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State of Mobility Management in Grand Traverse

The purpose of this document is to serve as a starting point for discussion of how mobility management principals and strategies can help achieve the transportation goals identified in the Grand Vision planning process for the six counties of Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau and Wexford. Information will be added to this document as the project progresses, and then incorporated into a project report identifying framework strategies for mobility management within or near existing funding levels for this area.

Northwest Michigan Council of Governments (NWMCOG) has chosen to develop regional mobility management strategies under the Michigan Sustainable Communities/Smart Growth America Demonstration Project. These strategies will be designed to optimize organizational structure and service delivery for public transportation services and serve as a model for statewide service delivery.

This is a working document to be used in the first stage of the planning process as a discussion tool for helping to better understand the conditions and opportunities in the area. The project team will work with stakeholders to use this document as a framework for assessing both the strengths of the region’s network of transportation systems as well as opportunities to make improvements in service and efficiency. The information contained in this document is largely based on a review of documents and web pages, as well as communications with NWMCOG, Bay Area Transit Authority (BATA), Munson Medical Center, and Michigan Land Use Institute (MLUI). Depth will be added and corrections will be made after the first project workshop and interviews are completed.

A Regional Approach to Transit

This project builds on an outstanding transportation planning process that is ongoing in this six-county region. Michigan Department of Transportation (MDOT), NWMCOG, BATA, MLUI and other partners have developed a vision for a regional approach to transit along with a variety of plans and action steps to achieve the vision. Based on the large amount of high-quality work that has been done and the high level of engagement by partners throughout the region, we believe the region’s public transportation providers are well-positioned to implement mobility management strategies that will help achieve their goals.

The partners in the region have implemented a number of transportation planning best practices that will be important to achieving their vision:
• **Rural Planning Organization (RPO)** – High quality leadership, planning and resources are being provided by an RPO – the Northwest Michigan Council of Governments (NWMCOG).

• **Public Involvement** – There has been a high level of citizen and stakeholder involvement in developing and implementing the region’s Grand Vision.

• **Planning Process Information Sharing** – Information about plans and planning processes is easily available to the public through the Grand Vision and NWMCOG websites. These websites provide a portal to much of the published information relevant to this project. These resources include an excellent “Citizen’s Guide to Transportation Planning in Northwest Lower Michigan”.

• **Good Plans** – Viable and well-developed transportation plans that identify Traverse City as the region’s economic hub, and focus on strategies to improve connections between communities.

• **BATA** – It would be difficult to make progress without the active participation of a robust public transportation provider in the hub community. The Bay Area Transportation Authority appears to be a healthy and successful organization that is fully engaged and prepared to play a leadership role.

• **Michigan Land Use Institute** – MLUI is a non-profit organization that has been tasked with working on transportation issues in the Grand Traverse region and coordinating between 5-7 public transportation providers.

• **Regional Transit Group** – Managers of the region’s public transportation organizations meet and coordinate on a regular basis.

• **Extensive Service Coverage** – In addition to extensive fixed route service, there is county-wide public transportation coverage through dial-a-ride in all six counties. With a significant amount of transportation resources already in place, coordination and mobility management efforts can focus on strategies to use these resources more efficiently and effectively.

• **Complete Streets** – A strong focus on establishing complete streets policies and upgrading street infrastructure to meet complete streets standards.

Based on our initial assessment, we have identified the following areas where the region is currently working on improvements, or not working but can improve:

• Coordinating of routes
• Fare structure and sharing fares
• Better ridesharing programs and web-based info
• Communications and technology – Google Transit, General Transit Feed Specification, multi-modal trip planning, real-time tracking, website improvements
• Computer assisted dispatching for all transit providers
• Statewide Call 2-1-1 resources including transportation options for seniors, veterans, and people with disabilities
• Coordination with non-public transportation providers, intercity bus, and Amtrak
• Maximizing contributions from social service organizations that need and can fund transportation
Existing Studies and Efforts

There are three important studies and efforts that we plan to build off of with this project. The four documents discussed below are complementary and fairly consistent in the regional transportation vision they promote and the actions they recommend.

The Grand Vision

The Grand Vision is an ongoing effort that began in 2005 and currently serves a region with about 200,000 people in the following six counties: Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau and Wexford. The Grand Vision website\(^1\) summarizes the effort as, “an ambitious, citizen-led vision for the future of land use, transportation, economic development and environmental stewardship.”

