

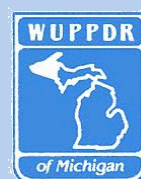
Coordinated Human Services - Public Transit Plan and Accessibility Study for Baraga, Houghton and Keweenaw Counties



An examination of services,
community needs,
alternatives, and
recommendations



December 2011



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Acknowledgments

The purpose of this plan is **to address the criteria set forth by the interim guidance found in the March 15, 2006 Federal Register Notice to develop a Coordinated Human Service Transportation Plan** for Baraga, Houghton and Keweenaw Counties. These criteria include:

- An assessment of transportation needs for individuals with disabilities, older adults and persons with limited incomes;
- An inventory of available services that identifies area of redundant series and gaps in service;
- Strategies to address the identified gaps in services;
- Identification of coordination actions to eliminate or reduce duplication in services and strategies for more efficient utilization of resources; and
- Prioritization of implementation strategies.

Thanks to all who submitted information, attended meetings, and partook in the surveys and interviews that accompanied this document. Without your assistance this plan would not be possible.

This plan was prepared by the Western Upper Peninsula Planning and Development Region with funding from the Michigan Department of Transportation – Bureau of Passenger Transportation.



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Executive Summary

Public transportation provides people with mobility and access to employment, community resources, medical care, and recreational opportunities in communities across America. Moreover, in many rural communities where there are longer distances between built-up areas and low population densities, transit can help bridge the spatial divide between people and jobs, services, and training opportunities. This plan takes an in-depth look at transit services in Baraga, Houghton and Keweenaw Counties of Michigan's Upper Peninsula and offers a variety of implementable activities to better serve the transit need for the area citizenry.

In 2007, a taskforce developed a *Coordinated Public Transit – Human Services Transportation Plan* for Houghton County, and one of the recommendations from that document was to comprehensively look at the transit needs and propose alternatives for the three county region; leading to the funding of this planning project by the Michigan Department of Transportation. This plan looks at the public, private, human services, government, and volunteer transit services available in the region through a number of inquiry methods, including, document reviews, stakeholder meetings, interviews, surveying and map analysis. These activities took place from July 2010 through May 2011. The following problem statement describes the challenges facing transit in the region.

In order to provide comprehensive and cohesive transit to the citizenry of Baraga, Houghton and Keweenaw Counties at affordable costs, transit service providers, government authorities, and Michigan Department of Transportation must coordinate existing resources and leverage additional funding opportunities.

Supporting this statement is a number of needs generated through the consolidation and analysis of research results.

- A. Retain the transit services in the study area;
- B. Enhance coordination and communication among providers and services;
- C. Address gaps and redundancies in current transit system by enhancing interconnectivity and services to all communities;
- D. Increase education and promotion of existing services;
- E. Examine fare structures and administrative costs to provide affordable services to people on fixed incomes (social security, supplemental security and other people receiving federal and state assistance or retirement benefits); and
- F. Enhancement of services to meet the needs of a larger ridership

The plan introduces four scenarios as alternatives to address these needs: 1) No Change in Services, 2) Expansion of Service within Existing Operational Frameworks, 3) Development of Mass Transportation System Authorities (Public Act 55 of 1963), and 4) Developing a Regional Transportation Authority (Public Act 196 of 1986). Each scenario examines the ability to address needs under the different operating frameworks. The scenarios are accompanied with a SWOT (Strength, Weakness, Opportunities and Threats) Analysis and list of proposed activities. Finally the plan outlines a five-year recommendation that expands services within the existing framework and allows for progression towards building a Regional Transit Authority.

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Introduction

Public transportation provides people with mobility and access to employment, community resources, medical care, and recreational opportunities in communities across America. Moreover in many rural communities where there are low population densities and relatively longer distances between built-up areas, transit can help bridge the spatial divide between people and jobs, services, and training opportunities. Baraga, Houghton and Keweenaw Counties (*Study Area*), commonly referred to as the Copper Country, located in the western portion of Michigan's Upper Peninsula, have hosted an array of public transit facilities to serve the region's population and economy. During the region's copper mining boom, rail services connected Copper Country communities and provided connections to major US cities such as Chicago and Detroit. Local networks of street cars served communities like the cities of Hancock and Houghton and the villages of Laurium and Calumet, providing access to downtown shopping areas and industrial cores for employment opportunities. At that time visitors to the area and immigrants arrived on passenger ferries with service to port cities within the Great Lakes. As the mining industry in the region diminished so did the use and investment in rail infrastructure; the street car network was paved over or removed and rail lines were abandoned. Ferry service all but disappeared, making way for a new era of passenger transit.

The 1970's hosted a number of federally funded programs to assist rural communities in developing and operating public transportation systems, allowing for a number of local programs to spring up. The Baraga-Houghton-Keweenaw (BHK) Community Action Agency (CAA) began providing services to senior citizens and people with disabilities in 1971 and still operates today. Baraga County Public Transit System started as a demonstration project in 1977 under such a program; in 1978, Baraga's system carried almost 52,000 passengers annually. Simultaneously, in the late 1970's, Houghton County experimented with a number of systems, beginning with on-demand service for the Cities of Hancock and Houghton. They then expanded their system to include on-demand services for the Calumet area and a fixed route that connected Painesdale to Calumet and offered a route to connect to Baraga County's system. However, the county systems were not self-sustaining and ran their course, eventually making way for the systems that presently operate in the region, which are operated by the Cities of Hancock and Houghton, BHK CAA, Baragaland Senior Citizens and a variety of services provided through non-profit agencies and private businesses, such as taxi and charter services.

Federal Directive

In August 2005, President George W. Bush signed into law the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), legislation that provides funding for highway and transit programs. SAFETEA-LU includes new planning requirements for the Federal Transit Administration's (FTA) Section 3110 (Elderly Individuals with and Individuals with Disabilities), Section 5316 (Job Access and Reverse Commute (JARC) and Section 5317 (New Freedom) Programs, requiring that projects funded through these programs "must be derived from a locally developed, coordinated public transit – human services transportation plan." This provision aimed at improving transportation services for persons with disabilities, older adults and individuals with lower incomes, and ensuring that communities are coordinating transportation resources provided through multiple federal programs.

The *Coordinated Human-Services Public Transit Plan and Accessibility Study for Baraga, Houghton and Keweenaw Counties* is not solely limited to the Section 5310, JARC and New Freedom Programs but includes and engages the wide spectrum of human service and public transportation services offered by the study area's locally operated transit systems and local human services providers. This plan will:

- Examine existing services provided by public, private and non-profit service providers;
- Assess the transportation needs of older adults, people with disability and low income workers;
- Identify gaps and redundancies in existing services;
- Provide recommendations and strategies to fill “needs” identified for the current system; and
- Prioritize recommendations and potential funding sources for implementation.

Organization of Plan

This document is divided into 7 major sections. The **Introduction** orients the reader on the purpose of the plan. The second section, **Study Area**, provides information, census data and descriptions of the major communities in Baraga, Houghton and Keweenaw Counties. **Overview of Existing Transportation Systems** highlights the services (public, private, nonprofit, etc.) available to the population within the three counties. The fourth section, **Planning Process**, discusses the different inquiry and research methods used to collect data for this plan. The **Discussion and Findings** section of this plan expands upon, interprets, and analyzes the quantitative and qualitative results for the inquiry activities. The next section, **Proposed Alternatives**, explores four options for addressing the communities identified needs in the Discussion and Findings section. These options investigate the possibilities of operating transit services under different operational frameworks. This section presents a SWOT (Strengths, Weakness, Opportunities and Threats) Analysis for each alternative. Lastly, the **Study Recommendation** proposes a five year set of activities to increase ridership and gradually expand service areas. The recommendation proposes expansion within the existing framework and lays out the steps to develop into a multicounty system if municipalities and citizenry show interest through financial support.

Study Area

This Plan was conducted for Baraga, Houghton, and Keweenaw Counties (Study Area); see Map 1. The area is approximately 2,455 square miles, surrounded by Lake Superior to the North, East and West. To the South and Southeast, Baraga and Houghton Counties are bordered by Marquette, Iron, Gogebic and Ontonagon Counties. The area's population is approximately 47,000, see census data below in Tables 1, 2, and 3, with the majority of the population living in Houghton County. The US Census Bureau classifies the top three occupation fields, which make up more the 75% of the workforce for the study area as management, professional, and related occupations; government workers (local, state, or federal); and additional service



Map 1: Study Area

occupations. The per capita incomes in the study area (\$18,101, \$17,624, and \$19,733) are only 50 to 60% those of the State of Michigan (\$34,025) (US Census Bureau, 2010).

The study area is primary dominated by forest, wetlands, and agricultural lands. The forestlands are dominated by the Northern Hardwoods, Aspen, the Pine type (White, Red and Jack), Swamp Conifers (Balsam fir, Spruce, Cedar and Tamarack) and Lowland Hardwoods (Ash and Red Maple). The region's forests are a source of industrial raw materials and are important to the regional economy, particularly in providing employment opportunities in forest products primary and secondary industries. The wetlands acreage percentages are as follows: Baraga - 6.6%, Houghton - 5.4%, and Keweenaw - 7.5%. In their natural conditions wetlands provide many benefits to the region. These include food and habitat for fish and wildlife; water quality improvement; flood protection; shoreline erosion control; natural products for human use, and opportunities for recreation and aesthetic appreciation. Agricultural land is the third largest land use category following forestlands and wetlands. The agricultural acreage percentages are as follows: Houghton - 22.6% and Baraga - 17.6%. Keweenaw County does not have agricultural data available (CEDS, 2003).

Baraga, Houghton and Keweenaw Counties
Coordinated Human Services and Public Transit Plan

TABLE 1: BARAGA COUNTY ¹	1990		2000		2010	
	#	%	#	%	#	%
Total Population	7,954	-	8,746	-	8,860	-
Population 5 years and over w/ a disability	1,783	22.4%	1,726	22.3 %	NA	NA
Age 65+	1,554	19.5%	1,423	16.3 %	1,531	17.2 %
Age 5-19	1,782	22.4%	1,705	19.5%	1,555	17.5 %
Below Poverty Level	1,295	16.3%	986	11.1 %	1,385 (2009 estimate)	16.1 %
Households without a Vehicle	359	-	319	-	NA	NA
Per Capita Income	\$9,021	\$18,239 (MI Average)	\$15,860	\$29,127 (MI Average)	\$18,101 (2009 estimate)	\$34,025 (MI Average)
Mean travel time to work in minutes (workers 16 years and over)			17.8	24.1 (MI Average)	16.2 (2009 estimate)	23.7 (2009 MI Estimate)
TABLE 2: HOUGHTON COUNTY	1990		2000		2010	
	#	%	#	%	#	%
Total Population	35,446	-	36,013	-	36,628	-
Population 5 years and over w/ a disability	6,336	17.8%	5,429	16.3%	NA	NA
Age 65+	6,336	17.9%	5,579	15.5%	5,476	15.0%
Age 5-19	8,231	23.2%	8,100	22.5%	7,736	21.1%
Below Poverty Level	6,826	19.3%	5,563	16.8%	8,278 (2009 estimate)	22.6%
Households without a Vehicle	1,863	-	1,348	-	NA	NA
Per Capita Income	\$9,012	\$18,239 (MI Average)	\$15,078	\$29,127 (MI Average)	\$17,624 (2009 estimate)	\$34,025 (MI Average)
Mean travel time to work in minutes (workers 16 years and over)			15.6	24.1 (MI Average)	16.7 (2009 estimate)	23.7 (2009 MI Estimate)
TABLE 3: KEWEENAW COUNTY	1990		2000		2010	
	#	%	#	%	#	%
Total Population	1,701	-	2,301	-	2,156	-
population 5 years and over w/ a disability	643	37.8%	387	18.8%	Na	-
Age 65+	500	29.4%	468	20.3%	518	24.1%
Age 5-19	289	17.0%	479	21.2%	328	15.2%
Below Poverty Level	287	16.8%	274	10.7%	427 (2009 estimate)	19.8
Households without a Vehicle	112	-	64	-	Na	-
Per Capita Income	\$8,620	\$18,239 (MI Average)	\$15,078	\$29,127 (MI Average)	\$19,733 (2009 estimate)	\$34,025 (MI Average)
Mean travel time to work in minutes (workers 16 years and over)			21.3	24.1 (MI Average)	20.4 (2009 estimate)	23.7 (2009 MI Estimate)

¹ Population data came from the US Census Bureau and American Fact Finder at <http://www.census.gov/>. All data are for the year presented unless otherwise specified.

The study area has three population hubs, each made up of sister municipalities.

City of Hancock / City of Houghton (4,634 / 7,708 = Combined Population 12,342)

The City of Houghton is the County Seat for Houghton County. The cities are home to Michigan Technological University and Finlandia University who have a combined student population of approximately 7,500 (7000 Michigan Tech / 500 Finlandia). Major employers include Michigan Tech, Portage Health, Finlandia University, Houghton County, Copper Country Mental Health Services, Walmart, Houghton-Portage Township Public School District, Hancock Public School District, Copper Country Intermediate School District, several engineering firms, high-tech development companies and contractors. The area is served by US Highway 41, Michigan Highway's M-26 and M-203. The Cities of Hancock and Houghton are connected by the Portage Lake Lift Bridge which spans the Portage Lake Shipping Canal.

Village of Baraga / Village of L'Anse (2,053 / 2,011 = Combined Population 4,064)

The village of L'Anse is the county seat for Baraga County. The area is home to the Keweenaw Bay Indian Community – Lake Superior Band of Chippewa Indians and Ojibwa Community College. The area is known as a manufacturing core for the region. Major employers include Michigan Department of Corrections, Baraga County Memorial Hospital, CertainTeed Manufacturers, Keweenaw Bay Indian Community, Baraga Community Schools, L'Anse Public Schools, Baraga County, the Village of L'Anse, Village of Baraga and several additional manufacturers and fabricators. The area is primarily served by US Highway 41; Michigan Highway M-38 is a feeder 12 miles south of L'Anse.

Village of Calumet / Village of Laurium (726 / 1,977 = Combined Population 2,703)

The Villages of Calumet and Laurium once hosted the Calumet and Hecla Mining Company. Today this area serves as a bedroom community to the economic center of Hancock and Houghton. Major employers include Aspirus Keweenaw Medical Center, Calumet-Laurium-Keweenaw School District, Calumet Electronics, Pat's Foods (Campioni Enterprises), small businesses, and contractors. The area is served by US Highway 41, Michigan Highways M-26 and M-203.

Other area with population significance

Village of Lake Linden (Population 1,007)

Village of South Range (Population 758)

Hubbell - Census Designated Place (Population 946)

Dollar Bay - Census Designated Place (Population 1,082)

Mohawk - Unincorporated Community

Eagle River - Census Designated Place (Population 71)

Eagle Harbor - Census Designated Place (Population 76)

Copper Harbor - Census Designated Place (Population 108)

Mohawk – population data not available

Trimountain / Painesdale – population data not available

Tamarack City – population data not available

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Overview of Existing Transportation Systems

Many seniors, individuals with disabilities, persons with low income, and area residents who do not own private vehicles are dependent on the existing network of transportation providers that serve Baraga, Houghton and Keweenaw Counties. Below are descriptions of the existing services, targeted consumer populations and ridership, budget information and funding sources, when available. This information is presented to give an overview of the resources accessible in the study area and to provide a baseline for a gap analysis in the Discussion Section of this plan.

The types of transportation programs available in the study area include:

- Public Transit
- Specialized Not-for-Profit Transportation Providers
- For-Profit Transportation Providers
- Private Human Services Agencies
- Government Human Services Agencies
- Volunteer Services
- Educational Transportation Services

Public Transit

Public transit (also referred to as public transportation or public transport) is a shared passenger transportation service which is available for use by the general public. Public transit can include buses, trolleybuses, trams and trains, rapid transit (metros, subways, underground, etc.), and ferries. It can also include intercity transport such as airlines, coaches, and intercity rail.

Most public transit runs on a scheduled timetable. Demand-response services are sometimes used in areas of low-demand and for people who need a door-to-door service. Public transport services are usually funded by fares charged to each passenger. Services are normally regulated and possibly subsidized from local, state, or national tax revenues.

This section looks at the services provided by local bus operators and includes the City of Hancock Transit, City of Houghton Transit, Indian Trails and Ontonagon County Public Transit (On-Tran). The study doesn't examine the airline services provided at Houghton County Memorial Airport as it was not part of the scope of this planning initiative.

Types of Service Models

Fixed Route Services follow a regular route and schedule where consumers are picked up along route.

Demand-Response Service is a service that is scheduled based upon consumer requests; can also be referred to *dial-a-ride*.

Charter Service is a modified demand-response service for groups interested in transportation to the same destination for specific purpose.

Direct Service refers to an entity or agency operating transportation vehicles supported entirely by employee personnel as drivers.

Third-Party Contracting refers to written agreements (contracts) initiated by the funding source with transportation providers to transport clients of the funding service.

City of Hancock Transit

City of Hancock Transit provides demand-response services to the City of Hancock and City of Houghton.

Operational Hours: 7:00 am to 5:00 pm
Monday through Friday

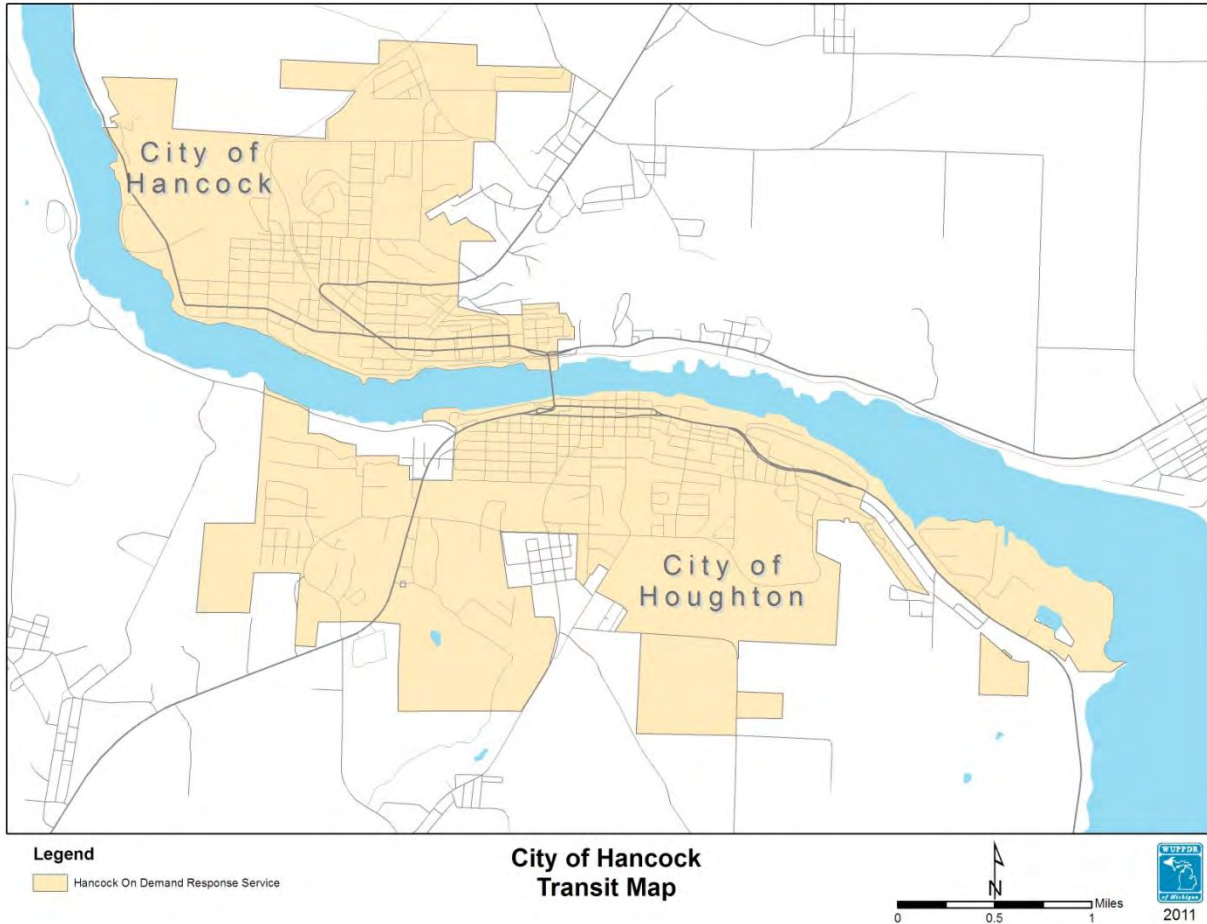
Operational boundaries include the municipal boundaries of the Cities of Hancock and Houghton, Map 1: Operational Boundaries. Costs are based on one way trips and are \$5.00 for adults; \$3.00 for students; and \$2.50 for senior citizens (55 and over), children (under age 12), and persons with disabilities. The City of Hancock offers two frequent rider passes; one for senior citizens or individuals with disabilities at \$40.00 for 16 rides, which includes three free rides, and another for students at \$30.00 for ten rides, which includes two free rides. The City of Hancock currently owns four buses; all equipped with lifts. In 2010, the city received a \$700,000 grant to construct a bus garage on Tomasi Drive.

FY 2009 System Data for the City of Hancock Transit (MDOT Reporting)

Miles: 63,732
Vehicle Hours: 5,558
Passengers: 20,992
Total Eligible Expenses: \$155,881 (MDOT subsidy)

Cost per passenger \$7.42

TABLE 4: CITY OF HANCOCK TRANSIT BUDGET FOR FY 2012	
Funding Source	Amount (\$)
Estimated Federal Funding	\$ 36,672
Estimated State Funding	\$ 85,079
Estimated Local Funding	\$ 63,749
Estimated Fare Box	\$ 39,500
Estimated Other	\$ 4,200
Total Estimated Income	\$229,200.00



Map 1: Operational Boundaries for City of Hancock Transit

City of Houghton Transit

City of Houghton Transit provides a fixed route, demand-response services, and special daily routes under a contract with Copper Country Mental Health and Goodwill Industries, Inc.

Operational hours vary depending on service and time:

Demand-Response Day Services

7:00 am to 5:00 pm

Monday through Friday

Downtown Fixed Route

10:00 am to 5:00 pm

Monday through Friday

*Demand-Response Evening Services **

5:00 pm to 11:00 pm

Monday through Sunday

*MTU Daily Fixed Route ***

7:30 am to 10:00 am

Monday through Friday

* Citywide when MTU is in session

** Daniel Heights to MUB when MTU is in session

Third-Party Contracting - Contract with Copper Country Community Mental Health Services South Range to Vocational Strategies Inc./Goodwill Industries and Calumet to Vocational Strategies Inc./Goodwill Industries.

Operational boundaries for demand-response services are within and just outside city limits, including the City of Hancock (past the Copper Country Mall / Portage Lake Golf Course / Portage Health and Mont Ripley Ski Hill). Operation boundaries for evening demand-response is a curb-to-curb service while Michigan Tech is in session, within Houghton City Limits and Mont Ripley Ski Hill at night, see Map 3 Operational Boundaries and Fixed Service Routes for the City of Houghton Transit.

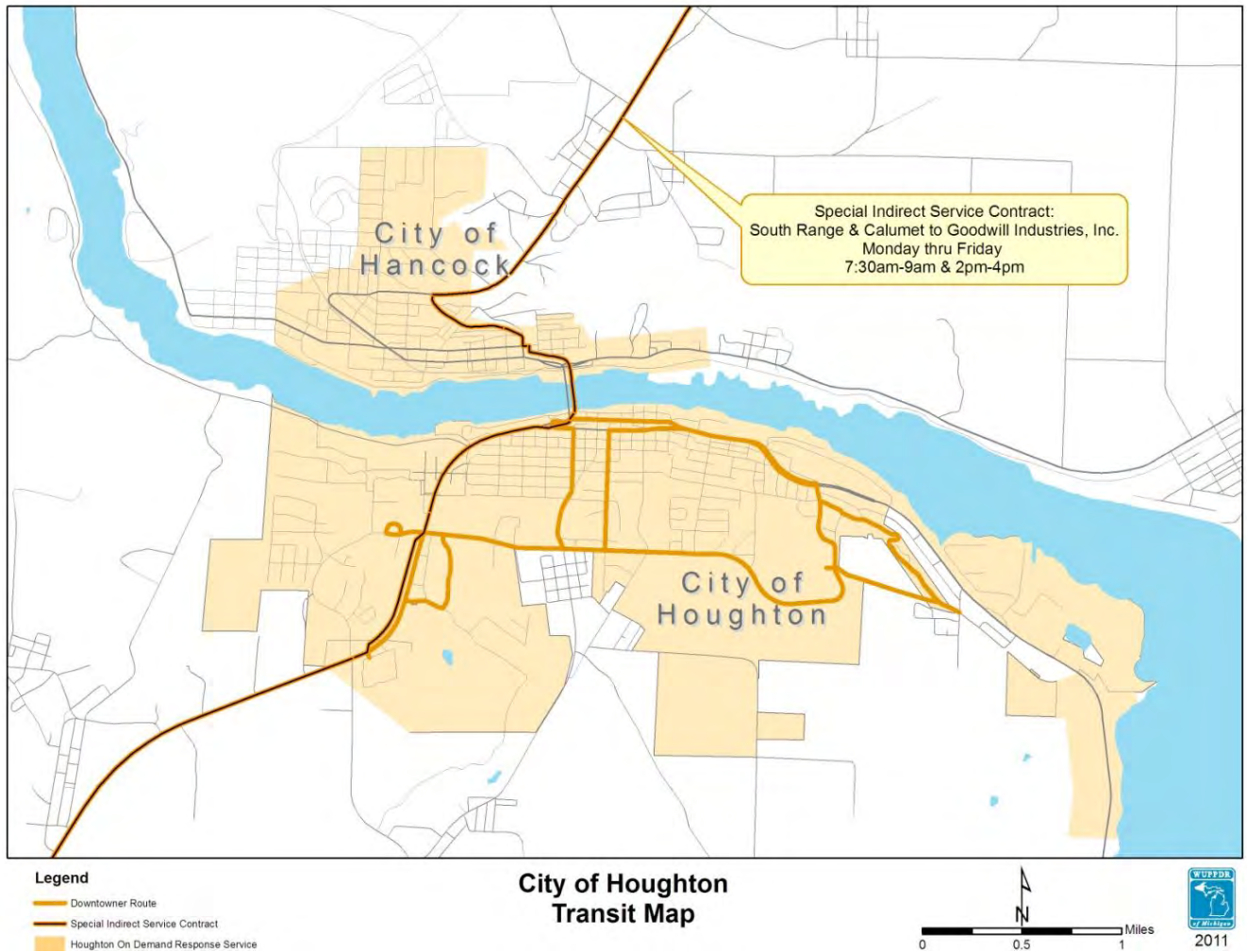
Costs are based on one-way trips and vary dependent on service and time. The Downtowner fixed route costs \$2.00 for adults/trip; students, senior citizens (55 and over), persons with disabilities, and children are \$1.00/trip. A one-way daytime demand-response trip within city limits costs \$5.00 for adults; \$3.00 for students; and \$2.50 for senior citizens, persons with disabilities, and children (under age 12). Daytime demand-response trips outside city limits cost \$6.00 for adults; \$4.00 for students; and \$3.00 for senior citizens, persons with disabilities, and children (under age 12). Evening demand-response service for a one-way trip within city limits is \$2.00/ ride. The City of Houghton offers a \$20.00 punch card including two free rides. The City currently owns ten buses; nine are equipped with lifts.

FY 2009 System Data (MDOT Reporting)

- Miles: 229,138
- Vehicle Hours: 11,414
- Passengers: 79,995
- Total Eligible Expenses: \$368,464 (MDOT subsidy)

Cost per Passenger: \$ 5.22

TABLE 5: CITY OF HOUGHTON TRANSIT BUDGET FOR FY 2012	
Funding Source	Amount (\$)
Estimated Federal Funding	\$ 66,784
Estimated State Funding	\$ 154,938
Estimated Local Funding	\$ 82,678
Estimated Fare Box	\$ 113,000
Total Estimated Income	\$417,400.00



Map 2: Operational Boundaries and Fixed Service Routes for City of Houghton Transit

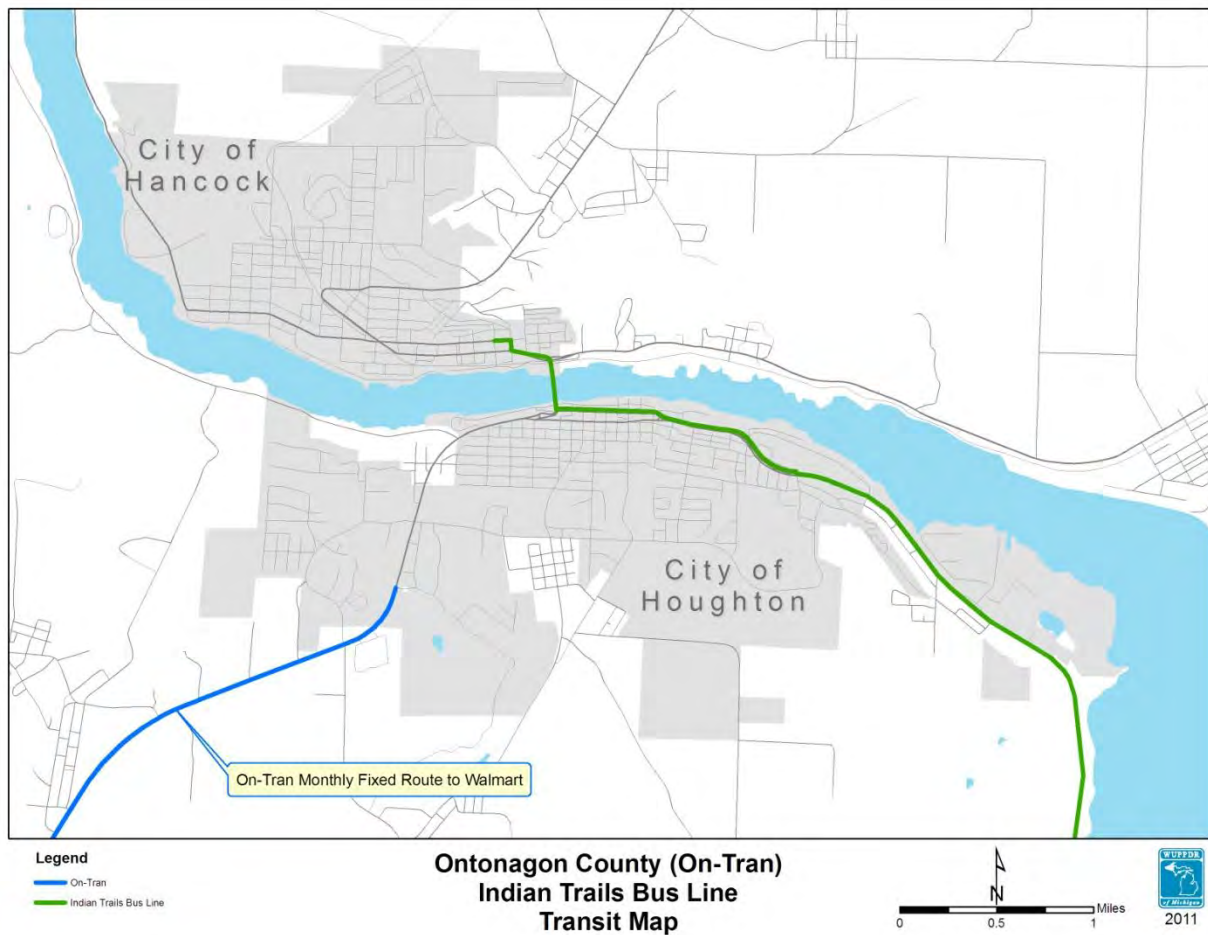
Indian Trails

Indian Trails operates a fleet of motor coaches in Michigan. In the region they run a daily coach fixed route service starting / terminating in Hancock with stops in Houghton, Chassell, Keweenaw Bay, Baraga, and L'Anse, continuing to Marquette and Escanaba. Connections can be made to Michigan's Lower Peninsula, Wisconsin, and Chicago. Fares vary by destination. The route is not typically used for local transit needs; however, it is possible. See Maps 3 and 6 for fixed route in study area.

For the purposes of this plan Indian Trails is considered public transportation as they receive funding from MDOT subsidizing the transportation services they provide to study area.

Ontonagon County Public Transit

Ontonagon County Public Transit, also known as *On-Tran*, primarily operates in Ontonagon County, outside of the study area. They operate Monday through Friday from 6:00 am to 6:00 pm, providing demand-response services. However, it is worth noting that there is a once-monthly service to the City of Houghton which allows for shopping at Walmart; see Map 4.



Map 3: On-Tran and Indian Trails Fixed Routes in the Hancock and Houghton Area

Specialized Not-For-Profit Transportation Providers

This section focuses on the services that receive public money to provide transportation only to defined populations. Section 5310, also known as the Elderly Individual and Individuals with Disabilities Program, refers to the federal section of law that authorizes this program to provide capital-only funding for the transportation needs of elderly individuals and individuals with disabilities. There are currently two agencies in the study area that receive funding to provide these services: Baraga-Houghton, Keweenaw CAA and Baragaland Senior Citizens.

BHK CAA

CAA provides a variety of transportation options available primarily to senior citizens (50 and older) and individuals with disabilities, including a fixed route service and demand-response service. These services are also available to the general public when space is available.

Operational hours vary depending on time and service:

Fixed Route Service (Mohawk to Copper Country Mall)

10:00 am to 3:00 pm

Wednesday (one round trip)

Costs: \$2.00 one way

Demand-Response Service - Central Houghton (Chassell, Hancock / Houghton, South Range/Painesdale)

9:00 am to 4:00 pm

Monday & Thursday

Costs: \$2.00 - \$3.00

Demand-Response Service - North End (Mohawk, Calumet / Laurium, Lake Linden)

9:00 am to 4:00 pm

Tuesday & Thursday

Costs: \$1.00 - \$3.00

BHK CAA currently owns two buses for fixed route service and two vans for demand request services; one bus is equipped with a lift. The agency receives \$32,325 a year to subsidize program costs from MDOT. For routes see Map 5.

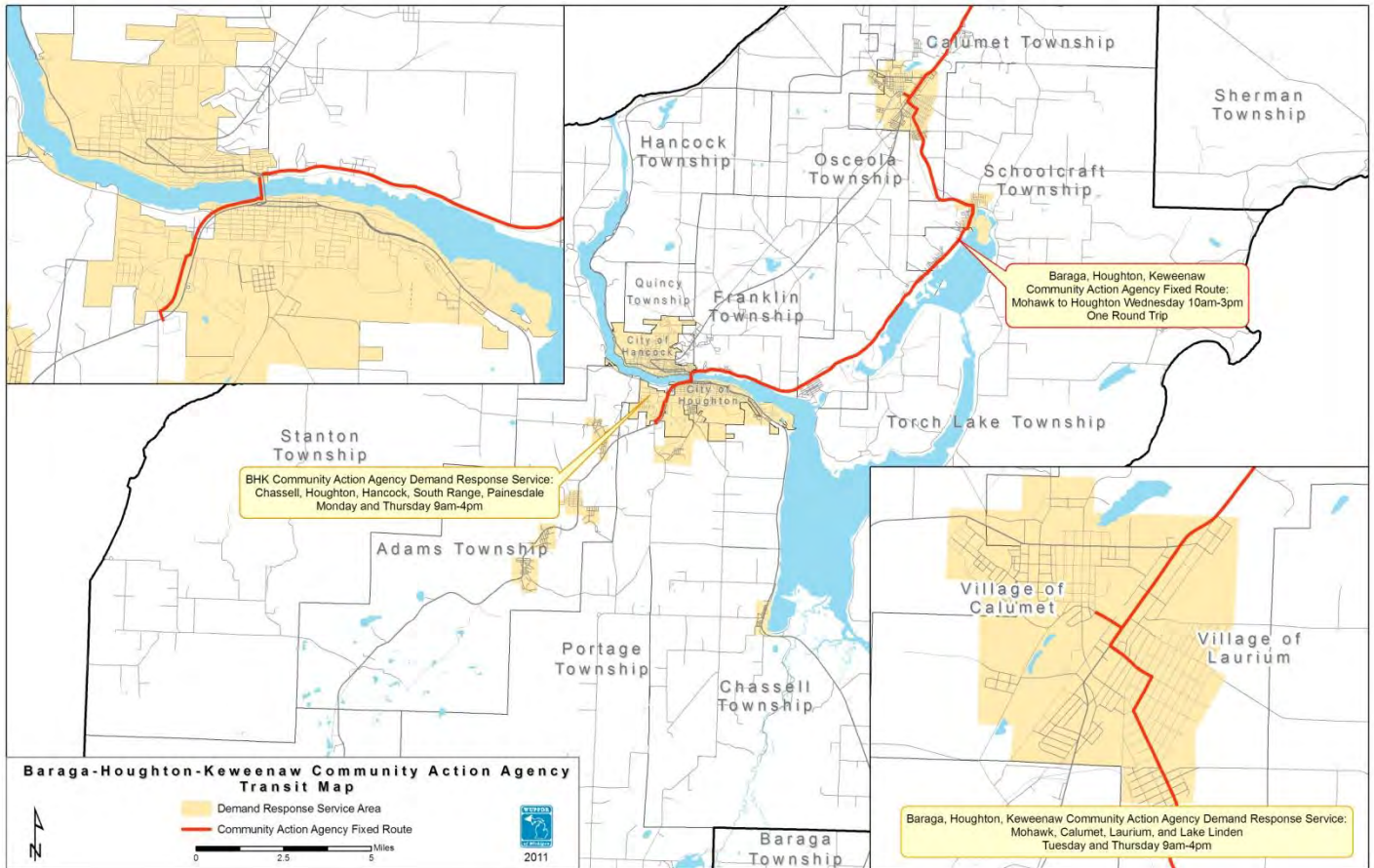
Baragaland Senior Citizens Bus

Baragaland Senior Citizens provides demand-response services to a variety of locations to senior citizens (55 or older) and individuals with disabilities in Baraga County and include non-emergency medical transport to Hancock, Houghton, Marquette and Iron Mountain.

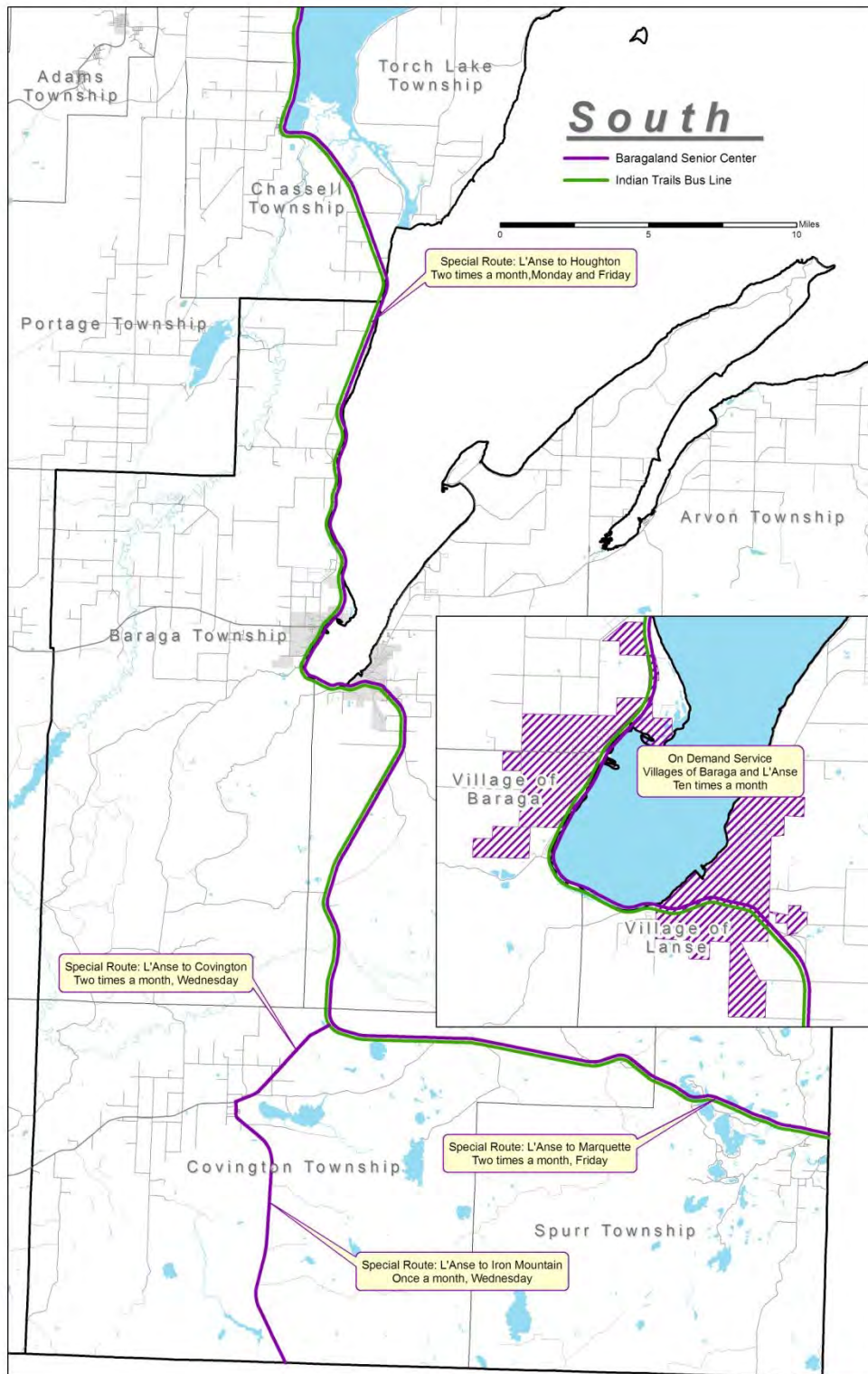
Operational hours are 8:00 am to 4:00 pm, Tuesday through Friday. All services are door-to-door and vary somewhat monthly but typically include:

- Local service (L'Anse, Baraga, Aura, Skanee, Covington) 8-10 times/month including first Tuesday and Thursday
- Marquette 2 trips/month
- Covington 2 trips/month—usually first and third Wednesday
- Houghton 1-2 trips/month
- Iron Mountain 1 trip/month
- Watersmeet 1 trip/month

Baragaland Senior Citizens currently owns one 13 passenger van and a six passenger van, which is handicap accessible. Baragaland Senior Citizens has an arrangement with Baraga County Memorial Hospital to share a four passenger van with a lift. Staff also uses personal vehicles to transport clients. The agency receives \$14,000 a year to subsidize program costs from MDOT. For routes see Map 6.



