



# Harbor Transit Planning Study



Prepared for:

**City of Grand Haven - Harbor Transit**

Prepared by:

**The Corradino Group of Michigan, Inc.**

In association with:

**Mannik & Smith Group, Inc.**



Spring Lake Twp.

Spring Lake

Grand Haven

Grand Haven Twp.



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# 1 Introduction

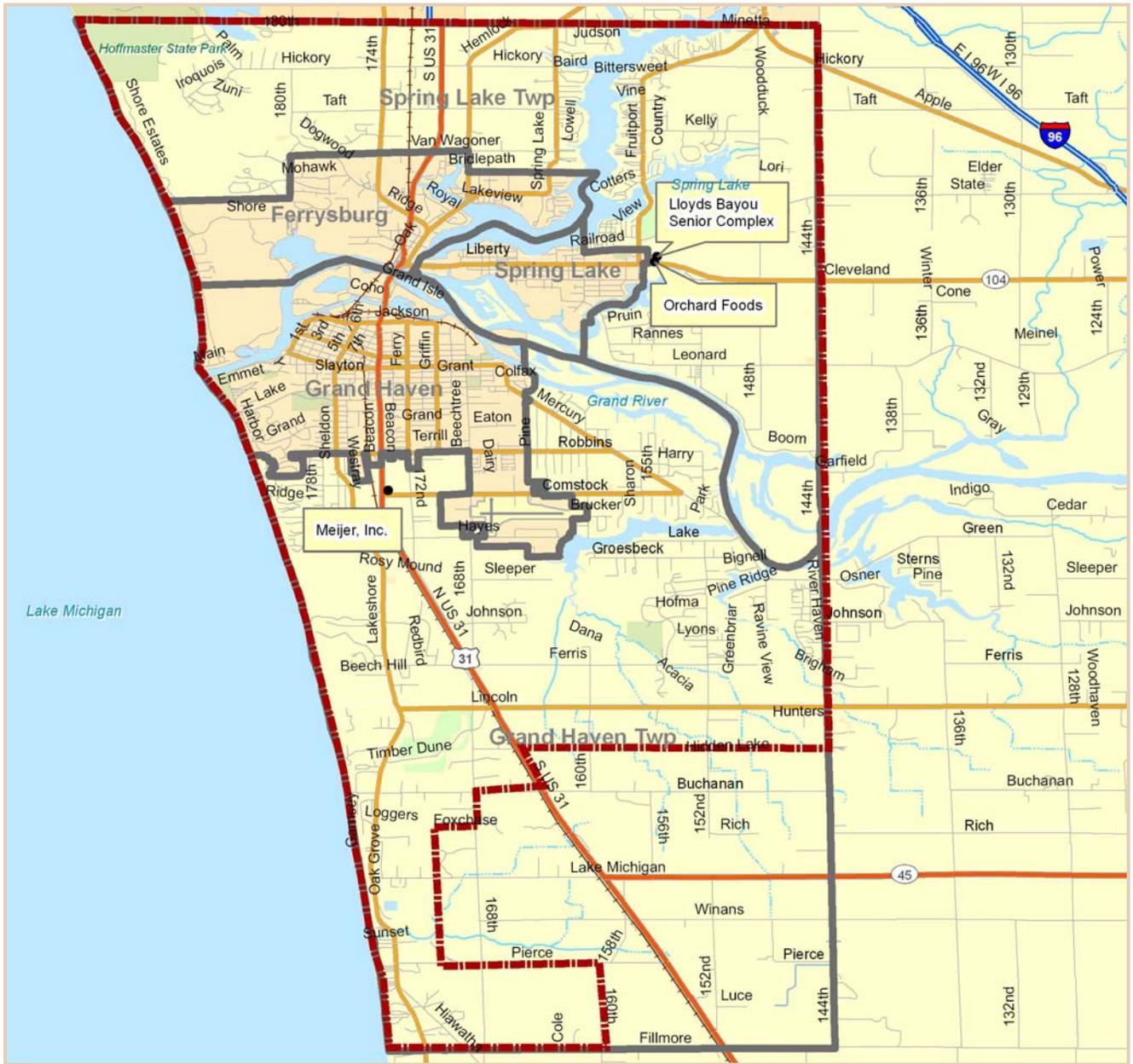
Harbor Transit was established in 1975. It is a demand response public transportation system operated by the City of Grand Haven. Currently, Harbor Transit serves a population of approximately 18,000 in the City of Grand Haven, the Village of Spring Lake, the City of Ferrysburg, and also provides service to Meijer, Inc. and Timberview Apartments in Grand Haven Charter Township, and Lloyds Bayou Senior Complex, Orchard Foods, Heartwood Lodge and Oakcrest Manor in Spring Lake Township. The service area consists of approximately 10.6 square miles.

The City of Grand Haven has contracted with the Corradino Group, a professional transit planning consulting firm, to conduct a transit planning study. Assisting the Corradino Group is the planning and engineering firm, Mannik & Smith Group, Inc. The purpose of the study is to develop a set of planning recommendations that result in a more efficient public transportation system for the area, while also exploring the possibility of service expansion to the adjacent townships including funding and implementation issues. The study area consists of the City of Grand Haven, the City of Ferrysburg, the Village of Spring Lake, Spring Lake Township, and a portion of Grand Haven Charter Township (Figure 1-1).

In 1998, the Corradino Group completed the Harbor Transit Strategic Plan. There has been some expansion of services that resulted from the study, primarily to housing and retail areas adjacent to the borders of Grand Haven, Spring Lake and Ferrysburg. There has also been a significant amount of growth in the area since the completion of the 1998 strategic plan. Spring Lake Township to the north and Grand Haven Charter Township to the south of the existing service area have experienced growth in retail and industrial businesses, medical services facilities, schools and residential development. This growth, compounded with growth in the City of Grand Haven, Village of Spring Lake and City of Ferrysburg, results in unmet mobility needs for the residents of the area.

This is the Final Report of this Study. It contains a summary of all work conducted during the Study from a summary of existing conditions to organizational options, local funding scenarios, service options and recommendations, along with guidance on marketing and implementation.

Figure 1-1  
Study Area



# 2 Existing Conditions

## Study Area Demographics

The study area, comprised of the Cities of Grand Haven and Ferrysburg; Village of Spring Lake; and, Grand Haven Charter and Spring Lake Townships, have experienced a growth in population since 1970 (Table 2-1). The five jurisdictions combined accounted for more than 40,000 of Ottawa County's 238,000 residents in 2000. Some of the jurisdictions such as the City of Grand Haven and Village of Spring Lake have experienced minor population declines over the years that were offset by growth in the adjacent jurisdictions. This trend of population growth also exists in Ottawa County. Using a trend analysis approach, the West Michigan Regional Planning Commission has developed a set of population projections for the cities, villages and townships in Ottawa County. They are also shown in Table 2-1.

**Table 2-1**  
Population Trends and Projections

	1970	1980	1990	2000	2005	2010	2015	2020
City of Grand Haven	11,844	11,763	11,951	11,168	10,957	10,748	10,542	10,338
City of Ferrysburg	2,196	2,440	2,919	3,040	3,173	3,309	3,451	3,597
Village of Spring Lake	3,034	2,731	2,537	2,514	2,466	2,419	2,373	2,327
Grand Haven Charter Township	5,489	7,238	9,710	13,278	15,435	17,887	20,697	23,941
Spring Lake Township	4,979	6,857	8,214	10,626	11,979	13,467	15,112	16,940
Ottawa County	128,181	157,174	187,768	238,314	268,634	303,676	344,765	393,642

Source: 1970, 1980, 1990 data are from U.S. Census Bureau. Projection data for 2005, 2010, 2015, and 2020 are trend-based projections developed by the West Michigan Regional Planning Commission.

Table 2-2 contains U.S. Census Bureau estimates for the study area and Ottawa County. Comparing the projection data with the estimates shows that in general, the trends are similar but the rates of growth are somewhat lower and the rate of population decline is somewhat greater. For 2008, the most recent year available, the estimated population of the study area is 46,103. Thus, the population of the study area has increased since 2000 as has the population of Ottawa County.

**Table 2-2**  
Estimated Population

	2000	2001	2002	2003	2004	2005	2006	2007	2008
City of Grand Haven	11,168	11,098	10,944	10,844	10,694	10,536	10,532	10,532	10,608
City of Ferrysburg	3,040	3,045	3,032	3,021	2,994	2,978	3,003	3,036	3,053
Village of Spring Lake	2,514	2,486	2,453	2,432	2,403	2,372	2,352	2,422	2,420
Grand Haven Charter Township	13,278	13,571	13,681	13,896	14,783	15,129	15,349	15,579	15,799
Spring Lake Township	13,140	13,592	13,886	14,006	14,026	13,990	14,050	14,138	14,223
Ottawa County	238,314	243,438	246,239	249,129	252,229	254,231	256,512	258,461	260,364

Source: Population Division, U.S. Census Bureau, Annual Estimates of the resident population for minor civil divisions, released July 1, 2009

The U.S. Census Bureau is currently producing more detailed data in between the decennial census years through the American Community Survey. However, these data are not available for geographic areas with a population of less than 20,000. Thus, the best source of data on specific demographic characteristics is the Census 2000. It is assumed that the percentage composition of the demographic characteristics may still be valid while the actual number of persons or households displaying specific characteristics may have changed somewhat, as is evident from the estimates of total population shown in Table 2-2. These data from Census 2000 are used only for the purpose of describing the general characteristics of the population and have not been used as the basis for any calculations, estimates, or projections.

In terms of race, the study area is predominantly white (Table 2-3). The only minority group that comprises more than one percent of the population is Hispanic or Latino which account for 1.3 percent of the City of Grand Haven residents, 0.8 percent of the City of Ferrysburg residents, 2.6 percent of the Village of Spring Lake residents, 2.3 percent of Grand Haven Charter Township residents, and 2.6 percent of Spring Lake Township residents.

**Table 2-3**  
**Race**

	City of Grand Haven		City of Ferrysburg		Village of Spring Lake		Grand Haven Charter Township		Spring Lake Township	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
White	10,617	95.1	2,922	97.1	2,316	97.4	12,950	96.4	12,630	96.1
Black or African American	65	0.6	5	0.2	0	0.0	2	0.0	0	0.0
American Indian and Alaska Native	47	0.4	0	0.0	0	0.0	22	0.2	0	0.0
Asian	115	1.0	31	1.0	0	0.0	79	0.6	71	0.5
Native Hawaiian and Other Pacific Islander	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Hispanic or Latino	146	1.3	23	0.8	63	2.6	315	2.3	348	2.6
Other	171	1.5	29	1.0	0	0.0	70	0.5	97	0.7
<b>Total</b>	<b>11,161</b>	<b>100.0</b>	<b>3,010</b>	<b>100.0</b>	<b>2,379</b>	<b>100.0</b>	<b>13,438</b>	<b>100.0</b>	<b>13,146</b>	<b>100.0</b>

Source: U.S. Census Bureau, Census 2000

A review of the residents of the study area by age indicates that the 75.2 percent of the Village of Spring Lake's population is 25 years or older with only 20.9 percent being 19 or younger. Spring Lake has a higher percentage of residents over the age of 65 (26.8%) than the other jurisdictions in the study area (Table 2-4). This would indicate that there are fewer families with children and more retirees in Spring Lake than the other jurisdictions. The age distribution for the Cities of Grand Haven and Ferrysburg are similar. Grand Haven Charter Township and Spring Lake Township appear to have a larger percentage of children and a lower percentage of persons in the middle-age and senior-age groups.



**Table 2-4**  
**Age**

	City of Grand Haven		City of Ferrysburg		Village of Spring Lake		Grand Haven Charter Township		Spring Lake Township	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Under 5	540	4.8	185	6.1	122	5.1	965	7.2	868	6.6
5 to 9	603	5.4	208	6.9	136	5.7	1,171	8.7	980	7.5
10 to 14	639	5.7	176	5.8	133	5.6	1,279	9.5	983	7.5
15 to 19	751	6.7	198	6.6	106	4.5	1,062	7.9	821	6.2
20 to 24	709	6.4	158	5.2	94	4.0	532	4.0	617	4.7
25 to 44	3,037	27.2	840	27.9	586	24.6	3,835	28.5	3,752	28.5
45 to 64	2,617	23.4	832	27.6	565	23.7	3,462	25.8	3,213	24.4
65 and over	2,265	20.3	413	13.7	637	26.8	1,132	8.4	1,912	14.5
<b>Total</b>	<b>11,161</b>	<b>100.0</b>	<b>3,010</b>	<b>100.0</b>	<b>2,379</b>	<b>100.0</b>	<b>13,438</b>	<b>100.0</b>	<b>13,146</b>	<b>100.0</b>

Source: U.S. Census Bureau, Census 2000

Table 2-5 is a summary of households by size. Given the population by age data, and the fact that Cities of Grand Haven and Ferrysburg and the Village of Spring Lake all have a somewhat older population, there is a corresponding larger number of one and two-person households in those jurisdictions. Households with three or more people comprise a greater percentage of the total households in Grand Haven Charter and Spring Lake Townships, reflecting more families with children.

**Table 2-5**  
**Households by Size**

	City of Grand Haven		City of Ferrysburg		Village of Spring Lake		Grand Haven Charter Township		Spring Lake Township	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
1-person household	1,738	34.6	386	30.0	451	41.5	624	13.5	1,354	25.9
2-person household	1,848	36.8	478	37.2	383	35.2	1,600	34.5	1,855	35.4
3-person household	679	13.5	188	14.6	88	8.1	860	18.6	810	15.5
4-person household	453	9.0	161	12.5	113	10.4	973	21.0	793	15.1
5-person household	202	4.0	50	3.9	37	3.4	406	8.8	320	6.1
6-person household	74	1.5	17	1.3	10	0.9	143	3.1	84	1.6
7-or-more-person household	25	0.5	6	0.5	5	0.5	28	0.6	21	0.4
<b>Total</b>	<b>5,019</b>	<b>100.0</b>	<b>1,286</b>	<b>100.0</b>	<b>1,087</b>	<b>100.0</b>	<b>4,634</b>	<b>100.0</b>	<b>5,237</b>	<b>100.0</b>

Source: U.S. Census Bureau, Census 2000

Most of the working residents in the study area drove to their place of work in a single occupant vehicle (Table 2-6). A small number carpooled, between 4.2 and 8.3 percent. In the City of Grand Haven, a relatively high percentage of people, 4.7 percent, walked to work. Public transportation, accounted for between one and 1.6 percent of work commutes in the three jurisdictions that have Harbor Transit service.

**Table 2-6**  
**Means of Transportation to Work**  
**(workers 16 years and over)**

	City of Grand Haven		City of Ferrysburg		Village of Spring Lake		Grand Haven Charter Township		Spring Lake Township	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Drove alone	4,623	83.2	1,349	83.8	952	88.9	6,353	92.4	5,849	87.5
Carpooled	463	8.3	94	5.8	55	5.1	288	4.2	457	6.8
Public transportation	54	1.0	25	1.6	15	1.4	0	0.0	32	0.5
Motorcycle	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Bicycle	35	0.6	0	0.0	0	0.0	7	0.1	18	0.3
Walked	259	4.7	37	2.3	19	1.8	8	0.1	65	1.0
Other means	19	0.3	25	1.6	0	0.0	25	0.4	15	0.2
Worked at home	106	1.9	79	4.9	30	2.8	193	2.8	251	3.8
<b>Total</b>	<b>5,559</b>	<b>100.0</b>	<b>1,609</b>	<b>100.0</b>	<b>1,071</b>	<b>100.0</b>	<b>6,874</b>	<b>100.0</b>	<b>6,687</b>	<b>100.0</b>

Source: U.S. Census Bureau, Census 2000

Work commutes in the study area are relatively short. In the study area, 59.6 percent of the workers had a daily work commute of less than 20 minutes and 76.2 had a commute of less than 30 minutes (Table 2-7). Daily commutes for those living in the Village of Spring Lake and Grand Haven Charter and Spring Lake Townships were somewhat longer than those living in the Cities of Ferrysburg and Grand Haven.

**Table 2-7**  
**Travel Time to Work**  
**(workers 16 years and over that did not work at home)**

	City of Grand Haven		City of Ferrysburg		Village of Spring Lake		Grand Haven Charter Township		Spring Lake Township	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Less than 5 minutes	624	11.4	110	7.2	48	4.6	168	2.5	141	2.2
5 to 9 minutes	1,552	28.5	270	17.6	240	23.1	1,162	17.4	899	14.0
10 to 14 minutes	1,114	20.4	249	16.3	141	13.5	1,535	23.0	1,037	16.1
15 to 19 minutes	523	9.6	316	20.7	190	18.3	838	12.5	1,431	22.2
20 to 24 minutes	400	7.3	155	10.1	90	8.6	874	13.1	905	14.1
25 to 29 minutes	206	3.8	80	5.2	43	4.1	488	7.3	291	4.5
30 to 34 minutes	350	6.4	72	4.7	83	8.0	782	11.7	571	8.9
35 to 39 minutes	147	2.7	45	2.9	48	4.6	64	1.0	188	2.9
40 to 44 minutes	144	2.6	33	2.2	55	5.3	147	2.2	320	5.0
45 to 59 minutes	208	3.8	120	7.8	72	6.9	440	6.6	439	6.8
60 to 89 minutes	93	1.7	36	2.4	19	1.8	126	1.9	123	1.9
90 or more minutes	92	1.7	44	2.9	12	1.2	57	0.9	91	1.4
<b>Total</b>	<b>5,453</b>	<b>100.0</b>	<b>1,530</b>	<b>100.0</b>	<b>1,041</b>	<b>100.0</b>	<b>6,681</b>	<b>100.0</b>	<b>6,436</b>	<b>100.0</b>

Source: U.S. Census Bureau, Census 2000

There are approximately 30,000 residents in the study area that are 21 years of age or older. Of this group, approximately 5,000 or 17 percent, report some type of disability (Table 2-8). Fifty-nine percent of those between the age of 21 and 64 with a disability, were employed.