<table>
<thead>
<tr>
<th>Table 1: Regional Population(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Counties: 80 Townships, 4 Cities, 20 Villages</td>
</tr>
<tr>
<td>Antrim County: 23,580</td>
</tr>
<tr>
<td>Benzie County: 17,525</td>
</tr>
<tr>
<td>Grand Traverse County: 86,986</td>
</tr>
<tr>
<td>Kalkaska County: 17,153</td>
</tr>
<tr>
<td>Leelanau County: 21,708</td>
</tr>
<tr>
<td>Wexford County: 32,735</td>
</tr>
<tr>
<td>TOTAL: 199,687</td>
</tr>
</tbody>
</table>

In 2009, a Grand Vision document was produced that was the product of over three years of collaboration between government, non-profits and the private sector as well as participation by more than 15,000 citizens. The "vision" is now being implemented in the six counties, through six issue area networks and a CORE team that all work to incorporate The Grand Vision principles into plans, developments, investments, and practices. The issue networks include Food & Farming, Energy, Growth & Investment, Housing, Natural Resources and Transportation.

Transportation Goals & Objectives

BATA’s 2011 Transit and Coordination Plan includes a good summary of the transportation elements included in the Grand Vision:

“A key Grand Vision transportation goal is to “maintain and improve the existing road system and place increased investment in public transportation, bicycling and pedestrian infrastructure to maximize system efficiencies, provide choices in mobility and support

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1 www.thegrandvision.org/quick-overview
2 Census 2010
energy conservation.” It recommends “Building Blocks” of future growth focus areas, specifically public transit and other non-automobile forms of transportation to serve downtowns and cities, as well as villages and main streets. A significant component of this strategy includes compact neighborhoods and walkable communities. Most importantly, the report identifies the strengthening of regional connectivity among villages and Traverse City to be of great importance both for growing housing and employment, and for preserving rural, natural, and scenic areas.”

Transportation Implementation

Based on our preliminary phone conversations with stakeholders, the Grand Vision’s Transportation Network and NWMCOG are currently in the early stages of conducting a regional transit study – one of the high priority action steps identified in the table below. During the course of our project, we should work closely with the stakeholders involved in conducting this study to develop recommendations that can be incorporated into it.

In April 2010 “The Grand Toolbox” was published – a collection of implementation tools for citizens and local elected and appointed officials. This document includes several implementation strategies for working towards transportation goals. The following table includes the four strategies that are most relevant to this project.

<table>
<thead>
<tr>
<th>Tool</th>
<th>Metrics</th>
<th>Time Frame</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Take a regional approach to transit</td>
<td>Create a Grand Vision regional transit group</td>
<td>Short-term: Organize a regional transit providers group</td>
<td>Low: Organize regional transit providers group</td>
</tr>
<tr>
<td></td>
<td>Hold 1st Annual Transportation Summit</td>
<td>Mid-term: Hold an annual transportation summit</td>
<td>Low/Medium: Hold an annual transportation summit</td>
</tr>
<tr>
<td></td>
<td>Conduct a Regional Transit Study</td>
<td>Mid-term: Conduct a regional transit study</td>
<td>High: Regional transit study</td>
</tr>
</tbody>
</table>

3 [www.nwm.org/userfiles/filemanager/1134/](http://www.nwm.org/userfiles/filemanager/1134/)
<table>
<thead>
<tr>
<th>Tool</th>
<th>Metrics</th>
<th>Time Frame</th>
<th>Costs</th>
</tr>
</thead>
</table>
| Reduce VMT for home to work trips in the region | Target VMT reduction goals at 5-years, 10-years and beyond  
Journey to work statistics  
Number of Home-based businesses  
Participation in Smart Commute week | Short: support Smart Commute week  
Mid: allow live-work units and home based businesses | Low: Promote Smart Commute week  
Low: Zoning revision to permit live work units  
Medium: Support a community vanpool |
| Context Sensitive Solutions (CSS) and Complete Streets | Strength of advocacy coalition (members, budget, presentations)  
Number of participants in a CSS public involvement process  
Number of local complete streets ordinances | Short-term: Organize an advocacy coalition  
Mid-term: Create educational material; initiate advocacy campaign; incorporate CSS and Complete Streets for new road design | Low: Organize advocacy coalition  
Medium: Guidebook creation and publication  
High: Road reconstruction projects using complete streets approach |
| Transit Oriented Design (TOD) and station area planning | TOD reference in Master Plan  
TOD provisions/language in zoning ordinance  
Infrastructure improvements to enhance transit stop locations | Short-term: Revise planning tools  
Mid-term: Infrastructure investment as needed  
Mid-term: Regional transit plan | Low: Revise planning tools  
Mid/ high: Infrastructure investments as needed  
High-cost: Regional transit plan |
Information & Resources
The Grand Vision website’s Transportation Network page\(^4\) provides a wide variety of information and resources related to the work of the transportation issue network. This includes the 2011 Citizen’s Guide to Transportation Planning and a video about the Buckley Transfer Station that effectively captures a picture of the current state of public transportation services in the area including the high level of community engagement and the ongoing collaboration between transit systems in the six counties.