Map 5: Operational Boundaries and Fixed Routes for Baraga-Houghton-Keweenaw Community Action Agency Transit



Map 6: Operational Boundaries and Fixed Route for Baragaland Senior Citizens Bus and Indian Trails Fixed Route

For-Profit Transportation Providers

For-profit transportation services are typically defined as vehicles for hire with a driver for a single passenger or small group of passengers or providing specific service. This can include taxi services, limousines, chartered buses or coaches, and tourist oriented services.

Providers highlighted in this section are the most unstable, with services starting up and going out of business frequently. This section includes a brief description of the services the businesses provide.

Copper Country Limo

Copper Country Limo is a for-profit door-to-door demand-response taxi service that primarily serves the Houghton County area. They also offer limousine services. Appointments for rides must be made in advance.

Eagles Charter

The Eagles Charter Coach is owned by the Ojibwa Eagles Midget AAA Hockey, Inc. The charter operates primarily to keep the price of playing for the Ojibwa Eagles Hockey Team affordable; however, the coach is used to generate revenue by chartering with Ojibwa Casino in Baraga, MI for bingo runs and also chartering to other people for trips.

B & B Charter

B & B Charter of Twins Lakes provides charter services in 56 passenger coaches. They plan packaged tours to a number of locations in the country.

Gregg's Taxi - *NO LONGER IN BUSINESS*

Gregg's Taxi was a for-profit door-to-door demand-response taxi service that primarily served the northern Houghton County area. They operated a taxi stand located at 510 Hecla Street, Lake Linden, Michigan. Gregg's Taxi provided long distance services to population hubs in the region (Marquette, Green Bay, etc.).

L.L. Lynx Transport - *NO LONGER IN BUSINESS*

L.L. Lynx Transport was a for-profit door-to-door demand-response taxi service that served the hub of Baraga County, Michigan. Their main coverage area extended from Keweenaw Bay to Covington to Skannee/Aura to Alston. They were based on the reservation in the village of Baraga. L.L. Lynx's average fare was between \$4.00 and \$6.00, and the service typically had 300 fares a month transporting approximately 1,000 passengers.

Neil's Taxi

Neil's Taxi is a for-profit door-to-door demand-response taxi service that primarily serves the Houghton County area. They operate two taxi stands located at 201 E. Franklin St. in Hancock, and 56 3rd St. in Laurium. Neil's Taxi does provide long distance services to population hubs in the region (Marquette, Green Bay, etc.).

Superior Coaches

Superior Coaches is a charter bus company that operates out of Hancock

Red Jacket Trolley

Red Jacket Trolley is a for-profit tourist oriented business providing fixed route services (tours) and specialized local charter services. They operate three tours weekly on a fixed route. The Trolley is also available for rental for special events (reunions, weddings, parades, etc.)

Private Human Services Agencies

Private Human Services Agencies will often provide direct services to their consumer populations. The breadth and formality of these services differ between providers, from arrangements with volunteer drivers to limited transportation in staff cars. Other agencies may maintain fleets of vehicles providing consumer transportation to employment opportunities and social functions. Funding for these programs can fluctuate from year-to-year and services may be dictated by requirements of funding programs.

Barbara Kettle Gundlach Shelter Home

Within the study area, the Barbara Kettle Gundlach Shelter Home provides services to Houghton and Keweenaw County residents. The shelter arranges emergency transportation to the shelter by taxi upon request. Transportation by taxi is also arranged and paid for shelter residents to get to important appointments. However, the shelter does not reimburse expenses for consumers who arrange their own transportation.

Baraga County Shelter Home

Baraga County Shelter Home provides direct services to their clients: survivors of domestic violence (typically women and children). Primarily their transportation service stays within Baraga County; however, they occasionally provide transportation to Iron Mountain and Marquette.

Baraga County Shelter Home owns a car that is used for the transportation of clients and paid staff provide the service. Baraga County Shelter Home also refers individuals to St. Vincent DePaul in L'Anse who issues gas cards or bus vouchers for needs such as medical appointments and court dates.

Child and Family Services of the Upper Peninsula

Child and Family Services of the Upper Peninsula (CFS) is a private, non-profit agency with offices in the City of Houghton. CFS provides direct transportation services to two of its program consumers; Supportive Housing for Youth Program (SHYP) and Project HOPE. SHYP provides housing assistance for youth ages 16 to 21 for up to 18 months. Youth participating in SHYP also receive limited assistance for transportation, which include bus passes for the cities of Hancock and Houghton buses. Project HOPE is a runaway program for youth up to 17 years of age who can receive up to 364 days of services which include shelter and aftercare services. Project HOPE staff provide transportation to youth, often to home school districts. CFS uses the staff's personal vehicles for the transportation of their program clients.

[Goodwill Industries, Inc.](#)

Goodwill Industries serving Northern Wisconsin & Upper Michigan works to provide opportunities for vocational training, job placement assistance, and the development of independent living skills for people with disabilities or other barriers to employment. Goodwill Industries works with the City of Houghton and Copper Country Community Mental Health via third-party contracting to provide transportation to Goodwill's vocational training center at the Houghton County Industrial Airpark.

[Society of Saint Vincent De Paul](#)

Diocesan Council of Marquette, Michigan Society of St. Vincent De Paul operates stores in both L'Anse and Hancock, Michigan. The Catholic charity will provide vouchers and prepaid gas cards to assist for transportation based on need.

Government Human Services Agencies

Government Human Service Agencies' transportation programs are often similar to Private Human Service Agencies and will often provide direct services to their consumer populations. The breadth and formality of these services differ between providers, from arrangements with volunteer drivers to limited transportation in staff cars. Other agencies may maintain fleets of vehicles providing consumer transportation to employment opportunities and social functions. Funding for these programs can fluctuate from year-to-year and services may be dedicated by requirements of funding programs.

[Copper Country Community Mental Health Services](#)

Copper Country Community Mental Health Services (CCCMH) provides direct services to their consumers. Most of their transportation activities center within Houghton, Baraga and Ontonagon counties with limited services in Keweenaw County. Primarily they transport consumers to their agency offices in Calumet, Houghton, Ontonagon and L'Anse; and the Clubhouse in Hancock. CCCMH also has third-party contracts with the City of Houghton Transit to provide services to Goodwill Industries at the Houghton County Airport Industrial Park and with On-Tran for their day program in Ontonagon.

Direct services include transportation to outpatient therapy, psychiatric appointments, access to the Clubhouse, day programs, work programs, medical appointments, and to participate in community integration and leisure activities. Some of these services are paid for under a bundled service being provided to the person; however, many are not. CCCMH did operate a pilot program in Baraga County for three years that provided travel vouchers for consumers; however, the grant ceased and an additional funding source has not been found.

[Department of Human Services \(Baraga, Houghton and Keweenaw County offices\)](#)

The Department of Human Services (DHS) provides public assistance, child and family welfare services in the State of Michigan. DHS works with volunteer drivers, transit providers, and non-profits to provide transportation to their consumer population. DHS consumers are individuals that are eligible to receive Medicaid, State Disability Assistance, or have a State Disability Assistance case pending. Transportation assistance is for medical appointments only. DHS works to transport consumers locally to Marquette and Ann Arbor. DHS reimburses volunteer drivers at a rate of \$0.36 per mile. Volunteers provide their own vehicles.

Michigan Rehab Services

Michigan Rehab Services (MRS) provides limited assistance based on program consumers (disabled individual seeking employment) need to seek or keep employment. This short term assistance could include taxi reimbursement, monthly vouchers for city transit, or vehicle repairs.

Volunteer Services

Volunteer Service Agencies will sometimes provide limited direct services to their consumer populations. The breadth and formality of these services differ between providers; from arrangements with volunteer drivers to limited transportation in staff cars. Funding for these programs can fluctuate from year-to-year and services may be dedicated by requirements of funding programs or volunteer commitments.

Big Brothers Big Sisters of the Western Upper Peninsula

Volunteer mentors of the Big Brothers Big Sisters community program provide direct service by transporting their *little brothers or sisters* (agency matches) using their personal vehicles for outings and special events. The agency also promotes the use of local bus services whenever possible.

Little Brother's Friends of the Elderly

Little Brother's Friends of the Elderly provides direct services to senior citizens (60 or older) who cannot afford transportation or do not meet the eligibility requirement of other transportation assistance programs. Little Brother's Friends of the Elderly typically provide transportation for errands and medical appointments, but will transport to fit the client's needs.

Little Brother's Friends of the Elderly currently operates two wheelchair accessible minivans and two automobiles. For special events, such as the holiday meals, additional volunteers transport up to 400 clients. Their transportation program is run by volunteers and funded through donations and hospital reimbursements. They received grant funding in the past to provide transportation services. All services are door-to-door.

Retired Senior Volunteer Program

Retired Senior Volunteer Program (RSVP) program volunteers (55 years and older) provide direct services through a third party contract to many of the programs listed above (Little Brother's Friends of the Elderly / Department of Human Services) in their private vehicles. RSVP reimburses volunteer's mileage from their homes to the organization they are working with.

Educational Services

There are a number of school districts in the study area and BHK Child Development that maintain and operate fleets of buses for the direct transportation of students within their districts. Some of these services are being operated by private contractors. These services are not available for the general public but do operate within the study area.

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TABLE 6: EXISTING TRANSPORTATION SERVICE PROVIDERS FOR BARAGA, HOUGHTON AND KEWEENAW COUNTIES

Service Category	Provider	Consumer Population	Description of Services	Service Area	Hours/Day	Cost to Consumer
Public Transit	City of Hancock	General Public	Demand-Response Services	City of Hancock City of Houghton	7 am – 5 pm Monday – Friday	\$2-\$5 one way, age-dependent
	City of Houghton	General Public	Fixed Route	City of Houghton	10 am – 5 pm Monday – Friday	\$2 Adult \$1 Child, Student, Senior Citizen
			Demand-Response Services	City Houghton	7 am – 5 pm Monday - Friday	\$ 2–6 one way, age- and location-dependent
				City of Hancock	5 pm – 11 pm (when MTU is in session) Monday - Sunday	\$2 one way within City of Houghton limits
			Special Indirect Service Contract (not for public)	<ul style="list-style-type: none"> • Calumet to Goodwill Industries • South Range to Goodwill Industries 	Per contract	Per contract
	Indian Trails	General Public	Fixed Route Services	Intercity Carrier	NA	Dependent on destination
Ontonagon County Transit (On-Tran)	General Public	Demand-Response Services	Ontonagon County <i>Monthly trip to Houghton</i>	6 am – 6 pm Monday – Friday	Dependent on destination	

Baraga, Houghton and Keweenaw Counties
Coordinated Human Services and Public Transit Plan

Service Category	Provider	Consumer Population	Description of Services	Service Area	Hours/Day	Cost to Consumer
Specialized Not-For-Profit Transportation Providers	BHK CAA	Senior citizens and people with disabilities	Fixed Route Services	Mohawk to Copper Country Mall	10 am – 3 pm Wednesday (one round trip)	\$2 one way
			Demand-Response Services	Chassell, Hancock / Houghton, South Range/Painesdale	9:00 am – 4:00 pm Monday & Thursday	\$2-\$3 one way
				Mohawk, Calumet / Laurium, Lake Linden	9:00 am – 4:00 pm Tuesday & Thursday	\$1-\$3 one way
	Baragaland Senior Citizens Bus	Senior citizens and people with disabilities	Demand-Response Services	Baraga / L'Anse	8:00 am – 4:00 pm, Tuesday – Friday Days vary; approx. 8 times a month	
			Numerous Fixed Routes Services	<ul style="list-style-type: none"> • Marquette 2 trips / month; • Houghton 1-2 trips / month; • Iron Mountain 1 trip/ month; • Watersmeet 1 trip/month; and • Covington 1 trip/ month. 	8:00 am – 4:00 pm, Tuesday – Friday Days vary	
For-Profit Transportation Providers	Copper Country Limo	General Public	Demand-Response Services	Primarily Houghton County	By arrangement	By arrangement
	Eagles Charter	Charter	Primarily Charter Services	Primarily charter services	By arrangement	By arrangement
	B & B Charter	Charter	Primarily Charter Services	Primarily charter services	By arrangement	By arrangement
	Gregg's Taxi	General	Demand-Response Services	Primarily Northern Houghton County	By arrangement	Per mile price

Baraga, Houghton and Keweenaw Counties
Coordinated Human Services and Public Transit Plan

Service Category	Provider	Consumer Population	Description of Services	Service Area	Hours/Day	Cost to Consumer
For-Profit Transportation Providers (continued)	L.L. Lynx Transport –No longer in Business	General Public	Demand-Response Services	Primarily Baraga County	No longer in service	No longer in service
	Neil's Taxi	General Public	Demand-Response Services	Primarily Houghton County	By arrangement	Per-mile price
	Red Jacket Trolley	Tourist oriented / charter	Fixed Routed Services (tours) Charter Services	Houghton and Keweenaw Counties	Tours: Tues-Thurs Charter: by arrangement	Tours: \$30-65 Charter: by arrangement
	Superior Coaches	Charter services	Charter Services	Charter Services	By arrangement	By arrangement
Private Human Services Agencies	Barbara Kettle Gundlach Shelter Home	Consumers of agency services	Direct Services	Primarily Houghton County	By arrangement	No cost to consumer
	Baraga County Shelter Home	Consumers of agency services	Direct Services Referral	Primarily Baraga County & Occasional trips to Marquette and Iron Mountain	By arrangement	No cost to consumer
	Child and Family Services of the Upper Peninsula	Consumers of agency services	Direct Services Third Party Contracts	Primarily Houghton and Baraga counties, transport to education services	By arrangement	No cost to consumer
	Goodwill Industries	Consumers of agency services	Third Party Contract with City of Houghton Transit and Copper Country Mental Health Services	<ul style="list-style-type: none"> • Calumet to Goodwill Industries • South Range to Goodwill Industries 	By arrangement	No cost to consumer
	Society of Saint Vincent De Paul	Referrals	Voucher Assistance	By arrangement	By arrangement	No cost to consumer

Baraga, Houghton and Keweenaw Counties
Coordinated Human Services and Public Transit Plan

Service Category	Provider	Consumer Population	Description of Services	Service Area	Hours/Day	Cost to Consumer
Government Human Services Agencies	Copper Country Community Mental Health Services	Consumers of agency services	Direct Services Third-Party Contract with City of Houghton Transit	By arrangement	By arrangement	No cost to consumer
	Department of Human Services (Baraga, Houghton and Keweenaw County offices)	Consumers of agency services	Third Party Contract with City of Houghton Transit and Volunteer Drivers (RSVP)	By arrangement	By arrangement	No cost to consumer
	Michigan Rehabilitation Services	Consumers of agency services	Limited assistance with transportation related activities	By arrangement	By arrangement	No cost to consumer
Volunteer Services	Big Brothers Big Sisters of the Western Upper Peninsula	Consumers of agency services	Direct Services - for agency activities	By arrangement	By arrangement	No cost to consumer
	Little Brother's Friends of the Elderly	Consumers of agency services	Direct Services - for agency activities	By arrangement	By arrangement	No cost to consumer
	Retired Senior Volunteer Program	Service Provider	Third-party contract service provider for DHS consumers and Little Brothers Friends of the Elderly	By arrangement	By arrangement	As service provider volunteer drivers may be reimbursed, program-dependent

Planning Process

The development of this plan follows a simple planning process outlined to the right. This document and planning initiative will focus on the first five steps of this process: Define the Problem, Map Stakeholder Interests; Engage Stakeholders; Provide Alternatives Analysis and Work to Seek Agreement on Policies and Actions. This section briefly describes the actions taken to gather information and research that took place in the development of this plan. Results from each research activity will be explored in the Discussion and Findings Section of the plan; raw results and notes from surveys, interviews and stakeholder meetings are in the appendix of this document.

Inquiry Methods

To map stakeholder interest and engage stakeholders through this process, these research and inquiry activities were implemented:

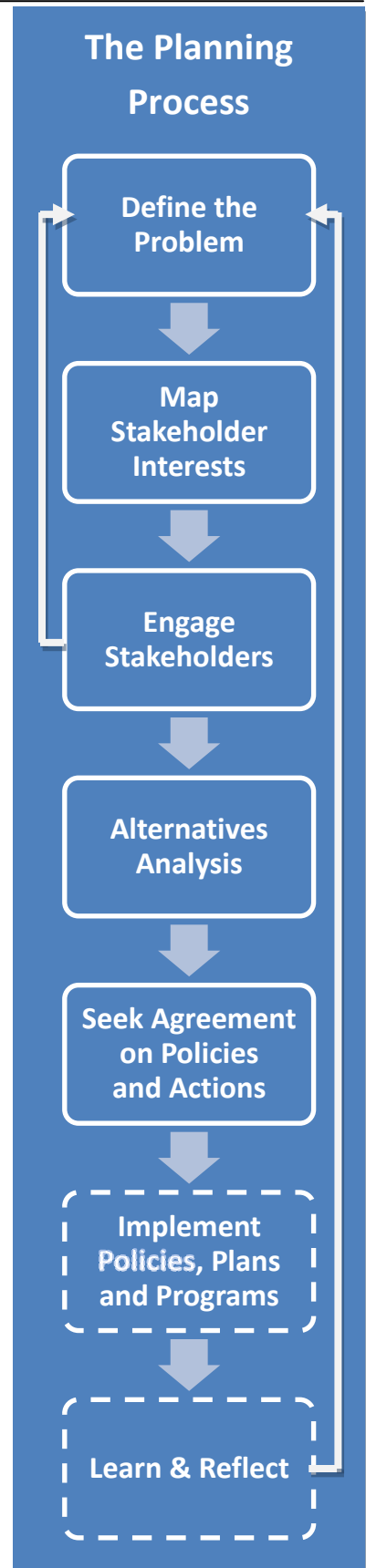
Pre-planning

In the summer 2007, the Cities of Hancock and Houghton, Vocational Strategies, and BHK CAA developed a Coordinated Public Transit – Human Services Transportation Plan for Houghton County (Houghton County Plan). The result of this process is a list of barriers, proposed solutions, and priority rankings, one of which lead to the development of this larger initiative encompassing the three-county study area.

Other pre-planning activities include WUPPDR’s membership with the National Association of Development Organizations. Agency staff regularly attends the National Rural Transportation Peer Learning Conference. The conference frequently examines rural transit systems across the country and solutions communities are developing to improve program implementation.

Literature Review

Numerous federal, state and community level planning documents were reviewed in the preparation of this plan. This includes reviewing the policies and legislation on the Federal and State level allowing for operation and funding of public transit programs. Many rural community human service coordinated transit plans were consulted. Background information was developed by studying MDOT’s State Long Range Transportation Plan and technical reports regarding transit in the State of Michigan. A summary of the literature review giving an overview of rural transit programs is in the Discussion and Finding



Section of this plan and a complete list of the documents consulted can be found in the plan's bibliography.

Providers Survey

In September 2010, transportation providers and advocates were invited to participate in *A Self-Assessment Tool for Communities*, a multiple-choice, survey style assessment developed by FHWA for their United We Ride Campaign (Providers Survey). This survey rates respondents' perceptions of the community's status in developing a coordinated system by asking big picture questions. All questions were ranked similarly: Needs to Begin, Needs Significant Action, Needs Action, and Done Well. The survey examines the perceptions that respondents have towards the following five themes:

1. Making Things Happen by Working Together
2. Taking Stock of Community Needs and Moving Forward
3. Putting Customers First
4. Adapting Funding for Greater Mobility
5. Moving People Efficiently

Questions looked at providers' capacity to work across agency lines to provide and streamline services. Fifty-one individuals completed the survey over a two week period; findings will be discussed in the Discussion and Findings Section of this document. The survey and its raw results are located in Appendix A and B of this plan.

Interviews

Throughout this planning initiative the following transportation providers and nonprofit agencies were contacted to evaluate their resources, programs, needs, and ridership:

- Baraga County Shelter Home
- Barbara Kettle Gundlach Shelter
- Baragaland Senior Citizens
- BHK CAA
- BHK CAA - Passenger Interviews (12)
- Big Brothers Big Sisters of Western Upper Peninsula
- Child and Family Services of the Western Upper Peninsula
- City of Hancock
- City of Houghton
- Copper Country Community Mental Health Services
- Gogebic County Transit
- Department of Human Services
- Indian Trails
- L.L. Lynx, LLC
- Little Brothers Friends of the Elderly
- Michigan Rehab
- Retired Senior Volunteer Program

- Goodwill Industries – Work Force Development
- MDOT - Project Manager Bureau of Passenger Transportation
- Portage Health Systems

The interview template can be found in Appendix H.

Stakeholders Meeting

On September 29, 2010, transportation providers and advocates met to discuss what coordinated transit planning is; review the results for the survey; review local transit resources; discuss perceptions of transit in the regions; brainstorm opportunities, strengths and needs for the region’s transit systems; and design of the User Survey. Representatives from the following organization were present at the stakeholder meeting:

- Michigan Department of Transportation (MDOT)
- BHK Child Development (BHK)
- City of Hancock Transit
- City of Houghton Transit
- Goodwill Industries – Work Force Development
- Child and Family Services of the Western Upper Peninsula (CFS)
- Barbara Kettle Gundlach Shelter Home
- Department of Human Services (DHS)
- Copper Country Community Mental Health Services (CCCMH)
- Copper Country Community Mental Health Services – the Institute (CCCMH)
- Western Upper Peninsula Planning and Development Region (WUPPDR)

The Presentations and notes from the Stakeholder Meeting can be found in Appendix C and D.

User Survey

A 22-question user survey (User Survey), developed from comments and findings from the Stakeholders Meeting and from reviewing other community’s (outside the study area) transit surveys, was available from November 12, 2010 to December 31, 2010 and again from March 23, 2011 to April 20, 2011. The survey was available on-line through Survey Gizmo® at www.wuppdr.org. Paper surveys were provided to City of Hancock Transit; City of Houghton Transit; BHK CAA; Baragaland Senior Citizens and available upon request from WUPPDR. Small cards directing individuals to the online survey were also sent to Baraga County Shelter Home, Barbara Kettle Gundlach Shelter, Baragaland Senior Citizens, BHK CAA, Child and Family Services of the Western Upper Peninsula, City of Hancock, City of Houghton, L.L. Lynx, LLC., Neil’s Taxi, and Gregg’s Taxi.



Figure 1: Invitation Cards for User Survey

The User Survey was announced in the Daily Mining Gazette through a press release on November 23, 2010, an announcement was sent out through the Keweenaw Peninsula Chamber of Commerce email *Chamber Blast* on November 23, 2010, and an article was featured on the front page of the Daily Mining Gazette on December 2, 2010. WUPPDR staff made the survey available at community outreach events in November, 2010 and again in April, 2011. The survey was also announced in WUPPDR's quarterly newsletter printed in December, 2010.

This resulted in 229 completed surveys; all paper surveys were entered in the online survey for tabulation. The analysis report was generated and distributed after both survey periods closed and made available at www.wuppdr.org. The combined Winter 2010 and Spring 2011 analysis can be found in Appendix F.



Figure 2: Complete Transit Survey Analysis

Case Studies

As part of this study, two regional transit systems are presented. The purpose of this information is to examine transit solutions developed to serve other communities. The two systems chosen are Bay Area Rural Transit (BART) in Ashland, Wisconsin and Marq-Tran in Marquette, Michigan. These systems were examined because of their proximity to the region, that they serve a number of surrounding communities, and the similarities of geographical areas (i.e. service area). Each case presents the operational area, routes and fare information, population data, and a comparison analysis between the case's system and our study area. Gogebic County Transit and Ontonagon County Transit were also examined while developing this document.

Assumptions and Limitations of Research

All research is built upon assumptions. Results are limited by the participant's response and the time of a study.

The following assumptions were made collecting this data:

- Data collected were accurate;
- Individuals responding to survey were truthful in their responses;
- Individuals who shared information in interviews and at the stakeholder meeting were knowledgeable in what they were discussing;
- The literature reviewed (plans, studies, documents, report, and websites) was accurate;
- The survey collection tools worked accurately (online sources) and were tabulated correctly;
- That the results were meaningful; and
- Data collected represented a cross section of the study area's population.

The study is also bound by following limitations:

- The honesty of the respondents;
- How well the sample represents the population;

- The usefulness of the results to indentified stakeholders;
- The inquiry and collection techniques;
- The results are limited by the time period of the study and availability of the survey; and
- The literature review is limited by the number of documents that were reviewed.

Post-Draft Public Input

After completion of the draft of this study, questions and comments from stakeholders and the public were accepted by various methods. Some direct changes were made to the draft document, whereas other suggestions are listed for future reference and consideration. The full report on public comments and their incorporation, if any, is in Appendix I. Supplements to the process of gathering final public input are in Appendices J and K.

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Discussion & Findings

This section maps out stakeholders interests, defines the problem at the center of this planning initiative, and identifies numerous community needs that support the problem statement. The needs presented are developed through the interpretation of the stakeholder engagement and inquiry activities through the planning process.

Literature Review

Public transportation provides a means of mobility and access to employment opportunities, community resources, and medical facilities. In urban areas, public transit can relieve congestion, lower CO² emissions, and extend the life of public infrastructure (road surfaces). In rural areas with lower population densities, public transportation is often the only means of mobility for the low-income, disabled, and carless individuals; in non-metro areas transit brings about economic efficiency and expands social equality to areas with long distances between resources (Brown 2008).

Prior to the 1960's, private companies provided transit between and within rural communities; however, this became unprofitable with the rise of personal vehicle ownership (Hegland, et al 2004). In response to this, the 1970's saw rise to government-funded transit and human service oriented programs to meet the needs of populations who could not own or operate vehicles (individuals with physical or mental disabilities or low-income households). In 1975, the Transportation for Elderly Persons and Persons with Disabilities (Section 5310) Program was enacted at the federal level to provide transportation for the disabled and elderly in places where public transportation was inadequate or inappropriate to serve the needs of these groups (www.transitplus.com). Following, in 1979, the Rural and Small Urban Area (Section 5311) Program was enacted to provide funding to states to support public transportation in rural areas, with population of less than 50,000 (NDDOT 2011). Section 5311 is further divided to support more defined initiatives:

- 5311(b) Rural Transit Assistance Program (RTAP)
- 5311(c) Public Transportation on Indian Reservations
- 5311(d) Intercity Bus Program

Two other federal programs have been created to support public transit in rural communities; Jobs Access and Reverse Commute Funds (JARC) (Section 5316) and the New Freedom Program (Section 5317). JARC recognizes that entry-level jobs are located in suburban areas, and low-income individuals have difficulty accessing these jobs from their inner city, urban, or rural neighborhoods. In addition, these jobs require working late at night or on weekends when conventional transit services are either reduced or non-existent. Finally, New Freedom provides resources to overcome existing barriers facing Americans with disabilities seeking integration into the work force and full participation in society, this program was enacted in response to the Americans with Disabilities Act of 1990 (www.fta.dot.gov).

Each year, Congress appropriates funds for these each programs and Federal Transit Administration (FTA) awards grants to eligible recipients, such as the Michigan Department of Transportation (MDOT), who meets the goals of the programs. The recipients of these grants are responsible for managing their

projects in accordance with federal requirements as well as providing the appropriate match. MDOT works with its 79 local public transportation systems and 40 specialized transportation service providers to distribute FTA funds annually (MDOT 2006). Without access to these federal grants and funding formulas, rural transit providers would not be able to operate or provide affordable services to their consumer populations.

Rural transportation services provide a number of direct and indirect benefits (both economic and social) to the communities they serve. Consumers or riders of transit are given access to employment, health and social services, shopping, entertainment and community events, and visits to friends and relatives. Also, transit services benefit the operators and administrators of their respective systems, by providing jobs and related resources. Area employers are indirect beneficiaries and may be impacted either positively or negatively based on the operational hours and reliability of transit. Likewise, some service providers, such as health or social services, may gain more consumers due to the availability of transit in the area; again unreliable transit may have a negative affect for these agencies.

A study commissioned by Transit Research Board stated the rural systems can have the following types of economic impact on a rural community:

- Employment effects;
- Benefits from increased mobility;
 - participation in education and training programs,
 - increased participation in social service programs,
 - health benefits of increased access to medical care, and
 - personal independence, including staying out of nursing homes,
- Transportation cost efficiencies for the users of the system;
- Impacts on expenditure patterns; and
- Growth of the local economy (beyond that expected without public transportation services).

This study concluded that the average net earnings growth differential between rural counties with transit and rural counties without transit systems was 11 percent. (TCRP 1998)

In 2005, with the passage of the last federal transportation bill, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: a Legacy for Users (SAFETEA-LU) required that projects selected for funding under the Elderly Individuals and Individuals with Disabilities (Section 5310), Jobs Access and Reverse Commute Funds (JARC) (Section 5316), and New Freedom Programs (Section 5317), must be “derived from a locally developed and coordinated public human services transportation plan” and that the plan “be developed through a process that includes representatives from the public, private, nonprofit transportation and human services providers and participation by the public” (Federal Register 2006). Since then, much attention has been given to the development of coordinated community plans, looking beyond the activities and service area of the single provider. These plans examine the larger picture of how people are moving/navigating often disjointed systems to access all the resources a defined community offers. FTA proposes these studies include the following:

- An assessment of the transportation needs for individuals with disabilities, older adults and persons with limited incomes;
- An inventory of available services that identifies areas of redundant services and gaps in services;

- Strategies to address the identified gaps in service;
- Identification of coordination actions to eliminate or reduce duplication in services and strategies for efficient utilization of resources; and
- Prioritization of implementation strategies.

Throughout the State of Michigan numerous communities are examining the methods they use to provide services and are looking for ways to better coordinate services, reach more consumers, and better serve existing riders. These studies allow for communities to explore opportunities and alternatives to leverage current services and funding levels to provide an improved service model.

Case Study I: Bay Area Rural Transit (BART)

Bay Area Rural Transit (BART) serves the Chequamegon Bay area of Northern Wisconsin and includes the counties of Ashland and Bayfield. In 2006, BART implemented a service revision rescheduling buses to run consistently in two hour increments and addressed a number of identified gaps in service. These adjustments made the service easier to use and the more convenient for riders. BART ridership increased 31% from 2007 to 2008. The overall ridership more than doubled from 16,285 in 2004 to 39,872 in 2009. Improvements in the service were the single biggest factor in the increase in ridership (Pearson 2010).



Figure 3: Bay Area Rural Transit Logo

BART runs or cooperates on 11 different routes, including:

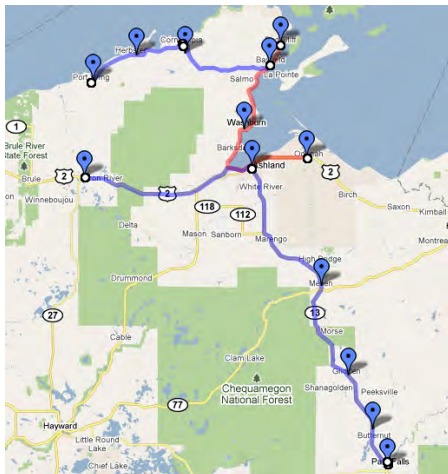


Figure 4: Overview of BART Geographic Location and Routes

Pin drops illustrate communities served. Red line depicts Bart's West/ North and East South Routes.

Image courtesy of Google Maps.

1. BART West/North & East/South Routes – Fixed route operating 6:30 am to 6:30 pm, Monday through Friday on two hour intervals. Route connects Odanah to Redcliff. Pricing is based on zone: \$1.50 – \$ 3.50 for the general public.
2. BART East/South Route – Reverse of Route #1.
3. Saturday Schedule South Route: Fixed route 8:00 am to 9:00 pm, three times per day. This route serves Ashland (Connection to Ashland Route) –Washburn–Bayfield-Redcliff. Fares are zone dependent: \$1.50 – \$3.50 for the general public.
4. Saturday Schedule North Route: Reverse of route #3. Fares are zone dependent: \$1.50 – \$3.50 for the general public.
5. Iron River – Fixed route serves Iron River to Ashland in the morning and returns in the afternoon on Fridays only. The fare is \$10.00 round trip for the general public.
6. Mellen – Fixed route serves Ashland to Mellen (with stops at Mango and Highbridge), three times daily Monday and Thursday. It also provides limited on-demand service within Mellen. The fare is up to \$3.00 one-way for the general public.

7. South Shore- Fixed route serves Ashland to Port Wing (with stops in Washburn, Cornucopia, and Herbster) twice each Tuesday with limited demand services on the route. The fare is up to \$4.00 one-way for the general public.
8. City of Ashland – Combination fixed route / on-demand service. With two routes (eastbound and westbound) buses run from 7:00 am to 7:00 pm on 30 minute intervals; scheduled pickup and drop off are at Ashland Hospital, Northland College, County Market (location for transfers to/from other routes) and Walmart. Routes also provide on-demand services.
9. Glidden to Park Falls – *BART operates this service with Lauri Jean Zach Center*. Fixed route from Park Falls to Glidden (with a stop in Butternut) runs three times a day. Allows for a transfer in Glidden, allowing for connection to Mellen and service to Ashland (Monday and Thursday). The fare is \$1.50 one-way for the general public.
10. Mellen to Glidden - *BART operates this service with Lauri Jean Zach Center*. Fixed route from Mellen to Glidden and runs three times a day. Transfers in Mellen Glidden allowing for service to Ashland (Monday and Thursday). The fare is up to \$3.00 one-way for the general public.
11. Washburn “Blue Goose” - *Jointly sponsored project of the City of Washburn and Bayfield County Human Services. The Blue Goose is managed as a subsidiary of BART*, with connections to the BART system in Washburn. Blue Goose provides on-demand services 8:30 am to 5:30 pm Monday through Friday. The fare is \$1.50 per trip or \$4.00 for a day pass for the general public.

There are no services on Sundays or on the following holidays: New Years Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day.

The area has a population of 31,189 (16,175 Ashland County; 15,014 Bayfield County). Population centers include the City of Ashland (8,216), Town of Washburn (2,117), Town of Bayfield (487), City of Mellen (731), Town of Iron River (1,059²), Town of Port Wing (146), Butternut (375), Marengo (111), and Odanah (254²), a census designated place, which is the cultural and administrative center of the Bad River Chippewa Band. Chief employers in BART’s service area include Bretting Manufacturing, Larson-Juhl (a subsidy of Berkshire Hathaway), Northland College, Wisconsin Indian Technical College, as well as Memorial Medical Center and Walmart.

Comparison for Analysis:

- BART’s System serves areas with **similar geographic distances** as the study area.

<u>BART</u>	<u>Study Area</u>
Red Cliff to Park Falls is approx. 85 miles	Copper Harbor to L’Anse is approx. 80 miles
Odanah to Iron River is approx. 36 miles	South Range to Lake Linden is approx. 18 miles

- BART’s system **serves a population accessing the core community** of Ashland. Overall locations in the Cities of Hancock and Houghton were selected most often when respondents were asked what locations they access three or more times per week.

² 2000 US Census Bureau Data

- BART's system **serves populations under 50,000**. Ashland and Bayfield Counties have a population of 31,189, which is a third smaller than the size of the Baraga, Houghton and Keweenaw Counties of 47,644.
- BART's systems **integrate multiple service providers** by acting as a scheduler and dispatcher. BART operates in conjunction with *Lauri Jean Zach Senior Center* providing service in Glidden, Mellen and Park Fall, and with the City of Washburn and Bayfield County Human Services to operate the *Blue Goose* as a subsidiary. Currently, there are four service providers operating in the study area (City of Hancock, City of Houghton, Baragaland Senior Citizens, and BHK CAA).

BART offers a mix of fixed route and demand-response services. Most fixed routes offer a variety of deviated services to meet community needs. Additionally, not all communities are served daily, but they do have a minimum of weekly service to the City of Ashland.

Case Study II: Marquette County Transit Authority (Marq-Tran)

Marq-Tran serves Marquette County, Michigan with buses running daily, with limited services on Sundays and holidays. Marq-Tran has a variety of fixed route and demand-response services to the greater Marquette (City) and Ishpeming-Negaunee areas. On holidays, Marq-Tran offers only demand-response services. Fixed route fares are \$.80 unless otherwise noted below.



Figure 5: Marquette County Transit Authority Logo

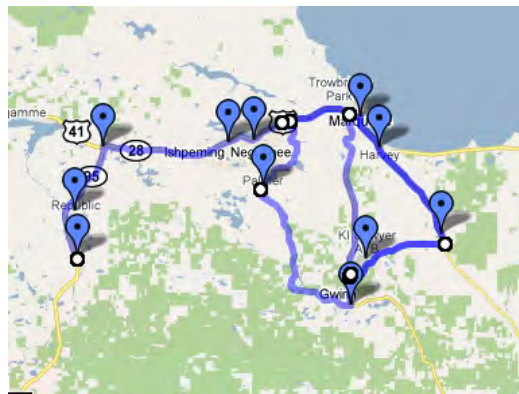


Figure 6: Overview of Marq-Tran Geographic Location and Routes

Pin drops illustrate communities served.

Image courtesy of Google Maps.

Marq-Tran has 10 fixed routes that include:

1. Marquette-Negaunee-Ishpeming - A route operating 6:05 am to 7:55 pm Monday through Friday, 9:00 am to 4:55 pm Saturday, and 1:00 pm to 4:55 pm Sunday, at one-hour intervals. The fare for the general public is \$1.60.
2. Ishpeming Shoppers Shuttle – A route operating 8:00 am to 4:30 pm Monday through Friday; and 9:00 am to 5:00 pm on Saturday at ½-hour intervals.
3. K.I. Sawyer Area – Gwinn-Marquette – Two routes (US-41 and CO-533 alternating hourly) operating 5:45 am to 7:05 pm Monday through Friday and 8:05 am to 5:05pm on Saturday at one-hour intervals. The fare for the general public is \$1.60.
4. Negaunee Shuttle – A route operating 9:55 am to 3:50 pm Monday through Friday at one-hour intervals.

