

Mackinac Island Transportation Master Plan

December 2021



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Appendix A – Service Model Analysis Summary

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Photos provided by Mackinac Island Tourism Bureau

Executive Summary

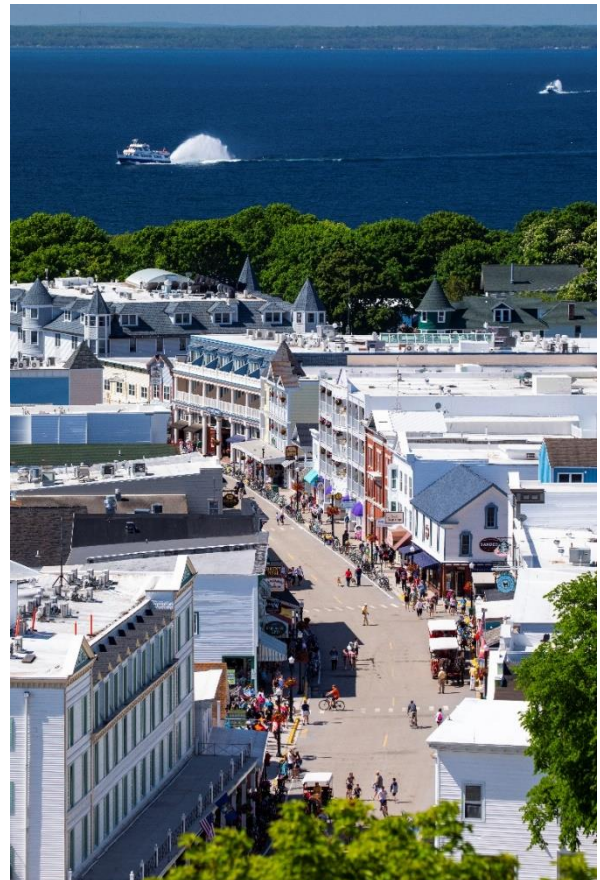
The purpose of this Mackinac Island Transportation Plan (funded predominantly by the State of Michigan through a grant from the Michigan Department of Transportation) is to deliver a comprehensive vision for the future of ferry transportation service in the Straits of Mackinac. The Plan reflects intensive community and stakeholder engagement that assisted the project team in identifying key needs and goals. Significant input was received on system schedules, terminals, vessels, infrastructure, and funding required to sustainably support not only peak season, but also year-round passenger and freight services.

Key needs and goals identified through community and stakeholder engagement included:

- » Increase number and frequency of winter sailings, including Sunday service
- » Increase winter service reliability, including ice and inclement weather capability
- » Provide earlier and later sailing times throughout the year
- » Improve aging vessel fleet, including winter service vessels
- » Increase availability and reduce cost of long-term covered/indoor parking
- » Look for system efficiencies to reduce system capital and operating costs

Based on the findings from data gathering and system analysis, the project team developed recommendations responding to needs and goals expressed by the community and stakeholders. Key recommendations are summarized below. Full discussion of information and data supporting each recommendation is presented in the Master Plan.

- » Expand ferry service year-round with earlier morning and later evening sailings
- » Expand winter ferry service with additional Monday-Saturday daily sailings, and new Sunday sailings
- » Modernize the ferry fleet for increased capability, reliability, and environmental sustainability while reducing operating and maintenance costs
- » Increase system efficiency through combined passenger and freight service on select vessels
- » Realize ferry system cost reductions through ferry operator collaboration of schedules, staffing, fleet resources, purchasing, and other efficiencies
- » Harness financial tools available through MITA governance and public/private partnerships for funding of system improvements and reduction of ticket fares



Section 1 - Introduction and Background

Mackinac Island is located on Lake Huron in the Straits of Mackinac, in Mackinac County, Michigan and is home to around 500 year-round residents, with an influx of an estimated 750,000¹ visitors in the late spring, summer and early fall months. The island is a popular tourist destination, in part for the transportation experience on the island, which is served only by non-motorized vehicles and horse and carriages. Transportation to and from the island is primarily by ferry, with a quick trip from the mainland in the summer provided by two private operators and a longer, slower and colder trip in the winter by one private operator, where service is available on a day-to-day basis due to ice and storm conditions. Air travel is also available to and from the island pending weather conditions and provides an additional travel option to residents and visitors.

The City of Mackinac Island formed the Mackinac Island Transportation Authority (MITA) in 2019 with the purpose of providing additional funding resources to help ensure safe, reliable and affordable year-round transportation of passengers and goods to and from Mackinac Island. In 2021, MITA undertook the development of the Mackinac Island Transportation Study and Master Plan (Master Plan) as a first step towards optimizing service for the island’s residents and visitors. The Master Plan process serves as a framework to better understand system needs, identify improvement opportunities, and identify potential funding sources.



¹ 2018 City of Mackinac Island Master Plan

Purpose and Goals of the Plan

The purpose of the Master Plan is to provide strategies and recommendations to improve year-round public access to and from Mackinac Island. The plan development process incorporates feedback from community members and stakeholders to shape the understanding of the current transportation network of Mackinac Island, the needs of the community and its visitors, and challenges faced by operators. The recommendations presented in this Plan outline potential service enhancements that support the feedback received through public and stakeholder engagement to identify potential infrastructure needs and estimated operating costs that are needed to support those service improvements. Ultimately, MITA will be able to use the information in this plan to seek funding opportunities for service and capital improvements.

While other modes of transportation were reviewed to understand the transportation needs of the island, the Master Plan focuses recommendations on ferry services, which serve as the main connection to the island for both passengers and freight.

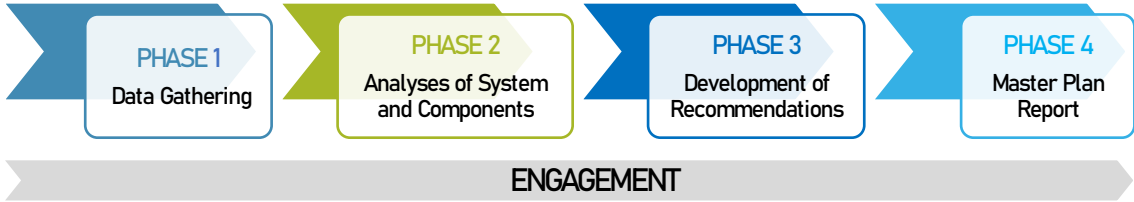
How to Read this Plan

The Master Plan is organized into five sections. Sections 1 and 2 introduce the project and provide background and context of the existing transportation network. Section 3 describes transportation needs and gaps in service discovered through data analysis and engagement with the public and stakeholders. Sections 4 and 5 of the Plan highlight the process of identifying and assessing the financial impacts of service recommendations to fill the identified needs or gaps. The Plan concludes with opportunities for service improvement and operating efficiencies by the Transportation Authority. These potential efficiencies are not something that could be implemented overnight and would require careful consideration and planning. The plan is supported by two Appendices where additional information on analysis can be found.

Project Approach

Development of the Master Plan was divided into four phases, shown in Figure 1 below, and included data gathering, analysis of the system, development of recommendations and the final drafting of the report. Public and stakeholder engagement enriched the understanding of the island's transportation system. A financial operating model was used to understand a baseline cost of current service and compare costs of potential expanded service that are included in the recommendations. The recommendations of this Plan also include service efficiency improvements for further study.

Figure 1: Master Plan Approach



PHASE 1—DATA GATHERING: An essential first step in understanding existing conditions, opportunities, and constraints. The project team gathered and reviewed available traffic demand information, operational requirements, regulatory environment, funding dynamics of the system and Transportation Authority funding opportunities. The project team sought out information from other Michigan transportation authorities and private ferry operators to deepen the understanding of funding and service opportunities available for Mackinac Island.

Outside of desktop research and operator interviews, wider public and stakeholder outreach (summarized later in Section 1) provided insight to historic financial and ridership data, existing system assets, and transportation needs and gaps in existing service for island residents, commuters and businesses.

PHASE 2—ANALYSIS OF SYSTEM AND COMPONENTS: Because service is provided by competing private operators, the financial and ridership data available to the project team was limited and not current. The lack of current data was supplemented with other sources, such as known financial and operating information from similar ferry operators, estimated island visitor numbers, and historical weather data.

Findings from the data gathering and analysis phases were used to inform development of a simple operations model for the ferry system, used to assess both existing (baseline) ferry service and an expanded service scenario. The output from the model quantifies the approximate current marine operating costs and financial impacts from changes to the current level of service².

A brief summary of the approach, assumptions, inputs and outputs of the operating cost model is provided in Appendix A.

² As noted in Section 4, the model is a tool used to understand the potential financial impacts of service expansion. The model focuses on marine operating costs only and does not take into account other areas of system costs such as terminals and real estate. Please review Appendix A for more information on the model development.

PHASE 3—DEVELOPMENT OF RECOMMENDATIONS: Recommendations include strategies to address the gaps in service and transportation needs identified through public and stakeholder outreach, as well as the financial results of the expanded service scenario model development.

PHASE 4—MASTER PLAN: The results of the first three phases were used to inform development of the Master Plan.

COMMUNITY AND STAKEHOLDER ENGAGEMENT: Outreach occurred throughout the project and is detailed in the following section.

Engagement

A key component of the Mackinac Island Transportation Study and Master Plan was gathering feedback from the community, its visitors, commuters and service providers about the ferry system to St. Ignace, Mackinaw City, and Mackinac Island. Engagement was planned with the following goals:

- » To understand public interests in ferry service to and from the island
- » Gather public sentiments on existing and potential future ferry service seasons, schedules, vessels, and landside facilities.

Engagement activities, completed throughout the project phases, are summarized below.

Public Online Workshops

Three public workshops were held in the early phases of the project to build awareness for the Master Plan, provide information on the role, responsibility, and benefits of a transportation authority, and facilitate direct communication between the community and the project team. The public workshops consisted of introductions of the project team, an overview of the Mackinac Island Transportation Authority (MITA), examples of other transportation authorities in the region and nationally, project goals and approach, and a series of engagement questions. The engagement questions asked how participants used the Mackinac Island ferries and what improvements should be made to the ferry services. The public workshops concluded with an opportunity for dialogue between participants and the project team.

Community Survey

The community survey was distributed via the online platform SurveyMonkey. The survey was open for approximately five weeks opening on June 17, 2021, and closing on July 23, 2021, after culmination of the public workshops. In total, the survey captured 583 responses. About 50% of survey-takers identified as a visitor, 35% as a year-round island resident, and 20% as a seasonal resident. The majority of participants (80%) reported not using the ferries to commute off the island for work, while 15% commute off the island at least one day per week, and 5% at least four days per week.

A summary of the survey questions and responses is included as Appendix B.

