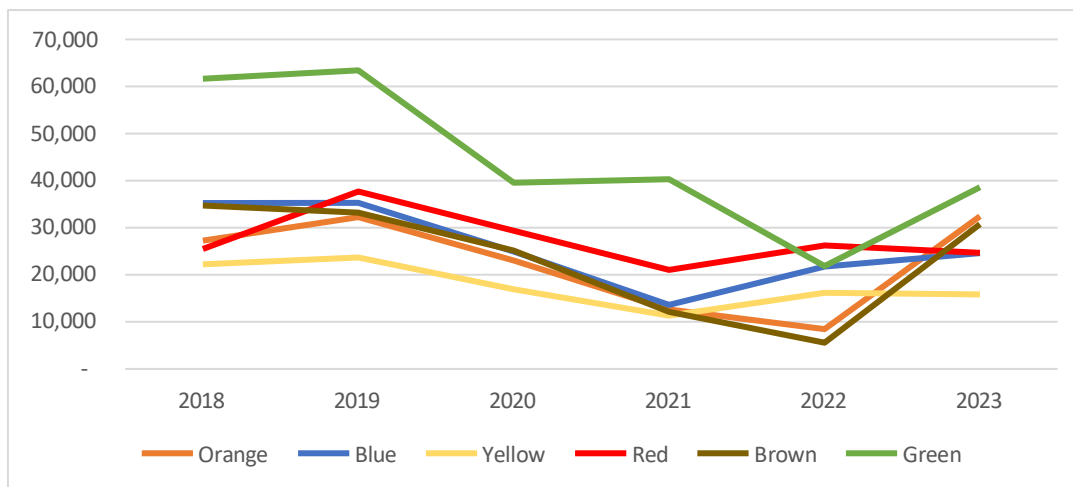


Figure 29 shows routes that serve Winter Park and Winter Park Resort. All routes saw a decrease in ridership during the pandemic but have all rebounded. Surges in the Brown, Orange, and Green have been most notable from 2022 to 2023 increasing by 20,000 in one year and surpassing their pre-pandemic ridership levels in the case of the Brown and Orange Lines.

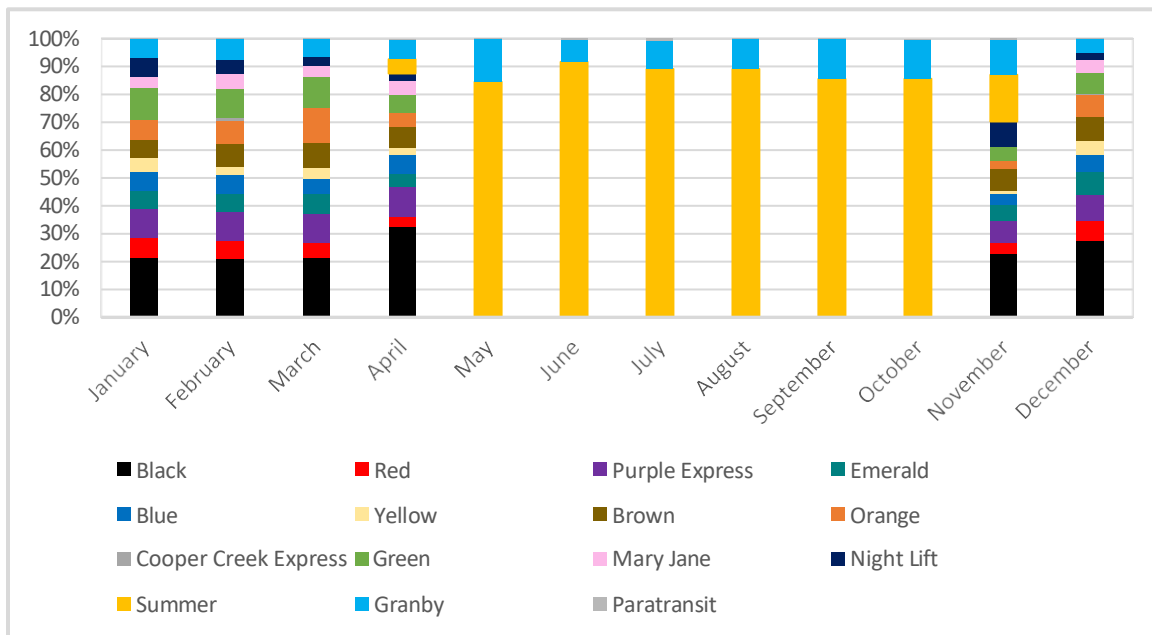
Figure 29: Town to Resort Route Ridership Trends



## Monthly Ridership

As a mountain resort transit system, ridership significantly fluctuates month-to-month with winter being the predominantly busy season. **Figure 30** shows normalized ridership levels to 100% and does not show ridership fluctuation. During the winter season, ridership is dispersed among all routes, with no route (except the Black Line) contributing more than 20% of ridership. Since The Lift only operates two routes (Black/Fraser and Teal/Granby) in the summer/spring, it is not surprising winter/spring ridership comprised 89% of all ridership in 2023. In every month, the Black Line has the highest ridership levels although it too fluctuates based off the peak winter season.

Figure 30: Monthly Ridership by Line (2018-2023)



## Ridership Analysis

### Service Supplied

**Table 4** compares the ridership and service hours for each route as percentages of their respective totals. This reveals how efficiently resources are allocated in terms of service provided per unit of ridership returned, which is a useful way to gage return on investment. An ideal route exhibits equal percentages in all three categories, indicating equivalent ridership per hour and mile spent on service. Vehicle service hours exclude off-route activities like pre-trip preparation, driver breaks, and training. They solely reflect time and distance actively spent on scheduled routes.

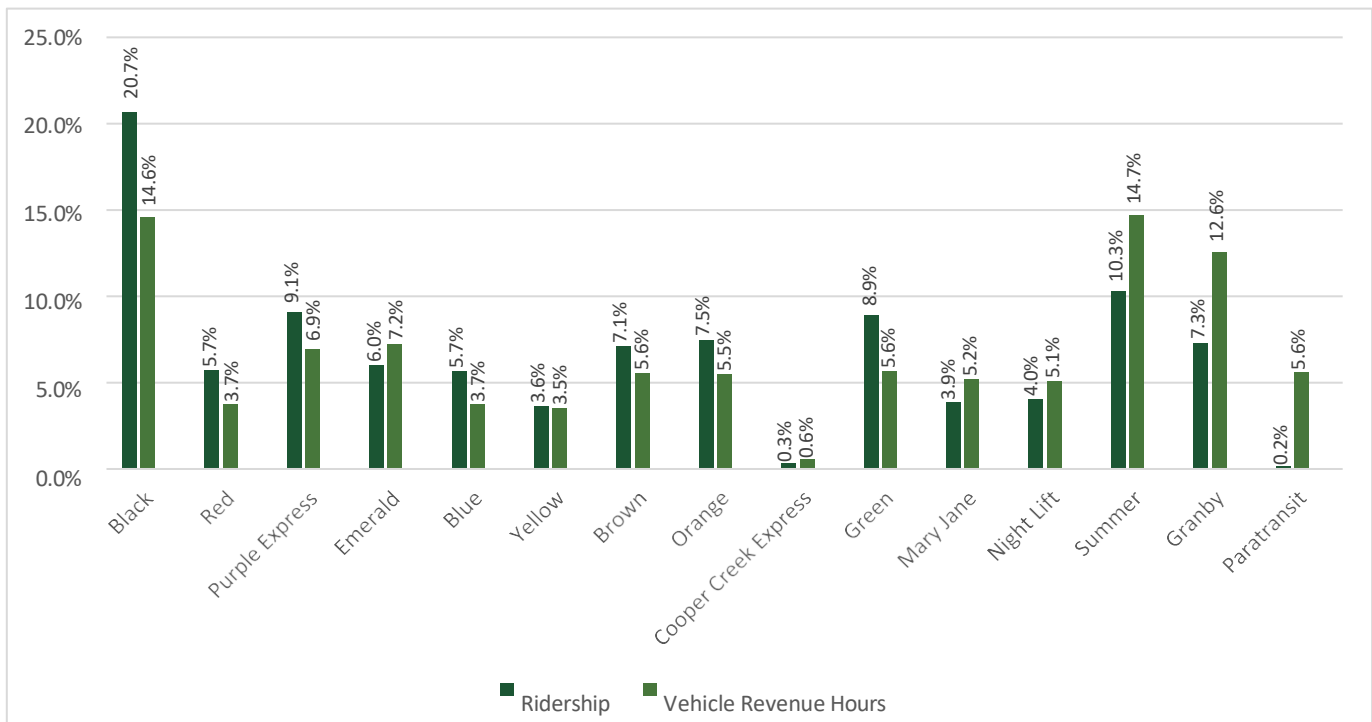
Table 4: Ridership Compared to Service Supplied (2023)

Routes	Total 2023 Ridership	% of Total System	Total 2023 Hours	% of Total System
Black	89,754	20.7%	4,673	14.6%

Routes	Total 2023 Ridership	% of Total System	Total 2023 Hours	% of Total System
Red	24,677	5.7%	1,201	3.7%
Purple Express	39,388	9.1%	2,218	6.9%
Emerald	25,943	6.0%	2,312	7.2%
Blue	24,588	5.7%	1,201	3.7%
Yellow	15,818	3.6%	1,131	3.5%
Brown	30,741	7.1%	1,784	5.6%
Orange	32,426	7.5%	1,761	5.5%
Cooper Creek Express	1,461	0.3%	181	0.6%
Green	38,616	8.9%	1,807	5.6%
Mary Jane	16,803	3.9%	1,672	5.2%
Night Lift	17,437	4.0%	1,630	5.1%
Summer	44,637	10.3%	4,709	14.7%
Granby	31,543	7.3%	4,031	12.6%
Paratransit	694	0.2%	1,789	5.6%
<b>SYSTEMWIDE</b>	<b>434,526</b>	<b>100%</b>	<b>32,098</b>	<b>100%</b>

For easier visualization and comparison, the data from **Table 4** is shown graphically in **Figure 31**.

Figure 31: Ridership Compared to Service Supplied (2023)



Key takeaways from **Table 4** and **Figure 31** are:

- There are seven routes that produce more ridership for service supplied in hours. These routes tend to have high ridership demand and are performing well and make a strong case for an efficient use of



resources. While efficient performance, this can also mean there are potential capacity issues occurring on these routes. Some buses may be overcrowded, which may lead to passenger discomfort and longer wait times if buses have to bypass a stop due to being at full capacity. While six of the routes are within 3% of each other, the Black Line stands out as the Line with the most ridership exceeding service hours. The routes exceeding service supplied hours are the following:

- o Black
- o Red
- o Purple Express
- o Blue
- o Brown
- o Orange
- o Green
- Five routes produce lower ridership for hours supplied and one produces approximately equivalent ridership for service supplied. These routes are not surprising due to the nature of having longer mileage routes with higher operating speeds in the case of Summer (Fraser/Black) and Granby. Paratransit, Mary Jane, and the Night Lift all have lower ridership in comparison to more established routes.

*Ridership by Stop*

A ridership analysis for one week from the month with the highest ridership level in 2023 (January) was performed to see which stops had the most activity. Stops serving multiple routes had the highest ridership, such as the Winter Park Resort stop, which all routes stop at. During the sample week of ridership analysis in January, it was found that the stops with the most activity were, Winter Park Resort, Winter Park Resort – Lower Circle, Vasquez, Cooper Creek Transit Center, Hideaway Park, Winter Park Mountain Lodge, Miller Road, Grand Meadows, Middle Park Medical Center, and Safeway @ CR 804, as shown in **Table 5**.

Stop	Average Daily Riders
Winter Park Resort	1,689
Winter Park Resort - Lower Circle	240
Vasquez NB and SB	140
Cooper Creek Transit Center	83
Hideaway Park NB and SB	37
Winter Park Mountain Lodge	37
Miller Road Nb and SB	31
Grand Meadows	21
Middle Park Medical Center	18
Safeway @ CR 804	18

Route Productivity

An analysis of individual route and total system productivity of passenger trips per hour and cost per passenger using 2023 data is shown in **Table 6**.

Table 5: Route Productivity (2023)

Route	Passenger trips per hour	Cost per passenger
Black	19.21	4.59
Red	20.55	4.29
Purple Express	17.76	4.96
Emerald	11.22	7.85
Blue	20.47	4.31
Yellow	13.99	6.30
Brown	17.23	5.12
Orange	18.42	4.79
Cooper Creek Express	8.08	10.91
Green	21.37	4.13
Mary Jane	10.05	8.77
Night Lift	10.70	8.24
Summer	9.48	9.30
Granby	7.83	11.26
Paratransit	0.39	227.18
<b>Systemwide w/o Paratransit</b>	<b>14.31</b>	<b>\$ 6.16</b>
<b>Systemwide w/ Paratransit</b>	<b>13.54</b>	<b>\$ 6.51</b>

The Lift services had a productivity of 14 passengers per hour excluding paratransit in 2023. This rate fluctuates depending on seasonal variability. For example, the Black/Fraser Line in the summer has a much lower productivity than in the winter. The routes with the highest passenger trips per hour are the Green, Red, Blue, and Black Lines.

# Chapter 6 – Financial Analysis

## Budget History

The Lift revenues, operating expenses, and capital expenses are shown for 2019-2023 actuals.

Table 6: 2019-2023 Budget Actuals

Category	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual
<b>Revenue</b>					
Transit & Trails Tax Fund Revenue	\$3,138,018.87	\$2,766,219.85	\$3,561,608.30	\$4,570,078.54	\$4,384,865.10
Grants	\$918,487.00	\$1,657,181.60	\$1,417,489.57	\$9,957,729.53	\$11,000,000.00
Charges for Services (Transit User Fees)	\$102,247.44	\$122,696.53	\$122,696.93	\$122,799.36	\$135,079.00
Town of Fraser	\$650,810.99	\$653,141.73	\$673,026.50	\$727,456.84	\$816,631.43
Town of Granby	\$28,312.42	\$71,298.97	\$68,052.33	\$80,894.09	\$86,764.35
Grand County	\$190,797.39	\$183,681.95	\$213,214.05	\$218,898.52	\$259,956.81
HOA Contribution	\$122,696.92	\$122,696.92	\$122,696.92	\$128,831.77	\$128,815.00
<b>Total Revenues</b>	<b>\$5,151,371.03</b>	<b>\$5,576,917.55</b>	<b>\$6,178,784.60</b>	<b>\$15,806,688.65</b>	<b>\$16,812,111.69</b>
<b>Operating Expenses</b>					
Salaries and Wages	\$77,655.88	\$114,601.01	\$68,278.86	\$108,156.00	\$91,213.52
Benefits	\$17,884.51	\$29,502.78	\$19,141.83	\$25,953.58	\$41,522.80
Purchased Services (admin, repairs, etc.)	\$279,055.76	\$286,027.03	\$166,807.56	\$363,976.65	\$431,102.46
Supplies & Non-Capital Equipment	\$220,205.11	\$145,776.59	\$204,932.60	\$225,905.04	\$306,705.00
Transit Routes	\$2,283,616.64	\$2,106,978.18	\$2,290,974.71	\$2,621,237.27	\$2,829,532.63
Other (Dues, Fees, Debt Service etc.)	\$17,877.50	\$11,358.44	\$9,746.24	\$217,490.00	\$618,658.50
<b>Total Operating Expenses</b>	<b>\$2,896,295.40</b>	<b>\$2,694,244.03</b>	<b>\$2,759,881.80</b>	<b>\$3,562,718.54</b>	<b>\$4,318,734.91</b>
<b>Capital Expenses</b>					
Transit Mnt. Facility	-	\$166,235.54	\$826,407.00	\$8,000,602.05	\$10,168,203.52
Capital Equipment	-	\$1,365,407.00	\$1,003,959.02	\$16,000.00	\$50,000.00
Other	-	\$629,565.28	-	\$49,770.04	\$2,653.00
<b>Total Capital Expenses</b>	<b>\$0.00</b>	<b>\$2,161,207.82</b>	<b>\$1,830,366.02</b>	<b>\$8,066,372.09</b>	<b>\$10,220,856.52</b>
<b>Summary</b>					
<b>Total Expenses (Operating+Capital)</b>	<b>\$2,896,295.40</b>	<b>\$4,855,451.85</b>	<b>\$4,590,247.82</b>	<b>\$11,629,090.63</b>	<b>\$14,539,591.43</b>
<b>Net</b>	<b>\$2,255,075.63</b>	<b>\$721,465.70</b>	<b>\$1,588,536.78</b>	<b>\$4,177,598.02</b>	<b>\$2,272,520.26</b>

