



BAR HARBOR
MAINE

BAR HARBOR FERRY PROPERTY

BUSINESS PLAN

MAY 14, 2018

Goals (per Advisory Committee)

- Improve residents' and visitors' enjoyment of Agamont Park on cruise ship days
- Ease vehicular traffic and parking by buses, taxis, etc. on cruise ship days
- Create public access to the water at the Ferry Property
- Improve the cruise ship passenger experience
- Cause the least amount of harm environmentally
- Make the project financially viable
- Provide additional parking
- Explore whether Bay Ferries can be compatible with these uses and potentially financially beneficial
- Consolidate cruise ship buses, taxis, etc. at the Ferry Property as part of implementation of the multi-use marine and transportation facility

Process

- Site programming objectives...

Marine

- Ensure public access to the water
- Generate revenue
- Preserve the entire footprint of existing submerged lands (if feasible)

Upland

- Support marine goals
- Provide satellite/overflow parking for the Town center
- Relieve cruise-related congestion in Town center by consolidating motorcoach staging/dispatching/loading activity at the Ferry Property
- Provide a transportation hub/transit link to the Town center

Process

- Explored three overarching alternatives and 22 different concepts to meet objectives
 - Narrowed to 14 based on feasibility
- Developed detailed 20-year profit & loss forecasts for all 14 concepts
 - Cost estimates developed and provided by CES, Inc. (Brewer, ME)
 - Marina and parking assessments developed and provided by Lambert Advisory
- Ferry Property revenue assumptions for cruise based on current passenger volumes allocated according to three potential scenarios:
 - 20% of total current passenger volume
 - 34% of total current passenger volume
 - 40% of total current passenger volume

Process

- All work performed in close consultation with Town of Bar Harbor project team:
 - Tom Crikelair, Resident
 - Martha Searchfield, Resident
 - Cornell Knight, Town of Bar Harbor
 - Charlie Phippen, Town of Bar Harbor
 - Stan Harmon, Town of Bar Harbor

Alternatives – organized as follows

- Alternative A – Marina; no cruise tendering or international ferry
- Alternative B – Marina + cruise tendering; no international ferry
- Alternative C – Marina + cruise tendering + international ferry

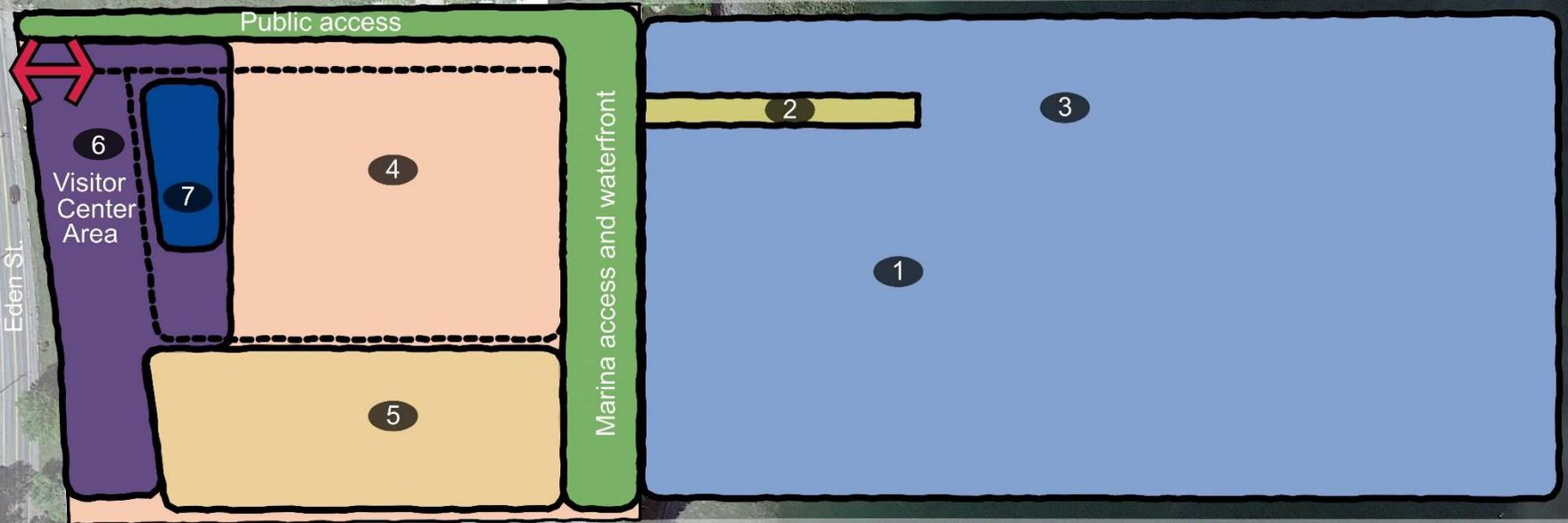
Alternative A uses

- Marina
- Boat ramp
- Local ferry
- Parking
- Marina support facility/visitor center
- Bus staging/loading/unloading
- No cruise tendering
- No international ferry

MARINE USES

- 1 Recreational / Commercial Marina
- 2 Public boat ramp
- 3 Local ferry

A



NON-MARINE USES

- 4 Parking
- 5 Motorcoaches/ flex space
- 6 Transportation hub/transit link to Town Center
- 7 Support building(s)

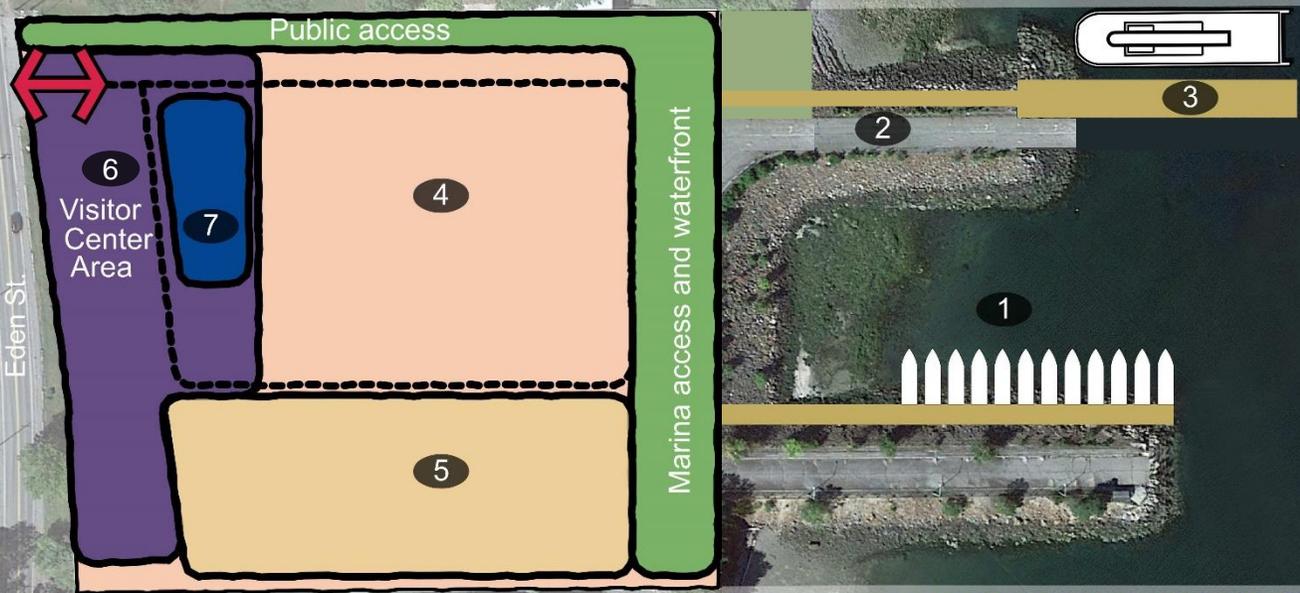
Note: For discussion not a survey

Concept Diagram A

Graphic Scale 0 10 20 30 40 50 60 70 80 90 100 April 18, 2018

MARINE USES

- 1 Recreational / Commercial Marina
- 2 Public boat ramp
- 3 Local ferry



NON-MARINE USES

- 4 Parking
- 5 Motorcoaches/ flex space
- 6 Transportation hub/transit link to Town Center
- 7 Support building(s)

BAR HARBOR FERRY TERMINAL

To Bar Harbor

Note: For discussion not a survey

Concept Diagram A1



April 18, 2018

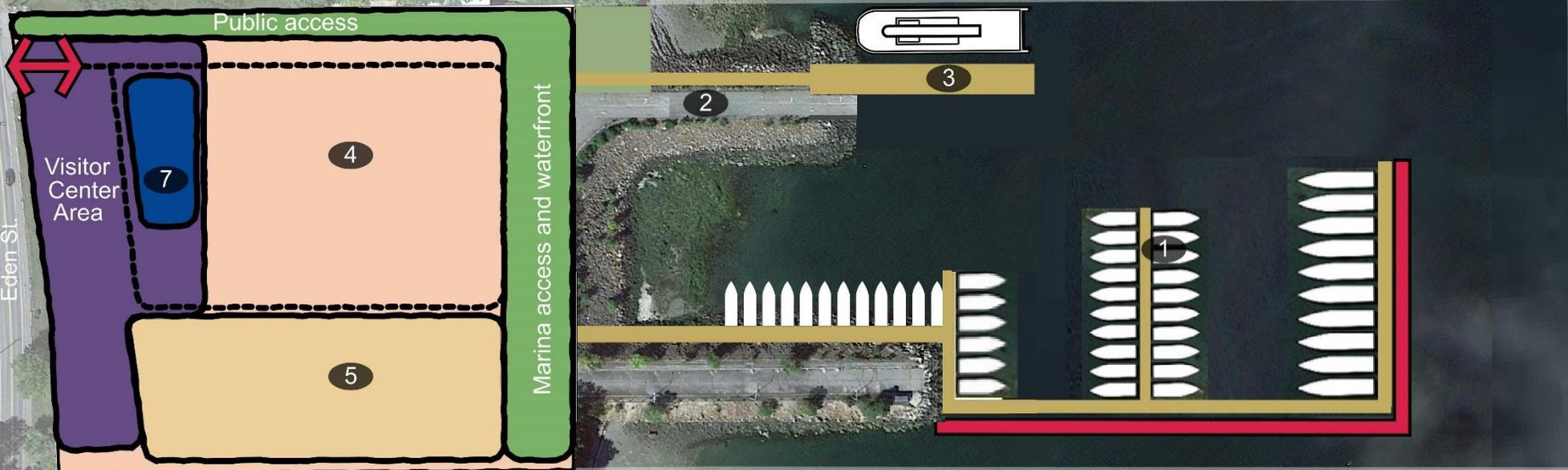
Alternatives comparison - amenities

A1

	Concept A1
Marina slips	
Seasonal local user	8
Transient	4
TOTAL	12
Parking spaces	
Marine use	31
Municipal/public	219
Municipal/public flex	50
TOTAL (municipal/public)	269