2011 BATA Transit Service and Coordination Study
The 2011 BATA Transit Service and Coordination Study\(^5\) is a high quality planning document that aligns with the Grand Vision and identifies opportunities to improve cost effectiveness as well as increase availability of fixed route and deviated route services. The recommendations are in the areas of existing services, new services, policy areas, and no change:

- **Existing Services**
  - Cherriot: Re-organized existing routes, increased efficiency, and added new services
  - Village Connector: Recommended structural changes and increased frequencies
  - County Ride: Re-organized and consolidated the zone system; proposed transfer hubs along Village Connector routes; recommended new policies

- **New services**
  - Village Connectors: Recommended two new routes
  - Seasonal Services: Recommended three new services
  - NMC shuttle: Recommended two express routes to service remote campuses
  - Munson shuttle: Designed a circulator shuttle to increase service to the hospital and improve Cherriot efficiency

- **Policy Areas**
  - Service Hours
  - Stop Spacing
  - Fare Policy
  - Fare Media and Equipment
  - Student Fares
  - Vanpool Program
  - Business Partnerships
  - Intergovernmental Partnerships
  - Increased Information at Points-of-Contact
  - Village Signage

\(^4\) [www.thegrandvision.org/transportation-network](http://www.thegrandvision.org/transportation-network)

- Website Development

**No change**
- Suttons Bay (although no change to existing services has been proposed, utilization of these vehicles during summer seasonal months has been recommended)
- Community Mental Health
- Health Routes
- Parcel Service

From the perspective of regional transit, one of the more significant recommendations restructures the BATA county dial-a-ride, branded as “County Ride”, and the village connectors. The goal is to reduce redundancy and improve fixed route service from outlying areas into Traverse City. Figure 1 and Figure 2 illustrate the existing and proposed service zones. “Since the proposed zones no longer serve Traverse City, the new County Ride system is designed primarily to take passengers from a requested origin to the closest Village Connector transfer point (or, conversely, bring passengers to a requested destination from a Village Connector transfer point).”

![Figure 1: Existing Village Connectors and County Ride Service Zones](image-url)
Expanding Transportation Choices in the Grand Traverse Region: Connecting Villages and Towns with Public Transit, Michigan Land Use Institute, October 2009

This report’s analysis and recommendations mirror issues identified in the 2011 BATA Transit Service and Coordination Study. It emphasizes the importance of improving public transportation services between towns and cities, and advocates for more fixed route service outside of Traverse City designed to meet commuter needs. It states that fixed-route bus service will increase bus ridership throughout the Grand Traverse region by providing commuters with fast, efficient, reliable transportation. It also highlights some tourism needs and includes good descriptions of the transit systems in the region, including findings from interviews of riders and drivers.

The following paragraph from this study’s executive summary and the recommendations below fit well with a mobility management approach to regional transportation:

Effective public transportation connecting towns and cities is a vital part of a growth strategy for future prosperity in the Grand Traverse Region. The Grand Vision process highlighted the public’s support for increased investments in public

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6 http://www.mlui.org/userfiles/filemanager/867/
transportation. Currently the public transit services provided in the region target riders with no other transportation options. Commuters are the largest potential market for increasing bus ridership, and evidence suggests commuters will only use fixed route bus service that offers a fast, efficient, reliable transportation choice. This report examines how commuters use existing fixed routes in the region and offers insight into how to effectively increase and improve public transit services.

Recommendations from the report include:

• Transit agencies in the region need to emphasize fixed routes over demand response service to attract commuters and other choice riders.
• Increase the number of village connectors and phase out the inefficient and cost ineffective zone services (County Ride)
• Beyond being cost ineffective, DAR services are not as fast or direct as fixed-routes, and also require advance registration as opposed to the set frequency and regularity of fixed-routes; therefore, although DAR provides door-to-door service and alleviates some walking on passengers’ part (unnecessary except for the special needs community), it is overall an inferior service for commuters.
• In the summer/seasonal months more passengers use the fixed-route village connector services; correspondingly, there is less service in the winter months. Consider expanding summer service along these routes either via an express service, additional headways, or a related set of improvements
• Combine the use of bicycle, foot, carpooling, personal vehicle, and/or DAR to provide the “last-mile” connections needed to get people riding the Village Connector services at sensible transfer center locations, such as village downtowns.
• Promote environmental benefits and cost-savings to non-riders
Transportation Providers Overview

Public Transportation

The Grand Traverse area has seven public transportation providers. Of these, five were included in the Grand Vision. Charlevoix and Manistee Counties have been added to regional discussions in more recent years. Information from the MDOT 2011 ridership report is shown in Table 3.