Figure 2: Survey Respondents



Stakeholder Discussions

The project team conducted informational discussions with several stakeholders with the goal of providing information about the development of the Master Plan and seeking their expertise on the existing system and operating conditions, as well as ideas for system improvements.

Discussions were held with representatives from the following stakeholder groups:

- » Current Mackinac Island ferry operators
- » Current Great Lakes ferry operators
- » Mackinac Island Community Foundation
- » Mackinac Tourism

In outreach discussions with other Great Lakes ferry operators, various potential funding sources were noted, including subsidy on administrative costs for one vessel, state and federal grants, and tax-free vessel costs.

MITA Steering Committee

After each phase of the study, the project team updated the Master Plan Steering Committee, comprised of MITA Board members and representatives.

Section 2 - Overview of Existing Transportation Service

Mackinac Island Transportation Authority

The formation of MITA provides the City of Mackinac Island opportunities for increased control or involvement in ferry service to the island. As a transportation authority, MITA has the potential to access funding opportunities that private operators, without this governance structure, may not. This includes operating funding from the Michigan Department of Transportation (MDOT), as well as funding at the state and federal level to support capital investments. **While Mackinac Island’s ferry operation does not currently receive operating funding support through MDOT’s Marine Passenger Program, several surrounding regional ferry systems do.** This funding support is one reason why service in other locations may provide more frequent service and at a lower fare than Mackinac Island experiences.

A Transit Authority is an authority which regulates or administers transportation related matters by way of planning, financing, acquiring, improving, owning or operating services and facilities.

(Authorized by State Acts 51 and 196)

Funding Opportunities

Listed below are potential funding sources available to MITA for capital and operating costs. Typically, funding for capital projects is more readily available than annual operating funding support.

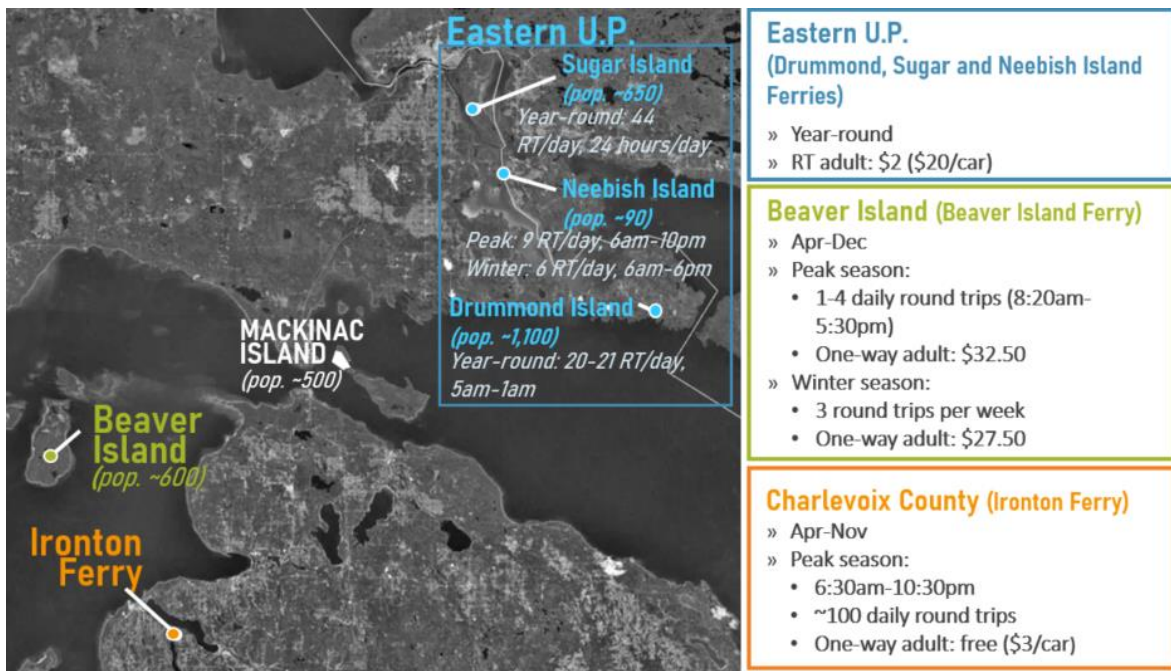
| Capital Funding | Operating Funding |
|---|--|
| <p><i>Constructing and improving vessels and terminals</i></p> <ul style="list-style-type: none"> » Marine Passenger Program » Apply for state and federal grants and loans » Borrow money and issue bonds » Taxing authority (jurisdiction includes the City of Mackinac Island) | <p><i>All costs that go into running the service (fuel, crew and administrative staff, vessel and terminal maintenance, overhead costs like insurance, etc.)</i></p> <ul style="list-style-type: none"> » MDOT Marine Passenger Program (reimbursement for no less than 50% of operating expenses) |

Local Ferry Transportation Authorities: Case Study

As mentioned above, three other transportation authorities in Michigan currently receive operating funding assistance from the MDOT Marine Passenger Program. The MDOT program provides funding for both capital improvements and operating support to publicly-operated or publicly-owned ferry services providing essential transportation services linking island communities to the mainland. The total available funding varies from year to year. In 2020, \$1.5 million was available for capital project funding for Marine Passenger services. Operating funding distributions in 2020 included:

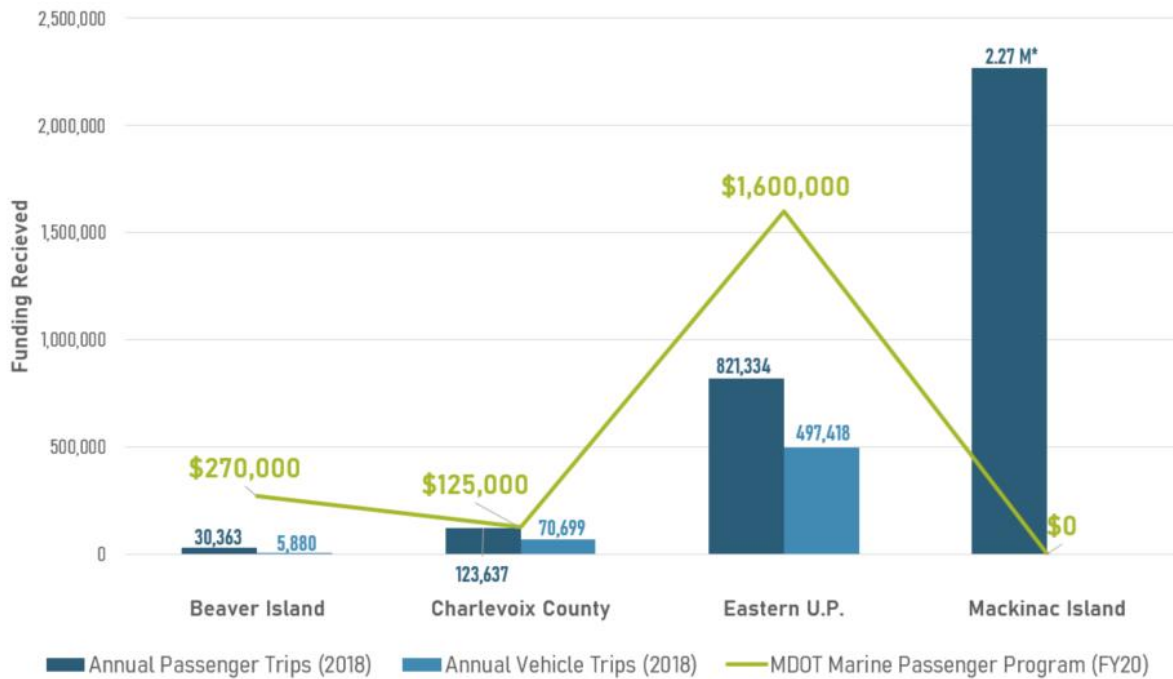
- » Eastern Upper Peninsula Transit Authority: \$1.6M
- » Beaver Island Transportation Authority: \$270,000
- » Charlevoix County Transportation Authority: \$125,000

Figure 2: Existing Michigan Transportation Authorities with Ferry Service



As shown in Figure 3, the number of passengers carried by the Mackinac Island ferry system is much higher than the three ferry systems presented above (by a margin of over 1.5 million passenger trips). While the Mackinac Island system experiences the highest ridership, the system does not currently receive MDOT Marine Passenger Program operating funding, nor does it receive the same winter level of service when compared to the Eastern U.P. routes.

Figure 3: Michigan Transportation Authorities Ridership and MDOT Operating Funding³



*Mackinac Island annual passenger trips estimate based on 2007 ridership data.

Summary of Existing Transportation Network

Island Demographics and Unique Characteristics

Life on Mackinac Island is highly variable by season and is largely influenced by weather. A small year-round community of around 500 residents remain on the island in the winter, and a limited number of hotels and restaurants remain open for visitors. During the summer, the island is a major tourist destination. Summer months see an influx of tourists, seasonal residents, and seasonal employees, with peak daily population in the summer growing to over 16,500. The busy tourist season supports thousands of hospitality related jobs. Year-round jobs on the island include construction, education, administration and medical services.⁴

There is one school located on the island, with classes for preschool through high school. To participate in activities, sports or specialized programs, students must travel to the mainland. On-island emergency services consist of police, emergency medical services, a volunteer fire department and a marine rescue team. A medical center is located on the island, although hours and services are limited.

³ 2018 ridership from the Bureau of Transportation Statistics National Census of Ferry Operators.

⁴ Estimate from the 2018 City of Mackinac Island Master Plan.

One grocery store is open year-round on the island. For bulk purchases or other shopping needs, residents rely on freight ferry service and personal freight carried onto the passenger ferry, often loaded on and off the vessel in carts made available to passengers. All other supplies, including food and beverage and construction materials, are delivered by ferry. When the ferries are unable to operate due to ice, some deliveries can be carried by plane but are limited by weight and volume.

Transportation on Mackinac Island

Cars have been banned on Mackinac Island since the beginning of the 1900s. Instead, horses are used to transport people and most freight. In addition, bicycles and snowmobiles, which are registered with the City, provide access and transportation of goods around the island. Vehicles are allowed on the island to transport deliveries of large construction equipment or materials, with an application approved by the City.

On-island transportation services include:

- » Taxi (horse-drawn carriage): Mackinac Island Carriage Tours
- » Dray: Mackinac Island Service Company
- » Luggage: the ferry companies coordinate with the hotels to deliver luggage from the dock to visitor rooms



Transportation to and from Mackinac Island

Scheduled transportation service to Mackinac Island is currently provided by three ferry operators and one airline, all private companies, as shown in Figure 4 below and summarized in Table A. The ferry companies carrying passengers operate with a franchise agreement with the City of Mackinac Island. In 2018, Star Line was awarded a five-year contract for exclusive rights to provide winter service in exchange for a reduced franchise fee. The winter service is operated “ice-to-ice,” whenever ice or weather conditions do not prohibit safe vessel operations, and service schedules and rates are set in the franchise agreement approved by the city.