MARINE USES

- 1 Recreational / Commercial Marina
- 2 Public boat ramp
- 3 Local ferry



NON-MARINE USES

- 4 Parking
- 5 Motorcoaches/ flex space
- 6 Transportation hub/transit link to Town Center
- 7 Support building(s)

Note: For discussion not a survey

Concept Diagram A2



April 18, 2018

To Ellsworth

Eden St.

To Bar Harbor

Alternatives comparison - amenities

A2

	Concept A1	Concept A2
Marina slips		
Seasonal local user	8	32
Transient	4	16
TOTAL	12	48
Parking spaces		
Marine use	31	43
Municipal/public	219	207
Municipal/public flex	50	50
TOTAL (municipal/public)	269	257

Alternative A financials (2024)

	Advisory Committee	Concept A1		Concept A2	
		2024	Δ	2024	Δ
Total Revenue	\$1,150,500	\$1,006,648	\$(143,852)	\$1,280,536	\$130,036
Total Expenses	\$734,200	\$974,125	\$239,925	1,070,082	\$335,882
Net Operating Income	\$416,300	\$32,523	\$(383,777)	\$210,454	\$(205,846)
Investment (cash)	\$ -	\$47,741	\$47,741	\$64,453	\$64,453
Debt Service	\$571,376	\$809,901	\$238,525	\$912,573	\$341,197
Net Cash Flow	\$416,300	\$(15,218)	\$(431,518)	\$146,001	\$(270,299)
Net Income (EBITDA) after Debt Service	\$(155,076)	\$(825,119)	\$(670,043)	\$(766,572)	\$(611,496)

Revenue

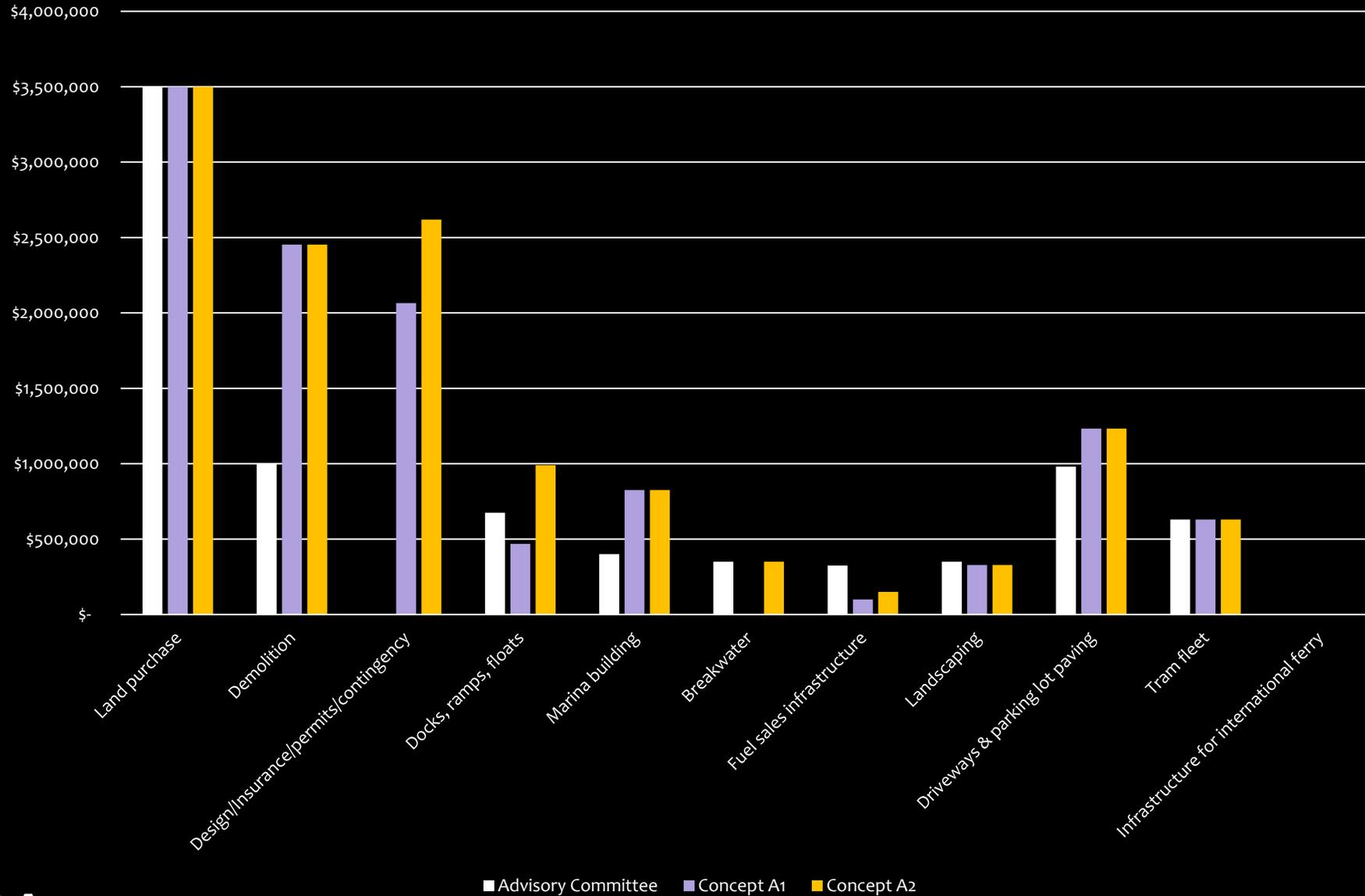
- Results comparable

Expenses

- Personnel + \$162,906
- Non-personnel + \$269,014
- CAPITAL + \$238,525/\$341,197

Alternatives comparison – capital expenses

A1/A2



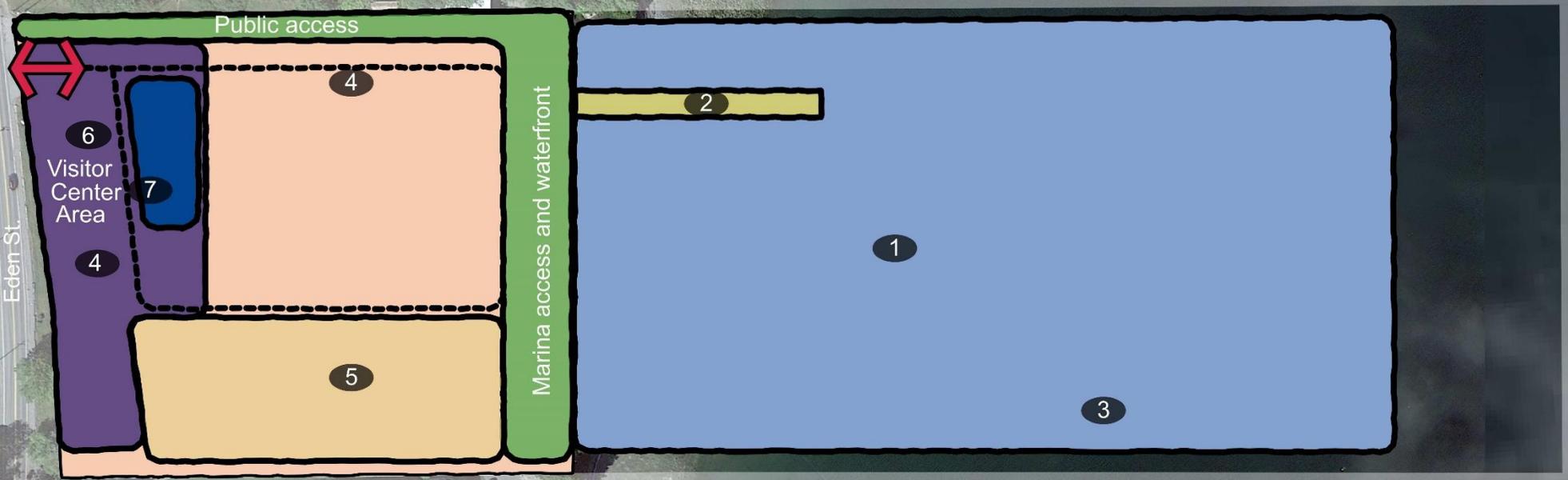
Advisory Committee
\$8,210,000
Concept A1
\$11,602,591
Concept A2
\$13,077,860