**Table 2-8**  
**Disability Status by Employment Status**  
**(population 5 years and over)**

	City of Grand Haven		City of Ferrysburg		Village of Spring Lake		Grand Haven Charter Township		Spring Lake Township	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
5 to 15 years:	1,378	13.4	406	14.4	299	14.1	2,711	21.7	2,091	17.4
With a disability	84	0.8	20	0.7	10	0.5	108	0.9	188	1.6
No disability	1,294	12.6	386	13.7	289	13.7	2,603	20.9	1,903	15.8
16 to 20 years:	725	7.0	221	7.8	87	4.1	934	7.5	800	6.7
With a disability:	82	0.8	25	0.9	0	0.0	67	0.5	136	1.1
Employed	54	0.5	25	0.9	0	0.0	37	0.3	73	0.6
Not employed	28	0.3	0	0.0	0	0.0	30	0.2	63	0.5
No disability:	643	6.2	196	6.9	87	4.1	867	7.0	664	5.5
Employed	419	4.1	109	3.9	56	2.6	433	3.5	400	3.3
Not employed	224	2.2	87	3.1	31	1.5	434	3.5	264	2.2
21 to 64 years:	6,136	59.5	1,785	63.2	1,229	58.1	7,688	61.7	7,447	62.0
With a disability:	959	9.3	236	8.4	158	7.5	773	6.2	862	7.2
Employed	508	4.9	97	3.4	102	4.8	501	4.0	556	4.6
Not employed	451	4.4	139	4.9	56	2.6	272	2.2	306	2.5
No disability:	5,177	50.2	1,549	54.8	1,071	50.7	6,915	55.5	6,585	54.8
Employed	4,402	42.7	1,364	48.3	879	41.6	5,706	45.8	5,446	45.3
Not employed	775	7.5	185	6.5	192	9.1	1,209	9.7	1,139	9.5
65 to 74 years:	1,022	9.9	249	8.8	203	9.6	692	5.6	812	6.8
With a disability	241	2.3	68	2.4	57	2.7	205	1.6	180	1.5
No disability	781	7.6	181	6.4	146	6.9	487	3.9	632	5.3
75 years and over:	1,044	10.1	164	5.8	296	14.0	440	3.5	869	7.2
With a disability	566	5.5	88	3.1	91	4.3	196	1.6	405	3.4
No disability	478	4.6	76	2.7	205	9.7	244	2.0	464	3.9
<b>Total</b>	<b>10,305</b>	<b>100.0</b>	<b>2,825</b>	<b>100.0</b>	<b>2,114</b>	<b>100.0</b>	<b>12,465</b>	<b>100.0</b>	<b>12,019</b>	<b>100.0</b>

Source: U.S. Census Bureau, Census 2000

Key industries as of the 2000 Census in the study area are manufacturing which employs 27.5 percent of the areas workers, retail trade employing 10.8 percent of workers and educational, health and social services which employs 21.1 percent of the study area’s workers (Table 2-9).

**Table 2-9**  
**Employment by Industry**  
**(population 16 years and over)**

	City of Grand Haven		City of Ferrysburg		Village of Spring Lake		Grand Haven Charter Township		Spring Lake Township	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture, forestry, fishing and hunting, and mining	19	0.3	6	0.4	8	0.8	32	0.5	22	0.3
Construction	273	4.9	40	2.4	51	4.8	376	5.4	335	5.0
Manufacturing	1,515	27.1	431	26.3	274	25.7	2,109	30.4	1,708	25.3
Wholesale trade	130	2.3	50	3.1	37	3.5	180	2.6	253	3.8
Retail trade	666	11.9	183	11.2	121	11.4	643	9.3	768	11.4
Transportation and warehousing, and utilities	209	3.7	102	6.2	38	3.6	264	3.8	293	4.3
Information	142	2.5	19	1.2	12	1.1	91	1.3	124	1.8
Finance, insurance, real estate and rental and leasing	212	3.8	57	3.5	45	4.2	415	6.0	367	5.4
Professional, scientific, management, administrative, and waste management services	337	6.0	142	8.7	85	8.0	438	6.3	465	6.9
Educational, health and social services	1,100	19.7	317	19.4	215	20.2	1,490	21.5	1,511	22.4
Arts, entertainment, recreation, accommodation and food services	474	8.5	156	9.5	70	6.6	380	5.5	451	6.7
Other services (except public administration)	322	5.8	90	5.5	69	6.5	275	4.0	291	4.3
Public administration	183	3.3	45	2.7	41	3.8	247	3.6	154	2.3
<b>Total</b>	<b>5,582</b>	<b>100.0</b>	<b>1,638</b>	<b>100.0</b>	<b>1,066</b>	<b>100.0</b>	<b>6,940</b>	<b>100.0</b>	<b>6,742</b>	<b>100.0</b>

Source: U.S. Census Bureau, Census 2000

Median household income in the study area varies among the jurisdictions. Data from the U. S. Census show Grand Haven Charter Township with a median household income of \$62,380 at the high end of the range and the Village of Spring Lake at \$37,889 at the low end of the range (Table 2-10). The statistics for households living below the poverty level (Table 2-11) correspond with the median household income data with only 2.5 percent of the households in Grand Haven Charter Township with income below the poverty level and Village of Spring Lake with 8.4 percent of the households with income below the poverty level.



**Table 2-10**  
**Household Income**

	City of Grand Haven		City of Ferrysburg		Village of Spring Lake		Grand Haven Charter Township		Spring Lake Township	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Less than \$10,000	273	5.4	59	4.6	111	10.2	80	1.7	296	5.7
\$10,000 to \$24,999	1,155	23.0	169	13.1	217	20.0	516	11.1	702	13.4
\$25,000 to \$49,999	1,720	34.3	371	28.8	399	36.7	1,093	23.6	1,585	30.3
\$50,000 to \$74,999	1,045	20.8	270	21.0	186	17.1	1,208	26.1	1,096	20.9
\$75,000 to \$99,999	467	9.3	146	11.4	71	6.5	807	17.4	664	12.7
\$100,000 to \$124,999	211	4.2	123	9.6	20	1.8	482	10.4	271	5.2
\$125,000 to \$149,999	47	0.9	56	4.4	27	2.5	182	3.9	232	4.4
\$150,000 or more	101	2.0	92	7.2	56	5.2	266	5.7	391	7.5
<b>Total</b>	<b>5,019</b>	<b>100.0</b>	<b>1,286</b>	<b>100.0</b>	<b>1,087</b>	<b>100.0</b>	<b>4,634</b>	<b>100.0</b>	<b>5,237</b>	<b>100.0</b>
Median household income in 1999	\$40,322	--	\$53,622	--	\$37,889	--	\$62,380	--	\$50,648	--

Source: U.S. Census Bureau, Census 2000

**Table 2-11**  
**Households with Income Below Poverty Level**

	City of Grand Haven		City of Ferrysburg		Village of Spring Lake		Grand Haven Charter Township		Spring Lake Township	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Income in 1999 below poverty level	243	4.8	71	5.5	91	8.4	114	2.5	277	5.3
<b>Total Households</b>	<b>5,019</b>	<b>100.0</b>	<b>1,286</b>	<b>100.0</b>	<b>1,087</b>	<b>100.0</b>	<b>4,634</b>	<b>100.0</b>	<b>5,237</b>	<b>100.0</b>

Source: U.S. Census Bureau, Census 2000

The percentage of owner occupied housing in the study varies from 67.8 percent in the City of Grand Haven to 92.2 percent in Grand Haven Charter Township (Table 2-12). In general, the study area has a relatively high level of owner-occupied housing.

**Table 2-12**  
**Housing Tenure**

	City of Grand Haven		City of Ferrysburg		Village of Spring Lake		Grand Haven Charter Township		Spring Lake Township	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Owner occupied	3,372	67.8	1,071	82.3	776	71.1	4,287	92.2	4,057	77.5
Renter occupied	1,603	32.2	231	17.7	316	28.9	361	7.8	1,178	22.5
<b>Total</b>	<b>4,975</b>	<b>100.0</b>	<b>1,302</b>	<b>100.0</b>	<b>1,092</b>	<b>100.0</b>	<b>4,648</b>	<b>100.0</b>	<b>5,235</b>	<b>100.0</b>

Source: U.S. Census Bureau, Census 2000

Only a small percentage of households in the study area are without a vehicle. Grand Haven Charter Township has a very low percentage, 0.8 percent, of households without a vehicle (Table 2-13). The percentage in the City of Grand Haven and the Village of Spring Lake is significantly higher at 6.4 percent in both jurisdictions.

**Table 2-13**  
**Vehicles Available by Household**

	City of Grand Haven		City of Ferrysburg		Village of Spring Lake		Grand Haven Charter Township		Spring Lake Township	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
No vehicle available	316	6.4	24	1.8	70	6.4	39	0.8	198	3.8
1 vehicle available	2,063	41.5	474	36.4	513	47.0	878	18.9	1,689	32.3
2 vehicles available	2,111	42.4	580	44.5	374	34.2	2,680	57.7	2,343	44.8
3 vehicles available	351	7.1	188	14.4	94	8.6	744	16.0	731	14.0
4 vehicles available	118	2.4	25	1.9	35	3.2	249	5.4	192	3.7
5 or more vehicles available	16	0.3	11	0.8	6	0.5	58	1.2	82	1.6
Total Households	4,975	100.0	1,302	100.0	1,092	100.0	4,648	100.0	5,235	100.0

Source: U.S. Census Bureau, Census 2000

## Transportation Generators

Transportation generators are the locations in a community that generate a large number of trips. These include concentrations of places where people live such as multi-family housing, mobile home parks, and retirement communities. Recreational areas such as beaches and parks can be considered transportation generators. Public facilities such as public agencies like the health department or city/town/village halls are transportation generators. In the study area, there are numerous schools, both public and private, that are considered transportation generators. A key origin and destination for most residents is their place of work. Thus, major employers are transportation generators, as are major retail locations such as grocery stores because they attract work trips and shopping trips. Figure 2-1 is a map of transportation generators for the study area.

There are several major generators that are not currently served that would generate new ridership if Harbor Transit were to expand. These include the high school and community recreation center in Spring Lake Township and the high school in Grand Haven Charter Township. Other generators not currently served would include Walmart and industrial park in Grand Haven Charter Township, as well as two mobile home parks and several medical facilities in the township.



Figure 2-1  
Transportation Generators



## Existing Harbor Transit Operations

Harbor Transit provides demand responsive curb-to-curb bus service, some contract service and seasonal trolley service.

### Curb-to-curb Demand Response Service

Harbor Transit's demand response service is provided using a fleet of 15 medium-duty buses. Peak service requires 11 vehicles with the remaining four reserved as spare vehicles. The service is operated Monday through Friday from 6:00 a.m. to 6:00 p.m.; Saturday from 9:00 a.m. to 4:00 p.m.; and, Sunday from 8:00 a.m. to 1:00 p.m.

The regular fare for service is \$1.50 for each one-way trip. A discounted fare of \$.75 is charged for persons 60 years or older, 18 and under, the disabled, and persons with a Medicare card. Children under the age of four are free with a paying adult (limit two).

Harbor Transit's ridership is predominantly the elderly, people with disabilities, and school-age children. The demand for service is reduced during the summer. Scheduling and dispatching is done manually. People can make same-day reservations for trips. Advanced and subscription reservations are accepted. The wait time for a trip request is generally 20 to 30 minutes, depending on the time of day.

### Trolley

Harbor Transit also operates a summer trolley service. The trolley operates seven days a week from Memorial Day weekend through Labor Day. The hours of operation are 11:00 a.m. to 10:00 p.m. The trolley operates in Grand Haven with a focus on the lakefront. A historical narrative is provided.

The fares for the trolley are the same as those for the demand response service, with the exception that children under two are free, and the fare for those between the ages of three and 18 is \$.75.

### Funding

Harbor Transit has an annual operating budget of about \$1.5 million. Harbor Transit receives federal operating and capital funds through the Federal Transit Administration (FTA) and operating and capital funds from the Michigan Department of Transportation (MDOT). The balance of operating funds is provided by the three partner communities through a Local Fair Share Formula which has been in place since 1976. The Formula calculates the Fair Share for each community based on population, which is weighted at 50 percent; the geographic area, which is 25 percent; and, ridership numbers at 25 percent.

## Operational Characteristics and Trends

Table 2-14 is a profile of the operational characteristics of Harbor Transit over the past six years.

**Table 2-14**  
**Harbor Transit Operating Statistics**

	2004	2005	2006	2007	2008	2009
Passengers	162,470	178,679	165,225	135,652	146,903	145,665
Operating Expenses	\$1,716,599	\$1,902,524	\$1,658,311	\$1,738,076	\$1,685,236	1,516,353
Revenue Miles	397,978	391,537	373,497	275,958	271,317	251,306
Revenue Hours	24,640	25,563	24,644	21,194	19,937	19,582
Cost/Passenger	\$10.57	\$10.65	\$10.04	\$12.81	\$11.55	\$10.41
Cost/Mile	\$4.31	\$4.86	\$4.44	\$6.30	\$6.21	\$6.03
Cost/Hour	\$69.67	\$74.42	\$67.29	\$82.01	\$84.53	\$77.44
Passengers/Mile	0.41	0.46	0.44	0.49	0.54	0.58
Passengers/Hour	6.59	6.99	6.70	6.40	7.37	7.44

Source: Harbor Transit

## Origins and Destinations

Key destinations are area schools including all of the major public elementary, middle and high schools. Other private and parochial schools are also major destinations. Medical facilities such as the Hospital and Harbor Dunes Medical Center are frequent destinations. Retirement communities such as Lloyd's Bayou and Evergreen Retirement Community are also frequented trip origins and destinations. In terms of shopping, Meijer is a primary destination. Fast food locations such as Wendy's, Burger King, and Pizza Hut all are daily origins or destinations.



# 3 Stakeholder and Public Input

The Harbor Transit Planning Study included opportunities for stakeholder and public input. As of the writing of this report, these have included meetings with Harbor Transit’s Advisory Committee, meetings with jurisdictional stakeholders such as representatives of the cities, village and townships, meetings and discussions with other stakeholders such as the Grand Haven Public Schools and the Spring Lake Public Schools, a general public survey, and extensive discussion with Harbor Transit staff.

## Stakeholder Meetings

During the course of the Harbor Transit Planning Study, a Harbor Transit’s Advisory Committee acted as a project steering committee and met regularly with the consultant to discuss and guide the progress of the study. The Advisory Committee met four times with the consultant. Notes from these meeting can be found in the appendix.

## Public Input

Public input activities consisted of a project Web site and a general public survey.

### Web Site

The project Web site established for the Harbor Transit Planning Study, [www.harbortransitplan.com](http://www.harbortransitplan.com), included work products, the project schedule, upcoming meetings and the like.

### General Public Survey

A general public survey was conducted for the Harbor Transit Planning Study. A sample of 3,500 randomly selected households from the five jurisdictions associated with the study was assembled from data provided by AccuData. Survey forms were mailed in early September 2009 and responses received over the next three weeks. As of October 1, 2009, 793 responses had been received. Approximately 30 additional questionnaires were received after October 1. Table 3-1 presents the distribution of results by jurisdiction. The number of questionnaires mailed to each jurisdiction was based on population, with slight adjustments, or over sampling, in the City of Ferrysburg and Village of Spring Lake given their smaller population and the need to have the jurisdictions adequately represented in the results.

**Table 3-1  
General Public Survey Results  
Survey Distribution**

Jurisdiction	Questionnaires Mailed		Questionnaires Returned		2008 Census Population Est.	
	Number	Percent	Number	Percent	Number	Percent
City of Ferrysburg	258	7.4	84	10.6	3,053	6.6
City of Grand Haven	805	23.0	189	23.8	10,608	23.0
Grand Haven Charter Township	1,106	31.6	273	34.4	15,799	34.3
Spring Lake Township	1,118	31.9	205	25.9	14,223	30.9
Village of Spring Lake	213	6.1	42	5.3	2,420	5.2
<b>Total</b>	<b>3,500</b>	<b>100.0</b>	<b>793</b>	<b>100.0</b>	<b>46,103</b>	<b>100.0</b>

The response rate (over 20%) is considered high for this type of survey. The response was relatively balanced by jurisdiction and the distribution of survey responses is consistent with the percentage of population by jurisdiction. Grand Haven Charter Township had the most surveys returned, followed by Spring Lake Township.

Most respondents were aware of Harbor Transit (Table 3-2). A relatively large number of respondents stated that someone in their home (almost 22%) used Harbor Transit (Table 3-3). Shopping, medical/dental, and social/recreational activities were the most commonly cited purpose for using the transit service (Table 3-4). Nearly 50 percent of those responded thought the service should be expanded (Table 3-5) while 14 percent stated that they or someone in their home have trouble meeting their transportation needs (Table 3-6).