Freight, including mail, packages, food and beverage, horses, and other materials, is carried between St. Ignace and Mackinac Island. Small freight, including carts, is transported on some of the passenger vessels, while heavy freight, including roll-on/roll-off delivery trucks, is carried by dedicated freight vessels. The Coal Dock, owned by the City of Mackinac Island, is the only dock with space for trucks to drive off of the ferry to unload freight. A second freight dock, located at British Landing on the northwest side of the island, is often used for trash pickup and drop-off of large construction materials and equipment. During the peak summer season, most freight deliveries are made early in the day to avoid congestion on the downtown streets as visitors arrive.

The island can also be reached by private or charter vessels and planes. During periods of below-freezing temperatures and light winds in the winter, an “ice bridge” can form, allowing snowmobiles to cross between the island and St. Ignace while ferries are unable to operate.

Figure 4: Mackinac Island Transportation Access Diagram

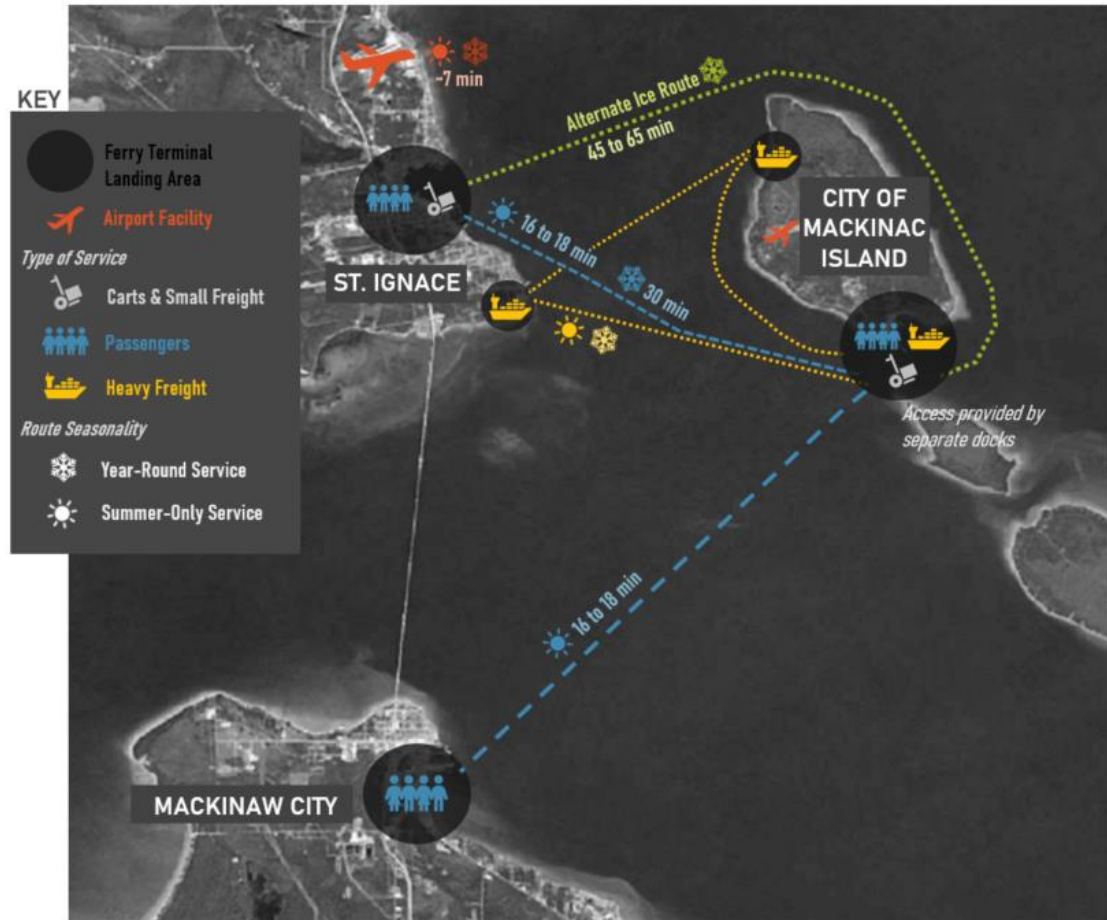


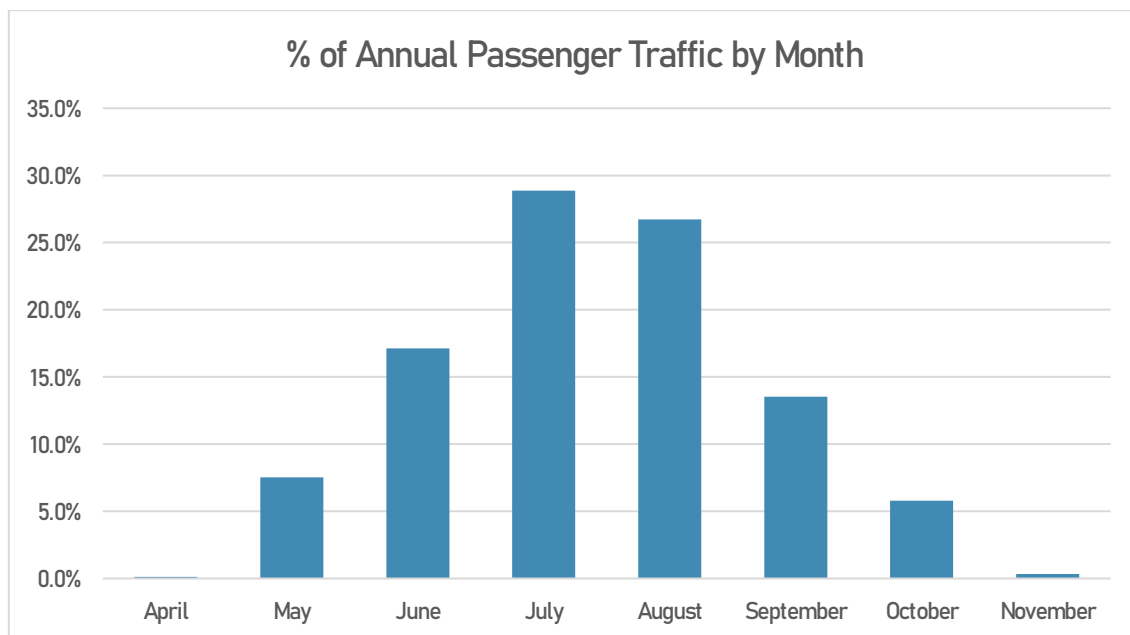
Table A: Summary of Existing Transportation Services

| | MODE | OPERATOR | SEASONALITY | MAINLAND POINT OF DEPARTURE |
|--|-----------------------|-----------------|-------------------|-----------------------------|
| | FERRY (PAX/FREIGHT) | Star Line | Summer and Winter | St. Ignace / Mackinaw City |
| | FERRY (PAX ONLY) | Shepler's | Summer | St. Ignace / Mackinaw City |
| | FERRY (FREIGHT ONLY) | Arnold Freight | Year round | St. Ignace |
| | AIRLINE (PAX/FREIGHT) | Great Lakes Air | Year round | St. Ignace |
| | AIRLINE (PAX/FREIGHT) | Fresh Air | Year round | St. Ignace |

Transportation Demand

Ferry ridership demand to Mackinac Island varies greatly between seasons throughout the year and is also a product of the service provided. Figure 5 presents the percentage of annual ridership by month⁵, which shows a consistent pattern in seasonal demand, with highest ridership in July and August, and minimal ridership in winter. Freight traffic to and from the island mirrors the trends of passenger ridership, although shoulder and winter months often experience heavier construction equipment and material delivery as construction within the tourist area of Mackinac Island is not allowed in summer months.

Figure 5: Distribution of Demand by Month



⁵ Aggregated ridership data from 2001, 2005, 2006, 2007 (ridership data was only available for April through November months)

Transportation demand by season is summarized below:

- » **SUMMER:** Ridership increases drastically during the busy summer tourist season, with roughly 70% of all passenger trips occurring in the peak months of June, July and August. High speed vessels are used to provide a competitive trip time for day trip and overnight visitors to the island. Summer freight transport increases to 6 to 8 trips per day to support the island hotels and restaurants, including food and beverage deliveries and collection of trash.⁶
- » **SHOULDER:** The shoulder months of May, September and October have seen increasing ridership over the past decade, although this volume depends on how favorable the weather is to island visitors.
- » **WINTER:** Winter ridership mostly consists of year-round residents and workers commuting to the island. All construction on the island must be completed during the off-peak months, so ridership during those months includes workers commuting to the island. Typical winter ridership is highest traveling to the island on Monday morning and departing the island on Thursday or Friday evenings. Typical winter freight operations include two daily round trips to transport mail, food and beverage, and construction materials and equipment.

Fare Policy and Structure

The current passenger service operators offer single trip tickets and discounted multiple trip passes at fare levels approved through their franchise agreements with the City of Mackinac Island. The competing private operators have historically offered the same fare costs each year. During the winter season, a surcharge is added in each direction to all fare options except for resident passes.

Mackinac Island fare costs are high when compared to nearby Sugar, Neebish, and Drummond Islands, where walk-on passengers cost \$2 per round trip and cars cost \$20 per round trip. These regional ferry operations benefit from the MDOT's Marine Passenger Program.

2021 Mackinac Island Ferry Fares

- Adult round trip: **\$27**
- Child round trip: **\$16**
- Bike Pass: **\$13**
- In-person purchase surcharge: **+\$2**
- Winter service surcharge each way: **+\$5**
- Group, seasonal, commuter and resident passes are available for a reduced cost per trip

⁶ Freight demand in 2021 was estimated to be up roughly 30% over previous years, in line with the rebound in tourist activity.

Existing Ferry Service

Terminals

Shepler's, Star Line, and Arnold Freight operate terminals within Mackinac Island's downtown (Figure 6).