Alternative B uses

- Marina
- Boat ramp
- Local ferry
- Parking
- Bus staging/loading/unloading
- Cruise tendering
- No international ferry

MARINE USES

- 1 Recreational / Commercial Marina
- 2 Public boat ramp
- 3 Cruise tendering



NON-MARINE USES

- 4 Parking
- 5 Motorcoaches/ flex space
- 6 Transportation hub/transit link to Town Center
- 7 Support building(s)

To Ellsworth

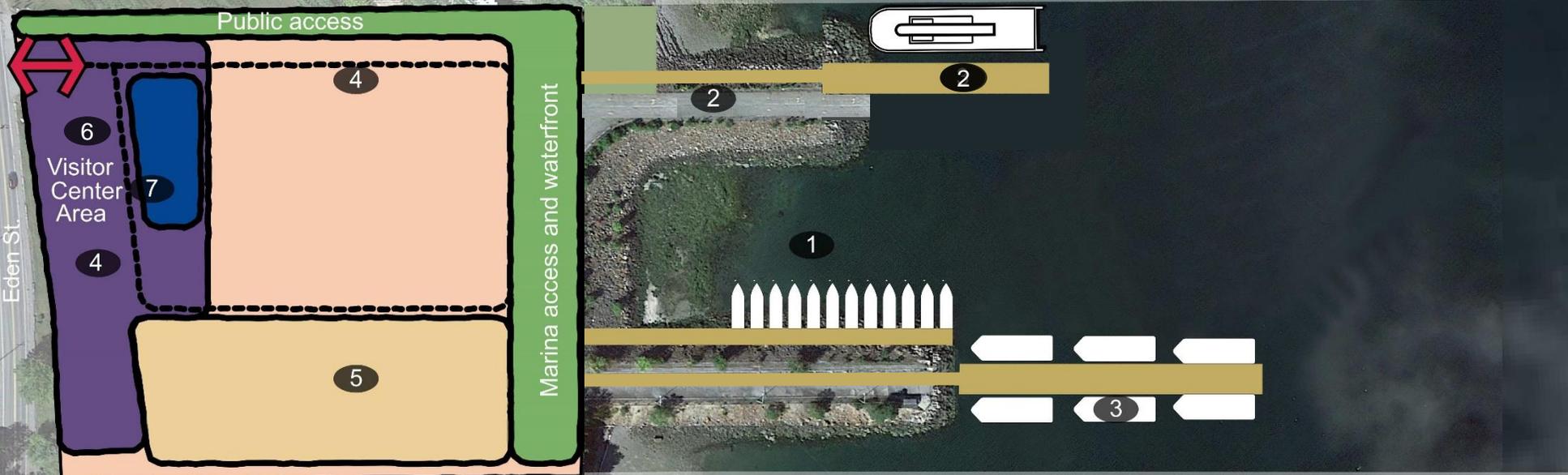
Eden St.

To Bar Harbor

BAR HARBOR FERRY TERMINAL

MARINE USES

- 1 Recreational / Commercial Marina
- 2 Public boat ramp / Local ferry
- 3 Cruise tendering



NON-MARINE USES

- 4 Parking
- 5 Motorcoaches/ flex space
- 6 Transportation hub/transit link to Town Center
- 7 Support building(s)

BAR HARBOR FERRY TERMINAL

To Ellsworth

Eden St.

To Bar Harbor

Alternatives comparison - amenities

	Concept A1	Concept A2	Concept B2
Marina slips			
Seasonal local user	8	32	8
Transient	4	16	4
TOTAL	12	48	12
Parking spaces			
Marine use	31	43	31
Municipal/public	219	207	219
Municipal/public flex	50	50	50
TOTAL (municipal/public)	269	257	269

Alternative B2 financials (2024)

	Advisory Committee	Concept B2 (20%)		Concept B2 (34%)		Concept B2 (40%)	
		2024	Δ	2024	Δ	2024	Δ
Total Revenue	\$1,150,500	\$1,416,515	\$266,015	\$1,698,586	\$548,086	\$1,821,052	\$670,552
Total Expenses	\$734,200	\$974,125	\$239,925	\$974,125	\$294,041	\$974,125	\$239,925
Net Operating Income	\$416,300	\$442,390	\$26,090	\$724,461	\$254,045	\$846,926	\$430,626
Investment (cash)	\$ -	\$54,116	\$54,116	\$54,116	\$54,116	\$54,116	\$54,116
Debt Service	\$571,376	\$837,295	\$265,919	\$837,295	\$265,919	\$837,295	\$265,919
Net Cash Flow	\$416,300	\$388,274	\$(28,026)	\$670,345	\$254,045	\$792,810	\$376,510
Net Income (EBITDA) after Debt Service	\$(155,076)	\$(449,022)	\$(293,946)	\$(166,950)	\$(11,874)	\$(44,485)	\$110,591

Revenue

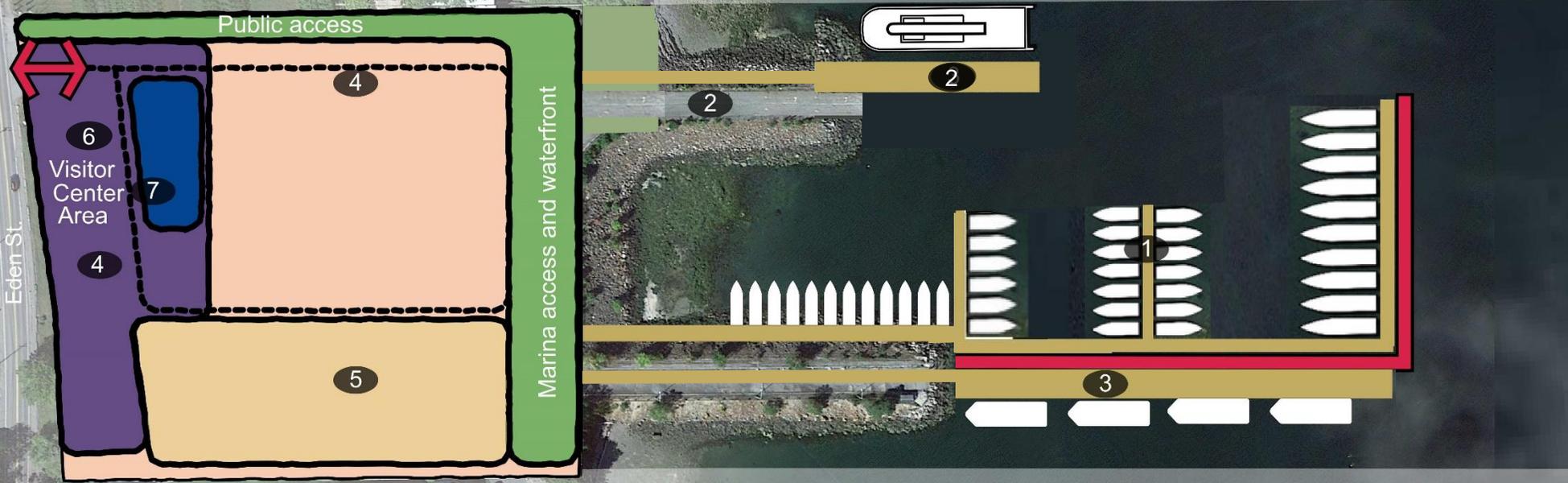
- Cruise (20%) + \$328,742
- Cruise (34%) + \$610,814
- Cruise (40%) + \$733,279

Expenses

- Personnel + \$162,906
- Non-personnel + \$269,014
- CAPITAL + \$265,919

MARINE USES

- 1 Recreational / Commercial Marina
- 2 Public boat ramp / Local ferry
- 3 Cruise tendering



Eden St.

To Bar Harbor

NON-MARINE USES

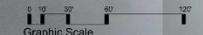
- 4 Parking
- 5 Motorcoaches/ flex space
- 6 Transportation hub/transit link to Town Center
- 7 Support building(s)

BAR HARBOR FERRY TERMINAL

20

Note: For discussion not a survey

Concept Diagram B3



April 18, 2018

Alternatives comparison – amenities

B3

	Concept A1	Concept A2	Concept B2	Concept B3
Marina slips				
Seasonal local user	8	32	8	28
Transient	4	16	4	14
TOTAL	12	48	12	42
Parking spaces				
Marine use	31	43	31	41
Municipal/public	219	207	219	209
Municipal/public flex	50	50	50	50
TOTAL (municipal/public)	269	257	269	259

Alternative B3 financials (2024)

	Advisory Committee	Concept B3 (20%)		Concept B3 (34%)		Concept B3 (40%)	
		2024	Δ	2024	Δ	2024	Δ
Total Revenue	\$1,150,500	\$1,645,385	\$494,885	\$1,927,456	\$776,956	\$2,049,921	\$899,421
Total Expenses	\$734,200	\$1,057,582	\$323,382	\$1,057,582	\$323,382	\$1,057,582	\$323,382
Net Operating Income	\$416,300	\$587,803	\$171,503	\$869,874	\$453,574	\$992,339	\$576,039
Investment (cash)	\$ -	\$72,767	\$72,767	\$72,767	\$72,767	\$72,767	\$72,767
Debt Service	\$571,376	\$952,996	\$381,620	\$952,996	\$381,620	\$952,996	\$381,620
Net Cash Flow	\$416,300	\$515,036	\$98,736	\$797,108	\$380,808	\$919,573	\$503,273
Net Income (EBITDA) after Debt Service	\$(155,076)	\$(437,960)	\$(282,884)	\$(155,888)	\$(812)	\$(33,423)	\$121,653