5. Marquette Trowbridge Park - A route operating 6:55 am to 6:00 pm Monday through Friday and 9:00 am to 5:00 pm Saturday at one-hour intervals.
6. Marquette North/Mall - A two-part route operating 7:05 am to 6:35 pm Monday through Friday and 9:05 am to 6:35 pm Saturday at one-hour intervals.
7. Marquette North/South - A two-part route operating 6:35 am to 6:35 pm Monday through Friday and 8:35 am to 6:35 pm Saturday. The “North” leg of this route and North/Mall are the same but have staggered schedules such that the North leg is covered at ½-hour intervals.
8. Marquette Shopper - A route operating 8:45 am to 4:10 pm Monday through Friday and 9:45 am to 4:10 pm on Saturday at ½-hour intervals.
9. Marquette–Gwinn-Palmer - A route operating 8:20 am to 3:45 pm Friday only. The fare for the general public is \$3.20.
10. Western Marquette County - A route operating 9:20 am to 6:40 pm Thursday only. The fare for the general public \$3.20.

Routes interconnect with each other allowing for transfers within the Marq-Tran System.

Marquette County has a population of 67,072. Population centers include the City of Marquette (21,355), City of Ishpeming (6,470), City of Negaunee (4,568), Gwinn Census-Designated Place (CDP) (1,912), Palmer CDP (418), Harvey CDP (1,393), Skandia CDP (907³), and Republic CDP (507). Chief employers in the Marq-Tran service area are Marquette General Hospital, Inc.; Northern Michigan University; Cleveland-Cliffs, Inc.; Empire Iron Mining Partnership; Department of Corrections; County of Marquette; Keweenaw Bay Indian Community; Wisconsin Electric Power Co.; Target Corp.; and Walmart.

Comparison for analysis:

- Marq-Tran **serves a population accessing the core community** of Marquette. Similarly, locations in the core cities of Hancock and Houghton were selected most often when respondents were asked what locations they access three or more times a week.
- Marq-Tran serves areas with **similar geographic distances to the core community** of Marquette as Baraga, Houghton and Keweenaw Counties communities are to the core community of Hancock/Houghton.

Marq – Tran

Republic to Marquette is approx. 32 miles
Gwinn to Marquette is approx. 20 miles
Skandia to Marquette is approx. 20 miles

Study Area

Baraga to Houghton is approx. 32 miles
Mohawk to Houghton is approx. 18 miles
Lake Linden to Houghton is approx. 12 miles

- Marq-Tran’s System and the service providers of Baraga, Houghton and Keweenaw Counties both **work with MDOT’s Project Manager - Bureau of Passenger Transportation from the Ishpeming TSC and access the same external funding sources.**

³ 2000 US Census Bureau Data

Marq-Tran offers a mix of fixed routes and demand-response services. Most fixed routes offer a variety of deviated services to meet community needs. Additionally, not all communities are served daily, but they do have a minimum of a weekly service to the City of Marquette.

Interpretation of Inquiry Activities

This section will summarize quantitative and qualitative results from surveys, interviews, and the review of local plans, primary and secondary sources. Through the analysis of these materials a number of community needs are indentified and highlighted below. Activities and alternative scenarios developed to address these needs are presented in the Proposed Alternatives section of this plan.

Problem Statement: *In order to provide comprehensive and cohesive transit to the citizenry of Baraga, Houghton and Keweenaw Counties at affordable cost, transit service providers, government authorities, and Michigan Department of Transportation must coordinate existing resources and leverage additional funding opportunities.*

It is evident from the Providers Survey, Stakeholder Meeting, User Survey, and Interviews that the population within the three-county study area wants to see additional routes and services (providing interconnectivity among core communities) and better coordination among existing services.

The local transit needs identified through this process and supporting the problem statement are:

- A. Retain the transit services in the study area;
- B. Enhance coordination and communication among providers and services;
- C. Address gaps and redundancies in current transit system by enhancing interconnectivity and services to all communities;
 - C.1 Improve interconnectivity within the Cities of Hancock and Houghton;
 - C.2 Establish intercity fixed routes from outlying communities to the Cities of Hancock and Houghton;
 - C.3 Extending service hours and days to accommodate employment needs, evening social activities and errands of riders;
 - C.4 Reduce redundancies and duplications among current service providers;
 - C.5 Develop transit services that complement the local tourism industry;
- D. Increase education and promotion of existing services;
- E. Examine fare structures and administrative costs to provide affordable services to people on fixed incomes (social security, supplemental security, and other people receiving federal and state assistance or retirement benefits);
- F. Enhance services to meet the needs of a larger ridership;
 - F.1 Develop tools and strategies to inform the public and increase the use of existing services
 - F.2 Provide alternative uses to transit: develop services to appeal to bicycle users and recreationalists

COMMUNITY-IDENTIFIED NEEDS AND JUSTIFICATION

A. Retain the Transit Services in the Study Area.

The transit programs in the study area provide a lifeline to the individuals accessing these services. In many cases these service provide riders their only link to grocery stores, banks, and medical appointments. Individuals riding BHK CAA's weekly bus from Mohawk to the Copper Country Mall plan their weekly or biweekly grocery shopping to coincide with going to Walmart to stretch their limited budgets. These individuals also make plans to visit friends or family in the Hancock/Houghton area on Wednesday's services. Similarly, the City of Houghton's fixed route allows for individuals living at Michigan Tech's Daniel Heights to access shopping opportunities in the Houghton M-26 shopping corridor. The demand-response services of both cities allows for specialized trips where individuals can run errands and do their banking and shopping without depending on a personal vehicle. The Baragaland Senior Citizens Bus provides the only access for some Baraga County senior citizens to medical appointment and services, in Baraga County as well as Marquette, Houghton and Iron Counties. Finally over one fourth of the survey respondents reported using one of the region's taxi services providers, again supporting the need for alternatives to privately owned vehicles.

The support for these programs is evident throughout the study area. A number of respondents shared comments in the User Survey revealing the importance of these services, such as "I really appreciate the bus service...Please don't take the bus away from me." When asked in the User Survey on how important it is for Baraga, Houghton and Keweenaw Counties to have a good mass transit system, a combined 97% of respondents state that they feel it is important (somewhat important/very important) that the tri-county area have a system.

Local transit services will become more necessary in the study area as gas prices increase. When the User Survey was developed and implemented in November 2010, unleaded fuel cost on average was \$2.85 per gallon. The survey asked respondents to consider at what price per gallon gas would have to become before they began using public transportation. Fifteen percent of Respondents stated that when gas became \$3.00 per gallon they would start using public transit, 26% Respondents at \$4.00, and 19% at \$5.00 per gallon. A recent report from the American Public Transportation Association finds that \$4.00 per gallon gas prices may result in an additional 670 million public transit passenger trips. The study goes on to predict that if gas goes above \$5.00 per gallon, transit will see an additional 1.5 billion passenger trips.

B. Enhance Coordination and Communication among Providers and Services

The respondents of Providers Surveys rated interagency communication and coordination in the first section *Making Things Happen by Working Together*. Overall 70.6% respondents felt that community *Needs to Begin* or *Needs Significant Action* when it came to issues that address: leaders and organizations articulating a vision for the delivery of coordinated transportation services; providing a framework bringing together providers, agencies, and consumers; working with neighboring communities and state agencies; sustaining support for coordinating transportation planning among elected officials, agency administrators, and other community leaders; and coordinating human service transportation trips and maximizing existing resources. See Figure 7: Overall Evaluation of “Making Things Happen by Working Together” (Coordination) Section of Providers Survey.

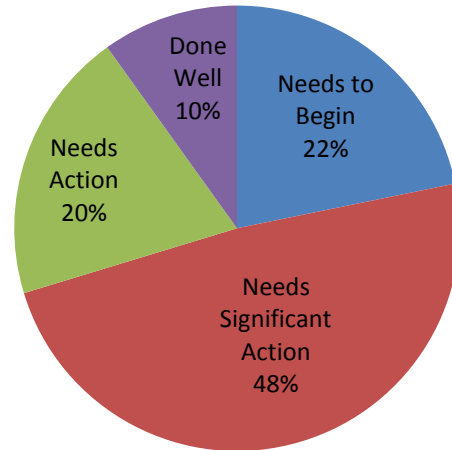


Figure 7: Overall Evaluation of “Making Things Happen by Working Together” (Coordination) Section of Providers Survey

Coordination and communication among providers is also identified in the User Survey. Respondents ranked *coordinated scheduling and payments system (between providers)* as their fourth priority from a list of possible transit enhancements to encourage and increase ridership. A number of respondents also commented on the desire to see better coordination among providers and state that they should “Unify Services.” Another stated “I think the two cities have to work together on a combined system in order to make this work.” Coordinating services and allowing users a single point of access to all systems, with similar fare schedule, and cross promotion will alleviate confusion and frustration among riders and potential riders. A system like BART in Ashland combines the scheduling, promotion, and allows for shared payment to access a number of agencies giving users a single point of entry. BART coordinates scheduling of their fixed routes allowing for transfers at fixed locations. This model allows for agencies to keep their independent services, resources, and funding while providing for greater coverage to Ashland and Bayfield Counties.

A 2003 study by the Transit Cooperative Research Program on the benefits of coordinating human services transportation and transit services, states that strategies should be implemented to avoid the following situations:

- **Vehicles and Drivers used to service only one client or trip typed:** agencies provide trips for only their own clients; agencies provide trips only to certain destination (e.g., medical facilities) and not to other needed destinations;
- **Multiple dispatch facilities and other administrative operations:** each agency using dispatch personnel dedicated only to the needs of that particular agency; multiple

agencies in that some community investing in independently operated geographical information systems (GIS) and automatic vehicle location AVL Systems;

- **The existence of significant vehicle capacity; routes being run with less than full passenger capacity;** vehicle idle during large portions of the day;
- **Low productivities (passengers per hour, passenger per mile):** performance statistics significantly below other operations of a similar nature in similar communities.
- **Duplication of routes and services;** vehicle of different agencies running the same routes, perhaps even at the same times of day (this is especially a problem when there are also areas lacking any service at all in a given community); and
- **Unusually high per trip costs;** per trip cost significantly higher than other operation of similar nature in similar communities. (TCRP 2003)

Research suggests that the coordination of the services will lower administrative and promotions costs, reduce confusion among riders and make for an overall more efficient transit system.

C. Address gaps and redundancies in current transit system by enhancing interconnectivity and services to all communities.

Service gaps (both physical and time based) are the need that was identified most often by survey respondents, in interviews with human service agencies and at the stakeholder meeting. Service gaps are perhaps the most subjective of the needs acknowledged, as proposed gaps are identified by personal choices or by perceived needs of a community or segment of population. Gaps will therefore be identified in the following ways:

- Expertise of the agencies who work with senior citizens, individual with disabilities or low income;
- Analysis of common origins and destinations;
- Map analysis; and
- Patterns identified in survey comments.

Currently, transit services for the general public are found only in the Cities of Hancock and Houghton and their immediate surrounding areas. As it is not possible to use Indian Trails for same day returns in the region, and the On-Tran bus does not originate in the study area, these will be excluded as local transit options. Senior citizens and people with disabilities do have the options for limited transit services in the Baraga/L'Anse area (with occasional service to surrounding communities via Baragaland Senior Citizens Bus). Additionally, senior citizens and people with disabilities in Houghton County also have the option to use BHK CAA's services that connect Mohawk to Houghton (via Calumet, Laurium, Lake Linden, Hancock) weekly or use their demand-response services for Calumet/Laurium/Lake Linden and Chassell/Houghton/Range Towns⁴.

⁴ BHK CAA does allow the general public on their buses when space is available.

The cities of Hancock and Houghton contain many of the state and human services agencies (Department of Human Services, Michigan Works, Bureau of Veteran Affairs, Little Brothers), Michigan Tech, Finlandia University, Portage Health Systems and Aspirus Keweenaw Clinic's, numerous grocery and retail stores, and a majority of the employment opportunities in the study area. Hypothetically any area not served by public transit in the study area could be considered a gap and in need of transit. However, it's not fiscally possible, or affordable for riders, to provide service to all locations within the study area. This need is broken down into five identified gaps and redundancies.

C1. Improve interconnectivity within the Cities of Hancock and Houghton

Interconnectivity means transporting people in a seamless and integrated fashion. This need speaks to the number of transit services operating independently of each other within the two cities and reported disconnect perceived by consumers. Currently, the City of Houghton is served by a fixed route (by Houghton's transit services) and demand-response services (by both Hancock and Houghton's Transit services), whereas the City of Hancock is served only by demand-response services (by both cities' transit services.) Additionally within the city's boundaries BHK CAA operates a demand-response service on Monday and Wednesday, and a fixed route that connects Mohawk to the Copper Country Mall. On-Tran, serving Ontonagon County, provides weekly transit to Walmart from Ontonagon. Also, once or twice a month Baragaland Senior Citizens bus provides non-emergent medical transit to the cities of Hancock and Houghton from Baraga/L'Anse. Indian Trails departs and terminates a daily service from Hancock each day with stops in Houghton. Furthermore, numerous human services agencies are providing transportation for their consumers. Finally, passengers have the option of local taxi services that exist in the city's boundaries. However, with all of these options, people still have unmet needs.

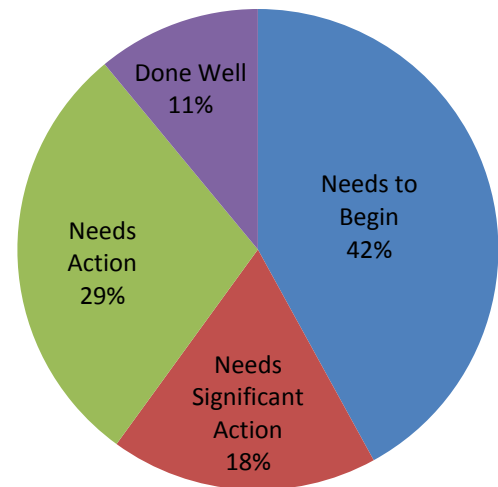


Figure 8: Response from Providers Survey Question
Is there a process for identifying duplication of services, underused assets, and services gaps?

The need to improve interconnectivity within the cities was first identified in the Provider's Survey. The second section of the survey, *Taking Stock of Community Needs and Moving Forward*, asked respondents to rate their perception of the process to identify duplications of services, underused assets and services gaps. Sixty percent of respondents felt the process needed to begin or needed significant action, see Figure 8: Response to Providers Survey Question *Is there a process for identifying duplication of services, underused assets, and service gaps?*

This need was discussed at the Stakeholders Meeting in September 2010, where agencies identified numerous locations within the cities of Hancock and Houghton to be incorporated into a fixed route service, connecting these locations will better service the needs of individuals with disabilities, senior

citizens and low-income household. This information is presented in Table 7: Popular Destinations of Senior Citizens and Individuals with Disabilities and Low Incomes.

This need is further supported by User Survey results, where respondents ranked *More frequent routes from existing transit providers* as their primary augmentation that will increase their use of public transit. One respondent stated, “Trips across the bridge from Hancock to Houghton, and back – just a few destinations to keep it simple at first....” Another respondent suggested “... create a regular fixed route that would go between the hospital, Hancock and Houghton....”

Providing additional fixed routes in the Cities of Hancock and Houghton will allow for scheduled access to medical facilities, universities (particularly to Finlandia University, which is not served by a fixed route), errands and social functions. The City of Houghton’s fixed route serves the downtown, Michigan Tech and M-26 shopping corridor; however, community resources within the City of Hancock are only served by demand-response services (both public and private). Residents of the City of Hancock accessing resources within the City of Houghton rely on demand-response services. Expanded fixed routes may drop the costs of connections from Hancock to Houghton, making public transit more affordable for the low income riders needing transit for employment purposes. Demand-response is typically twice as expensive as the City of Houghton’s fixed route service.

TABLE 7: POPULAR DESTINATIONS OF SENIOR CITIZENS AND INDIVIDUALS WITH DISABILITIES AND LOW INCOMES					
Location Type of Transit Service	City of Houghton Fixed Route	City of Houghton Demand-Response	BHK CAA Fixed Route	BHK CAA Demand-Response	City of Hancock Demand-Response
Portage Health Systems		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Aspirus Medical Arts		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Copper Country Mental Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Department of Human Services		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Michigan Works/ Manpower	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Social Security Administration	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Secretary of State	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Michigan Technological University	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Finlandia University		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Jutila Center		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Walmart	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Econo Foods /Shopko	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Pats Foods Hancock		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Copper Country Mall	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ridge View Plaza / Razorback Plaza	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Hancock Housing Commission		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Heritage Manor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Scott Hotel		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Douglass House	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Arbor Green	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Forest Park Apartment		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Hancock Apartments		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

C.2 Establish intercity fixed routes from outlying communities to the Cities of Hancock and Houghton

As stated above, transit between communities outside the Cities of Hancock and Houghton, is primarily only available to senior citizens and individuals with disabilities. People without a personal vehicle rely on taxi services or transportation from friends and family to access resources and employment opportunities in Hancock and Houghton. This is a challenge for low-income households who must access the public agencies within the cities' boundaries. This need was first identified through number of barriers in the Houghton County Plan, and includes the following:

Geographic Barriers

- Houghton County covers 1,012 square miles. Sixty-nine percent of the population resided in rural areas. Fifty percent of the population is elderly, low income, unemployed, and disabled. There is not public transportation available in rural areas.
- This distance between the two largest urban areas in Houghton County is 12.2 miles. The only services available to bridge this gap are privately owned cabs or human services transportation for program recipients.

Service Delivery Barriers

- The hub of Houghton County is the City of Houghton. One of the primary sources of revenue is derived from tourism. Individuals without vehicles are unable to work evening or weekend hours for tourist-related businesses/services.
- Public transportation is not available outside the city limits of Houghton/Hancock. Disadvantaged individuals in rural areas cannot access transportation for employment located in population centers. Low income individuals are unable to afford taxi fares.
- The disabled, elderly, unemployed, and low income individuals cannot access all levels of medical care throughout the county.
- There is a lack of transportation services to bring people to the Cities of Hancock and Houghton from the outlying rural areas. This level of service would aid businesses by improving the customer base during non-traditional hours.
- Without expanded public transportation service (hours and coverage of a wider region), individuals must rely on using their own vehicles. Seventy-two percent of the population in Houghton County drives a car alone.
- There is a population of individuals between 40 and 60 years of age that are handicapped, and/or need program transportation assistance through Section 5310 funding that do not qualify through one or more local organization programs.

Though these barriers were originally developed for Houghton County, they can be extrapolated to represent issues that also face Baraga and Keweenaw Counties. This need is further supported from information gathered at the Stakeholders Meeting and Users Survey. Agencies at the Stakeholders Meeting identified that their consumers need services in the outlying communities to access resources

in the cities of Hancock and Houghton. Additionally there is need to transport youth to educational resources and across district lines, as this is a challenge for families living in shelter homes or participating in the youth shelter programs of Child and Family Services. Participants at the Stakeholder Meeting brainstormed three ideal routes to serve the area.

1. **Northern Houghton County** – Daily or weekly services to connect rural populations to the small urban areas.
 - a. Daily route should include connections from Hancock/Houghton, Lake Linden/Hubbell, Calumet/Laurium
 - b. Discussed weekly routes going to rural areas; allowing elderly, disabled, and low income individuals the opportunities to get to a population center for medical appointments, errands (bank, grocery shopping, etc.)
2. **Southern Houghton County / Baraga County** (hereafter simplified as “Baraga County”) – Daily or weekly services to connect rural population to Hancock/Houghton area:
 - a. Routes should include connection from Trimountain, South Range, Chassell, Painesdale, Baraga/L’Anse
 - b. Discussed weekly routes going to rural areas, allowing elderly, disabled and low income individuals the opportunities to get to a population center for medical appointments, errands (bank, grocery shopping, etc.).
3. **Summer Keweenaw Route** – Daily service to Keweenaw County to assist both seasonal employees and tourists. This route should include connections of Hancock/Houghton, Lake Linden/Hubbell, Calumet/Laurium, Kearsarge, Copper City, Mohawk, Eagle River, Eagle Harbor, Copper Harbor, Keweenaw Mountain Lodge and return.

The respondents of the User Survey ranked *extended bus services (additional stops/communities)* as the third augmentation that will increase their use of public transit. This need, providing connections from the villages of Baraga/L’Anse and Calumet/Laurium to the Cities of Hancock and Houghton, generated the most comments from respondents:

Baraga County

- “Baraga County had the highest unemployment. We need transportation”;
- “As an employee at Baraga County DHS, I see the great need in our area for clients to have an alternative means of transportation re: employment. So many of the clients would benefit by reliable transportation to doctor appointments at PHS...”; and
- “It would benefit the people in Baraga County to greatly have public transportation within the county and to/from Houghton.”

Northern Houghton County

- “...I have no transportation available to me when my husband is at work....we have only one car and I don’t drive and I am therefore unable to get around....I have been asking why we never have transportation available in Lake Linden, Calumet and up...”;
- “Many people in the north end do not have transportation to access employment opportunities, shopping, etc. in Houghton/Hancock”; and

- “The need for public transportation in the CLK area is much needed. My concern is the ease of use for our aging population and the safety and security of these individuals... . Also, evening hours offered to the CLK area, would allow adults and kids alike to attend movies, sporting events, etc. to the Houghton-Hancock area without the hassle of finding a ride.”

Keweenaw County

- “Keweenaw loop.”

Respondents of the User Survey were asked to consider using transit services if they were made easily accessible (i.e. if a transit route ran near their residence). 26% of respondents stated that they will use transit if routes were more convenient, 56% of respondents will possibly consider this if services were more convenient, see Figure 9: User Survey Respondents’ Commitment to Enhanced Transit Routes.

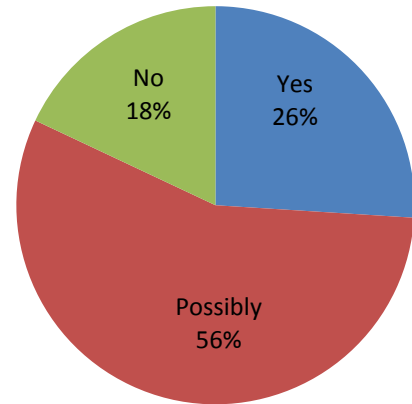


Figure 9: User Survey Respondents’ Commitment to Enhanced Transit Routes

C.3 Extending Service Hours and Days to accommodate employment needs, evening social activities and errands of riders

Primarily public transit is only available in the study area between the hours 7:00 am to 5:00 pm, Monday through Friday. The City of Houghton does offer after hours demand response services when Michigan Tech is in session from 5:00 pm to 11:00 pm, Monday through Sunday. The existing service times allow for access to medical appointments, errands (banking, grocery shopping, pharmacy, and appointments with insurances agents, financial planners, etc.), social activities, and visiting friends. These service hours do allow for limited access to employment opportunities; however, shifts are limited from 7:00 am to 5:00 pm. This roughly provides for traditional 8:00 am to 5:00 pm jobs or for part-time work during these hours. Often low-income jobs include second and third shift. Under the current operating hours of the public transit in the study area, second shift employees can only depend on transit to get to their job not to return from. Therefore most low income employees must maintain a vehicle for employment purposes, use taxi, or make other arrangements. These schedules also do not allow for access to Sunday religious services.

This need is first identified though a number of barriers in the Houghton County Plan and includes:

Service Delivery

- During the months of May, June, and July neither fixed nor demand route public transportation is available for evening or weekends.
- There are no fixed route services for the evening and weekend hours during the entire year.

- The hub of Houghton County is the City of Houghton. One of the primary sources of revenues is derived from tourism. Individuals without vehicles are unable to work evening or weekend hours for tourist related businesses/services.
- The elderly in urban and rural area are unable to get to church on Sunday.

Again, these barriers were originally developed for Houghton County; however they can be extrapolated to represent issues that also face Baraga and Keweenaw Counties. Additionally, the need for expanded hours is supported from information gathered at the Stakeholders Meeting and through the Users Survey. Agencies at the Stakeholders Meeting identified a number of consumer groups that would benefit from extended operational time and days. This information is presented in Table 8: Consumer groups that will benefit from additional transit service hours.

TABLE 8: CONSUMER GROUPS THAT WILL BENEFIT FROM ADDITIONAL TRANSIT SERVICE HOURS		
Consumer Groups	Activity	Proposed time/day
Junior high / high school age students	Accessing youth oriented activities (Formal / informal)	3 pm to 6 pm / weekdays 9 am to 6 pm / weekends
Working class	Employment	Anytime / any day
College / university students	Accessing secondary educational institutes	5 pm to 10 pm / weekdays 7am to 6 pm / Saturday
Public – all users	Access to grocery store	Anytime / any day
Public – all users	Access to banks	8 am to noon / Saturday
Senior citizens	Access to social activities	5 pm to 10 pm / weekdays 8 am to 10 pm / weekends
Individual with physical and cognitive disabilities	Access to social activities	5 pm to 10 pm / weekdays 8 am to 10 pm / weekends

Respondents of the User Survey ranked *more frequent routes from existing transit providers* as their primary augmentation that will increase their use of public transit. One respondent suggested, “What about additional routes or route with more stops that ran only a couple time a day, such as before work (7:30 am to 8:30 am), at noon and again after work (4:30 pm to 5:30 pm) to accommodate college students and workers.” Other respondents stated, “I work with students who do not have transportation in the evenings to participate in school or others community functions, parents often do not have transportation to attend school meetings,” and “...need service hours later than 5:00 pm, need weekend services... ”

C.4 Reduce redundancies and duplications among current services providers

Under SAFETEA-LU, one of the purposes of coordinating planning efforts is to examine and address the redundancies between service providers within a community. Currently there is overlap in service areas and times of the demand response services provided by the City of Hancock, City of Houghton, and BHK CAA. These providers all offer services within the Cities of Hancock and Houghton. Both the city’s transit

services overlap in the operational time from 8:00 am to 5:00 pm Monday through Friday. BHK CAA overlaps with the city's transit services on Monday and Wednesday from 9:00 am to 4:00 pm.

This need received considerable comment in the User Survey and has been addressed above supporting the need to Enhance Coordination and Communication among Providers and Services. Additional support in comments from respondents in the User Survey include: "Sometime when you go the hospital you call Hancock on-demand and someone else will maybe called Houghton on-demand or a taxi," "Unify services," and "Merge/centralization of service to a county- wide system."

C.5 Develop transit services that complement the local tourism industry

The public transit services operated by the Cities of Hancock and Houghton are open to both residents and visitors alike. At the Stakeholder Meeting and in the User Survey comments were received addressing tourism and transit. Currently, Red Jacket Trolley Company operates tours of Houghton and Keweenaw Counties' mining landscape. From a map analysis of the current transit services tourist-related resources that have been identified are:

- Hotels (Houghton M-26 shopping corridor)
- City of Hancock Campground
- City of Houghton Campground
- Isle Royale National Park Headquarters
- Quincy Mine Hoist and Keweenaw National Historical Park Summer Information Desk
- Houghton County Memorial Airport (coordinated with flight schedules)
- Coordinated transfers with Indian Trails designated bus stops
- Bike / Hiking / Ski Trail areas (Tech, Trails, and Maasto Hihto Trails) and provide bike racks and ski boxes

D. Increase Education and Promotion of Existing Services

Promotion is the communication link between sellers (transit providers) and buyers (riders and potential riders) of transit systems. Promotion along with product, price, and place make up the marketing mix. The purpose of promotion is to influence, inform, and persuade potential consumer to purchase services. The existing services promote their services the following ways.

- City of Hancock Transit – Web page with fares and contact information on city's website
- City of Houghton Transit – Web page with fares, description of different services, map and contact information, and printable fixed route map on City's website; also paper brochure with rate and route information available at City offices
- Baragaland Senior Citizens Bus – Prints monthly bus schedule with agency announcement in the L'Anse Sentinel, a weekly newspaper
- BHK CAA – Schedule available upon request from agency and posted at non-profits and public housing.

The current promotional materials must be searched out by potential users and are not easily accessible. The promotion and education of the service have been addressed in the Stakeholder Survey, Stakeholder Meeting, User Survey, and through interviews.

The Providers Survey asked stakeholders, *Are marketing and communication programs used to build awareness and encourage greater use of the services?* Of the 43 respondents to this question, 72% stated that it Needs to Begin or Needs Significant Action; see Figure 10.

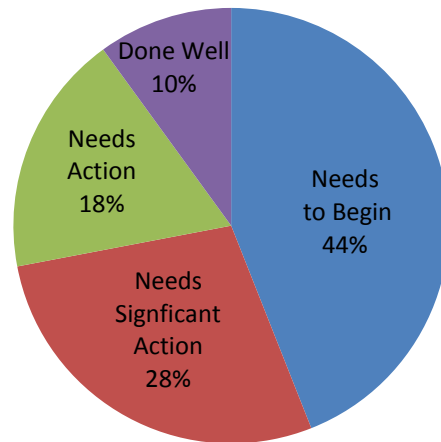


Figure 10: Response to Providers Survey Question *Are marketing and communication programs used to build awareness and encourage greater use of the services?*

The Houghton County Plan realized two barriers supporting this need for additional education and promotion of transit services in the study area.

Attitudinal/Perception Barrier

- There is a misconception that public transportation is for less fortunate; therefore many individuals will not utilize this service because of the stigma attached to public transportation.

Financial Barrier

- Due to insufficient funds for marketing strategies for current public, non-profit, and human services transportation services, there is a lack of public awareness as to the availability to these services.

At the Stakeholder Meeting, one of the barriers identified was *Education: Lack of knowledge of current services and the population that they serve*. Discussion at this meeting addressed that people felt the BHK CAA Bus is only available to people in public housing and that the Hancock and Houghton city transit services are only for senior citizens and low-income individuals. Finally in the User Survey respondents' comments suggest that there is a need for "...much better marketing" and "...I would also suggest increase publicity."

There are different ways to promote transit in different areas of media. Promoters use internet advertisement, special events, endorsements, and newspapers to advertise their products. Incentives like discounts, free weekends, or contests may increase ridership and access to services.

E. Examine Fare Structures and Administrative Costs to Provide Affordable Services to People on Fixed Incomes (social security, supplemental security and other people receiving federal and state assistance or retirement benefits)

Price, another element of the marketing mix, received both positive and negative comments during this process. Below current fares are presented in Table 9, to help illustrate who (population group) can purchase what service at what price point. On the right hand side of this chart for comparison are the range fares for BART, Marq-Tran, and Gogebic County Transit services. For more information on the BART and Marq-Tran’s operational boundaries and services, please see Case Study I: Bay Area Rural Transit (BART) and Case Study II: Marquette County Transit Authority (Marq-Tran).

TABLE 9: RANGE OF FARES AND TRANSIT SERVICES IN STUDY AREA AND REGION							
	General Public	Children	Students	Senior Citizen	Individuals w/ Disabilities	Case studies	Other
Under \$1.00							
For \$1.00		City of Houghton Fixed Route				BART Fares Vary between \$1.50 - \$4.00	Marq-Tran Fares Vary Between \$.80 – \$5.60
		BHK CAA Demand-Response North Houghton When space is available		BHK CAA Demand-Response: North Houghton			
For \$2.00	City of Houghton Fixed Route						
	City of Houghton Evening Demand Services						
	BHK CAA Fixed Route When space is available		BHK CAA Fixed Route				
	BHK CAA Demand Response North Houghton & Central Houghton When space is available		BHK CAA Demand-Response: North Houghton & Central Houghton				

Baraga, Houghton and Keweenaw Counties
Coordinated Human Services and Public Transit Plan

	General Public	Children	Students	Senior Citizen	Individuals w/ Disabilities	Case studies	Other	
For \$2.50		City of Hancock Demand-Response Services		City of Hancock Demand-Response Services	City of Hancock Demand-Response Services			
		City of Houghton Day Demand-Response Service (within city limits)		City of Houghton Day Demand-Response Service (within city limits)	City of Houghton Day Demand-Response Service (within city limits)			
For \$3.00			City of Hancock Demand-Response Services			BART Fares Vary between \$1.50 - \$4.00	Gogebic County Transit Fares Vary Between \$1.00-3.00	
		City of Houghton Day Demand-Response service (outside city limits)	City of Houghton Day Demand-Response Service (within city limits)	City of Houghton Day Demand-Response Service (outside city limits)	City of Houghton Day Demand-Response Service (outside city limits)			Marq-Tran Fares Vary Between \$.80 – \$5.60
	BHK CAA Demand-Response North Houghton & Central Houghton When space is available			BHK CAA Demand-Response: North Houghton & Central Houghton				
For \$4.00			City of Houghton Day Demand-Response Service (outside city limits)					
For \$5.00	City of Hancock Demand-Response Services							

Baraga, Houghton and Keweenaw Counties
Coordinated Human Services and Public Transit Plan

	General Public	Children	Students	Senior Citizen	Individuals w/ Disabilities	Case studies		Other
For \$5.00	City of Houghton Day Demand-Response Service (within city limits)							
For \$6.00	City of Houghton Day Demand-Response Service (outside city limits)							
For \$7	ON-TRAN from Ontonagon to Houghton							

The City of Houghton and BHK CAA’s fixed route services are the same price, \$2.00 for a one-way fare. Their bus is primarily available to senior citizens and individuals with disabilities and serves a larger area than the City of Houghton Transit. The City of Hancock and City of Houghton demand-response service **within** city limits are the same price for the general public. However, the City of Hancock fares will bring riders into the Houghton area, for the same price the City of Houghton transit will only bring riders to location within the city boundaries; comparable service from the City of Houghton is \$1.00 more per population group.

The City of Hancock does offer two rider passes; Senior Citizen/Handicapped pass of \$40.00 that offers 19 total rides (16 paid rides + three free rides) and a Student Pass \$30.00 that offers 12 rides (ten paid rides + two free rides). A City of Houghton rider can purchase a \$20.00 pass book.

The Cities of Hancock and Houghton have the highest fares in the region. Marq-Tran’s riders can purchase a one-way fare on a fixed route for under \$1.00 in the City of Marquette; demand-response services within city limits of Marquette are \$2.60 one-way, from one end of Marquette County to the other end the maximum charge is \$5.60. BART riders can purchase a one-way fare on a fixed route in the City of Ashland for \$1.50; demand-response within the city is the same cost. BART does offer both monthly passes and a \$20.00 pass for the cost or \$18.00 (10% discount). Gogebic County Transit fares are \$2.00 (1-3 miles), \$2.50 (4-24 miles), and \$3.00 (25 miles +); Gogebic County Transit halves their fares for senior citizens, students and children to \$1.00, \$1.25 and \$1.50.

Respondents in the User Survey made the following comments and suggestions to prices and fare schedules regarding the existing service in the study area:

- “(offer) Frequent rider discounts;”
- “Lower cost – especially for families;”
- “Lower fares to coincide with regular routes;”
- “Low cost bus routes;”
- “I would like a lower fee. Gogebic County has an awesome transit system running from Wakefield to Ironwood and everywhere in between. It runs back and forth on the hour for a \$1.25”;
- “The demand service just isn’t worth the \$10/person round trip if you own a vehicle;” and
- “...buying a monthly, unlimited pass I would really consider it. But right now it just doesn’t meet my needs.”

F. Enhancement of Services to Meet the Needs of a Larger Ridership

Finally, this last need looks at addressing a number of enhancements to make transit appealing to a larger audience and address current trends in passenger transportation.

F.1 Develop tools and strategies to inform the public and increase the use of existing services.

Though many of the providers have been offering services for more than a decade, a majority of the population has not used them or is unaware of the services; 65% of the respondents of the User Survey stated they have not used public transit in study area. Above, the need for education and promotion was discussed.

Central dispatching – Central dispatching is first identified in the Houghton County Plan as logistical barrier specifically related to emergency evacuation procedures. However, the need is also supported in the User Survey. *Central dispatching for all Services* is ranked sixth (out of 11) as change that would allow for increased ridership and would allow for level of unification of systems and increase coordination. Addressing this will allow for someone unfamiliar with the current resources to contact one place and find the service that best meet their needs and program eligibility requirements. Central dispatching will also allow for the collection of data from riders or potential riders on what areas (points of origin and destination) people are interested in for new services.

Marked bus stops with schedules and fare information– This need is identified by respondents of the User Survey. *Well-marked bus stops and taxi stands* is ranked number four out of a possible 11 as a change that will allow for an increase in ridership. This need is also identified through examination of the current systems and services. Stops for the two fixed routes are not identified within the service area’s landscape; people unfamiliar with routes cannot realize how to access the service, where it goes, when it is available, what it costs, who operates it, who is eligible for the services, etc. One respondent to the User Survey shared the comment, “...designated bus stops especially downtown would help avoid some confusion that I experienced in drivers not always stopping because they thought no one was waiting for the bus...shelter(s) for the rain and snow (would be good).”

F.2 Provide alternative uses to transit: develop services to appeal to bicycle users and recreationalists.

The Federal Highway Administration and U.S. Department of Housing and Urban Development have partnered, and along with a number of other Federal and State agencies are adopting six livability principles to their programs and funding opportunities:

- **Provide more transportation choices** to decrease household transportation costs, reduce our dependence on oil, improve air quality and promote public health.
- **Expand location- and energy-efficient housing choices** for people of all ages, incomes, races and ethnicities to increase mobility and lower the combined cost of housing and transportation.
- **Improve economic competitiveness of neighborhoods** by giving people reliable access to employment centers, educational opportunities, services and other basic needs.
- **Target federal funding toward existing communities** – through transit-oriented and land recycling – to revitalize communities, reduce public works costs, and safeguard rural landscapes.
- **Align federal policies and funding** to remove barriers to collaboration, leverage funding and increase the effectiveness of programs to plan for future growth.
- **Enhance the unique characteristics of all communities** by investing in healthy, safe and walkable neighborhoods, whether rural, urban or suburban.

Simultaneously communities across the country are working to develop *complete streets*, which, ensures that transportation planners and engineers consistently design and operate the entire roadway with all users in mind - including bicyclists, public transportation vehicles and riders, and pedestrians of all ages and abilities. The City of Houghton adopted its complete street ordinance effective January 1, 2011, stating that “The City of Houghton will plan for, design, and construct all transportation improvements projects, both new and retrofit activities, to provide appropriate accommodations for bicyclists, pedestrian, transit users and motorist of all ages and abilities in accordance with City of Houghton pedestrian and bike plans.”

Making transit services and facilities more compatible with bicycle facilities includes placing bike racks on buses and incorporating stops that include connections to defined non-motorized pathways and bicycle recreational facilities. Equally transit could be adapted to meeting the needs of skiers, hikers, runners, etc. This need is supported by respondents of the User Survey; *Bike Racks on Buses* is ranked eight out of a possible eleven as a change that will allow for an increase in ridership. Comments in the user survey included “More bicycle paths with easy access to bus stops for hybrid community – for (example) bike part way, bus part way,” and “Many people would combine bike riding with public transit, if available and if it were coordinated...residents would use a ‘Help-Me-up-the-Hill’ shuttle service...” . This concept was reinforced by recommendations by Mark Fenton, who visited the area from February 15 to 18, 2011 to discuss how to make the area more bicycle and pedestrian friendly.

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Proposed Alternatives

This section presents four possible alternatives for operating transit services in the study area. These scenarios will be accompanied by a SWOT Analysis (Strengths, Weakness, Opportunities and Threats), and when appropriate, activities to meet the identified need above within each of the proposed frameworks.

The four proposed alternatives:

- No Change in Services
- Expansion of Service within Existing Operational Frameworks
- Development of a Mass Transportation System Authority (Public Act 55 of 1963)
- Developing a Regional Transportation Authority (Public Act 196 of 1986)

No Change in Services

The communities and transportation providers within Baraga, Keweenaw, and Houghton Counties choose to retain the same transit services, funding streams, expenses, revenues, and ridership. This section includes a brief overview of existing programs (full description including services, time, and fare schedules are found in the Overview of Existing Transportation Systems section) and a discussion of the current programs operating legislation or policies followed by a SWOT Analysis. Though this alternative proposes no changes to the existing framework, a number of activities can still be implemented to better service the needs identified in the Finding and Discussion section.

These services are described in detail in Overview of Existing Transportation Systems section and include:

- City of Houghton Transit Services – Both demand-response (Cities of Hancock and Houghton) and fixed route (City of Houghton) services
- City of Hancock Transit Services – Demand-response services (Cities of Hancock and Houghton)
- BHK CAA – Demand-response services (Hancock/Houghton/Chassell/Range Towns and Calumet/Laurium/Lake Linden/Mohawk) and fixed route services (Mohawk to Copper Country Mall via Lake Linden) for senior citizens, individuals with disabilities, and general public when space is available
- Baragaland Senior Citizens – Demand-response services and scheduled trips for senior citizens and individuals with disabilities
- Indian Trails - Fixed route services starting/terminating in Hancock south via US-41
- Private Taxi Companies – Demand-response services primary in central and northern Houghton County
- Limited Services provided by non-profit organizations – Demand-response based on need, program and availability
- Volunteer Services - Demand-response based on need, program, and availability

Proposed Recommendations

The following are recommended activities that will help address needs identified in the Discussion and Findings section. A full description of activities can be found in the Study Recommendation section.