Of those stating they had trouble meeting their needs (Table 3-7), the most common response was for social or recreational activities, which could be indicative of the use of Harbor Transit by children and youth for school who also would like to use it to get to places in the community not currently accessible.

Twenty-eight percent of the respondents indicated there were reasons why they or other adults in their home don't drive (Table 3-8) with not driving at night being the most cited reason (Table 3-9). When asked whether they would consider using Harbor Transit if necessary because of rising gas prices or other financial or convenience factors, 73 percent said they would (Table 3-10).

Of those saying they would use Harbor Transit, most suggested they would use the service as it is currently (curb-to-curb demand response), with some support for a regularly scheduled bus route (Table 3-11). When asked whether they might support a fare increase if necessary to help maintain the existing level of transportation, almost 75 percent said yes (Table 3-12).

When asked whether residents of the townships would support a millage or special assessment to help support expanding Harbor Transit 72 percent of those responding who lived in the townships said they would (Table 3-13).

Finally, approximately 59 percent suggested that they or someone in their home may need transit in the next ten years (Table 3-14).

The survey results suggest relatively strong support for an expanded Harbor Transit. The relatively robust number of responses received, the indication of willingness to support an expanded Harbor Transit financially, and the expectation of possible future use all point to a service which is being responsive to the needs of the community.

**Table 3-2  
General Public Survey Results**

**Are you aware of Harbor Transit, the public transportation service in the City of Grand Haven, the Village of Spring Lake, and the City of Ferrysburg?**

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Yes	83	100.0	187	100.0	265	97.1	195	97.0	42	100.0	772	98.2
No	0	0.0	0	0.0	8	2.9	6	3.0	0	0.0	14	1.8
Total	83	100.0	187	100.0	273	100.0	201	100.0	42	100.0	786	100.0

**Table 3-3  
General Public Survey Results**

**Do you, or anyone in your home, use Harbor Transit Services?**

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Yes	23	27.7	67	35.4	26	9.6	34	17.1	19	45.2	169	21.5
No	60	72.3	122	64.6	246	90.4	165	82.9	23	54.8	616	78.5
Total	83	100.0	189	100.0	272	100.0	199	100.0	42	100.0	785	100.0

**Table 3-4  
General Public Survey Results**

**If yes, what type of trips do you make on Harbor Transit? Check all that apply.**

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent
Working or seeking employment	4	17.4	13	19.4	5	19.2	8	23.5	2	10.5	32	18.9
Shopping	9	39.1	27	40.3	11	42.3	14	41.2	9	47.4	70	41.4
Attending school or training	5	21.7	15	22.4	9	34.6	5	14.7	1	5.3	35	20.7
Medical or dental appointments	9	39.1	30	44.8	8	30.8	15	44.1	7	36.8	69	40.8
Social or recreational activities	9	39.1	21	31.3	11	42.3	21	61.8	10	52.6	72	42.6
Other	5	21.7	17	25.4	5	19.2	7	20.6	5	26.3	39	23.1

\* Percent of respondents that use Harbor Transit services.

**Table 3-5  
General Public Survey Results**

**What is your general impression of public transportation in the Tri-City area?**

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Adequately meets the community's needs	25	29.8	41	21.7	29	10.6	39	19.0	10	23.8	144	18.2
Should be expanded	26	31.0	77	40.7	148	54.2	96	46.8	12	28.6	359	45.3
Works well for those who can't or don't drive	50	59.5	98	51.9	110	40.3	101	49.3	23	54.8	382	48.2
Not necessary in our area	2	2.4	5	2.6	12	4.4	7	3.4	1	2.4	1	0.1

\* Respondents indicated multiple responses. The percent is of total respondents for each jurisdiction.

**Table 3-6  
General Public Survey Results**

**Do you, or others in your home, have problems getting your transportation needs met?**

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Yes	4	4.9	24	13.2	45	16.9	29	14.9	5	12.5	107	14.0
No	78	95.1	158	86.8	221	83.1	165	85.1	35	87.5	657	86.0
Total	82	100.0	182	100.0	266	100.0	194	100.0	40	100.0	764	100.0

**Table 3-7  
General Public Survey Results**

**If yes, what does your lack of transportation keep you or others in your home from doing? Check all that apply.**

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*
Working or seeking employment	0	0.0	6	25.0	14	31.1	9	31.0	0	0.0	29	27.1
Shopping	2	50.0	8	33.3	20	44.4	13	44.8	1	20.0	44	41.1
Attending school or training	1	25.0	8	33.3	11	24.4	7	24.1	0	0.0	27	25.2
Medical or dental appointments	3	75.0	8	33.3	21	46.7	15	51.7	2	40.0	49	45.8
Social or recreational activities	1	25.0	14	58.3	23	51.1	17	58.6	2	40.0	57	53.3
Other	1	25.0	5	20.8	6	13.3	5	17.2	2	40.0	19	17.8

\*Percent of respondents that have problems getting their transportation needs met

**Table 3-8  
General Public Survey Results**

**Are there any reasons why you, or other adults in your home, don't drive or limit the amount of their driving?**

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Yes	17	22.1	55	31.8	61	23.8	59	30.1	13	37.1	205	27.8
No	60	77.9	118	68.2	195	76.2	137	69.9	22	62.9	532	72.2
Total	77	100.0	173	100.0	256	100.0	196	100.0	35	100.0	737	100.0

**Table 3-9  
General Public Survey Results**

**If yes, please check all that apply.**

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*
Don't drive in poor weather	2	11.8	14	25.5	37	60.7	36	61.0	7	53.8	96	46.8
Don't drive at night	1	5.9	18	32.7	24	39.3	28	47.5	7	53.8	78	38.0
Mechanical difficulties	3	17.6	7	12.7	7	11.5	7	11.9	3	23.1	27	13.2
Don't own a vehicle	5	29.4	13	23.6	7	11.5	4	6.8	3	23.1	32	15.6
Not licensed to drive	7	41.2	13	23.6	13	21.3	9	15.3	2	15.4	44	21.5
Have a disability and cannot drive	8	47.1	13	23.6	11	18.0	15	25.4	2	15.4	49	23.9
Other	7	41.2	20	36.4	18	29.5	15	25.4	5	38.5	65	31.7

\* Percent of respondents that don't drive or limit their amount of driving.

**Table 3-10**  
**General Public Survey Results**

Because of gas prices or other financial or convenience factors, would you or other members of your household consider using a public transportation service if it met your needs?

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Yes	55	67.9	138	77.5	178	68.2	147	75.4	28	73.7	546	72.5
No	26	32.1	40	22.5	83	31.8	48	24.6	10	26.3	207	27.5
Total	81	100.0	178	100.0	261	100.0	195	100.0	38	100.0	753	100.0

**Table 3-11**  
**General Public Survey Results**

If yes, what type of service would you consider using? Check all that apply.

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*
A regularly scheduled bus route	24	43.6	54	39.1	96	53.9	80	54.4	15	53.6	269	49.3
A door-to-door service such as Harbor Transit currently operates	46	83.6	106	76.8	123	69.1	104	70.7	25	89.3	404	74.0
A regional service	11	20.0	41	29.7	63	35.4	35	23.8	8	28.6	158	28.9
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

\*Percent of respondents that would consider using a public transportation service.

**Table 3-12**  
**General Public Survey Results**

Harbor Transit currently charges the general public \$1.50 per one-way trip, with a discounted fare of \$.75 for senior citizens, the disabled, persons with a Medicare card and those 18 years and younger. Do you think an increased fare would be appropriate if it helps maintain the existing level of transportation services or perhaps allowed for improved services?

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Yes	62	79.5	118	66.3	191	74.6	143	75.7	24	64.9	538	72.9
No	16	20.5	60	33.7	65	25.4	46	24.3	13	35.1	200	27.1
Total	78	100.0	178	100.0	256	100.0	189	100.0	37	100.0	738	100.0

**Table 3-13**  
**General Public Survey Results**

Residents of the City of Grand Haven, the City of Ferrysburg, and the Village of Spring Lake support Harbor Transit with millages. If you are a resident of Spring Lake Township or Grand Haven Charter Township would you support a millage or special assessment to help support expanding Harbor Transit service in your township?

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Yes	--	--	--	--	189	74.4	128	68.1	--	--	317	71.7
No	--	--	--	--	65	25.6	60	31.9	--	--	125	28.3
Total	--	--	--	--	254	100.0	188	100.0	--	--	442	100.0

**Table 3-14**  
**General Public Survey Results**

Do you, or others in your home, anticipate possibly needing public transportation services in the next 10 years?

Response	City of Ferrysburg		City of Grand Haven		Grand Haven Township		Spring Lake Township		Village of Spring Lake		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Yes	63	75.9	111	62.4	142	54.2	98	50.3	26	66.7	440	58.1
No	20	24.1	67	37.6	120	45.8	97	49.7	13	33.3	317	41.9
Total	83	100.0	178	100.0	262	100.0	195	100.0	39	100.0	757	100.0

# 4 Organizational Analysis

Harbor Transit is currently operated as a municipal department under the City of Grand Haven. As such, Harbor Transit secures its statutory authority to receive state and federal funds from the Michigan Department of Transportation, under the Home Rule Act 279 of 1909 as amended. There are currently seven different Public Acts identified in Public Act 51 of 1951 as amended, under which a transportation entity can be organized in order to be eligible to receive state and federal transportation funds. The Home Rule Act of 279 is one of those Public Acts.

As a department of the City of Grand Haven, Harbor Transit is managed and operated by employees of the City of Grand Haven. The City of Grand Haven provides administrative support services to Harbor Transit such as: accounting, human resources, payroll, janitorial, etc. Harbor Transit pays the City approximately \$116,000 per year for these services based upon a cost allocation plan.

Since Harbor Transit is a City Department the day-to-day operating decisions and the budget are the responsibility of the city. The Harbor Transit Advisory Committee made up of representatives from Village of Spring Lake, Ferrysburg and Grand Haven Charter Township has been formed to provide input into the operations of the transit service. The recommendations/suggestions from the Advisory Committee are in the end advisory, with final decisions resting with the City of Grand Haven and Harbor Transit. In addition to the input received from the Advisory Committee, each local governmental entity (Spring Lake, Ferrysburg) has the ability to discuss and address issues during the yearly service contract/agreement renewal process.

Harbor Transit has an annual operating budget of about \$1.5 million. Harbor Transit receives federal operating and capital funds through the Federal Transit Administration (FTA) and operating and capital funds for from the Michigan Department of Transportation (MDOT). The balance of operating funds is provided by the three partner communities through a Local Fair Share Formula which has been in place since 1976. The Formula calculates the Fair Share for each community based on population, weighted at 50 percent, the geographic area weighted at 25 percent, and ridership numbers weighted at 25 percent.

Although the Fair Share Formula has been in place for decades it is a source of some concern among both the existing partners and at least one of the potential jurisdictions being considered for expansion. One of the issues is the way trips are assigned to communities. Grand Haven is “charged” for any trip within the City but the partners are charged for every trip being generated from or going to the City of Grand Haven.

While all of the local governmental partners are receptive to looking at a new organizational structure, there is concern that any new funding mechanism established under the new organizational structure not be forced upon a member if the voters in that particular governmental entity do not approve the funding mechanism. It was pointed out that Special Assessment Districts have been used successfully in the communities to finance projects. Special Assessment Districts have been examined in the context of the allowable organizational structure identified in Public Act 51 of 1951 as amended.

The resolution of the issues associated with the fair share formula may be addressed if the organizational structure that governs Harbor Transit were to change. A new organizational structure with taxing authority may eliminate the need for the fair share formula.

## Background

There are 78 public transit providers in the state of Michigan, providing fixed route and demand response services. Of the 78 public transit providers, 19 are classified as urbanized public transit agencies because they operate primarily in urbanized areas and the remaining 58 are classified as non-urban public transit agencies because they operate primarily in non-urbanized areas of the state. Harbor Transit is classified as an urban public transit agency.

The 78 public transit providers are recognized by the Michigan Department of Transportation (MDOT) and are eligible to receive financial operating assistance from MDOT because they are organized under a state statute identified in Public Act 51 of 1951 as amended. Public Act 51 of 1951 as amended (PA 51) is the public act that establishes the state of Michigan's Transportation Program, including the Comprehensive Transportation Fund (CTF), which funds public transportation projects in the state of Michigan. PA 51 establishes the method for distributing the CTF and defines who is eligible to receive funding from MDOT for public transit services.

There are two key definitions contained in PA 51 that identify who is eligible to receive CTF funds from MDOT for public transit services. Those two definitions are:

1. "Eligible Authority" – Section 10c(b) of PA 51 defines an "Eligible Authority" to mean an authority organized pursuant to Act No. 204 of the Public Acts of 1967 (The Metropolitan Transportation Authorities Act of 1967).
2. "Eligible Governmental Agency" – Section 10c(c) of PA 51 defines "Eligible Governmental Agency" to mean a county, city or village or an authority created pursuant to one of the following Public Acts (listed by date of enactment):
  - Act No. 94 of the Public Acts of 1933 – (The Revenue Bond Act of 1933);
  - Act No. 35 of the Public Acts of 1951 – (Intergovernmental Contracts Between Municipal Corporations);
  - Act No. 55 of the Public Acts of 1963 – (The Mass Transportation System Authorities Act of 1963);
  - Act No. 7 of the Public Acts of the Extra Session of 1967 – (Urban Cooperation Act of 1967 Ex Session);
  - Act No. 8 of the Public Acts of the Extra Session of 1967 – (Intergovernmental Transfer of Functions and Responsibilities Act of 1967 Ex Session); and,
  - Act No. 196 of the Public Acts of 1986 – (Public Transportation Authority Act of 1986).

As noted above a public transit provider must be an "eligible authority" or an "eligible governmental" agency in order to be considered eligible to receive CTF formula operating and or capital funds from MDOT.

The number of public transit systems organized under each of the specific Public Acts listed above is summarized as follows:

- Act No. 204 of 1967 – 1;
- Act No. 94 of 1933 – 21;
- Act No. 35 of 1951 – 0;
- Act No. 55 of 1963 – 4;
- Act No. 7 of 1967 Ex Session – 8;
- Act No. 8 of 1967 Ex Session – 0; and,
- Act No. 196 of 1986 – 22.



In addition to the specific public acts identified above, a public transit provider can, as described above, be an “eligible governmental agency” as part of a county, city or village. Act No. 279 of the Public Acts of 1909 (The Home Rule City Act) is the public act which provides for the incorporation of a city. Information provided by MDOT indicates that a public transit provider is legally organized under Act No. 359 of the Public Acts of 1947 (The Charter Township Act). Note: Public Act 359 of 1947 as amended is not one of the public acts identified in PA 51. In Attorney General’s Opinion No. 5043 dated June 24, 1976, the Attorney General determined in part that chartered or un-chartered townships may establish public transportation systems either independently or through a joint entity created pursuant to the Urban Cooperation Act of 1967 (Act No. 7 of 1967 Ex. Session). Further, that a chartered or unchartered township may avail itself of the financing alternatives (special assessments and special assessment bonds) available under the Township and Village Public Improvement Act (Public Act No. 116 of 1923) and the Revenue Bond Act (Public Act No 94 of 1933). The number of public transit systems organized under each of these Public Acts based upon information from MDOT is as follows:

- City – Act No 279 of 1909 – 21; and,
- Charter Township – Act No. 359 – 1.

Harbor Transit is organized under Public Act 279 of 1909 as amended (The Home Rule City Act). Grand Haven is one of the 21 cities in the state that provide or contract for public transit services using their authority under Public Act 279 as a Home Rule City. The other 20 cities are:

Adrian	Buchanan	Hillsdale	Marshal
Alma	Detroit	Holland	Milan
Alpena	Dowagic	Houghton	Midland
Battle Creek	Greenville	Ionia	Niles
Belding	Hancock	Kalamazoo	Sault Ste. Marie

For the remainder of the analysis of the organizational structure, the following public acts have not been considered the legal basis for the establishment of a new organizational structure for Grand Haven/Harbor Transit operation:

- Public Act No. 204 of 1967 – The Metropolitan Transportation Authorities Act of 1967, because the provisions in Act 204 are only applicable to the Detroit Metropolitan area.
- Public Act No. 35 of 1951 – Intergovernmental Contracts Between Municipal Corporations, because no public transit systems are organized under this act.
- Public Act No. 8 of the Extra Session of 1967 – Intergovernmental Transfer of Functions and Responsibilities Act of 1967 Ex Session, because no public transit systems are organized under this act.
- Public Act No 359 of 1947 – The Charter Township Act, because it is not one of the public acts identified in PA 51. As reflected in the Attorney General’s opinion referenced above, a township chartered or unchartered can own, operate, etc. a public transit system under the authority provided within the Urban Cooperation Act or the Revenue Bond Act. (Note: The Attorney General’s opinion was written prior to the passage of PA 196 of 1986, which also incorporates townships as entities that can form public transportation authorities.)