Revenue

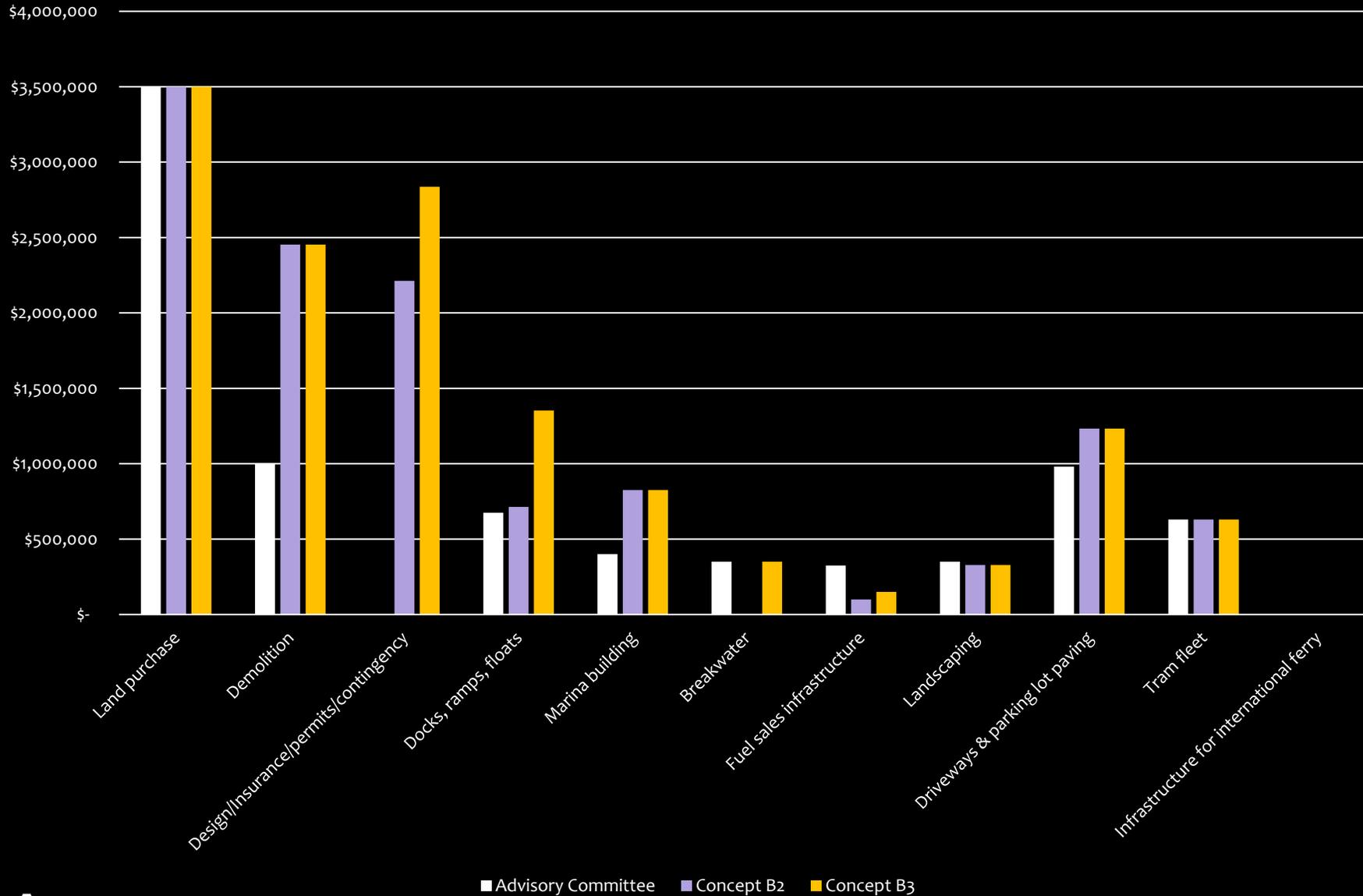
- Cruise (20%) + \$328,742
- Cruise (34%) + \$610,814
- Cruise (40%) + \$733,279

Expenses

- Personnel + \$185,637
- Non-personnel + \$329,740
- CAPITAL + \$381,620

Alternatives comparison – capital expenses

B2/B3



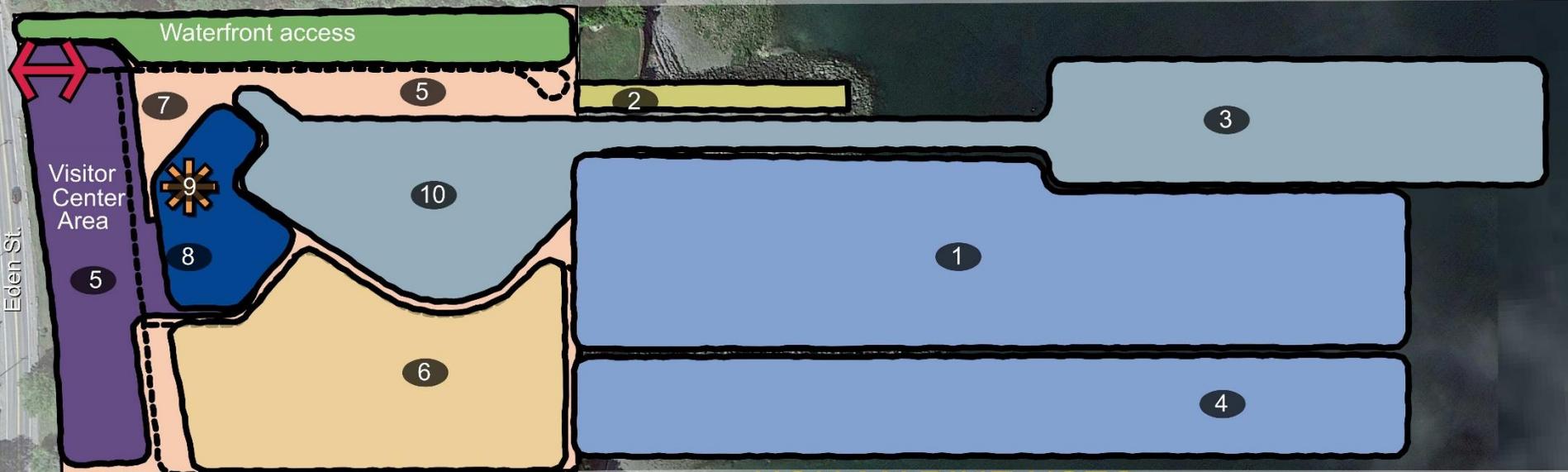
Advisory Committee
\$8,210,000
Concept B2
\$11,996,211
Concept B3
\$13,658,694

Alternative C uses

- Marina
- Boat ramp
- No local ferry
- Parking
- Bus staging/loading/unloading
- Cruise tendering
- International ferry

MARINE USES

- 1 Recreational / Commercial Marina
- 2 Public boat ramp
- 3 International ferry
- 4 Cruise tendering



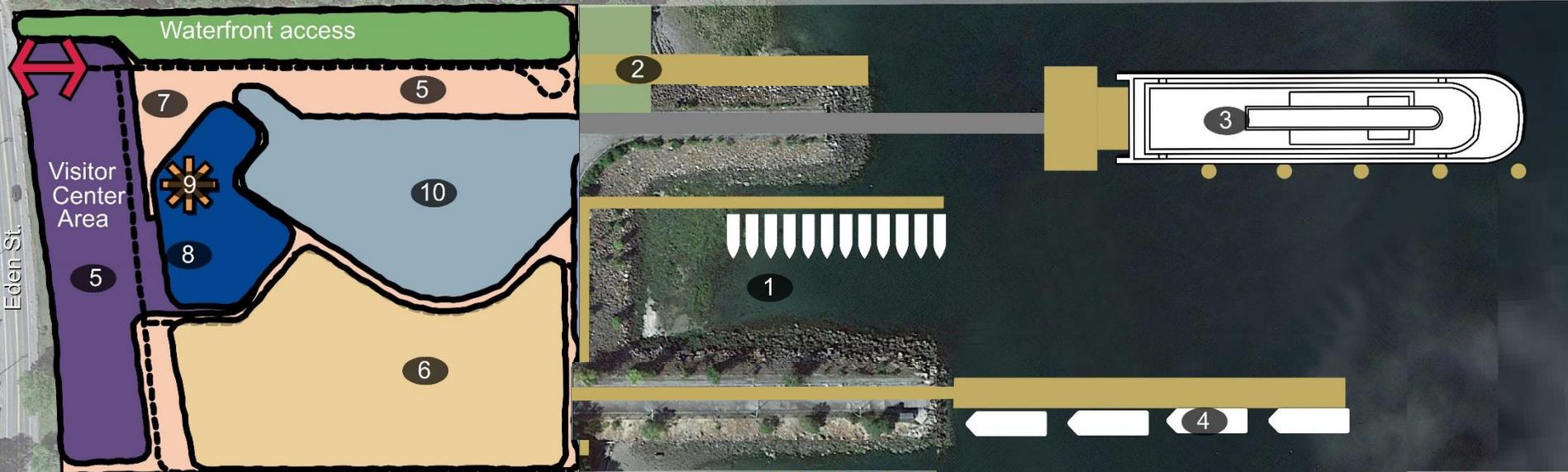
NON-MARINE USES

- 5 Parking
- 6 Motorcoaches/ flex space
- 7 Transportation hub/transit link to Town Center
- 8 Support building(s)
- 9 US CBP

Note: For discussion not a survey

MARINE USES

- 1 Recreational / Commercial Marina
- 2 Public boat ramp
- 3 International ferry
- 4 Cruise tendering



NON-MARINE USES

- 5 Parking
- 6 Motorcoaches/ flex space
- 7 Transportation hub/transit link to Town Center
- 8 Support building(s)
- 9 US CBP