- **Signage marking bus stops**
- **Additional fixed route** from Downtown Hancock to Walmart / M-26 shopping corridor
- **Marketing and promotion.** People perceive services are for senior citizens, individuals with disabilities, and public housing residents
- **Connections to recreation facilities**

TABLE 10: SWOT ANALYSIS FOR NO CHANGE IN SERVICES		
	Strengths	Weakness
Internal Origin	<p>Already exists – and serving respective populations</p> <p>No interruption in services by changing services</p> <p>Administrative structures in place</p> <p>Insurances in place</p> <p>Operating boards in place</p>	<p><u>Gaps in services</u> to areas of Houghton County</p> <p><u>Limited services</u> to Keweenaw County (only Mohawk is being serviced by BHK CAA on Wednesday)</p> <p><u>Limited services</u> in Baraga County (only senior citizens and disabled individuals being served by Baragaland Senior Citizens)</p> <p><u>Limited service times</u></p> <p><u>No connections</u> to Houghton County and Baraga County</p> <p><u>No “public transit”</u> within Baraga County</p> <p><u>No “public transit”</u> within Keweenaw County</p> <p><u>Redundancies</u> City of Hancock Transit, City of Houghton Transit, and BHK CAA services and times</p>
	Opportunities	Threats
External Origin	<p>Work collaboratively to promote/educate on existing services</p> <p>Work to develop together to provide bus stops</p> <p>Cross-promotion among providers</p>	<p>Ridership numbers remain the same (no increase)</p> <p>Funding duplicative services at state and federal level may see cuts</p> <p>Community frustration with duplicative services</p> <p>Community frustration with service gaps</p>

Expansion of Existing Services within Existing Framework

This alternative works within the existing framework that the current transit resources in the study area operate under. The section includes a brief overview of existing programs (full description including services, time, and fare schedules are found in Overview of Existing Transportation Systems section) and discussion of the current programs' operating legislation or policies, a SWOT Analysis for expansion of services under this framework, and proposed recommendations.

These services include:

- City of Houghton Transit Services – Both demand-response (Cities of Hancock and Houghton) and fixed route services (City of Houghton)
- City of Hancock Transit Services – Demand-response services (Cities of Hancock and Houghton)
- BHK CAA - Demand-response service (Hancock/Houghton/Chassell/Range Towns and Calumet/Laurium/Lake Linden/Mohawk) and fixed route services (Mohawk to Copper Country Mall via Lake Linden) for senior citizens, individuals with disabilities, and general public when space is available
- Baragaland Senior Citizens – Demand-response services and scheduled trips for senior citizens and individuals with disabilities
- Indian Trails - Fixed route services starting/terminating in Hancock south via US-41
- Private Taxi Companies – Demand-response services primary in central and northern Houghton County
- Limited Services provided by non-profit organizations – Demand-response based on need, program, and availability
- Volunteer Services - Demand-response based on need, program, and availability

The Cities of Hancock and Houghton provide transit services limited only by practical considerations—there is no legal limitation to their service areas. Currently both cities' service areas are limited to the cities' combined boundaries. These service areas may be expanded at will given political and financial support. If this occurs, a key consideration will be not to overlap expanded city services with existing non-profit services provided by BHK CAA and Baragaland Senior Citizens.

BHK CAA is a 501(c)(3) non-profit organization that carries out the Community Action Program (CAP), founded by the 1964 Economic Opportunity Act to fight poverty by empowering the poor in the United States. CAA's are intended to promote self-sufficiency; the Community Services Block Grant (CSBG) is the agencies' core federal funding. Agencies operate a variety of grants that come from Federal, State and local sources. BHK CAA operates a transit program serving Houghton and Keweenaw Counties and receives a modest level of funding from MDOT, including both fixed route and demand-response services. This framework will allow BHK CAA to expand its services if funding and need are warranted; however, they are limited as to whom they can offer services to based on program requirements.

Baragaland Senior Citizens is a non-profit senior citizen center. It is classified as a Social Service & Welfare Organization with NAICS Code 624190 – Other Individual and Family Services. The agency receives funding from several sources, including a county millage renewable every five years. The agency also receives funding through MDOT to assist in providing transit to program-eligible users. Its transit service includes both demand-response and fixed route services for senior citizens (age 50 and older) and individuals with disabilities. This framework will allow Baragaland to expand its services if funding and need warrant, but they are limited as to whom they can offer services to based on program requirements.

[Analysis of Existing Framework](#)

Despite the existence of numerous services from the aforementioned entities, many communities in the study area are underserved or not served at all. The Cities of Hancock and Houghton may choose to expand their service areas, and these agencies are the most feasible to do so given their existing daily service, universal passenger eligibility, well established funding and procedural frameworks, and central locations within the Keweenaw Peninsula. One way to divide potential outlying service locations between the cities would be for the City of Hancock to serve communities farthest to the north and for the City of Houghton to serve communities more accessible to its southern location, including the Range Towns. Transfers could be provided throughout the region by providing a connection point between Hancock and Houghton services.

Baragaland Senior Citizens and BHK CAA may both expand their service areas (operation boundaries), times, and days if funding and need warrant; however, they are limited as to whom they can offer services to based on program requirements. Both may coordinate with the Cities of Hancock and Houghton to provide transfers and access between those cities and the Villages of L’Anse and Baraga.

Proposed Recommendations

- **Connecting bus stop(s) in Hancock and Houghton, coordinating with taxi stands, Indian Trails, BHK CAA and Baragaland Senior Citizens Bus**
- **Signage marking bus stops**
- **Additional fixed route** from Downtown Hancock to Walmart / M-26 shopping corridor
- **Trial-based feeder routes:** Both cities may expand into additional communities serving a greater portion of the region. One proposed action is to add three feeder routes:
 - **Chassell** to Hancock/Houghton,
 - **Range Towns** (South Range, Painesdale, Trimountain, Atlantic Mine, Dodgeville) to Hancock/Houghton
 - **The Northern M-26 Communities** (Calumet/Laurium, to Lake Linden/Hubbell, Tamarack City, and Dollar Bay) to Hancock/Houghton.

Additional or extended feeder routes serving longer-distance destinations could potentially be served in the future.

- **Expanded hours of fixed routes: 7:00 am to 7:00 pm** allowing for reliable transportation to employment and the ability to run errands after 5:00 pm
- **Saturday service:** allowing for reliable transportation to employment and the ability to run errands on weekends
- **Marketing and promotion:** People perceive services are for senior citizens, individuals with disabilities, and public housing residents.
- **Connections to recreation facilities.**

The frequency of trail-based feeder routes can vary depending on the need, desired service level, and desired funding from additional municipalities. Either city can offer the services. A weekly route (with two round trips a day) to each area will allow for low income individuals to access larger shopping establishments in Hancock and Houghton. To assure ridership, scheduling should take into account the requirements, needs, and patterns of low income population such as:

- Monday routes (when grocery stores typically mark down items for quick sales);
- Coordinating routes with Social Security payments (Social Security benefits are paid second, third and fourth Wednesdays of the month; Supplemental Security Income is paid on the first of each month, dual benefits and pre-1997 recipients are typically paid on the third of each Month)
- Food distribution programs such as commodity food at the BHK CAA
- Share Food program with Western Upper Peninsula District Health Department
- Avoid scheduling redundancies with BHK CAA routes (i.e. northern route on Wednesday)

TABLE 11: SWOT ANALYSIS FOR EXPANSION OF EXISTING SERVICES WITHIN CURRENT FRAMEWORK

	Strengths	Weakness
Internal Origin	<p>Reduce duplication in existing services</p> <p>Serve larger area (no limit, but initially most of central and northern Houghton County and its population base)</p> <p>Connections to other transit opportunities (airports/connecting other communities to Indian Trail services)</p> <p>Working with existing framework of cities; easy to change back to current system if needed</p> <p>Through expansion special service routes could be eliminated (City of Houghton third party contracts)</p> <p>Providing more tourist oriented transit (Hancock/Houghton to Calumet/Laurium)</p> <p>Providing transit for recreationalist (connections to skiing, hiking, biking trails)</p> <p>Providing services that are youth oriented</p> <p>Providing services that meet the needs of human services organizations (frees up their funding to meet their primary agency missions)</p> <p>Connecting more people to community resources</p>	<p>Changes within existing framework (may require retraining of staff, changing responsibilities, new work loads of management staff)</p> <p>Not enough staff (drivers)</p> <p>Not enough buses</p> <p>Increased costs (larger service area/increase costs)</p> <p>Need to examine insurance policies/increase coverage</p> <p>Frustration among staff dealing with change</p> <p>Initial benefit to Keweenaw and Baraga Counties would be minimal</p>
	Opportunities	Threats
External Origin	<p>Potential for new customer base</p> <p>Potential for increased funds through new fares/new customers</p> <p>Potential for additional match for state and federal funding</p> <p>Potential for increased match through billing newly served municipalities</p> <p>Potential for increased funding through contracts with human services agencies</p>	<p>BHK CAA may view as competition</p> <p>Local taxi companies view as competition</p> <p>Population may not be interested in new routes/service opportunities</p> <p>Potential new funding sources may not be realized</p> <p>Takes time to change people’s behaviors and attitudes</p> <p>Public will still not express happiness with expanded service delivery models</p>

Mass Transportation System Authorities (Public Act 55 of 1963)

This alternative will take a complete revamp of the current systems and provide for the creation of a new operation framework. A Mass Transportation System Authority (authority) allows for a local unit (county, city, village, or townships) to provide transit services within their political boundaries. Once a local unit is incorporated as an Act 55 agency other political subdivisions can be served by the authority, through resolution and amendments to its Articles of Incorporation, allowing for the authority so serve multiple political subdivisions. Currently local units of government in the study area—Hancock and Houghton—may provide service to other local units, but there is no specialized framework for operating, funding, and providing political support for this external service, particularly on a regional scale. There are currently four Mass Transportation Authorities in Michigan operating under Act 55.

In State of Michigan Act 55 of 1963, the Public Transportation Authority Act, allows for the incorporation of an authority to acquire, own, and operate mass transportations systems:

- To require the state to guarantee payment of certain claims against certain transportation authorities and to give the state a lien in satisfaction of payment;
- To prescribe the rights, powers, and duties of those public authorities;
- To provide for the issuance of bonds;
- To provide for the levy and collection of certain taxes; and
- To authorize contracts between those authorities and either public or private corporations to carry out the operation of those mass transportation systems.

A public authority created under Act 55 allows for equitable participation in the decision making process by being part of the authority and have a vote on the authority board. The authority is a compatible funding mechanism for the services received by the continuation of the local share funding being generated and by the establishment of a special assessment district and allows for revenues to be raised through taxing, if required. The authority's boundaries must encompass the total boundaries of all political subdivisions within the authority. One political subdivision must initiate the incorporation of the authority and other governmental units must request membership, which will be approved by the board of the authority. The rate of local tax proposed by the authority must be uniform across the authority. The authority is a corporate body with power to sue and be sued. The authority, by contract, may employ a management firm, whether corporate or otherwise, to operate the mass transportation systems, under supervision of the authority.

Potential Scenario:

The City of Hancock can incorporate a public authority to provide public transit services under Act 55. The City of Houghton can request membership in the authority, combining the two public transit services. Additional municipalities can request membership to the authority and choose to offer transit to their citizens and assist in the local share (matching funds) to provide the service. This will allow for flexibility on what areas are served and which are not. Population centers like the villages of Laurium, Calumet and Lake Linden can join the authority and tax accordingly, leaving certain townships free not to join. Or in the case of Keweenaw County, Allouez Township can join to provide Mohawk the

opportunity, leaving out the less populated townships of Sherman and Houghton. A similar arrangement can be made to serve the Villages of Baraga and L'Anse under the authority.

Proposed Recommendations

The developed systems should include many of the activities and recommendation presented above.

Coordinate transfers and stops with taxi stands, Indian Trails Bus Services, Houghton County Memorial Airport, BHK CAA, and Baragaland Senior Citizens Bus.

Install signage to mark bus stops.

Designate a central terminus (either in city of Hancock or Houghton) for feeder routes to converge on: The terminus should be a location already popular with the region's citizenry. Respondents in the User Survey identified the following three locations they access three or more times a week: M-26 Shopping Corridor (40%), Downtown Houghton (32 %), and Downtown Hancock (25%).

Create internal routes to circulate riders within core communities. This will allow for access to vital community resources (shopping areas, employers, medical services, downtowns, and medical facilities), downtown, populous neighborhoods, and public housing, and connections to feeder-routes. Internal routes would include those in the following communities:

- Hancock / Houghton
- Calumet / Laurium (including Mohawk, Kearsarge, and Centennial)
- Baraga / L'Anse

Develop community feeder routes to allow for connections and transfers to be available across the study area.

- **Southern US-41 Route** – The route will connect from L'Anse, Baraga, and Chassell to a central terminus in Hancock / Houghton. Stops in core communities (L'Anse/Baraga, Hancock/Houghton) would coincide with stops along the internal routes and to a central terminus in Hancock/Houghton.
- **Range Towns Routes** – Route will connect from Painesdale, Trimountain, South Range, Atlantic Mine, Dodgeville, Hurontown to a central terminus in Hancock/Houghton.
- **Northern Houghton Communities Loop** – The route will connect Calumet/Laurium (integrating the internal route), Lake Linden, Hubbell, Tamarack City, Dollar Bay, and Ripley, and to a central terminus in Hancock/Houghton returning along US-41.

Expand hours of fixed routes from 7:00 am to 7:00 pm allowing for reliable transportation to employment and the ability to run errands after 5:00 pm.

Institute Saturday service to allow for reliable transportation to employment and the ability to run errands on weekends.

Market and promote the service. This is especially important in the early development of the systems. Free days should be planned to build a consumer base; otherwise people will continue to perceive services are for senior citizens, individuals with disabilities, and public housing residents.

Provide connections to recreation facilities including tourist destinations.

Pass a millage to support transit activities. To support transit activities and keep fares at an affordable rate, the transit authority can levy a millage. The following political entities in Michigan have designated taxes to support transit services for their communities (those from the Upper Peninsula are in *italics*):

Bedford Twp (sales tax, 2000); Benzie County (property tax, 2006); Charlevoix County (property tax, 2004); Flint (property tax, 2004, 2005); *Gogebic County (property tax, 2004)*; Grand Rapids (property tax 2000, 2003); Holland / Holland Twp (property tax, 2006); Kalamazoo (property tax 2004, 2006) Kalkaska County (property tax, 2006); Lake County (property tax, 2004) Lansing (property tax 2000, 2004); Ludington (property tax, 2004) Macomb County (property tax, 2006); Manistee County (property tax 2006); *Marquette County (property tax, 2004)*; Midland County (property tax, 2004); Oakland County (property tax, 2006); Port Huron (property tax, 2000); Scottville (property tax, 2004); Shiawassee County (property tax, 2004); Tuscola County (property tax, 2006); and Wexford county (property tax, 2006); (TCRP Report 129, 2006).

TABLE 12: SWOT ANALYSIS OF ACT 55 MASS TRANSPORTATION SYSTEM AUTHORITY

	Strengths	Weakness
Internal Origin	<p>Reduce duplication in existing services</p> <p>May serve larger area (could include all of study area) and population with relative logistical simplicity</p> <p>Flexible – to meet the needs of different population area</p> <p>Opt in/opt out—municipalities and their voters can choose if they want to participate in transit.</p> <p>May provide connections to other transit opportunities (airports/connecting other communities to Indian Trail services)</p> <p>Through expansion special service routes could be eliminated</p> <p>May provide more tourist-oriented transit (Hancock/Houghton to Calumet/Laurium)</p> <p>May provide transit for recreationalist (connections to skiing, hiking, biking trails)</p> <p>May provide services that meet the needs of human services organizations (frees up their funding to meet their primary agency missions)</p> <p>Connecting more people to community resources</p>	<p>Need to develop an authority, eliminating existing frameworks (may require retraining of staff, changing responsibilities, may lead to the elimination of positions)</p> <p>Not enough staff (drivers)</p> <p>Not enough buses</p> <p>Increased costs (Larger service area/increase funding)</p> <p>Need to research and purchase new insurance policies/increase coverage</p> <p>May need new physical locations for operations/central convergence point</p> <p>Frustration among current ridership with changeover of service.</p> <p>Will only serve communities that choose to opt in to the authority.</p> <p>Tax rate must be uniform across the authority - if at county level, rural citizen may feel disadvantaged if the system does provide them the same service as urban citizenry.</p> <p>If not appropriate option will be difficult to dissolve and reinstate city services</p>
	Opportunities	Threats
External Origin	<p>Potential for new customer base</p> <p>Potential for increased funds through new fares/customers</p> <p>Potential of additional match for state and federal funding</p> <p>Potential for increased match and stability of funding through millage</p> <p>Potential for increased funding through contracts with human services agencies</p> <p>Reduce frustration among people outside of current service areas</p>	<p>BHK CAA may view as competition</p> <p>Local taxi companies may view as competition</p> <p>Population may not be interested in new routes/service opportunities</p> <p>Potential new funding sources may not be realized</p> <p>Takes time to change people’s behaviors and attitudes</p> <p>Public will still not express happiness with extended service delivery models</p> <p>Frustration among current ridership with changeover of service</p> <p>Current systems/relinquish their control to the newly formed authority</p>

Developing a Regional Transportation Authority (Public Act 196 of 1986)

This alternative will also require a complete revamp of the current systems and the creation of a new operation framework. A Regional Transportation Authority (regional authority) allows for multiple local units (county, city, village, and townships) in a defined area to provide transportation services. Regional authorities also allow for the management of the multiple modes of transit through single entities. There are 22 Regional Transportation Authorities in the State of Michigan providing services. Gogebic County Transit (Little Blue Bus) operates under this Act.

In the State of Michigan Act 196 of 1986, the Public Transportation Authority Act allows for the formation of authorities with certain general powers and duties:

- To provide for the withdrawal of certain local entities from Public Transportation Authorities;
- To authorize certain local entities to levy property taxes for public transportation services and public transportation purposes;
- To protect the rights of employees of existing public transportation systems;
- To provide for the issuance of bonds and notes;
- To provide for the pledge of taxes, revenues, assessments, tax levies and other funds for bond or note payment;
- To provide for the powers and duties of certain state agencies;
- To validate taxes authorized before July 10, 1986, elections held before July 10, 1986, and bonds and notes issued before July 10, 1986;
- To provide for transfer of certain tax revenues and certain powers, rights, duties, and obligations;
- To authorize condemnation proceedings;
- To grant certain powers to certain local entities;
- To validate and ratify the organization, existence, and membership of public transportation authorities and by the members of those Public Transportation Authorities; and
- To prescribe penalties and provide remedies.

This act allows for political subdivisions or a combination of two or more political subdivisions to form a regional authority. Authority boundaries may divide a political subdivision but must fall along precinct lines (district or ward) for election purposes – allowing for special assessments within a political subdivision. The new regional authority would be a corporate body with the power to sue and be sued.

A regional authority created under Public Act 196 allows for equitable participation in the decision making process, being part of the regional authority and having a vote on its board. The authority is a compatible funding mechanism for the services received by the continuation of the local share funding being generated and by the establishment of a special assessment district. The regional authority has flexible geographic limits to meet existing and future service needs, based in part on precinct boundary lines. The Public Act does dictate that if a property tax levy is proposed by the authority it must bear the same rate across the authority.

The regional authority could also be established by the three counties to service the study area, a combination of a township, or another combination that best fits the need of the study area's population.

Potential Scenario:

The City of Hancock and City of Houghton along with the Villages of Calumet, Laurium, Lake Linden, Baraga, L'Anse, South Range, and Allouez Township jointly form a Public Transit Authority. The geographic boundaries of the new authority will be established along municipal boundaries. (If additional population areas like Dollar Bay, Hubbell, Trimountain, Painesdale, and Chassell would like to be included, the townships can join based on voting precinct/ward lines). The participating units resolve to form an authority and approve Articles of Incorporation (guidance for the development of which is found in the Act). The board passes a resolution to form an Act 196 Authority incorporating these units. Once the regional authority is formed, it is a corporate body with the power to sue and be sued. The authority's geographic boundary would coincide with their special assessment district allowing for revenues and local share to be raised in part through a millage, renewable every five years.

Proposed Recommendations:

The developed systems should include many of the activities and recommendations presented above in Proposed Alternative: Mass Transportation System Authorities (Public Act 55 of 1963).

Coordinate transfers and stops with taxi stands, Indian Trails, Houghton County Memorial Airport, BHK CAA, and Baragaland Senior Citizens Bus.

Install signage: to mark bus stops.

Designate a Central Terminus in either Hancock or Houghton for feeder routes to converge on. Terminus should be in a location already popular with the regions citizenry. Respondents in the user survey identified the following three locations as they access three or times a week: M-26 Shopping Core (40%), Downtown Houghton (32 %), and Downtown Hancock (25%).

Create internal routes to circulate riders within core communities. This will allow for access to vital community resources (shopping areas, employers, medical services, downtowns, and medical facilities), downtown, populous neighborhoods, and public housing, and connections to feeder-routes. Internal routes would include those in the following communities:

- Hancock / Houghton
- Calumet / Laurium (including Mohawk, Kearsarge, and Centennial)
- Baraga / L'Anse

Develop community feeder routes to allow for connections and transfers to be available across the study area.

- **Southern US-41 Route** – The route will connect from L'Anse, Baraga, and Chassell to a central terminus in Hancock / Houghton. Stops in core communities (L'Anse/Baraga, Hancock/Houghton) would coincide with stops along the internal routes and to a central terminus in Hancock/Houghton.

- **Range Towns Routes** – Route will connect from Painesdale, Trimountain, South Range, Atlantic Mine, Dodgeville, Hurontown to a central terminus in Hancock/Houghton.
- **Northern Houghton Communities Loop** – The route will connect Calumet/Laurium (integrating the internal route), Lake Linden, Hubbell, Tamarack City, Dollar Bay, and Ripley, and to a central terminus in Hancock/Houghton returning along US-41.
- None of the proposed feeder routes serve the M-28 corridor or other low-traffic roads connecting to far southern Houghton County or adjacent parts of Baraga County; these areas would more appropriately receive demand-response service, the formulation of which would be determined based on the final composition of the transit authority.

Expand hours of fixed routes from 7:00 am to 7:00 pm allowing for reliable transportation to employment and the ability to run errands after 5:00 pm.

Institute Saturday service to allow for reliable transportation to employment and the ability to run errands on weekends.

Market and promote the service. This is especially important in the early development of the systems. Free days should be planned to build a consumer base; otherwise people will continue to perceive services are for senior citizens, individuals with disabilities, and public housing residents.

Provide connections to recreation facilities including tourist destinations.

Pass a millage to support transit activities. To support transit activities and keep fares at an affordable rate the transit authority can levy a millage. The following political entities in Michigan have designated taxes to support transit services for their communities (those from the Upper Peninsula are in *italics*):

Bedford Twp (sales tax, 2000); Benzie County (property tax, 2006); Charlevoix County (property tax, 2004); Flint (property tax, 2004, 2005); *Gogebic County (property tax, 2004)*; Grand Rapids (property tax 2000, 2003); Holland / Holland Twp (property tax, 2006); Kalamazoo (property tax 2004, 2006) Kalkaska County (property tax, 2006); Lake County (property tax, 2004) Lansing (property tax 2000, 2004); Ludington (property tax, 2004) Macomb County (property tax, 2006); Manistee County (property tax 2006); *Marquette County (property tax, 2004)*; Midland County (property tax, 2004); Oakland County (property tax, 2006); Port Huron (property tax, 2000); Scottville (property tax, 2004); Shiawassee County (property tax, 2004); Tuscola County (property tax, 2006); and Wexford county (property tax, 2006). (TCRP Report 129, 2006)

TABLE 13: SWOT ANALYSIS OF ACT 196 REGIONAL TRANSPORTATION AUTHORITY

TABLE 13: SWOT ANALYSIS OF ACT 196 REGIONAL TRANSPORTATION AUTHORITY		
	Strengths	Weakness
Internal Origin	<p>Provide guidelines for transition of employees from existing public transportation systems</p> <p>Reduce duplication in existing services</p> <p>May serve larger area (could include all of study area)</p> <p>May serve larger population</p> <p>Flexible – to meet the needs of different population area</p> <p>Flexible in service area – along precinct /ward lines</p> <p>Opt-in/opt-out—municipalities and their voters can choose if they want to participate in transit.</p> <p>May provide connections to other transit opportunities (airports/connecting other communities to Indian Trail services)</p> <p>Through expansion special service routes could be eliminated</p> <p>May provide more tourist-oriented transit (Hancock / Houghton to Calumet/Laurium)</p> <p>May provide transit for recreationalist (connections to skiing, hiking, biking trails)</p> <p>May provide services that meet the needs of human services organizations (frees up their funding to meet their primary agency missions)</p> <p>Connects more people to community resources</p>	<p>Need to develop an authority, eliminating existing frameworks (may require retraining of staff and changing responsibilities; possible elimination of positions)</p> <p>Not enough staff (drivers)</p> <p>Not enough buses</p> <p>Increase costs (larger service area/increase expenses)</p> <p>Need to research and purchase new insurance policies/increase coverage</p> <p>May need new physical locations for operations</p> <p>Frustration amongst current ridership with changeover of service.</p> <p>Will only serve communities that choose to opt-in to the authority.</p> <p>Tax rate must be uniform across the authority—if at county level, rural citizen may feel disadvantaged if the system does not provide them the same service as urban citizenry</p> <p>If not, appropriate option will be difficult to dissolve and reinstate city services</p>
	Opportunities	Threats
External Origin	<p>Potential for new customer base</p> <p>Potential for increased funds through new fares/new customers</p> <p>Potential of additional match for state and federal funding</p> <p>Potential for increased match through billing newly served municipalities</p> <p>Potential for increased funding through contracts with human services agencies</p> <p>Reduce frustration among people outside of current service areas</p>	<p>BHK CAA may view as competition</p> <p>Local taxi companies may view as competition</p> <p>Population may not be interested in new routes/service opportunities</p> <p>Potential new funding sources may not be realized</p> <p>Takes time to change people’s behaviors and attitudes</p> <p>Public may still not express happiness with expanded service delivery models</p> <p>Frustration among current ridership with changeover of service</p> <p>Current systems/board would have to relinquish control to the newly formed authority</p>

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Study Recommendation

The following multi-year approach is recommended to restructure transit services in the study area and address the redundancies and gaps revealed through this planning process. This recommendation is a conservative design, expanding on the resources already available in the study area. It proposes trial periods, allowing for progression of activities to be made through positive results of the current years activity level. If an activity is not providing the expected results, service can return to previous levels. The recommendation is introduced in the narrative below, and then each activity is expanded upon in the following multi-year table.

The recommendation starts with developing educational and promotional campaign through the creation of a regional transit brand for the multiple agencies operating in the study area in the first year. This brand will be used on printable schedules/ brochures, website, public service announcement and serve as recognizable icon to mark designated bus stops. Additionally, first year activities will include the implementation of a fixed route or deviated-fixed route from downtown Hancock to the M-26 shopping corridor and Walmart. To support existing fixed routes and popular destinations (for demand-response services) “bus stop” signs will be developed and installed. Lastly, activities in the first year include the planning for the expansion of the Cities of Hancock and Houghton service areas to offer feeder routes into these core communities, allowing accesses to employment, human service agencies, and other community resources.

The second year activities include the implementation of appropriately planned and funded feeder routes. The promotion and education campaign described above is ongoing throughout this recommendation; however, special attention should be given to introducing new feeder routes. Additionally, website and print materials should be updated as needed. Signage will be installed to mark stops on new routes. Finally new routes should be evaluated every three months and necessary adjustments to schedules and routes made as needed.

The third year of this recommendation centers on the findings from evaluation of feeder routes. If routes are successful regional planners should begin to evaluate the feasibility of the formation of a multi-county transit authority (under Public Act 55 or 196.) The development of the authority will take a considerable amount of planning, coordination, negotiations and support from municipalities in the three county region. As most authorities raise a portion of their local match through a millage, renewable on a five year basis, considerable education on what the services are will be needed. Additional activities during year three will be the continued operation of the feeder routes, promotion of the services and updates to the website and print materials as appropriate.

In the fourth year, a considerable amount of planning will go towards the development of the appropriate authority. Additionally, for the authority to begin operations in year five a millage will have to be introduced and voted on within the transit district. Year four will see the continued operation of the feeder routes, promotion of services and update to the website and print materials as necessary.

Year five's activities will include the establishment of the authority, if it is funded. New promotional and educational materials will also be needed if the transit authority is funded. If not funded, the cities should continue to operate the existing routes under the current framework.

Study Recommendation Outline

- Year One
 - Brand transit in study area
 - Develop print materials
 - Develop consolidated website for regional transit services
 - Develop signage to serve as bus stops
 - Initiate promotional and educational campaign
 - Implement Hancock fixed route
 - Plan feeder routes; as part of a three year trial period
 - Monitor and evaluate year one implementation progression

- Year Two
 - Implement feeder routes (year one of trial)
 - Continued promotional and educational campaign
 - Updating website and materials
 - Install bus stop signage on new routes: transit icons
 - Monitor and evaluate year two implementation progression

- Year Three
 - Continue operating feeder routes if suitable (year two of trial)
 - Installation of bus signage: schedule signs
 - Continue promotional and educational campaign
 - Update web and print materials, as appropriate
 - Start evaluating for development of a transit authority under Act 55 or 196
 - Monitor and evaluate year three implementation progression

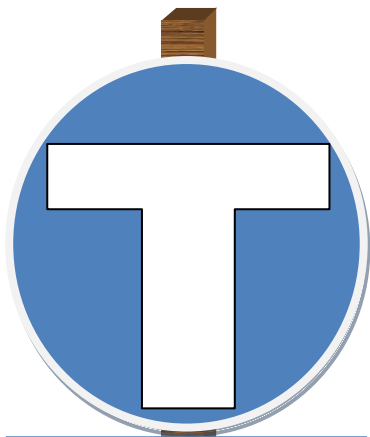
- Year Four
 - Continue operating feeder routes, if suitable (year three of trial)
 - Continue promotional and educational campaign
 - Update website and print materials, as appropriate
 - Continue development of a transit authority under Act 55 or 196
 - Millage to be voted on
 - Monitor and evaluate year four implementation progression

- Year Five
 - Implement transit authority
 - Install bus stop signage on new routes: transit icons
 - Promotion of new routes
 - Update website and print materials
 - Monitor and evaluate year five implementation progression

TABLE 814: YEAR ONE IMPLEMENTATION

Y E A R O N E A C T I V I T I E S	Brand Transit in Study Area	
	<p>What: Develop brand, including logo, tagline; this consistent message should be used collaboratively among providers.</p> <p>Who: Hire marketing firm, design firm, or other agency with applicable skills with background in developing cooperative brands. Consultation with transit providers and MDOT will be required. It is recommended to include NPS (see comments).</p> <p>Why: Develop a consistent message that will be recognized among stakeholder groups.</p> <p>How: Pool funding from agencies or develop as part of larger project. Education project would be eligible for Service Delivery New Technology (SDNT) Program or Job Access Reverse Commute (JARC) Program if there is strong employment correlation.</p>	<p>Develop a simple and universal <i>transit brand</i> for area. This brand should be designed for use on a collaborative website, print brochure, schedules, bus stops, and possible smart phone applications. The brand should include a logo that is appropriate for the aforementioned media sources and is acceptable to be used within highway right-of-way. Consultation of the Michigan Manual on Uniform Traffic Control Devices (MUTCD) and local sign ordinances will be necessary.</p> <p>Consultation is also recommended with NPS as future activities may include development of signage within the boundaries of the Keweenaw National Historical Park. The brand should also include a simple tagline for press releases, print pieces, brochures and schedules, and the website.</p>
	Develop Print Materials	
	<p>What: Use brand to develop materials informing public of different services available in study area and how and where to access them.</p> <p>Who: Hire marketing firm, design firm, or other agency with applicable skills and background in developing cooperative brands. Consult with transit providers and MDOT. Consult print materials developed by other regions that are served by multiple transit agencies.</p> <p>Why: Develop consistent messages and materials that can be easily downloaded and printed.</p> <p>How: Pool funding from agencies or develop as part of larger project. Education project would be eligible for SDNT program or, if there is strong employment correlation, the JARC Program.</p>	<p>Develop a consolidated, updateable multi-agency schedule and brochure. The brochure should be simple and easy to understand. It should include fares; maps of operational boundaries and fixed routes, and eligibility criteria for special services; contact information; and website address. Materials should be 8.5" x 11" enabling them to be easily copied, downloaded, and printed from home and office printers. If regulations and/or practical concerns warrant, develop a family of brochures appropriate to both the general public and special program participants.</p>

Y E A R O N E A C T I V I T I E S	Develop Consolidated Website for Regional Transit Services	
	<p>What: Use brand to develop a coordinated website for the study area.</p> <p>Who: Hire marketing firm, design firm, other agency, or an individual with applicable skills and background in developing cooperative brands. Consult with transit providers and MDOT. Consult websites for other regions that are served by multiple transit agencies.</p> <p>Why: Develop consistent message and materials that can be easily downloaded and printed.</p> <p>How: Pool funding from agencies or develop as part of larger project. An education project would be eligible for SDNT program; Transportation Enhancement Program (TEP); or, if there is strong employment correlation, JARC Program.</p>	<p>Develop a consolidated website for “one-stop shopping” for all transit-related activities in the region. Currently information is distributed over a variety of pages and formats or is only available by contacting the organization directly. The website would allow both users and advocates to view all transit resources in one place. All types of transit (general public, special programs, private, tourism, nonprofit and volunteers) could be highlighted on this site.</p> <p>This site would allow people to understand the current network and build traffic to the website, benefiting all organizations included. Users would be able to access and print materials, contact information, etc. The website should be developed in Content Management System (CMS), allowing each agency to have limited administrative rights to update their agency information as needed. Design of the website should be consistent with branding.</p>
	Develop Signage to Serve as Bus Stops	
	<p>What: Use the brand to develop coordinated signage on fixed routes.</p> <p>Who: Hire marketing firm, design firm, or other agency with applicable skills including knowledge and experience of designing signs consistent with MUTCD and consultation with transit providers, NPS, and MDOT. Consult bus stop signage in other regions that are served by multiple transit agencies (see examples presented below).</p> <p>Why: Develop knowledge and awareness of where and when to access existing services in study area. This activity will also support brand in study area.</p> <p>How: Pool funding from the agencies or develop as part of larger project. An education project would be eligible for SDNT program or TEP (as part of a landscape/aesthetic project).</p>	<p>There are two fixed routes that serve the study area: City of Houghton Transit and BHK CAA. Though these routes have fixed and scheduled stops, neither route’s defined stops are marked. This leads to confusion and uncertainty from users and advocates.</p> <p>This activity recommends designing a multiple level informational sign. The top of this sign is the use of the transit icon marking the location of the stop. The icon marks the location for bus drivers and passengers alike, and supports and builds brand awareness of transit in the study area. Beneath the transit icon is room for multiple signs for bus schedule and information regarding demand-response services that may frequent the locations (for example: Walmart, Portage Health Services, Shopko, Copper Country Mall etc.).</p> <p>MUTCD Bus Stop Sign RS-031 costs \$30-35 per 24” x 24” sign and is universally recognizable. A custom icon is also possible.</p>



Example of *Transit Icon* signs to mark bus stops



Examples of *Schedule Sign* for fixed routes



Bus Stop
7:3 am 12:30pm 5:30pm
8:30am 1:30pm 6:30pm
9:30am 2:30pm
10:30am 3:30pm
11:30am 4:30pm
City of Houghton Transit

Bus Stop
7:3 am 12:30pm 5:30pm
8:30am 1:30pm 6:30pm
9:30am 2:30pm
10:30am 3:30pm
11:30am 4:30pm
City of Houghton Transit

Bus Stop
2:30 Wednesday
BHKCAA Transit

Bus Stop
Call for A Ride!
906 482- 3450
City of Hancock Transit

Example of *Schedule Sign* of demand-response services for popular destinations / origins

* These examples are presented for illustrative purposes. They have not been approved nor are designed to meet MUTCD Standards.