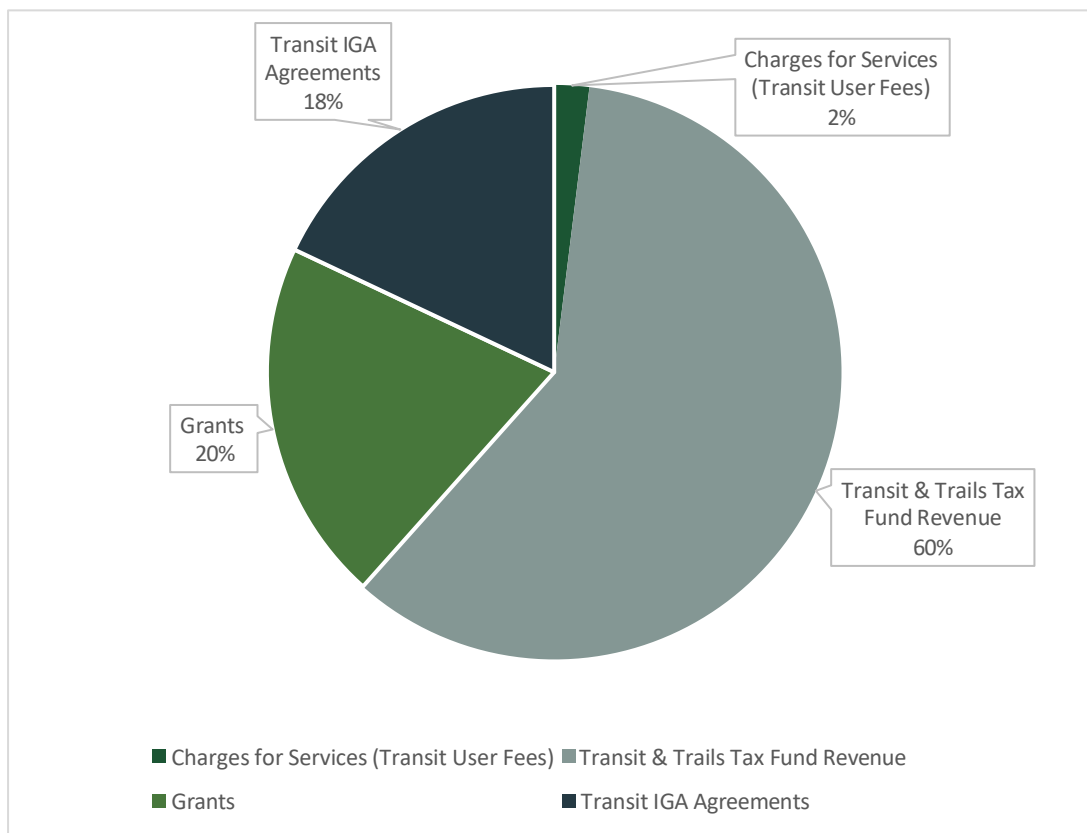
An analysis of the budget details shows that:

- Transit & Sales Tax Revenue has increased 40% in the 5-year timeframe.
- Partner funding contributions have exhibited varied percentage increases over the past five years. These increases range from a 5% increase in HOA contributions, 25% from the Town of Fraser, 36% from Grand County, and 205% increase from the Town of Granby.
- Grant revenue has varied year-to-year. Generally, grant revenue for operating expenses has remained relatively stable, and capital grant funding for the construction of the transit began in 2020.
- Capital expenses have fluctuated year-to-year (particularly because of the maintenance facility), but this is typical for most transit agencies, as capital projects and associated grants vary greatly each year depending on bus replacements and infrastructure projects.
- The net budget has typically produced a surplus ranging from \$720,000 to 2.2M. However, some of the surplus is due to the grant for the transit maintenance facility.

## Revenue Sources

A chart of revenue sources over the past five years is shown in **Figure 32** and shows that the Transit & Trails Tax Fund revenue has been the largest source of revenue followed by grants. The \$15 million dollar grant to construct the new maintenance facility was omitted from this graph to show a more typical landscape of grants received. The next largest source is through the IGAs in place from partner agencies and HOAs to contribute to the service provided by The Lift.

Figure 32: Revenue Sources (2019-2023)

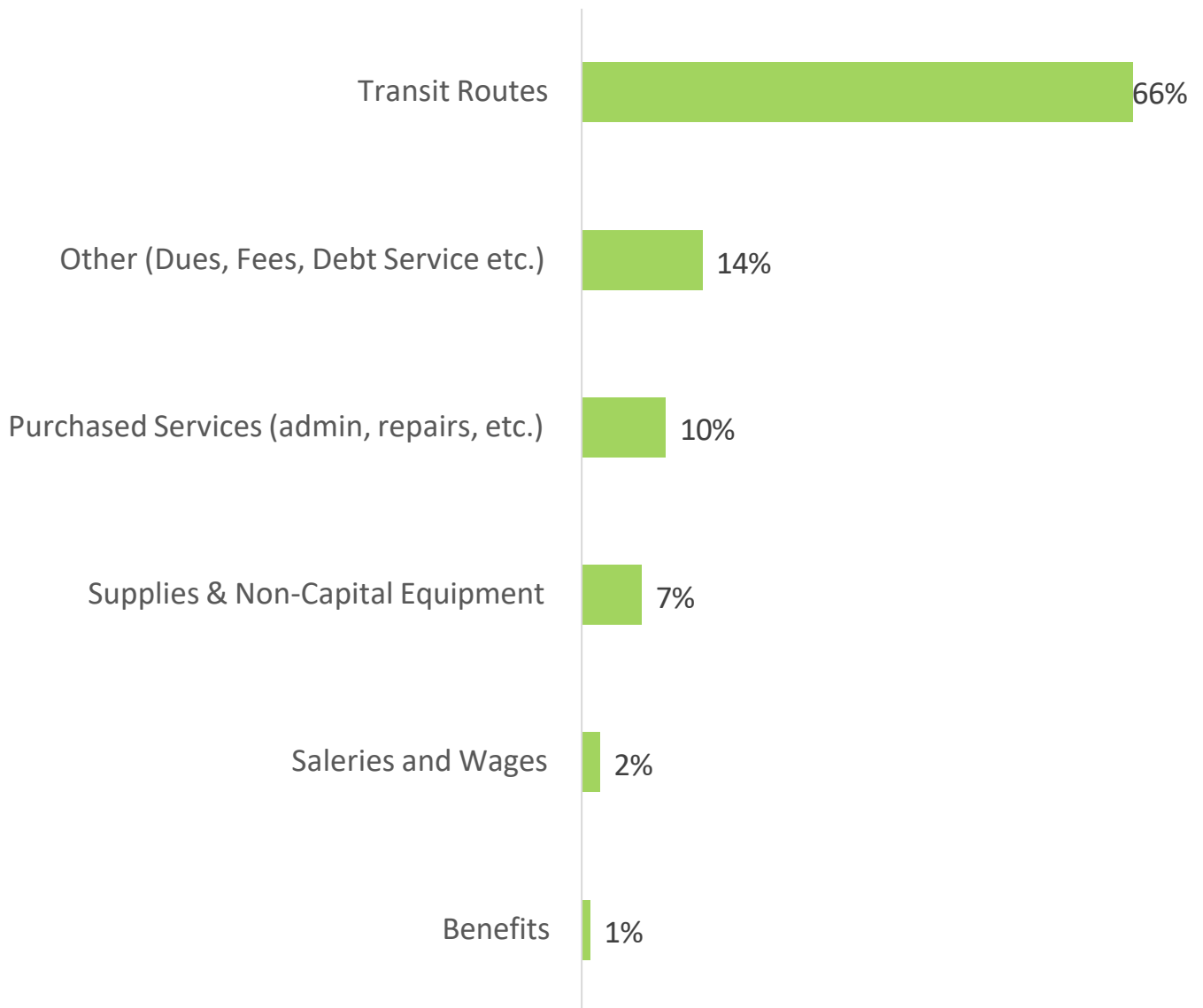


## Expense Categories

A chart of the 2023 expense categories is shown in **Figure 33** and shows that the top three expense categories for The Lift are:

- Transit Routes comprise 66 percent
- Other at 14 percent (other includes debt service that are in the hundreds of thousands for the last two years in the timeframe due to the transit maintenance facility)
- Purchased Service at 10 percent

Figure 33: Expense Categories (2023)



## Financial Performance

A cost allocation by route and service has been created by The Lift and is shown in **Table 8**. As expected, the routes with the highest amount of service have the highest budget share, and the cost per rider is lower for shorter routes and routes with high ridership despite being longer such as the Black Line.

Table 7: Cost Allocation by Route

Route	Budget Allocation	% Budget Share	\$/Rider	\$/Hour	\$/Mile
<b>Black</b>	\$411,939	15%	\$4.59	\$88.15	
<b>Red</b>	\$105,872	4%	\$4.29	\$88.15	
<b>Purple Express</b>	\$195,523	7%	\$4.96	\$88.15	
<b>Emerald</b>	\$203,765	7%	\$7.85	\$88.15	
<b>Blue</b>	\$105,872	4%	\$4.31	\$88.15	
<b>Yellow</b>	\$99,701	4%	\$6.30	\$88.15	
<b>Brown</b>	\$157,287	6%	\$5.12	\$88.15	
<b>Orange</b>	\$155,215	5%	\$4.79	\$88.15	
<b>Green</b>	\$159,310	6%	\$4.13	\$88.15	
<b>Mary Jane</b>	\$147,348	5%	\$8.77	\$88.15	
<b>Night Lift</b>	\$143,689	5%	\$8.24	\$88.15	
<b>Summer</b>	\$415,112	15%	\$9.30	\$88.15	
<b>Granby</b>	\$355,300	13%	\$11.26	\$88.15	
<b>Paratransit</b>	\$157,662	6%	\$227.18	\$88.15	
<b>TOTAL</b>	\$2,813,595	100%	\$6.51	\$88.15	

Paratransit has notably higher cost per passenger and per mile due to the low number of trips performed and low productivity of paratransit in general. This is common for most transit agencies.

### Grants

The Lift receives several state and federal grants that support operating and capital projects. The current grant breakdown for The Lift is shown in **Table 9**. Most notably, The Lift received a \$15 million dollar grant to construct a transit facility that was completed in 2022. In 2024, Phase 2 of the transit facility is planned to begin with an additional grant funding source needing to be required to deliver the project.

Table 8: Grants Received 2019-2023

Project	Grant Amount	Grant Program	Year of Award
Operating Assistance	\$339,900	5311 Operating	2019
Operating Assistance	\$373,900	5311 Operating	2020
Operating Assistance	\$641,232	5311 CARES Act	2020
Operating Assistance	\$411,280	5311 Operating and CARES Act	2021
Operating Assistance	\$1,565,133	5311 CRRSAA Operating	2021
Operating Assistance	\$332,719	5311 A&O ARP	2022
Operating Assistance	\$738,512	5311 Operating	2023
2 Vehicle Replacement	\$677,728	FASTER Capital	2019
One Vehicle Replacement (35 foot)	\$363,151	FASTER Capital	2019
Transit Maint. Facility Design	\$200,000	FASTER Planning	2019
5 Year TDP	\$60,000	5304 Planning	2021
1 bus replacement	\$374,262	FASTER Capital	2021
1 bus replacement	\$374,262	FASTER Capital	2021
WP SB267 Construction	\$2,600,000	FASTER Construction	2021
Transit Facility Construction	\$15,000,000	5339(b)	2021
1 Electric Bus Replacement	\$ 811,240	FASTER Capital	2023

## Peer Comparison of Financial Effectiveness

**Table 10** compares operating characteristics and performance metrics of The Lift to the other mountain resort transit agencies in various locations in Colorado. While each transit agency is unique with different cost structures, route demands, and service characteristics, these metrics allow for comparison in terms of service supplied, cost to deliver service, and the number of passengers attracted, based on agency reporting to the National Transit Database (NTD) for 2022. As can be seen in **Table 10**, The Lift is most similar to Gunnison and Crested Butte when comparing ridership, revenue hours, and operating expenses. Of all the agencies looked at, The Lift has the lowest cost per revenue hour and the second lowest cost per mile.

*Table 9: Comparison of Mountain Resort Transit Agencies Service and Financial Effectiveness*

Metric	The Lift	Steamboat Springs Transit (SST)	Vail	Gunnison (GVRTA)	Crested Butte (Mountain Express)	Breckenridge
Ridership	371,748	934,937	2,299,325	260,151	535,659	862,602
Operating Expenses	\$2,763,583	\$4,672,736	\$6,532,640	\$3,103,200	\$2,619,268	\$6,468,168
Revenue Hours	29,021	41,060	66,679	23,341	20,476	57,077
Revenue Miles	418,176	560,117	760,840	635,069	222,498	316,203
Passenger trips per Hour	12.8	22.8	34.5	11.1	26.2	15.1
Passenger trips per Mile	0.9	1.7	3.0	0.4	2.4	2.7
Cost per Hour	\$95.23	\$113.80	\$97.97	\$132.95	\$127.92	\$113.32
Cost per Mile	\$6.61	\$8.34	\$8.59	\$4.89	\$11.77	\$20.46
Cost per Passenger Trip	\$7.43	\$5.00	\$2.84	\$11.93	\$4.89	\$7.50
Source: NTD 2022						



# Chapter 7 – Public and Stakeholder Outreach Results

Input for improving the system was gathered from a variety of sources including the community and stakeholders:

- Online Survey
- Two Stakeholder Focus Groups (Businesses) and (Services)
- Virtual Open House

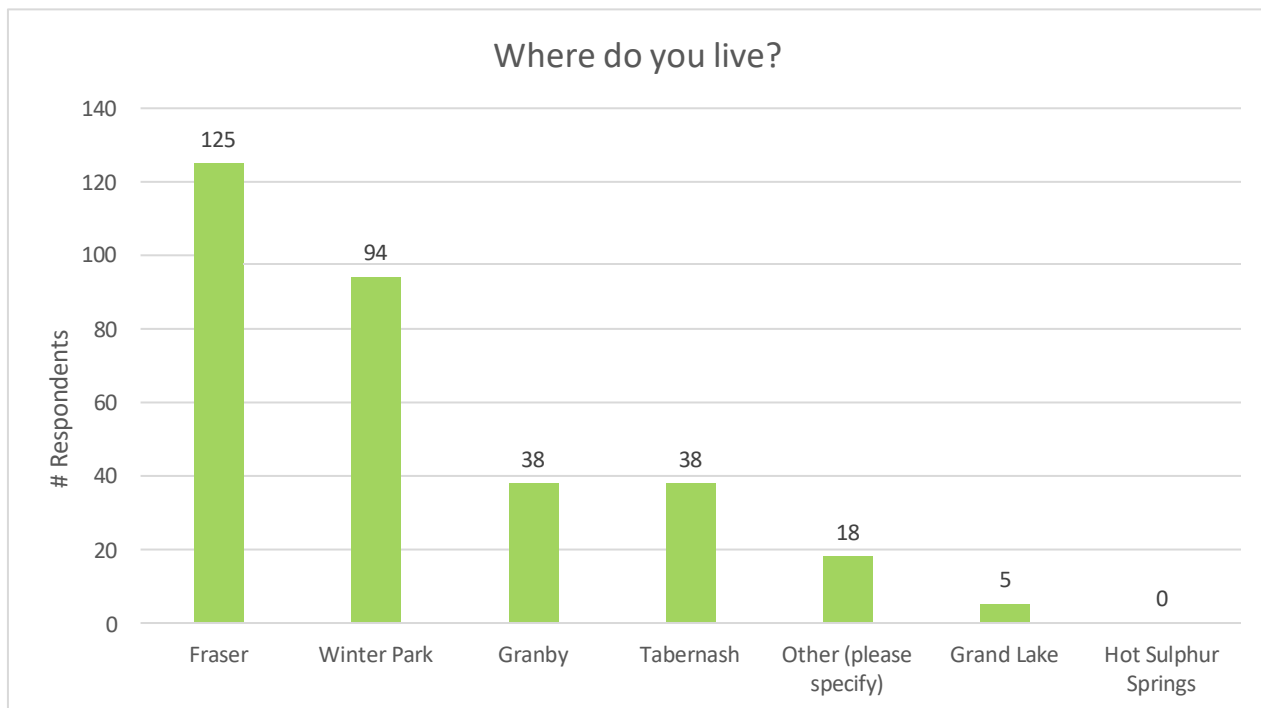
## Online Survey

The online survey generated over 350 responses from the community including residents, workers, and tourists. The following summarized key components of results of the survey.

### Where Respondents Live

**Figure 34** shows where the survey respondents live. Most of the respondents live in Fraser followed by Winter Park. It is important to note that because 69% of respondents are from Fraser or Winter Park, the responses may be skewed towards those locations. Of the respondents that replied "other", most were visiting from out of state while some were from other areas within Grand County or Denver.