Alternatives comparison – amenities

C1

	Concept A1	Concept A2	Concept B2	Concept B3	Concept C1
Marina slips					
Seasonal local user	8	32	8	28	8
Transient	4	16	4	14	4
TOTAL	12	48	12	42	12
Parking spaces					
Marine use	31	43	31	41	140
Municipal/public	219	207	219	209	110
Municipal/public flex	50	50	50	50	50
TOTAL (municipal/public)	269	257	269	259	160

Alternative C1 financials (2024)

	Advisory Committee	Concept C1 (20%)		Concept C1 (34%)		Concept C1 (40%)	
		2024	Δ	2024	Δ	2024	Δ
Total Revenue	\$1,150,500	\$1,632,703	\$482,203	\$1,914,775	\$764,275	\$2,037,240	\$886,740
Total Expenses	\$734,200	\$985,654	\$251,454	\$985,654	\$251,454	\$985,654	\$251,454
Net Operating Income	\$416,300	\$647,050	\$230,750	\$929,121	\$512,821	\$1,051,586	\$635,286
Investment (cash)	\$ -	\$92,846	\$92,846	\$92,846	\$92,846	\$92,846	\$92,846
Debt Service	\$571,376	\$881,663	\$310,287	\$881,663	\$310,287	\$881,663	\$310,287
Net Cash Flow	\$416,300	\$554,204	\$137,904	\$836,276	\$419,976	\$958,741	\$542,441
Net Income (EBITDA) after Debt Service	\$(155,076)	\$(327,459)	\$(172,383)	\$(45,387)	\$109,689	\$77,078	\$232,154

Revenue

- Cruise (20%) + \$328,742
- Cruise (34%) + \$610,814
- Cruise (40%) + \$733,279

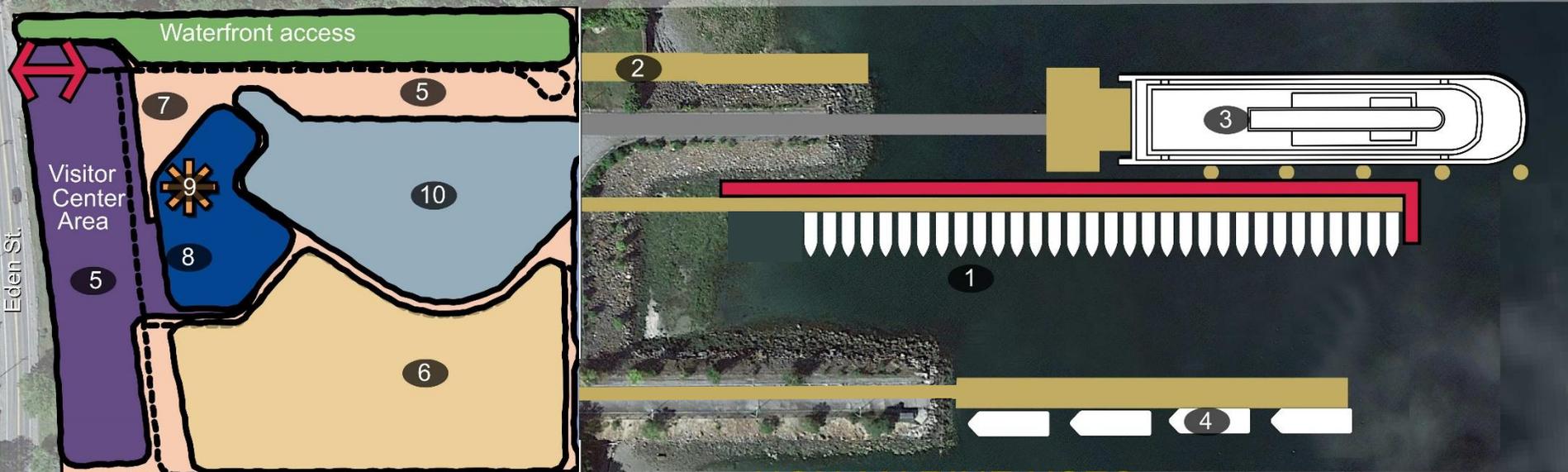
Expenses

- Personnel + \$162,906
- Non-personnel + \$269,014
- CAPITAL + \$310,287*

* Includes \$3M capital contribution from BFL

MARINE USES

- 1 Recreational / Commercial Marina
- 2 Public boat ramp
- 3 International ferry
- 4 Cruise tendering



NON-MARINE USES

- 5 Parking
- 6 Motorcoaches/ flex space
- 7 Transportation hub/transit link to Town Center
- 8 Support building(s)
- 9 US CBP

Alternatives comparison - amenities

C2

	Concept A1	Concept A2	Concept B2	Concept B3	Concept C1	Concept C2
Marina slips						
Seasonal local user	8	32	8	28	8	21
Transient	4	16	4	14	4	11
TOTAL	12	48	12	42	12	32
Parking spaces						
Marine use	31	43	31	41	140	147
Municipal/public	219	207	219	209	110	103
Municipal/public flex	50	50	50	50	50	50
TOTAL (municipal/public)	269	257	269	259	160	153

Alternative C2 financials (2024)

	Advisory Committee	Concept C2 (20%)		Concept C2 (34%)		Concept C2 (40%)	
		2024	Δ	2024	Δ	2024	Δ
Total Revenue	\$1,150,500	\$1,793,588	\$643,088	\$2,075,659	\$925,159	\$2,198,125	\$1,047,625
Total Expenses	\$734,200	\$1,069,111	\$334,911	\$1,069,111	\$334,911	\$1,069,111	\$334,911
Net Operating Income	\$416,300	\$724,477	\$308,177	\$1,006,549	\$590,249	\$1,129,014	\$712,714
Investment (cash)	\$ -	\$104,135	\$104,135	\$104,135	\$104,135	\$104,135	\$104,135
Debt Service	\$571,376	\$922,286	\$350,910	\$922,286	\$350,910	\$922,286	\$350,910
Net Cash Flow	\$416,300	\$620,342	\$204,042	\$902,413	\$486,113	\$1,024,878	\$608,578
Net Income (EBITDA) after Debt Service	\$(155,076)	\$(301,944)	\$(146,868)	\$(19,873)	\$135,203	\$102,593	\$257,669

Revenue

- Cruise (20%) + \$328,742
- Cruise (34%) + \$610,814
- Cruise (40%) + \$733,279

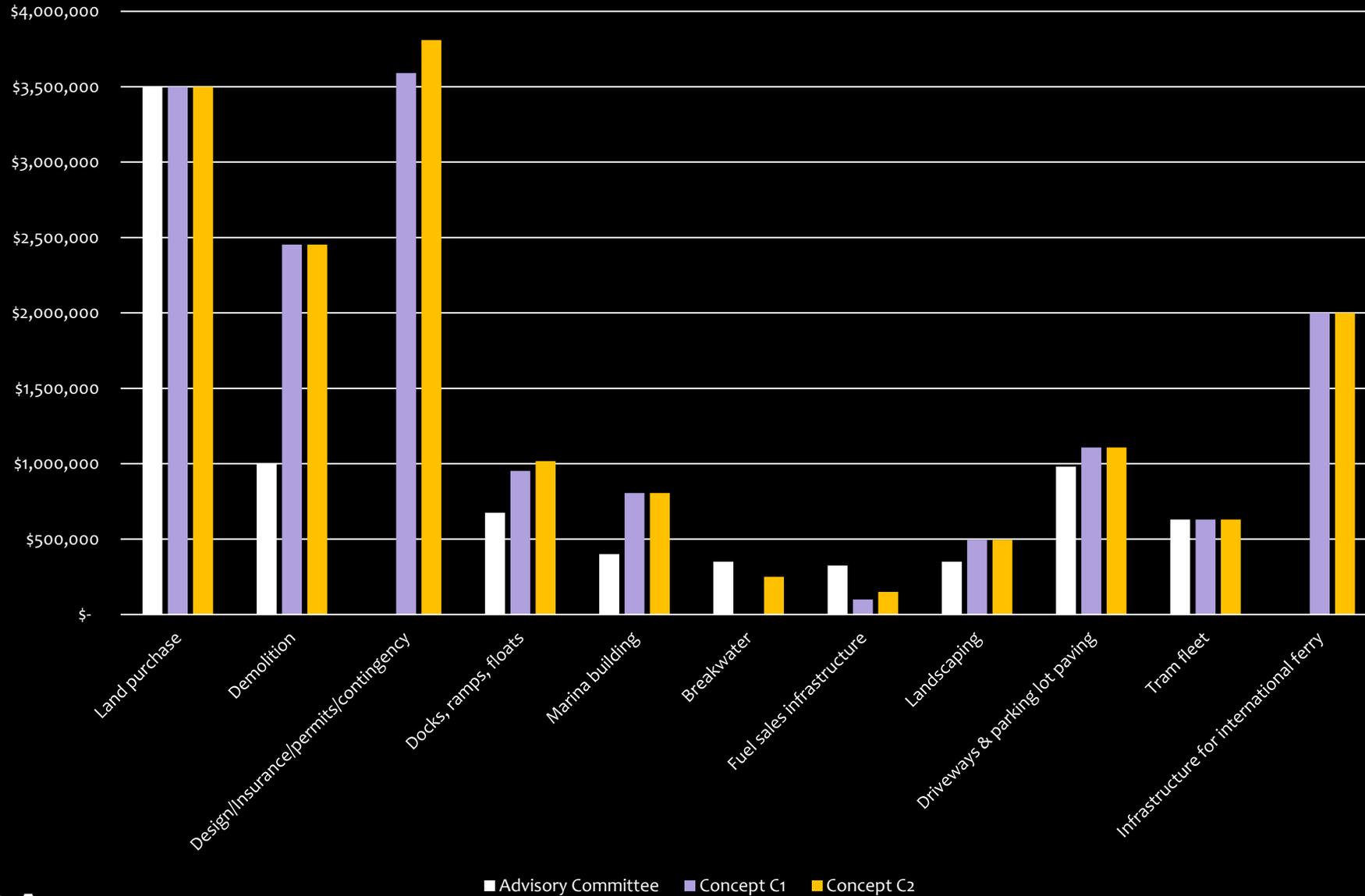
Expenses

- Personnel + \$185,637
- Non-personnel + \$329,740
- CAPITAL + \$350,910*

* Includes \$3M capital contribution from BFL

Alternatives comparison – capital expenses

C1/C2



Advisory Committee
\$8,210,000
Concept C1
\$15,633,718
Concept C2
\$16,217,427

Alternatives comparison – overall financials (20 years)