Table 3: Public Transportation in the Region

<table>
<thead>
<tr>
<th>Agency</th>
<th>Contact</th>
<th>2011 Ridership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Antrim County Transportation</td>
<td>231-533-8644</td>
<td>46,067</td>
</tr>
<tr>
<td>Bay Area Transportation Authority</td>
<td>231-941-2324; <a href="http://www.bata.net">www.bata.net</a></td>
<td>539,384</td>
</tr>
<tr>
<td>Benzie Bus</td>
<td>231-325-3000; <a href="http://www.benziebus.com">www.benziebus.com</a></td>
<td>69,852</td>
</tr>
<tr>
<td>Cadillac/Wexford Transit Authority</td>
<td>231-779-0123</td>
<td>132,511</td>
</tr>
<tr>
<td>Charlevoix County Transit:</td>
<td>231-582-6900, (231-448-2026 on Beaver Island)</td>
<td>94,081</td>
</tr>
<tr>
<td>Kalkaska Public Transit Authority</td>
<td>231-258-6808</td>
<td>105,907</td>
</tr>
<tr>
<td>Manistee County Transportation</td>
<td>231-723-6561</td>
<td>112,932</td>
</tr>
</tbody>
</table>

Detailed information about these providers is summarized in Chapter 3 of the 2011 BATA Transit Service and Coordination Study, and Chapter 2 of the Michigan Land Use Institute’s 2009 report on Expanding Transportation Choices in the Grand Traverse Region: Connecting Villages and Towns with Public Transit. NWMCOG has produced a large-scale map that summarizes key data for five of seven of these providers⁷. The map is too large to incorporate into this report, but a scaled down version is shown in Figure 3.

The public transit agencies have formed a Directors Network that convenes regularly to share information and to identify and implement collaborative projects that increase the efficiency and effectiveness of transit services across the region.

NWMCOG serves as a repository of regional transit information. Their web page⁸ offers quality information about current planning efforts as well as cross-transit agency schedules and summary of services. There is also a route guide for the regional services from 2011/2012. Of note, neither the web site nor the guide includes intercity bus, Amtrak, or rideshare information. Only 2 of the 7 transit agencies have web sites.

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⁷ http://www.nwm.org/userfiles/filemanager/326/
⁸ http://www.nwm.org/planning/transportation/public-transit/
Figure 3: Summary of Key Public Transportation Characteristics (NWMCOG 2008)
Bay Area Transit Authority

BATA is the largest of the providers. As described in the 2011 Transit Service and Coordination Study:

BATA provides a variety of bus services throughout Grand Traverse and Leelanau Counties. Services are focused on feeding passengers into and throughout downtown Traverse City, and providing door-to-door dial-a-ride (DAR) services. There are eight distinct categories of service:

**Cherriot**: Traditional urban pulse network, operating along fixed routes and schedules throughout Traverse City proper. It is composed of five local routes and one express route. Most routes feature 30 minute headways

**Village Connectors**: Fixed-route, commuter-like service for residents of outlying towns and villages in Grand Traverse and Leelanau Counties. Currently, BATA operates three Village Connectors (Northport, Empire, and Fife Lake)

**County Ride**: Also known as “Zone Routes” or “County dial-a-ride.” County Ride is a zone-based dial-a-ride service where 13 buses pick up and drop off passengers within 13 different geographic zones. Zone boundaries radiate from Traverse City outward into the outer reaches of Grand Traverse and Leelanau Counties forming somewhat pie-shaped sectors

**City Ride**: BATA’s DAR serving Traverse City proper

**Suttons Bay**: Flex routes that connect schools and residential areas in and around the Village of Suttons Bay in Leelanau County by following a preset fixed route that can deviate or “flex” within ¾ mile to meet passengers closer to their point of origin or deliver them to their destination

**Community Mental Health**: A special service that BATA provides under contract for the special needs population with mental disabilities to and from adult foster care centers. The service features a typical DAR structure; however in order to ensure a safe and secure mode of transport for passengers, only pre-approved qualifying individuals can use it

**Health Routes**: Another service BATA provides by contract with the Munson Health Center to provide shuttle service for patients traveling from the hospital to dialysis centers

**Parcel Service**: A pickup & delivery service that allows customers to ship small parcels that weigh less than 40 lbs throughout the bi-county service area. The fee is $4.50 per item or one punch of the 30-ride fare pass. A discounted price of $3.00 is offered if parcels are brought to the Hall Street Transfer Center by the customer
BATA also operates an After Hours service in Traverse City and provides emergency service using back-up drivers. After Hours is precisely what the name implies—a limited, demand-responsive service for passengers traveling beyond normal service hours. Emergency service is available one-half hour before normal service commences until one-half hour after the end of the normal service day during weekdays, with similar hours on Saturdays. All of these services are provided by a fleet of 67 vehicles. The eight Suttons Bay Flex Routes do not have ADA-lifts at the time of this publication. Note that the total number of vehicles continually changes as new buses are delivered. However, though some existing buses may be retired, BATA may also evaluate the possibility of instead retaining them for additional service requirements.