Figure 34: Where Survey Respondents Live

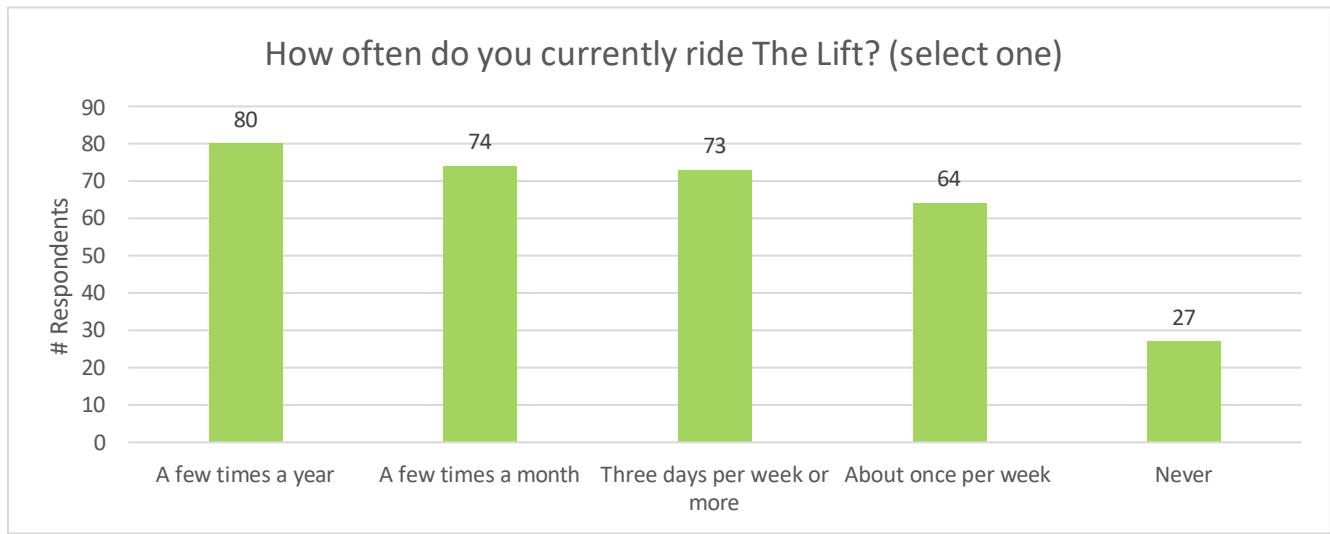


## How Respondents Ride

### How Often Respondents Ride

**Figure 35** shows how often respondents currently ride The Lift. The responses were evenly distributed between riding The Lift a few times a year, a few times a month, three or more days a week, and once a week. Significantly fewer people indicated that they never rode The Lift.

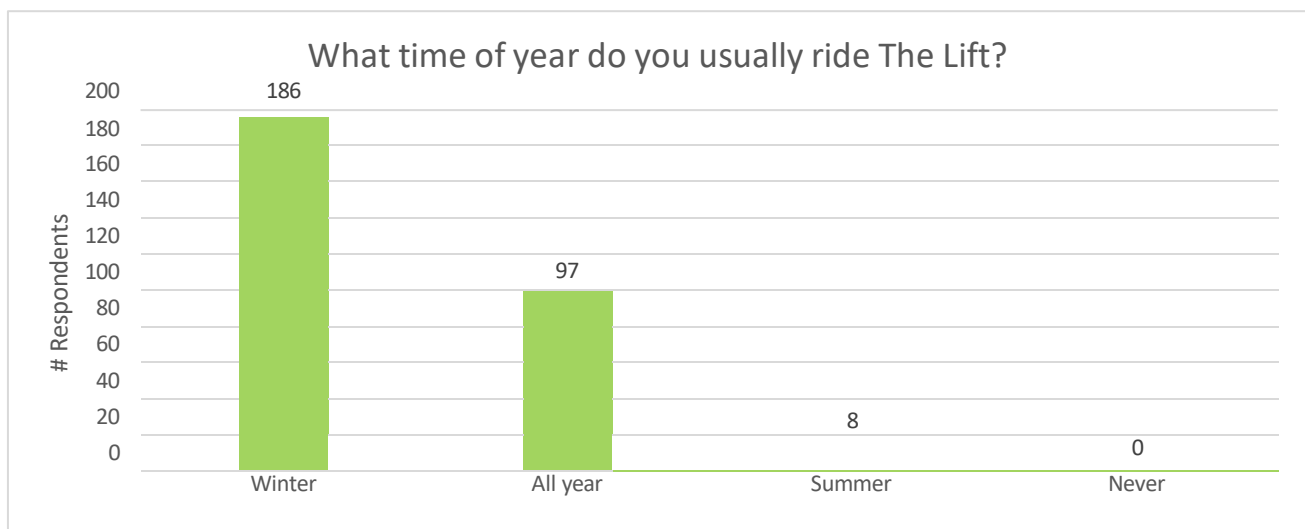
Figure 35: Lift Rider Frequency



### Time of Year Respondents Ride

**Figure 36** displays the time of year that respondents usually ride The Lift. Most respondents ride The Lift in the winter.

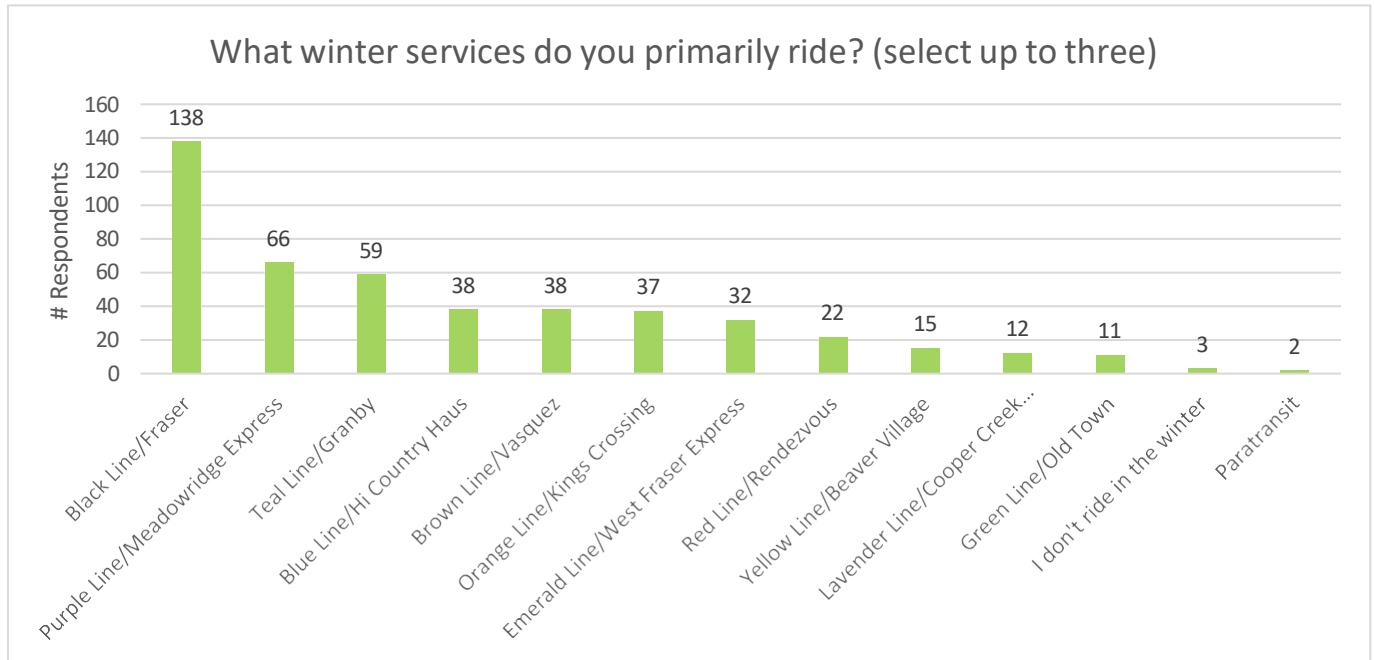
Figure 36: Time of Year that Respondents Ride The Lift



*Top Winter Services*

**Figure 37** shows the most popular winter service is the Black Line/Fraser route. This correlates with where survey respondents said they live.

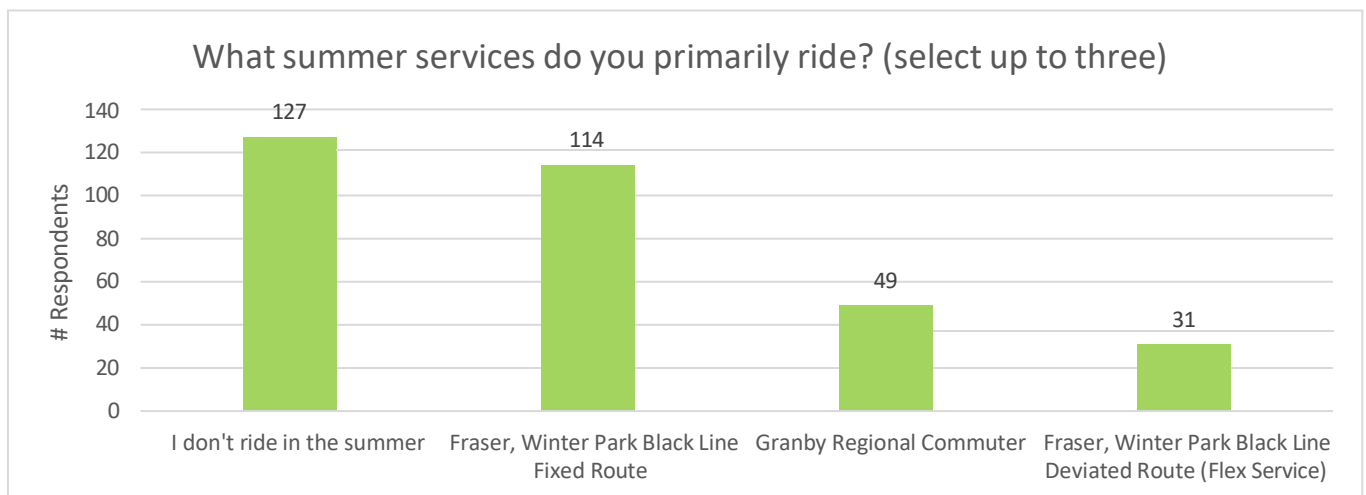
*Figure 37: Top Winter Services*



*Top Summer Services*

**Figure 38** shows the top summer services provided by The Lift. The most popular summer service is the Fraser, Winter Park Black Line Fixed Route. Most of the survey respondents do not ride in the summer.

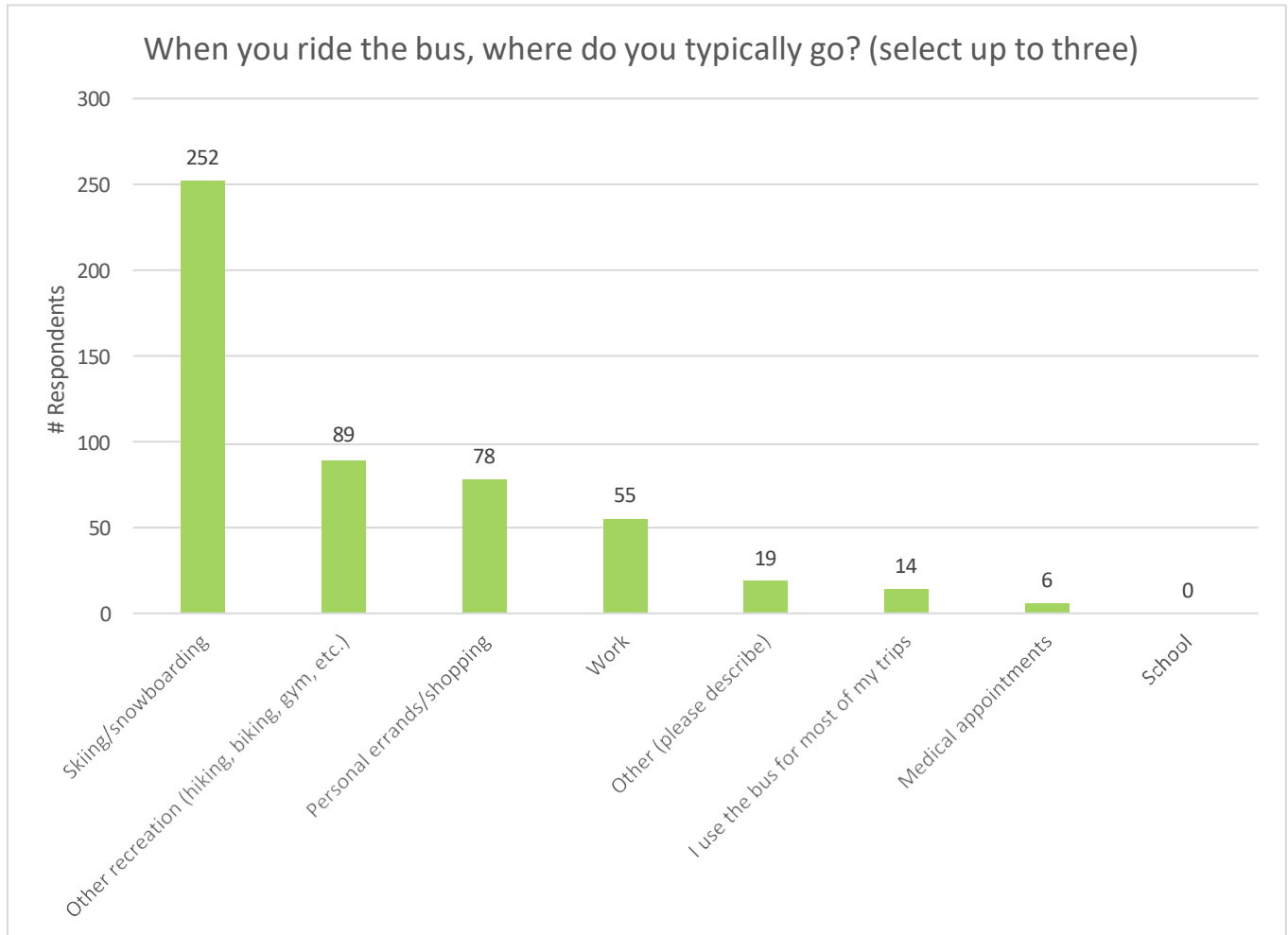
*Figure 38: Top Summer Services*



*Destination When Riding*

**Figure 39** shows the destination types for people riding The Lift. The top destination is Winter Park Resort for skiing or snowboarding. Most of the “other” responses mentioned using the bus to avoid drinking and driving.

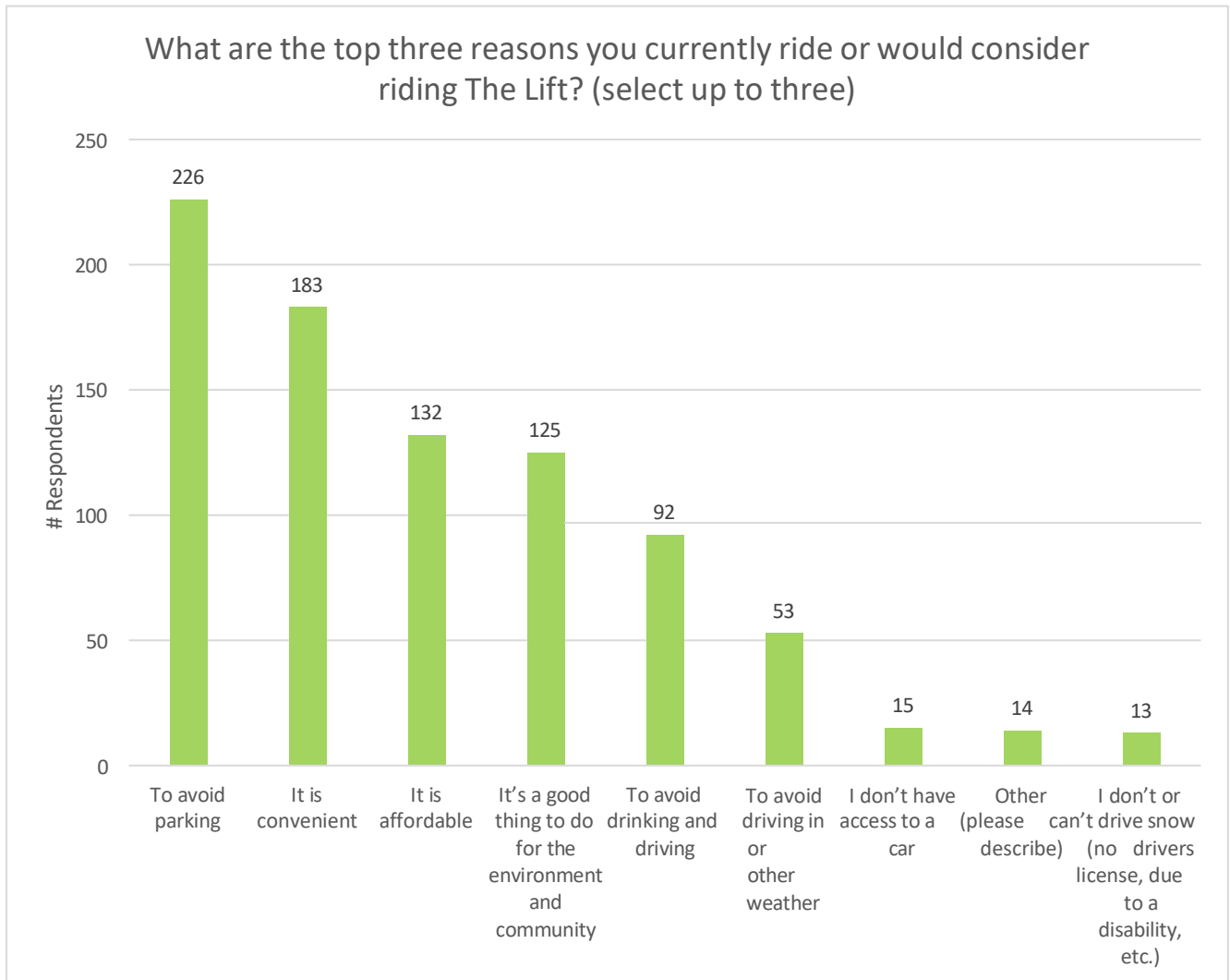
*Figure 39: Destinations when Riding The Lift*



*Top Reasons Respondents Ride*

**Figure 40** provides an overview of reasons why people ride The Lift. The top three reasons are to avoid parking, for convenience, and because it is affordable.