Figure 6: Mackinac Island Terminals

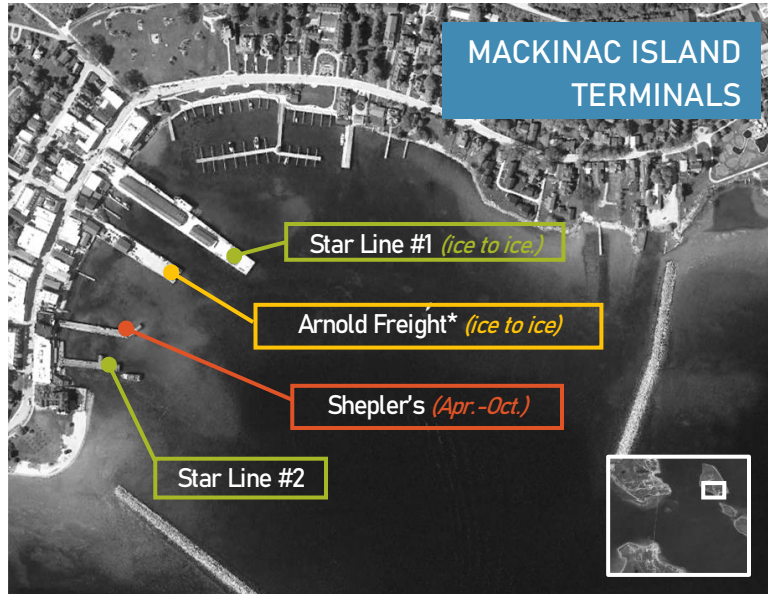
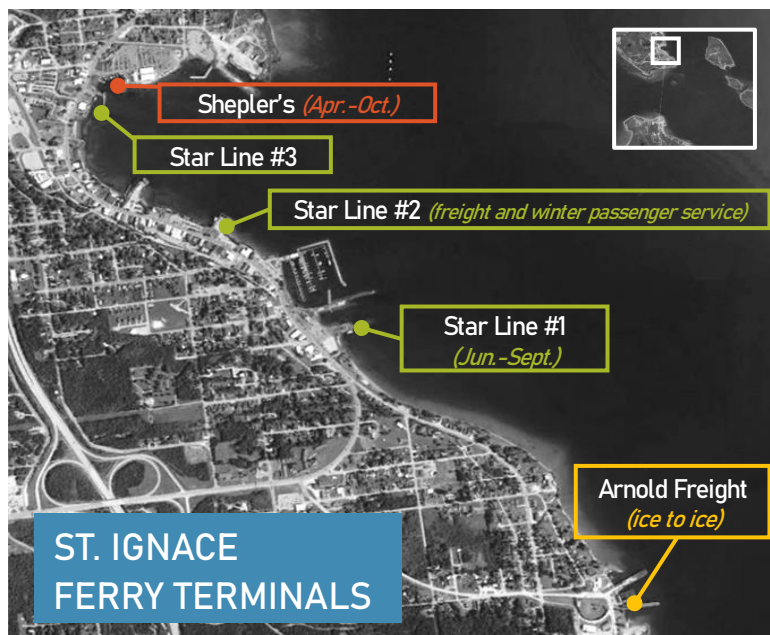


Figure 7: St Ignace Terminals

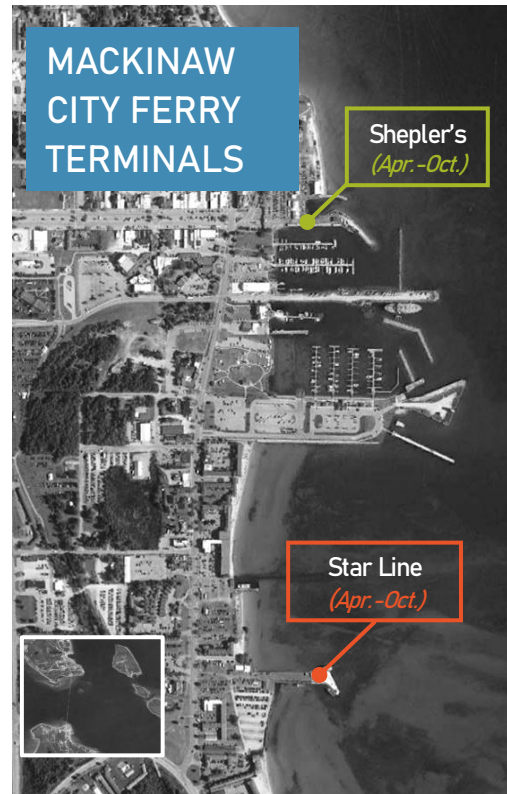


On the mainland, ferry service is provided from St. Ignace and Mackinaw City. In St. Ignace (Figure 7), Shepler's ferry operates from one terminal while Star Line operates from three terminals. Arnold Freight operates from a single facility in St. Ignace.

In Mackinaw City, Shepler's and Star Line each have one terminal (Figure 8, following page). St Ignace is the only mainland terminal location served in winter months. Terminal amenities are minimal, with limited enclosed waiting space, restrooms, and customer services including luggage handling and ticket sales.

The passenger ferry operators also provide several parking lots and services near the Mackinaw City and St. Ignace terminals, including day, overnight, long-term, and some indoor/covered parking options, with connections to the terminals including valet and shuttle services. Costs range from free day time parking, to valet parking at \$45 per night. For residents, convenient access between the vessel and parking is a concern, especially when transporting groceries and other supplies throughout the year.

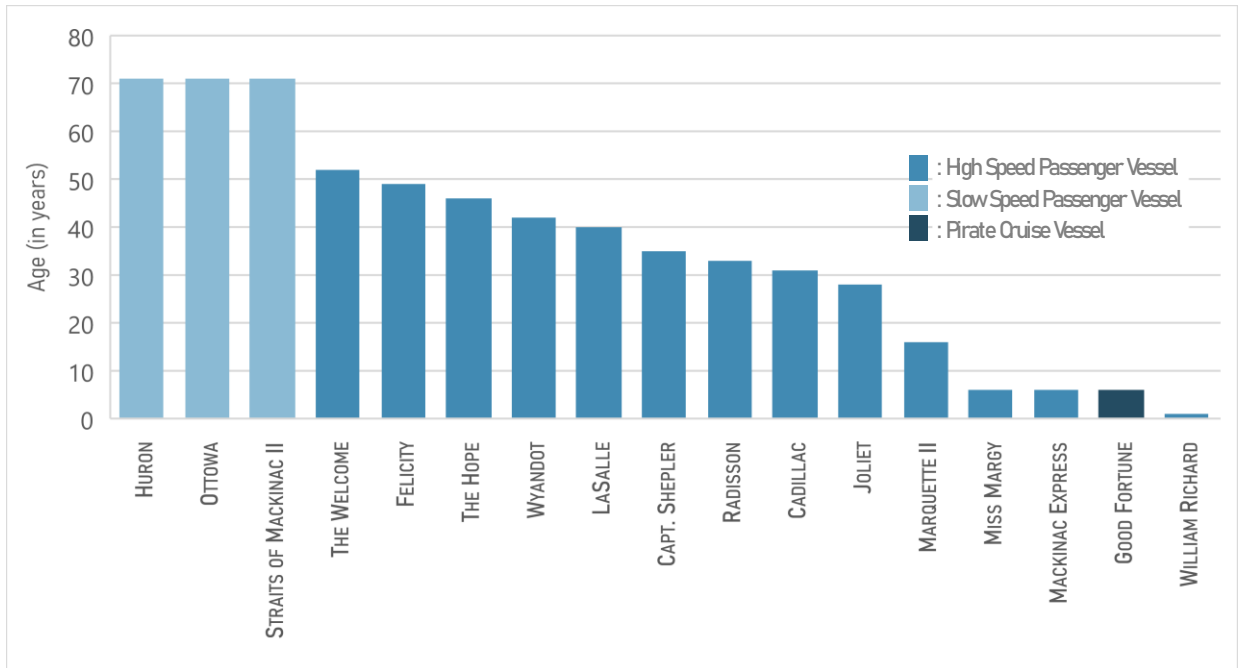
Figure 8: Mackinaw City Terminals



Fleet

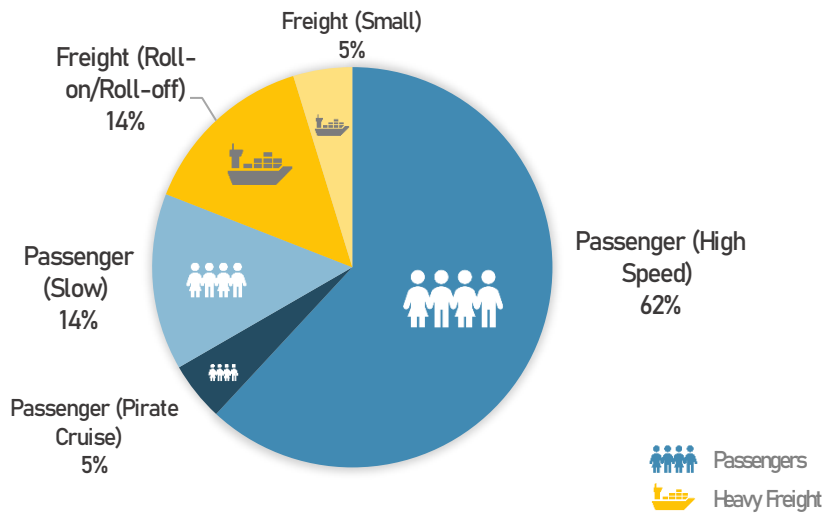
There are currently 21 vessels that provide commercial passenger and freight service to the island. All are licensed and regulated by the U.S. Coast Guard. Of those 21, 17 are passenger vessels, three which are configured to provide winter service. The average age of the passenger vessels is 35 years, with the three winter service vessels being the oldest at over 70 years (Figure 9). It should be noted that the normal economic life for small ferry vessels is 50 to 60 years. While overhauls and improvements to these aging vessels have occurred over time, the maintenance costs will continue to grow. Reliability of the existing fleet has played a role in the summer months as well, with runs being cancelled. There are no statistics available for service reliability but given the age of the fleet, problems can be expected.

Figure 9: Age of the Current Passenger Vessel Fleet Serving Mackinac Island



The fleet can be characterized as two vessel types: fast vessels carrying passengers and small freight for summer service, and slow vessels carrying passengers and heavy freight year round. The high speed boats have large engines and gears that are pushed hard to provide a quick trip time. This rigorous service means they need higher levels of maintenance and can suffer more frequent breakdowns. The slower vessels provide a better operating profile for the engines and gears. Maintenance is still required but the engines and gears can go for longer periods before overhauls.