**Intercity Connections**

For the Grand Traverse region, intercity bus service is via Indian Trails’ (Trailways)\(^9\) Grand Rapids-Cadillac- Traverse City- Petoskey Route (route number 1484)\(^10\). This route operates seven days a week, with one trip north and one trip south every day. It serves the following communities included in the Grand Vision: Cadillac, Charlevoix, Manton, Kingsley, and Traverse City. All coaches are wheelchair accessible.

In Traverse City, the bus stop for intercity service is at BATA’s Indian Trail station at 115 Hall Street. The location near the highway and a few blocks from downtown is convenient for both the bus and boarding or debarking passengers.

Indian Trails lists this facility as a “Travel Center” where tickets can be purchased. Tickets can be purchased at the station, through Indian Trails, or through Greyhound. Web purchases are currently only available through Greyhound, but the Indian Trails website indicates that online purchases will soon be available. Greyhound offers a roundtrip web fare to Chicago for $176.40, and travel time is 12 hours. In the intercity bus industry, it is common to offer lower fares through the ticket agent compared to the web.

**Departures from Traverse City:**

- Depart 11:55 AM to Grand Rapids (arrives in Milwaukee at 4:00 PM)
- Depart 8:45 PM to Petoskey, MI (arrives in Petoskey at 10:17 PM)

In the remainder of the state, Indian Trails operates four daily trips between Chicago and Flint, with less frequent service throughout the rest of lower Michigan and the upper peninsula. Riders can transfer onto other Indian Trails or Greyhound buses in Grand Rapids to travel across Michigan and the country.

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\(^9\) [http://www.indiantrails.com/scheduled-service](http://www.indiantrails.com/scheduled-service)

Besides connecting with Greyhound and the national intercity bus network, Indian Trails uses the same bus to connect with Amtrak trains in Kalamazoo (see Figure 5). Through Amtrak, a rider can purchase a ticket to board Amtrak Thruway bus 8532 departing Traverse City at 11:55 am and arriving in Kalamazoo at 5:30 PM for transfer onto the Wolverine Amtrak train. A full-priced round-trip ticket to Chicago costs $121, and Amtrak requires that the Thruway ticket to Kalamazoo be purchased in conjunction with a train ticket. Travel time is 11 hours, including a 3-hour layover in Kalamazoo.

Figure 4: Intercity bus and train routes in lower Michigan

Figure 5: Michigan Amtrak Routes (red – rail, green – Thruway bus)\textsuperscript{12}

**Connections to Airports**

BATA’s Cherry Capitol Airport route stops at the airport hourly.

**Technology & Communications**

Effective use of technology will be essential for achieving the regional transportation vision. It will be necessary both for providing information to riders and for managing the transportation network.

While BATA and others have efforts underway to improve capabilities, currently technological capacity appears to be one of the weakest elements of the existing services in the region. None of the providers in the six counties have implemented Google Transit Feed Specification (GTFS), although BATA recently started working on this and it is under discussion for the other providers. Only two of the providers have websites and those websites lack important elements including trip planners and real time bus tracking. While information about public transportation services is available on the NWMCOG website, there is opportunity for improvement.

\textsuperscript{12} \url{http://tickets.amtrak.com/secure/content/routeatlas/index.html}
According to Valerie Schultz of MDOT, dispatch software capacity varies greatly between the transit agencies. BATA recently implemented Mobilitat software. However, at $60 to $70 thousand Mobilitat is too expansive for the smaller agencies who are currently using either using Michigan-developed software, spreadsheets, or pen and paper.

Other Web-Based Resources

For residents or visitors trying to find information about transportation options in the Grand Traverse area there are several web-based options available.

As discussed above, the BATA, Grand Vision and NWMCOG websites offer a wealth of information about public transportation options. Additionally, the MLUI Transportation Choices website\(^{13}\) is an excellent source of information about regional transportation.

Currently the 2-1-1 call center and website for the Grand Traverse area is operated out of Muskegon. However, the Michigan Association of United Ways has a federal veteran's transportation grant to establish a statewide 2-1-1 number, with a focus on finding rides for veterans.