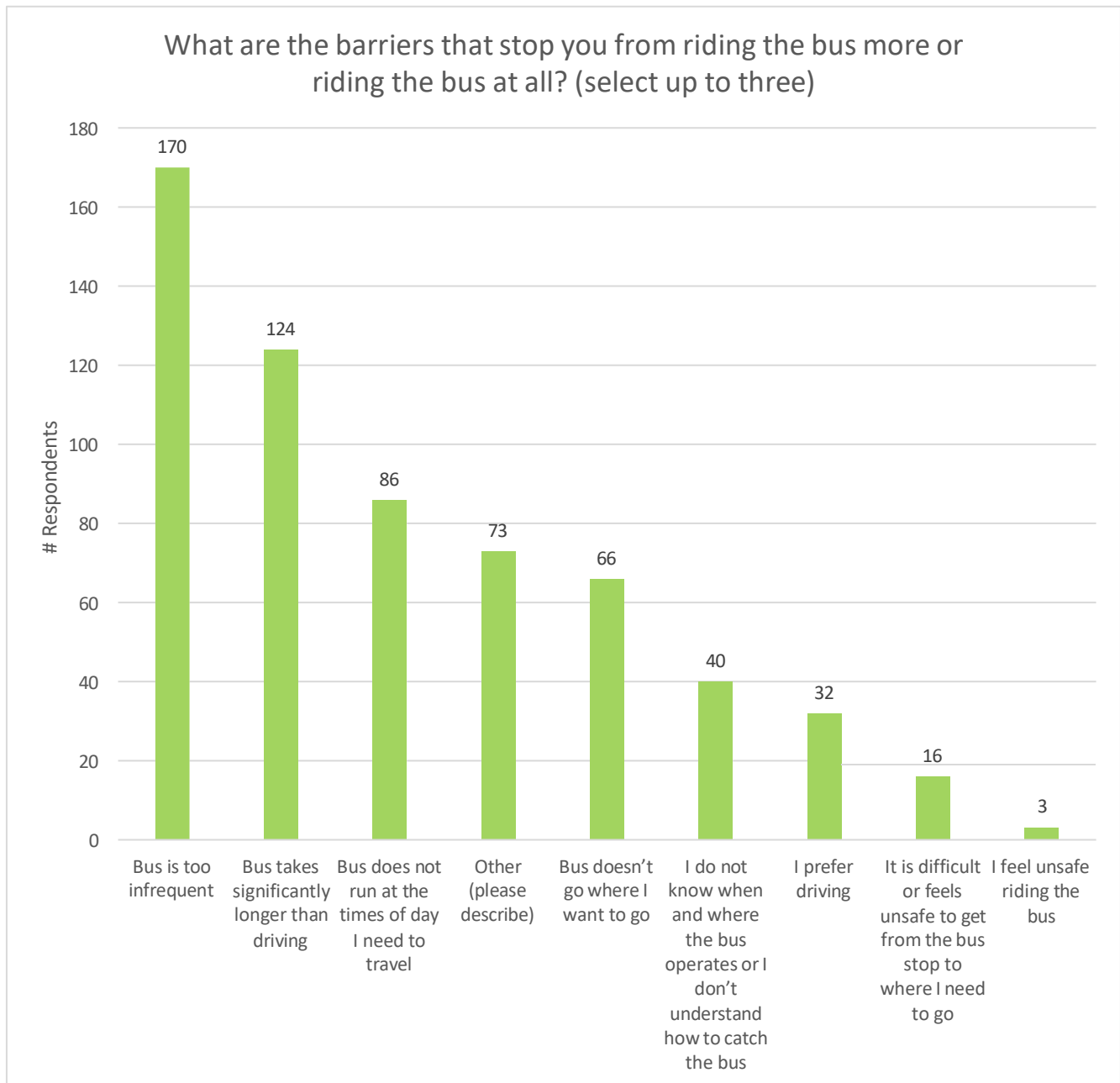
*Figure 40: Reasons for Riding The Lift*



*Barriers to Riding*

**Figure 41** shows what respondents think the biggest barriers to riding The Lift are. The top three responses are the bus is too infrequent, the bus takes longer than driving, and the bus does not run at the time of day when the user would like to travel. There were many “other” responses to this question. Most of the “other” responses mention reliability. Many responses indicated that the bus does not adhere to the schedule and the app does not always have the bus locations correct.

*Figure 41: Barriers to Riding The Lift*



## Priorities of Respondents

**Table 11** shows how survey respondents ranked potential improvements to The Lift’s services. The rank of each improvement is highlighted in green. The top three priorities are increased bus frequency, expanded service times, and more summer services.

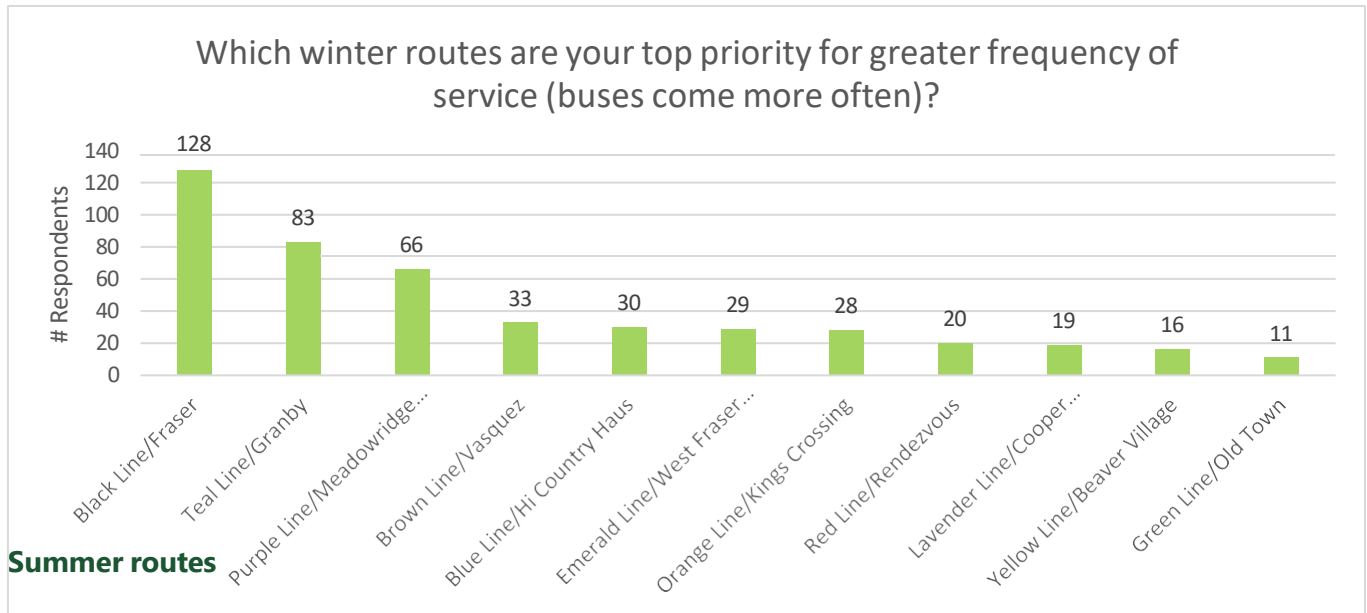
Table 10: Priorities for The Lift's Services

Improvement	Rank	# Respondents	% Respondents
<b>Increased frequency (buses come more often)</b>	1	194	63%
	2	70	23%
	3	27	9%
	4	10	3%
	5	5	2%
<b>Expanded times of service (buses start running earlier and end service later)</b>	1	47	18%
	2	93	36%
	3	57	22%
	4	41	16%
	5	18	7%
<b>More summer services</b>	1	19	8%
	2	40	17%
	3	63	26%
	4	63	26%
	5	56	23%
<b>On-demand microtransit shuttles</b>	1	30	12%
	2	53	21%
	3	53	21%
	4	60	24%
	5	58	23%
<b>Bus stop improvements to make them safer or more comfortable</b>	1	28	11%
	2	28	11%
	3	51	21%
	4	52	21%
	5	87	35%

### Winter Routes

**Figure 42** shows the winter routes that survey respondents would like to have more frequency. Most respondents want the Black Line to have more frequency followed by the Teal Line and the Purple Line.

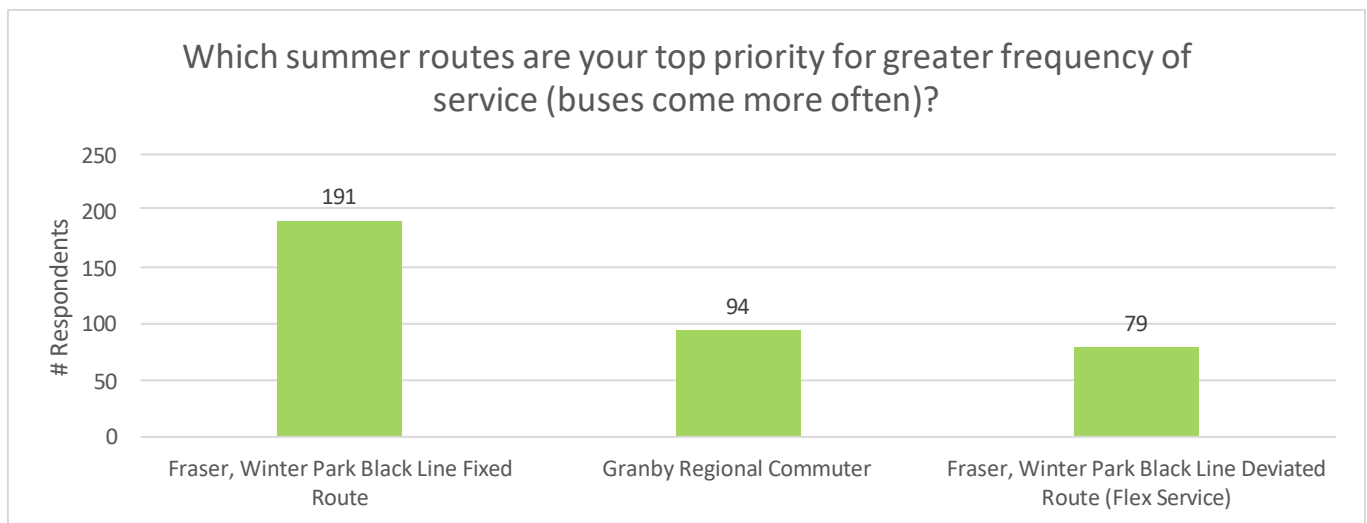
Figure 42: Winter Route Priority



### Summer routes

**Figure 43** shows the summer routes that survey respondents would like to have more frequency. The survey respondents would like to see more frequency on the Black Line.

Figure 43: Summer Route Priority





## Stakeholder Focus Groups

On January 10th, 2024, focus groups were held to understand the community's travel needs through insightful conversations with stakeholders. Attendees consisted of representatives from the Winter Park/Fraser Chamber of Commerce, Winter Park Resort, National Sports Center for the Disabled, social service organizations and local business owners. These discussions provided a nuanced understanding of public transportation's current service level and potential areas for improvement. This rich feedback will inform the project team's recommendations for future services, prioritizing key issues for enhanced resident mobility.

### Key Takeaways:

- **Enhanced Service on Highway 40:** The corridor requires improved transportation options, but effective planning and funding necessitate collaboration with both the county and Granby.
- **Boosting Fraser Business:** Attracting tourists from WP to Fraser presents a clear opportunity for local economic growth.
- **Night Lift Retention:** Participants expressed strong support for expanding the Night Lift service.
- **Engaging Homeowner Associations:** Bringing HOAs into discussions on service provision and funding could provide valuable additional resources and perspectives.
- **Shelter Enhancements:** Improving wind protection and real-time communication capabilities (for delays, capacity, and arrival times) within shelters would significantly enhance passenger experience.
- **Mobile App Functionality:** The current smartphone app requires upgrades to improve its usability and effectiveness.
- **Base Area Development:** Attendees from this focus group were concerned about the long term development strategy of this area
- **Traffic Delays:** Many experienced traffic delays on Highway 40 from the Resort Area and the Vasquez bus stop and Safeway

## Virtual Open House

The virtual open house, hosted on a dedicated webpage, showcased all the developed alternatives for public review. Visitors to the webpage could easily compare each option and its impact on service span, frequency, and seasonal availability. For added engagement, the page offered a user-friendly survey where participants could vote for their preferred alternative and provide additional comments or suggestions for further refinement. Although engagement for this was on the lower side (12 responses), the responses are reflective of the majority of public desires that were expressed in the first community survey involving increased frequency and service span. One survey respondent commented on the desire to see greater continuity between summer and winter service span. Additionally, one survey responder was hesitant of microtransit service if it came with long wait times to secure a ride (greater than 20 minutes).

# Chapter 8 – Identification of Evaluation Criteria

## Establishment of Evaluation Criteria

A crucial aspect of the study process involves identifying the lens through which potential service alternatives and organizational opportunities can be evaluated. To achieve this, Fehr & Peers collaborated with stakeholders from the Stakeholder Focus Groups to develop a comprehensive set of evaluation criteria that would be used to compare service alternatives objectively. The list of evaluation criteria was presented to the stakeholder focus group members through a survey. Stakeholders were asked to pick their top evaluation criteria. The following evaluation criteria were selected:

### Evaluation Criteria

- Operational Cost
- Ridership Increase
- Ease of Use for Passengers
- Make Connections Quicker/Direct
- Impact on existing capacity
- Partnerships Needed (ease of deployment)

## Needs Assessment

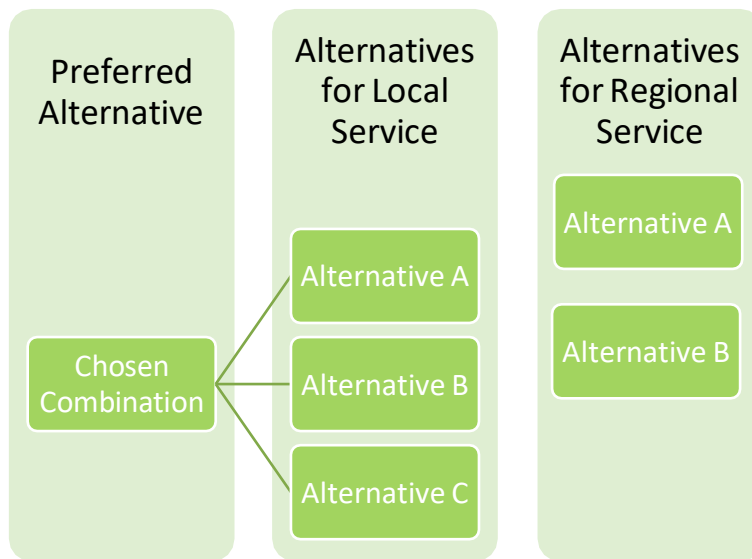
Leveraging insights from the community survey and stakeholder focus group input on existing barriers to transit use and desired service types, the following priority needs for the service have been established:

- Increased frequency (buses come more often)
- Expanded times of service (buses start running earlier and end service later)
- More summer services
- More direct routes to improve competitiveness with driving time

# Chapter 9 – Alternatives Development

The alternatives analysis focuses on alternatives that either enhance local or regional service. The alternatives for local service are defined by routes that are in Winter Park and Fraser. The alternatives for regional service are defined as the existing route to Granby and exploring other regional connections. The preferred alternative can either focus on local service or an alternative from each could be chosen in combination to be the preferred alternative. **Figure 44** shows how the preferred alternative can be chosen.