	Concept A1	Concept A2	Concept B2 (20%)	Concept B2 (34%)	Concept B2 (40%)	Concept B3 (20%)	Concept B3 (34%)	Concept B3 (40%)	Concept C1 (20%)	Concept C1 (34%)	Concept C1 (40%)	Concept C2 (20%)	Concept C2 (34%)	Concept C2 (40%)
Marina slips														
Seasonal local user	8	32	8	8	8	28	28	28	8	8	8	21	21	21
Transient	4	16	4	4	4	14	14	14	4	4	4	11	11	11
TOTAL	12	48	12	12	12	42	42	42	12	12	12	32	32	32
Parking spaces														
Marine use	31	43	31	31	31	41	41	41	140	140	140	147	147	147
Municipal/public	219	207	219	219	219	209	209	209	110	110	110	103	103	103
Municipal/public flex	50	50	50	50	50	50	50	50	50	50	50	50	50	50
TOTAL (municipal/public)	269	257	269	269	269	259	259	259	160	160	160	153	153	153
Financial performance (20 years)														
Total Revenue	\$20,357,492	\$26,145,343	\$28,969,019	\$34,921,051	\$37,505,205	\$33,805,516	\$39,757,549	\$42,341,703	\$33,947,434	\$39,899,467	\$42,483,621	\$37,342,284	\$43,294,317	\$45,878,471
Cruise % total revenue			67.7%	73.1%	74.9%	58.3%	64.4%	66.53%	58.8%	64.8%	66.9%	53.5%	59.8%	62.0%
Total Expenses	\$20,739,792	\$22,488,925	\$20,739,792	\$20,739,792	\$20,739,792	\$22,272,758	\$22,272,758	\$22,272,758	\$20,993,497	\$20,993,497	\$20,993,497	\$22,526,463	\$22,526,463	\$22,526,463
Net operating income	\$(382,301)	\$3,656,418	\$8,229,227	\$14,181,259	\$16,765,413	\$11,532,758	\$17,484,791	\$20,068,945	\$12,953,937	\$18,905,969	\$21,490,123	\$14,815,821	\$20,767,854	\$23,352,008
Capital (investment + debt)	\$17,205,408	\$19,611,496	\$17,887,818	\$17,887,818	\$17,887,818	\$20,595,376	\$20,595,376	\$20,595,376	\$19,592,403	\$19,592,403	\$19,592,403	\$20,643,094	\$20,643,094	\$20,643,094
EBITDA (\$1.8m parking)	\$(17,587,708)	\$(15,955,078)	\$(9,658,591)	\$(3,706,559)	\$(1,122,405)	\$(9,062,617)	\$(3,110,585)	\$(526,431)	\$(6,638,466)	\$(686,433)	\$1,897,721	\$(5,827,273)	\$124,760	\$2,708,914
EBITDA (\$5.4m parking)	\$(13,987,708)	\$(12,355,078)	\$(6,058,591)	\$(106,559)	\$2,477,595	\$(5,462,617)	\$489,415	\$3,073,569	\$(3,038,466)	\$2,913,567	\$5,497,721	\$(2,227,273)	\$3,724,760	\$6,308,914

Summary (20 Years, \$100,000 annual parking transfer)

Alternative A

	A1	A2
• Revenue Range:	\$20.4M	\$26.1M
• Expenses Range (including capital):	\$37.9M	\$42.1M
• Difference	\$(17.6M)	\$(16.0M)

Alternative B

	B2	B3
• Revenue Range:	\$29.0M – \$ 37.5M	\$33.8M – \$42.3M
• Expenses Range (including capital):	\$38.6M	\$42.9M
• Difference	\$(9.7M) – \$(1.1M)	\$(9.1M) – \$(526,431)

Alternative C

	C1	C2
• Revenue Range:	\$33.9M – \$42.5M	\$37.3M – \$45.9M
• Expenses Range (including capital):	\$40.6M	\$43.2M
• Difference	\$(6.6M) – \$1.9M	\$(5.8) – \$2.7M

Summary (20 Years, \$300,000 annual parking transfer)

Alternative A

	A1	A2
• Revenue Range:	\$24.0M	\$29.7M
• Expenses Range (including capital):	\$37.9M	\$42.1M
• Difference	\$(14.0M)	\$(12.4M)

Alternative B

	B2	B3
• Revenue Range:	\$32.6M – \$ 41.1M	\$337.4M – \$45.9M
• Expenses Range (including capital):	\$38.6M	\$42.9M
• Difference	\$(6.1M) – \$2.5M	\$(5.5M) – \$3.1M

Alternative C

	C1	C2
• Revenue Range:	\$37.5M – \$46.1M	\$40.9M – \$49.5M
• Expenses Range (including capital):	\$40.6M	\$43.2M
• Difference	\$(3.0M) – \$5.5M	\$(2.2) – \$6.3M

Next steps

B&A

- Identify potential alternative funding options
 - State grants
 - Federal grants
- Deliver final report

Town of Bar Harbor

- Determine whether or not to purchase Ferry Property
- Determine how to program Ferry Property if/when purchased

APPENDICES

CONCEPT **A** : FINANCIALS

MARINA; NO CRUISE TENDERING OR INTERNATIONAL FERRY

Total revenue

Concepts A1/A2

	Advisory Committee	Concept A1	Δ	Concept A2	Δ	Notes
Annual Operating Revenues		2024		2024		
Dock and float for recreational boaters	\$121,000	\$41,630	\$(79,370)	\$196,586	\$75,586	
Marina: commercial users	\$90,000	\$26,380	\$(63,620)	\$124,571	\$34,571	
Marina: local ferries	\$20,000	\$13,249	\$(6,751)	\$13,249	\$(6,751)	
Marina: net fuel sales	\$25,000	\$8,118	\$(16,882)	\$32,473	\$7,473	
International or Portland ferry	\$ -	\$ -	\$ -	\$ -	\$ -	
Information building rent	\$35,000	\$ -	\$(35,000)	\$ -	\$(35,000)	Included under "Events/Commercial"
Resident dock & mooring permits	\$5,000	\$ -	\$(5,000)	\$ -	\$(5,000)	
Parking fund: tram fees	\$125,000	\$346,266	\$221,266	\$342,652	\$217,652	Includes on-site parking revenue @ \$8/day/space, starting in 2024
Cruise ship fund: landing fee	\$64,500	\$ -	\$(64,500)	\$ -	\$(64,500)	
Cruise ship fund: transportation fee	\$540,000	\$566,044	\$26,044	\$566,044	\$26,044	Renamed "Infrastructure Fee" in P&L
Cruise ship fund: current revenues	\$ -	\$ -	\$ -	\$ -	\$ -	
Bus tours: staging fees	\$ -	\$3,312	\$3,312	\$3,312	\$3,312	
International Ferry docking fees	\$125,000	\$ -	\$(125,000)	\$ -	\$(125,000)	International Ferry not included in this concept
Events/Commercial	\$ -	\$1,650	\$1,650	\$1,650	\$1,650	
Total	\$1,150,500	\$1,006,648	\$(143,852)	\$1,280,536	\$130,036	

Total expenses

Concepts A1/A2

	Advisory Committee	Concept A1	Δ	Concept A2	Δ	Notes
Annual Operating Expenses		2024		2024		
Public boat ramp	\$1,200	\$1,353	\$153	\$1,353	\$153	
Docks, ramps, floats	\$75,000	\$6,040	\$(68,960)	\$19,776	\$(55,224)	
Awnings, lights, signage	\$2,000	\$ -	\$(2,000)	\$ -	\$(2,000)	Included in "Landscaping" costs
Marina building	\$12,000	\$13,395	\$1,395	\$13,395	\$1,395	
Breakwater	\$1,000	\$ -	\$(1,000)	\$1,894	\$894	
Fuel sales infrastructure	\$7,000	\$2,165	\$(4,835)	\$3,247	\$(3,753)	
Information building renovations	\$3,000	\$ -	\$(3,000)	\$ -	\$(3,000)	
Utilities (Water, Sewer, etc.)	\$ -	\$29,460	\$29,460	\$29,460	\$29,460	
Landscaping	\$3,600	\$18,834	\$15,234	\$18,834	\$15,234	
Driveways and parking lot paving	\$2,000	\$2,706	\$706	\$2,706	\$706	
Tour bus staging area	\$1,200	\$ -	\$(1,200)	\$ -	\$(1,200)	Included in "Driveways & parking lot paving" costs
Tram staging area	\$1,200	\$ -	\$(1,200)	\$ -	\$(1,200)	Included in "Driveways & parking lot paving" costs
Tram fleet	\$500,000	\$515,992	\$15,992	\$515,992	\$15,992	
Infrastructure for international ferry	\$125,000	\$ -	\$(125,000)	\$ -	\$(125,000)	N/A
Personnel	\$ -	\$162,906	\$162,906	\$185,637	\$185,637	
Non-Personnel (Equipment, Supplies, Security, etc.)	\$ -	\$269,014	\$269,014	\$342,240	\$342,240	
Capital (Annual Debt Service)	\$571,376	\$809,901	\$238,525	\$912,573	\$341,196	Leadership Committee site demolition estimate = \$1M; B&A site demolition estimate = \$2,452,983
Total	\$1,305,576	\$1,831,767	\$526,191	\$2,047,108	\$741,532	