Rideshare information is currently available through Northwest Michigan Ride Share Connection\(^{14}\), which is a service of NWMCOG and is part of the NWMCOG website.

Other Transportation Providers

In many communities, gaps in public transportation services are filled to varying degrees by private NEMT and taxi services. One of the goals of mobility management is to identify all transportation choices and foster communication and coordination between public and private providers to maximize the efficiency, effectiveness and quality of the services provided and to identify ways to address unmet needs. In the Grand Traverse region, information about the private transportation options is currently not centralized. The team identified the following providers and organizational descriptions from a variety of information sources including 2-1-1 and web searches.

Non-Emergency Medical Transportation (NEMT) Providers

Lake to Lake Transportation Company, LLC
2353 S. LaChance Road
Lake City, MI 49651
231-779-5373

http://www.lakestransport.com/aboutus.html

\(^{13}\) http://www.mlui.org/thriving-communities/projects/transportation-choices/#.UQDLBye9f0R

\(^{14}\) http://www.nwm.org/planning/transportation/northwest-michigan-ride-share-connection/
Lake to Lake Transportation’s mission is to provide safe, friendly, caring, personal and reliable transportation services to the growing underserved communities located in rural areas of northern Michigan. We intend to fill the “missing link” between rural homes and urban areas to accommodate every person who is living without the ability to drive to their non-emergent medical or personal appointments, errands and events.

**Taxi Services**

Cherry Capital Cab Company  
Traverse City, Michigan  
231-946-8294

Chippewa Cab  
Traverse City, Michigan  
(231) 946-4688

Dan’s Airport Transportation  
Traverse City, Michigan  
(231) 645-9696

Northern Michigan Medical Transport Inc.  
Traverse City, Michigan  
(231) 275-3759

BACK Country Taxi Cab Company  
Big Rapids, Michigan  
(231) 408-2449

Affordable Taxi Cab Incorporated  
Big Rapids, MI  
(231) 796-3001

All City Cab  
(231) 796-1800  
Big Rapids, MI

Further research and interviews with social service providers would be needed to determine whether northwest Michigan has similar issues to many other communities around the nation where low-cost, unregulated taxis are providing the majority of Medicaid-funded transportation with no minimum standards for safety and quality of service due no requirement for driver background checks and driver training, and limited vehicle inspections.
Businesses that charge on a per-ride basis as opposed to a meter are considered limousine services and are required to register with the state. We are still in the process of researching whether such businesses provide a significant number of rides in northwest Michigan.

**Non-FTA Transportation Investments**

While the Grand Traverse area is engaged in extensive high quality transportation planning, social service transportation does not appear to have been a primary focus of these efforts to date. Non-FTA federal investments in social service transportation are typically a significant focus of mobility management efforts.

Depending on the priorities of the stakeholders, as we continue to collect information and conduct interviews concerning transportation services in the Grand Traverse area, we can summarize funding information in the following tables. Based on previous experience we expect it to be possible to trace these investments within the public transportation budgets. The Home and Community-Based Service (HCBS) waivers from Medicaid may also help in the detective work for finding transportation investments. Beyond these sources, tracking transportation expenditures among other agencies can be challenging. We expect some agencies to report the amount spent on different providers, while others will offer an undivided lump sum value. We may be unable to collect data from others. Additionally, it will only be possible to roughly estimate the portion of social service funding that ends up as farebox revenue. In spite of these uncertainties, we believe it should be possible to make a reasonable ballpark estimate of funding from all sources.

<table>
<thead>
<tr>
<th>Funding Agency</th>
<th>Federal Funding Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health</td>
<td>Federal Medicaid, state General Fund</td>
</tr>
<tr>
<td>Department of Human Services</td>
<td>Medicaid, Medicare, Family Services, Temporary Aid for Needy Families</td>
</tr>
<tr>
<td>Michigan Works</td>
<td>Jobs, Education, Training - JET (Department of Labor)</td>
</tr>
<tr>
<td>School District</td>
<td>Education and HHS</td>
</tr>
<tr>
<td>Housing and Urban Development</td>
<td>Community Development Block Program</td>
</tr>
<tr>
<td>Sobriety Court</td>
<td>Local</td>
</tr>
<tr>
<td>Health and Human Services</td>
<td>Title III Older Americas Act</td>
</tr>
<tr>
<td>Michigan Works</td>
<td>Workforce Investment Act (WIA) - Department of Labor</td>
</tr>
<tr>
<td>Donations and small grants</td>
<td>NA</td>
</tr>
<tr>
<td>Headstart</td>
<td>Headstart (HHS)</td>
</tr>
<tr>
<td>Veterans Service Transportation Program</td>
<td>Veterans Affairs</td>
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</tbody>
</table>
Mobility Management & Coordination Partners

Effective mobility management requires coordinating not just transportation providers but all the organizations that are stakeholders in addressing the area’s transportation needs – including needs that are currently unmet. This section provides information about a wide range of potential coordination partners who may not directly provide transportation. As we communicate with these stakeholders over the course of this project, we expect to identify opportunities to improve service and increase funding.