Figure 44: Preferred Alternative Development



## Alternatives for Local Service

Three alternatives for enhanced local service have been developed. Each alternative prioritizes increased service frequency, extended service hours, and the transition of most routes to year-round operation. These proposed improvements directly address the feedback received from the community regarding their desired enhancements to The Lift. The primary opportunities associated with improvements to local service are:

- ❖ Enhanced connections to/from workforce housing areas
- ❖ Enhanced service for Winter Park and Fraser lines

The details of each alternative are described below.

### Alternative A: Increasing Frequency, Service Span, and Year-Round Service

Alternative A concentrates on keeping and enhancing all existing routes. This includes doubling service frequency on all routes, expanding how long busses operate for, and keeping all Winter Park routes running year round. Key points include:

- Increase the Winter Park frequency on all routes from 30 minutes to 15 minutes during peak times (weekends and holidays) and from 60 minutes to 30 minutes on weekdays.
- Increase Winter Park service span starting one hour earlier and one hour later than currently operated.
- Increase Fraser service span starting one hour earlier and one hour later than currently operated.
- Increase Fraser frequency from 30 minutes to 15 minutes during peak am and pm commute times.
- Increase seasonal operations in Winter Park.

**Table 11: Alternative A Winter Park Lines Existing & Proposed Recommendations**

Route/Line	Existing Frequency	Proposed Frequency	Existing Service Span*	Proposed Service Span	Current Season Operations	Proposed Season Operations (via Microtransit Zone or fixed route)
Red	30 min (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:37am-5:07pm (from Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:37am-6:07pm)	Winter + Spring Only	Expand to Year Round
Orange	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:25am-4:55pm (from Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:25am-5:55pm)	Winter + Spring Only	Expand to Year Round
Blue	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:20am-4:50pm (from Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:20am-5:50pm)	Winter + Spring Only	Expand to Year Round
Yellow	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:48 am-5:18pm (from Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:48am-6:18pm)	Winter + Spring Only	Expand to Year Round
Brown	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:48am-5:18pm (From Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:48am-6:18pm)	Winter + Spring Only	Expand to Year Round
Green	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:00am-5:45pm	Increase span to 1 hour earlier in am and 1 hour later in pm (6:00am-6:45pm)	Winter + Spring Only	Expand to Year Round

**Table 12: Alternative A Fraser Lines Existing & Proposed Recommendations**

Route/Line	Existing Frequency	Proposed Frequency	Existing Service Span	Proposed Service Span	Current Season Operations	Proposed Season Operations
<b>Black Winter</b>	30 min.	15 min., peak (6:15am-10:15am) (3:15pm-5:15pm) 30 min. off peak (11am-3pm)	7:15am-5:14pm (from Safeway @ CR804)	One hour earlier (Night Black Line starts at 5:30pm)	Winter/Spring	N/A
<b>Night Black Line (Winter)</b>	30 min.	No change	5:30pm-2am (from Cooper Creek Transit Center)	No change	Winter/Spring	No change
<b>Black Summer</b>	30 min (Thursday – Sunday 3:30pm -11:30pm) 60 min. (Monday – Wednesday)	30 min all days (6:00am – 12:00pm and 3:30pm - 11:30pm) and 60 min during midday	7:00am-2am (from Vasquez & Main)	No Change	Summer/Fall	N/A
<b>Purple</b>	30 min. (weekends and holidays), 60 min (weekdays)	15 min. peak (7:00am-9:00a,) (4pm-6pm) 30 min off-peak	7:20am-4:53pm (from Safeway @ CR804)	One hour earlier and one hour later in Winter (6:20am-5:53pm)	Winter + Spring Only	No change
<b>Emerald</b>	30 min. (weekends and holidays), 60 min (weekdays)	15 min. peak (7:00am-9:00a,) (4pm-6pm) 30 min off-peak	7:45am-5:15pm (from Winter Park Resort)	One hour earlier and one hour later in Winter (6:45am-6:15pm)	Winter + Spring Only	No change

### Alternative B: Increasing Frequency, Service Span, and Year Round Service + Consolidation of Routes for Microtransit Zone in Winter Park

Alternative B concentrates on enhancing existing services and has the same components as Alternative A. The main difference is that Alternative B consolidates the existing Orange, Yellow, and Brown routes and replaces them with a singular route and a microtransit zone. Key points include:

- Increase the Winter Park frequency on all routes from 30 minutes to 15 minutes during peak times (weekends and holidays) and from 60 minutes to 30 minutes on weekdays.
- Increase Winter Park service span starting one hour earlier and one hour later than currently operated.
- Increase Fraser service span starting one hour earlier and one hour later than currently operated.
- Increase Fraser frequency from 30 minutes to 15 minutes during peak am and pm commute times.
- Increase seasonal operations in Winter Park.
- Microtransit Zone in Winter Park and consolidation of Brown, Orange, and Yellow routes to a singular new route that primarily runs on Vasquez Road and Forest Trail.
- Anybody within the Microtransit Zone will be able to order a Microtransit vehicle to take them to any destination including stops along the new route to get to the resort.

**Table 13: Alternative B Winter Park Lines Existing & Proposed Recommendations**

Route/Line	Existing Frequency	Proposed Frequency	Existing Service Span*	Proposed Service Span	Current Season Operations	Proposed Season Operations (via Microtransit Zone or fixed route)
Red	30 min (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:37am-5:07pm (from Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:37am-6:07pm)	Winter + Spring Only	Expand to Year Round
Blue	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:20am-4:50pm (from Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:20am-5:50pm)	Winter + Spring Only	Expand to Year Round
Green	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:00am-5:45pm	Increase span to 1 hour earlier in am and 1 hour later in pm (6:00am-6:45pm)	Winter + Spring Only	Expand to Year Round
Orange	<u>30 min, (weekends and holidays), 60 min (weekdays)</u>	<u>15 min (weekends and holidays), 30 min (weekdays) (winter)</u> <u>30 min, (weekends and holidays), 60 min (weekdays) (summer)</u>	<u>7:25am-4:55pm (from Winter Park Resort)</u>	<u>Increase span to 1 hour earlier in am and 1 hour later in pm (6:25am-5:55pm)</u>	<u>Winter + Spring Only</u>	<u>Expand to Year Round</u>
Yellow	<u>30 min, (weekends and holidays), 60 min (weekdays)</u>	<u>15 min (weekends and holidays), 30 min (weekdays) (winter)</u> <u>30 min, (weekends and holidays), 60 min (weekdays) (summer)</u>	<u>7:48 am-5:18pm (from Winter Park Resort)</u>	<u>Increase span to 1 hour earlier in am and 1 hour later in pm (6:48am-6:18pm)</u>	<u>Winter + Spring Only</u>	<u>Expand to Year Round</u>
Brown	<u>30 min, (weekends and holidays), 60 min (weekdays)</u>	<u>15 min (weekends and holidays), 30 min (weekends) (winter)</u> <u>30 min, (weekends and holidays), 60 min (weekdays) (summer)</u>	<u>7:48am-5:18pm (From Winter Park Resort)</u>	<u>Increase span to 1 hour earlier in am and 1 hour later in pm (6:48am-6:18pm)</u>	<u>Winter + Spring Only</u>	<u>Expand to Year Round</u>
NEW LINE	N/A	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	N/A	7am-6pm	N/A	Season Long

**Table 14: Alternative A Fraser Lines Existing & Proposed Recommendations** (No change from Alternative A)

Route/Line	Existing Frequency	Proposed Frequency	Existing Service Span	Proposed Service Span	Current Season Operations	Proposed Season Operations
<b>Black Winter</b>	30 min.	15 min., peak (6:15am-10:15am) (3:15pm-5:15pm) 30 min. off peak (11am-3pm)	7:15am-5:14pm (from Safeway @ CR804)	One hour earlier (Night Black Line starts at 5:30pm)	Winter/Spring	N/A
<b>Night Black Line (Winter)</b>	30 min.	No change	5:30pm-2am (from Cooper Creek Transit Center)	No change	Winter/Spring	No change
<b>Black Summer</b>	30 min (Thursday – Sunday 3:30pm - 11:30pm) 60 min. (Monday – Wednesday)	30 min all days (6:00am – 12:00pm and 3:30pm - 11:30pm) and 60 min during midday	7:00am-2am (from Vasquez & Main)	No Change	Summer/Fall	N/A
<b>Purple</b>	30 min. (weekends and holidays), 60 min (weekdays)	15 min. peak (7:00am-9:00a,) (4pm-6pm) 30 min off-peak	7:20am-4:53pm (from Safeway @ CR804)	One hour earlier and one hour later in Winter (6:20am-5:53pm)	Winter + Spring Only	No change
<b>Emerald</b>	30 min. (weekends and holidays), 60 min (weekdays)	15 min. peak (7:00am-9:00a,) (4pm-6pm) 30 min off-peak	7:45am-5:15pm (from Winter Park Resort)	One hour earlier and one hour later in Winter (6:45am-6:15pm)	Winter + Spring Only	No change

### Alternative C: Increasing Frequency, Service Span, and Year Round Service + Consolidation of Routes for Microtransit Zone in Winter Park and Fraser

Alternative C has all the attributes of Alternative B and adds a Fraser Microtransit Zone throughout the majority of developed Fraser. Key points include:

- Increase the Winter Park frequency on all routes from 30 minutes to 15 minutes during peak times (weekends and holidays) and from 60 minutes to 30 minutes on weekdays.
- Increase Winter Park service span starting one hour earlier and one hour later than currently operated.
- Increase Fraser service span starting one hour earlier and one hour later than currently operated.
- Increase Fraser frequency from 30 minutes to 15 minutes during peak am and pm commute times.
- Increase seasonal operations in Winter Park.
- Microtransit Zone in Winter Park and consolidation of Brown, Orange, and Yellow routes to a singular new route that primarily runs on Vasquez Road and Forest Trail.
- Anybody within the Microtransit Zone will be able to order a Microtransit vehicle to take them to any destination including stops along the new route to get to the resort.
- Microtransit Zone in Fraser.

### Summary of Alternatives for Local Service

To determine the optimal service option that effectively addresses community needs while maintaining resource efficiency for The Lift, a comparative analysis across all alternatives was conducted. Table X provides a comprehensive overview of each alternative's performance against established evaluation criteria. While Alternative A demonstrates the most positive outcomes in several categories, its high cost and requirement for additional fleet vehicles render it the least fiscally responsible option among the proposed alternatives. Maintaining service on all Winter Park routes during the summer season is a key factor influencing the higher cost of Alternative A.

**Table 15: Local Service Alternatives Summary**

	Estimated Additional Cost	New Ridership Potential	Ease of Use for Passengers	Make Connections Quicker/Direct	Impact on the existing fleet	Partnerships Needed (ease of deployment)
<b>Alternative A</b>	\$2.9M- \$3.2M	<b>+255,000 – 300,00</b>	<b>Maximum Ease of Use</b>	<b>Resort Connection is quicker/more direct</b>	Requires additional fleet	<b>2</b>
<b>Alternative B</b>	<b>\$2.6M-\$3.0M</b>	+215,000-260,000	Moderate Ease of Use	<b>New destinations are quicker/more direct</b>	<b>No additional fleet required</b>	3
<b>Alternative C</b>	\$3.8M-\$4.1M	+220,000 – 270,000	Moderate Ease of Use	<b>New destinations are quicker/more direct</b>	<b>No additional fleet required</b>	3
<b>Bold = most favorable rating per category</b>						



### *Estimated Additional Cost*

All alternatives propose significant improvements to service levels. These include doubling service frequency, expanding service span, and year-round operation on Winter Park routes. However, these enhancements come at a cost, and The Lift will need to carefully consider the resource implications.

Alternative B stands out for its efficient use of funds. By consolidating three routes, it achieves cost savings while still offering an increased service area. Furthermore, the inclusion of a microtransit zone within Winter Park further expands on-demand service options in the area.

### *New Ridership Potential*

When transit is frequent it becomes more reliable as a transportation mode and increases ridership. In many of the service lines, frequency is doubled than what currently exists. Despite the initial investment required, implementing high-frequency service can ultimately lead to increased productivity and attract new riders.

This translates to a projected ridership increase of 200,000-300,000 for each alternative. However, Alternative A is estimated to achieve the highest ridership gains. This is primarily due to the fact that it maintains all existing routes, allowing them to benefit fully from the enhanced service levels. Alternative B and C, while offering consolidation benefits, may see a slightly dampened ridership increase due to route reorganization.

### *Ease of Use for Passengers and Making Connections Quicker/More Direct*

All alternatives offer improved ease of use for transit riders. Alternative A maintains the existing route structure, minimizing the need for riders to learn new routes. For users with destinations served by the current routes, frequency will be doubled from the starting point, potentially increasing further if travelling from the resort to Main Street Winter Park.

However, Alternatives B and C prioritize efficiency through route consolidation. While this may require some existing riders to transfer to reach their destinations, the introduction of microtransit zones in these alternatives offers a convenient solution for accessing previously underserved areas. Ultimately, the "best" alternative in terms of ease of use depends on the specific needs and origin/destination of the rider.

### *Impact on Existing Fleet*

A critical consideration is the impact on The Lift's existing fleet. Alternative A necessitates the acquisition of additional buses to maintain the proposed service frequency across all routes. This translates to increased operational costs associated with vehicle procurement.

In contrast, Alternatives B and C achieve the proposed service enhancements (faster frequency and longer span) through strategic route consolidation. This approach effectively utilizes the existing fleet by repurposing buses from the consolidated routes, eliminating the need for additional vehicle purchases.

### *Partnerships Needed*

All alternatives necessitate additional partner funding support to deliver the proposed service enhancements. Alternative C requires the highest level of partner investment due to the inclusion of two additional microtransit

zones. Alternative A follows closely behind, reflecting the cost associated with delivering enhanced services across all routes.

Alternative B presents the most cost-effective option for partners, as the service improvements are primarily concentrated within Winter Park. It is important to note that while not explicitly shown in the table, HOAs (Homeowner Associations) represent another potential source of funding support, as these enhanced services would likely benefit residents and visitors.

Table 16: Alternatives Costs

	Route/Service	Cost of Increasing Frequency	Cost of Expanding Service	Cost of Increasing to Year Round Seasonal Service	Total	Partnership Total Cost
Alt A	Grand County (Yellow Line)	\$90k-\$100k	\$25k-\$30k	\$45k-\$50k	\$160k-\$180k	<b>\$295k-\$330k</b>
	Fraser	\$85k-\$95k	\$50k-\$55k	N/A	\$135k-\$150k	
Alt B	Grand County (Yellow Line)	\$8k-10k	\$2k-\$3k	\$4k-\$5k	\$14k-\$18k	<b>\$149k-\$168k</b>
	Fraser	\$85k-\$95k	\$50k-\$55k	N/A	\$135k-\$150k	
	WP Microtransit Zone	N/A	N/A	N/A		
Alt C	Grand County (Yellow Line)	\$8k-10k	\$2k-\$3k	\$4k-\$5k	\$14k-\$18k	<b>\$463k-\$482k</b>
	Fraser	\$85k-\$95k	\$50k-\$55k	N/A	\$135k-\$150k	
	Fraser Mcrotransit Zone (assume Fraser pays for 40%)	N/A	N/A	N/A	\$314k	

## Alternatives for Regional Service

The next set of alternatives is aimed at improving regional transit services. Alternative A focuses on enhancing the existing Teal Line serving Granby. Alternative B explores the feasibility of establishing new regional connections and services. Community feedback has consistently highlighted a strong desire for expanded service to other key destinations. However, further evaluation is needed to determine the most efficient and sustainable approach for delivering this significant investment.

### Alternative A: Increasing Frequency & Service Span on the Teal Line/Granby Regional Commuter

Alternative A increases the frequency and service span of the Teal/Granby Line. Key points include:

- Increase Granby service frequency from 60 minutes to 30 minutes and 2 hour frequency to 60 minutes.
  - This improvement increases mid-day frequency and allows for more capacity in the morning peak hours.
- Increase Granby service span so the last bus would leave Winter Park Resort at 11pm and in the summer the service span would start one hour earlier.
- Possible connection to Park and Ride in Fraser

### Alternative B: Increasing Frequency & Service Span on the Teal Line/Granby Regional Commuter & Add additional Routes to Key Destinations

Alternative B has all the attributes of Alternative A and explores additional routes to top destinations that would be determined depending on financial support from partners.