Table 4-1 highlights key aspects of the remaining four Public Acts:

**Table 4-1**  
**Key Aspects of Public Acts**

	<b>PA 94 of 1933 Revenue Bond Act</b>	<b>PA 55 of 1963 Mass Transportation Authorities Act</b>	<b>PA 7 of 1967 Ex Session Urban Cooperation Act</b>	<b>PA 196 of 1986 Public Transportation Authority Act</b>
Number of System	21	4	8	22
Who can organize:	One/combination	City only	Two or more	One/combination
City	Yes	Yes - population less than 300,000	Yes	Yes
Village	Yes	No	Yes	Yes
Township	Yes	No	Yes	Yes
Charter Township	Not identified	No	Yes	Not identified
County	Yes	No	Yes	Yes
Others	Yes	No	Yes	Not identified
Organization	A Public Corporation	A Public Authority	An administrative/ legal entity (i.e., commission, board or council)	A Public Authority
Board Membership	If necessary, established by Charter of Public Corp.	The City Leg body, but can include other political subdivisions	Established by contract	Established by Articles of Incorporation
Activities	Undertake Public Improvements set forth in statute, including transportation system	Acquiring, owning, operating a transit system	Joint exercise of powers that agencies share in common and that each might exercise separately	Plan, promote, finance, improve, enlarge, extend, own, construct, operate, maintain, and contract for public transit services
Taxing Authority	No	Yes	No	Yes
Bonding Authority	Yes	Yes	Yes	Yes
Special Assessment District	No	No	No	No
Comments	Used by 22 counties as legal basis to operate a public transit service and secure MDOT funds	Primarily for a city but other political subdivisions can join. Public transit focused. Powers inferred.	Not public transit focused, but can be used to carry out transit services. Flexible. Requires governor approval.	Public transit focused. Flexible. Most comprehensive public transit leg. Powers defined.

Based upon this analysis and review of the four Public Acts described above, Public Act 94 of 1933 (the Revenue Bond Act) has been utilized by counties to provide the legal organizational structure in order to secure CTF funding from MDOT for countywide public transit services. Public Act 94 of 1933 also does not provide for the establishment of a new organizational structure. As a result, the three remaining Public Acts (PA No. 7, 55 and 196) have been analyzed in greater detail.



## Existing Operating Structure and Issue

As noted above, the City of Grand Haven using its powers under Public Act 279 of 1909 as amended (The Home Rule Act) has established Harbor Transit as a city department to provide public transportation services the residents of Grand Haven. Under the provisions of Public Act 279 of 1909 as amended Harbor Transit, like all municipally operated public transit systems, has the ability to operate up to ten miles beyond the municipal boundary limits. Under a The Harbor Transit Transportation System Agreement dated October 2008, Harbor Transit provides public transit service into the Village of Spring Lake, Ferrysburg, and Grand Haven Charter Township. As noted previously, part of this agreement an Advisory Committee made up of representatives from Grand Haven, the Village of Spring Lake, Ferrysburg and Grand Haven Charter Township has been formed to provide input into the operations and maintenance of the transit system. However, as a city department, the day-to-day operating/maintenance decisions, the budget and all of the administrative decisions associated with Harbor Transit are the responsibility of the City of Grand Haven.

While the current municipally based organizational structure for providing transit service is functional, there is a desire by some of the local governmental partners for more equitable participation in the decisions making and approval process involving the operation and budget of Harbor Transit. The broader Grand Haven Community has shown an ability to jointly work together in an equitable partnership such as the Grand Haven – Spring Lake Sewer Authority. This authority is incorporated under the terms of Act No 233 of the Public Acts of 1955 as amended (Municipal Sewerage and Water Systems) for the purpose of constructing, owning and operating a sewage disposal system for the constituent municipalities of Grand Haven, Village of Spring Lake, Ferrysburg, the Spring Lake Township, and the Grand Haven Charter Township. The Grand Haven – Spring Lake Sewer Authority has been identified as a good working model.

## Identification of Key Organizational Issues

The October 2008 Harbor Transit System Agreement between Grand Haven and Ferrysburg, Village of Spring Lake and Grand Haven Charter Township, is a document that identifies and addresses the terms and conditions that the existing governmental entities identified as important when they developed the agreement. These terms and conditions were used as a starting base for the identification and analysis of the operating issues within the context of the organizational options authorized under Public Acts No. 7, 55 and 196. The existing terms and conditions/issues in the Harbor Transit System Agreement are viewed as key general principles, some of which may need to be addressed in the development of the articles of incorporation for a new operating structure. The first eight items summarized below are from the Harbor Transit System Agreement as currently structured:

- **Operations:** The City of Grand Haven and Communities agree that it is desirable and advantageous for the efficient and effective operation of the system if the City of Grand Haven would manage, administer and operate the system;
- **Employees:** Transit Director and employees are City of Grand Haven employees;
- **Cost Sharing:** Cities and communities shall pay their respective shares of the net cost of the system operation. (This is currently done through the Fair Share Formula.);
- **Capital Fund:** City of Grand Haven and communities shall create a System Modification Account not to exceed \$100,000 for payment of capital cost;

- **Working Capital:** Provided by the City of Grand Haven;
- **Insurance:** The City of Grand Haven is responsible for securing and maintaining insurance (each community named as an additional insured);
- **Reporting:** Provided by the City of Grand Haven, communities can inspect records and books; and,
- **Term:** Indefinite. The right to terminate participation by any member is described in the agreement.

In addition to these eight key principles, there are two other critical organizational issues that must be addressed by the participating governmental entities when considering the establishment of a new organizational structure. These two additional organizational issues are:

- **Membership:** The community and geographic membership of the new organization must be defined and the process for withdrawing or expanding the membership must be addressed; and,
- **Governing Body/Voting:** The establishing governmental entities must determine the make up/number of the governing board representatives that each participating community will have on the governing board, how the representatives are appointed and the voting requirements for making decisions.

## Analysis of the Organizational Issues with Options

The key ten organizational issues identified above are examined in more detail in the context of Public Acts No. 7, 55 and 196. While these ten issues are not intended to be all inclusive they do represent the issues that can form the foundation for the articles of incorporation for a new organizational structure. The key ten organizational issues are viewed in the context of implementation options as well for compatibility with the three Public Acts that remained after the initial review in the Background Section of this report. (Public Acts No. 7, 55 and 196).

## Operations

The existing Operations are provided by the City of Grand Haven. There are three operating scenarios that can be considered within a new organizational structure:

- The City of Grand Haven can continue to manage, administer and operate the transit system based upon a contractual agreement that spells out the activities to be performed. The new organization could determine fares, level of serve and other matter as set forth in the agreement. This would be the least disruptive and allow time for the new organization to adapt to its new responsibility.
- In lieu of the City of Grand Haven continuing to operate the transit system under contract, an alternative is for the new organization to assume complete responsibility for the operations of the transit system. This would be done through a “novation” where in all of the equipment, contracts, assets and liabilities of the existing system would be legally transferred to the new organization. This option provides the new organization members complete control and responsibility for the provision of transit services.



- The final option is for the new organization to solicit proposals and contract with a third party provider for the provision of public transit services. There are a number of impediments to this option, including the time required to develop a solicitation and secure a proposal and, more importantly, existing employee labor protections issues (see discussion of employees, below).

## Analysis

In reviewing these three options, it appears that any of the three options can fit with the Public Act No. 196 structure (with the employee protection caveat for the third option listed, which involves forming a new organization and contracting with a third party) and that the first option of the City of Grand Haven continuing to operate the system is most compatible with Public Act No. 55 because the city is the organizing entity of the authority. Only the second option, where Grand Haven would continue to operate the system under contract, would be compatible with Public Act No. 7 because that act requires that employees who are necessary for the operation of an undertaking created by an inter-local agreement shall be transferred to and appointed as employees.

## Consultant Finding

With respect to operations, Public Act No. 196 and 55 would provide the most flexibility in determining the ideal operating structure for the transit services.

## Employees

The existing Harbor Transit employees are employees of the city. This issue should be considered in conjunction with operations described above. The options presented below do take into consideration any labor agreements that the City of Grand Haven may have with its employees or labor requirements within federal and state contracts. There are three scenarios that can be considered within a new organizational structure.

- The employees would remain employees of the city; however, the transit manager and perhaps an assistant would be transferred to the new organization. This would allow the new organization to have the manager oversee the operating contract for service and identify operating, maintenance and policy issues that arise in the day to day operation of the transit service. The transit manager may also handle grant applications or other requirements for the new organization. This option should not require additional employees based upon the current level of service.
- All of the employees involved in the provision of transit services are transferred to the new organization. This could result in the need to hire new employees as the City of Grand Haven currently provides some services such as payroll, human resources and maintenance with non-transit employees, who probably would not be transferred to the new organization.
- The third scenario would be to contract out the services provided by the existing employees, such as drivers, dispatchers, etc. The disruption created by this scenario, along with the existing employee labor protection requirements, makes this option prohibitive. In addition, a services decline could be anticipated as new employees learn the operation.

## Analysis

With respect to the employee scenarios listed above Public Acts No. 7 and 196 contain provisions that protect existing employees. Specifically Public Act No. 7 contains a provision that requires the transfer of employees who are necessary for the operation of the undertaking created by the inter-local agreement, including all of their benefits. Likewise Public Act No. 196 provides that the acquisition or reincorporation of a public transportation system by an authority shall not adversely affect any existing rights and obligations contained in the existing collective bargaining agreement. Under Public Act No. 55 the employees are already employees of the city and thus have certain existing rights.

## Consultant Finding

The existing employees are protected under any of the scenarios listed above. Public Act No. 196 provides the most flexibility as to where the employees are located.

## Cost Sharing (Local Funding)

The existing Fair Share Formula is utilized to determine the distribution of cost. This issue addresses the question of how the local entities participating in the new organization, generate their share of the local cost of the transit system (the non-federal, non-state funds). There are two options:

- **Indirect** – Allow each participating local entity to raise its funds separately and provide those funds to the new organization through a contractual agreement. As a result, the City of Grand Haven, Ferrysburg and Village of Spring Lake would each maintain their existing special millage. With respect to the Townships, Grand Haven Charter Township and Spring Lake Township could continue to pass funds through to the new organization for limited service to a limited destination(s). Or, the townships can establish special assessment districts (per the Attorney General’s opinion No. 5043 dated June 24, 2009) for transit service to a specific area of the township rather than a specific destination.
- **Direct** – Would shift the responsibility for raising the local share to the new organization structure through a local property tax millage. A local property tax rate proposed to be raised by a new organization must be uniform across the boundaries of the new organization; however the boundaries of the new organization may in some cases be incorporated to be less than the political boundary of a member community.

## Analysis

Each of these two local taxing methods can be accommodated under Public Act No. 55 and 196. Public Act No. 7, however, does not allow a new organizational entity to possess the power or authority to levy any type of tax. Under option (A), Public Act 196 allows for an authority’s boundaries to include all or a portion of a City, Village or Township based upon precinct boundaries. Therefore the authority members could collect taxes locally in all or a part of their respective political subdivision. While Special Assessments are not authorized under Public Act No. 196, they can be implemented pursuant to other laws and the funds generated by the assessment provided to the authority established under Public Act No. 196. A property tax imposed directly by a Public Act Nos. 196 or 55 Authority must be uniform across the authority as to rate. Public Act No. 55 restricts the boundaries of the new organization to those of the participating members, thus limiting the ability to impose a tax within the boundaries of a participating member.

## Consultant Findings

While both Public Act Nos. 55 and 196 allow the direct or indirect local funding option described above, only Public Act No. 196 allows the establishment of an authority's boundaries on a precinct basis, thus allowing for taxing (direct or indirect) in those areas within the authority.

## Capital Fund

Historically major capital costs (vehicles, facilities and equipment) have been paid by federal and state grant funds. In addition, MDOT has a State Infrastructure Bank Loan Program that can be utilized to help finance capital and operating cash flow needs. Minor capital needs have been paid for from locally generated funds. Local bond financing is an alternative that is available for major capital projects where federal and state funds may not be available. Grand Haven and its partner communities have agreed to the establishment of a System Modification Account for the existing operations.

## Analysis

Public Act Nos. 7, 55 and 196 allow bonding for transit projects. These same Public Acts do not preclude the use of a locally established capital account, such as the System Modification Account.

## Consultant Findings

The establishment of the System Modification Account can be continued under Public Act No. 7, 55 and 196 and each of these acts would provide additional flexibility for bonding, if necessary in the future.

## Working Capital

This is an administrative issue. Working Capital is currently provided by the City of Grand Haven. A new organization or an existing public transit provider can request an advance of operating funds from MDOT to help offset cash flow problems.

## Analysis

The establishment of a working capital account is not addressed by Public Act No. 7, 55 or 196.

## Consultant Findings

Under a new organization structure, working capital can continue to be provided by the City of Grand Haven or allocated among the participating members of the new organization

## Insurance

This is an administrative issue. The City of Grand Haven currently provides insurance coverage for Harbor Transit. A new organization should have insurance to properly protect the entity and its employees, even if the services are provided under contract. A new organization may be eligible to participate in the Michigan Transit Insurance Pool. Since the City of Grand Haven currently provides

insurance coverage for the transit system, the establishment of a new organization would require an adjustment to the transit budget to cover the cost of insurance.

### Analysis

Public Act Nos. 7, 55 and 196 do not address the issue of insurance coverage.

### Consultant Findings

Initiate discussions with insurance carriers and the Michigan Transit Insurance Pool prior to the formation of a new organization.

### Reporting

A new organization will have a variety of reports which it must prepare for state and federal agencies. Likewise the board of a new organization may want specific reports on the budget, audits, service and performance.

### Analysis

Public Act No. 7 requires a contract for the inter-local agreement to address the manner in which reports, including independent audits, will be prepared and presented to the parties participating in the inter-local agreement. Public Act No 55 is silent on reporting requirements, while Public Act No. 196 identifies certain audit reporting requirements, but is also generally silent on reporting requirements.

### Consultant Findings

During the formation of a new organization, identify major reporting requirements (audit and budget) and allow the leadership of the new organization to establish other reporting requirements outside of the articles of incorporation.

### Term

The 2008 Harbor Transit System Agreement provides the steps for a party to terminate the agreement, via written notification. The right to terminate participation in a new transit organization must be agreed to and included in the articles of incorporation or contract establishing the new organization. Public Act Nos. 7, 55 and 196 each established the criteria and or steps for termination.

### Analysis

Public Act No. 7 provides that the contract establishing the inter-local agreement shall provide for the duration of the agreement and the method it may be rescinded or terminated by any participating agency prior to the stated date of termination. Public Act No. 55 allows for the member of an authority to be released from membership if all of the following conditions are met: (a) adoption of resolution by majority of legislative body requesting release from membership, (b) acceptance of the request by the majority of the authority board and (c) payment of all obligations of the subdivision seeking release from the authority. Public Act No. 196 also describes the provision for termination, which are similar to those

set forth in Public Act No 55 except provision (b) requires a two-thirds vote of the members serving on the board of the authority. Public Act No. 196 includes a separate provision that allows a political subdivision or a portion of a political subdivision to be release from membership in the organization based on a vote by the registered voters within the entity desiring to withdraw.

## Consultant Findings

Public Act No. 7 provides the governmental entities participating in the new organization the flexibility to determine the method for termination. Public Act Nos. 55 and 196, set forth the method to terminate participation.

## Membership

Membership establishes the boundary lines of the new organization. The membership options vary under each of the three Public Acts being considered. A driving issue is the flexibility to draw the boundaries of the new organization that are not restricted to the boundaries of the existing governmental entities.

## Analysis

Public Act No. 7 and Public Act No. 55 restrict the new organization boundaries to the boundaries of the governmental entities participating in the new organization. Public Act 196 allows the boundaries of the new organization to include the boundaries of the existing governmental entities and a portion of a governmental entity based on precinct lines. Under Public Act Nos. 7 and 55, membership can include the City of Grand Haven, Village of Spring Lake and Ferrysburg and the Grand Haven Charter Township and the Spring Lake Township. Under Public Act No. 196 membership can include the City of Grand Haven, Village of Spring Lake, Ferrysburg and specific areas of Grand Haven Charter Township and Spring Lake Township based upon precinct lines.

## Consultant Findings

Public Act No. 196 provides the most flexibility in the establishment of the boundaries for the new organization.

## Governing Body/Voting

The makeup of the governing body of the new organization can vary from one to two members appointed by participating governmental entity, to a proportional representation based upon population or other factors. In conjunction with the makeup of the governing body, is the determination on the number of votes required to take a specific action. The voting requirements to take an action can range from a simple majority vote of all governing body members present and voting to the requirement that there be a majority vote with at least one vote for each of the members participating in the authority. The Grand Haven – Spring Lake Sewer Authority has a nine member board with representation structured as follows: City of Grand Haven, two members; Village of Spring Lake, two members; City of Ferrysburg, one member; Spring Lake Township, one member; Township of Grand Haven, one member; Ottawa County Road Commission, one member; and, one at-large member elected by the members from the five constituent municipalities. The Grand Haven – Spring Lake Sewer Authority requires a majority vote of all members for passage of resolutions, ordinances, bonding or contracts. For all other matters, a majority vote for the members present is sufficient for passage.

## Analysis

Public Act No. 7 provides that the contract for the inter-local agreement address the powers provided to the entity and how those powers will be exercised. Public Act No. 55 provides that the articles of incorporation address the method for selecting the governing body and the powers and duties. Public Act No. 196 provides that the articles of incorporation address among other things the method for selecting the governing body, the composition of the governing body and the powers and duties of the governing body.

## Consultant Findings

The makeup of the governing body will depend on the boundaries of the new governmental organization.

## Organizational Options

The objectives driving the review of the organizational structure options were: 1) to provide all of the governmental entities providing support to Harbor Transit more equitable participation in the decision making and approval process involving the operation and budget of Harbor Transit; 2) a compatible funding mechanism for the services received by each governmental partner; and, 3) flexible geographic limits that meet the existing and future services needs. Based upon these objectives, four organizational options were identified.