Grand Vision Transit Focus Group List

NWMCOG provided the team with their Grand Vision Transit Focus Group List. Organizations are listed below. The list appears robust for the purpose of a regional discussion of mobility management, but it is possible that we will also want to involve some of the stakeholders listed in other Grand Vision efforts and not included in this list.

Table 5: Grand Traverse Transit Focus Group Organizations

<table>
<thead>
<tr>
<th>Organization</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Bay Area Transportation Authority</td>
<td>BATA</td>
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<tr>
<td>Cadillac-Wexford Transportation Authority</td>
<td>CWTA</td>
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<tr>
<td>Antrim County Transportation</td>
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<td>Kalkaska Public Transit Authority</td>
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<td>Benzie Bus</td>
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<td>Goodwill</td>
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<tr>
<td>GT County Collaborative</td>
<td>Human Service</td>
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<tr>
<td>Antrim/Kalkaska Collaborative</td>
<td>Human Service</td>
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<tr>
<td>Leelanau County Family Coordination Council</td>
<td>Human Service</td>
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<td>Traverse Bay Area Intermediate School District</td>
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<td>Other districts?</td>
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<tr>
<td>Traverse City Chamber</td>
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<tr>
<td>Munson Medical Center</td>
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<td>Michigan Dept. of Transportation</td>
<td>MDOT</td>
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<td>Grand Traverse County Road Commission</td>
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<td>Leelanau County Road Commission</td>
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<td>Benzie County Road Commission</td>
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<td>Wexford County Road Commission</td>
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<td>Kalkaska County Road Commission</td>
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<td>Organization</td>
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<td>Antrim County Road Commission</td>
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<td>Traverse City</td>
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<td>Cadillac</td>
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<td>Suttons Bay</td>
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<td>Kingsley Village</td>
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<td>Acme Township</td>
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<td>Interlochen/Green Lake Township</td>
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<td>Buckley Village</td>
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<td>Michigan Land Use Institute</td>
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<td>Disability Network</td>
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<tr>
<td>Traverse Area Recreational Trails</td>
<td>TART</td>
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<tr>
<td>Northwestern Michigan College</td>
<td>NMC</td>
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<tr>
<td>Traverse City Downtown Development Authority</td>
<td>TC-DDA</td>
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<tr>
<td>Poverty Reduction Initiative</td>
<td>PRI</td>
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<td>Area Agency on Aging</td>
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<td>Traverse City Area Public Schools</td>
<td>TCAPS</td>
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<tr>
<td>Cherry Capital Cab</td>
<td>Cab Companies</td>
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<tr>
<td>Traverse Area Association of Realtors</td>
<td>TAAR</td>
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<tr>
<td>Grand Traverse County Planning</td>
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<tr>
<td>Grand Traverse Band of Ottawa and Chippewa Indians</td>
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<tr>
<td>Brickways</td>
<td>Independent Living Centers</td>
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<tr>
<td>Northern Lakes Community Mental Health</td>
<td>Protection agencies</td>
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<td>GV Housing Solutions</td>
<td>Housing Agencies</td>
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<tr>
<td>Cherry Capital Airport</td>
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**Grand Vision Regional Planning Partners**

For FY 2011 a HUD Sustainable Communities Regional Planning grant pre-application was submitted for the “Grand Vision to Grand Action: Regional Plan for Sustainable Development”. This document includes a list of regional partner organizations with brief organizational descriptions. The following organizations included in that list appear to be important mobility management partners or potential partners. We have moved NWMCOG and MLUI to the top of the list as both are lead partners who are already playing important mobility management roles.
**Northwest Michigan Council of Governments**
The Northwest Michigan Council of Governments (NWMCOG) is a regional organization serving units of government, businesses, non-profits, community organizations, and individuals in a ten county region of northwest Michigan. The primary service categories are: regional planning and community development; workforce development; business and economic development; and community safety with particular emphasis on partnerships, economy of scale, and leveraging resources to address common concerns among multiple organizations or across sectors. The regional planning and community development division includes housing, transportation, land use, environmental, economic development, and energy planning and implementation programs and projects.

**Michigan Land Use Institute**
The Michigan Land Use Institute (MLUI) works with citizens, officials, and other organizations to build a prosperous new economy in Michigan, one that expands opportunity by improving our health and environment. Specifically, we promote people-friendly, regional planning; healthy food from local farms; and Michigan's leadership in the new green-energy and clean-water economy.