CONCEPT **B** : FINANCIALS

MARINA + CRUISE TENDERING; NO INTERNATIONAL FERRY

Total revenue

Concept B2

	Advisory Committee	Concept B2 (20%)	Δ	Concept B2 (34%)	Δ	Concept B2 (40%)	Δ	Notes
Annual Operating Revenues		2024		2024		2024		
Dock and float for recreational boaters	\$121,000	\$41,630	\$(79,370)	\$41,630	\$(81,352)	\$41,630	\$(81,352)	
Marina: commercial users	\$90,000	\$26,380	\$(63,620)	\$26,380	\$(51,043)	\$26,380	\$(51,043)	
Marina: local ferries	\$20,000	\$13,249	\$(6,751)	\$13,249	\$(6,751)	\$13,249	\$(6,751)	
Marina: net fuel sales	\$25,000	\$8,118	\$(16,882)	\$8,118	\$(16,882)	\$8,118	\$(16,882)	
International or Portland ferry	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Information building rent	\$35,000	\$ -	\$(35,000)	\$ -	\$(35,000)	\$ -	\$(35,000)	Included under "Events/Commercial"
Resident dock & mooring permits	\$5,000	\$ -	\$(5,000)	\$ -	\$(5,000)	\$ -	\$(5,000)	
Parking fund: tram fees	\$125,000	\$346,266	\$221,266	\$346,266	\$231,806	\$346,266	\$231,806	Includes on-site parking revenue @ \$8/day/space, starting in 2024
Cruise ship fund: landing fee	\$64,500	\$393,242	\$328,742	\$675,314	\$610,814	\$797,779	\$733,279	
Cruise ship fund: transportation fee	\$540,000	\$566,044	\$26,044	\$566,044	\$6,044	\$566,044	\$26,044	Renamed "Infrastructure Fee" in P&L
Cruise ship fund: current revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bus tours: staging fees	\$ -	\$3,312	\$3,312	\$3,312	\$3,312	\$3,312	\$3,312	
International Ferry docking fees	\$125,000	\$ -	\$(125,000)	\$ -	\$(125,000)	\$ -	\$(125,000)	International Ferry not included in this concept
Events/Commercial	\$ -	\$18,274	\$18,274	\$18,274	\$18,274	\$18,274	\$18,274	
Subtotal Operating Revenues	\$1,150,500	\$1,416,515	\$266,015	\$1,698,586	\$548,086	\$1,821,052	\$670,552	

Total revenue

Concept B3

	Advisory Committee	Concept B3 (20%)	Δ	Concept B3 (34%)	Δ	Concept B3 (40%)	Δ	Notes
Annual Operating Revenues		2024		2024		2024		
Dock and float for recreational boaters	\$121,000	\$171,145	\$50,145	\$171,145	\$50,145	\$171,145	\$50,145	
Marina: commercial users	\$90,000	\$108,450	\$18,450	\$108,450	\$18,450	\$108,450	\$18,450	
Marina: local ferries	\$20,000	\$13,249	\$(6,751)	\$13,249	\$(6,751)	\$13,249	\$(6,751)	
Marina: net fuel sales	\$25,000	\$28,414	\$3,414	\$28,414	\$3,414	\$28,414	\$3,414	
International or Portland ferry	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Information building rent	\$35,000	\$ -	\$(35,000)	\$ -	\$(35,000)	\$ -	\$(35,000)	Included under "Events/Commercial"
Resident dock & mooring permits	\$5,000	\$ -	\$(5,000)	\$ -	\$(5,000)	\$ -	\$(5,000)	
Parking fund: tram fees	\$125,000	\$343,254	\$218,254	\$343,254	\$218,254	\$343,254	\$218,254	Includes on-site parking revenue @ \$8/day/space, starting in 2024
Cruise ship fund: landing fee	\$64,500	\$393,242	\$328,742	\$675,314	\$610,814	\$797,779	\$733,279	
Cruise ship fund: transportation fee	\$540,000	\$566,044	\$26,044	\$566,044	\$26,044	\$566,044	\$26,044	Renamed "Infrastructure Fee" in P&L
Cruise ship fund: current revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bus tours: staging fees	\$ -	\$3,312	\$3,312	\$3,312	\$3,312	\$3,312	\$3,312	
International Ferry docking fees	\$125,000	\$ -	\$(125,000)	\$ -	\$(125,000)	\$ -	\$(125,000)	International Ferry not included in this concept
Events/Commercial	\$ -	\$18,274	\$18,274	\$18,274	\$18,274	\$18,274	\$18,274	
Subtotal Operating Revenues	\$1,150,500	\$1,645,385	\$494,885	\$1,927,456	\$776,956	\$2,049,921	\$899,421	

Total expenses

Concept B2/B3

	Advisory Committee	Concept B2	Δ	Concept B3	Δ	Notes
Annual Operating Expenses		2024		2024		
Public boat ramp	\$1,200	\$1,353	\$153	\$1,353	\$153	
Docks, ramps, floats	\$75,000	\$12,415	\$(62,585)	\$28,089	\$(46,911)	
Awnings, lights, signage	\$2,000	\$ -	\$(2,000)	\$ -	\$(2,000)	Included in "Landscaping" costs
Marina building	\$12,000	\$13,395	\$1,395	\$13,395	\$1,395	
Breakwater	\$1,000	\$ -	\$(1,000)	\$1,894	\$894	
Fuel sales infrastructure	\$7,000	\$2,165	\$(4,835)	\$3,247	\$(3,753)	
Information building renovations	\$3,000	\$ -	\$(3,000)	\$ -	\$(3,000)	
Utilities (Water, Sewer, etc.)	\$ -	\$29,460	\$29,460	\$29,460	\$29,460	
Landscaping	\$3,600	\$18,834	\$15,234	\$18,834	\$15,234	
Driveways and parking lot paving	\$2,000	\$2,706	\$706	\$2,706	\$706	
Tour bus staging area	\$1,200	\$ -	\$(1,200)	\$ -	\$(1,200)	Included in "Driveways & parking lot paving" costs
Tram staging area	\$1,200	\$ -	\$(1,200)	\$ -	\$(1,200)	Included in "Driveways & parking lot paving" costs
Tram fleet	\$500,000	\$515,992	\$15,992	\$515,992	\$15,992	
Infrastructure for international ferry	\$125,000	\$ -	\$(125,000)	\$ -	\$(125,000)	N/A
Personnel	\$ -	\$162,906	\$162,906	\$185,637	\$185,637	
Non-Personnel (Equipment, Supplies, Security, etc.)	\$ -	\$269,014	\$269,014	\$329,740	\$329,740	
Capital (Annual Debt Service)	\$571,376	\$837,295	\$265,919	\$952,996	\$381,620	Leadership Committee site demolition estimate = \$1M; B&A site demolition estimate = \$2,452,983
Total	\$1,305,576	\$1,865,537	\$559,960	\$2,083,345	\$777,768	

CONCEPT **C** : FINANCIALS

MARINA + CRUISE TENDERING + INTERNATIONAL FERRY

Total revenue

Concept C1

	Advisory Committee	Concept C1 (20%)	Δ	Concept C1 (34%)	Δ	Concept C1 (40%)	Δ	Notes
Annual Operating Revenues		2024		2024		2024		
Dock and float for recreational boaters	\$121,000	\$41,630	\$(79,370)	\$41,630	\$(79,370)	\$41,630	\$(79,370)	
Marina: commercial users	\$90,000	\$26,380	\$(63,620)	\$26,380	\$(63,620)	\$26,380	\$(63,620)	
Marina: local ferries	\$20,000	\$13,249	\$(6,751)	\$13,249	\$(6,751)	\$13,249	\$(6,751)	
Marina: net fuel sales	\$25,000	\$8,118	\$(16,882)	\$8,118	\$(16,882)	\$8,118	\$(16,882)	
International or Portland ferry	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Information building rent	\$35,000	\$ -	\$(35,000)	\$ -	\$(35,000)	\$ -	\$(35,000)	Included under "Events/Commercial"
Resident dock & mooring permits	\$5,000	\$ -	\$(5,000)	\$ -	\$(5,000)	\$ -	\$(5,000)	
Parking fund: tram fees	\$125,000	\$316,288	\$191,288	\$316,288	\$191,288	\$316,288	\$191,288	Includes on-site parking revenue @ \$8/day/space, starting in 2024
Cruise ship fund: landing fee	\$64,500	\$393,242	\$328,742	\$675,314	\$610,814	\$797,779	\$733,279	
Cruise ship fund: transportation fee	\$540,000	\$566,044	\$26,044	\$566,044	\$26,044	\$566,044	\$26,044	Renamed "Infrastructure Fee" in P&L
Cruise ship fund: current revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bus tours: staging fees	\$ -	\$3,312	\$3,312	\$3,312	\$3,312	\$3,312	\$3,312	
International Ferry docking fees	\$125,000	\$246,166	\$121,166	\$246,166	\$121,166	\$246,166	\$121,166	International Ferry not included in this concept
Events/Commercial	\$ -	\$18,274	\$18,274	\$18,274	\$18,274	\$18,274	\$18,274	
Subtotal Operating Revenues	\$1,150,500	\$1,632,703	\$482,203	\$1,914,775	\$764,275	\$2,037,240	\$886,740	