### Option 1: Enhanced Existing Operation

The operation of Harbor Transit would continue as a city department within the provisions of the Home Rule Act. The local share would continue to be raised by each governmental unit. The Grand Haven Charter Township would set up a special assessment district to support limited transit services by Harbor Transit. An amendment would be made to the existing Harbor Transit Transportation System Agreement that allows the participating governmental entities the ability to review and provide comments on the Harbor Transit annual operating and capital budget for submittal to the City of Grand Haven governmental body.

- **Pros:** This option would enhance the level of input and anticipate the establishment of a special assessment district within Grand Haven Charter Township to support Harbor Transit services to the township.
- **Cons:** This option does not completely address the organizational structure objectives stated above because it only provides enhanced input into the decision making process and not equitable participation in the decision making process. It does not meet the object of establishing flexible geographic limits that meet the existing and future services needs.

### Option 2: Public Act No. 7 (Public Agency)

The participating governmental units of Grand Haven, Ferrysburg, Village of Spring Lake and the Grand Haven Charter Township would establish an inter-local agreement under the Urban Cooperation Act, Public Act No. 7 of 1967, for the purpose of joint exercise of power for the operation of transit services within their combined boundaries, by Harbor Transit. The local share would continue to be raised by each governmental unit. Grand Haven Charter Township would set up a special assessment district to

support limited transit services established in the inter-local agreement. The employees of Harbor Transit would be transferred to the entity established under the inter-local agreement.

- **Pros:** A new organization for the provision of transit services is established. This new organization is structured to provide more equitable participation in the decision making process. Local share continues to be raised locally. This option anticipates the establishment of a special assessment district within Grand Haven Charter Township to support transit services in the township.
- **Cons:** The inter-local agreement must include all of the area of the participating governmental units. Areas outside of the special assessment district established in the townships, but within the boundaries of the new organization, may have the right to demand service. There is no taxing authority under this option. The governor must approve the inter-local agreement. Public Act No. 7 is not transit focused.

### Option 3: Public Act No. 55 (Public Authority)

The City of Grand Haven would incorporate a public authority for the purpose of providing public transit services. The City of Ferrysburg, the Village of Spring Lake and the Grand Haven Charter Township would request membership in the authority. Articles of Incorporation would be developed to establish the powers duties, limitations, etc of the authority. While the public authority has taxing powers it is anticipated that the local share continues to be raised by each governmental unit. The Grand Haven Charter Township would set up a special assessment district to support limited transit service. The new public authority would be a body corporate with the power to sue and be sued (independent).

- **Pros:** A new public authority would be established for the provision transit services. This new public authority would provide more equitable participation in the decision making process. Local share continues to be raised locally. This option anticipates the establishment of a special assessment district within Grand Haven Charter Township to support services in the township. Public Act No. 55 provides the new public authority taxing authority, if required in the future.
- **Cons:** The authority must encompass the total boundaries of all governmental units within the authority. The City of Grand Haven must initiate the incorporation of the public authority and the other governmental units must request membership in the authority, which request must be approved by the board of the authority. The rate of a local tax proposed by the authority must be uniform across the authority. Public Act No. 55 infers powers to the authority.

### Option 4: Public Act No. 196 (Public Authority)

The City of Grand Haven, Ferrysburg, the Village of Spring Lake and the Grand Haven Charter Township would jointly form a public transit authority. The geographic boundaries of the new authority can be established to include a limited portion of the Grand Haven Charter Township based upon precinct lines drawn for election purposes. While the public authority has taxing powers it is anticipated that the local share can continue to be raised locally. The Grand Haven Charter Township would set up a special assessment district to support limited transit services. This special assessment district should coincide with the boundaries of the authority within the township. (This approach may also apply to areas in Spring Lake Township where service maybe considered). The new public authority would be a body corporate with the power to sue and be sued. Public Act No. 196 defines more extensively the power and duties of an authority created under this public act.



# 5 Local Funding Scenarios

Currently, Harbor Transit operates as a department of the City of Grand Haven. It provides public demand-response transportation services to the City of Grand Haven, the Village of Spring Lake, and the City of Ferrysburg. Limited transportation is provided under contract arrangements to Meijer, Inc., in Grand Haven Charter Township and to Lloyds Bayou Senior Complex, Orchard Foods, Heartwood Lodge, and Oakcrest Manor in Spring Lake Township. The City of Grand Haven, the Village of Spring Lake and the City of Ferrysburg all support Harbor Transit financially with funding from dedicated millages. These funds go toward paying the portion of Harbor Transit's operating expenses that remain after all other sources of funding, such as fares and state and federal operating funds, are applied. The financial contribution (local unit factor) from each governmental unit is determined by using the fair share formula. The fair share formula has three weighted inputs – population, ridership and land area. The formula is as follows:

$$\text{Local Unit Factor} = (\text{Population} \times 0.50) + (\text{Ridership} \times 0.25) + (\text{Land Area [sq. miles]} \times 0.25)$$

If Harbor Transit services are expanded to provide service in Grand Haven Charter Township and Spring Lake Township, an equitable means of assigning operating expenses needs to be developed. To that end, four funding scenarios have been developed. The following discussion describes the funding scenarios.

## Scenario A

Scenario A is based on the existing Fair Share Formula, adding in land area and population for Spring Lake Township and Grand Haven Charter Township. Portions of the two townships are sparsely populated. It is assumed that only the most heavily populated areas of the townships will be served. The land area in square miles for the township has been reduced by 34 percent and the population has been reduced by ten percent for each of the two townships. Ridership was also projected for the two townships. For Grand Haven Charter Township annual ridership was projected at four trip per capita. This was based on the trips per capita for Michigan Small Urban Systems that range from 2.8 to 4.1 annual trips per capita. Given that the per capita annual ridership for the City of Grand Haven is seven, the higher end of the range for the small urban systems was used. Ridership for Spring Lake Township was assumed to be 50 trips per day and was estimated using existing ridership numbers. The local share was estimated to be \$685,000 based on the number of projected trips multiplied by Harbor Transit's existing average cost per trip (\$3.49). This local share of the operating costs is the same for all funding scenarios.

Scenario A is summarized in Table 5-1. As shown, using the existing Fair Share Formula and adding in Grand Haven Charter Township and Spring Lake Township, the local share of Harbor Transit's annual operating expenses of approximately \$685,000 would be funded 35.5 percent by Grand Haven Charter Township, 25.8 percent by the City of Grand Haven, 23.6 percent by Spring Lake Township, 9.0 percent by the City of Ferrysburg, and the remaining 6.2 percent by the Village of Spring Lake.

**Table 5-1**  
**Scenario A – Current Formula**  
**(Assumes Partial Townships with Square Miles Input Reduced by 34% and Population Reduced by 10%)**

Local Unit	Formula Inputs			Allocated Local Unit Share	
	Population 50%	Ridership 25%	Sq. Miles 25%	Percent	Amount
City of Grand Haven	10,608	73,866	7	5.76%	\$176,458
	24.61%	37.63%	16.18%		
Village of Spring Lake	2,420	21,465	1	6.23%	42,649
	5.61%	10.94%	2.74%		
City of Ferrysburg	3,053	28,681	3	8.97%	61,435
	7.08%	14.61%	7.09%		
Grand Haven Charter Twp.	14,219	56,876	19	35.46%	242,919
	32.99%	28.98%	46.88%		
Spring Lake Twp.	12,801	15,400	11	23.59%	161,585
	29.70%	7.85%	27.11%		
<b>Total</b>	<b>43,101</b>	<b>196,288</b>	<b>40.2</b>	<b>100.00%</b>	<b>\$685,047</b>

**Notes:**

- Grand Haven Charter Township ridership estimate is based on four trips per capita. The annual trips per capita for Michigan's small urban systems range from 2.8 to 4.1 trips per capita annually. The higher end of the range was used given that the existing annual ridership for the City of Grand Haven is seven trips per capita.
- Spring Lake Township Ridership based on 50 per day ( and multiplied by 308).
- Population data based on projections from the West Michigan Regional Planning Commission with population for Spring Lake Township and Grand Haven Township reduced by ten percent.
- Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip).

## Scenario B

Scenario B is similar to Scenario A in that it uses the existing fare share formula. The population and land area numbers are the same, but the ridership numbers have been changed. Currently, any trip that has either an origin or destination in a municipality other than City of Grand Haven is attributed to that municipality. Thus, if a trip began in the City of Grand Haven and went to the City of Ferrysburg, that trip would be allocated to the City of Ferrysburg. If the trip is between two jurisdictions and one of them is not the City of Grand Haven, the trip is allocated to the jurisdiction of origin. So, a trip from the Village of Spring Lake to City of Ferrysburg would be allocated to the Village of Spring Lake. Using existing ridership and dispatch logs, trips were allocated by point of origin, changing the ridership numbers from Scenario A.

Under Scenario B, more of the trips would be allocated to the City of Grand Haven, increasing the City of Grand Haven’s allocation of the local share. As shown in Table 5-2, Grand Haven Charter Township would still have the highest percentage of the allocation at 31.6 percent, followed by the City of Grand Haven with 31.2 percent, Spring Lake Township at 23.1 percent, City of Ferrysburg at 8.4 percent and Village of Spring Lake at 5.8 percent. Given that population is still weighted at 50 percent, Grand Haven Charter Township would still have the highest allocation of local share as occurs under Scenario A.



**Table 5-2**  
**Scenario B – Current Formula With Trips Assigned by Point of Origin**  
**(Assumes Partial Townships with Square Miles Input Reduced by 34% and Population Reduced by 10%)**

Local Unit	Formula Inputs			Allocated Local Unit Share	
	Population 50%	Ridership 25%	Sq. Miles 25%	Percent	Amount
City of Grand Haven	10,608	130,490	6.5	31.16%	\$213,431
	24.61%	59.22%	16.18%		
Village of Spring Lake	2,420	20,074	1.1	5.77%	\$39,523
	5.61%	9.11%	2.74%		
City of Ferrysburg	3,053	27,059	2.9	8.39%	\$57,442
	7.08%	12.28%	7.09%		
Grand Haven Charter Twp.	14,219	29,813	18.8	31.60%	\$216,466
	32.99%	13.53%	46.88%		
Spring Lake Twp.	12,801	12,912	10.9	23.09%	\$158,184
	29.70%	5.86%	27.11%		
<b>Total</b>	<b>43,101</b>	<b>220,348</b>	<b>40</b>	<b>100.00%</b>	<b>\$685,047</b>

Notes:

- Grand Haven Charter Township ridership estimate is based on four trips per capita. The annual trips per capita for Michigan's small urban systems range from 2.8 to 4.1 trips per capita annually. The higher end of the range was used given that the existing annual ridership for the City of Grand Haven is seven trips per capita.
- Spring Lake Township Ridership based on 50 per day ( and multiplied by 308).
- Population data based on projections from the West Michigan Regional Planning Commission with population for Spring Lake Township and Grand Haven Township reduced by ten percent.
- Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip)

## Scenario C

Scenario C has only one input, taxable value. Given that the land area in the previous two scenarios was reduced by 34 percent for partial inclusion of Grand Haven Charter Township and Spring Lake Township, the taxable value for the two townships has also been reduced by 34 percent for this scenario. As shown in Table 5-3, the taxable value of property in the City of Grand Haven is greater than that of the other governmental units, the City of Grand Haven would have the largest allocation of the local share at 33.8 percent. Grand Haven Township would have the next largest allocation at 27.3 percent, followed by Spring Lake Township at 22.5 percent, City of Ferrysburg at 9.4 percent and the Village of Spring Lake at 6.9 percent.

**Table 5-3**  
**Scenario C – Taxable Value**  
**(Assumes Partial Townships – Taxable Value Reduced by 33%)**

Local Unit	Formula Input Taxable Value	Allocated Local Unit Share	
		Percent	Amount
City of Grand Haven	\$561,603,485	33.83%	\$231,780
Village of Spring Lake	\$114,837,473	6.92%	\$47,395
City of Ferrysburg	\$156,607,539	9.43%	\$64,634
Grand Haven Charter Twp.	\$453,212,152	27.30%	\$187,046
Spring Lake Twp.	\$373,606,587	22.51%	\$154,192
<b>Total</b>	<b>\$1,659,867,237</b>	<b>100.00%</b>	<b>\$685,047</b>

Notes:

- Taxable value based on Michigan Department of Treasury 2008 Ad Valorem Property Tax Report.
- Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip).

## Scenario D

There are two inputs for Scenario D. They are taxable value and square miles of land area. Both are weighted equally. Under this scenario the land area for Grand Haven Charter Township and Spring Lake Townships has been reduced by 34 percent to account for areas of the townships that would not be served and the taxable value has also been reduced to account for the reduction in land area. Under this scenario Grand Haven Charter Township would be allocated the highest percentage of local share at 37.1 percent (Table 5-4), followed by the City of Grand Haven at 25 percent, Spring Lake Township at 24.8 percent, the City of Ferrysburg at 8.3 percent, and the Village of Spring Lake at 4.8 percent.

**Table 5-4**  
**Scenario D – Taxable Value (50%) and Area (50%)**  
**(Assumes Partial Townships with Taxable Value and Square Miles Reduced by 34%)**

Local Unit	Formula Inputs		Allocated Local Unit Share	
	Taxable Value 50%	Sq. Miles 50%	Percent	Amount
City of Grand Haven	561,603,485	6.5	25.01%	171,301
	33.83%	16.18%		
Village of Spring Lake	114,837,473	1.1	4.83%	33,075
	6.92%	2.74%		
City of Ferrysburg	156,607,539	2.9	8.26%	56,612
	9.43%	7.09%		
Grand Haven Charter Twp.	453,212,152	18.8	37.10%	254,129
	27.30%	46.89%		
Spring Lake Twp.	373,606,587	10.9	24.81%	169,930
	22.51%	27.10%		
<b>Total</b>	<b>1,659,867,237</b>	<b>40.2</b>	<b>100.00%</b>	<b>685,047</b>

Notes:

- Taxable value based on Michigan Department of Treasury 2008 Ad Valorem Property Tax Report
- Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip)



## Summary

Table 5-5 is a summary of the funding scenarios for the local share of the Harbor Transit operating expenses. Included are the estimated funding levels by governmental unit for 2010. As shown, by spreading out the cost over additional jurisdictions, the existing fixed costs are also spread over more partners. This reduces the cost to the existing participants while maintaining the same level of service.

**Table 5-5**  
**Summary of Local Funding Scenarios**

	2010	Scenario A	Scenario B	Scenario C	Scenario D
City of Grand Haven	\$295,477	\$176,458	\$213,431	\$231,780	\$171,301
Village of Spring Lake	\$66,570	\$42,649	\$39,523	\$47,395	\$33,075
City of Ferrysburg	\$100,327	\$61,435	\$57,442	\$64,634	\$56,612
Grand Haven Charter Twp.	\$19,282	\$242,919	\$216,466	\$187,046	\$254,129
Spring Lake Twp.	na	\$161,585	\$158,184	\$154,192	\$169,930
<b>Total</b>	<b>\$481,655</b>	<b>\$685,047</b>	<b>\$685,047</b>	<b>\$685,047</b>	<b>\$685,047</b>

Scenario Descriptions:

- Scenario A: Current Formula (Assumes Partial Townships with Square Miles Input Reduced by 33% and Population Input Reduced by 10%.
- Scenario B: Current Formula with Trips Assigned by Point of Origin (Assumes Partial Townships with Square Miles Input Reduced by 33% and Population Input Reduced by 10%.
- Scenario C: Taxable Value (Assumes Partial Townships with Taxable Value Reduced by 33%).
- Scenario D: New Formula with Taxable Value (50%) and Area (50%) (Assumes Partial Townships with Taxable Value and Square Miles Reduced by 33%.

All of the funding scenarios presented in this section assume that both Grand Haven Charter Township and Spring Lake Township will participate in an expanded Harbor Transit system and that the lesser populated portions of each township, roughly one-third of each township, would not participate in the expanded services. Presented in Appendix B are three additional sets of funding scenarios: one including service to part of Spring Lake and all of Grand Haven Charter Township; a second that does not include Spring Lake Township but does include part of Grand Haven Charter Township; and, a third scenario that does not include Spring Lake Township but does include all of Grand Haven Charter Township.



# 6 Service Options and Improvements

Service options and improvements have been developed for consideration. As noted in the review of the survey data, of those that would consider using public transportation if it was available and fit their needs, most would prefer to use a demand response service like Harbor Transit currently operates. Given the relatively low population density in Grand Haven Charter and Spring Lake Townships, a demand response service makes the most sense for the area. Still there are areas that lend themselves to a fixed-route service. One key area is along US 31 where there are several destinations. Data from the survey also indicate that people were willing to consider a fixed route service. So, the service options presented range from demand response to fixed route with some combination of the two and also improvements to enhance the efficiency of existing services.

## Service Option 1

Service Option 1 (Figure 6-1) is expansion of the existing Harbor Transit curb-to-curb service into Grand Haven Charter Township and Spring Lake Township. There are certain portions of these townships that are very sparsely populated. Thus, in Spring Lake Township, the area to the east of the Village of Spring Lake would be served and in Grand Haven Charter Township, the area to be served would most likely be the portion of the township that is north of Lincoln Street.