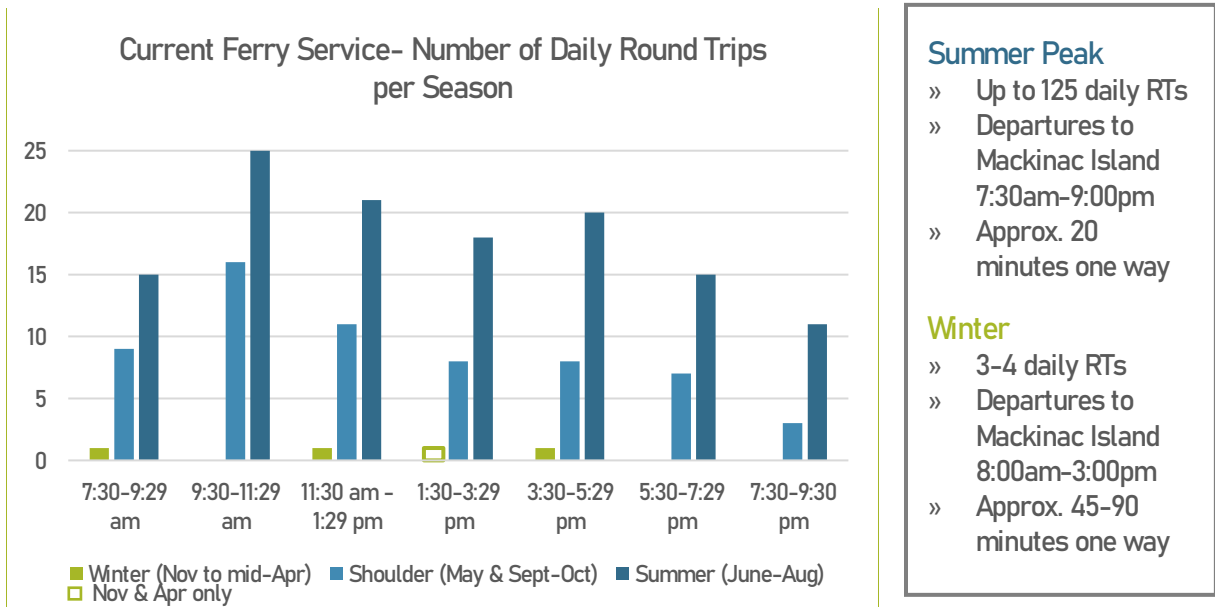
Figure 10: Current Fleet Mix



Service Schedules

The number of daily scheduled ferry trips increases drastically as visitor demand to the island peaks in summer months. Although numerous schedule variations are used throughout the year by the passenger ferry operators to meet seasonal demand, the schedules can be grouped into Winter, Shoulder, and Summer service levels. This seasonal grouping was used in the analysis to build the operational cost model. The variation in current services levels is summarized in Figure 11.

Figure 11: Service Levels by Season



Section 3 – Transportation Needs and Gaps in Existing Service Strategies for Identification of Needs and Gaps

In order to develop recommendations for service improvement, the project team focused on identifying gaps in current service that impact island residents, businesses and employees. Transportation needs were evaluated based on findings from the public workshops and survey, as well as discussion with stakeholders.



Community feedback related to existing ferry service and desired future improvements was highly consistent between the Community Survey and three Public Workshops. **Island residents and business owners identified increasing winter service and the length of the service day as their highest priority for service improvement during the winter season.** Open-ended responses for winter service improvements showed that desires for more trip availability, later sailings, and service on Sundays. Increasing the length of the summer service day was also expressed in public outreach. While increased service was a theme identified overwhelmingly in the public engagement response, the data gathering aspect of this work also identified operating challenges that must be considered. Needs and gaps identified in the current Mackinac Island transportation system are outlined below.

SCHEDULE NEEDS

- » Expanded service day in winter schedule to allow residents to reach academics, athletics, medical appointments and other services, year-round
- » Increased frequency of service in the winter schedule
- » Expanded service day (earlier and later departure times and Sunday ferry service)
- » Increased year-round service necessary for island residents' reliable access to essential services
- » Longer service day in the summer and shoulder to allow for transportation to and from the island for dinner

FLEET AND TERMINAL NEEDS

- » Aging vessel fleet infrastructure, particularly winter service vessel
- » More availability of covered/indoor parking, long-term parking, and reduced parking costs

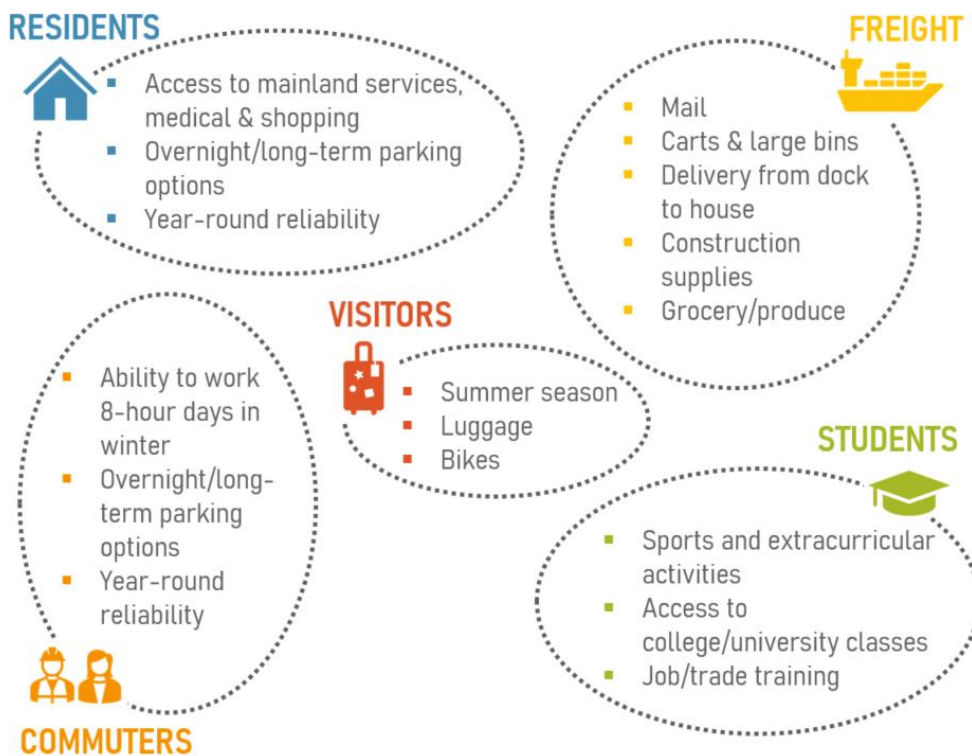
OPERATING CONDITIONS AND CHALLENGES

- » Challenges and constraints of winter vessel and terminal operations
- » In peak summer days the downtown area can be very congested, as the ferries can drop off up to 1,000 visitors in an hour
- » Passenger luggage coordination can be challenging in peak of season
- » Unpredictability of freight service due to variations in volumes and types of freight
- » Winter freight requires careful protection from weather and temperature

Identifying Island Transportation Needs

As identified through review of planning documents and outreach, the main categories of ferry users are residents, students, commuters, freight and visitors to the island, as summarized in Figure 12 with their associated unique transportation needs.

Figure 12: Summary of User Groups



While island visitation slows in the colder months, transportation needs of year-round residents and commuters do not stop just because of inclement weather. School is still in session, residents still require specialized medical provider appointments and medications, shopping and family visits still occur, and construction takes place. Furthermore, some social services supported by the county or state, such as mental health or food assistance, are offered to mainland residents but are not available to the island in the winter due to the limited frequency and narrow service day.

While winter service is provided, it is greatly reduced from summer or shoulder frequency, as outlined in Figure 11 in the previous section. With just three roundtrips offered 6 days a week in the winter months, access between the island and mainland is very **limited in frequency and narrow in service day**. A ferry trip that takes roughly 20-minutes in the summer months with high-speed vessels, can take double or triple that time during winter months when service is provided with slower steel-hull, ice-capable vessels. This trip time can be extended to 60 or up to 90 minutes when ice begins forming in the narrow channel south of the island, and vessels route through the more open water around the west side of the island.

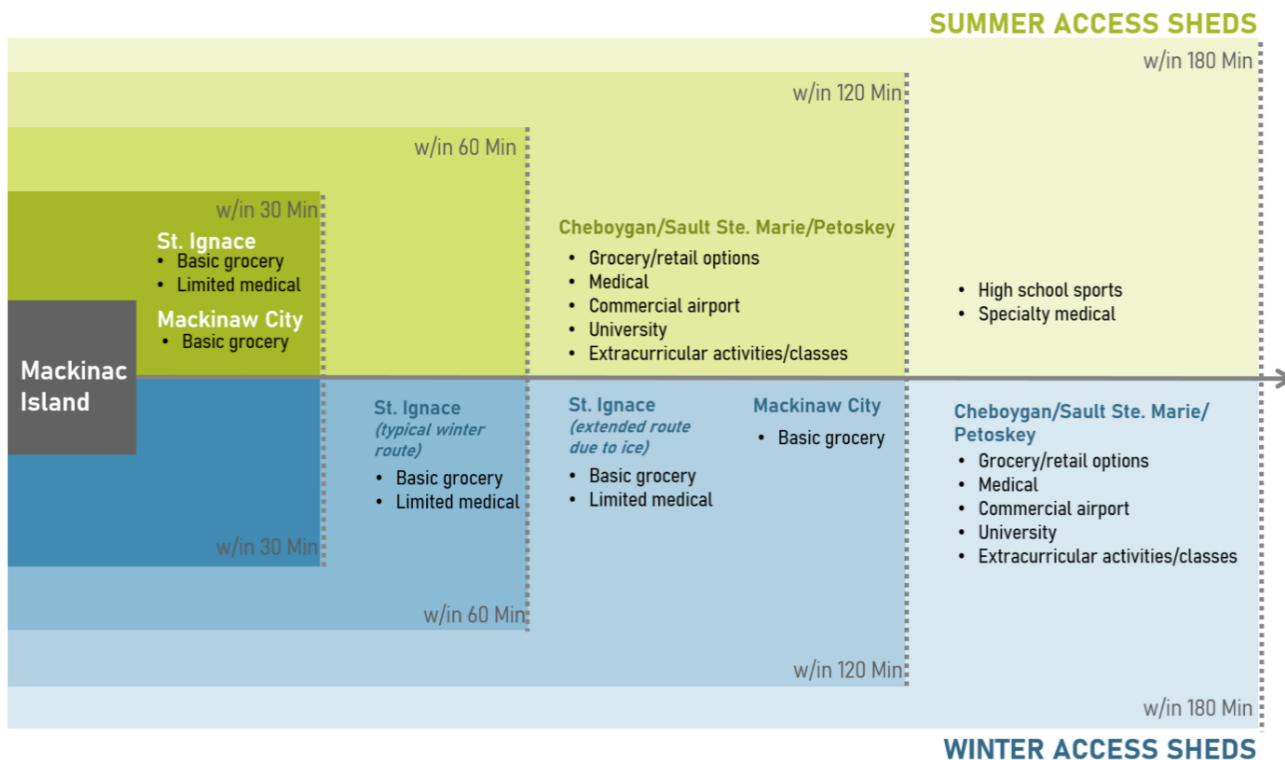


The reduced daily and weekly frequency of service and narrowing of service day can be visually represented in the following Figures 13-15, which outline the time it takes to access mainland services from Mackinac Island in the summer and winter months. The terminal cities of St. Ignace and Mackinaw City provide limited options for services and shopping. For most services such as grocery, retail, commercial airport and other services, island residents travel south over the Mackinac Bridge to Cheboygan (approximately 35 minutes from St. Ignace) or Petoskey (approximately 60 minutes from St. Ignace); or north in Sault Ste. Marie (approximately 50 minutes from St. Ignace)⁷. Due to the longer ferry trip time in the winter, one-way trip times increase from roughly 1.5 hours in the summer to roughly 2.5 hours in the winter.