Total revenue

Concept C2

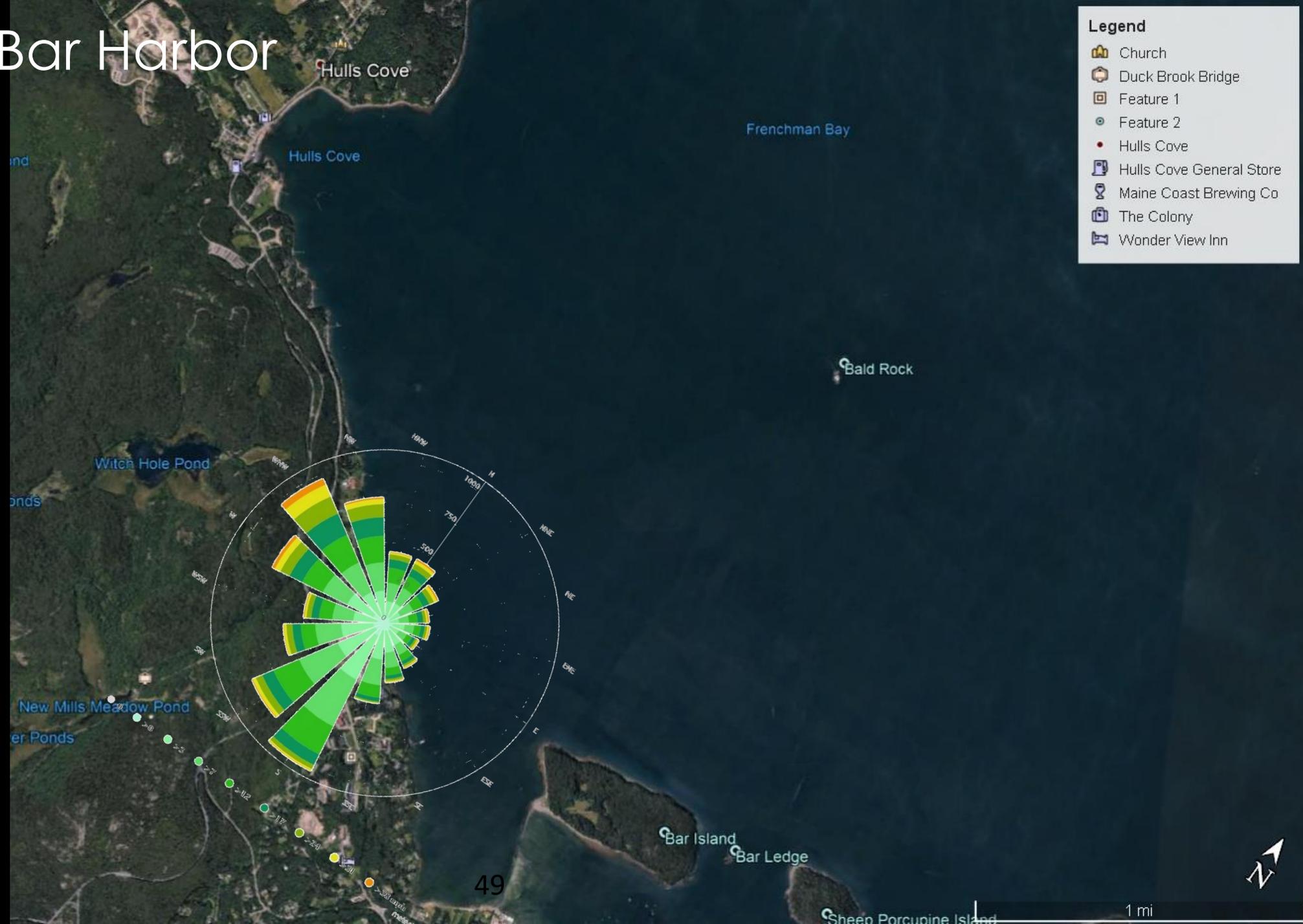
	Advisory Committee	Concept C2 (20%)	Δ	Concept C2 (34%)	Δ	Concept C2 (40%)	Δ	Notes
Annual Operating Revenues		2024		2024		2024		
Dock and float for recreational boaters	\$121,000	\$131,828	\$10,828	\$131,828	\$10,828	\$131,828	\$10,828	
Marina: commercial users	\$90,000	\$83,536	(\$6,464)	\$83,536	(\$6,464)	\$83,536	(\$6,464)	
Marina: local ferries	\$20,000	\$13,249	(\$6,751)	\$13,249	(\$6,751)	\$13,249	(\$6,751)	
Marina: net fuel sales	\$25,000	\$21,649	(\$3,351)	\$21,649	(\$3,351)	\$21,649	(\$3,351)	
International or Portland ferry	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Information building rent	\$35,000	\$ -	(\$35,000)	\$ -	(\$35,000)	\$ -	(\$35,000)	Included under "Events/Commercial"
Resident dock & mooring permits	\$5,000	\$ -	(\$5,000)	\$ -	(\$5,000)	\$ -	(\$5,000)	
Parking fund: tram fees	\$125,000	\$316,288	\$191,288	\$316,288	\$191,288	\$316,288	\$191,288	Includes on-site parking revenue @ \$8/day/space, starting in 2024
Cruise ship fund: landing fee	\$64,500	\$393,242	\$328,742	\$675,314	\$610,814	\$797,779	\$733,279	
Cruise ship fund: transportation fee	\$540,000	\$566,044	\$26,044	\$566,044	\$26,044	\$566,044	\$26,044	Renamed "Infrastructure Fee" in P&L
Cruise ship fund: current revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bus tours: staging fees	\$ -	\$3,312	\$3,312	\$3,312	\$3,312	\$3,312	\$3,312	
International Ferry docking fees	\$125,000	\$246,166	\$121,166	\$246,166	\$121,166	\$246,166	\$121,166	International Ferry not included in this concept
Events/Commercial	\$ -	\$18,274	\$18,274	\$18,274	\$18,274	\$18,274	\$18,274	
Subtotal Operating Revenues	\$1,150,500	\$1,793,588	\$643,088	\$2,075,659	\$925,159	\$2,198,125	\$1,047,625	

Total expenses

Concepts C1/C2

	Advisory Committee	Concept C1	Δ	Concept C2	Δ	Notes
Annual Operating Expenses		2024		2024		
Public boat ramp	\$1,200	\$1,353	\$153	\$1,353	\$153	
Docks, ramps, floats	\$75,000	\$19,776	\$(55,224)	\$28,089	\$(46,911)	
Awnings, lights, signage	\$2,000	\$ -	\$(2,000)	\$ -	\$(2,000)	Included in "Landscaping" costs
Marina building	\$12,000	\$19,168	\$7,168	\$19,168	\$7,168	
Breakwater	\$1,000	\$ -	\$(1,000)	\$1,894	\$894	
Fuel sales infrastructure	\$7,000	\$2,165	\$(4,835)	\$3,247	\$(3,753)	
Information building renovations	\$3,000	\$ -	\$(3,000)	\$ -	\$(3,000)	
Utilities (Water, Sewer, etc.)	\$ -	\$40,988	\$40,988	\$40,988	\$40,988	
Landscaping	\$3,600	\$44,431	\$40,831	\$44,431	\$40,831	
Driveways and parking lot paving	\$2,000	\$2,706	\$706	\$2,706	\$706	
Tour bus staging area	\$1,200	\$ -	\$(1,200)	\$ -	\$(1,200)	Included in "Driveways & parking lot paving" costs
Tram staging area	\$1,200	\$ -	\$(1,200)	\$ -	\$(1,200)	Included in "Driveways & parking lot paving" costs
Tram fleet	\$500,000	\$515,992	\$15,992	\$515,992	\$15,992	
Infrastructure for international ferry	\$125,000	\$ -	\$(125,000)	\$ -	\$(125,000)	N/A (International Ferry operator to assume)
Personnel	\$ -	\$162,906	\$162,906	\$185,637	\$185,637	
Non-Personnel (Equipment, Supplies, Security, etc.)	\$ -	\$269,014	\$269,014	\$329,740	\$329,740	
Capital (Annual Debt Service)	\$571,376	\$881,663	\$310,286	\$922,286	\$350,910	Leadership Committee site demolition estimate = \$1M; B&A site demolition estimate = \$2,452,983
Total	\$1,305,576	\$1,960,162	\$654,586	\$2,095,532	\$789,956	

Wind rose - Bar Harbor



Alternatives comparison – goals

Goal	Concept A1	Concept A2	Concept B2	Concept B3	Concept C1	Concept C2
Improve residents' and visitors' enjoyment of Agamont Park on cruise ship days	Yellow	Yellow	Green	Green	Green	Green
Ease vehicular traffic and parking by buses, taxis, etc. on cruise ship days	Green	Green	Green	Green	Green	Green
Create public access to the water at the Ferry Property	Green	Green	Green	Green	Yellow	Yellow
Improve the cruise ship passenger experience	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Cause the least amount of harm environmentally	Evaluated later phase					
Make the project financially viable	Red	Red	Yellow	Yellow	Yellow	Green
Provide additional parking	Green	Green	Green	Green	Yellow	Yellow
Explore whether Bay Ferries can be compatible with these uses and potentially financially beneficial	Red	Red	Red	Red	Yellow	Yellow
Consolidate cruise ship buses, taxis, etc. at the Ferry Property as part of implementation of the multi-use marine and transportation facility	Green	Green	Green	Green	Green	Green



BAR HARBOR
MAINE

BAR HARBOR FERRY PROPERTY

BUSINESS PLAN

MAY 14, 2018