## Service Option 2

Service Option 2 would include expansion of the existing Harbor Transit curb-to-curb service into Grand Haven Charter Township and Spring Lake Township, but would also include a fixed route service (Figure 6-2). The fixed route would run between the Spring Lake Community Fitness and Aquatic Center and connect with Walmart in Grand Haven Charter Township and terminate at the Grand Haven Community Aquatic Center. For purposes of illustration, the route has been drawn in a linear fashion, but could be developed to take in a few more transportation generators in Village of Spring Lake. Adding a fixed route component to the Harbor Transit service could create increased efficiency by grouping trips with common destinations together and increasing passenger loads per trip.

## Service Option 3

This option builds on Option 2. It includes the same services as Option 2, the expanded curb-to-curb service and the linear fixed route, but also includes a route deviation component (Figure 6-3). The linear fixed route would include time points, but would have time built into the schedule to deviate off the fixed route to pick up passengers that have called in and requested a pick up or riders on the bus that request a stop within the route deviation corridor. The limits of the deviation are not yet set, but would most likely be a mile or less.

**Figure 6-1  
Service Option 1**

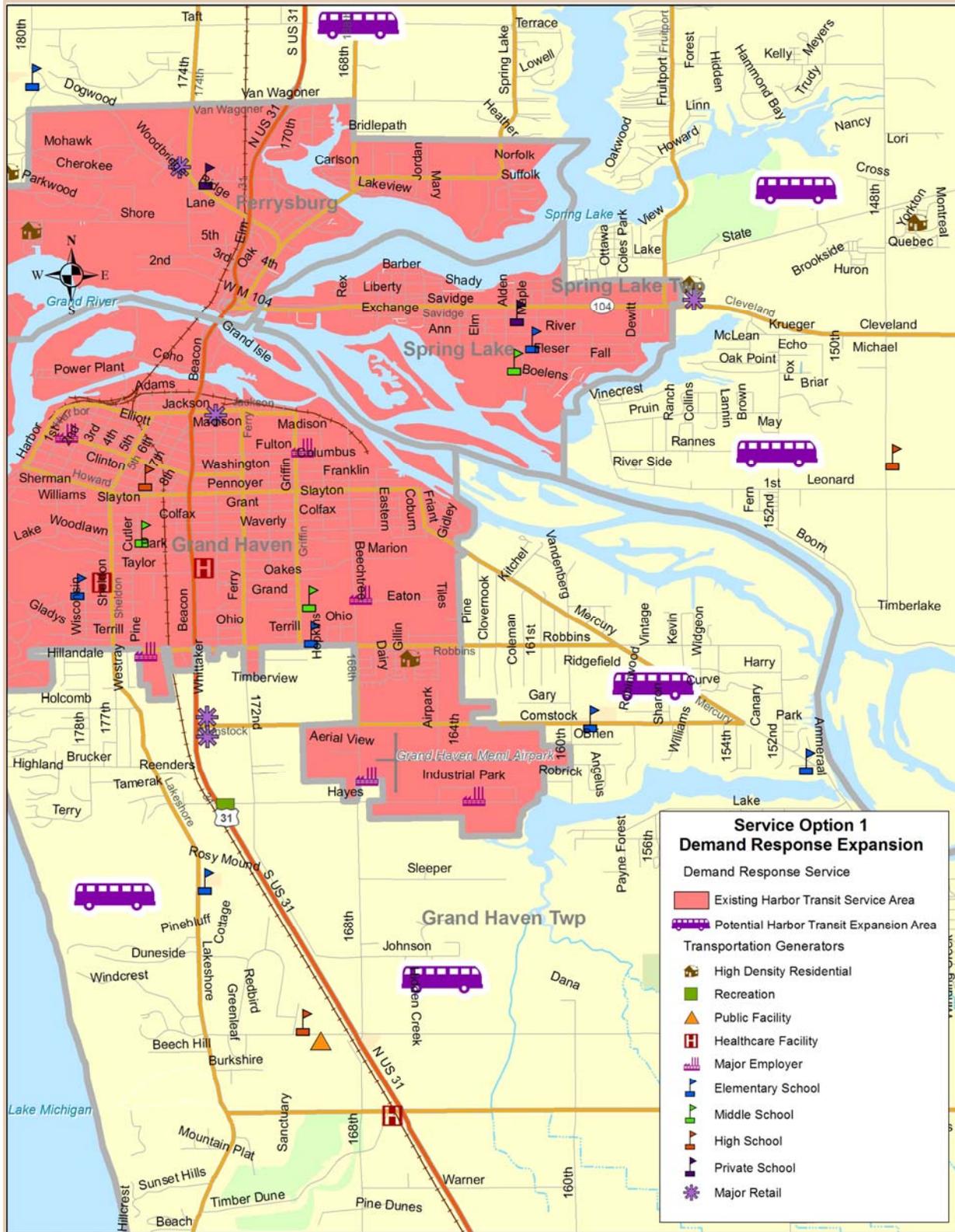
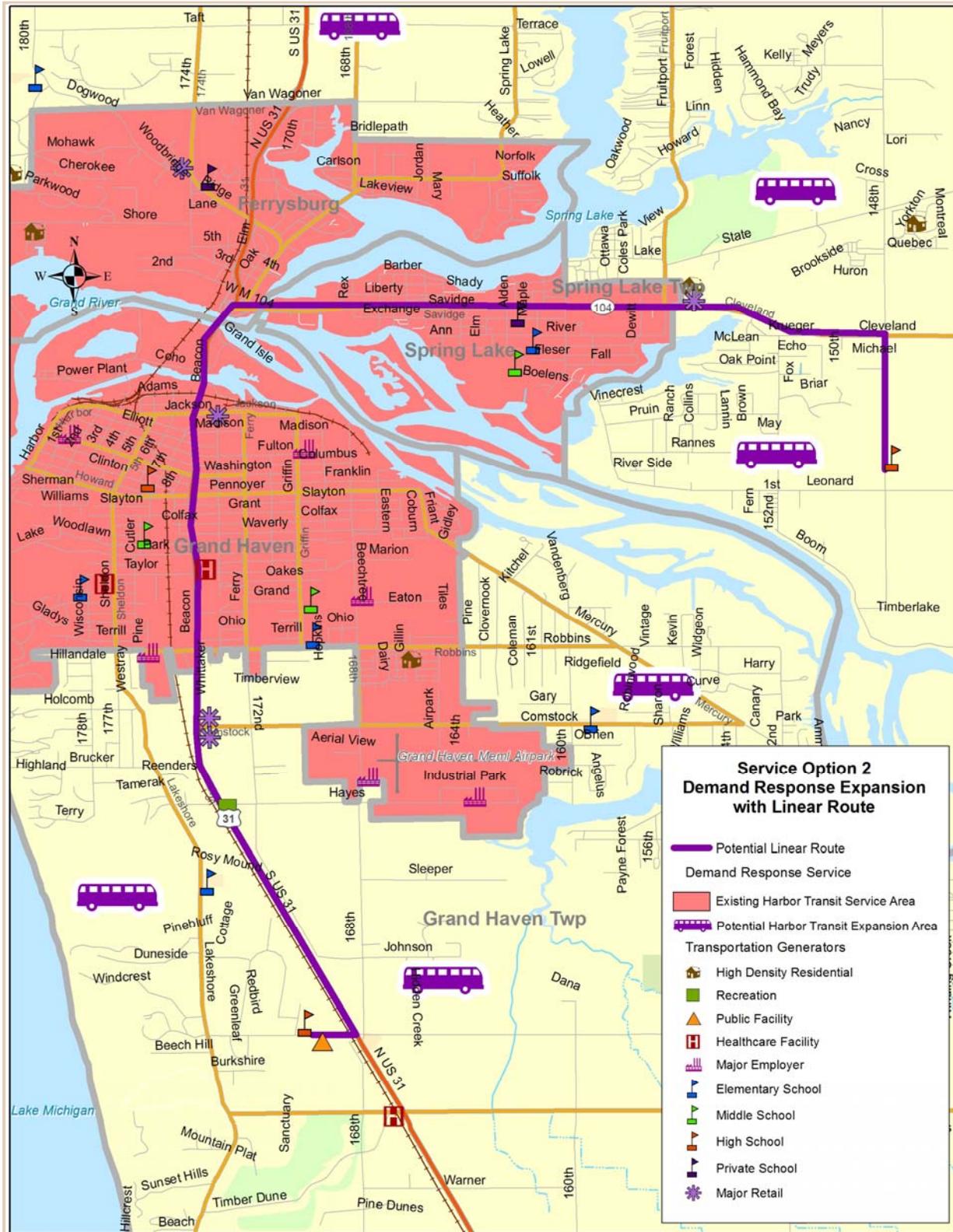
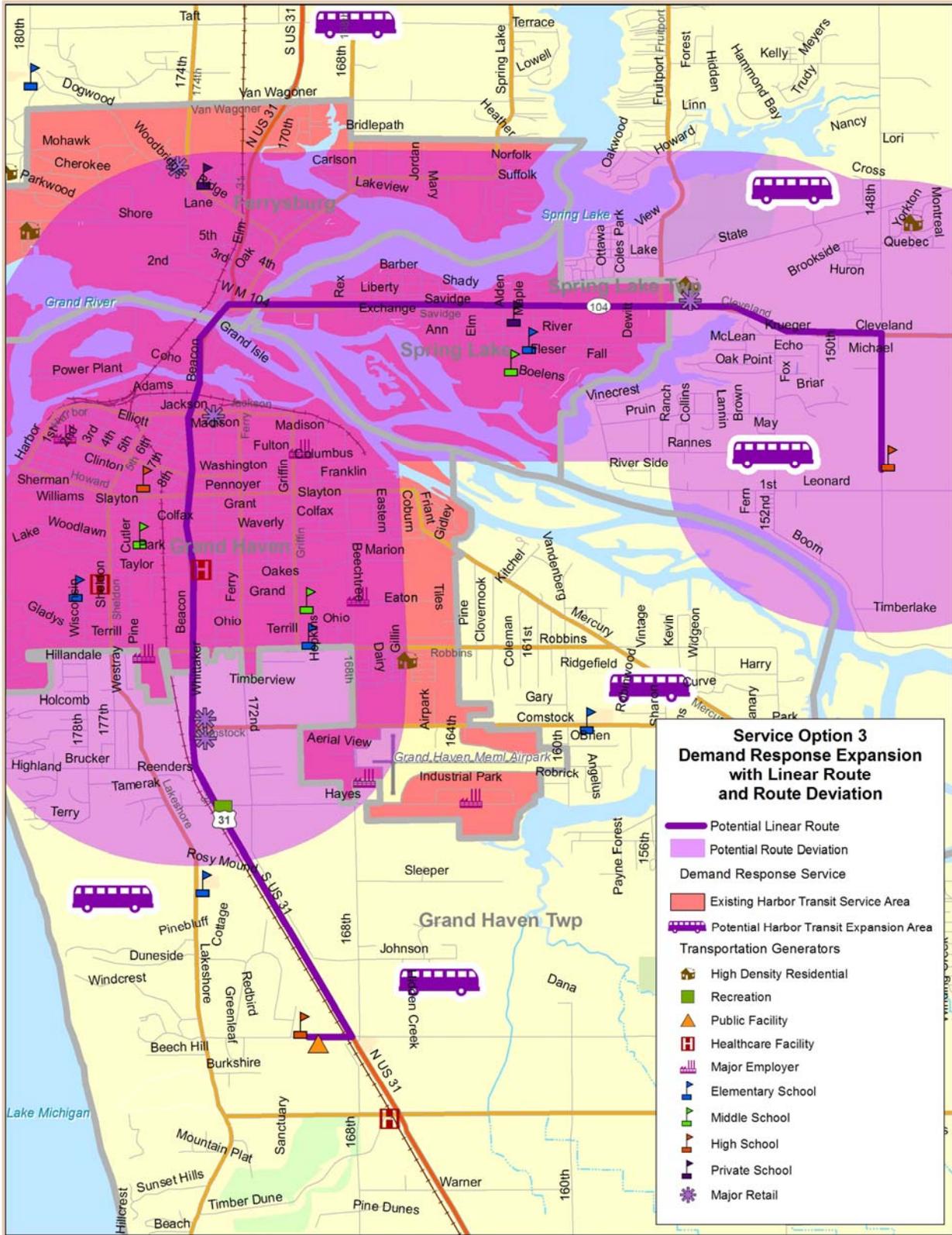


Figure 6-2  
Service Option 2



**Figure 6-3  
Service Option 3**



## Improvement to Existing Services

The existing Harbor Transit service is very convenient for riders. The average wait time between calling in to schedule a trip and getting picked up is around 20 minutes. Many similar curb-to-curb services in Michigan require one-day advance reservations or a wait time of hours, rather than minutes. Efficiency in terms of scheduling trips and doing more with the same number of buses and drivers could be made possible by adding a computerized dispatch system. This would also require installing automatic vehicle location (AVL) equipment on the buses so that the scheduling system always knows where the Harbor Transit vehicles are and can determine which vehicle can accommodate a specific service request.

Other things Harbor Transit could experiment with would be setting up bus stops with shelters at several key transportation generators within the existing service areas. This would perhaps get people used to waiting at a location to catch the bus and make a fixed route service somewhat easier to implement. Shopping destinations would be a good location for the shelters. People could call when they are finished with their shopping and indicate that they would be waiting at the shelter for pick-up.



# 7 Performance Measures and Service Evaluation

As service is expanded, it will be important to track the performance of the system. This will help in budgeting and determining the financial and efficiency impacts of expansion. Tracking and reviewing performance data will also provide insight on the efficiencies of new types of service. Performance data on the existing service can be compared to performance data on new types of services such as route deviation. This will allow comparisons in terms of passengers per hour and cost per passenger to determine which service provides the most service for the dollars spent and how future services should be structured.

Harbor Transit currently collects the basic information necessary to track and monitor the performance of the system. The key components are passengers, vehicle miles, vehicle hours and operating costs. These data items can then be used to calculate the following:

- Cost per passenger;
- Cost per mile;
- Cost per hour;
- Passengers per mile; and,
- Passengers per hour.

Passengers, miles and hours are collected daily. These data can be profiled on a monthly basis to show seasonal variations and also tracked on annual basis to be used in funding applications and requests, as well as in planning for future service needs. A review of Harbor Transit operating statistics and performance measures for 2005 through 2009 (Table 7-1), shows that the systems cost per passenger is decreasing from a high in 2007, as is the cost per mile and cost per hour. Passengers per hour and passengers per mile are also trending in a positive direction.

**Table 7-1**  
**Harbor Transit Operating Statistics**

	2004	2005	2006	2007	2008	2009
Passengers	162,470	178,679	165,225	135,652	146,906	145,665
Operating Expenses	\$1,716,599	\$1,902,524	\$1,658,311	\$1,738,076	\$1,685,236	\$1,516,353
Revenue Miles	397,978	391,537	373,497	275,958	271,317	251,306
Revenue Hours	24,640	25,563	24,644	21,194	19,937	19,582
Cost/Passenger	\$10.57	\$10.65	\$10.04	\$12.81	\$11.47	\$10.41
Cost/Mile	\$4.31	\$4.86	\$4.44	\$6.30	\$6.21	\$6.03
Cost/Hour	\$69.67	\$74.42	\$67.29	\$82.01	\$84.53	\$77.44
Passengers/Mile	0.41	0.46	0.44	0.49	0.54	0.58
Passengers/Hour	6.59	6.99	6.70	6.40	7.37	7.44

Source: Harbor Transit

Harbor Transit can also compare its productivity against that of a set of peer systems. The most basic form of comparison would be with other similar Michigan transit systems. The Michigan Department of Transportation (MDOT) groups Michigan’s public transit systems into various categories based on the characteristics of their service area. Harbor Transit is considered a small urban system. The Harbor Transit performance measures could be compared with those of other Michigan small urban systems.

MDOT collects data on all state funded public transit providers through the Public Transportation Management System (PTMS). The most recent comparison data available is for 2008 (Table 7-2). The 2008 data for Harbor Transit presented earlier in this report are slightly different than those calculated by MDOT. The MDOT data are reconciled and include only those cost and expenses permissible by MDOT. As shown in Table 7-2, Harbor Transit has a higher cost per passenger, mile and hour than the other peer systems. This stems from the fact that all of the other peers have a fixed route or deviated fixed route component with the exception of the Niles Dial-A-Ride. Still, the Harbor Transit passengers per hour and mile are slightly better than the average of the peer systems, showing that Harbor Transit performs well for a dial-a-ride only service. Care should be taken in developing peer comparisons. As noted, most of the small urban systems that are considered peers, operate fixed route as well as demand response or dial-a-ride type services. Fixed route services are generally less expensive to operate on a per passenger, mile and hour basis. The demographics and geography of each service area is also different, making it difficult to achieve the same level of efficiency or performance from one community to the next.

**Table 7-2**  
**Peer Comparison – Michigan Small Urban Systems**  
**2008 Performance Indicators**

System	Cost/Pass.	Cost/Mile	Cost/Hour	Pass./Hour	Pass./Mile
Macatawa Area Express	\$12.26	\$4.33	\$53.99	4.40	0.35
Niles Dial-A-Ride	\$9.64	\$2.90	\$36.20	3.75	0.30
SMART – Lake Erie Transit	\$7.41	\$3.97	\$52.47	7.08	0.53
Twin Cities Area Transportation Authority	\$8.02	\$3.14	\$41.65	5.19	0.39
Small Urban Average	\$9.33	\$3.59	\$46.08	5.11	0.39
Harbor Transit	\$13.91	\$5.56	\$73.18	5.26	0.40

Source: Michigan Department of Transportation, Public Transportation Management System Performance Indicators Report

Achieving performance indicators at or surpassing peer levels is something to aspire to, but performance at a level below average should not be considered a failure. Harbor transit should strive to maintain and improve the system’s existing level of performance and use the performance indicators as a planning tool and variances as indicators of areas in need of improvement. Harbor Transit performs well in terms of passengers per hour and passengers per mile as compared with the peer systems. This is a notable accomplishment given the fact that all of the peer systems but one operate a fixed or deviated route service that should, by design, carry more passengers per hour and mile. All communities are different in terms of geography and demographics. In many communities high levels of efficiency are very difficult to achieve based on physical layout of the service area and the specific needs of the population.