⁷ Approximate drive times from Google Maps

Figure 13 outlines this difference in seasonal access, identifying the services that can be reached by season from Mackinac Island by travel time (including ferry sailing time and driving time). Summer access is represented on top and winter access represented on the bottom and time held constant. The longer winter trip times take into account the slower speed of the winter vessel and the shift in access time for mainland services is visually apparent in Figure 13.

Figure 13: Summer and Winter Access to Mainland Services

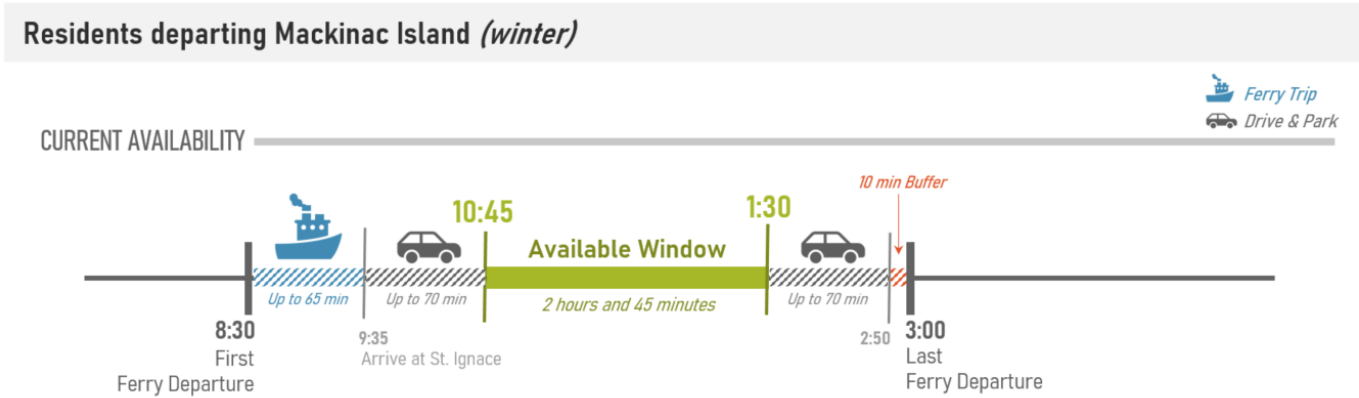


The length of time it takes to access mainland services and the **limited frequency and short window of ferry service** provided in the winter season leaves a very short window of time for residents to complete shopping, utilize services, and return to Mackinac Island in the same day (before the last departure of the day at 3pm from St. Ignace).

Figure 14 demonstrates this time crunch by outlining the maximum time that an island resident would have available to access the various mainland services. While there is 6 hours and 30 minutes between first and last sailings, logistics and travel to mainland destinations (ferry and land) consume approximately 3 hours and 45 minutes of that time. In order to depart and return to the island on the same day, residents must find appointments for medical and other services and complete all errands within an available window of approximately 2 hours and 45 minutes. Some aspects of life such as school extracurricular activities, university or trade school classes, business functions, medical appointments, and other essential activities and services simply cannot be

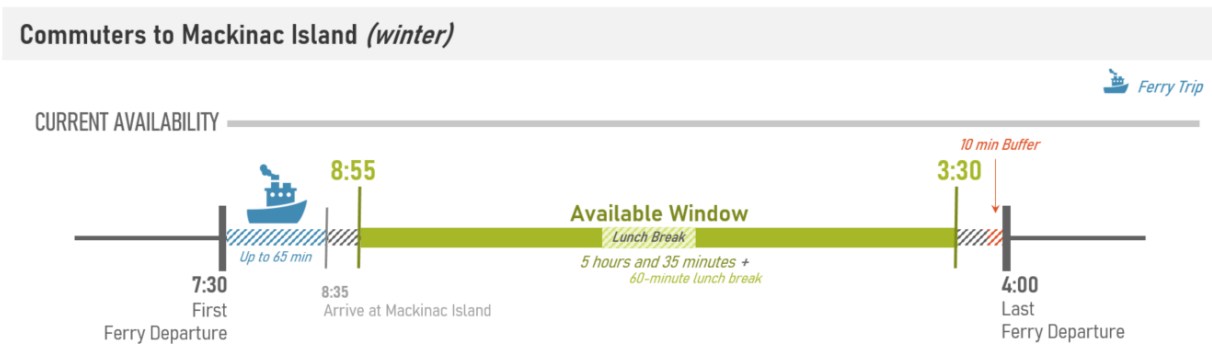
scheduled within this short window and necessitate inconvenient and expensive overnight stays on the mainland. The 10-minute buffer illustrated in the figures below represents time to load goods from a car onto the vessel, park the car, and walk or shuttle to the terminal prior to the last departure.

Figure 14: Mainland Travel Summary⁸



Similarly, Figure 15 represents the maximum winter workday for someone commuting to and from employment on the island, assuming the first departure of 8:30 a.m. from St. Ignace. Because of the limited 6 hour and 30 minute work day, construction projects often require workers to stay on the island during the week. This may not be an option for long-term employment commuters who would not chose to stay on island for a week at a time.

Figure 15: Island Travel Summary






⁸ Figures 14 through 15 are based on the 2020/2021 winter service schedule

Fleet Needs

The large variation in demand between summer and winter service, along with the difference in environmental conditions, lead to different vessel requirements. In the discussion that follows, fast refers to vessels capable of speeds over 20 knots while slow refers to vessels operating at a speed of approximately 10 knots. Fast speeds require lightweight construction, large engines, and a hull shape that helps lift the hull out of the water, known as a planing hull. A vessel designed for slow speeds has a hull shape that displaces the water rather than riding over the water. Such displacement hulls can be of heavier construction for operation in winter conditions and carry a greater weight of passengers and cargo. Also, the bow of the displacement hull can be shaped for effective ice breaking, with stronger shafting, propellers, and rudders to suit.

In the summer, at least a dozen fast passenger vessels and two slow freight vessels are required to provide scheduled service, while winter service typically uses one slow passenger and one slow freight vessel. Table B on the following page identifies the service and operating characteristics of the three types of vessels used in the existing fleet to provide the different types of service.

Table B: Comparison of Vessel Requirements by Service Type

| VESSEL REQUIREMENTS |  SUMMER PASSENGER SERVICE |  WINTER PASSENGER SERVICE |  FREIGHT |
|---------------------------------|---|---|--|
| | OPERATING SPEED REQUIREMENTS | High speed for competitive trip time | No speed requirement |
| ICE BREAKING CAPABILITY | None | Required | Required |
| PASSENGER CAPACITY REQUIREMENTS | 150-600 (existing fleet) | 50 (most sailings) up to 200-300 (2 sailings per week) | Minimal for drivers and freight handlers |
| PASSENGER AMENITIES | Mix of inside and outside seating | Indoor conditioned space | Minimal |
| CARGO SPACE | Luggage, carts, bins | Luggage, carts, bins | Construction material, horses, grocery store deliveries |

While the needs shown in Table B are met by the current fleet, **many of the existing vessels are aging and face increased maintenance needs, presenting a risk to service reliability.** As the safety regulator, the U.S. Coast Guard will ensure that the vessels meet minimum standards but cancelling runs because of equipment failures is inconvenient for passengers and other businesses that rely on the ferry service. It should also be noted that older vessels are typically less fuel efficient and that older engines create greater emissions of pollutants such as carbon monoxide, nitrous oxide, and particulates.

Terminals

Feedback from public engagement identified some desire for terminal improvements such as updated restrooms and increased amenities.

Parking

Increased parking availability and lower parking costs were identified top priorities for system improvements. Specific resident concerns focused on the availability of long-term, indoor parking during the winter, when exposed outdoor parking leads to rust and other damage to vehicles.

Fares

The cost of fares was identified as a concern for ferry users who responded to the public survey, especially residents and business owners who ranked maintaining or lowering ticket costs as their second highest priority for service improvements (behind expanding winter service).

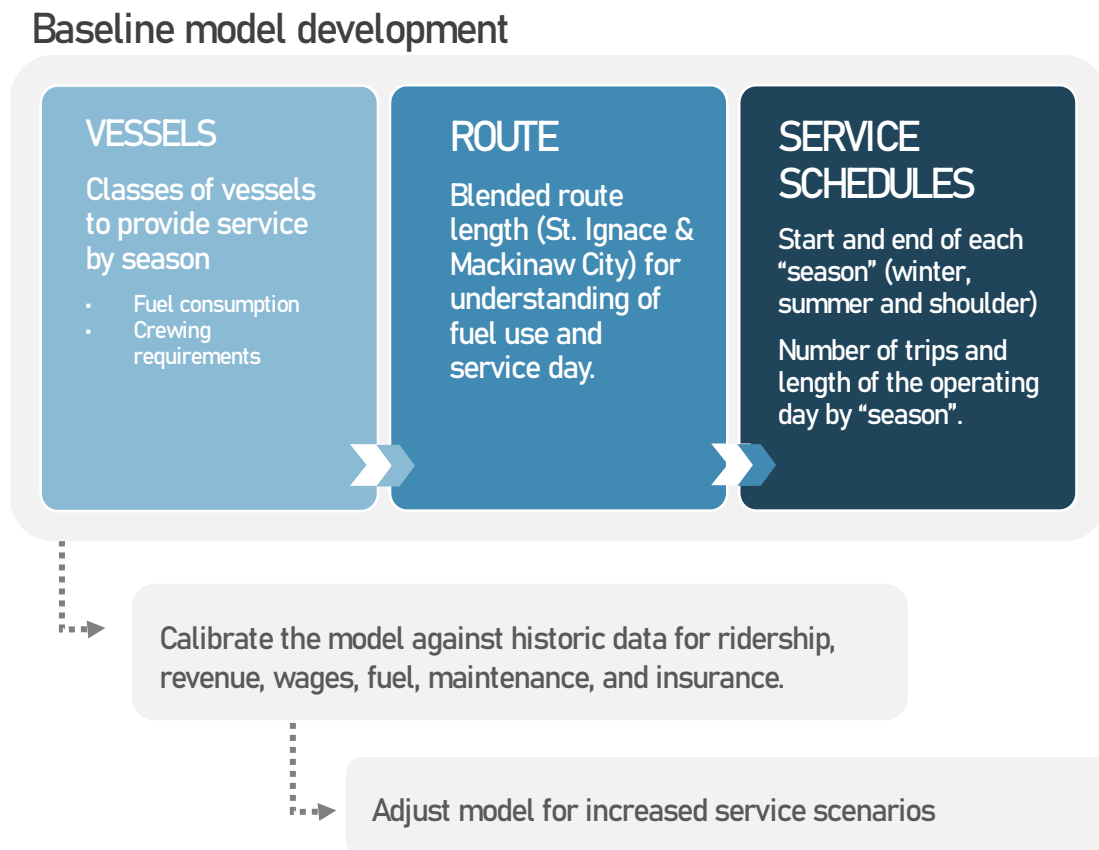
The majority of both residents and business owners indicated that fare cost does not inhibit their travel to and from the mainland in the summer, but it does in winter when the surcharge is added. Visitors indicated that the cost of travel does limit the number of trips they take to the island.