Top destinations that service would be considered by modifying or adding additional routes are:

- Granby Ranch
- Rocky Mountain National Park
- Grand Lake
- Hot Sulphur Springs
- Kremmling
- Circulator route within Granby

## Other Identified Opportunity Improvements

Beyond the core focus of improved service and operations, this plan identifies several strategic opportunities for The Lift. These include the development of park-and-ride facilities, the introduction of new routes to key destinations, the implementation of microtransit zones, and the creation of mobility hubs.

- **Park-and-Ride Facilities:** The incorporation of park-and-ride facilities on the periphery of the core area would provide commuters and tourists with convenient parking options, encouraging a shift towards transit use. This can alleviate traffic congestion by incentivizing those residing outside the service area to park once and utilize The Lift's network to reach their final destinations.
- **Targeted Route Expansion:** While acknowledging the cost implications, the plan recognizes the importance of strategically expanding routes to better serve those who lack alternative transportation

options. New routes would be carefully planned to ensure they connect residents with essential destinations. Additionally, route modifications are considered to strategically consolidate existing routes while not compromising service.

- **Microtransit Zones:** The plan proposes the implementation of microtransit zones in specific areas. Microtransit offers a flexible and on-demand service compared to fixed-route buses. Riders can request pick-up and drop-off within designated zones, eliminating the need for long walks or extended waits at bus stop.
- **Mobility Hub Development:** The creation of mobility hubs at high-ridership transit stops would significantly enhance the rider experience. Mobility hubs offer a central location for seamless connections between various transportation modes, including buses, trains, bikes, and scooters. They may also incorporate amenities like waiting areas, real-time information displays, and even food, beverage, or retail stores.

## Preferred Alternative

Based on evaluation criteria comparison and community feedback the preferred alternative will need to achieve the following aspects:

- Increase frequency and service span
- App functionality improvement
- More regional connections

Local Alternative B and Regional Alternative A were determined to best fulfill this need. However, a phased approach to achieving Alternative B route consolidation was determined to be the best approach.

### Preferred Alternative Phase 1 and Phase 2 (Winter Service)

The initial phases of implementation, the preferred alternative will prioritize service enhancements across the entire network, mirroring the frequency and service span improvements outlined in Local Alternative B and Regional Alternative A, respectively. However, route consolidation efforts will be deferred to a subsequent year. Furthermore, the first year will focus on enhancing winter service offerings, with seasonality considerations addressed in the following year.

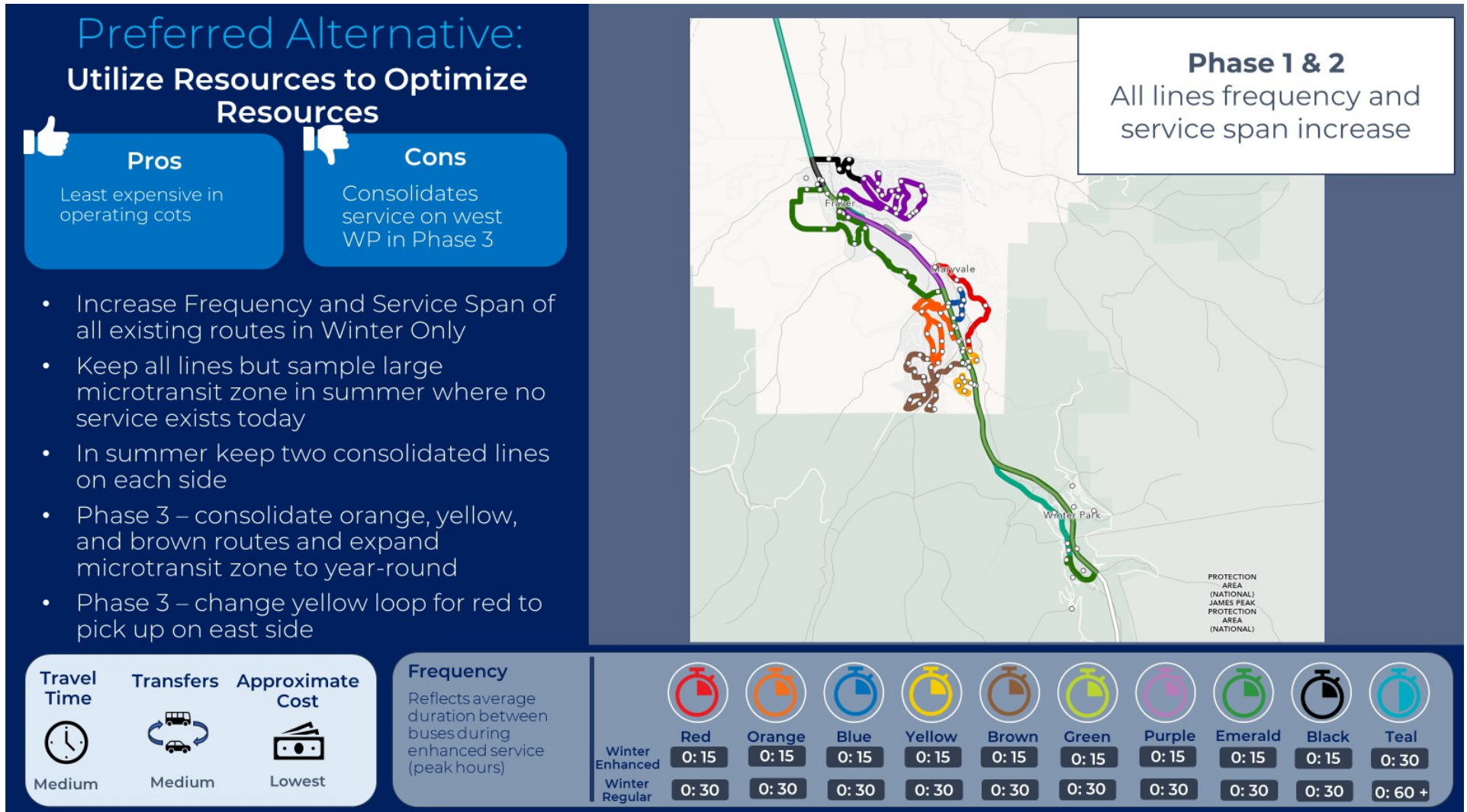
Table 17: Winter Park Lines Service Changes for the Proposed Alternative

Route/Line	Existing Frequency	Proposed Frequency	Existing Service Span*	Proposed Service Span	Current Season Operations	Proposed Season Operations
Red	30 min (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:37am-5:07pm (from Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:37am-6:07pm)	Winter + Spring Only	No change
Orange	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:25am-4:55pm (from Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:25am-5:55pm)	Winter + Spring Only	No change
Blue	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:20am-4:50pm (from Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:20am-5:50pm)	Winter + Spring Only	No change
Yellow	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:48 am-5:18pm (from Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:48am-6:18pm)	Winter + Spring Only	No change
Brown	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:48am-5:18pm (From Winter Park Resort)	Increase span to 1 hour earlier in am and 1 hour later in pm (6:48am-6:18pm)	Winter + Spring Only	No change
Green	30 min, (weekends and holidays), 60 min (weekdays)	15 min (weekends and holidays), 30 min (weekdays) (winter) 30 min, (weekends and holidays), 60 min (weekdays) (summer)	7:00am-5:45pm	Increase span to 1 hour earlier in am and 1 hour later in pm (6:00am-6:45pm)	Winter + Spring Only	No change

Table 18: Frasier Lines Service Changes for the Proposed Alternative

Route/Line	Existing Frequency	Proposed Frequency	Existing Service Span	Proposed Service Span	Current Season Operations	Proposed Season Operations
Black Winter	30 min.	15 min., peak (6:15am-10:15am) (3:15pm-5:15pm) 30 min. off peak (11am-3pm)	7:15am-5:14pm (from Safeway @ CR804)	One hour earlier (Night Black Line starts at 5:30pm)	Winter/Spring	N/A
Night Black Line (Winter)	30 min.	No change	5:30pm-2am (from Cooper Creek Transit Center)	No change	Winter/Spring	No change
Black Summer	30 min (Thursday – Sunday 3:30pm - 11:30pm) 60 min. (Monday – Wednesday)	30 min all days (6:00am – 12:00pm and 3:30pm -11:30pm) and 60 min during midday	7:00am-2am (from Vasquez & Main)	No Change	Summer/Fall	N/A
Purple	30 min. (weekends and holidays), 60 min (weekdays)	15 min. peak (7:00am-9:00a,) (4pm-6pm) 30 min off-peak	7:20am-4:53pm (from Safeway @ CR804)	One hour earlier and one hour later in Winter (6:20am-5:53pm)	Winter + Spring Only	No change
Emerald	30 min. (weekends and holidays), 60 min (weekdays)	15 min. peak (7:00am-9:00a,) (4pm-6pm) 30 min off-peak	7:45am-5:15pm (from Winter Park Resort)	One hour earlier and one hour later in Winter (6:45am-6:15pm)	Winter + Spring Only	No change

Figure 45: Phase 1 and 2 Preferred Alternative Winter Service



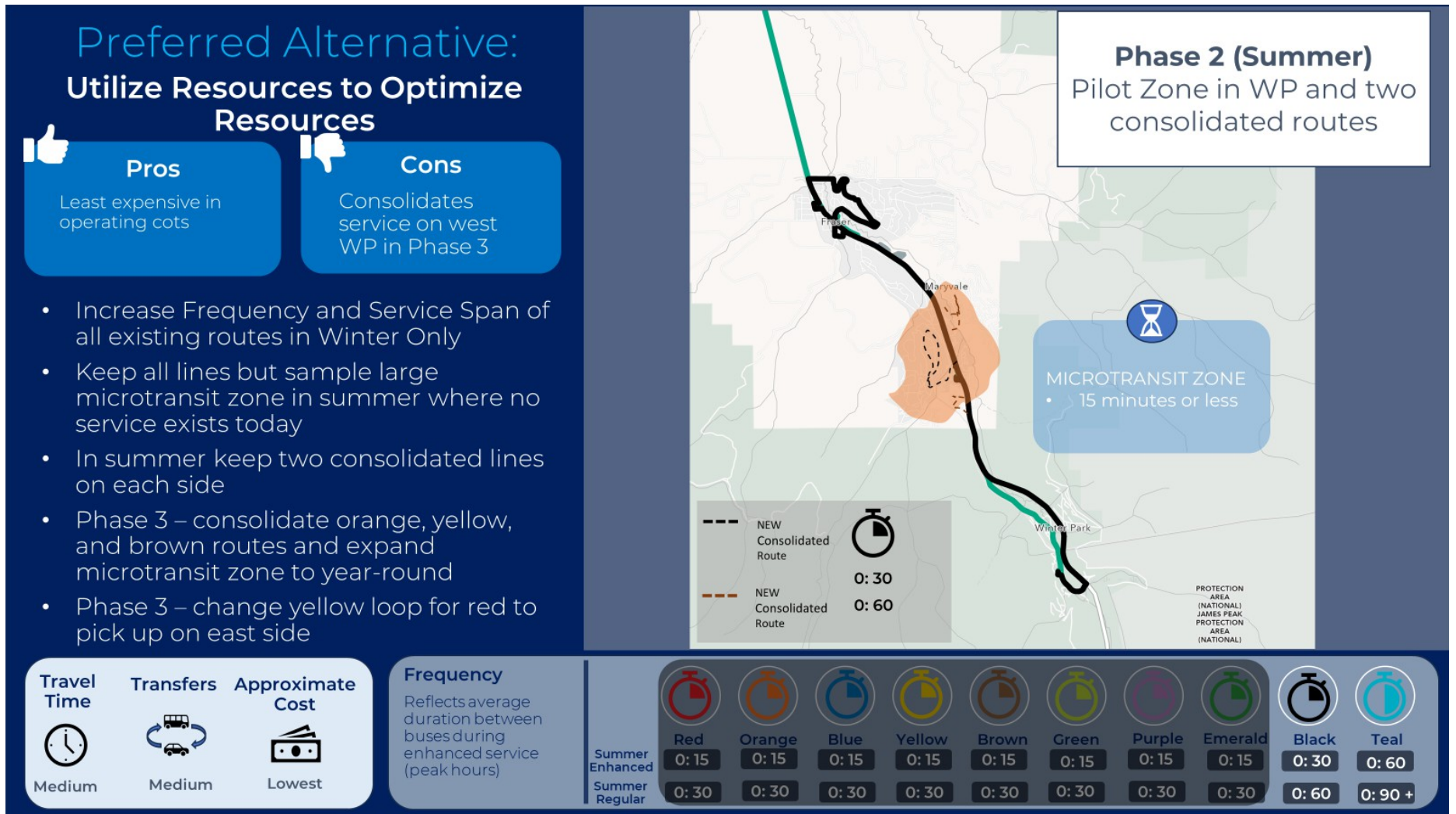
### **Preferred Alternative Phase 2 (Summer Service)**

Phase 2 of implementation will focus on expanding summer service offerings in a resource-efficient manner. This will be achieved through a two-pronged approach. First, a microtransit zone will be established specifically for summer use within the core area of Winter Park. This on-demand service will offer a flexible option for riders, particularly during the summer season.

Second, instead of a full seasonal expansion for all Winter Park routes, it is recommended to maintain two consolidated routes. These strategically positioned routes, one on either side of Main Street, will ensure continued service to the resort while optimizing resource allocation. This balanced approach addresses the goal of increased summer service while maintaining fiscal responsibility.



Figure 46: Phase 2 Preferred Alternative (Summer)





### **Preferred Alternative Phase 3 (Winter and Summer Service)**

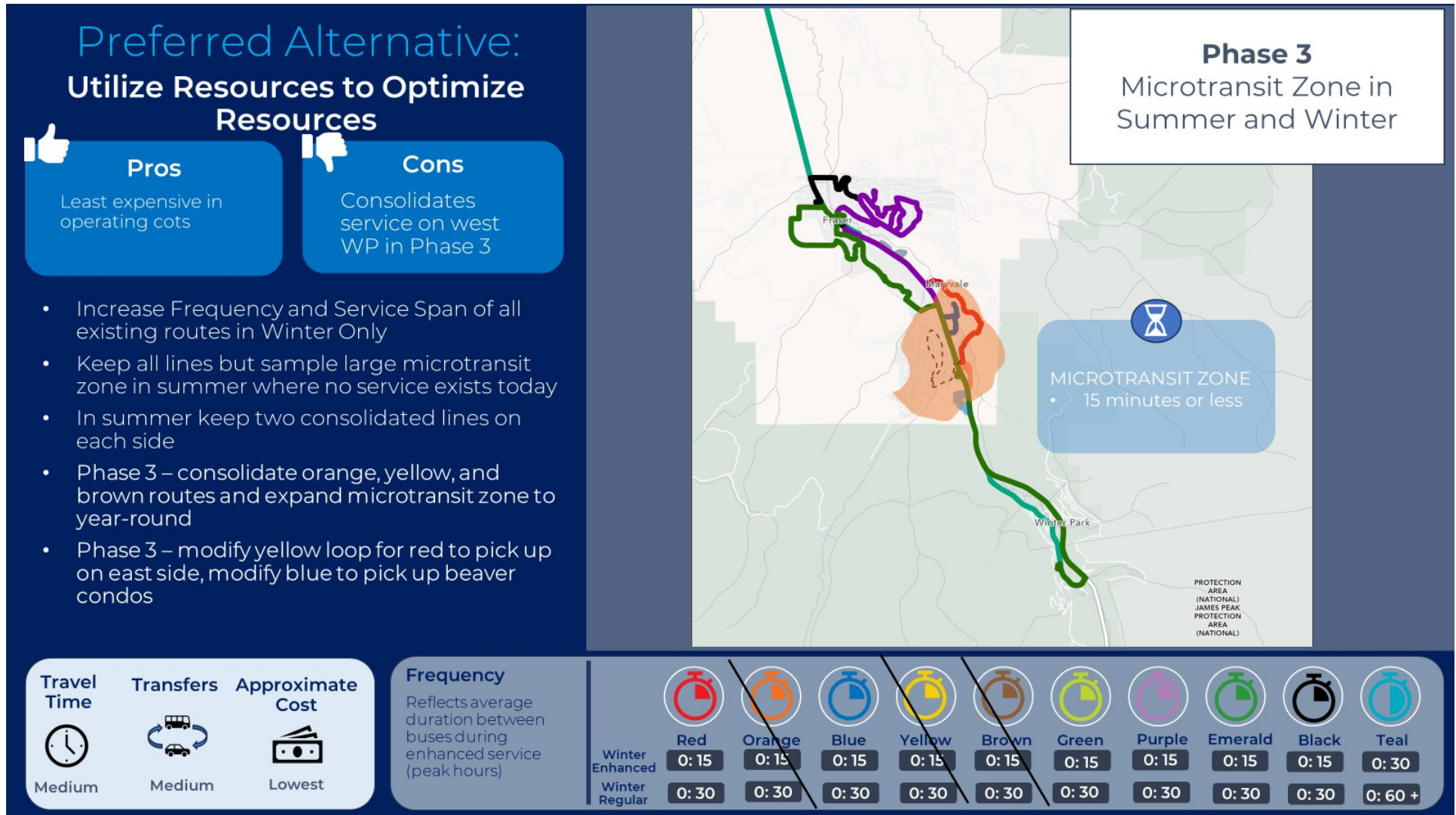
Phase three will mark the initiation of service consolidation efforts, strategically reallocating resources to support the implementation of a year-round microtransit zone. To ensure continued service to previously covered areas within the consolidated routes, modifications will be made to the existing red and blue lines. These modifications will involve:

- **Western Route Consolidation:** The orange, brown, and yellow routes will be combined to create a single, unified route serving the area west of Main Street.
- **Eastern Service Adjustments:** The red line will be extended to incorporate service previously covered by the yellow line on the eastern side of Main Street.
- **Beaver Condos Stop Addition:** The southbound blue line will be modified to include a consolidated stop serving the Beaver Condos area.