When monitoring new services, it is important to remember that it may take some time to achieve what is considered an acceptable level of ridership. Ridership for new services must be built through marketing and ridership should improve over time. New services should be given an ample trial period in order to assure that the public is aware of the service. A new service also needs to be in place long enough to determine if seasonal fluctuations in ridership are impacting the number of passengers. Thus, services should be monitored for at least nine months, with a year being a more appropriate period of time over which to evaluate service productivity. Also, given that funding for service is usually based on 12 months of operation, only under instances of extremely low ridership should a service not be given a trial period of at least a year.

# 8 Marketing and Implementation

A well thought out and timed marketing and implementation component leads to a successful expansion or improvement program.

## Marketing

Marketing of the new service, such as the expanded demand response service should be with approval from the units of government that elect to participate in an expanded Harbor Transit service. Depending on the funding scenario selected, funding from Grand Haven Charter Township and Spring Lake Township for the locally generated portion of Harbor Transit's operating costs could be based at least partially on ridership. Conversely, given that ridership will be only be one component in any formula and some of the cost per trip covers overhead, the more trips, the lower the cost per trip.

It will also be important not to overload or exceed the capacity of Harbor Transit service. Given that an average wait time of 20 minutes is currently the norm for Harbor Transit service, maintaining the same level of service and not adversely impacting the existing ridership while expanding the service will be important from a public relations standpoint. Thus, marketing for expanded service could be targeted at first through mailings to specific areas or posters at specific locations or transportation generators. Once the service is established, marketing could then be expanded to mailings in the entire new service area(s).

Care should be taken when marketing new types of services, such as the linear route or the linear route combined with point deviation. This service should be marketed as a demonstration service. The public should be aware that this service will only be permanent if it is well used. The purpose of the service is to provide more efficient service by getting more people on the vehicle at one time. If it doesn't prove effective it should be discontinued, but only after an adequate trial period (approximately one year). Marketing the service at the various transportation generators along the route will help in announcing the service to the public.

As with the existing service, the Harbor Transit website is a good place to post the details of new services. People may hear about the new service and then access the website to get more detailed information. Notifications can also be emailed to employers, schools and social service agencies with a link to the website for more information.

A more effective means of marketing the existing service, as well as new services, is to hire staff to conduct marketing activities. This staff person could focus on promoting the service through printed brochures and advertisements, radio announcements, and having a presence at local festivals and events. Other marketing staff duties could include working with local schools, agencies, major employers, retirement communities, and private organizations to promote Harbor Transit and educate people on how to use the system. Travel training could be a job duty of marketing staff.

## Implementation

Implementing new service should be done in phases. Expanding the curb-to-curb service is logically the first phase. Once that change has been accepted by the public, other improvements and changes can be made. This would include the linear route or the linear route with point deviation. It will be important for riders to get used to one change at a time. It is also not necessary to expand into both Grand Haven Charter and Spring Lake Townships at the same time. It will be possible to expand services into one township and then, at a later date, expand into another township. It will most likely be less difficult and disruptive to the existing service if service was to expand into one township at a time. It will also be important for those operating the system to work with one change at a time. In terms of improvements such as computerized dispatching software, often the implementation of these items is determined by funding availability. It will be important to implement a computerized system well before expansion of services or after service is established and the demand from the expansion areas has stabilized and is predictable.

# A

## Appendix



### Steering Committee Meeting Notes



**Steering Committee Meeting Notes  
June 4, 2009  
(Kick-off Meeting)**

## Minutes

Harbor Transit Planning Study  
Kick-Off Meeting

June 4, 2009

### Attendees:

Tom Manderschied, Transportation Director, Harbor Transit  
Sue Thomae, Operations Manager, Harbor Transit  
Joanne A. Marcetti, (Retired), Former Supervisor, Grand Haven Charter Township  
Lukas Hill, Community Development Director, Spring Lake Township  
Craig Bessinger, City Manager, City of Ferrysburg  
Patrick McGinnis, City Manager, City of Grand Haven  
Phil Kazmierski, Mannik & Smith Group, Consultant  
Larry Strange, The Corradino Group, Consultant

**NEXT MEETING: JULY 16, 1:30 P.M., LOCATION TO BE DETERMINED**

### Introductions

The purpose of the meeting was to kick off the Harbor Transit Planning Study. Introductions of those in attendance were made. Larry passed out copies of the Agenda and a project area map for those to review. He introduced himself and Phil Kazmierski of Mannik & Smith Group introduced himself.

### Schedule

Larry Strange initiated the discussion with an overview of the project schedule. He said that there would be an interim report produced in mid-July as an insert to the schedule. He said this report would be completed in mid-July. He said the schedule shows a start date of June and the project should be completed in early 2010.

Larry mentioned the public meeting/workshop for the study is tentatively scheduled for mid-September and the consensus of the group was that this was good timing. Larry said that it wouldn't just be one meeting but rather a series of meetings held over 2 or 3 days. There will be a meeting in each of the key jurisdictions in the study: City of Grand Haven, Village of Spring Lake, Ferrysburg, Spring Lake Township, and Grand Haven Charter Township. The committee emphasized that as much as possible comparable efforts to reach folks in each jurisdiction should occur. These will consist of using utility lists for mailings, public radio, and public television. Mailings would be focused on the likely proposed expansion area.

As part of the discussion of the public involvement program the consultant proposed a website be established. It was agreed that Corradino would create and maintain the site and that the City would have a link to it. Subsequent to this meeting, Tom Manderschied directed Larry to coordinate with Matt Vanportfliet of the city to coordinate this process. The site will be named [www.harbortransitplan.com](http://www.harbortransitplan.com). A template of the opening page is presented in Figure 1. The site should be up and running by the end of this week (week of June 15).

## Ferrysburg

- Fair share formula
- City gets charged for trips for people who walk in from the surrounding non-service area.
- Charter school using the transit system without contributing to the operating costs.

## Spring Lake Township

- Perception of empty buses
- Who is the system designed for?

Following this interaction there was discussion of the various issues. Larry said that Phil Kazmierski's key focus early on in the project was analysis of the fair share formula and possible governance alternatives.

Larry said that he was going to try and schedule meetings with:

- Bill Cargo (Grand Haven Township)
- Gordon Gallagher (Spring Lake Township)
- Keith Konarska (Grand Haven Public Schools)

Larry also said that later in the study a more focused workshop with various agencies and government entity representatives would be held.

Larry also said because Ryan Cotton couldn't be at this June 4 kickoff meeting he (Larry) would schedule a meeting with him.

## Transit Agency Issues

Some of the outstanding issues facing the transit agency follow:

- Ridership is stable (but not growing)
- Lack of technology
- The administrative/garage facility on Ferry Street needs a facelift.
- There are two distinct levels of service because of the amount of school children transportation provided by Harbor Transit – summer/non-school and school-year service.

Larry indicated that he would spend time in the facility and on buses during the study.

## Other

There needs to be coordination with the County study (which now is focusing on an interurban concept linking Grand Rapids with the various communities in Ottawa County). The plan needs to be consistent with the comprehensive plans of each governmental unit.

The committee needs to be kept engaged in the planning process so the study doesn't lose steam.

Please feel free to contact Larry ([lstrange@corrado.com](mailto:lstrange@corrado.com)) or 502-523-7474 if you have any corrections or comments regarding these minutes or any other issues with the study.

**Steering Committee Meeting Notes  
July 16, 2009**

**Notes**

Harbor Transit Planning Study  
Harbor Transit Technical Advisory Committee

July 16, 2009

Location:  
Grand Haven Charter Township Hall  
1:30 p.m.

Attendees:  
Craig Bessinger  
Ryan Cotton  
Lukas Hill  
Tom Manderscheid  
Joanne Marcetti  
Patrick McGinnis  
Phil Kazmierski (Consultant)  
Larry Strange (Consultant)

Larry Strange reported on the status of the stakeholder meetings that have been held to date. These included meetings with representatives of the Spring Lake Township, Grand Haven Charter Township, Grand Haven Public Schools, and Spring Lake Public Schools. Larry also noted that Phil Kazmierski had met with City of Grand Haven staff about the Fair Share formula.

Larry Strange provided a summary of the Expansion Situation Analysis. A discussion on the Organization Structure took place. The seven Public Acts in PA 51 of 1951 as amended were noted as the guide for any new organizational structure. During the conversation it was noted that Ferrysburg, like Grand Haven and the Village of Spring Lake also has a dedicated millage for transit. Also there is not an opportunity to for Ferrysburg and the Village of Spring Lake to negotiate services on a yearly basis because there are no yearly contracts for transit service between Grand Haven and Ferrysburg and the Village of Spring Lake, as described in the Situation Analysis. The contracts are with the non – governmental recipients of services. There was discussion about the pros and cons of an authority or some other arrangement. The steering committee would like to see organizational options and copies of by-laws/peer review. Larry Strange indicated that the consulting team would present these at the next meeting.

The demographic data was distributed for information. A map of the area was also distributed. The steering committee identified additional trip generators for inclusion on the map.

The survey was reviewed and discussed. Question 9 & 10 will be removed and question 8 will be adjusted. Corradino will have the survey performed with the results broken down by geographic area (city, village Township, etc.). Larry Strange said the survey would be mailed in the next month. Per comments from the Board (at the previous night's Grand Haven Transit Advisory Board meeting), a media announcement of the survey and the plan would precede the survey.

Larry Strange requested contacts at the Village of Spring Lake, Ferrysburg and Grand Haven Township so the study can be added as a link to the respective web sites. He will provide the contacts with the necessary information.

The next meeting was scheduled for August 20<sup>th</sup>. This date was subsequently changed to August 24<sup>th</sup> in the Village of Spring Lake Offices at 3:30 p.m.

Please forward any comments or corrections to these Notes to Larry Strange.

## Steering Committee Meeting Notes August 24, 2009

Notes

Harbor Transit Planning Study  
Harbor Transit Technical Advisory Committee

August 24, 2009  
Spring Lake Village Hall  
3:30 p.m.

Attendees

Craig Bessinger  
Ryan Cotton  
Lukas Hill  
Tom Manderscheid  
Joanne Marcetti  
Patrick McGinnis  
Phil Kazmierski (Consultant)  
Larry Strange (Consultant)

Larry Strange reviewed the upcoming public survey. There were a number of edits suggested to both the survey and the cover letter and Larry noted that these would be incorporated. The final versions would be submitted to Tom for approval. Larry said the survey should go out at the end of the week. (Note, as of this writing – Wednesday 10 a.m. – we are not sure if the surveys will go out this week or the week of September 8 due to vacations in our Southfield office.) The surveys will be mailed from and returned to Southfield.

Phil Kazmierski reviewed organizational options for Harbor Transit as detailed in the draft Technical Memorandum 3 document submitted to the committee by Corradino. The committee discussed the options and various issues and considerations associated with the report. Based on the discussion, Larry Strange said the Executive Summary would be revised and presented at the next meeting. The committee determined that at the next meeting it would be appropriate to bring in additional people from the jurisdictions to bring them up to date on the planning process. There was discussion about holding a “summit” in November to introduce the concepts to the community. Larry will also begin preparing a financial analysis of several scenarios to determine the cost to the jurisdictions in an expanded system. The alternatives to be reviewed include:

- Current formula
- Taxable Value only
- Taxable Value plus area (50% each) (the “area” should be the urbanized area designated by GHTC which you have and an area for SLT which probably should be a five mile band from village and include High School - we need to get this area defined.
- Current formula but with ridership counted to the jurisdiction in which it originates
- A scenario geared towards allocating cost by service provided depending on what information is available.

The next meeting was scheduled for September 22<sup>nd</sup> at the Spring Lake Village Hall at 3:30 p.m.

Please forward any comments or corrections to these Notes to Larry Strange.

## Steering Committee Meeting Notes October 1, 2009

Notes

Harbor Transit Planning Study  
Harbor Transit Technical Advisory Committee

October 1, 2009  
Spring Lake Village Hall  
3:30 p.m.

Attendees

Craig Bessinger  
Bill Cargo  
Ryan Cotton  
Carl French  
Gordon Gallagher  
Tom Manderscheid  
Joanne Marcetti  
Geri McCaleb  
Patrick McGinnis  
Jeff Stille  
Phil Kazmierski (Consultant)  
Larry Strange (Consultant)

Larry Strange reviewed the public survey. 3,500 hundred surveys were mailed to a sample mailing list obtained from AccuData. As of October 1, about 750 surveys had been received, most by mail. (As of this writing the count is about 800). Larry noted that this was the most surveys returned on a survey of this nature he had conducted focusing purely on transit. He presented the responses to the survey to the committee. The responses to some key questions were supportive of expanded transit in the townships. The discussion focused on the need to be cautionary about reading too much into the results but overall it appeared that the participants were encouraged by them. Larry said that the survey results would be aggregated by jurisdiction.

Phil Kazmierski reviewed organizational options for Harbor Transit as detailed in the draft Technical Memorandum 3 document submitted to the committee by Corradino. The committee discussed the options and various issues and considerations associated with the report. There was an extensive discussion about the organizational options. The group concurred that Options 2 (Public Act 7) and 4 Public Act 196 should remain on the table and that perhaps a hybrid option should be considered. The overriding issues appeared to be on the one hand, the potential loss of local control in the event an Act 196-type authority was put in place and the ability under a 196 scenario to enact a uniform millage rate across the service area so that the current funding formula would no longer be needed. There appeared to be consensus supporting an expansion plan.

Larry Strange reviewed a set of financial scenarios that were developed in response to requests received during the August 24 meeting. The question was raised about how the geographical allocation was

developed and Larry said that the analysis assumed that 2/3 of each township would be included in the expanded service area.

There was discussion about next steps and it was agreed that the board of each township should be briefed to get their views on the issue and that the committee should then reconvene.

The next meeting was scheduled for November 4 at the Spring Lake Village Hall at 3:30 p.m.

Please forward any comments or corrections to these Notes to Larry Strange.



# B

## Appendix



### A d d i t i o n a l F u n d i n g S c e n a r i o s



**Includes all of Grand Haven Charter Township and part of Spring Lake Township**



## "What If?" Harbor Transit Local Funding Scenarios

Includes all of Grand Haven Charter Township and Part of Spring Lake Township

Local Unit	2010	Scenario A	Scenario B	Scenario C	Scenario D
City of Grand Haven	\$295,477	\$171,424	\$211,680	\$209,741	\$150,980
Village of Spring Lake	\$66,570	\$41,776	\$39,152	\$42,888	\$29,247
City of Ferrysburg	\$100,327	\$59,282	\$55,966	\$58,488	\$49,461
Grand Haven Charter Twp.	\$19,282	\$281,300	\$250,079	\$256,455	\$330,398
Spring Lake Twp.	na	\$153,321	\$150,225	\$139,530	\$147,016
<b>Total</b>	<b>\$481,655</b>	<b>\$707,102</b>	<b>\$707,102</b>	<b>\$707,102</b>	<b>\$707,102</b>

**Scenario Descriptions:**

Scenario A: Current Formula (Assumes Partial Spring Lake Township with Square Miles Input Reduced by 34% and Population Input Reduced by 10%)

Scenario B: Current Formula with Trips Assigned by Point of Origin (Assumes Partial Spring Lake Township with Square Miles Input Reduced by 34% and Population Input Reduced by 10%)

Scenario C: Taxable Value (Assumes Partial Spring Lake Township with Taxable Value Reduced by 34%)

Scenario D: New Formula with Taxable Value (50%) and Area (50%) (Assumes Partial Spring Lake Township with Taxable Value and Square Miles Reduced by 34%)

**Scenario A**  
**Current Formula**  
**(Assumes Partial Spring Lake Township with Square Miles Input Reduced by 34% and Population Reduced by 10%)**

Local Unit	Formula Inputs			Allocated Local Unit Share
	Population 50%	Ridership 25%	Sq. Miles 25%	
<b>City of Grand Haven</b>	10,608 23.74%	73,866 36.46%	7 13.03%	24.24%
<b>Village of Spring Lake</b>	2,420 5.42%	21,465 10.59%	1 2.21%	
<b>City of Ferrysburg</b>	3,053 6.83%	28,681 14.16%	3 5.71%	
<b>Grand Haven Charter Twp.</b>	15,799 35.36%	63,196 31.19%	29 57.22%	
<b>Spring Lake Twp.</b>	12,801 28.65%	15,400 7.60%	11 21.83%	
<b>Total</b>	44,681	202,608	49.9	100.00%

**Local Share: (All non-local Revenue minus expenditures)**

**\$707,102**

Local Unit	Local Share	
	Amount	Percent
<b>City of Grand Haven</b>	\$ 171,424	24.24
<b>Village of Spring Lake</b>	41,776	5.91
<b>City of Ferrysburg</b>	59,282	8.38
<b>Grand Haven Charter Twp.</b>	281,300	39.78
<b>Spring Lake Twp.</b>	153,321	21.68
<b>Total</b>	\$ 707,102	100.00

**Notes:**

Grand Haven Charter Township ridership estimate is based on 4 trips per capita. The annual trips per capita for Michigan's small urban systems range from 2.8 to 4.1 trips per capita annually. The higher end of the range was used given that the existing annual ridership for the City of Grand Haven is 7 trips per capita.