Y E A R O N E A C T I V I T I E S	Initiate with the Promotional and Educational Campaign	
	<p>What: Promote and educate public about existing services.</p> <p>Who: Transit providers begin promotional and educational campaign.</p> <p>Why: Develop knowledge and awareness to build ridership.</p> <p>How: Pool funding from agencies or develop as part of larger project. An education project would be eligible for SDNT program, or JARC program (if strong employment correlation).</p>	<p>The purpose of advertising is to make the general public and potential buyers aware of goods, products and services available under a brand. Advertising should be a favorable representation of product to make consumers and the general public aware of products or services.</p> <p>Promotional materials have been identified as part of the brand, print and web materials. Further activities should include the development of public services announcements (radio and television), print ads for local newspapers and inserts that can be distributed with newsletters and agency mailings. Education should include explanations of operations and funding, i.e. local funds match State and Federal monies.</p> <p>Additionally, free public transit days should be offered to promote the services and increase potential ridership. These may be linked with other community events like student orientations at Michigan Tech University and Finlandia University, Bridge Fest, etc. Promotion should be increased at times when new populations are coming into the region—late August/early September for students, mid-summer for tourists and vacationers, and mid- December for holiday visitors and tourists.</p>
	Implement City of Hancock Fixed Route	
	<p>What: Offer an additional fixed route.</p> <p>Who: Either Hancock or Houghton Transit implements fixed route.</p> <p>Why: Increase affordable transit options in study area.</p> <p>How: Identify funding opportunities from JARC or New Freedom programs; increase funding through increased ridership.</p>	<p>Currently it costs \$10 round trip to travel from Hancock to Walmart—a distance under three miles. The recommendation is to implement a trial route with stops along the City of Hancock “downtown loop” directly to Walmart on an hourly basis. This can be a deviated route that includes demand-response pickups and drop-offs—utilizing the current services already operating in the City of Hancock—or a new fixed route served by either the City of Hancock or Houghton.</p> <p>Pricing should reflect that of fixed route, \$2 - 3 for general public. This route should be introduced as part of a promotional campaign. Proposed stops in Hancock include: Scott Hotel, Department of Human Services, Finlandia University’s Campus, Little Brothers, and Magnuson Copper Crown Motel. Stops should be identified with proposed bus stop signs and schedules.</p>

Y E A R O N E A C T I V I T I E S	Plan for Feeder Routes; as part of a three year trial period	
	<p>What: Plan new routes within existing framework.</p> <p>Who: Transit providers, municipal boards, human service agencies, MDOT, and WUPPDR participate.</p> <p>Why: Serve new population centers, providing connections to employment centers</p> <p>How: Pooled funding from the agencies, in-kind planning time, or eligible planning activities funded under SDNT or JARC programs.</p>	<p>This plan explores the ability of the Cities of Hancock and Houghton to expand service within network of the existing services in the Proposed Alternative section above. It is recommended that to better serve Houghton County a trial-based expansion be implemented. Planning for this should begin in year one. Funding sources will have to be secured, including billing the served municipalities, capturing funds through municipal millages, etc. However, this planning should begin <u>at least one year prior</u> to implementation. Feeder routes recommended in this plan include:</p> <ul style="list-style-type: none"> • Chassell to Hancock/Houghton • Range Towns (South Range, Painesdale, Trimountain, Atlantic Mine, Dodgeville) to Hancock/Houghton • Northern M-26 Communities (Calumet/Laurium, to Lake Linden/Hubbell, Tamarack City, and Dollar Bay) to Hancock/Houghton <p>Either city can offer these routes. Logistically the City of Hancock is positioned to serve the Northern M-26 communities, while the City of Houghton can better serve Chassell and the Range Towns. Planning these routes will take a considerable amount of education and promotion in each community. Planning, discussion, and contracts with municipalities should allow for a three year trial period.</p>
	Monitor and Evaluate Year One Implementation Progression	
	<p>What: Monitor and evaluate progression of activities.</p> <p>Who: Transit providers, municipal boards, human service agencies, MDOT, and WUPPDR.</p> <p>Why: Check progression toward objectives in the timeframes agreed upon.</p> <p>How: Develop milestones, assignments, and timeframe for activities.</p>	<p>To track progression toward the above activities for the first year of the implementation of this recommendation, milestones and a lead person/agency should be assigned for each activity chosen for implementation.</p>

TABLE 15: YEAR TWO IMPLEMENTATION

Y E A R T W O A C T I V I T I E S	Implement Feeder Routes (year one of trial)	
	<p>What: Offer new routes within existing framework.</p> <p>Who: Appropriate transit providers and municipal boards implement new routes.</p> <p>Why: Serve new population centers, providing connections to employment centers.</p> <p>How: New routes are eligible for funding under JARC (for employment opportunities of low income individuals) or New Freedom Program (when reducing barriers to transportation services and mobility options to individuals with disabilities). Matching funds should be raised through user fees and billing/millage/taxes in newly served municipalities.</p>	<p>Proposed feeder routes will begin operation. Planning for routes should continue if not completed. Introduction of these routes should be complemented with a considerable amount of promotion and education, including free rides and complementary passes to build ridership and knowledge of the routes.</p>
	Continue Promotional and Educational Campaign	
	<p>What: Promote and educate public about existing services.</p> <p>Who: Transit providers continue promotional and educational campaign.</p> <p>Why: Continue to develop knowledge and awareness to retain and build ridership.</p> <p>How: Pool funding from the agencies or develop as part of larger project. An education project would be eligible for SDNT Program or TEP.</p>	<p>The importance of promoting services cannot be over-emphasized. When people do not regularly hear about a product or service they will believe it has disappeared. Promotion should include heavy emphasis on new routes. Additional promotional ideas include using local news (radio, television, and internet) broadcasters to report live from expanded services</p>
	Updating Website and Print Materials	
	<p>What: Promote and educate public about existing services.</p> <p>Who: Transit providers update promotional materials.</p> <p>Why: Continue to develop knowledge and awareness to retain and build ridership.</p> <p>How: Pool resources (time) from the agencies.</p>	<p>Web and print materials should be updated as necessary with new information.</p>

Y E A R T W O A C T I V I T I E S	Install Bus Stop Signage on New Routes: Transit Icon	
	<p>What: Mark new routes with coordinated signage (transit icon)</p> <p>Who: Agency staff install signage along new routes.</p> <p>Why: Develop knowledge and awareness of where to access existing services in study area.</p> <p>How: Pool funding from agencies or develop as part of larger project. An education project would be eligible for SDNT Program or TEP.</p>	<p>Identify feeder route stops in new communities with addition of signage at predetermined bus stops. To allow for flexibility of scheduling it may be appropriate to identify stops with only the transit icons until schedules have been finalized. Scheduled signage should be installed once permanent routes have been determined (recommended for year three).</p>
Y E A R T W O A C T I V I T I E S	Monitor and Evaluate Year Two Implementation Progression	
	<p>What: Monitor and evaluate progression of activities.</p> <p>Who: Transit providers, municipal boards, human service agencies, MDOT, and WUPPDR participate.</p> <p>Why: Check progression towards objectives in the timeframes agreed upon. Measure effectiveness of new routes.</p> <p>How: Develop milestones, assignments, and timeframe for activities.</p>	<p>Appropriateness and success of the feeder routes should be monitored at the three-month, six-month, and 12-month point. Costs, revenues, ridership, and user and community perceptions (survey) should be considered for evaluation. Feeder route schedules should be adjusted as deemed appropriate at the same monitoring points.</p>

TABLE 16: YEAR THREE IMPLEMENTATION

Y E A R T H R E E A C T I V I T I E S	Continue Operating Feeder Routes, if suitable (year two of trial)	
	<p>What: Continue operation of new feeder routes.</p> <p>Who: Appropriate transit providers and municipal boards operate and oversee routes.</p> <p>Why: Continue service to new population centers providing connections to employment centers.</p> <p>How: New routes are eligible for funding under JARC (for employment opportunities for low income individuals) or New Freedom Program (when reducing barriers to transportation services and mobility options to individuals with disabilities). Matching funds should be raised through user fees and billing/millage/taxes in newly served municipalities.</p>	<p>If feeder routes are operating successfully as planned, they will continue operation. If interest is lacking or the appropriate transit agency is not receiving its local match to operate a certain route, these routes should cease operation.</p>
	Install Bus Stop Signage: Schedule Signs	
	<p>What: Mark new routes with coordinated (schedule) signage.</p> <p>Who: Agency staff install signage along routes.</p> <p>Why: Instill/reinforce knowledge and awareness of where and when to access existing services in study area.</p> <p>How: Pool funding from agencies or develop as part of larger project. Education project would be eligible for SDNT Program or TEP.</p>	<p>After first year of trial is complete and appropriate times are determined, develop schedule signage to be installed with identification icon signs along feeder routes.</p>
	Continue Promotional and Educational Campaign	
	<p>What: Promote and educate public about existing services.</p> <p>Who: Transit providers continue promotional and educational campaign.</p> <p>Why: Continue to develop knowledge and awareness to retain and build ridership.</p> <p>How: Pool funding from agencies or develop as part of larger project. Education project would be eligible for SDNT Program or TEP.</p>	<p>Promotional activities should continue to highlight the existing routes and services.</p>

Y E A R T H R E E A C T I V I T I E S	Update Web and Print Materials, as appropriate	
	<p>What: Promote and educate public about existing services.</p> <p>Who: Transit providers update web and print materials.</p> <p>Why: Continue to develop knowledge and awareness to retain and build ridership.</p> <p>How: Pool resources (time) from the agencies.</p>	<p>Web and print material should be updated on an as needed basis for all agencies, businesses, and organizations providing services.</p>
	Begin Evaluating for the Development of a Transit Authority Under Act 55 or 196	
	<p>What: Plan for development of transit authority to operate services in study area.</p> <p>Who: Transit providers, municipal boards, human service agencies, MDOT, and WUPPDR participate.</p> <p>Why: Provide the population of Houghton, Baraga, and Keweenaw Counties with complete integrated transit services.</p> <p>How: Pool funding from the agencies; also in-kind planning time, as planning is eligible for funding under SDNT program or JARC.</p>	<p>If feeder routes are successful, this is the time to examine the option of developing a Transit Authority for the study area, as Keweenaw and Baraga Counties cannot be served optimally by the Cities of Hancock and Houghton transit. For a transit system to effectively serve these counties it will need to provide regular transportation to the region's core communities of Hancock and Houghton.</p> <p>To provide transit services on this level a millage will have to be passed on the local level to match State and Federal dollars. Also issues such as what to do with existing resources (staff, buildings, equipment, and contract) will need to be addressed. Other issues that will have to be considered are:</p> <ul style="list-style-type: none"> • Location of operations center (considering physical space requirements), • Location and scheduling of new routes, • Equipment needs, • Authority board composition, and • Whether the authority will provide transit itself or contract with a third part private firm
	Monitor and Evaluate Year Three Implementation Progression	
	<p>What: Monitor and evaluate progression toward activities.</p> <p>Who: Transit providers, municipal boards, human service agencies, MDOT, and WUPPDR participate.</p> <p>Why: Check progression toward objectives in agreed-upon timeframes.</p> <p>How: Develop milestones, assignments, and timeframe for activities.</p>	<p>To track progression toward the activities above for the third year of implementation of this recommendation, milestones and a lead person/agency should be assigned to each activity chosen for implementation. This is necessary to gauge interest and willingness to participate in the development of a transit authority.</p>

TABLE 17: YEAR FOUR IMPLEMENTATION

Y E A R F O U R A C T I V I T I E S	Continue Operating Feeder Routes, if suitable (year three of trial)	
	<p>What: Continue operation of new feeder routes.</p> <p>Who: Appropriate transit providers and municipal boards operate and oversee routes.</p> <p>Why: Continue service to new population centers providing connections to employment centers.</p> <p>How: New routes are eligible for funding under JARC (for employment opportunities for low income individuals) or New Freedom Program (when reducing barriers to transportation services and mobility options to individuals with disabilities). Matching funds should be raised through user fees and billing/millage/taxes in newly served municipalities.</p>	<p>If feeder routes are operating successfully as planned, they will continue operation with the assumption they will be integrated into a transit authority if one is instituted. If interest is lacking or the appropriate transit agency is not receiving its local match to operate a certain route, these routes should cease operation.</p>
	Continue Promotional and Educational Campaign	
	<p>What: Promote and educate public about existing services.</p> <p>Who: Transit providers continue promotional and educational campaign.</p> <p>Why: Continue to develop knowledge and awareness to retain and build ridership.</p> <p>How: Pool funding from agencies or develop as part of larger project. Education project would be eligible for SDNT Program or TEP.</p>	<p>Promotional activities should continue to highlight the existing routes and services. Include educational pieces on the upcoming authority and millage activities.</p>
	Update Website and Print Materials as appropriate	
	<p>What: Promote and educate public about existing services.</p> <p>Who: Transit providers update web and print materials.</p> <p>Why: Continue to develop knowledge and awareness to retain and build ridership.</p> <p>How: Pool resources (time) from the agencies.</p>	<p>Web and print material should be updated on an as needed basis for all agencies, businesses, and organizations providing services. Information on upcoming authority and millage should be included.</p>

Y E A R	Continue Development of a Transit Authority under Act 55 or 196.	
	<p>What: Continue planning for development of transit authority to operate services in study area.</p> <p>Who: Transit providers, municipal boards, human service agencies, MDOT, and WUPPDR participate.</p> <p>Why: Provide the population of Houghton, Baraga, and Keweenaw Counties with complete integrated transit services.</p> <p>How: Pool funding from the agencies; also in-kind planning time, as planning is eligible for funding under SDNT program or JARC.</p>	<p>Based on the success of the feeder routes, interest by municipalities, and intensive surveying of the populations of municipal units, development of a transit authority and its special transit and assessment districts should be considered for final implementation. Additionally the potential board for the initial term of the authority should develop proposed budgets for implementation of service.</p>
	Develop and Vote on Millage Proposal	
F O U R A C T I V I T I E S	<p>What: Develop and seek approval for and publishing of millage and ballot language to support a transit authority.</p> <p>Who: Proposed transit authority board and municipal boards develop language to be presented to voters.</p> <p>Why: Help fund local match for transit authority.</p> <p>How: Proposed language and process are outlined under the appropriate legislation.</p>	<p>Transit authorities have the legal power to raise matching funds through a millage to keep fares affordable for users of the system. Public Act 55 (as well as 196) states that the millage be same rate across the transit authority. If municipal units make a decision to formalize an authority as the controlling entity for transit services in the region, such a millage should be attempted to fund a portion of expenses.</p>
	Monitor and Evaluate Year Four Implementation Progression	
	<p>What: Monitor and evaluate progression toward activities.</p> <p>Who: Transit providers, municipal boards, human service agencies, MDOT, and WUPPDR participate.</p> <p>Why: Check progression toward objectives in agreed-upon timeframes.</p> <p>How: Act in accordance with milestones, assignments, and timeframe for activities.</p>	<p>Monitoring and evaluation of progression toward the activities above for the fourth year of implementation should be continued using milestones and the lead person/agency assigned to each activity chosen for implementation.</p>

TABLE 18: YEAR FIVE IMPLEMENTATION

Y E A R F I V E A C T I V I T I E S	Implement Transit Authority	
	<p>What: Transit Authority operates or manages operation of public transit services in the three-county region.</p> <p>Who: Transit Authority board and staff and/or third party operation contractor</p> <p>Why: Provide transit services across three-county region/special assessment district</p> <p>How: Authority operates using funds raised by the special assessment district. Funding is also available to develop multi-county Transit Authorities through the Regional Transportation Program (RTP). However, RTP funds are programmed annually, and planning for the availability of these funds will have to be done in close coordination with MDOT. RTP funds may include startup expense, capital equipment and facilities, brokerage, and operating assistance.</p>	<p>Under the transit authority, a number of new routes can be more practically implemented. See proposed routes in the Proposed Alternatives section, which may include the following internal and feeder routes.</p> <p>Internal Routes:</p> <ul style="list-style-type: none"> ○ Hancock/Houghton ○ Calumet/Laurium ○ Baraga/L'Anse <p>Feeder Routes :</p> <ul style="list-style-type: none"> ○ Southern US -41 Route ○ Range Towns Route ○ Northern Houghton Communities Loop
	Install Bus Stop Signage on New Routes: Transit Icons	
	<p>What: Mark new routes with coordinated signage (transit icon).</p> <p>Who: Transit authority board and staff work with appropriate agency/municipal staff.</p> <p>Why: Develop knowledge and awareness of where to access existing services in the authority's operating boundary.</p> <p>How: Authority uses funds raised by the special assessment district or as available to develop multi-county transit authorities through the RTP.</p> <p>RTP funds are programmed annually, and planning for the availability of these funds will have to be done with close coordination with MDOT. RTP funds may include startup expense, capital equipment and facilities, brokerage, and operating assistance.</p>	<p>To identify feeder route stops in new communities and to allow for flexibility of scheduling it may be appropriate to identify stops with only a transit icon until dates and times for the route have been finalized. Scheduled signage can be installed once permanent route and schedule have been finalized.</p>

Y E A R F I V E A C T I V I T I E S	Promote New Routes	
	<p>What: Continually promote and educate public about existing routes and schedules and changes resulting from new framework.</p> <p>Who: Transit Authority board and staff self-promote.</p> <p>Why: Continue to develop knowledge and awareness to retain and build ridership.</p> <p>How: Transit authority funds promotion or develops as part of larger project; an education project would be eligible for SDNT program or TEP.</p> <p>Funding is also available to develop multi-county transit authorities through RTP. However, RTP funds are programmed annually, and planning for the availability of these funds will have to be done with close coordination with MDOT. RTP funds may include startup expense, capital equipment and facilities, brokerage, and operating assistance.</p>	<p>New promotional materials should continue to build off the brand already created. Promoting new services under the Authority should include the development of public service announcements (radio and television), print ads for local newspapers, and inserts that can be distributed in newsletters and agency mailings. Education should include how public authority operates and how it is funded, i.e. local funds match state and federal monies. Additionally, free public transit days to promote the services and to increase potential ridership. These could be linked with other community events like student orientations at Michigan Tech and Finlandia University, Bridge Fest, KBIC Pow Wow, etc. Promotions should be increased at times when new populations are in the region; late August/early September to correlate with student populations, mid-summer for tourists and vacationers, mid-to-late December for holiday visitors and tourists.</p>
	Update Website and Print Materials	
	<p>What: Continually promote and educate public about existing services and changes resulting from new framework.</p> <p>Who: Transit authority board and staff arrange process for updates.</p> <p>Why: Continue to develop knowledge and awareness to retain and build ridership.</p> <p>How: Transit authority staff or third party contractor perform updates.</p>	<p>Web and print material must be continually updated with new routes, schedules, fares, and contact information.</p>
	Monitor and Evaluate Year Five Implementation Progression	
	<p>What: Monitor and evaluate progression toward and final status of activities.</p> <p>Who: Transit providers, municipal boards, human service agencies, MDOT, and WUPPDR participate.</p> <p>Why: Check progression toward objectives in agreed-upon timeframes.</p> <p>How: Act in accordance with milestones, assignments, and timeframe for activities.</p>	<p>Monitoring and evaluation of the activities above for the fifth year of implementation should be continued and concluded using milestones and the lead person/agency assigned to each activity chosen for implementation.</p>

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Summary

Baraga, Houghton and Keweenaw Counties are fortunate to have a number of transit resources available to their citizenry. However, most of the public transit services and private operators are centered in the Cities of Hancock and Houghton. This core community contains many state and federal agencies, a state university and a private college, and most of the area's largest employers and discount shopping opportunities. A little more than one quarter of the region's population lives within the cities' boundaries and is served by the Hancock and Houghton city transit services and BHK CAA's demand-response services within the cities.

Unfortunately this leaves about 35,000 people with limited and/or expensive options for transit. Outside of the Cities of Hancock and Houghton, only BHK Community Action and Baragaland Senior Citizens offer any public transit. These services are primarily for their agencies' consumer populations (typically senior citizens and persons with disabilities); however, the CAA will provide transit to the general public when space is available in their vehicles. This leaves people to depend on taxi services, which typically charge \$1.00 to 1.50 per mile. This makes the cost of a round trip from Calumet to Houghton \$20 to \$25. Such an amount is out of reach of most low-income and fixed-income households.

This planning initiative gathered information from a number of stakeholders including transit providers, human service agencies, locally elected officials, Michigan Department of Transportation planners, users of local transit services, and citizens that are not currently using transit services. Common themes identified through interviews, surveys, meetings with stakeholders, and other methods of inquiry were that: People felt transit is important to the region; all agencies could better coordinate their services; outlying population centers need services to the core community (Cities of Hancock and Houghton); and people are being priced out of transit.

The four alternatives presented are opportunities to meet the needs identified through this plan's inquiry process. Each alternative comes with its advantages and disadvantages presented in the accompanying SWOT analysis. Considering the political climate, the culture of the region, and the population's reluctance to change, this study offers a final recommendation that allows the existing resources to slowly work towards growing into a regional authority. Its intention is to build on what is working and what can be improved upon. The recommendation affords time to examine and decide upon what to do with existing resources (human, physical, and facilities). Lastly it allows time to garner the necessary support to fund a regional authority.

To properly serve the populations located in Baraga, Keweenaw and Northern Houghton Counties, connections to the Cities of Hancock and Houghton are needed by the general public. Greatest efficiency and seamlessness can be attained by forming these under a multi-county transit authority. Although a separate agency could be created to serve areas outside of the cities with systems currently operating, allowing for transferability into those systems, this is not recommended at a time when government spending is being closely scrutinized and the Michigan Governor's Office is encouraging shared services among municipalities.

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Appendices

Appendix A: Stakeholders Self Assessment Survey

Appendix B: Stakeholders Self Assessment Survey Results (Raw Data)

Appendix C: Stakeholders Meeting Presentation

Appendix D: Stakeholders Meeting Notes

Appendix E: Survey Notification

E.1: Press Release

E.2: Daily Mining Gazette Article

Appendix F: User Survey

Appendix G: User Survey Analysis Winter / Spring Report

Appendix H: Interview Questions

Appendix I: Post-Draft Public Input

Appendix J: Public Forum Press Release

Appendix K: Public Forum Presentation

Appendix A: Stakeholders Self Assessment Survey

Public Transit Self Assessment Tool for Communities

1. Have leaders and organizations defined the need for change and articulated a new vision for the delivery of coordinated transportation services?

Decision Helpers:

- Leaders in human services agencies and public transportation have acknowledged that the existing network of transportation services is not yet sufficiently efficient, cost effective, or flexible enough to meet the mobility needs of people in the community or region.
- A clear and inspiring vision statement for improved service and resource management through coordination is supported by all partners and is regularly revisited to ensure its vitality.
- The vision drives planning and action.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

2. Is a governing framework in place that brings together providers, agencies, and consumers? Are there clear guidelines that all embrace?

Decision Helpers:

- A shared decision-making body such as a coalition, lead agency, advisory board, and/or working group is taking a leadership role.
- The shared decision-making body includes public and private transportation providers, non-profit human services agencies, health providers, employment providers, and consumers.
- Those at the table are clear about and comfortable with the decision-making process, whether it is based on consensus or majority rule.
- Roles and responsibilities are outlined in a formal, written agreement.
- The shared decision-making group communicates effectively with those not at the table.
- The group meets regularly, establishes strategic and measurable goals and objectives, follows a work plan, and regularly evaluates its progress and performance.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

3. Does the governing framework cover the entire community and maintain strong relationships with neighboring communities and state agencies?

Decision Helpers:

- The shared decision-making body covers an appropriate area, such as a region, and maintains collaborative working relationships with neighboring areas and with human service and state transportation agencies.
- The relationships are used to address service issues such as ensuring transportation services can cross jurisdictional boundaries, customers have access to easy transfer points, and that service is provided to individuals where transportation gaps exist or when people are too frail to use public transportation.
- The relationships are also used to work on policy and financial issues to create a framework that enhances coordination.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

4. Is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?

Decision Helpers

- The shared decision-making body has sustained support for coordination by calculating and communicating the specific benefits to community stakeholders.
- Elected officials, agency administrators, and community leaders have been active in coordinated transportation services planning.
- It is widely recognized and accepted that transportation must be integrated into community initiatives related to aging, disability, job training, health care, and services to low-income persons.
- Community leaders provide sufficient staff and budget and provide leadership on policy initiatives to support coordination efforts.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

5. Is there positive momentum? Is there growing interest and commitment to coordinating human service transportation trips and maximizing resources?

Decision Helpers

- Participation in and budget support for coordination initiatives are regularly increasing.
- Agencies are actively working together to ensure that service information, routes, and vehicles are coordinated; funding deployment is coordinated; and policies allow for better resource management and increased ridership.
- Momentum has been maintained even through difficult events such as budget crises and changes in leadership.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

6. *Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of **Making Things Happen by Working Together** is:*

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

7. Is there an inventory of community transportation resources and programs that fund transportation services?

Decision Helpers:

- All entities in the region that buy, sell, or use transportation services have been identified.
- The inventory encompasses public transit systems, community non-profits, churches, schools, and private providers such as taxis.
- Transportation services provided by different federally funded programs such as Meals on Wheels, Medicaid, Head Start, Vocational Rehab Services, Independent Living Programs, employment services, and other programs have been identified and their scope of services catalogued.

- Needs to Begin
- Needs Significant Action
- Needs Action
- Done Well

8. Is there a process for identifying duplication of services, underused assets, and service gaps?

Decision Helpers

- All entities providing transportation service in the region have been surveyed and information has been collected on geographic areas serviced, spending for transportation, types and number of trips provided, hours of operation, cost per trip, sources of funds, number and types of vehicles, number of trips per day/hour, and type of maintenance.
- Agencies providing travel training and eligibility assessments have been identified.
- The data has been analyzed to assess service duplication, underutilized assets, and inefficient service delivery.
- The data and the analysis have been shared with the decision-making body, community leaders, and others to drive and enhance coordination efforts.
- The data is regularly updated to ensure its ongoing value.

- Needs to Begin
- Needs Significant Action
- Needs Action
- Done Well

9. Are the specific transportation needs of various target populations well documented?

Decision Helpers

- Information and data that outlines the needs and expectations of individuals with disabilities, older adults, youth, job seekers and persons with low-incomes has been collected.
- Non-users of transit have been asked through surveys, focus groups, or similar means to identify what characteristics would make transit an attractive choice.
- Major health and human service agencies have been asked through surveys, focus groups, or similar means to articulate what would motivate their clients to ride public transit.
- The data has been analyzed and used by the shared decision-making body to drive the coordination planning process.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

10. Has the use of technology in the transportation system been assessed to determine whether investment in transportation technology may improve services and/or reduce costs?

Decision Helpers

- The current use of transportation technology by transportation providers, service agencies, and advocacy groups for scheduling, dispatching, reservations, billing, and reporting has been assessed.
- Research has been conducted on ways in which investments in transportation technology can improve services and/or reduce costs.
- The survey and research data has guided decision making about adopting new technologies.
- The local provider is investigating ways, such as pooled acquisition, to help transportation providers, service agencies, and advocacy groups acquire transportation services technology.
- Ongoing discussions about using technology for coordinated transportation are conducted among providers and client agencies through list serves, face-to-face forums, and other means.

- Needs to Begin
- Needs Significant Action
- Needs Action

Done Well

11. Are transportation line items included in the annual budgets for all human service programs that provide transportation services?

Decision Helpers

- Each human services agency participating in transportation coordination has listed transportation costs as a separate item in its budget to facilitate a strategic planning process for transportation services.
- These agencies have completed an analysis of how improved coordination can extend their current transportation resources and/or reduce the amount of funds spent on transportation.

Needs to Begin

Needs Significant Action

Needs Action

Done Well

12. Have transportation users and other stakeholders participated in the community transportation assessment process?

Desicions Helpers

- Stakeholder groups throughout the community have been systematically included in the assessment process through meetings, surveys, focus groups, and other means.
- Customers representing people with disabilities, older adults, and low-income populations serve on work groups and are actively engaged in the assessment and planning process.

Needs to Begin

Needs Significant Action

Needs Action

Done Well

13. Is there a strategic plan with a clear mission and goals? Are the assessment results used to develop a set of realistic actions that improve coordination?

Desicion Helpers

- A regularly updated strategic plan or similar document has tangible goals and objectives, timelines, and methods for measuring performance and evaluating benefits.
- The mission and program goals are sufficiently long-range, comprehensive, and compelling to transcend changes in leadership or circumstances, conflicts over power and control of resources, and competing goals or personalities.
- Priorities for coordinating transportation services and a strategic action plan for achieving them were developed through open and informed discussions among all stakeholders.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

14. Is clear data systematically gathered on core performance issues such as cost per delivered trip, ridership, and on-time performance? Is the data systematically analyzed to determine how costs can be lowered and performance improved?

Decision Helpers

- Operations planning and service planning are priorities in our system.
- Data in core performance areas is collected, disseminated, and analyzed.
- In addition to typical reviews, there are efforts to lower costs and improve performance through exploring new and creative means to provide services.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

15. Is the plan for human services transportation coordination linked to and supported by other state and local plans such as the Regional Transportation Plan or State Transportation Improvement Plan?

Decision Helpers

- Human service agency representatives participate in transportation planning together with metropolitan or rural planning organizations, taking full advantage of their resources and coordination expertise.

- The cross-participation has created a set of mutually supportive and linked plans that actively strengthen coordination efforts.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

16. Is data being collected on the benefits of coordination? Are the results communicated strategically?

Decision Helpers

- To maintain support for transportation coordination, the benefits of coordination are routinely documented and communicated to community leaders and the public.
- The number of individuals that receive transportation services, the types of services they receive, and the costs associated with those services are all tracked.
- There is also a focus on collecting information on the economic and quality of life benefits of connecting people to jobs, health care, education, training, and social support networks.
- The results are regularly published and disseminated for community members, elected officials, and agency leadership.
- Presentations are made throughout the year at local committee meetings to help agencies and organizations recognize the needs and the opportunities for coordinated transportation services.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

17. *Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of **Taking Stock of Community Needs and Moving Forward** is:*

- Needs to Begin
- Needs Significant Action
- Needs Action

Done Well

18. Does the transportation system have an array of user-friendly and accessible information sources?

Decision Helpers □

- Information about transportation services and options is easy to obtain in the community.
- There is a “one-stop” resource such as a toll-free number or a Web site where consumers can obtain information about service and schedules and make reservations regardless of provider.
- There are “mobility managers” within human service agencies who advise their clients about transportation options.
- Information is accessible and can be obtained in electronic, Braille, or large-print formats.
- Customer representatives are available to assist first time users or people needing extra help.
- The system is designed for the general public as well as for people with special needs and clients of human service agencies.
- Technology is used effectively to enable and support information systems.

Needs to Begin

Needs Significant Action

Needs Action

Done Well

19. Are travel training and consumer education programs available on an ongoing basis?

Decision Helpers

- Persons with disabilities and others can avail themselves of travel training programs to learn how to safely ride public transportation.
- There are transitional programs for older adults and others that help individuals recognize and feel comfortable with alternative transportation options if and when they are not able to drive a car.
- Consumer education programs are available to help new or potential riders learn how to use the system, including learning how to read a schedule, how to identify the bus number, how to pay the fare, where to wait for the bus, and other key skills.

Needs to Begin

- Needs Significant Action
 - Needs Action
 - Done Well
-

20. Is there a seamless payment system that supports user-friendly services and promotes customer choice of the most cost-effective service?

Decision Helpers

- Regardless of the funding source for each particular trip, the customer or client uses the same payment mechanism each time.
- If there is a fixed route system, a transit pass has been implemented to encourage riders to choose lower-cost fixed route services. The billing process is transparent to the consumer.
- The seamless payment system enables customers to choose appropriate cost-effective transportation services.
- These payment systems may include universal payment cards, fare cards, and similar mechanisms.
- Up-to-date technology is being used to support and manage this system.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

21. Are customer ideas and concerns gathered at each step of the coordination process? Is customer satisfaction data collected regularly?

Decision Helpers

- Customer input was gathered during the planning and needs assessment process through town meetings, surveys, focus groups, or similar means.
- Consumer representatives are active members of advisory and other work groups. In addition, a customer service-monitoring program provides information for a yearly “report card” or similar status report.
- Customers are encouraged to submit suggestions, complaints, and compliments. Actions are taken on complaints within 24 hours of receiving them.

- Needs to Begin
- Needs Significant Action

Needs Action

Done Well

22. Are marketing and communications programs used to build awareness and encourage greater use of the services?

Decision Helpers

- There are active marketing and communications programs that promote the ease and accessibility of coordinated transportation services.
- The programs use an array of media such as direct marketing, public service announcements, advertisements in local newspapers, and articles and notices in newsletters of various community organizations.
- Information is also disseminated through human service agencies, employment specialists, health care providers, and civic organizations and churches.

Needs to Begin

Needs Significant Action

Needs Action

Done Well

23. *Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of **Putting Consumers/Customers First** is:*

Needs to Begin

Needs Significant Action

Needs Action

Done Well

24. Is there a strategy for systematic tracking of financial data across programs?

Decision Helpers

- Systems have been created to enable the tracking and sharing of financial data across programs.
- Participating agencies have agreed on common measurements and definitions to support the tracking system.
- Up-to-date technology is being used to support and manage this system

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

25. Is there an automated billing system in place that supports the seamless payment system and other contracting mechanisms?

Decision Helpers

- A technology interface has been implemented that allows transportation providers to track clients from multiple agencies and funding sources and submit both the report and the bill electronically to the appropriate agency.
- The system effectively supports grant monitoring and reporting requirements.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

26. *Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of **Adapting Funding for Greater Mobility** is:*

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

27. Has an arrangement among diverse transportation providers been created to offer flexible services that are seamless to customers?

Decision Helpers

- A system to coordinate numerous transportation providers, such as a brokerage, has been established.

- Providers, such as public transit agencies, taxi and other private paratransit operators, school transportation operators, nonprofit faith and community based organizations, and human service non-profit agencies, are systematically engaged and blended with informal transportation providers (recognizing that the most cost effective travel for some may be paying a neighbor for mileage) to create an array of flexible services for the customer.
- The “broker” identifies the most cost effective transportation provider appropriate to the client’s needs, schedules the trip, dispatches the services, bills the appropriate funding source, and tracks the utilization and data associated with the trips.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

28. Are support services coordinated to lower costs and ease management burdens?

Decision Helpers

- Systematic studies have been completed in our communities which have led to the coordination of essential support services for transportation providers.
- These may include joint purchasing and/or leasing of equipment and facilities; shared maintenance facilities; maintaining a single phone number for customers; maintaining a shared internet information system; using a single or coordinated fare mechanism; sustaining coordinated reservation, dispatching, scheduling, and payment systems; or establishing a single entity to provide human service transportation to all participating human service agencies.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

29. Is there a centralized dispatch system to handle requests for transportation services from agencies and individuals?

Desicion Helpers

- Agency case managers and mobility managers find it easy to schedule regular and

one-time trips for their clients through a centralized dispatch system or a similar mechanism appropriate to your locale.

- Agency clients and the general public can easily schedule trips using the dispatch system.
- The dispatchers can help agencies and individuals wisely choose from available transportation alternatives.
- There are also mechanisms, such as transit passes, to reduce dependency on individualized services.
- Technology is used to enhance overall dispatch services, including communication with drivers and passengers, scheduling and mapping routes, locating vehicles, and other critical aspects.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

30. Have facilities been located to promote safe, seamless, and cost-effective transportation services?

Decision Helpers

- Location decisions for common destinations such as the offices where clients are served have taken transportation issues into account.
- Services are co-located or near to each other to reduce transportation needs.
- Pickup locations, which can be used by any transportation provider, are safe and accessible.

- Needs to Begin
 - Needs Significant Action
 - Needs Action
 - Done Well
-

31. **Evaluation:** After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Moving People Efficiently* is:

- Needs to Begin
- Needs Significant Action

Needs Action

Done Well

32. What best describes the agency or interest that you represent?

Public Transit Provider

Private Transit Provider (taxi, limo service, etc.)

Human Service Agency – providing transportation

Human Service Agency – DOES NOT provide transportation

MDOT

Road Commission

Local Unit of Government

School District

Concerned Citizen

Transit User

Other

33. *Contact information – Optional*

First Name

Last Name

Title

Company Name

Street Address

City

State

Zip

Email Address

Phone Number

Thank you for taking our survey. Your response is very important to us.

**Appendix B: Stakeholders Self Assessment Survey Results
(Raw Data)**



Summary Report - Jan/05/2011

Survey: Public Transit Self Assessment Tool for Communities

Have leaders and organizations defined the need for change and articulated a new vision for the delivery of coordinated transportation services?

Value	Count	Percent %
Needs to Begin	9	17.6%
Needs Significant Action	28	54.9%
Needs Action	10	19.6%
Done Well	4	7.8%

Statistics	
Total Responses	51

Is a governing framework in place that brings together providers, agencies, and consumers? Are there clear guidelines that all embrace?

Value	Count	Percent %
Needs to Begin	21	41.2%
Needs Significant Action	18	35.3%
Needs Action	9	17.6%
Done Well	3	5.9%

Statistics	
Total Responses	51

Does the governing framework cover the entire community and maintain strong relationships with neighboring communities and state agencies?

Value	Count	Percent %
Needs to Begin	15	30%
Needs Significant Action	19	38%
Needs Action	13	26%
Done Well	3	6%

Statistics	
Total Responses	50

Is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?

Value	Count	Percent %
Needs to Begin	15	29.4%
Needs Significant Action	22	43.1%
Needs Action	11	21.6%
Done Well	3	5.9%

Statistics	
Total Responses	51

Is there positive momentum? Is there growing interest and commitment to coordinating human service transportation trips and maximizing resources?

Value	Count	Percent %
Needs to Begin	17	33.3%
Needs Significant Action	15	29.4%
Needs Action	13	25.5%
Done Well	6	11.8%

Statistics	
Total Responses	51

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of Making Things Happen by Working Together is:

Value	Count	Percent %
Needs to Begin	11	21.6%
Needs Significant Action	25	49%
Needs Action	10	19.6%
Done Well	5	9.8%

Statistics	
Total Responses	51

Is there an inventory of community transportation resources and programs that fund transportation services?

Value	Count	Percent %
Needs to Begin	12	26.1%
Needs Significant Action	11	23.9%
Needs Action	16	34.8%
Done Well	7	15.2%

Statistics	
Total Responses	46

Is there a process for identifying duplication of services, underused assets, and service gaps?

Value	Count	Percent %
Needs to Begin	19	42.2%
Needs Significant Action	8	17.8%
Needs Action	13	28.9%
Done Well	5	11.1%

Statistics	
Total Responses	45

Are the specific transportation needs of various target populations well documented?

Value	Count	Percent %
Needs to Begin	12	26.1%
Needs Significant Action	17	37%
Needs Action	12	26.1%
Done Well	5	10.9%

Statistics	
Total Responses	46

Has the use of technology in the transportation system been assessed to determine whether investment in transportation technology may improve services and/or reduce costs?

Value	Count	Percent %
Needs to Begin	19	42.2%
Needs Significant Action	12	26.7%
Needs Action	11	24.4%
Done Well	3	6.7%

Statistics	
Total Responses	45

Are transportation line items included in the annual budgets for all human service programs that provide transportation services?

Value	Count	Percent %
Needs to Begin	10	23.3%
Needs Significant Action	12	27.9%
Needs Action	17	39.5%
Done Well	4	9.3%

Statistics	
Total Responses	43

Have transportation users and other stakeholders participated in the community transportation assessment process?

Value	Count	Percent %
Needs to Begin	16	35.6%
Needs Significant Action	11	24.4%
Needs Action	12	26.7%
Done Well	6	13.3%

Statistics	
Total Responses	45

Is there a strategic plan with a clear mission and goals? Are the assessment results used to develop a set of realistic actions that improve coordination?

Value	Count	Percent %
Needs to Begin	23	50%
Needs Significant Action	7	15.2%
Needs Action	12	26.1%
Done Well	4	8.7%

Statistics	
Total Responses	46

Is clear data systematically gathered on core performance issues such as cost per delivered trip, ridership, and on-time performance? Is the data systematically analyzed to determine how costs can be lowered and performance improved?

Value	Count	Percent %
Needs to Begin	18	40%
Needs Significant Action	11	24.4%
Needs Action	13	28.9%
Done Well	3	6.7%

Statistics	
Total Responses	45

Is the plan for human services transportation coordination linked to and supported by other state and local plans such as the Regional Transportation Plan or State Transportation Improvement Plan?

Value	Count	Percent %
Needs to Begin	19	42.2%
Needs Significant Action	9	20%
Needs Action	14	31.1%
Done Well	3	6.7%

Statistics	
Total Responses	45

Is data being collected on the benefits of coordination? Are the results communicated strategically?

Value	Count	Percent %
Needs to Begin	19	42.2%
Needs Significant Action	9	20%
Needs Action	14	31.1%
Done Well	3	6.7%

Statistics	
Total Responses	45

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of Taking Stock of Community Needs and Moving Forward is:

Value	Count	Percent %
Needs to Begin	13	28.9%
Needs Significant Action	14	31.1%
Needs Action	14	31.1%
Done Well	4	8.9%

Statistics	
Total Responses	45

Does the transportation system have an array of user-friendly and accessible information sources?

Value	Count	Percent %
Needs to Begin	17	38.6%
Needs Significant Action	9	20.5%
Needs Action	14	31.8%
Done Well	4	9.1%

Statistics	
Total Responses	44

Are travel training and consumer education programs available on an ongoing basis?

Value	Count	Percent %
Needs to Begin	18	40%
Needs Significant Action	9	20%
Needs Action	13	28.9%
Done Well	5	11.1%

Statistics	
Total Responses	45

Is there a seamless payment system that supports user-friendly services and promotes customer choice of the most cost-effective service?

Value	Count	Percent %
Needs to Begin	19	42.2%
Needs Significant Action	8	17.8%
Needs Action	12	26.7%
Done Well	6	13.3%

Statistics	
Total Responses	45

**Are customer ideas and concerns gathered at each step of the coordination process?
Is customer satisfaction data collected regularly?**

Value	Count	Percent %
Needs to Begin	19	43.2%
Needs Significant Action	8	18.2%
Needs Action	13	29.5%
Done Well	4	9.1%

Statistics	
Total Responses	44

Are marketing and communications programs used to build awareness and encourage greater use of the services?

Value	Count	Percent %
Needs to Begin	19	44.2%
Needs Significant Action	12	27.9%
Needs Action	8	18.6%
Done Well	4	9.3%

Statistics	
Total Responses	43

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of Putting Consumers/Customers First is:

Value	Count	Percent %
Needs to Begin	16	37.2%
Needs Significant Action	12	27.9%
Needs Action	11	25.6%
Done Well	4	9.3%

Statistics	
Total Responses	43

Is there a strategy for systematic tracking of financial data across programs?

Value	Count	Percent %
Needs to Begin	17	41.5%
Needs Significant Action	10	24.4%
Needs Action	10	24.4%
Done Well	4	9.8%

Statistics	
Total Responses	41

Is there an automated billing system in place that supports the seamless payment system and other contracting mechanisms?

Value	Count	Percent %
Needs to Begin	22	53.7%
Needs Significant Action	6	14.6%
Needs Action	10	24.4%
Done Well	3	7.3%

Statistics	
Total Responses	41

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of Adapting Funding for Greater Mobility is:

Value	Count	Percent %
Needs to Begin	16	40%
Needs Significant Action	10	25%
Needs Action	10	25%
Done Well	4	10%

Statistics	
Total Responses	40

Has an arrangement among diverse transportation providers been created to offer flexible services that are seamless to customers?

Value	Count	Percent %
Needs to Begin	20	50%
Needs Significant Action	11	27.5%
Needs Action	7	17.5%
Done Well	2	5%

Statistics	
Total Responses	40

Are support services coordinated to lower costs and ease management burdens?

Value	Count	Percent %
Needs to Begin	24	58.5%
Needs Significant Action	7	17.1%
Needs Action	6	14.6%
Done Well	4	9.8%

Statistics	
Total Responses	41

Is there a centralized dispatch system to handle requests for transportation services from agencies and individuals?

Value	Count	Percent %
Needs to Begin	25	61%
Needs Significant Action	5	12.2%
Needs Action	8	19.5%
Done Well	3	7.3%

Statistics	
Total Responses	41

Have facilities been located to promote safe, seamless, and cost-effective transportation services?

Value	Count	Percent %
Needs to Begin	22	55%
Needs Significant Action	8	20%
Needs Action	7	17.5%
Done Well	3	7.5%

Statistics	
Total Responses	40

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of Moving People Efficiently is:

Value	Count	Percent %
Needs to Begin	20	51.3%
Needs Significant Action	9	23.1%
Needs Action	7	17.9%
Done Well	3	7.7%

Statistics	
Total Responses	39

What best describes the agency or interest that you represent?