| | Residents | Visitors | Business Owners |
|--|-------------------------|-------------------------|-------------------------|
| Does the cost of summer fare limit your trips? | Yes: 32.8% No: 67.2% | Yes: 55.8% No: 44.2% | Yes: 35.5% No: 64.5% |
| Does the cost of winter fare limit your trips? | Yes: 53.8% No: 46.2% | | Yes: 61.2% No: 38.8% |

Section 4 - Service Scenario Analysis

In order to capture the potential financial impacts of expanded service scenarios, analysis included the development of a simple operating model to capture marine operating costs. Inputs to the model included assumptions about the type of vessel used to provide the service, (which varies by season), route characteristic information and service schedules. Figure 16 below summarizes the process used to develop this operations model. After initial results, the model was calibrated using historical data available and present day labor, fuel and other cost assumptions. The model focuses on vessel operating costs, and does not include other ferry service costs such as debt service of existing assets, terminal or home port personnel, parking attendants, shuttle bus operations, marketing campaigns, etc..

Figure 16: Model Development Process



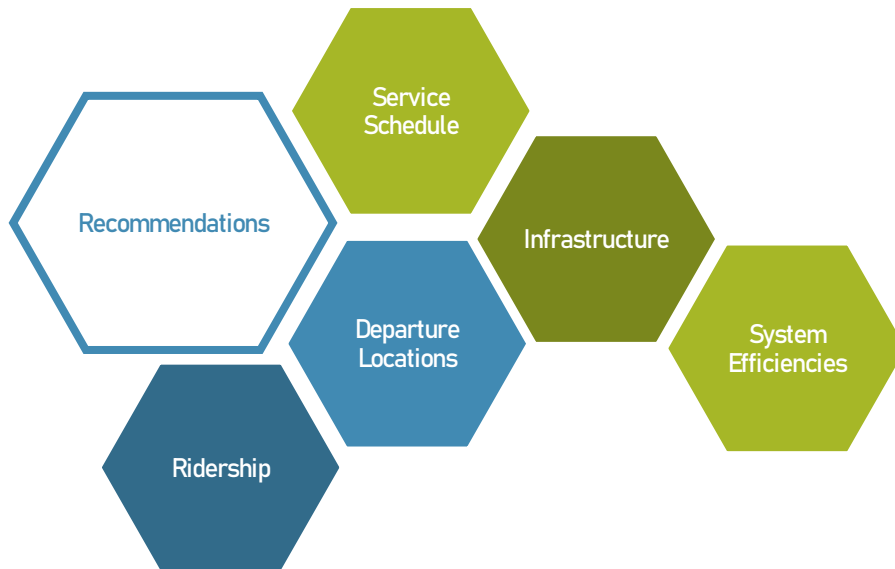
The marine operating cost model was used to understand a baseline representation for current marine operating costs to provide current passenger service levels, both annually and by season. That baseline understanding is referred to as the “Baseline Scenario” and has been used to compare the approximate financial impacts from changing the current level of service, based on the recommendations outlined in the next section of this Plan.

Section 5 - Recommendations for System Improvement

Recommendations are presented to address the gaps in existing transportation service identified through outreach, with consideration of the needs of residents and visitors and the seasonal operating environment. The marine transportation system of the island –the infrastructure, crew and fuel needed to move people and goods to and from the island—was reviewed as a whole and with an annual perspective. Service expansion is the focus, with other elements evaluated to help inform the financial analysis.

Any financial components of the recommendations in this Master Plan should be considered with the full toolbox of funding strategies available to the Mackinac Island Transit Authority. This includes both state funding through the MDOT Marine Passenger program, as well as capital money available through state and federal grants.

Figure 17: Recommendation Focus Areas



Recommendations are outlined by category in the following sections, along with financial impact considerations.

Points of Departure

Existing departure points serve the island well. No revisions or amendments to the existing ferry points of departure are recommended.

The mainland terminal locations at St. Ignace and Mackinaw City serve the needs of existing customers and represented a balanced north-south connection to population centers in the summer and shoulder months. Winter ridership demand is more limited and one passenger departure location in St. Ignace provides adequate service. It is also adjacent to the year-round freight operation in St. Ignace. This winter departure point represents the shortest route length, with alternatives during winter weather conditions.

Across all three respondent groups (residents, visitors, and business owners), there was not a desire expressed to have additional terminal locations. However, for those who offered an additional terminal location, Cheboygan was the most popular option.

Figure 18: Engagement survey results for a question regarding potential departure points

| Residents | Visitors | Business Owners |
|---|-------------------------------------|-------------------|
| Cheboygan (9.8%) St. Ignace Airport (6.1%) | Cheboygan (7.8%) Petoskey (2.3%) | Cheboygan (26.7%) |

Ridership Trends

Both ridership and freight demand are anticipated to remain relatively stable over the next 5 years. Focus investment on expansion of the service day, rather than expansion of peak period capacity.

From the analysis review and discussions with stakeholders, ridership demand during the peak summer months continues to be strong, representing around 70% of the annual ridership assumed at approximately 2.27 million one-way passenger trips. The anecdotal data suggest that in the peak period, this may equate to the movement of over 1,000 passengers an hour. This peak period ridership is anticipated to remain strong and stable into the future. This notion of stability is supported by the peak period capacity of the island itself, with roughly 82% of the island comprised of state park land, and finite hotel and rental inventory, which is typically at capacity throughout the peak tourist season. When considering year-round residents, the island exhibits an overall declining population forecast⁹.

⁹ 2019 MI Bureau of Labor Market Information

While the island does not have set capacity limits, peak summer months can feel crowded, put strain on the existing transportation infrastructure, and result in a negative experience for visitors and residents. This leaves opportunity for ridership growth in the winter and shoulder months. The winters may not be as attractive for some visitors, however the shoulder season can provide opportunity for ridership growth, as was the case in 2021 due to pleasant weather.

As for freight, annual freight volumes are anticipated to remain relatively stable over into the future. While increases in small freight, due to e-commerce, have been observed, demand is relatively stable. Large construction projects present spikes in demand. These developments are required to be permitted and therefore can be planned for through coordination with the permitting authorities and the private party.

Service Schedule Expansion

Expansion of service hours would improve access to and from Mackinac Island, especially for those that live or work on the island. This positive impact on quality of life and access to services may be realized with relatively minor impacts to marine operating costs. If the operating costs are associated with service governed by the Transportation Authority, they are eligible for subsidization not less than 50 percent through the State of Michigan.

Expanded Service Scenario

An expanded service scenario was developed to meet the needs and gaps in the transportation network for island residents and commuters in the winter months by lengthening the narrow service day and adding additional sailings to expand frequency of service. The expanded service scenario included the expansion of the service day in the summer months, which results in service day expansion year-round. Table C compares existing service to the proposed expanded service scenario.

- » **ADDED FREQUENCY (NUMBER OF ROUND TRIPS):** Additional daily round trips are recommended during the winter seasonal schedule, but not the shoulder season, when demand anecdotal information indicates that demand rarely exceeds current schedule capacity, or summer season, when island accommodations and facilities are limited during peak times.

- » **EXPANDING THE LENGTH OF THE SERVICE DAY:** In response to survey and workshop questions, island residents commonly indicated that the earliest scheduled departure from the island (year-round) does not allow residents to leave the island early enough to connect to some appointments and educational or professional opportunities. Through discussions with stakeholders and assessment of travel times, it was found that a 6:30 a.m. island departure could connect residents with most appointments and services on the mainland. Additionally, later evening sailings during the shoulder and winter months were requested to support residents and potentially draw visitors.
- » **ADDED SERVICE DAY (SUNDAY WINTER SERVICE):** Adding Sunday winter service will open up the possibilities for island residents and visitors.

Table C: Service Scenario Comparison

| ITEM | | BASELINE SCENARIO | EXPANSION SCENARIO | DIFFERENCE |
|----------|---|---------------------|---------------------|---------------|
| WINTER | Daily Round Trips | 3 RT, 6 days a week | 6 RT, 7 days a week | +3 RT, +1 day |
| | Service Day <i>(mainland departures)</i> | 8:00 am to 3:00 pm | 6:30 am to 6:00 pm | +4.5 hours |
| | Service Day <i>(crew hours)</i> | 8 | 12 | +4 hours |
| SHOULDER | Daily Round Trips | 60 | 60 | no change |
| | Service Day <i>(mainland departures)</i> | 7:30 am to 7:00 pm | 6:00 am to 8:00 pm | +2.5 hours |
| | Service Day <i>(crew hours)</i> | 12 | 14 | +2 hours |
| SUMMER | Daily Round Trips | 125 | 125 | no change |
| | Service Day <i>(mainland departures)</i> | 7:30 am to 10:00 pm | 6:00 am to 10:00 pm | +1.5 hours |
| | Service Day <i>(crew hours)</i> | 14 | 16 | +2 hours |

The combined expansion of service in all three seasons increases marine passenger service operating costs from approximately \$11.5 million annually to approximately \$12.5 million annually. Since increase in the number of runs occurs just for the winter season with one vessel in operation, the overall impact on crew run time, fuel, and maintenance is small. Expanding the service hours in all three seasons increases the annual crew non-run time cost by 41%.

While this analysis did not perform ridership demand modeling, a conservative revenue estimate was calculated with revenues expected to increase slightly due to the increased service levels in the winter, with the potential to partially offset the increase in operating costs. It was also noted that expanding service hours could realize some increased revenue, especially as it could bring additional visitors and diners during the shoulder season. Overall, the estimated increase in annual operating costs of approximately \$1 million is 4% of an estimated \$25 million in annual system revenue. Table D compares the cost findings from the financial model for baseline existing service and the proposed expanded service scenario.