### **Preferred Alternative Phase 4 and 5**

Looking ahead to phases four and five, the focus will shift towards exploring and potentially implementing additional routes to key destinations. This extended timeframe allows The Lift to dedicate the first three years to solidifying its core service offerings while concurrently investigating funding options necessary for route expansion. Furthermore, by years four and five, discussions regarding the formation of a regional transit authority (RTA) could very well be underway. The establishment of an RTA will provide greater clarity on The Lift's role in delivering regional service, potentially alleviating some responsibility for delivering extensive regional service.

Figure 47: Phase 3 Preferred Alternative



# Chapter 10 – Final Plan Recommendations

This chapter details the final 5-Year Transit Development Plan (TDP), and associated goals, and offers recommendations for the coming five or more years. The goals and recommendations are informed by The Lift system analysis, the community survey, stakeholder and staff input, and a visionary approach to deliver enhanced transit service desired by the community. The final recommendations are built around key themes heard throughout the process:

- **System Optimization:** Overall, The Lift system is performing well with high ridership, suggesting that major system changes are unnecessary and potentially disruptive.
- **Increased Service Frequency:** While a significant portion of riders can reach their desired destinations, a strong desire exists for more frequent bus service.
- **Expanded Service Span:** Extending service hours will better accommodate riders working at the resort, ensuring they have reliable transportation options.
- **Focus on Local Service:** While there is interest in expanded service to destinations outside The Lift's current service area, fiscal constraints necessitate prioritizing local service needs.
- **Resource Considerations:** Delivering enhanced service and undertaking capital projects will require additional staff. This necessitates careful consideration of resource allocation strategies.

## Recommendations

### Goal 1 – Enhance Year-Round Mobility Options in Winter Park, Catering to Both Resident Needs and Summer Recreation Demands.

The implementation of the Local Service Preferred Alternative directly addresses the immediate needs of The Lift's ridership base. This includes ensuring reliable and convenient transportation options for those who depend on The Lift to commute to their jobs at the resort.

#### *Recommendation 1.1 Increase Service Span, Frequency, and Seasonality*

The Local Service Preferred Alternative accomplishes this recommendation by implementing the following:

- Increased Service Span: Lines operate one hour earlier and one hour later
- Increase Service Frequency: Winter Park lines frequency is doubled, and Fraser frequency is doubled during peak hours
- Seasonality: Two consolidated Winter Park lines and a microtransit zone are established during summer

### *Recommendation 1.2 Microtransit Pilot*

The preferred alternative proposes a pilot program for a microtransit zone within Winter Park. This pilot will be launched during the summer season of the second year of implementation. By strategically timing the pilot program for the summer months, residents and visitors will have the opportunity to familiarize themselves with the service, facilitating a smoother and more successful launch during the peak winter season, when ridership demand is typically higher.

## **Goal 2 – Improve Regional Service**

The Regional Service Alternative prioritizes reliability enhancements for the Teal Line (Granby Regional Commuter). This targeted approach ensures improved service experiences for those who depend on this route while concentrating resources.

### *Recommendation 2.1 Increase Service Span, Frequency*

The Regional Service Preferred Alternative accomplishes this recommendation by implementing the following:

- **Increased Service Span:** The last bus on the Teal line would leave Winter Park Resort at 11pm and in the summer, the service span would start one hour earlier.
- **Increase Service Frequency:** Frequency doubles from 60 minutes to 30 minutes and 2-hour frequency to 60 minutes.
  - This improvement increases the midday frequency and allows for more capacity in the morning peak hours.

### *Recommendation 2.2 Explore Additional Service Routes to Key Destinations*

Years four and five of the preferred alternative will focus on strategically expanding service to key destinations. A primary objective will be to enhance accessibility for visitors in the Granby Ranch area, which has been highly requested from the community. Two potential approaches should be considered at this point:

- **Teal Line Flex Stop Implementation:** The existing Teal Line service could be modified to incorporate a flex stop at Granby Ranch. This on-demand service would allow riders to schedule pick-up or drop-off at a designated location within Granby Ranch, improving convenience and accessibility.
- **New Route Implementation (Subject to Feasibility):** Dependent on a feasibility study, the introduction of a new route specifically serving Granby Ranch may be explored. This route could potentially connect with planned and constructed park-and-ride facilities, further enhancing accessibility for those traveling to and from Granby Ranch. The successful implementation of a new fixed route service to Granby Ranch would require dedicated funding contributions from Granby Ranch to The Lift to cover operational costs.

The decision to pursue additional service expansions beyond these initial considerations will be contingent upon several factors:

- **Funding Availability:** The availability of financial resources will be a critical factor in determining the scope of any further service expansion.
- **Partnership Support:** Collaboration with potential partners, such as local businesses or organizations, could help to secure additional funding or resources for service expansion.
- **Regional Transit Authority (RTA) Feasibility:** The potential formation of an RTA will be closely monitored. If an RTA is established, its role in providing regional service may influence The Lift's responsibility for additional route expansion.

### Goal 3 – Increase Organizational Capacity

Organizational recommendations are necessary to help support the identified goals and recommendations.

#### *Recommendation 3.1 Add Support Staff for Critical Functions*

As The Lift continues to grow and offer more and enhanced service, support staff will be necessary to deliver service successfully. This recommendation is to add one full-time equivalent (FTE) support staff position initially with growth to two FTEs by the end of this five-year timeframe.

The highest priority support function will need to be identified and prioritized by The Lift leadership but could include positions such as customer relations, specialty technology technician, additional bus cleaners, additional administration staff, special projects coordinator, additional dispatcher, or route scheduler.

#### *Recommendation 3.2 Increase Customer Satisfaction*

Feedback from the recent community survey highlighted frustrations with the accuracy of real-time bus arrival information within The Lift's mobile app. Many users reported discrepancies between the arrival times displayed on the app and published timetables, and the actual location of buses.

In response to these concerns, The Lift has taken proactive steps to address the issue during the winter 2023/2024 season. This includes enhanced driver training focused on the importance of activating and maintaining transponders, which are crucial for providing accurate real-time location data. Additionally, a communication plan will need to be developed to inform the public about these ongoing efforts. This will not only acknowledge the concerns raised by current app users, but also encourage those who may have discontinued using the app due to previous inaccuracies to reconsider.

### Goal 4 – Enhance Capital Infrastructure

#### *Recommendation 4.1 Improve Bus Stop Accessibility*

It is recommended that a comprehensive bus stop improvement program be pursued over the next five years that focuses on increasing comfortability and functionality for riders. In the winter season, some bus stops are not functional as the snow piles so high around them that it is difficult to wait next to them. Additionally, the most popular bus stops may have so many people waiting by them that riders are left standing in the snow carrying their ski equipment.

The Lift has approximately 167 bus stops, however, there is only a select group of stops that account for a majority of passenger usage. These high-priority stops should be the first candidates for Level 1-3 upgrade implementation. Subsequently, the next tier of highly used stops should be categorized as mid-priority for future upgrades.

Figure 48: Upgrade Variations



**Level 1 Upgrades  
(Short Term)**

- Upgrades to existing stops - signage, benches, trash cans, and shelters where appropriate
- Add shelters as part of development projects adjacent to existing stops
- Ensure consistent snow maintenance for pedestrian connections

**Level 2 Upgrades  
(Medium Term)**

- Enhanced larger shelters/ weather protection
- Lighting
- Real-Time Information Displays (or investment with app for more accurate display times with QR code at stops)
- Ski Racks

**Level 3 Upgrades  
(Long Term)**

- Mobility Hub Upgraded infrastructure
- Secure and well-lit bike parking
- Real-Time Information Displays
- Connected multi-modal infrastructure
- Bus Pull outs



Table 19: Stop Upgrades

Stop Name	Priority Level*	Upgrade Type
Winter Park Resort	High Priority	Level 3
Winter Park Resort - Lower Circle	High Priority	Level 3
Vasquez NB and SB	High Priority	Level 2
Cooper Creek Transit Center	High Priority	Level 3
Hideaway Park NB and SB	High Priority	Level 2
Winter Park Mountain Lodge	High Priority	Level 1
Miller Road Nb and SB	High Priority	Level 2
Middle Park Medical Center	High Priority	Level 1
Grand Meadows	High Priority	Level 1
Safeway @ CR 804	High Priority	Level 2
Safeway Main	High Priority	Level 1
Sun Song	High Priority	Level 1
Upper Rendezvous Road	Medium Priority	Level 1
Meadowridge Clubhouse	Medium Priority	Level 1
Meadow Ridge Court #26	Medium Priority	Level 1
Hi Country Haus Clubhouse	Medium Priority	Level 1
Hi Country Haus 14	Medium Priority	Level 1
Hideaway Park Southbound	Medium Priority	Level 2
Timber Run	Medium Priority	Level 1
Mountain Willow NB & SB	Medium Priority	Level 1
Old Victory Rd & Elk Ranch Rd	Medium Priority	Level 1
Grand Park Community Rec Center	Medium Priority	Level 3

\*Priority Level Determined by The Lift 2023 ridership by stops data and visual inspection of stops

*Recommendation 4.2 Study Feasibility of Park and Ride in Fraser*

The IceBox lot in Fraser has been identified as the most suitable location for the development of a park-and-ride facility. This site boasts ample space to accommodate a substantial parking area and a dedicated mobility hub offering a range of convenient services for riders.

As the exploration of additional routes progresses towards the end of the five-year planning horizon, the incorporation of the IceBox lot as a park-and-ride facility will be a key consideration. In this scenario, both

existing Fraser lines and any newly established routes would be strategically adjusted to include a stop at this centralized location, further enhancing accessibility for riders.

*Recommendation 4.3 Continue Fleet Upgrades*

The Lift's Zero-Emission Bus (ZEB) Plan, has a defined replacement schedule for buses (approximately two a year). As phase two of the transit facility project progresses and additional bus storage capacity becomes available, The Lift can initiate the gradual transition of certain routes to electric buses. The completion of the Lift's new facility will enable the Town to transition the entire fleet over the next decade.

**Goal 5 – Assess and Adapt Over the Course of the TDP Timeframe**

*Recommendation 5.1 Evaluate Microtransit Effectiveness*

The microtransit pilot program implemented during the summer of the second implementation year will provide valuable insights into its potential effectiveness. However, a comprehensive evaluation will require monitoring of the program's performance across a full year of operation. Two primary operational models exist for microtransit: self-operation by The Lift or utilizing a turnkey third-party operator. The evaluation process will be designed to assess program effectiveness regardless of the chosen operational model. Key metrics that will be tracked include:

- Passenger counts (per day, per hour, per month, per vehicle).
- Vehicle miles traveled.
- Average trip length.
- Unique new passenger numbers and statistics on rider retention over time.
- On-time performance.
- Numbers of pick-ups and drop-off made through deviation requests and the locations of each.
- Service utilization (passengers per hour) by time of day and day of week.

Through this evaluation, The Lift can determine the long-term viability of microtransit service and make informed decisions regarding its cost-effectiveness and the optimal operational model.

*Recommendation 5.2 Revisit Regional Connections Destinations*

As phase 2 of the transit facility maintenance project begins, the potential for expanding service to key destinations beyond the current service area increases. However, without an increase in funding, the ability to pay for these additional services is still hindered. Service planning of routes is prioritized to the following areas:





*Recommendation 5.3 Consideration of Consolidated Service as the Gondola Develops*

The planned three-gondola connection between downtown Winter Park and the village is expected to offer an alternative transportation option for resort and village visitors. This additional connection has the potential to reduce demand for The Lift's services from Winter Park to the Resort on several routes, potentially allowing for adjustments to service frequency or the number of connections offered.

*Recommendation 5.4 Consideration of a Regional Transportation Authority*

The study planning process has identified the potential avenue to provide the desired regional service in Grand County through the formation of a Regional Transportation Authority (RTA). This approach presents a compelling opportunity to secure long-term funding for public transportation services and foster greater regional participation and representation in their governance.

- Colorado law (Colorado Statutes 43-4 Part 6) allows municipalities, counties, and special districts to collaborate and establish an RTA to address regional transportation needs. The creation process typically involves several key steps:
- Membership and Public Input: Identifying potential RTA members and conducting public hearings within their jurisdictions to gauge interest in participation.
- Contract Development: Drafting a formal agreement that outlines the RTA's membership, term, functions, and geographical boundaries. This contract is then submitted to the Colorado Department of Transportation (CDOT) for review.
- Voter Approval: Submitting the RTA formation proposition to the electorate for approval through a general or special election.
- Revenue Collection: Upon voter approval, the RTA can commence collecting revenue in the following January.

RTAs could collect revenue from a variety of funding mechanisms, as shown in **Table 20**.

Table 20: Funding Mechanisms

Financing Mechanism	Provisions	Statutory Citation
Sales or Use Tax	RTAs may levy a sales or use tax, or both, of not more than 1 percent upon every transaction with respect to which a sales or use tax is levied by the state. If a member of the RTA is located within more than one authority, the total sales and/or use tax may not exceed 1 percent. The RTA may levy a sales or use tax at differing rates in designated parts of the authority. However, if the authority includes territory within the RTD's boundaries, the rate of the tax must be levied in such a way that the rate of tax within the territory of any single member of the combination is uniform.	Section 43-4-605 (1)(j)(l), C.R.S.
Annual Motor Vehicle Registration Fee	RTAs may impose an annual motor vehicle registration fee of not more than \$10 for each motor vehicle registered within any or all portions of the RTA boundaries. If a motor vehicle is registered in a county that is a member of more than one RTA, the total motor vehicle registration fees for that vehicle may not exceed \$10.	Section 43-4-605 (1)(i), C.R.S.
Visitor Benefit Tax	RTAs may levy a visitor benefit tax on those purchasing overnight rooms or accommodations within the RTA's boundaries. The visitor benefit tax may not exceed 2 percent of the price of the overnight room or accommodation. Further, at least 75 percent of the revenue derived from the tax must be used by the RTA to finance, construct, operate, and maintain the RTA's regional transportation system and to provide incentives to overnight visitors to use public transportation. No more than one-third of the RTA's total revenues may be derived from this tax.	Section 43-4-605 (1)(i.5), C.R.S.
Mill Levy*	RTAs may impose a uniform mill levy of up to five mills on all taxable property within the territory of the authority. Imposing such a levy does not affect the power of an authority to establish LIDs and impose special assessments	Section 43-4-605 (1)(j.5)(l), C.R.S.
Regional Transportation Activity Enterprises	RTAs may establish one or more enterprises. The enterprise must be owned by the entire authority, and may not be combined with another enterprise owned by a separate RTA. Enterprises may issue or reissue revenue bonds, and contract with other governmental or private entities for loans and grants related to the enterprise's functions.	Section 43-4-606, C.R.S.
Bonds	Pursuant to a resolution of its board, an RTA may issue bonds for any of its corporate purposes.	Section 43-4-609, C.R.S.

Source: Colorado Legislative Council Staff Memo dated 9/14/2017.

\*This provision is currently set to repeal January 1, 2029. The only RTA that has imposed a mill levy is the San Miguel Authority for Regional Transportation.

The formation of an RTA is a multi-year process, requiring significant time for establishment and revenue collection. In recognition of this extended timeline, it is recommended to initiate discussions with key stakeholders throughout the next five years. This approach will foster ongoing collaboration and ensure that all interested parties are informed and engaged in the process.