Value	Count	Percent %
Public Transit Provider	1	2.5%
Private Transit Provider (taxi, limo service, etc.)	2	5%
Human Service Agency - providing transportation	13	32.5%
Human Service Agency - DOES NOT provide transportation	6	15%
Road Commission	1	2.5%
Local Unit of Government	10	25%
Concerned Citizen	4	10%
Other	3	7.5%

Statistics	
Total Responses	40

First Name

Count Response

1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
2	[Redacted]

Last Name

Count Response

1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
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1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
2	[Redacted]

Title

Count	Response
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1	[REDACTED]
1	[REDACTED]
2	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]
3	[REDACTED]
1	[REDACTED]
1	[REDACTED]

Company Name

Count	Response
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1	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]

Street Address

Count Response

1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
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1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]

City

Count Response

2	[Redacted]
1	[Redacted]
1	[Redacted]
5	[Redacted]
3	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]
1	[Redacted]

State

Count Response

13	MI
1	Mi

2 mi

Zip

Count	Response
1	[REDACTED]
2	[REDACTED]
5	[REDACTED]
3	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]

Email Address

Count	Response
1	[REDACTED]
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1	[REDACTED]
1	[REDACTED]

Phone Number

Count	Response
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1	[REDACTED]
1	[REDACTED]
1	[REDACTED]
2	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]
1	[REDACTED]

Appendix C: Stakeholders Meeting Presentation

Coordinated Human-Services Public Transit Plan and Accessibility Study: Baraga, Houghton and Keweenaw Counties

Stakeholder Meeting: Transit Service Providers

Tuesday, September 28, 2010

9:00 am - 11:30 am

Community Room – Michigan Tech Lakeshore Center





Agenda

- **Introductions**
- **What is a Coordinated Transit Plan?**
- **Survey – Review Results**
- **Transit Perceptions**
- **Mapping of Local Resources**
- **Developing a User Survey / Distribution Plan**
- **Stakeholder Meeting Priorities / Recommendations**
- **Next Steps**



SAFETEA-LU : 2005

- SAFETEA-LU (Safe, Accountable, Flexible, Efficient, Transportation Equity Act)

\$\$\$\$\$

Elderly Individuals with Disabilities

(Section 5310);

Jobs Access and Reverse Commute (JARC); and

New Freedom Programs



Justification

“derived from a locally developed, coordinated public transit-human services transportation plan”

and that the plan be

“developed through a process that includes representatives of public, private, and non-profit transportation and human services providers and participation by members of the public”

P



Carpool

Plan Components

- Assessment;
- Inventory;
- Strategies;
- Coordination actions; and
- Prioritization.



Survey

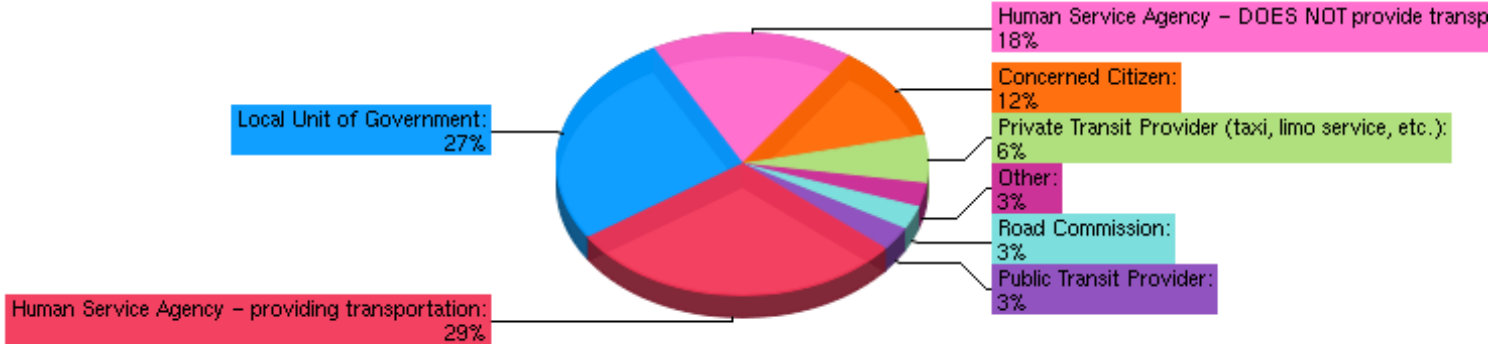
1. Making Things Happen by Working Together
2. Taking Stock of Community Needs and Moving Forward
3. Putting Customers First
4. Adapting Funding for Greater Mobility
5. Moving People Efficiently



Survey

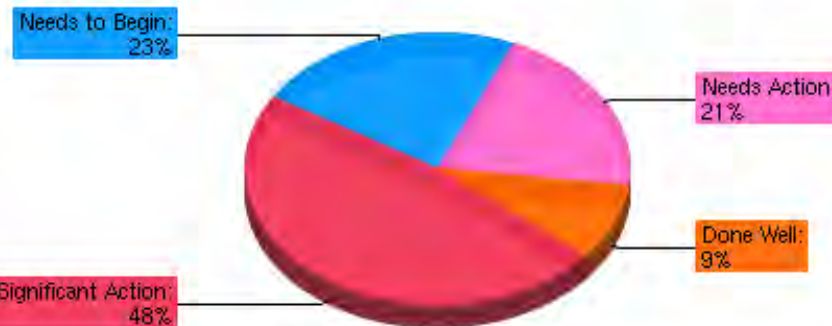
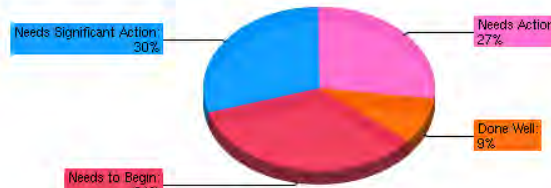
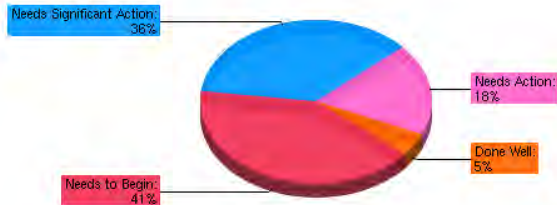
Public Transit Provider	3%	Road Commission	3%
Private Transit Provider	6.1%	Local Unit of Government	27.3%
Human Service Agency <i>providing transportation</i>	27.3%	Concerned Citizen	12.1%
		Other	3%
Human Service Agency <i>Does Not provide transportation</i>	18.2%		

As of 09/24/10



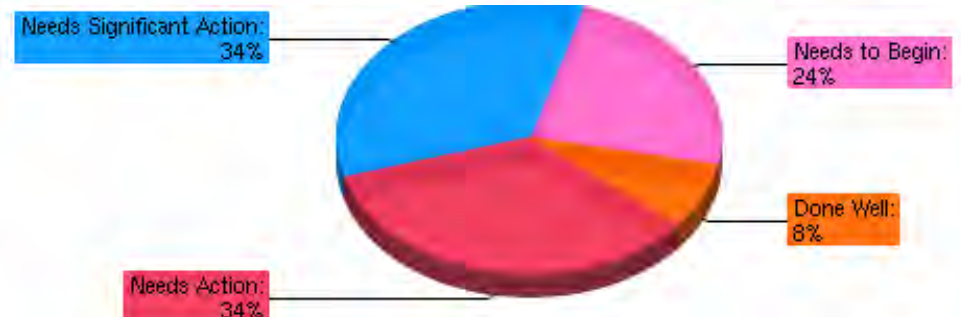
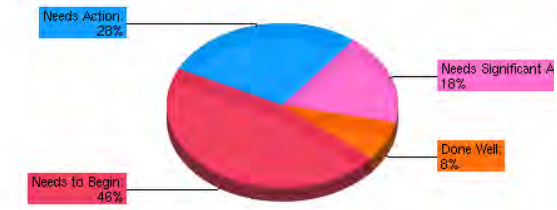
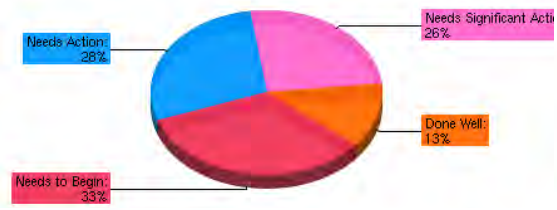
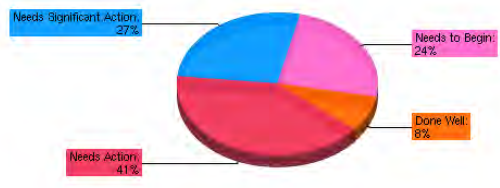
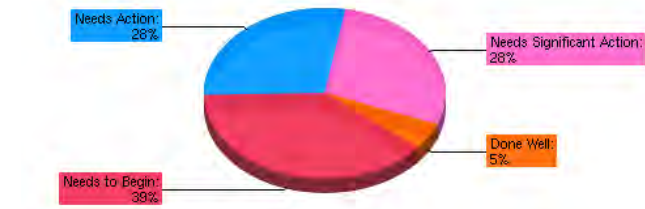
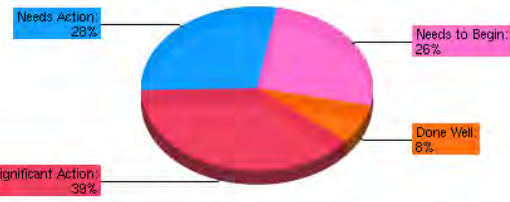


Making Things Happen by Working Together



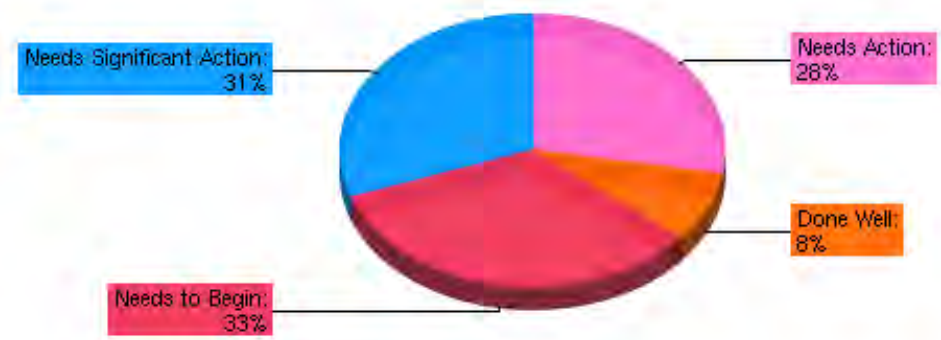
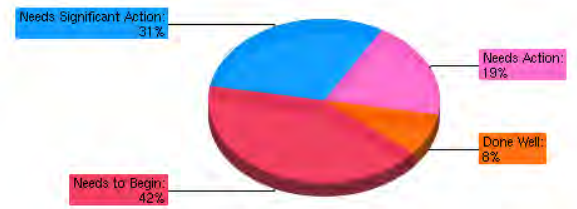
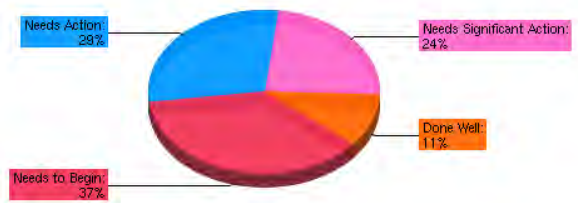


Taking Stock of Community Needs and Moving Forward



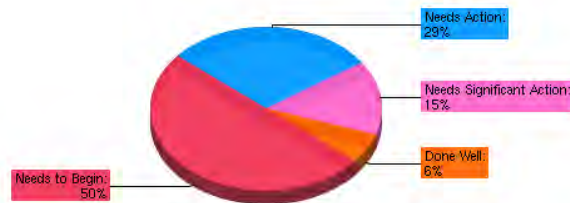


Putting Customers First



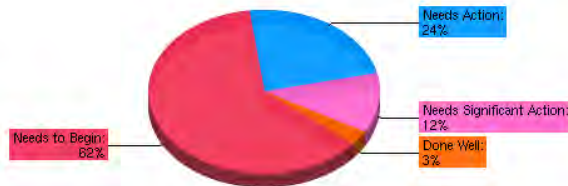
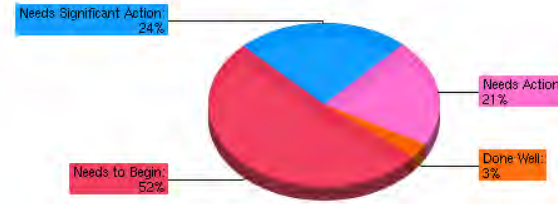
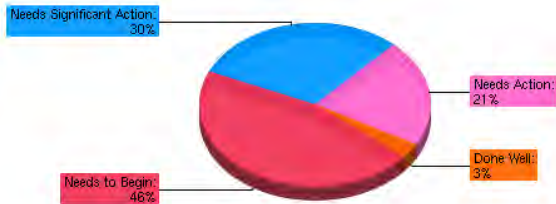


Adapting Funding for Greater Mobility





Moving People Efficiently



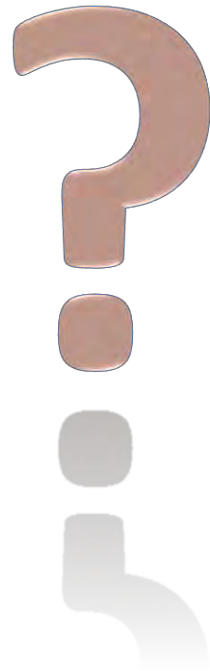


Transit Perceptions

What is public transportation/transit?



Local Transit Discussion





Transit and Jobs

- Could you have your job without your personal vehicle?
- Would you hire someone without a personal vehicle?

“Do you have a reliable form of transportation?”



Country Wide Rural Transit Issues

- More than **1.6 million rural households** do not have access to a car.
- Across America, households in the lowest 20 percent income bracket spend about **42 percent of their annual income on transportation**. This burden is especially heavy during periods of high energy costs, since residents of rural areas drive about 17 percent more than urban residents.
- Rural households are more likely to own or lease fuel-inefficient vehicles like pick-up trucks and SUVs. **37 percent of rural households own or lease a pick-up truck** compared to 17 percent of households overall.

**National Association of Development Organizations*



Mapping Resources Community Key Points

- What are primary place(s) / locations that people are accessing?



Mapping Resources Services

- **Buses:** Houghton, Hancock, Community Action Agency, Baragaland Senior, Indian Trails
- **Taxi:** Neils, Greggs, LL Lynx
- **Special Transit:** Little Brothers, CCCMH, DHS, CFS, Shelter Homes, Mi Rehab Services, BBBS, BHK, CCISD, Schools...
- **Charter** – Red Jacket, Superior Coaches, Eagle Charter
- Others ?



Mapping Resources Community Key Points

- What are the underserved areas?
- Gaps / Redundancies?



User Survey

- What do we want to see in a user survey?
- Who do we want to distribute?
- Best time?
- Media?



Next Steps

- User Survey / User Meetings
- Synthesizing information
- Criteria Prioritizing Actions
- Work Group interest ? (1/4ly)
- Other people WUPPDR should contact?



THANK YOU!!!

Jim LaMuth
Planner / Transportation Coordinator

(906) 482-7205 ext. 312
jlamuth@wuppdr.org
www.wuppdr.org

Appendix D: Stakeholders Meeting Notes



Coordinated Human-Services Public Transit Plan and Accessibility Study: Baraga, Houghton and Keweenaw Counties

Stakeholder Meeting: Transit Service Providers

Tuesday, September 28, 2010

Houghton MI 49931

Meeting Notes / Summary

Present at Meeting:

- Charles Lindstrom – Michigan Department of Transportation(MDOT)
- Cheryl Mills – Baraga Houghton Keweenaw Child Development: Even Start
- Glenn Anderson – City of Hancock Transit
- Jodi Reynolds – City of Houghton Transit
- Joe Liimatainen – Baraga Houghton Keweenaw Child Development: Transit Coordinator
- Keith Stenger – Goodwill – Work Force Development
- Lisa Cunard –Goodwill Work Force Development
- Lisa Schemire – Baraga Houghton Keweenaw Child Development
- Mary Miller-Strobel – Child and Family Services of the Western Upper Peninsula (CFS)
- Mary Niemela – Barbara Kettle Gundlach Shelter Home
- Pete Autio – Department of Human Services (DHS)
- Tami Anderson – Copper Country Community Mental Health Services (CCCMH)
- Taryn Mack – Copper Country Community Mental Health Services – the Institute (CCCMH)
- Jim LaMuth – Western Upper Peninsula Planning and Development Region (WUPPDR)

Agenda: Separate document

Presentation: Separate document

Community Self-Assessment Survey Results: Separate document

Below are listed the questions and answers from the **Stakeholder Meetings Brainstorming** session.

What are you (your consumer's) specific transportation needs: Where do you need to go? / When ? / How often and for what purpose?

Agency or population	Need	Day	Time
Medical Appointments			
BHK – Even Start	Pediatrics	Weekdays	8 am – 5 pm
DHS	Medical Transport: Marquette / Marshfield Clinic	Weekdays	8 am – 5 pm
Group	Hospitals (excluding emergency care): Keweenaw Aspirus – Laurium Portage Health– Hancock Baraga County Memorial Hospital	Weekdays	8 am – 5 pm
Programs			
CCCMH - Institute	Youth activities at a single location(coffee house / school/ various facilities)	Weekdays Weekends	3pm – 6pm 9am – 6pm
Services			
Shelter Homes	Appointments at DHS	Weekdays	8 am – 5 pm
	Appointments at Child and Family Services / Housing Resource Center	Weekdays	8 am – 5 pm
	Appointments at WUPPDR	Weekdays	8 am – 5 pm
	Appointments at Housing Commissions (Calumet, Laurium, Lake Linden, Hancock, Houghton, Forest Park, Hancock Apartment, Baraga County, White Oaks, Ojibwa Housing, Creamery Court)	Weekdays	8 am – 5 pm
Employment			
Good Will Industries	General – Getting to employment	Any day	24 / 7
	General – Getting to job interviews	Weekdays	8 am – 5 pm
	General – Job Search	Weekdays	8 am – 5 pm
	Cost for Transportation vs. Amount of time worked (does working a short shift pay for the transportation cost to get there)		
Education			
Child and Family Services	Temporary youth housing => keeping youth in home school district	Weekdays	7 am- 5 pm
BHK Even Start	GED instruction for consumers	Weekdays	7 am- 5 pm
General	Transportation to College Campus <ul style="list-style-type: none"> • Finlandia University • Gogebic Community College (Ironwood/Hancock/MTU) • Keweenaw Bay Ojibwa Community College • Michigan Tech 	Weekdays Weekends	7 am-9 pm Saturdays
Shelter homes	Transporting displaced youth (shelter consumers) to home school districts	Weekdays	7 am- 5 pm

What are you (your consumer's) specific transportation needs: Where do you need to go? / When? / How often and for what purpose? (continued)

Errands / General			
Public	Access to: Grocery Store	Any Day	24 / 7
Public	Access to: Post Offices	Weekdays	8 am- 5 pm
Public	Access to: Banks	Weekdays Weekends	8 am- 5 pm 8am – noon
Public	Access to: Recreation	Weekdays Weekends	7 am - 10pm
Elderly	Need transit more in the winter months than summer month (City of Hancock)	Any day	8 am- 8 pm
Elderly	Use transit for access to social events	Any day	8 am- 10 pm
CCCMH – Consumers	Use transit for access to social events	Any day	8 am- 10 pm

What are the transportation barriers do you (your consumer's) face?
Physical / Cost / Location / Advance notice / Time / Weather / Information?

Time:

- Services availability (needs for expanded hours)
- Transit takes longer than private vehicle (inconvenient)
- Using transit has scheduling limitations (appointments from 8-5)

Location:

- People living in outlying areas, which have less population generally have no service available
- Other than the City of Houghton's downtown route – there are not centralized places to get a cab/bus (must call for a pick up)

Education: Lack of knowledge of current services and the populations they serve

Money:

- Services are subsidized by the government
- Could lose services with funding cuts
- Not sustainably funded

Products/ Service:

- Parents traveling with children and infants / availability of child restraints and car seat
- Taxis not accessible for persons with disabilities
- On-demand services difficult to schedule / plan and use for appointments when a bus is not available

Weather:

- Getting to transit stops safely (winter / elderly)
- Buses operating on schedule (winter / storms)
- Increased operating costs in the winter

What are some other problems that you see with the current system? What is being done well?

Challenges	Doing Well
<p>Increase operating costs for providing the services</p> <p>Changes / offering additional services will continue to increase the costs</p> <p>Hours of services = are directed by the type of funding (subsidy) providing that service</p> <p>Is it possible to expand services ? / how ?</p> <p>Money – there isn't enough</p>	<p>Our area has public transportation</p> <p>Our area has multiple cab services with reasonable prices</p> <p>People are using the services</p>

What are some possible solutions to the problems you've described or additional services?

- Trains / light rail in existing rail Right-of-Way: *there is a plan that was conducted in 2005*
- Passenger Shelters: Bus stops, taxi stands

Expanding Rural Service – Developing a rural route(s). These routes could be daily or weekly.

1. Summer Keweenaw Route – Daily service to Keweenaw County to assist both seasonal employment and tourists (Houghton/Hancock, Lake Linden/Hubbell, Calumet/Laurium, Kearsarge, Copper City, Mohawk, Eagle River, Eagle Harbor, Copper Harbor, Keweenaw Mountain Lodge and return)
2. Northern Houghton County – Daily or weekly services to connect rural populations to the small urban areas.
 - a. Daily Route should include connections from Houghton/Hancock, Lake Linden/Hubbell, Calumet/Laurium
 - b. Discussed weekly routes going to rural areas; allowing elderly, disabled and low income individuals the opportunities to get to a population center for medical appointments, errands (bank, grocery shopping etc.)
3. Southern Houghton County / Baraga County – Daily or weekly services to connect Rural Population to Houghton/Hancock area from:
 - a. Routes should include connection from Trimountain, South Range, Chassell Painesdale, Baraga/L'Anse
 - b. Discussed weekly routes going to rural areas; allowing elderly, disabled and low income individuals the opportunities to get to a population center for medical appointments, errands (bank, grocery shopping, etc.)

Area/location that expanded services should stop:

Hospitals / Medical Services:

- Aspirus Keweenaw
- Baraga County Memorial Hospital
- Portage Health Systems
- Aspirus Medical Arts
- Copper Country Mental Health Services (Houghton)
- Copper Country Medical Health Services (Calumet)
- Lake Linden

Downtown / Core Communities

- Village of Calumet
- Village of Laurium
- Village of Lake Linden
- Dollar Bay
- Hubbell
- Tamarack City
- City of Houghton
- City of Hancock
- Village of South Range
- Chassell
- Village of Baraga
- Village of L'Anse
- Mohawk

Major Employers

- Michigan Tech
- Finlandia University
- Jutila Center
- Portage Health System
- Aspirus Keweenaw
- Baraga County Memorial Hospital
- Wal-Mart

Shopping area / Grocery Stores

- Mine Street Station (Pats Foods / Pamida)
- Wal-Mart
- Econo Foods / Shopko
- Pats Foods Hancock
- Pats Food Calumet
- Copper Country Mall
- Strip malls (Redridge Plaza etc)

Senior Citizen Housing / Apartments

- Calumet Housing Commission
- Laurium Housing Commission
- Keweenaw County Housing Commission(south of Mohawk)
- Maple Lane Apartments
- Center line Apartments
- Lake Linden Housing Commission
- Hancock Housing Commission
- Hancock Apartments
- Houghton Housing Commission
- Douglass House
- Forest Park Apartments
- Creamery Court
- Baraga Housing Commission
- White Oaks Apartments
- KBIC Tribal Housing

Secondary Educational Institutions

- Michigan Technological University
 - Finlandia University
 - Gogebic Community College
- Local Campus Locations :
(Houghton, Hancock, Chassell, Baraga, Calumet, L'Anse, Lake Linden, Mohawk, Camp Ojibwa)
- Keweenaw Bay Indian Community College

Transportation Connection points - services have stops that connect to other systems; stops overlap to encourage connectivity

- Indian Trails that connect to City of Houghton, City of Hancock, Baragaland, CAA
- Baragaland connect to City of Houghton, City of Hancock, CAA
- Stops at airport
- *Service to underserved / low-income areas*
 - South Range / Painesdale
 - Pelkie
 - Mohawk / Allouez
 - Zeba / Skanee

Discussed how areas with higher rents (Houghton/Hancock) also have the public transit systems / conversely the area with larger low income populations don't have transit systems.

Other wish list item:

- ADA / Universally designed shelters and buses
- Child seats / Child restraints
- Bike racks on transportation
- Commuter/Car Pool lot in Keweenaw County
- Free Transit to support tourism

Appendix E: Survey Notification



Baraga, Houghton, and Keweenaw Counties Transit Survey



Good public transportation services can contribute to economic development and a better quality of life for all citizens.

Western Upper Peninsula Planning and Development Region (WUPPDR), in conjunction with the Michigan Department of Transportation, is conducting a Coordinated Human Services Public Transit Plan and Accessibility Study for Baraga, Houghton and Keweenaw Counties.



The public is being invited to share their opinions and improvements to make the new system more attractive to more people and more successful over the long term.

The survey can be found at www.wuppdr.org and will be available until 12/31/2010.



More Information:

Jim LaMuth

Western Upper Peninsula Planning
and Development Region

906 482-7205, ext. 312

jlamuth@wuppdr.org

This project is being conducted by WUPPDR and is possible with funding from the Michigan Department of Transportation – Bureau of Passenger Transportation.



Appendix E.1: Press Release



PRESS RELEASE

Western Upper Peninsula Planning and Development Region
P.O. Box 365
Houghton, MI 49931
906-482-7205
info@wuppdr.org

Release Date: November 22, 2010

Baraga, Houghton, Keweenaw Counties Transit Survey

Good public transportation services can contribute to economic development and a better quality of life for all citizens. Western Upper Peninsula Planning and Development Region (WUPPDR), in conjunction with the Michigan Department of Transportation, is conducting a Coordinated Human Services Public Transit Plan and Accessibility Study for Baraga, Houghton and Keweenaw Counties. The public is being invited to share their opinions and improvements to make the new system more attractive to more people and more successful over the long term.

An online survey is available at www.wuppdr.org; Paper surveys will be distributed upon request and are available at the WUPPDR Office located 393 E Lakeshore Drive, Houghton.

Thank you to everyone for assisting us in our survey.

For more information, contact: WUPPDR Planner Jim LaMuth at 482-7205, ext. 312

Appendix E.2: Daily Mining Gazette Article

Input wanted on transportation survey

December 2, 2010

By GARRETT NEESE, DMG Writer

Save |



HOUGHTON - A new transportation survey is part of a study looking at how people use the Copper Country's public transportation and ways to improve it.

The 19-question survey went online at wupcdr.org two-and-a-half weeks ago and will be available until Dec. 31.

In 2009, Vocational Strategies, Inc. put an application together for a public transit plan and accessibility study. Once the project was awarded, the Michigan Department of Transportation asked the Western Upper Peninsula Planning and Development Region to do the study.

"They wanted to look at the services that we are providing in the area, and if there is a way we could do them more cost-effectively and efficiently, and maybe expand them," said Jim LaMuth of WUPPDR.

In 2005, when Congress re-enacted its surplus transportation bill, it added a requirement that projects selected for funding should have a coordinated transit plan looking at things such as the needs of the elderly and second-shift or third-shift employees.

The survey includes questions about what forms of transportation people use, what uses they might have for public transportation and what changes might convince people to use public transportation. LaMuth said they looked at other surveys to see which ones got high response rates and picked questions that had the most relevance to the area. After beta testing a few weeks ago, they used the feedback to tweak the questions further.

So far, LaMuth said, 100 people have accessed the survey, 50 of whom have completed it.

In addition to the survey, LaMuth said they set up a meeting in September with transit providers and groups such as Child and Family Services to discuss local public transportation's strengths and weaknesses. LaMuth also talked to colleagues in other regional planning organizations to see how they've implemented similar plans.

After the survey, they will look at the results and start hosting stakeholder meetings. People can leave their e-mail with the survey to be notified of the dates.

"It'll be like 'How do you feel this would work?', 'What are the challenges?', 'What are the opportunities?'" LaMuth said.

LaMuth said he hopes to have a final plan put together some time in fall 2011.

The survey can be found at wupcdr.org.

Garrett Neese can be reached at gneese@mininggazette.com.

Appendix F: User Survey

Baraga, Houghton and Keweenaw Counties Public Transportation Service's User Survey

Good public transportation services can contribute to economic development and a better quality of life for all citizens. Western Upper Peninsula Planning and Development Region in conjunction with the Michigan Department of Transportation, is conducting a Coordinated Human Services Public Transit Plan and Accessibility Study for Baraga, Houghton and Keweenaw Counties. You are invited to share your opinions on improvements to make the new system more attractive to more people and more successful over the long term.

Please take a few minutes to give us your input and complete this survey.

1) Do you own or rent your home?

- Own
- Rent
- Other (Please Specify: _____)

2) Number of persons in your household by ages:

- | Age | # |
|-----------------------------|-------|
| <input type="radio"/> 0-5 | _____ |
| <input type="radio"/> 6-12 | _____ |
| <input type="radio"/> 13-19 | _____ |
| <input type="radio"/> 20-39 | _____ |
| <input type="radio"/> 40-65 | _____ |
| <input type="radio"/> 66+ | _____ |

3) What is your household annual income?

- Less than \$ 9,999
- \$10,000 - \$24,999
- \$25,000 - \$49,999
- \$50,000 - \$74,999
- \$75,000 - \$99,999
- greater than \$100,000
- prefer not to answer

4) Do you have a reliable form of transportation?

- Yes
- No

5) How many registered and insured motor vehicles does your household own?

- 0 – Do not own a car or truck
- 1
- 2
- 3
- 4
- 5 or more

**Baraga, Houghton and Keweenaw Counties
Public Transportation Service's User Survey**

6) What community do you live in (please choose only one)?

<ul style="list-style-type: none"> <input type="radio"/> Copper Harbor <input type="radio"/> Eagle Harbor <input type="radio"/> Eagle River <input type="radio"/> Gay <input type="radio"/> Mohawk(Fulton) <input type="radio"/> Copper City <input type="radio"/> Kearsarge <input type="radio"/> Allouez / New Allouez <input type="radio"/> Rural Keweenaw County - Please Specify _____ 	<ul style="list-style-type: none"> <input type="radio"/> Calumet (within Village Limits) <input type="radio"/> Calumet Other (Tamarack Location, Blue Jacket, Red Jacket, Centennial Heights, etc.) <input type="radio"/> Laurium (within Village Limits) <input type="radio"/> Laurium Other (Florida Location) <input type="radio"/> Lake Linden (within Village Limits) <input type="radio"/> Hubbell <input type="radio"/> Tamarack City <input type="radio"/> Mason <input type="radio"/> Dollar Bay <input type="radio"/> Hancock (within City Limits) <input type="radio"/> Hancock (other) <input type="radio"/> Houghton (within City Limits) <input type="radio"/> Houghton (Other) <input type="radio"/> Daniel Heights / Michigan Tech Campus <input type="radio"/> Hurontown <input type="radio"/> Dodgeville <input type="radio"/> Paavola <input type="radio"/> Chassell <input type="radio"/> Pelkie <input type="radio"/> South Range <input type="radio"/> Painsedale / Atlantic Mine <input type="radio"/> Twin Lakes <input type="radio"/> Rural Houghton County - Please Specify _____ 	<ul style="list-style-type: none"> <input type="radio"/> Baraga (within Village Limits) <input type="radio"/> Baraga(other) <input type="radio"/> Keweenaw Bay Indian Community / Tribal Lands <input type="radio"/> L'Anse(within Village Limits) <input type="radio"/> L'Anse (other) <input type="radio"/> Skanee <input type="radio"/> Zeba <input type="radio"/> Covington <input type="radio"/> Arvon <input type="radio"/> Rural Baraga County-Please Specify _____
--	--	--

Baraga, Houghton and Keweenaw Counties Public Transportation Service’s User Survey

7) Where is your daily work place or school, or other areas you travel to frequently (3 or more times a week) ? Check all that apply

- | | |
|--|--|
| <ul style="list-style-type: none"> <input type="radio"/> Work (please specify:_____) <input type="radio"/> School (please specify:_____) <input type="radio"/> Downtown Houghton <input type="radio"/> Downtown Hancock <input type="radio"/> Downtown Calumet <input type="radio"/> Downtown Lake Linden <input type="radio"/> Downtown Baraga <input type="radio"/> Downtown L’Anse <input type="radio"/> Portage Health <input type="radio"/> Aspirus Keweenaw <input type="radio"/> Baraga County Medical Center <input type="radio"/> Mine Street Station – Calumet (Pamida / Pat’s Foods and Strip Mall) | <ul style="list-style-type: none"> <input type="radio"/> US-41 L’Anse Business Corridor (Pamida / Hilltop Restaurant / etc.) <input type="radio"/> Quincy Street Plaza – (Hancock Pat’s Food and Strip Mall) <input type="radio"/> Copper Country Mall <input type="radio"/> Wal-mart / Econo Foods / Shopko / Strip Mall Shopping area (Houghton) <input type="radio"/> Jutila Center <input type="radio"/> Michigan Tech University <input type="radio"/> Finlandia University <input type="radio"/> Other -please specify locations :

_____ |
|--|--|

8) Have you ever used the public transportation systems in Baraga, Houghton and Keweenaw Counties?

- Yes
- No

9) Do you currently use transportation services other than a personally owned vehicle?

- If No – Skip to the question # 11?***
- If Yes - what services please check all that apply :***

Transit

- City of Houghton “Downtown Route”
- City of Houghton on demand service
- City of Hancock on demand service

- Community Action Agency: Fixed route (Mohawk to Houghton)
- Community Action Agency: On demand service (Northern Houghton County)
- Community Action Agency: on demand service (Houghton, Chassell, Painsedale)

- Baragaland Senior Citizen’s Bus (Local – L’Anse and Baraga)
- Baragaland Senior Citizen’s Bus (Extended –Houghton)
- Baragaland Senior Citizen’s Bus (Extended – Marquette)
- Baragaland Senior Citizen’s Bus (Extended – Iron Mountain)

Question continues on next page

Baraga, Houghton and Keweenaw Counties Public Transportation Service's User Survey

- Non-profit Special Agency Transit - please specify agency(ies):

Bus

- Indian Trails

Taxi

- Taxi Service – Neil's Taxi
- Taxi Service – Gregg's Taxi
- Taxi Service – LL Lynx
- Other- please specify:

10) If you are currently using the above transportation services, what is the main reason for your trip? (prioritize top three)

- Medical (doctor's appointment, pharmacy, etc.)
- Errands (grocery shopping, shopping, bank, paying bills)
- Work
- School (GED, Secondary, or High School)
- Social activities
- Service (Departments of Human Services, Community Action Agency, Michigan Works, etc.)
- To attend religious services
- Other - please specify: _____

11) If you drive yourself, what is the maximum dollar amount per gallon of gasoline you would be willing to spend before considering using public transportation?

- Not applicable – do not have a car or truck
- \$3.00
- \$4.00
- \$5.00
- \$6.00
- Other:

12) Have you ever used public transportation in other areas outside of Baraga, Houghton and Keweenaw Counties?

- Yes -specify where _____
- No

Baraga, Houghton and Keweenaw Counties Public Transportation Service's User Survey

13) Below is a list of potential changes to the transportation system or potential future challenges in owning a vehicle. Please mark all of the changes that would cause you or your family to consider using public transportation in Baraga, Houghton and Keweenaw Counties?

(Choose your top three)

Transportation Routes

- More frequent routes from existing transit providers (e.g. every 30 minutes)
- Extended bus service (additional stops/communities)

Enhanced Services

- Well-marked bus stops and taxi stands
- Onboard options for using computer, video games, Wi-Fi or watching TV news
- Coordinated scheduling and payment system (between providers)
- Central dispatching for all services
- Bike racks on buses

Car Pooling

- Carpool / Vanpool programs
- Additional park and ride lots (carpool lots)
- Carpooling Internet application

Increased Personal Vehicle Costs

- Higher costs for gas, insurance, registration and parking fees

Other Changes: _____

14) If an improved regional transportation system ran a route from your workplace to a stop near your residence, would you ride a bus or a vanpool to and from work instead of driving your car?

- Yes (please specify street name and city, for example: North School Street, Laurium)
- Possibly
- No

15) Please check ALL needs that you would consider for public transportation in Baraga, Houghton and Keweenaw Counties.

- Main means of transportation
- Commute to work
- Medical need purposes(e.g. hospital, doctor or pharmacy trips)
- Education(e.g. college or high school attendance)
- Events
- Personal choice purposes(e.g. shopping, recreation, special events, etc.)
- Other : _____

**Baraga, Houghton and Keweenaw Counties
Public Transportation Service's User Survey**

16) Federal law allows employees to deduct a pre-tax allowance of \$110.00 per month for transit services. If your employer allowed you to purchase a transit card as a pre-tax benefit, would you be more apt to use the service?

- Yes
- No

17) If you were using public transportation, which would you prefer as a means of payment?

- Swipe and Ride* card (unlimited rides purchased with payroll deduction or debit card)
- Pre-purchased token or tickets
- Cash payment for each ride
- Other: _____

18) How important is it for Baraga, Houghton and Keweenaw Counties to have a have a good mass transit system?

- Very Important
- Somewhat important
- Not important

19) Would you like to share your email address with us? (we may contact you for further information request your participation in a stakeholder meeting or interview) _____

20) Other Comments:

Please return completed survey by 12/31/2010 to:

WUPPDR
PO BOX 365
Houghton MI 49931

More information:

Jim LaMuth
906 482-7205, ext. 312
ilamuth@wuppdr.org

Appendix G: User Survey Analysis Winter / Spring Report



Coordinated Human-Services Public Transit Plan and Accessibility Study: Baraga, Houghton and Keweenaw Counties



TRANSIT SURVEY ANALYSIS

Winter 2010 / Spring 2011



This project is being conducted by Western Upper Peninsula Planning and Development Region with funding from the Michigan Department of Transportation – Bureau of Passenger Transportation



This document is the analysis of a 22 question survey investigating public and private transit services including, community perception of services, usage, and proposed solutions for Baraga, Houghton and Keweenaw Counties transit systems in Michigan's Upper Peninsula. Data from the survey will support the community needs assessment for a regional coordinated transit services study and accessibility plan covering Baraga, Houghton, and Keweenaw Counties, see Map 1: Study Area and Location. Western Upper Peninsula Planning and Development Region is conducting this study with funding through the Michigan Department of Transportation – Bureau of Passenger Transportation.

The survey was available on-line from Survey Gizmo® at www.wuppd.org from November 12, 2010 to December 31, 2010 and from March 23, 2011 to April 20, 2011; paper copies were also made available through a number of community partners and all transit providers.

This document analyzes the survey responses by addressing the following thematic questions:

- Who responded to the survey?
- Where do respondents live?
- Where are respondents going?
- How familiar are respondents with public transit systems?
- What structural changes will increase respondents' usage of the regional transit system?
- Do respondents support a regional transit system and proposed enhancements?
- Other Comments

These thematic questions appear as section headings in blue; actual questions from the survey will appear in gray in each corresponding section. Graphs, tables and charts will be used to offer visual interpretation for survey questions, when appropriate. Respondents' comments from the survey appear as quotes throughout this document.

Who responded to the survey?

The first set of questions in the survey allows participants to share personal data of their household make up, income, home and vehicle ownership.

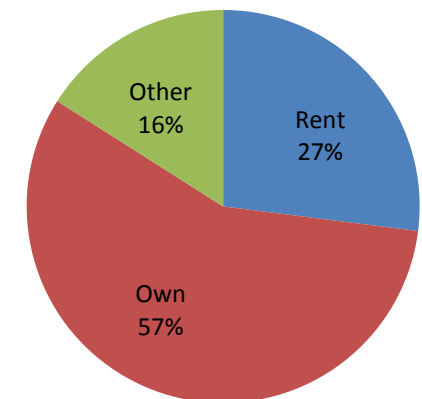
Do you own or rent your home?

Approximately 57% of respondents *Own* their home, 27% *Rent*, and 16% identify as *Other* (living with family, friends, receiving shelter services, living in group homes, etc.). See Figure 1: Respondents Living Situation.



Map 1: Study Area and Location

Figure 1: Respondents Living Situation



What is your household annual income?