Spring Lake Township Ridership based on 50 per day ( and multiplied by 308).

Population data based on projections from the West Michigan Regional Planning Commission

Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip)

**Scenario B**

**Current Formula With Trips Assigned by Point of Origin  
(Assumes Partial Spring Lake Township with Square Miles Input Reduced by 34% and  
Population Reduced by 10%)**

Local Unit	Formula Inputs			Allocated Local Unit Share
	Population 50%	Ridership 25%	Sq. Miles 25%	
<b>City of Grand Haven</b>	10,608 23.74%	120,005 59.23%	6.5 13.03%	29.94%
<b>Village of Spring Lake</b>	2,420 5.42%	18,458 9.11%	1.1 2.21%	
<b>City of Ferrysburg</b>	3,053 6.83%	24,880 12.28%	2.9 5.71%	7.91%
<b>Grand Haven Charter Twp.</b>	15,799 35.36%	27,413 13.53%	28.5 57.22%	35.37%
<b>Spring Lake Twp.</b>	12,801 28.65%	11,852 5.85%	10.9 21.83%	21.25%
<b>Total</b>	<b>44,681</b>	<b>202,608</b>	<b>50</b>	<b>100.00%</b>

**Local Share: (All non-local Revenue minus expenditures)**

**\$707,102**

Local Unit	Local Share	
	Amount	Percent
<b>City of Grand Haven</b>	\$ 211,680	29.94
<b>Village of Spring Lake</b>	39,152	5.54
<b>City of Ferrysburg</b>	55,966	7.91
<b>Grand Haven Charter Twp.</b>	250,079	35.37
<b>Spring Lake Twp.</b>	150,225	21.25
<b>Total</b>	\$ 707,102	100.00

**Notes:**

Grand Haven Charter Township ridership estimate is based on 4 trips per capita. The annual trips per capita for Michigan's small urban systems range from 2.8 to 4.1 trips per capita annually. The higher end of the range was used given that the existing annual ridership for the City of Grand Haven is 7 trips per capita.

Spring Lake Township Ridership based on 50 per day ( and multiplied by 308).

Population data based on projections from the West Michigan Regional Planning Commission

Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip)

**Scenario C**

**Taxable Value**

**(Assumes Partial Spring Lake Township - Taxable Value  
Reduced by 34%)**

Local Unit	Formula Input	Allocated Local Unit Share
	Taxable Value	
City of Grand Haven	\$561,603,485	29.66%
Village of Spring Lake	\$114,837,473	6.07%
City of Ferrysburg	\$156,607,539	8.27%
Grand Haven Charter Twp.	\$686,685,079	36.27%
Spring Lake Twp.	\$373,606,587	19.73%
<b>Total</b>	<b>\$1,893,340,163</b>	<b>100.00%</b>

**Local Share: (All non-local Revenue minus  
expenditures)**

**\$707,102**

Local Unit	Local Share	
	Amount	Percent
City of Grand Haven	\$ 209,741	29.66
Village of Spring Lake	42,888	6.07
City of Ferrysburg	58,488	8.27
Grand Haven Charter Twp.	256,455	36.27
Spring Lake Twp.	139,530	19.73
<b>Total</b>	<b>\$ 707,102</b>	<b>100.00</b>

**Notes:**

Taxable value based on Michigan Department of Treasury 2008 Ad Valorem Property Tax Report

Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip)

**Scenario D**

**Taxable Value (50%) and Area (50%)**

**(Assumes Partial Spring Lake Township with Taxable Value and Square Miles Reduced by 34%)**

Local Unit	Formula Inputs		Allocated Local Unit Share
	Taxable Value 50%	Sq. Miles 50%	
<b>City of Grand Haven</b>	561,603,485 29.66%	6.5 13.04%	21.35%
<b>Village of Spring Lake</b>	114,837,473 6.07%	1.1 2.21%	
<b>City of Ferrysburg</b>	156,607,539 8.27%	2.9 5.72%	6.99%
<b>Grand Haven Charter Twp.</b>	686,685,079 36.27%	28.5 57.18%	46.73%
<b>Spring Lake Twp.</b>	373,606,587 19.73%	10.9 21.85%	20.79%
<b>Total</b>	1,893,340,163	49.8	100.00%

**Local Share: (All non-local Revenue minus expenditures)                    \$                    707,102**

Local Unit	Local Share	
	Amount	Percent
<b>City of Grand Haven</b>	\$ 150,980	21.35
<b>Village of Spring Lake</b>	29,247	4.14
<b>City of Ferrysburg</b>	49,461	6.99
<b>Grand Haven Charter Twp.</b>	330,398	46.73
<b>Spring Lake Twp.</b>	147,016	20.79
<b>Total</b>	\$ 707,102	100.00

**Notes:**

Taxable value based on Michigan Department of Treasury 2008 Ad Valorem Property Tax Report

Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip)



**Includes part of Grand Haven Charter Township and excludes Spring Lake Township**



**"What If?" Harbor Transit Local Funding Scenarios**

**Includes Part of Grand Haven Charter Township and Excludes Spring Lake Township**

<b>Local Unit</b>	<b>2010</b>	<b>Scenario A</b>	<b>Scenario B</b>	<b>Scenario C</b>	<b>Scenario D</b>
<b>City of Grand Haven</b>	\$295,477	\$210,017	\$244,872	\$313,152	\$190,494
<b>Village of Spring Lake</b>	\$66,570	\$49,872	\$46,405	\$64,034	\$37,096
<b>City of Ferrysburg</b>	\$100,327	\$72,201	\$67,757	\$87,325	\$61,528
<b>Grand Haven Charter Twp.</b>	\$19,282	\$299,211	\$272,265	\$166,790	\$342,183
<b>Total</b>	<b>\$481,655</b>	<b>\$631,301</b>	<b>\$631,301</b>	<b>\$631,301</b>	<b>\$631,301</b>

**Scenario Descriptions:**

Scenario A: Current Formula (Assumes partial Grand Haven Township with square miles input reduced by 34% and population input reduced by 10%)

Scenario B: Current Formula with Trips Assigned by Point of Origin (Assumes partial Grand Haven Township with square miles input reduced by 34% and population input reduced by 10%)

Scenario C: Taxable Value (Assumes Partial Grand Haven Charter Township with Taxable Value Reduced by 34%)

Scenario D: New Formula with Taxable Value (50%) and Area (50%). (Assumes partial Grand Haven Township with taxable value and square miles reduced by 34%)

**Scenario A**

**Current Formula**

**(Assumes Partial Grand Haven Township with Square Miles Input Reduced by 34% and Population Input Reduced by 10%)**

Local Unit	Formula Inputs			Allocated Local Unit Share
	Population 50%	Ridership 25%	Sq. Miles 25%	
<b>City of Grand Haven</b>	10,608 35.01%	73,866 40.84%	7 22.21%	33.27%
<b>Village of Spring Lake</b>	2,420 7.99%	21,465 11.87%	1 3.76%	
<b>City of Ferrysburg</b>	3,053 10.08%	28,681 15.86%	3 9.74%	
<b>Grand Haven Charter Twp.</b>	14,219 46.93%	56,876 31.44%	19 64.29%	
<b>Total</b>	<b>30,300</b>	<b>180,888</b>	<b>29.3</b>	<b>100.00%</b>

**Local Share: (All non-local Revenue minus expenditures)**

**\$631,301**

Local Unit	Local Share	
	Amount	Percent
<b>City of Grand Haven</b>	\$ 210,017	33.27
<b>Village of Spring Lake</b>	49,872	7.90
<b>City of Ferrysburg</b>	72,201	11.44
<b>Grand Haven Charter Twp.</b>	299,211	47.40
<b>Total</b>	<b>\$ 631,301</b>	<b>100.00</b>

**Notes:**

Grand Haven Charter Township ridership estimate is based on 4 trips per capita. The annual trips per capita for Michigan's small urban systems range from 2.8 to 4.1 trips per capita annually. The higher end of the range was used given that the existing annual ridership for the City of Grand Haven is 7 trips per capita.

Population data based on projections from the West Michigan Regional Planning Commission

Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip).

**Scenario B**

**Current Formula With Trips Assigned by Point of Origin  
(Assumes Partial Grand Haven Township with Square Miles Input Reduced by 34% and  
Population Input Reduced by 10%)**

Local Unit	Formula Inputs			Allocated Local Unit Share
	Population 50%	Ridership 25%	Sq. Miles 25%	
<b>City of Grand Haven</b>	10,608 35.01%	113,815 62.92%	6.5 22.21%	38.79%
<b>Village of Spring Lake</b>	2,420 7.99%	17,492 9.67%	1.1 3.76%	
<b>City of Ferrysburg</b>	3,053 10.08%	23,588 13.04%	2.9 9.74%	10.73%
<b>Grand Haven Charter Twp.</b>	14,219 46.93%	25,994 14.37%	18.8 64.29%	43.13%
<b>Total</b>	30,300	180,888	29	100.00%

**Local Share: (All non-local Revenue minus expenditures)**

**\$631,301**

Local Unit	Local Share	
	Amount	Percent
<b>City of Grand Haven</b>	\$ 244,872	38.79
<b>Village of Spring Lake</b>	46,405	7.35
<b>City of Ferrysburg</b>	67,757	10.73
<b>Grand Haven Charter Twp.</b>	272,265	43.13
<b>Total</b>	\$ 631,301	100.00

**Notes:**

Grand Haven Charter Township ridership estimate is based on 4 trips per capita. The annual trips per capita for Michigan's small urban systems range from 2.8 to 4.1 trips per capita annually. The higher end of the range was used given that the existing annual ridership for the City of Grand Haven is 7 trips per capita.

Population data based on projections from the West Michigan Regional Planning Commission

Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip).

**Scenario C**  
**Taxable Value**  
**(Assumes Partial Grand Haven Township Taxable Value**  
**Reduced by 34%)**

Local Unit	Formula Input	Allocated Local Unit Share
	Taxable Value	
City of Grand Haven	\$561,603,485	49.60%
Village of Spring Lake	\$114,837,473	10.14%
City of Ferrysburg	\$156,607,539	13.83%
Grand Haven Charter Twp.	\$299,120,020	26.42%
<b>Total</b>	<b>\$1,132,168,517</b>	<b>100.00%</b>

**Local Share: (All non-local Revenue minus expenditures) \$631,301**

Local Unit	Local Share	
	Amount	Percent
City of Grand Haven	\$ 313,152	49.60
Village of Spring Lake	64,034	10.14
City of Ferrysburg	87,325	13.83
Grand Haven Charter Twp.	166,790	26.42
<b>Total</b>	<b>\$ 631,301</b>	<b>100.00</b>

**Notes:**

Taxable value based on Michigan Department of Treasury 2008 Ad Valorem Property Tax Report

Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip).

**Scenario D**

**Taxable Value (50%) and Area (50%)**

**(Assumes Partial Grand Haven Township with Taxable Value and Square Miles Reduced by 34%)**

Local Unit	Formula Inputs		Allocated Local Unit Share
	Taxable Value 50%	Sq. Miles 50%	
City of Grand Haven	561,603,485 43.66%	6.5 16.69%	30.17%
Village of Spring Lake	114,837,473 8.93%	1.1 2.82%	5.88%
City of Ferrysburg	156,607,539 12.18%	2.9 7.32%	9.75%
Grand Haven Charter Twp.	453,212,152 35.23%	28.5 73.17%	54.20%
<b>Total</b>	<b>1,286,260,649</b>	<b>39.0</b>	<b>100.00%</b>

**Local Share: (All non-local Revenue minus expenditures)                    \$            631,301**

Local Unit	Local Share	
	Amount	Percent
City of Grand Haven	\$ 190,494	30.17
Village of Spring Lake	37,096	5.88
City of Ferrysburg	61,528	9.75
Grand Haven Charter Twp.	342,183	54.20
<b>Total</b>	<b>\$ 631,301</b>	<b>100.00</b>

**Notes:**

Taxable value based on Michigan Department of Treasury 2008 Ad Valorem Property Tax Report

Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip).



**Includes all of Grand Haven Charter Township and excludes Spring Lake Township**



## "What If?" Harbor Transit Local Funding Scenarios

Includes all of Grand Haven Charter Township and Excludes Spring Lake Township

Local Unit	2010	Scenario A	Scenario B	Scenario C	Scenario D
City of Grand Haven	\$295,477	\$200,380	\$238,696	\$241,442	\$175,237
Village of Spring Lake	\$66,570	\$48,134	\$45,204	\$49,370	\$33,911
City of Ferrysburg	\$100,327	\$68,248	\$64,527	\$67,328	\$57,567
Grand Haven Charter Twp.	\$19,282	\$336,594	\$304,929	\$295,216	\$386,641
<b>Total</b>	<b>\$481,655</b>	<b>\$653,356</b>	<b>\$653,356</b>	<b>\$653,356</b>	<b>\$653,356</b>

### Scenario Descriptions:

Scenario A: Current Formula

Scenario B: Current Formula with Trips Assigned by Point of Origin

Scenario C: Taxable Value

Scenario D: New Formula with Taxable Value (50%) and Area (50%)

**Scenario A**

**Current Formula**

Local Unit	Formula Inputs			Allocated Local Unit Share
	Population 50%	Ridership 25%	Sq. Miles 25%	
<b>City of Grand Haven</b>	10,608 33.27%	73,866 39.46%	7 16.67%	30.67%
<b>Village of Spring Lake</b>	2,420 7.59%	21,465 11.47%	1 2.82%	
<b>City of Ferrysburg</b>	3,053 9.58%	28,681 15.32%	3 7.31%	
<b>Grand Haven Charter Twp.</b>	15,799 49.56%	63,196 33.76%	29 73.20%	
<b>Total</b>	31,880	187,208	39.0	100.00%

**Local Share: (All non-local Revenue minus expenditures)**

**\$653,356**

Local Unit	Local Share	
	Amount	Percent
<b>City of Grand Haven</b>	\$ 200,380	30.67
<b>Village of Spring Lake</b>	48,134	7.37
<b>City of Ferrysburg</b>	68,248	10.45
<b>Grand Haven Charter Twp.</b>	336,594	51.52
<b>Total</b>	\$ 653,356	100.00

**Notes:**

Grand Haven Charter Township ridership estimate is based on 4 trips per capita. The annual trips per capita for Michigan's small urban systems range from 2.8 to 4.1 trips per capita annually. The higher end of the range was used given that the existing annual ridership for the City of Grand Haven is 7 trips per capita.

Population data based on projections from the West Michigan Regional Planning Commission

Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip).

**Scenario B**

**Current Formula With Trips Assigned by Point of Origin**

Local Unit	Formula Inputs			Allocated Local Unit Share
	Population 50%	Ridership 25%	Sq. Miles 25%	
<b>City of Grand Haven</b>	10,608 33.27%	117,782 62.92%	6.5 16.67%	36.53%
<b>Village of Spring Lake</b>	2,420 7.59%	18,106 9.67%	1.1 2.82%	
<b>City of Ferrysburg</b>	3,053 9.58%	24,416 13.04%	2.9 7.31%	
<b>Grand Haven Charter Twp.</b>	15,799 49.56%	26,904 14.37%	28.5 73.20%	
<b>Total</b>	31,880	187,208	39	100.00%

**Local Share: (All non-local Revenue minus expenditures)**

**\$653,356**

Local Unit	Local Share	
	Amount	Percent
<b>City of Grand Haven</b>	\$ 238,696	36.53
<b>Village of Spring Lake</b>	45,204	6.92
<b>City of Ferrysburg</b>	64,527	9.88
<b>Grand Haven Charter Twp.</b>	304,929	46.67
<b>Total</b>	\$ 653,356	100.00

**Notes:**

Grand Haven Charter Township ridership estimate is based on 4 trips per capita. The annual trips per capita for Michigan's small urban systems range from 2.8 to 4.1 trips per capita annually. The higher end of the range was used given that the existing annual ridership for the City of Grand Haven is 7 trips per capita.

Population data based on projections from the West Michigan Regional Planning Commission

Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip).



## Scenario D

### Taxable Value (50%) and Area (50%)

Local Unit	Formula Inputs		Allocated Local Unit Share
	Taxable Value 50%	Sq. Miles 50%	
City of Grand Haven	561,603,485 36.95%	6.5 16.69%	26.82%
Village of Spring Lake	114,837,473 7.56%	1.1 2.82%	
City of Ferrysburg	156,607,539 10.30%	2.9 7.32%	
Grand Haven Charter Twp.	686,685,079 45.18%	28.5 73.17%	
<b>Total</b>	<b>1,519,733,576</b>	<b>39.0</b>	<b>100.00%</b>

**Local Share: (All non-local Revenue minus expenditures)                    \$                    653,356**

Local Unit	Local Share	
	Amount	Percent
City of Grand Haven	\$ 175,237	26.82
Village of Spring Lake	33,911	5.19
City of Ferrysburg	57,567	8.81
Grand Haven Charter Twp.	386,641	59.18
<b>Total</b>	<b>\$ 653,356</b>	<b>100.00</b>

**Notes:**

Taxable value based on Michigan Department of Treasury 2008 Ad Valorem Property Tax Report

Total local share (cost) based on 2010 projection with increase based on new trips multiplied by \$3.49 (current local cost per trip).