Should Grand County stakeholders ultimately determine that an RTA represents a viable long-term solution, the responsibility for serving additional destinations within the county would no longer fall solely on The Lift. This shared responsibility would provide a more sustainable and collaborative approach to regional transportation needs.

# Chapter 11 – Financial Plan

## Five Year Financial Plan

The five-year financial plan for The Lift is shown in **Table 21**. The table contains columns for each implementation phase and rows for the various revenue and expense categories, according to the recommended goals and strategies. Items important to note about the financial plan include:

- The status quo operating expense and revenue baseline is based on The Lift’s 2023 budgeted and actual costs
- A two percent inflation factor was used for estimating year-over-year annual expense growth (however, some expenses such as capital projects and certain recommendations increase and decrease each year due to implementation phasing). Expenses that begin beyond year one have this inflation factor applied.
- A one percent annual increase was used for estimating year-over-year annual revenue growth.
- All new capital expenses are assumed to have 80 percent paid from federal capital grants or other funding partners.
- The projected increase in transit service costs that affect partners has been added to operating income/revenue. This additional funding need will proportionally impact partners based on their current funding levels. It's important to clarify that while this translates to higher costs for partners, it does not represent an additional funding commitment beyond their existing proportional contributions.
- Years four and five have high total expenses primarily due to the capital costs associated with the construction of phase two work for the transit maintenance facility.

Due to the increase in transit service, planned and new capital projects, implementing the goals and recommendations based off status quo of expenses is currently unfeasible without additional funding contributions, an increase in sales tax or a new dedicated source of funding. However, it's important to note that the funding shortfall to achieve these visionary improvements is not so significant as to render the proposed service enhancements negligible. The benefits of increased service frequency and access desired by the community justify exploring potential funding solutions.

Table 21: Financial Plan by Phase

Category	2023 Estimated	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Operating Expenses</b>						
Status Quo Service Operating Expenses (2023 baseline)	\$4,318,735	\$4,405,109.61	\$4,493,211.80	\$4,171,076.04	\$4,254,497.56	\$4,339,587.51
<b>New Operating Expenses (Goals 1, 2, 3)</b>						
<i>Goal 1: Implement Local Service Preferred Alternative</i>						
1.1 Winter Park Lines		\$2,035,000	\$2,325,700	\$1,285,000	\$1,310,700	\$1,336,914
1.2 Fraser Lines		\$415,000	\$423,300	\$431,766.00	\$440,401	\$449,209
1.3 Microtransit Zone			\$400,000	\$885,000	\$902,700	\$920,754
<i>Goal 2: Implement Regional Service Preferred Alternative</i>						
1.1 Granby Line		\$295,000	\$300,900	\$306,918.00	\$313,056	\$319,317
1.2 Explore/Implement Additional Service to Key Destinations				\$400,000	\$408,000	
<i>Goal 3: Increase Organizational Capacity</i>						
3.1 Add Support Staff for Critical Functions			\$60,000	\$120,000	\$122,400	\$124,848
3.2 Increase Customer Satisfaction		\$20,000	\$20,400	\$20,808	\$21,224	\$21,649
<b>Total New Operating Expenses</b>		\$2,765,000	\$3,530,300	\$3,049,492	\$3,510,482	\$3,580,691
<b>Total Operating Expenses</b>		<b>\$7,170,110</b>	<b>\$8,023,512</b>	<b>\$7,220,568</b>	<b>\$7,764,979</b>	<b>\$7,920,279</b>
<b>Operating Income/Revenues</b>						
SALES TAX	\$4,026,045	\$4,066,000	\$4,107,000	\$4,148,000	\$4,189,000	\$4,231,000
TRANSIT IGA	\$128,815	\$130,100	\$131,400	\$132,700	\$134,000	\$135,300
TOWN OF FRASER	\$816,631	\$1,010,881	\$1,021,000	\$1,031,200	\$1,041,500	\$1,051,900
TOWN OF GRANBY	\$86,764	\$152,254	\$153,800	\$155,300	\$206,900	\$259,000
GRAND COUNTY	\$259,957	\$466,657	\$471,300	\$341,300	\$494,700	\$649,600
5311 OPERATING	\$358,000	\$361,600	\$365,200	\$368,900	\$372,600	\$376,300
TRANSIT USER FEES	\$135,079	\$136,000	\$137,000	\$138,000	\$139,000	\$140,000
RENTAL/LEASE INCOME	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000

Category	2023 Estimated	Year 1	Year 2	Year 3	Year 4	Year 5
EARNINGS ON INVESTMENT	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	10000
MISC REVENUE	\$300,000	\$303,000	\$306,000	\$309,000	\$312,000	\$315,000
<b>Total Operating Income</b>	<b>\$6,169,291.59</b>	<b>\$6,684,492.59</b>	<b>\$6,750,700.00</b>	<b>\$6,682,400.00</b>	<b>\$6,947,700.00</b>	<b>\$7,216,100.00</b>
<b>Capital Expenses</b>						
<i>Planned Capital Outlay</i>						
Transit Mnt Facility	\$-			\$5,000,000		
Capital Crosswalks Improvements						
Capital Equipment		\$2,348,000	\$2,406,000	\$2,611,000		
<i>New Capital Expenses (Goal 4: Enhance Capital Infrastructure)</i>						
4.1 Bus Stop Improvement Program		\$200,000	\$204,000	\$208,080	\$212,242	\$216,486
4.2 Park and Ride					\$300,000	
<b>Total Capital Expenses</b>		<b>\$2,548,000</b>	<b>\$2,610,000</b>	<b>\$7,819,080</b>	<b>\$512,242</b>	<b>\$216,486</b>
<b>Capital Income</b>						
Capital Projects Grants (State and Federal)		\$1,878,400.0	\$1,924,800.0	\$6,088,800.0		
<b>Total Capital Income</b>		<b>\$1,878,400</b>	<b>\$1,924,800</b>	<b>\$6,088,800</b>		
<b>SUMMARY</b>						
<b>Total Expenses (Operating + Capital)</b>		<b>\$9,718,110</b>	<b>\$10,633,512</b>	<b>\$15,039,648</b>	<b>\$8,277,221</b>	<b>\$8,136,765</b>
<b>Total Revenue</b>		<b>\$8,562,893</b>	<b>\$8,675,500</b>	<b>\$12,771,200</b>	<b>\$6,947,700</b>	<b>\$7,216,100</b>
<b>NET REVENUE MINUS EXPENSES</b>		<b>\$(1,155,217.02)</b>	<b>\$(1,958,011.80)</b>	<b>\$(2,268,448.04)</b>	<b>\$(1,329,521.00)</b>	<b>\$(920,665.42)</b>

## Funding Mechanisms

The Lift benefits from a stable funding foundation provided by the existing Transit and Trails Sales Tax. To further strengthen its financial position, the agency actively pursues and leverages available state and federal grant opportunities to support both operational and capital expenses.

### Federal Funding

For federal funding sources, The Lift has primarily utilized FTA 5311 operating assistance program and the 5339 capital assistance program. These sources are anticipated to continue to support transit operations, and through the recently passed Infrastructure Investment and Jobs Act (IIJA) (also known as the “Bipartisan Infrastructure Law”), there are new and/or expanded funding opportunities for capital projects through a variety of programs including:

- Bus and Bus Facilities Competitive Grants
- Mobility Innovation Programs
- Bus and Bus Facilities Formula Grants (5339)
- Charging and Fueling Infrastructure Grants
- Low or No Emission Bus Grants
- Local and Regional Project Assistance Grants (RAISE)
- Federal Land Access Program (FLAP) for transportation linking to federal lands and gateway recreation communities

It is recommended that The Lift work with CDOT to prepare for and apply for these programs, as appropriate, to help support the various capital projects identified herein. More information on the Bipartisan Infrastructure Law can be found at <https://www.transportation.gov/bipartisan-infrastructure-law/bipartisan-infrastructure-law-grant-programs>.

#### *Review of Other Federal Funding Sources*

The Lift should review potential funding sources annually and as part of any new added service or new capital project. Other federal funding sources to consider in the future include:

**5310 Enhanced Mobility of Seniors and Individuals with Disabilities.** This formula fund supports public transportation for seniors and individuals with disabilities by funding eligible capital, purchased service, and preventive maintenance projects for transportation providers. Eligible projects include vehicle purchases, passenger shelters, purchased services, preventive maintenance, travel training, marketing programs, development of centralized call centers, and other equipment that supports transportation to meet the special needs of seniors and individuals with disabilities.

**Pilot Program for Transit-Oriented Development Planning.** The Pilot Program for TOD Planning provides funding to communities to integrate land use and transportation planning in new fixed guideway and core capacity transit project corridors. As required by statute, any comprehensive or site-specific planning funded through the pilot program must examine ways to improve economic development and ridership potential, foster multimodal connectivity and accessibility, improve transit access for pedestrian and bicycle traffic, engage the private sector, identify infrastructure needs, and enable mixed-use development near transit stations.

**Strengthening Mobility and Revolutionizing Transportation (SMART).** The SMART program was established to provide grants to eligible public sector agencies to conduct demonstration projects focused on advanced smart community technologies and systems in order to improve transportation efficiency and safety. Potential projects include queue jump infrastructure and systems, develop curriculum and training for AV and EV transit operations in partnership with labor and workforce development partners.

### **Sales Tax Increase**

An increase to the current 2% Transit & Trails sales tax presents a potential path for securing additional funding for transit services. However, this approach requires a significant investment in time, public outreach, and garnering broad community support. Voter approval would be needed to increase the sales tax along with political will of Winter Park.

### **Public Private Partnerships - Winter Park Resort**

Enhanced transit service offers significant benefits to the Resort by facilitating convenient access for both its workforce and visitors. Other ski resorts in Colorado have committed funding to local transit agencies in order to provide enhanced service. Additional opportunities to partner with the resort could be when planning mobility hubs, multi-modal connections, and enhanced bus stops at and near the resort. By fostering a collaborative approach, The Lift and the Resort can work together to create a more efficient and user-friendly transportation network that benefits both parties.

### **RTA Funding**

As mentioned in Chapter 10, the formation of an RTA with an additional regional taxation mechanism could help support regional service needs.

### **Additional Local Funding**

The Lift could also look to additional local funding for local governments to support increased transit services, either as seed money to start a new service or as an ongoing commitment to support sustained operations.

# Chapter 11 – Implementation Plan

As The Lift moves towards implementing the vision presented herein, it is important to note that this vision may take many years longer than anticipated to achieve and may evolve differently over time due to changing needs, opportunities, and funding. This implementation chapter emphasizes flexibility and adaptability to ever-changing conditions for transit within the region.

## Implementation Strategies

In recognition of the current funding limitations, the implementation plan has been designed with flexibility in mind. This adaptability allows The Lift to prioritize the most critical service enhancements and capital improvements within the available resources. A data-driven approach will guide ongoing evaluations, ensuring adjustments to the timing, scope, and refinement of strategies as needed. This nimble approach will maximize the plan's effectiveness while staying responsive to budgetary realities.

## Priority Improvements

While the preferred alternative proposes enhancements across all existing routes, a phased implementation strategy could prioritize routes demonstrating the highest efficiency. Focusing on routes with the greatest ridership per service hour would maximize cost-effectiveness. The routes exceeding service supplied hours are the following:

- Black
- Red
- Purple Express
- Blue
- Brown
- Orange
- Green

## Stay Opportunistic and Flexible

As The Lift moves ahead with the implementation of the TDP system vision, unforeseen opportunities and potential challenges may make it necessary to adjust implementation, moving quicker or slower. In addition, both capital and operating funding may not follow the plan and create the need to follow the strategies shown in **Figure 49**.



**Opportunity****Strategy**

New capital funding opportunity

- Develop ongoing capital project readiness to move projects earlier
- Keep up-to-date fleet state of good repair assessments
- Have local match available within capital funds

New operating funding opportunity

- Keep prioritized service improvement list to fund new service earlier
- Keep operating budget accurate with current service cost allocation
- Track amount of over-matched local funds available to match to new funding

Lower capital funding opportunity

- Keep prioritized capital improvement list and move projects later
- Delay vehicle replacements based on state of good repair
- Diversify capital funding sources and leverage to adapt to reductions in individual sources

Lower operating funding opportunities

- Delay implementation of TDP strategies
- Diversify operations funding sources and leverage to adapt to reductions in individual sources

Figure 49: Strategies for Changing Funding Scenarios

### Incorporate Marketing and Outreach

The successful launch of any new route or service change hinges on effective marketing and public outreach. Therefore, the implementation plan prioritizes these activities, particularly in generating public awareness of the enhanced services.

Key strategies to enhance marketing and outreach efforts include:

- Enhanced Traveler Information: Develop improved resources through website updates and real-time customer information systems (apps and at stops).
- Microtransit Branding: A third part turn-key operator will help establish a distinct brand identity for unique transit services like microtransit, complementing the existing brand but clearly communicating the service's novelty.
- Local Advertising Campaign: Increase local advertising exposure on traditional and social media platforms.

- Community Engagement: Leverage existing community groups to raise awareness and promote service improvements. Invite key stakeholders to serve as ambassadors, encouraging them to discuss The Lift at community events and promote the service through their online channels.
- Employer and Resort Partnerships: Develop targeted partnerships with key employers and ski resort operators to increase awareness and ridership among employees and commuters.
- Community Event Presence: Establish a presence at local events (markets, sporting events, meetings, neighborhood gatherings) with informational booths staffed by friendly representatives. This low-cost strategy fosters awareness and builds trust in the new service.

## Phasing and Timeline

The phasing approach to delivering this plan is largely dependent on funding availability and possible partnerships. Phases can be viewed as years or benchmarks of service to implement as funding becomes available.



### **Phase 1 & 2**

#### GOALS 1 and 2

- Focus on enhancing service on all existing routes
- Introduce a microtransit pilot summer program in phase 2 summer

#### GOAL 3

- Continue to work on reliability upgrades to the app
- Communicate improvements to the app with the public
- Add one support staff to The Lift

#### GOAL 4

- Begin to improve priority bus stops



### **Phase 3**

#### GOALS 1 and 2

- Continue enhancing service on all existing routes if not all have been accomplished by phase 3
- Implement year-round microtransit zone
- Consolidate and modify existing routes for efficiency

#### GOAL 3

- Add one support staff to The Lift

#### GOAL 4

- Continue capital project implementation, including BEB replacement and phase 2 of transit maintenance facility

#### GOAL 5

- Begin discussions on possible RTA formation



### **Phase 4 & 5**

#### GOALS 1 & 2

- Consider adding an additional route to serve Granby (potential to connect with park and ride)

#### GOAL 4

- Park and Ride Construction

#### GOAL 5

- Decide with stakeholders if RTA is feasible, which will determine The Lift's approach to additional regional service

## Performance Measures

An important aspect of the TDP implementation is monitoring The Lift's performance over time through tracking and benchmarking performance measures. Typically, performance measures are organized into performance categories:

- ✓ Ridership
- ✓ Safety
- ✓ Financial
- ✓ Customer Satisfaction

Many possible metrics within each of these categories could be measured, benchmarked, and reported, but it is important to develop a small list of two to three performance measures for each category so that the tracking of these measures over time is not overly burdensome or time-consuming. Based on current measures, historical performance, and best practices, a list of updated measures and goals are presented in **Table 22**.

*Table 22: Suggested Performance Measures and Benchmarks*

Category	Performance Measure	Suggested Goal	Frequency of Measurement
<b>Ridership and Service Delivery</b>	Overall Productivity (passengers per hour)	15	Monthly and Year to Date (YTD)
	Town-to-Resort Route Productivity	20	Monthly and YTD
	Residential Route Productivity	15	Monthly and YTD
	Commuter Route Productivity	10	Monthly and YTD
	Special Routes/ Services Productivity	8	Quarterly
	Microtransit Average Trip Fulfillment Time	15 minutes or less	Monthly and YTD
	Microtransit Productivity	5	Monthly and YTD
	Microtransit Shared Rides	50% of greater	Monthly and YTD
	On-time Performance (within 0-6 minutes of scheduled time)	92%	Monthly and YTD
<b>Safety and Quality</b>	Preventable Accidents per 100,000 miles	< 1.5	Quarterly
	Vehicle Uptime	85% or higher	Monthly
	Road Calls	< 1 per 15k service miles	Quarterly
<b>Financial</b>	Budget vs. Actual	< 10% variance	Monthly and YTD
	Cost per Vehicle Service Hour	< \$140	Quarterly
	Cost per Passenger	< \$7.00	Quarterly
<b>Customer Experience</b>	Rider Survey Rating	90% or more satisfaction rate; 4.5 or higher microtransit rating from app	Annually with customer survey; monthly with microtransit data
	Verifiable Complaints per 100,000 boardings	< 10 (0.1% complaint rate)	Monthly and YTD
	Spanish Translation Rate for Schedule and Route Info	100%	Annually