This question asks participants to identify their household earnings. The average respondent reports household income from \$50,000-\$74,999. However, 51% of households make less than \$50,000 while only 27% make more than \$50,000. 22% of respondents chose not to share their household earnings. See Table 1: Respondent's Annual Income.

Number of persons in your household by ages:

This question asks participants to share the makeup of their household by identifying the number of household members in each of the following age groups; 0-5, 6-12, 13-19, 20-39, 40-65, and 66+. 234 responses to this question accounted for 507 individuals. The respondent average household size is 2.1 people. Table 2: Respondents' Household Makeup lists all household members identified by respondents and categorizes them by age group.

Analyzing this question revealed the following:

- 45% (105) of the households have household members 19 years of age or younger (Families).
- 21% (49) of households have individuals in only the 20-39 age bracket. 42% (21) of this group identify that they frequent the universities (Michigan Tech (17) / Finlandia (4)). Additionally, 48% (24) of the 20-39 age bracket have household incomes greater than \$25,000.
- 7% (17) of the households with members over the ages of 66 live alone or with other members over the age of 66.
- The remaining 27% of households are made of a mix of age groups.

<i>Table 1: Respondent.s Annual Income</i>		
Earnings	Count (#)	Percent
Less than \$9,999	28	12%
\$10,000 - \$24,999	45	20%
\$25,000 - \$49,999	43	19%
\$50,000 - \$74,999	29	12%
\$75,000 - \$99,999	17	7%
Greater than \$100,000	19	8%
Prefer not to answer	51	22%

<i>Table 2: Respondent's Household Makeup</i>		
Age	Count (#)	Percent
0-5	59	11%
6-12	57	11%
13-19	118	23%
20-39	112	23%
40-65	146	28%
66 +	15	3%

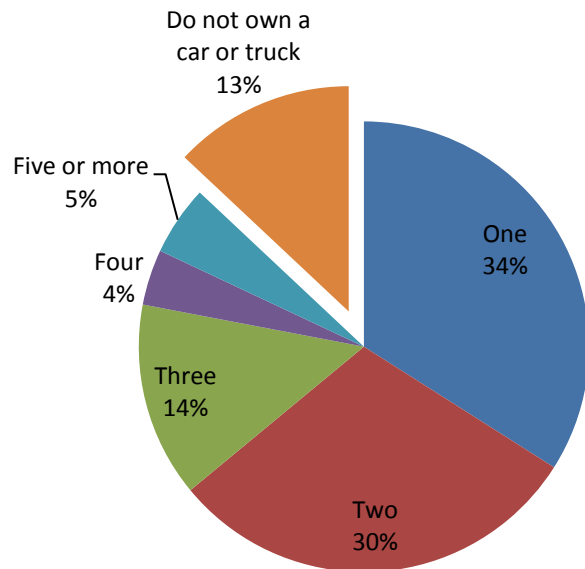
Do you have a reliable form of transportation?

79% of respondents identify having a reliable form of transportation, 21 % do not.

How many registered and insured motor vehicles does your household own?

The average household owns 2 vehicles. 13% of respondents do not own a vehicle and 34% owning one vehicle. The remaining 53% of the households responding to this survey own 2-5 registered and insured vehicles. See Figure 2: Number of Vehicles per Household.

Figure 2: Number of Vehicles per Household



Average Respondent:

The average survey respondent owns their home and makes more than \$50,000. However, a greater percentage of respondents are reporting incomes of less than \$50,000 (44%). The average respondent lives in a household with 2.1 people and has 2 vehicles.

“ For me personally public transportation is very important since I do not own a car and some of the places I need to go are far away...
Taxis are expensive... ”

Where do respondents live?

What community do you live in?

This question asks respondents to choose what community they live in. Respondents could choose from a number of predetermined locations or name their own location. When geographically appropriate, this analysis grouped responses into sister communities, for example the Cities of Houghton and Hancock. Figure 3: Respondents' Communities show where respondents live in the three county area.

- 34% of respondents live in the **Houghton/Hancock** area (Hancock: City Limits (13%), Houghton: City Limits (10%), Houghton: Other (8%), and Hancock: Other (5%));
- 25% of respondents live in the **L'Anse/Baraga** area (Baraga: Village Limits (10%), L'Anse: Village Limits (6%), Baraga: Other (4%), Keweenaw Bay Indian Community (3%) and L'Anse: Other (2%));
- 10% of respondents live in the **Calumet/Laurium** area (Calumet: Village Limits (3%), Calumet: Other (3%), Laurium: Village Limits (4%), and Laurium: Other (>1%));
- 5% of respondents live in the **Lake Linden/Hubbell** area. (Lake Linden (3%), Hubbell (2 %));
- 3% of respondents live in **Dollar Bay**;
- 3% of respondents live in **Painesdale/South Range**;
- 3% of respondents live in **Chassell**;
- 3% of respondents live in **Atlantic Mine**;
- 3% of respondents live in **Zeba**, and

The remaining 4% of respondents live in the following communities:

- Ahmeek
- Allouez/New Allouez
- Mason
- Mohawk/Fulton
- Pelkie
- Elo
- Stanton Township
- Oskar Bay
- Schoolcraft Township

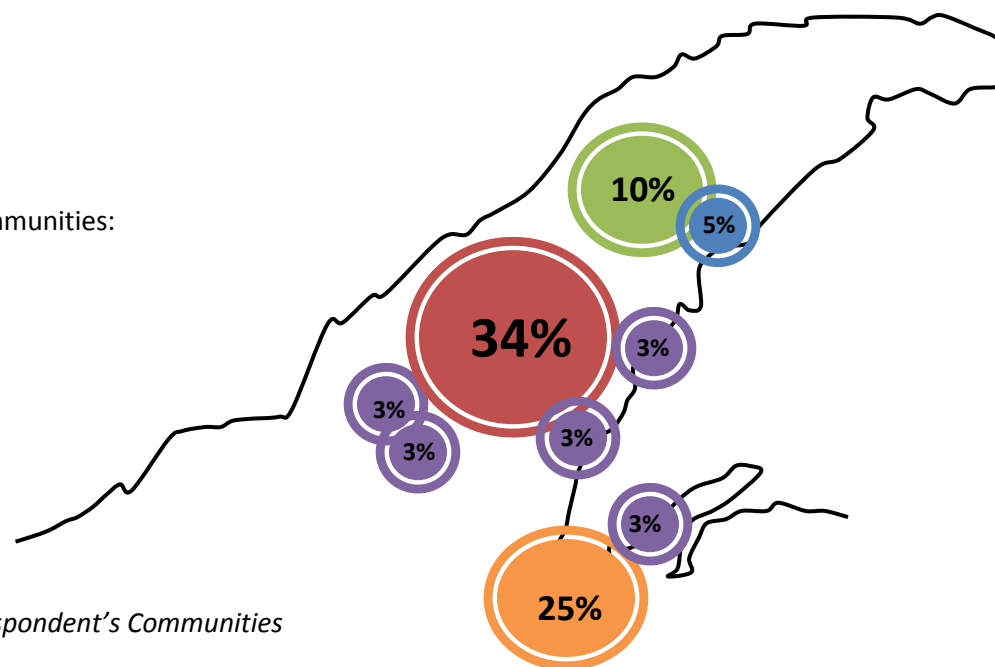


Figure 3: Respondent's Communities

Where are respondents going?

Where is your daily work place or school, or other area you travel to frequently (3 or more times a week)?

This question asks respondents to identify locations they travel to three or more times a week. Respondents can choose from 15 predetermined locations, add up to four additional open ended locations, and give locations for both work and school. Respondents chose as many locations as they felt fit to their lifestyles. The 219 respondents selected 626 locations that they travel to three or more times a week. Location responses are shown as percentages (the number times a respondent selected a location.) For example, 70 of 219 respondents state that they travel to Downtown Houghton three times a week; which is 32% of all respondents. However, as respondents can make multiple choices the total response percentage is greater than 100%. The complete set of results are presented in Table 3: Locations Respondents are Traveling to 3 or More Times a Week.

When appropriate, this question’s results lumped together over lapping open-ended and fixed responses, for example a respondent stated that they go to the Mine Shaft for work, this response was then counted as a response for people traveling to the M-26 Shopping Area.

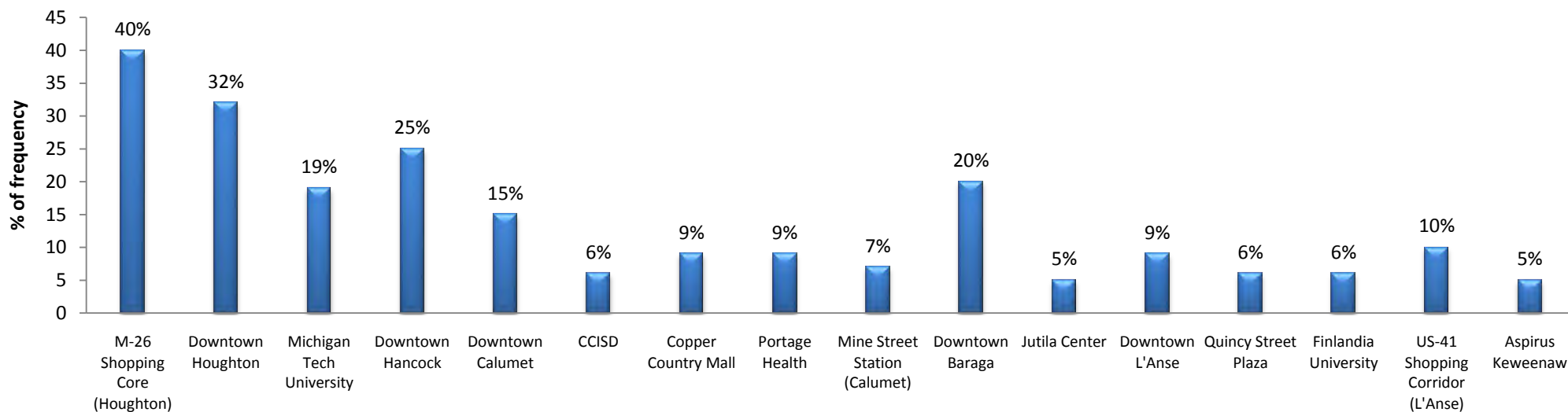


Table 3: Locations Respondents are Traveling to 3 or More Times a Week

How familiar are they with public transit systems?

This set of questions investigates respondents overall familiarity and past experiences with transit systems and their knowledge of transit resources that serve Houghton, Keweenaw and Baraga Counties. This section also inquires why users are accessing regional services.

Have you ever used public transportation in other areas outside of Baraga, Houghton and Keweenaw Counties?

This question asks respondents of their past experiences with public transportation. 49% of respondents identify accessing transit systems in other areas, 51% have not.

Respondents identify using transit systems in all the metro systems in the United States of America, including: New York City, Chicago, Washington DC, Seattle, Detroit, Minneapolis, and Milwaukee. A number of respondents also indicate using smaller systems in rural areas, such as Fond du Lac, Eau Claire, Duluth, Alger County, and Marq-Tran in Marquette County, Michigan.

Have you ever used the public transportation systems in Baraga, Houghton and Keweenaw Counties?

This question asks respondents of their past experiences with regional transit services in Baraga, Houghton and Keweenaw Counties. 35% of respondents identify accessing regional transit providers, 65% have not.

Do you currently use transportation services, other than a personal owned vehicle?

This question allows respondents to select as many of the regional transit providers and services that they currently use. The *Nonprofit* and *Other* responses are open ended allowing individual to identify any additional service they are accessing. 27% of people responding to this question use *Neil's Taxi*, 24% the *City of Houghton On-Demand* services, 24% the *City of Hancock's On-Demand* services, and 14% the *City of Houghton Downtowner Route*.

One respondent selected *Nonprofit Agencies* and stated they use the Oak House van. *Other* transit services being utilized by survey respondents are CC Limo Services, walking and friends. See Table 4: Percentage of Respondents Using Regional Transit Services.

“Although public transportation does not work for my family, I feel it is crucial for many members of our community. I have not investigated it as a feasible means for transportation for my family.”

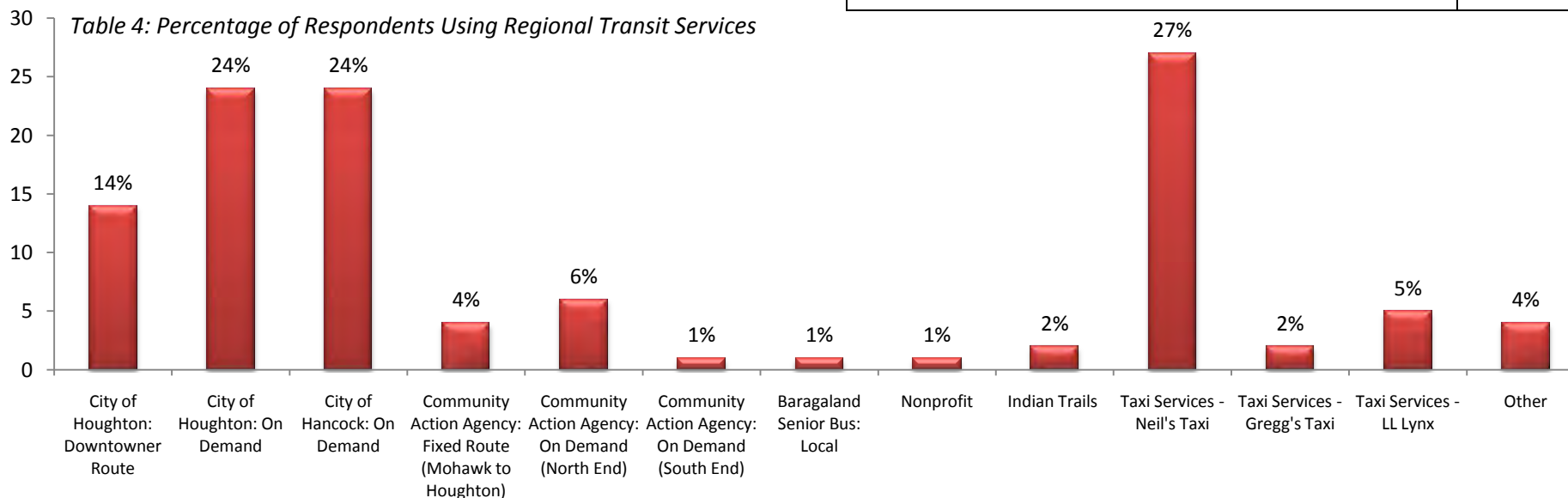
If you are currently using the above transportation services, what is the main reason for your trip?

This question asks respondents to rank the top three purposes they access regional transit services. See Figure 4: Ranked Purposes for Using Regional Transit Services. This question's response for *Other* did not require respondents to identify the purpose of those trips.

Figure 4: Ranked Purposes for Using Regional Transit Services

Purpose	Rank
Errands (grocery shopping, shopping, bank, paying bills)	1
Medical (doctor's appointments, pharmacy, etc.)	2
Social Activities	3
School (GED, Secondary or High School)	4
Work	5
Other	6
Services (Departments of Human Services, Community Action Agency, Michigan Works)	7
To attend religious services	8

Table 4: Percentage of Respondents Using Regional Transit Services



What structural changes will increase respondents usage of the regional transit system?

This set of questions asks respondents to examine why they do not use regional transit services more often and what enhancements in the current services would increase the frequency of their use.

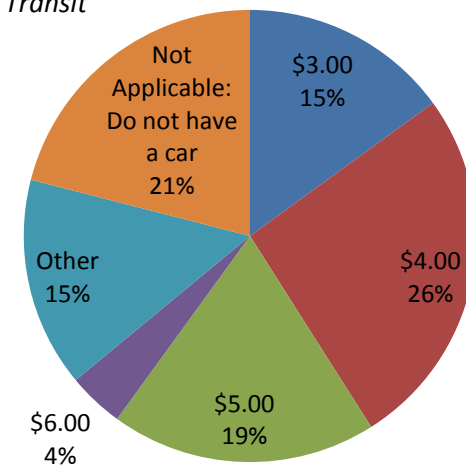
If you drive yourself, what is the maximum dollar amount per gallon of gasoline you would be willing to spend before considering using public transportation?

This question asks respondents at what price per gallon will gasoline have to reach before they would consider using public transportation. 64% of all respondents will consider public transportation once gas prices become a certain level (\$3.00 a gallon or greater). When the survey was available gasoline was under \$3.00 a gallon. At the time of this analysis gasoline was over \$3.00; at which time 15% of the respondents are looking at alternative means of transportation. See Figure 5: Price per Gallon When Respondents Will Begin Considering Public Transit.

Respondents who selected *Other* stated the following:

- *(Price is) not a factor*
- *I would consider transit with any price, if it was convenient*
- *I need to use my car for sales job*
- *Walk to work*
- *Public transport is more expensive than getting gas!*
- *(Public transit is) not available locally*
- *(This question is) too speculative*
- *I don't pay attention to gas prices*
- *Cost of gas is not the determining factor for me*
- *We can both walk to work, so price isn't a big concern*
- *I would rather public transport no matter what gasoline costs*
- *Would probably ride my bike before using public transportation*
- *Depends on vehicle and budget*

Figure 5: Price per Gallon When Respondents Will Begin Considering Public Transit



Below is a list of potential changes to the transportation system or potential future challenges in owning a vehicle. Please mark and rank all of the change that would cause you or your family to consider public transportation in Baraga, Houghton and Keweenaw Counties.

This question asks respondent to rank eleven potential enhancements to the region’s transportation system. These enhancements were generated from the brainstorming session of transit providers and advocates in September 2010. Enhancements fell into one of four themes

<i>Table 5: Respondent Ranked Enhancements for Increased Transit Ridership</i>		
Enhancement	Themes	Rank
More frequent routes from existing transit providers (e.g. every 30 minutes)	Transportation Routes	1
Higher costs for gas, insurance registration and parking fees.	Increased Personal Vehicle Costs	2
Extended bus services (additional stops/communities)	Transportation Routes	3
Well-marked bus stops and taxi stands	Enhanced Services	4
Coordinated scheduling and payments system (between providers)	Enhanced Services	5
Central dispatching for all services	Enhanced Services	6
Carpool/Vanpool programs	Carpooling	7
Bike racks on buses	Enhanced Services	8
Additional Park and Ride lots (carpool lots)	Carpooling	9
Onboard options for using computers, video games, Wi-Fi or watching TV / news	Enhanced Services	10
Carpooling internet application	Carpooling	11

(Transportation Routes, Carpooling, Increased Personal Vehicle Costs, and Enhanced Services.) In this question respondents identify adjustments to the current operations which allow them to access services more frequently.

Respondents rank *more frequent routes from existing transit providers* as the principal adjustment they would like to see. The next adjustment is an *increase in personal vehicle costs, caused by higher costs for fuel, insurance, registration and parking*. The third most popular adjustment is *extended bus services by adding additional stops in surrounding communities*. See Figure 11: Respondent Ranked Enhancement for Increase Transit Ridership for the complete results for this question.

“...from the North-end (Calumet). I think a regular service 2 or 3 times a week would be good.”

Are there other changes to the transportation network that you would suggest?

This open ended question allows respondents the opportunity to offer additional suggestions for enhancements and to share comments at this point in the survey. From these responses and comments two types of data emerged.

1. Continued documentation supporting the proposed themes: Transportation Routes, Carpooling, Increased Personal Vehicle Costs, and Enhanced Services. See Table 6: Support for Existing Themes; and
2. New themes to enhance the existing transit services: Fee Schedule, Promotion of Services, Incorporation of Bicycle Facilities and Rail Development. See Table 7: New Themes that Emerged.

<i>Table 6: Support for Existing Themes</i>
Transportation Routes: Extended Bus Service (additional stops / communities)
<ul style="list-style-type: none"> • Cover larger area • More services for colleges • Trips across the bridge from Hancock to Houghton, and back – just a few destinations to keep it simple at first... • A pure university line that stopped at certain places across the university, and extended hours during the weekend from Thursday to Saturday to accommodate people going to downtown bars • The need for public transportation in the CLK area is much needed • Establish in Baraga County • Nothing available in Baraga, help • It would benefit the people in Baraga County to greatly have public transportation within the county and to/from Houghton • Keweenaw loop
Transportation Routes: More frequent routes from existing transit providers (e.g. every 30 minutes)
<ul style="list-style-type: none"> • Extend hours, early am • Having a bus service at night as bars get out • Weekend service • Actually having a public transportation “system”, rides for tourist destinations, and increased options at night, i.e. late-night rides home after attending bars or parties
Enhanced Services: Central Dispatching
<ul style="list-style-type: none"> • A combined multipurpose regional system is needed? • Consolidation of Houghton and Hancock systems to ONE • Merge/centralization of service to a county – wide system • Combining Houghton and Hancock Transit • Unify services • Being able to schedule in advance an on-demand bus pickup at the same time and place to a given destination. For example a 11:10 am pick-up at Houghton High going to MTU Monday thru Friday • Between Little Brothers and other agencies –there is a need to coordinate trips to Marquette for the elderly

<i>Table 7: New Themes that Emerged</i>	
Fee Schedule	
	<ul style="list-style-type: none"> • <i>Frequent rider discounts</i> • <i>Lower cost – especially for families</i> • <i>Lower fares to coincide with regular scheduled routes (it is possible that I am misinformed about the cost of ridership)...</i> • <i>More subsidies</i> • <i>Low cost bus route</i> • <i>I would like a lower fee. Gogebic County has an awesome transit system running from Wakefield to Ironwood and everywhere in between. It runs back and forth on the hour for a \$1.25.</i>
Promotion of Services	
	<ul style="list-style-type: none"> • <i>Much better marketing...</i> • <i>...I would also suggest increased publicity!</i>
Incorporation of Bicycle Facilities	
	<ul style="list-style-type: none"> • <i>Bike Lanes</i> • <i>Distinctive bike lanes and more care for sidewalks</i> • <i>More bike friendly routes</i> • <i>More bicycle paths with easy access to bus stops for hybrid community – for ex., bike part way, bus part way ...</i>
Rail Development	
	<ul style="list-style-type: none"> • <i>A rail system would be nice</i> • <i>How about trains...can we look at ever hooking up with Amtrak for major travel?</i> • <i>TRAINS!</i>

Federal law allows employees to deduct a pre-tax allowance of \$110.00 per month for transit services. If your employer allowed you to purchase transit cards as a pre-tax benefit would you be more apt to use the services.

This question gauged respondents interest in participating in a federal pre-tax allowance for transit services. 67 % of respondents state that they are interested in the benefit, 38% are not.

“Current systems are well run. But a centralized county or region wide system would be more cost effective and be a better utilization of existing and needed resources – both human and capital.”

Do respondents support a regional transit system and proposed enhancements?

This set of questions gauges respondents support for a regional transit system and respondents proposed usage of an enhanced system.

How important is it for Baraga, Houghton, and Keweenaw Counties to have a good mass transit system?

A combined 97% of respondents feel that it is important that the tri-county area have a good mass transit system. Only 3% of respondents feel that a regional transit system is not important. See Figure 6: Respondents Support for a Regional Transit System.

If an improved transportation system ran a route from your workplace to a stop near your residence, would you ride a bus or a vanpool to and from work instead of driving your car?

This question asks respondents to consider use of transit services if they were made easily accessible (i.e. if a transit route ran near their residence.) 26% of respondents identify that they will use transit if routes were more convenient. 56% of respondents will possibly consider the service if it were more convenient. See Figure 7: Respondents Commitment to Enhanced Transit Routes.

This question also allowed respondents to share the location of their home for future planning purposes; however locations will not be shared in this analysis.

Figure 6: Respondents Support for Regional a Transit System

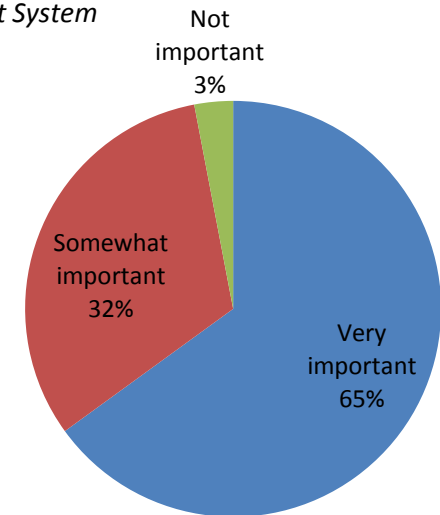


Figure 7: Respondents Commitment to Enhanced Transit Routes

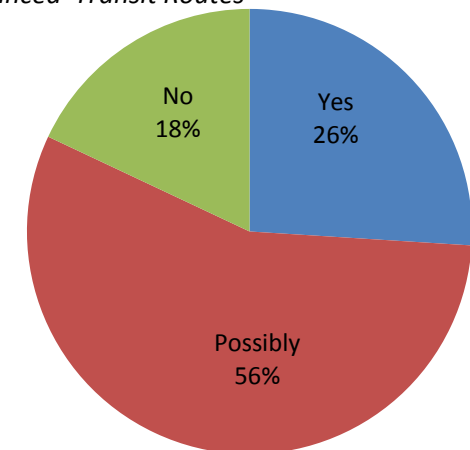
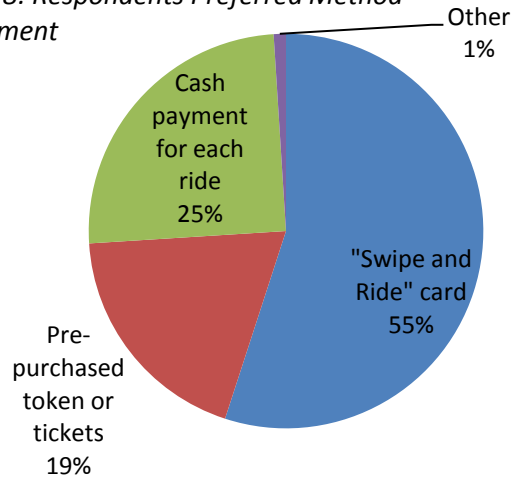


Figure 8: Respondents Preferred Method of Payment



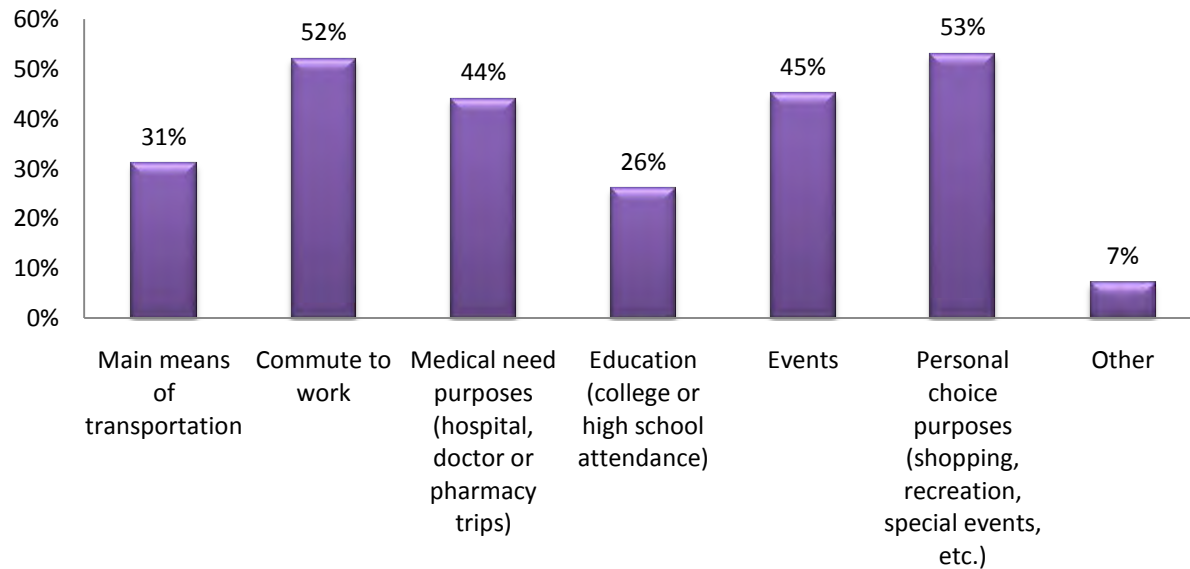
Please check all means that you would consider for public transportation in Baraga, Houghton and Keweenaw Counties.

This question asks respondents to choose their preferred method of payment for public transit services. 55% of respondents prefer paying with a prepaid card, "Swipe and Ride" card system. See Figure 8: Respondents Preferred Method of Payment.

Please check ALL needs that you would consider for public transportation in Baraga, Houghton and Keweenaw Counties.

This question asks respondents to identify all types of trips that they will use public transportation for if the services were more accessible to a greater ridership. 65% of respondents will use services for *Personal Choice Purposes (shopping, recreation and special events)*. 52% would like to use the services to *Commute to Work*. See all results in Figure 9: Preferred Use for Public Transit for all results.

Figure 9: Preferred Use for Public Transit



Respondents who selected Other stated the following:

- Trip to the airports
- Backpacking trips
- Visiting friends / family
- School reunions
- Ride home from the bar
- Car being fixed
- Weather

Other Comments

Respondents shared open ended comments, thoughts, suggestions and concerns in this part of the survey. Some of the comments have already appeared above in the form of quotes. This section groups comments collected into themes. Not all comments were included in this section. Quotes with spelling and grammatical errors have been corrected for this section. Longer quotes have been edited or split when they address a number of themes or ideas. The consolidated comments are presented in Table 10: Consolidated Comments.

Other comments, thoughts and suggestions you would like to share.

<i>Table 10: Consolidated Comments</i>	
Support for Existing Services	
<ul style="list-style-type: none"> • Please keep public transportation in the Copper Country.....please • I've only used Hancock Transit so far...and think they are doing a great job and they are a great asset to the community • I think it is very important that there is a public transportation in the area please. There are so many senior citizens that don't have a way to get to the mall, shopping, etc. This would be wonderful for them and others. • The bus service is very important to all senior citizens and people who do not have cars. Very good services please employees. • Although I do not use public transportation, I value the benefits for my community. This is an important service for those who cannot afford personal vehicles. • I really appreciate the bus services...Please don't take the bus away from me. • For me personally public transportation is very important since I do not own a car and some of the places I need to go are far away-principally the Portage Hospital, Keweenaw Co-op, occasionally Hancock Airport... • Youth and seniors are in great need of an alternate system of transportation. Mass transit would address their transportation needs. • I see how very important that transit systems are to several residents here. It would be nice to have some sort (not taxis as they are more expensive) of transportation (buses on the weekend)... • ...Although I do have my own vehicle, I would definitely consider using public transit from time to time if it were available to me. • Just because I wouldn't use public transportation on a daily basis doesn't mean that I don't think it's important for others to have access to. I'm fortunate enough that I don't have to rely on public transportation, but many people in the Copper Country are not. • I think transit transportation is a must in these counties, not all people have a vehicle or can afford the gas to get to their destination. 	
Integration with Bike and Pedestrian Pathways	
<ul style="list-style-type: none"> • I bike as much as possible. Bike lanes and road shoulders would facilitate this. • Many people would combine bike riding with public transit, if available and if it were coordinated...resident would use a "Help-Me-up-the-Hill" shuttle service... • In this survey you assume all transportation is by motor vehicle. I commute by bicycle for much of the year as do many others. You should consider that in your survey design and think about how non-motorized transportation fits into the transportation plan. • I wish you were surveying on many different alternative transportation options (e.g. walking, biking, telecommuting). 	

Development of New Services

- Baraga County had the highest unemployment. We need transportation.
- Regular transit from MTU and FU campuses to Mont Ripley Ski area. Many students walk down the highway to the ski area.
- ...I have no transportation available to me when my husband is at work....we have only one car and I don't drive and I am therefore unable to get around....I have been asking why we never have transportation available in Lake Linden, Calumet and up...
- What about additional routes or route with more stops that ran only a couple times a day, such as before work (7:30-8:30am) at noon and again after work (4-5:30 pm) to accommodate college students and workers? Currently there is a gap in Houghton on-demand service between the day service and the night where if you need a ride between 4:45 and 5:15 pm there is often a long wait. Could this be addressed?...
- Many people in the north end do not have transportation to access employment opportunities, shopping, etc. in Houghton/Hancock.
- As an employee at Baraga County DHS. I see the great need in our area for clients to have an alternative means of transportation re: employment. So many of the clients would benefit by reliable transportation to doctor appointments at PHS...
- ...Also I do not currently leave Mohawk 3 times or more a week as I cannot afford the gas and my old vehicle is often in need of repair. I would travel to Calumet, Houghton, and Hancock more if public transportation were available....
- The hills in Houghton are treacherous especially in winter for disabled and elderly; need service hours later than 5pm, need weekend services...
- ...if there was an expanded fixed route service that went to most major locations in both cities (everywhere from Tech to Econo and the mall and through Hancock to the hospital...)
- ...create a regular fixed route that would go between the hospital, Hancock and Houghton. Perhaps a similar system or stronger ride share system could be put in place for the Hancock airport too.
- The current transit bus service needs to expand and I hope that this will allow for that to happen
- From the north end (Calumet) I think a regular service 2 or 3 times a week would be good...
- The need for public transportation in the CLK area is much needed. My concern is the ease of use for our aging population and the safety and security of these individuals... Also, evening hours offered to the CLK area, would allow adults and kids alike to attend movies, sporting events, etc. to the Houghton-Hancock area without the hassle of finding a ride.
- Adding regular service to the airport would be great.
- I know it's a smaller community, but there has got to be a way to improve the public transit in Houghton-Hancock
- The tribal community in Baraga is desperately in need of public transportation between L'Anse and Baraga
- I work with students who do not have transportation in the evenings to participate in school or other community functions. Parents often do not have transportation to attend school meetings
- There is a strong need for public transportation in Baraga County there are many unemployed people here with no way to get around if there were to be implemented it would benefit the area greatly.
- Transportation for the rural poor is a major issue.

Additional Products

- ...Designated bus stops especially downtown would help avoid some confusion that I experienced in drivers not always stopping because they thought no one was waiting for the bus....shelter for the rain and snow.
- ...Advertising the services, I think a lot of people think it is only for old people (senior citizens) that live in the housing units.
- Marketing of a new transportation system is going to be key, to encourage people to use the system.

Consolidation of Services

- Current systems are well run. But a centralized county or region wide system would be more cost effective and be better utilization of existing and needed resources - both human and capital.
- At a time when the State of Michigan is under financial stress there is absolutely no reason whatsoever that our single community of Houghton and Hancock needs to have two separate public transportation systems. Consolidate the two systems into one!!!
- Why do Hancock and Houghton run different lines? They should be combined to save costs....
- ...I think it would be a good idea to have a regular route to the hospital and better coordination between the Houghton and Hancock's on-demand services. Sometimes when you go to the hospital you call Hancock on-demand and someone else will have called Houghton on-demand or a taxi. It would make more sense for everyone to coordinate all Hancock Portage calls centrally and reduce everyone's costs....
- ...I think there are opportunities for better use of it.
- ...I think the two cities have to work together on a combined system in order to make this work.
- It seems so inefficient on many levels to have two systems serving Hancock/Houghton. Can they merge?...
- Having separate City of Houghton, City of Hancock and senior systems is ridiculous. We need one unifying system to provide services instead of several little systems all trying to do the same things and stepping on one another's toes
- Yea it's a real bummer that there isn't a better transportation system in this area. I'm pretty sure Houghton , Baraga, and Keweenaw Counties have more money for such things than Gogebic County.

Pricing

- The demand service just isn't worth the \$10/person round trip if you own a vehicle
- ...buying a monthly, unlimited pass I would really consider it. But right now, it just doesn't meet my needs.
- ...Taxi is expensive...
- I see how very important the transit system is to several residents here. It would be nice to have some sort of system (not taxi's as they are more expensive.)
- ...I am a retired nurse and have been exposed to many patients who have to pay for taxis and it gets expensive.

Results

Data from the survey will support the community needs assessment for a regional coordinated transit services study and accessibility plan covering Baraga, Houghton, and Keweenaw Counties. Western Upper Peninsula Planning and Development Region is conducting this study with funding through the Michigan Department of Transportation – Bureau of Passenger Transportation.

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Appendix H: Interview Questions

Interview Questions:

What is your personal impression of how the public transit system is working in the region?

Do you think there are needs that are not being met by public transportation in this region?

Have you heard from any of your constituents/colleagues that there are transportation needs that are not being met by the existing transit system?

Do you, family members, or any of your employees, ever use public transit?

Do you have any documentation of those needs, any reports your agency has written, letters from constituents, etc?

What do you think of the Houghton's / Hancock / CAA's and Baragaland service?

Each provides DialRide/on-demand service do you think there are other areas where that might be useful to residents or businesses?

If any major improvements to the transit system were to happen, it would probably require more funding. What issues and concerns would need to be addressed for you to consider supporting development of more funding?

What were expectations when developing this plan / application what are the expectations of the (Houghton County Transit Authority / MDOT)

Who else should we talk to?

What else should we doing?

Other Comments?

Appendix I: Post-Draft Public Input

Post-Draft Public Input

Following completion of the study draft, it was distributed in print to providers who played a major role in its development. Other stakeholders were notified of the draft's availability online at www.wuppdr.org. There was a formal written comment period of slightly less than one month in October and November 2011 during which three provider responses were received:

- One provider concurred with findings.
- One provider corrected information on its services, and changes were made accordingly.
- One stakeholder concurred in some respects but requested the implementation timeline be reduced from five years to three; upon WUPPDR staff reconsideration, such change was found not to be viable.

In the process of contacting providers for a related survey, two more corrections to provider services in the plan were received and incorporated. Other changes were made based on staff knowledge.

After final editing of this draft, one public forum was scheduled as originally intended. This was targeted to both stakeholders and the general public. Primary stakeholders were directly contacted, and a press release (Appendix J) was done for the public. Local governments most likely to be affected by early stages of the study recommendation were also notified directly. One local legislator unable to attend the forum sent extensive written questions and comments regarding the study's structure and content. All were considered by WUPPDR staff and responded to but led to only minor changes in wording.

The forum took place at the Portage Lake District Library Community Room in Houghton on December 15, 2011, from 6:30 to 8:00 pm. It included a presentation of the study from start to finish (Appendix K) followed by a question and comment period. Various print materials, including study drafts, were also available for review. The most notable finding from the event was a level of dissatisfaction with the open-ended nature of the plan in that it lacks a concrete institutional arrangement for implementation. WUPPDR and MDOT staff conveyed a need for bottom-up efforts beginning with providers and local governing bodies to begin implementation of the study recommendation. The need for an entity to maintain effort, including continuing provider meetings to "keep things going," was also recognized.

Other comments received at the forum included the following:

- Although one commenter was favorable toward an opportunity to combine public transit with bicycling for multi-modal trips, the commenter suggested ridesharing may be a more viable option on rural routes. WUPPDR noted the forthcoming transit website will include a carpooling application to help serve this purpose.
- One commenter suggested development of a pro forma budget showing example costs and millage levy for a multi-county transit authority in order to ease future planning efforts; this was accepted as a valid next step to take but will not be directly incorporated into this study.
- More than one commenter discussed funding details and limitations under the current funding mechanisms and as related to a hypothetical transit authority.
- Numerous comments discussed the importance and methods of advertising services to increase awareness and ridership on current and future transit systems.

The list of attendees at the public forum follows:

- Chris Alquist, Portage Lake District Library
- Glenn Anderson, City of Hancock
- Peter Autio, Michigan Department of Human Services
- George Dewey, Michigan Tech Transportation Enterprise
- Melody Doig, transit user
- Paul Lehto, Calumet Township
- Chuck Lindstrom, MDOT
- Jodi Reynolds, City of Houghton Motor Transit
- Keren Tischler, general public
- Curt Webb, Keweenaw Co-Op
- Jerald Wuorenmaa, WUPPDR (presenter)

Appendix J: Public Forum Press Release



Western Upper Peninsula Planning & Development Regional Commission

P.O. BOX 365, HOUGHTON, MICHIGAN 49931

906-482-7205 FAX 906-482-9032 ' E-MAIL: info@wuppdr.org

News Release

FOR IMMEDIATE RELEASE

Media Contact:
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906.482.7205, ext. 320
acurtis@wuppdr.org

December 1, 2011

Public Forum on Transit in Baraga, Houghton and Keweenaw Counties

The Western Upper Peninsula Planning and Development Region (WUPPDR) will hold a public forum on December 15, 2011 from 6:30 to 8:00 pm at the Portage Lake District Library Community Room in Houghton which will focus on a transit study completed earlier this year for Baraga, Houghton and Keweenaw counties.