**Northwest Michigan WORKS!**
As the workforce development arm of the Northwest Michigan Council of Governments, Northwest Michigan WORKS! provides a wide variety of services to every sector of our economy. These services include: business services, job seeker services, learning labs, youth services.

**Grand Traverse Band of Ottawa and Chippewa Indians**
On May 27, 1980 the Tribe was re-recognized by the federal government as the Grand Traverse Band of Ottawa and Chippewa Indians. The Tribe has developed Tribal programs to serve the membership and established an Economic Development Corporation.

Tribal members living in their six county service area on reservation lands and non-reservation land will provide valuable input.

**Traverse Bay Economic Development Corporation**
The Traverse Bay Economic Development Corporation (Traverse Bay EDC) serves as the economic division of the Traverse City Area Chamber of Commerce and exists to promote and bolster the regional economy of Benzie, Grand Traverse, Kalkaska, and Leelanau Counties. The Traverse Bay EDC is a voice of encouragement for the expansion of existing industry, attracting new businesses to the region, and assisting communities with job-producing and tax-broadening projects.

**Northern Lakes Economic Alliance**
The Northern Lakes Economic Alliance is a public/private non-profit organization serving Antrim, Charlevoix, Cheboygan and Emmet Counties in Michigan. Established in 1984,
the NLEA mission is to serve as a resource to local communities and businesses to retain and create jobs.

**SEEDS Inc.**
SEEDS provides after school programming at select school in northwest Michigan that provides learning opportunities and access to healthy role models, mentors, and community advisors. Programs are designed specifically to supplement the school day making learning hands-on and fun.

**Northwestern Michigan College**
NMC has become a source of education in the largest sense, - a source of meaningful new knowledge, skills and experiences. Their mission is to “provide lifelong learning opportunities to our communities.”

Northwestern Michigan College  
(231) 941-2324  
https://www.nmc.edu/about/maps/public-transportation.html

Four main campus stops on BATA’s Tom’s East Bay fixed route and one at the Traverse City Senior Center, next door to the Great Lakes Campus. Students are eligible for reduced fares.

**NorthSky**
NorthSky is a nonprofit program of Rotary Charities of Traverse City that assists northern Michigan nonprofit organizations strengthen their capabilities through capacity building and sustainability support. It provides a wide range of services and resources to help nonprofit organizations deliver programs effectively and efficiently. It also serves as an advocate—securing state and national support and technical and financial resources, bringing them home to the nonprofits in its region.

**Traverse Bay Poverty Reduction Initiative (PRI)**
Citizens from Antrim, Benzie, Grand Traverse, Kalkaska and Leelanau counties have created a response to poverty in their midst. After analyzing data and defining priorities, this group identified six issues for further study and action: jobs and economy; education and training; affordable housing; health care; social attitudes; early childhood development. PRI seeks to link and support regional activities related to poverty and not to duplicate existing programs.

**Disability Network**
The Disability Network serves people with disabilities, their families, and the northwest Lower Michigan community. The staff provides information, referrals, and support to people with a wide variety of disabilities. They also work on a larger scale, helping governments, businesses, and other organizations make changes that improve life for everyone in the community. Their mission: To promote personal empowerment and positive social change for persons with disabilities.
Human Services Collaborative Boards
Boards exist in Antrim, Kalkaska, Grand Traverse, Leelanau, Benzie, and Wexford Counties.

Veterans' Services
Transportation to and from veterans’ medical facilities can be through VA programs or through public transportation options. Two facilities are within the Grand Traverse region, and veterans with specialized needs must travel to regional facilities.

Cadillac VA Community Based Outpatient Clinic
1909 N. Mitchell St. Cadillac, MI 49601
1-888-838-6446
http://www.saginaw.va.gov/visitors/Cadillac.asp

Clare VA Community Based Outpatient Clinic
11775 N. Isabella Rd Clare, MI 48617
1-800-649-4812
http://www.saginaw.va.gov/visitors/Clare.asp

The above clinics provide community-based outpatient service. The U.S. Department of Veterans Affairs webpage for this clinic gives driving directions but no information about public transportation or other transportation assistance/options.

The parent facility is Aleda E. Lutz VA Medical Center, Saginaw, Michigan, approximately 60 miles away. Oscar G. Johnson VA Medical Center serves veterans from a 32-county area in the upper peninsula of Michigan and northeastern Wisconsin.15

Transportation assistance is available to and from scheduled appointments through the Center Transportation Coordinator at 1-800-215-8262 or 906-774-3300, ext. 33849.

15 http://www.ironmountain.va.gov/services/