The study's purpose was to enhance coordination and communication among transit providers and address gaps in service. Several different future approaches were explored, with the study recommendation being to develop a three-county transit authority over the course of the next five years.

An overview of the study and draft report will be presented at the forum. A question, answer, and comment period will follow.

The study was funded by the Michigan Department of Transportation and prepared by WUPPDR.

For further information, please contact Jerald Wuorenmaa at 906.482.7205, ext. 319 or jwuorenmaa@wuppdr.org.

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Appendix K: Public Forum Presentation

Baraga, Houghton, and Keweenaw Counties

Coordinated Human Services and Public Transit Plan

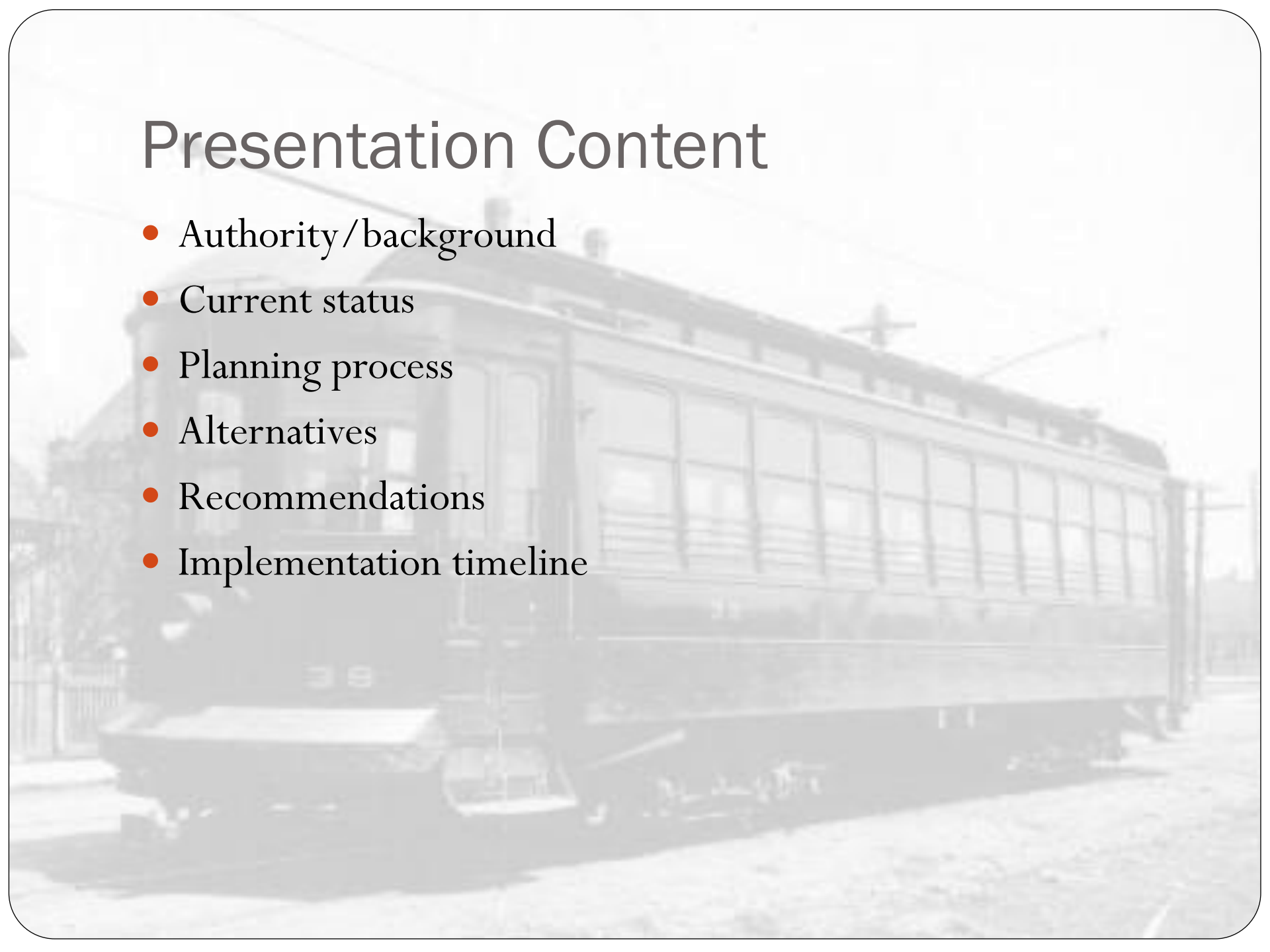


Developed by WUPPDR
Funded by MDOT



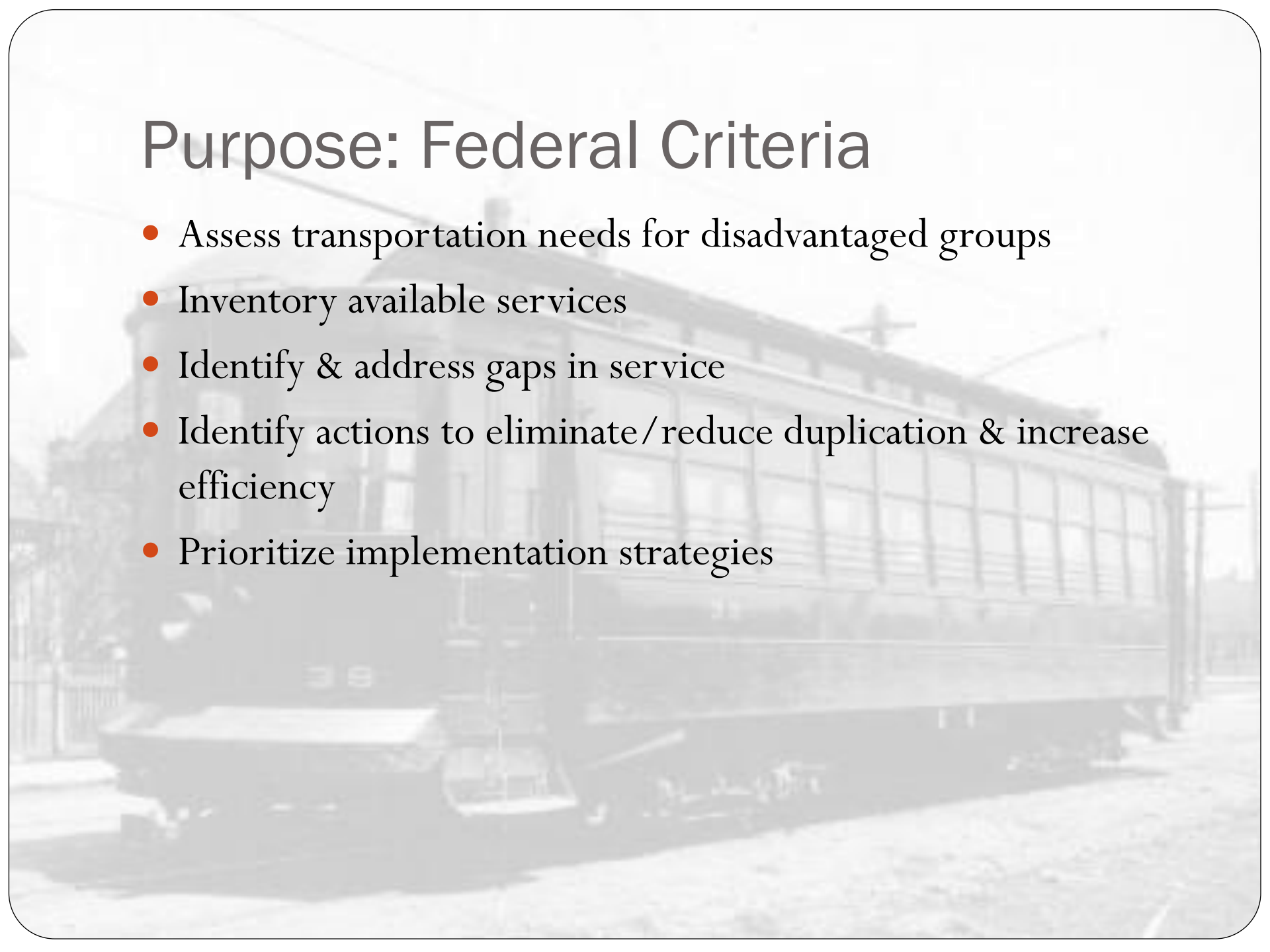
Presentation Content

- Authority/background
- Current status
- Planning process
- Alternatives
- Recommendations
- Implementation timeline



Purpose: Federal Criteria

- Assess transportation needs for disadvantaged groups
- Inventory available services
- Identify & address gaps in service
- Identify actions to eliminate/reduce duplication & increase efficiency
- Prioritize implementation strategies



Who benefits and how?

- Special service groups
 - Elderly/disabled
 - Low-income
 - Suburbs (including evenings & weekends)
 - Rural & small urban areas
- Benefits
 - Employment
 - Community involvement
 - Cost efficiencies for users
 - Economic growth

History of Transit in Region

- Mining era: Streetcar, ferry, rail
- Privately funded mass transit common
- 1970s: Rise of auto changed transit
 - Federally funded & Community Action Agency
 - Baraga County demonstration project
 - Houghton County-wide experimentation
- Today
 - Community Action Agency & Baragaland Senior Citizens
 - Houghton/Hancock



Study Area

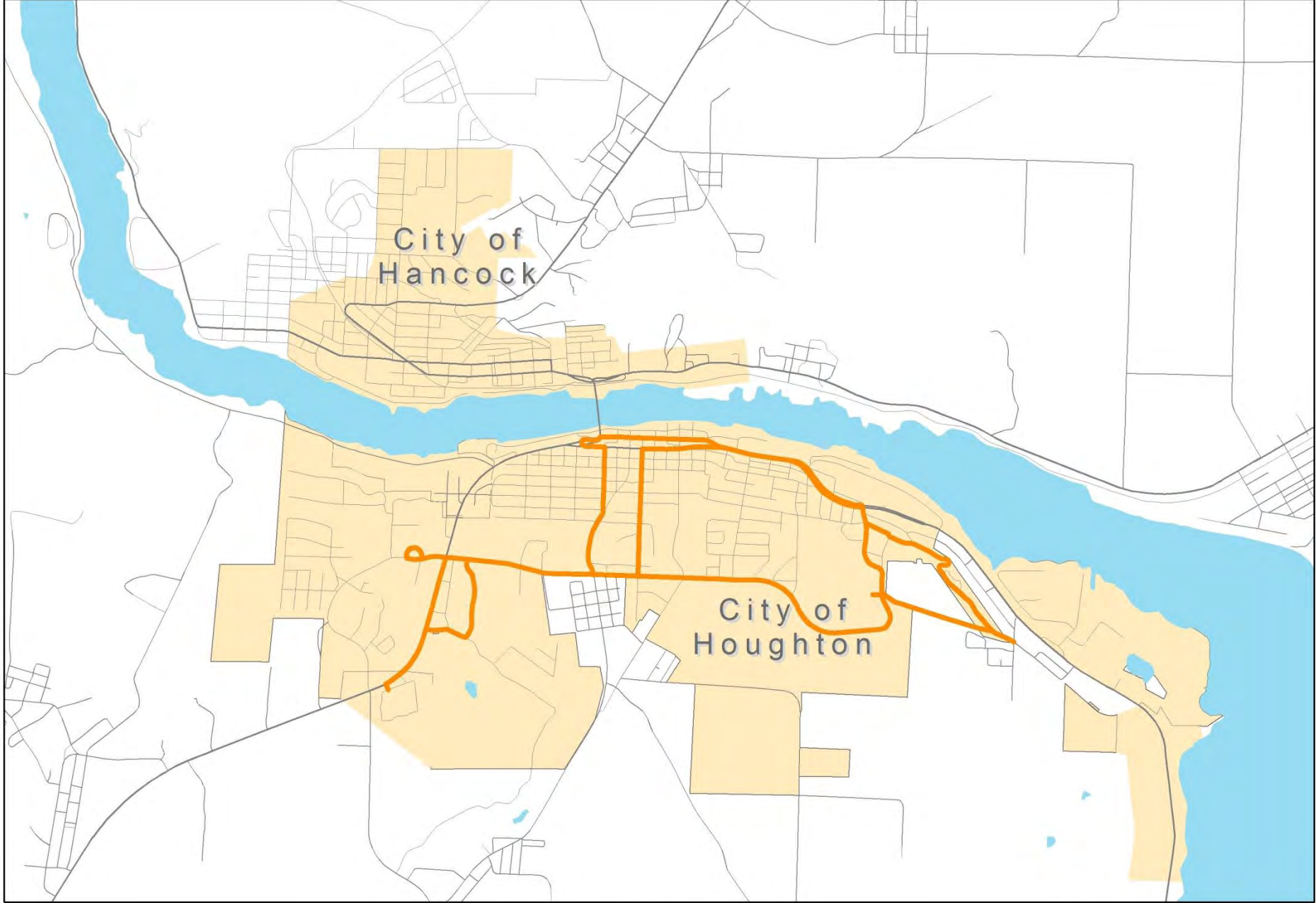
- Baraga, Houghton, & Keweenaw
- Population: 47,000
- Per capita income: 50-60% of state
- Largest population centers:
 - Cities of Houghton & Hancock
 - Villages of Calumet & Laurium
 - Villages of Baraga & L'Anse





Existing Systems: Public

- City of Hancock Transit
 - Demand-response
- City of Houghton Motor Transit
 - Demand-response
 - Fixed route
 - Night demand-response

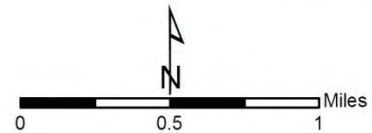




Legend

-  Downtown Route
-  Houghton On Demand Response Service

**City of Houghton
Transit Map**

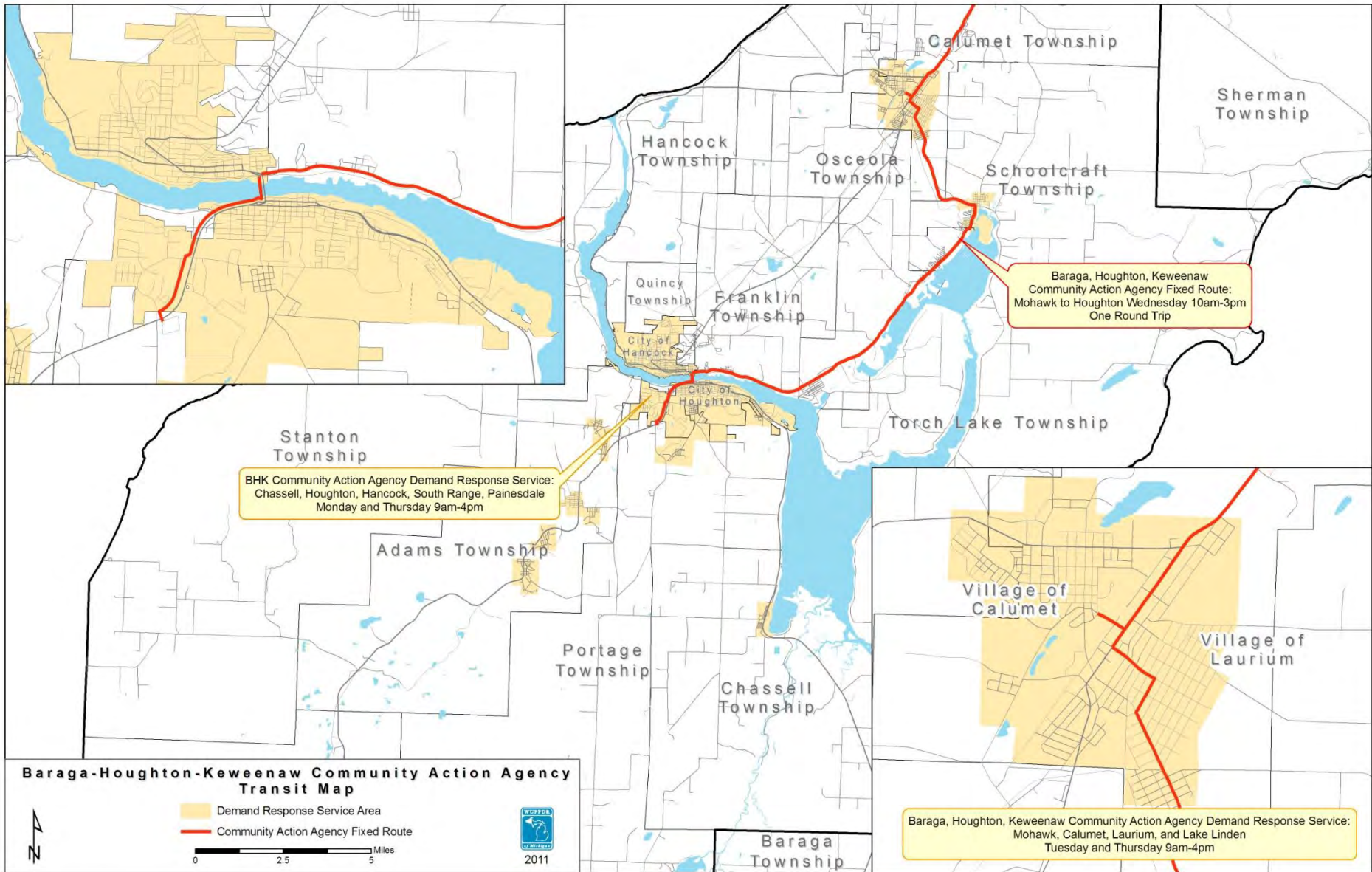


2011

Existing: Specialized Nonprofits

- Serve disabled & seniors (federal funding)
- B-H-K Community Action Agency
 - Demand-response
 - Fixed route
- Baragaland Senior Citizens
 - Local demand-response
 - Distant routes





Baraga-Houghton-Keweenaw Community Action Agency Transit Map

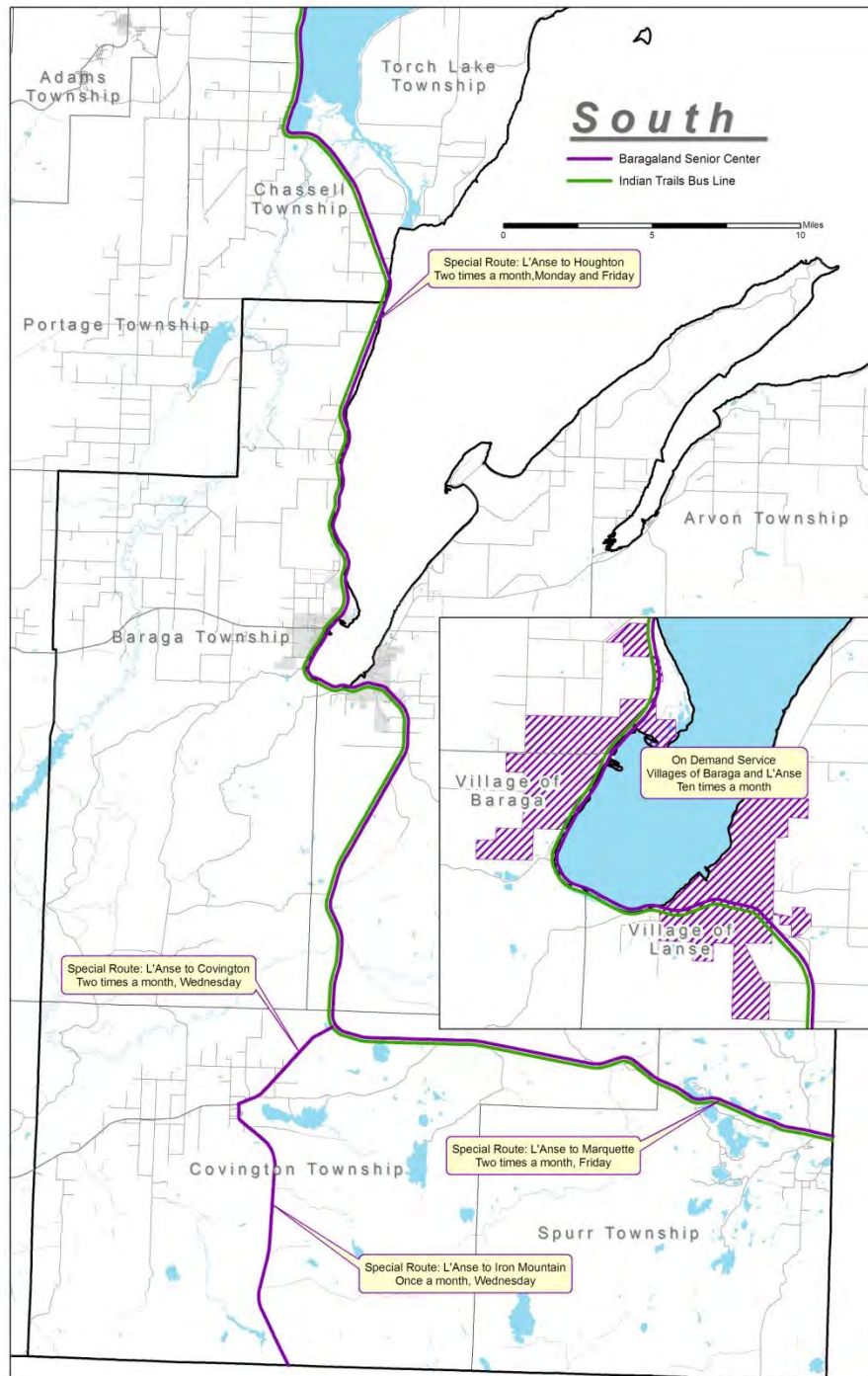
Demand Response Service Area
 Community Action Agency Fixed Route



2011



0 2.5 5 Miles



Other Existing Providers

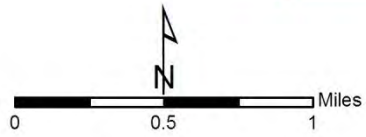
- For-profit
 - Neil's Taxi
 - Copper Country Limo
 - Indian Trails
 - 4 charter/tour services
- Human service agencies
- Volunteer services





- Legend**
- On-Tran
 - Indian Trails Bus Line

Ontonagon County (On-Tran) Indian Trails Bus Line Transit Map



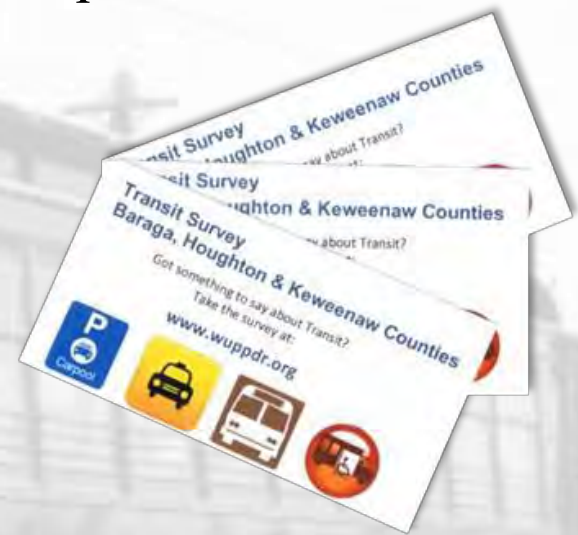
Planning Process: Providers



- Similar plan for Houghton Co, 2007
- Providers Survey, September 2010
 - Examined current state of transit
 - Explored provider capacity for cooperation & coordination
 - 51 respondents over 2 weeks
- Stakeholders Meeting, September 2010

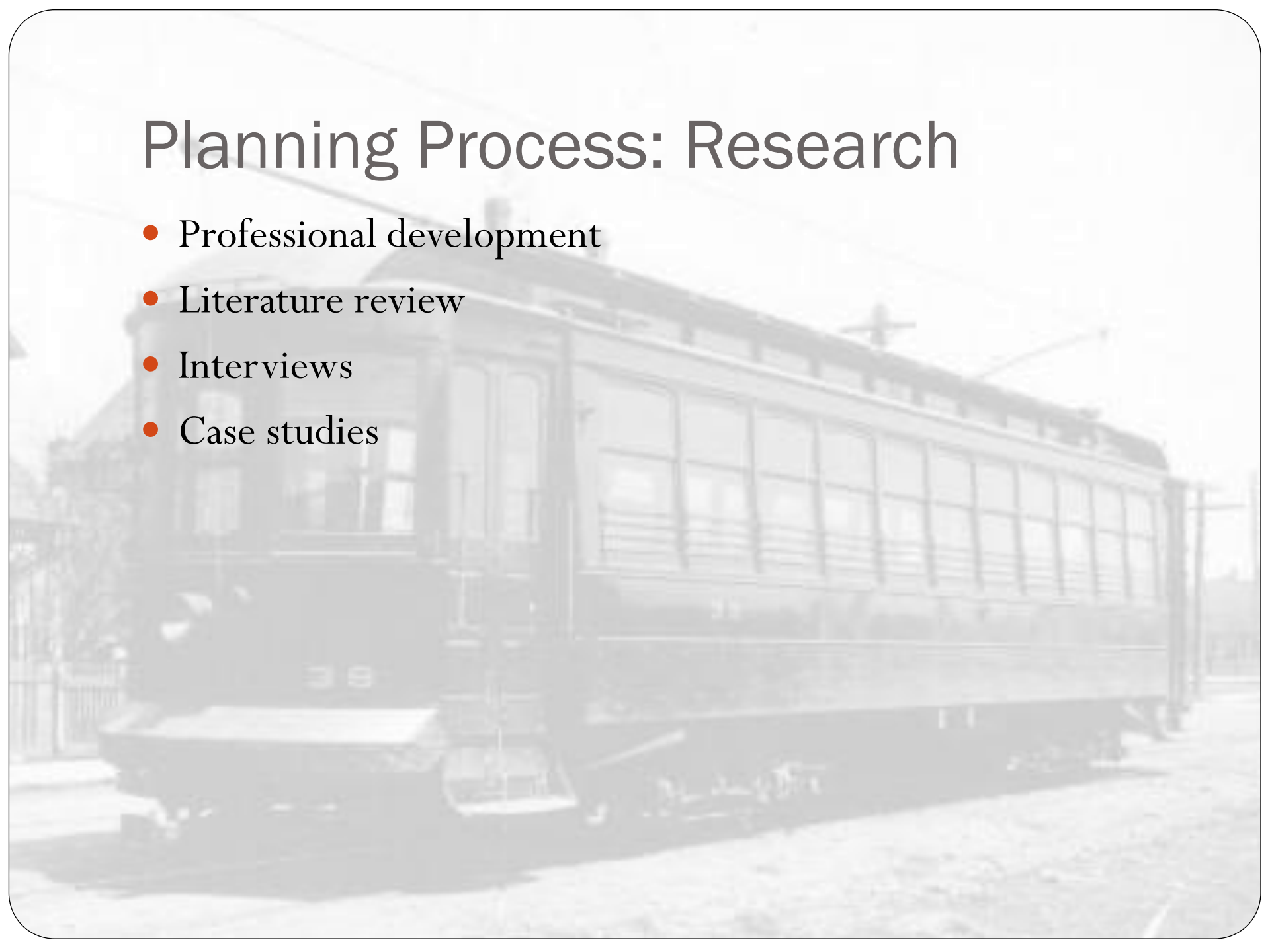
Planning Process: Users

- Survey: November-December 2010 & April 2011
- Online & paper
- Invitation cards
- Announced in local media
- 229 respondents winter/summer
- Nov. & April **community outreach events**



Planning Process: Research

- Professional development
- Literature review
- Interviews
- Case studies



Comparison System: BART

- Bay Area Rural Transit, northern WI
 - Ashland & Bayfield counties
 - Population 31,000
- 11 low-frequency fixed routes
 - 3 are cooperative
- Hours 6:30 am – 9 pm
 - No Sundays or holidays
- Fares \$1.50 – \$4



Comparison System: Marq-Tran

- Marquette County Transit Authority
 - Population 67,000
- 10 low- to high-frequency fixed routes
- Hours 6:05 am – 7:55 pm
- Limited Sundays & holidays
- Fares \$.80 – \$5.60
- Supported in part by millage



Provider Survey Responses

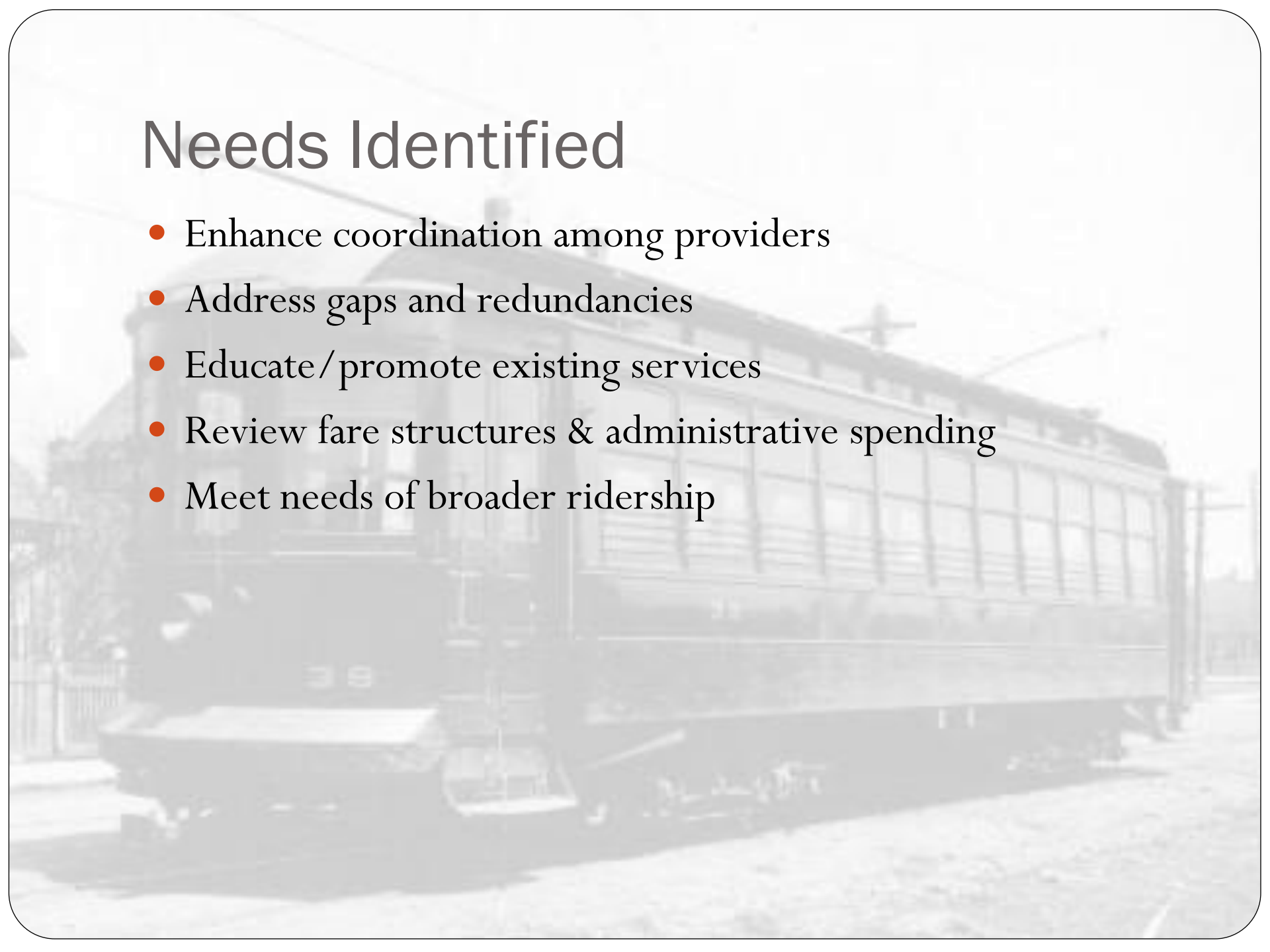
- 70%: Need for coordination
- 60%: Need for identification of gaps & duplication
- 72%: Need for marketing/communication
 - Houghton County Study
 - Lack of funding
 - Misconceptions regarding user groups
 - Stakeholder Meeting
 - Lack of knowledge of services

User Survey Responses

- 97%: Important to have tri-county system
- 82% Definitely/possibly committed to enhanced transit services
- Primary driver of increased transit use:
More frequent routes from existing providers
- Locations accessed 3+ times/week
 - M-26 shopping corridor: 40%
 - Downtown Houghton: 32%
 - Downtown Hancock: 25%

Needs Identified

- Enhance coordination among providers
- Address gaps and redundancies
- Educate/promote existing services
- Review fare structures & administrative spending
- Meet needs of broader ridership



Houghton/Hancock Issues

- Different fares for inter-city travel
- No fixed route between Houghton & Hancock
- Highest fares in region

Transit Fare Ranges for General Public



Proposed Alternatives

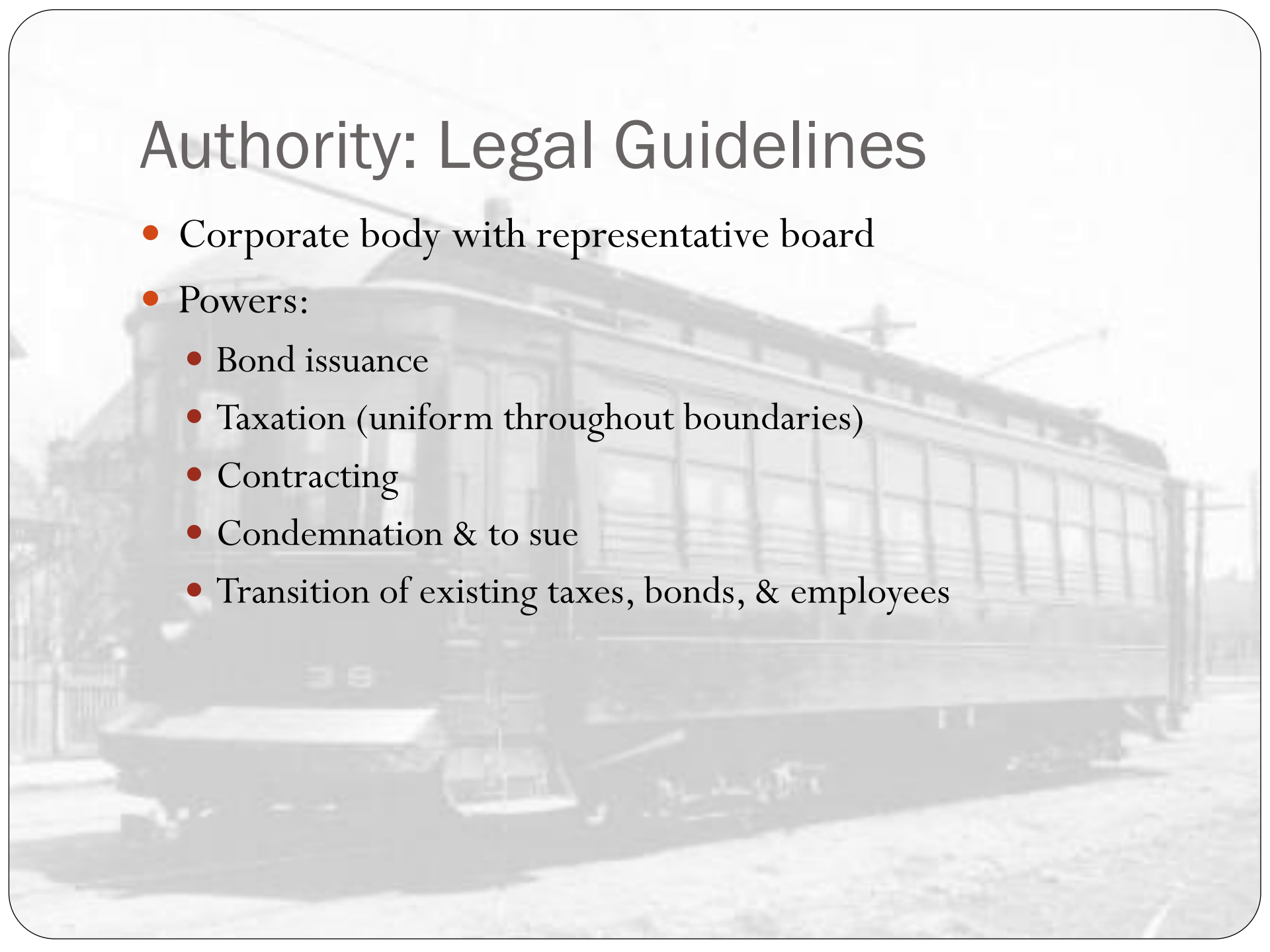
1. No change in services
2. Expansion of services within existing framework
 - Retain existing services
 - Expand city services while avoiding overlap
 - Connection point
 - Connecting route
 - Expanded hours
 - Saturday service
 - Feeder routes

Proposed Alternatives 3 & 4: Establish an Authority

3. One local government incorporates authority
 - Others choose whether to join
 - Boundary formed by participants
 - 4 exist in MI (Act 55 of 1963)
4. One or more local governments incorporate authority at once
 - Multiple entities jointly form
 - Boundaries may divide local governments along precinct lines
 - 22 exist in MI (Act 196 of 1986)

Authority: Legal Guidelines

- Corporate body with representative board
- Powers:
 - Bond issuance
 - Taxation (uniform throughout boundaries)
 - Contracting
 - Condemnation & to sue
 - Transition of existing taxes, bonds, & employees



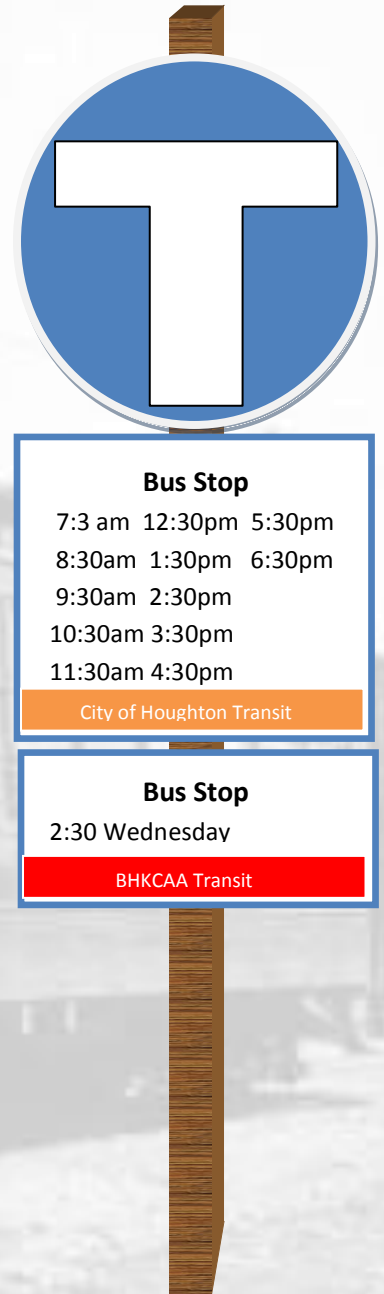
Authority: Recommendations



- Expansion of existing services
 - Central terminus in cities
 - Feeder routes
 - Hours/Saturday service
 - Recreation connections
- Internal community routes
- Signage, marketing, & promotion
- Millage funding

Year 1

- Branding & print materials
- Consolidated website for regional transit
- Bus stop signage
- Promotional and educational campaign
- Hancock-Houghton fixed route
- Plan feeder routes



Years 2-3

- Year 2
 - Feeder routes: begin trial
 - Install bus stop signage on new routes
- Year 3
 - Begin evaluation for development of transit authority
 - Install route schedule signage



Years 4-5

A faded, grayscale background image of a train car on tracks. The train car is the central focus, with its windows and doors visible. The tracks and surrounding environment are also visible but less distinct due to the fading.

- Year 4
 - Develop transit authority
 - Develop and prepare for millage vote
- Year 5
 - Millage vote
 - Implement transit authority
 - Install signage on new routes
 - Promote new routes

Wrap-up



- Feasibility study
- No requirement for further action
- So far no established entity to drive future efforts
- Any local government may form a transit authority
- Houghton and Hancock have not approved nor been asked to
- Public support and funding mechanisms play the largest roles

Thank you!

A vintage trolley car, likely from the early 20th century, is shown on a set of tracks. The car is dark-colored with a lighter-colored roof and has the number "38" visible on its front. It features a large front window and a side window with multiple panes. The car is positioned on a gravel track with overhead power lines and a utility pole visible in the background. The text "Questions/Comments?" is overlaid in the center of the image.

Questions/Comments?