Table D: Annual Cost Impacts of Increased Service

| ITEM | BASELINE | EXPANDED | DIFFERENCE |
|--------------------------|---------------------|---------------------|--------------------|
| CREW (RUN TIME) COST | \$2,525,000 | \$2,648,000 | \$123,000 |
| CREW (NON-RUN TIME) COST | \$1,862,000 | \$2,628,000 | \$766,000 |
| FUEL | \$2,721,000 | \$2,810,000 | \$89,000 |
| ROUTINE MAINTENANCE | \$933,000 | \$978,000 | \$45,000 |
| ANNUAL MAINTENANCE | \$1,379,000 | \$1,379,000 | \$0 |
| INSURANCE | \$2,069,000 | \$2,069,000 | \$0 |
| TOTAL COST | \$11,489,000 | \$12,512,000 | \$1,023,000 |
| ESTIMATED REVENUE | \$24,834,000 | \$25,068,000 | \$234,000 |

The following sections focus on the service expansion scenario and cost model findings by season.

Expanded Winter Service

Maximizing the winter service that could be provided with a single vessel and crew shift results in an expanded service schedule of six round trips and a 12-hour service day. It should be noted that the U.S. Coast Guard places a limit of 12 hours on the length of time a crew member can work in a 24-hour day. This includes time for startup and shutdown so a 12-hour operating day for the vessel may require two crews. In addition to an expanded service day, with increased trips on the Monday through Saturday (6 days) of the current baseline schedule, this expansion would include the same service schedule on Sundays as well. This winter service expansion would have a positive impact on the winter access to and from the island, and would increase the year-round livability of the island.

The proposed service expansion is represented graphically in Figures 19 and 20 below. Current availability is representative of existing winter service schedule, as introduced in the Transportation Needs section of this report. **Currently, an approximate 2 hour and 45 minute window is available to attend to mainland errands and activities. With expanded service recommendations, this would expand by nearly 5 hours to an approximate 7 hour and 25 minute window.** Not only would the amount of time be greater to complete errands and attend activities and events, it would provide increased options of times for medical appointments and arriving closer to the start and end of business hours would make commuting off-island possible.

Figure 19: Island Travel Possibilities with Winter Service Expansion (Comparison)

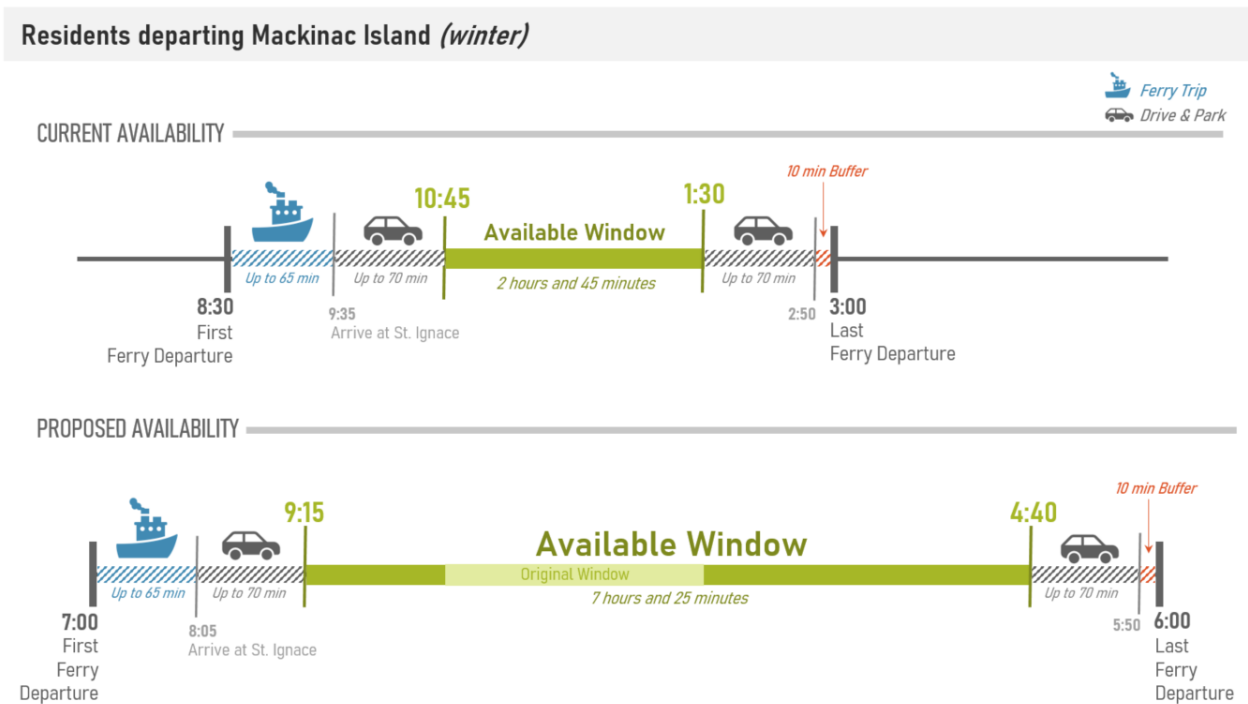
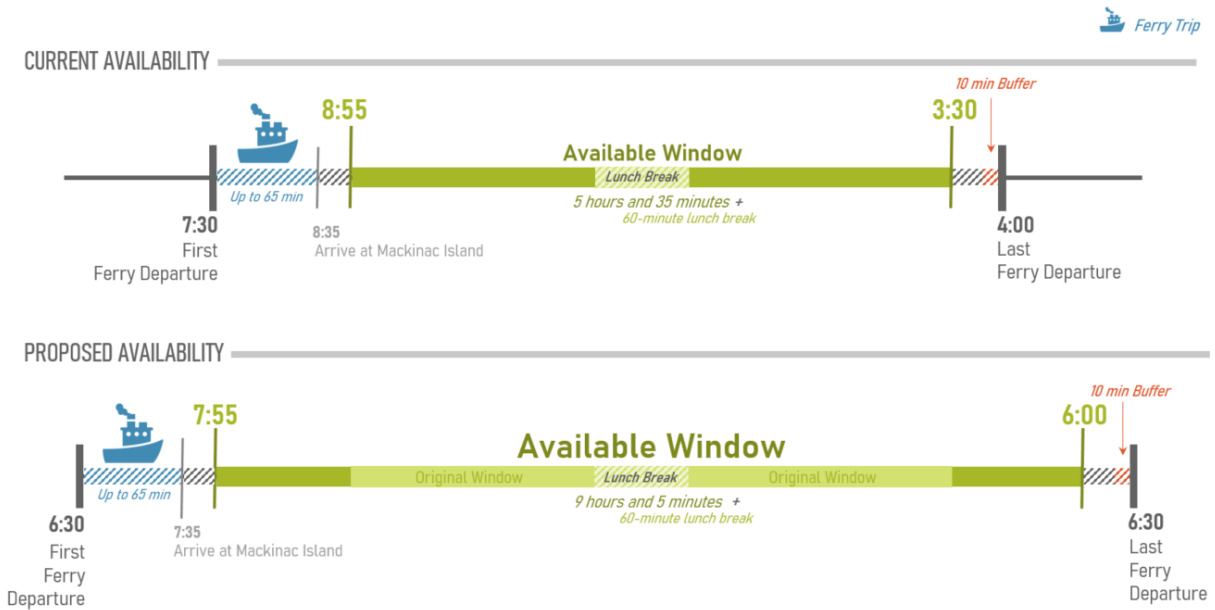


Figure 20 compares the available workday for people commuting to the island based on the existing and expanded winter service scenarios. The expansion in the service day would provide commuters an additional 3.5 hours on the island, and would support an 8-hour workday on the island without requiring an overnight stay.

Figure 20: Mainland Travel Possibilities with Winter Service Expansion (Comparison)

Commuters to Mackinac Island (winter)



Of the total annual cost increase of expanded service, the winter service expansion costs (Table E) represents 23%. It should be noted that winter service revenues have the opportunity to grow, from an estimated \$230,000 to perhaps \$460,000 as service is more than doubling. Vessel related costs relating to fuel and maintenance increase because of the increased number of trips. The labor costs are divided into time with the vessel underway (run time cost) and time with the vessel at the dock (non-run time costs). In the expanded winter service scenario, the number of trips is doubled but the total length of the operating day is not doubled. Therefore, run time cost is doubled but non-run time actually is decreased. The other vessel related costs such as insurance and annual maintenance are independent of the number of runs or length of the service day.

Table E1: Expanded Winter Service

| ITEM | BASELINE | EXPANDED | DIFFERENCE |
|------------------------|------------------|------------------|------------------|
| CREW RUN TIME COST | \$123,000 | \$245,000 | \$122,000 |
| CREW NON-RUN TIME COST | \$76,000 | \$53,000 | -\$23,000 |
| FUEL | \$88,000 | \$177,000 | \$89,000 |
| ROUTINE MAINTENANCE | \$45,000 | \$90,000 | \$45,000 |
| TOTAL COST | \$332,000 | \$565,000 | \$233,000 |

Expanded Shoulder Service

Stretching the shoulder service days from 12 hours to 14.5 hours and maintaining the same number of round trips (60 round trips) per day would increase the labor costs but would not increase the operating expenses of fuel, maintenance, or insurance. The total cost increase of this expanded service is shown in Table F. As identified in the ridership trends section of this report, the shoulder season perhaps proposes the highest opportunity for increased ridership, especially in years with favorable spring and fall weather. This is a trend currently experienced on the island.

Table F2: Expanded Shoulder Service (Combined Spring and Fall)

| ITEM | BASELINE | EXPANDED | DIFFERENCE |
|------------------------|--------------------|--------------------|------------------|
| CREW RUN TIME COST | \$830,000 | \$830,000 | \$0 |
| CREW NON-RUN TIME COST | \$571,000 | \$863,000 | \$292,000 |
| FUEL | \$909,000 | \$909,000 | \$0 |
| ROUTINE MAINTENANCE | \$307,000 | \$307,000 | \$0 |
| TOTAL COST | \$2,617,000 | \$2,909,000 | \$292,000 |

Expanded Summer Service

Summer service expansion is slightly less than the shoulder season expansion. Summer expanded service focuses on the lengthening of the service day, allowing travel to and from the island at earlier times, with no change in number of round trips offered. Figure 21 illustrates the change in service where travelers from Mackinac Island could make an 8:00 a.m. appointment, job, etc. at their mainland terminal city. The last sailing time in both directions remains the same in the service scenario. Figure 22 compares the available workday for people commuting to the island based on the existing and expanded summer service scenarios.

Figure 21: Island Travel Possibilities with Summer Service Expansion (Comparison)

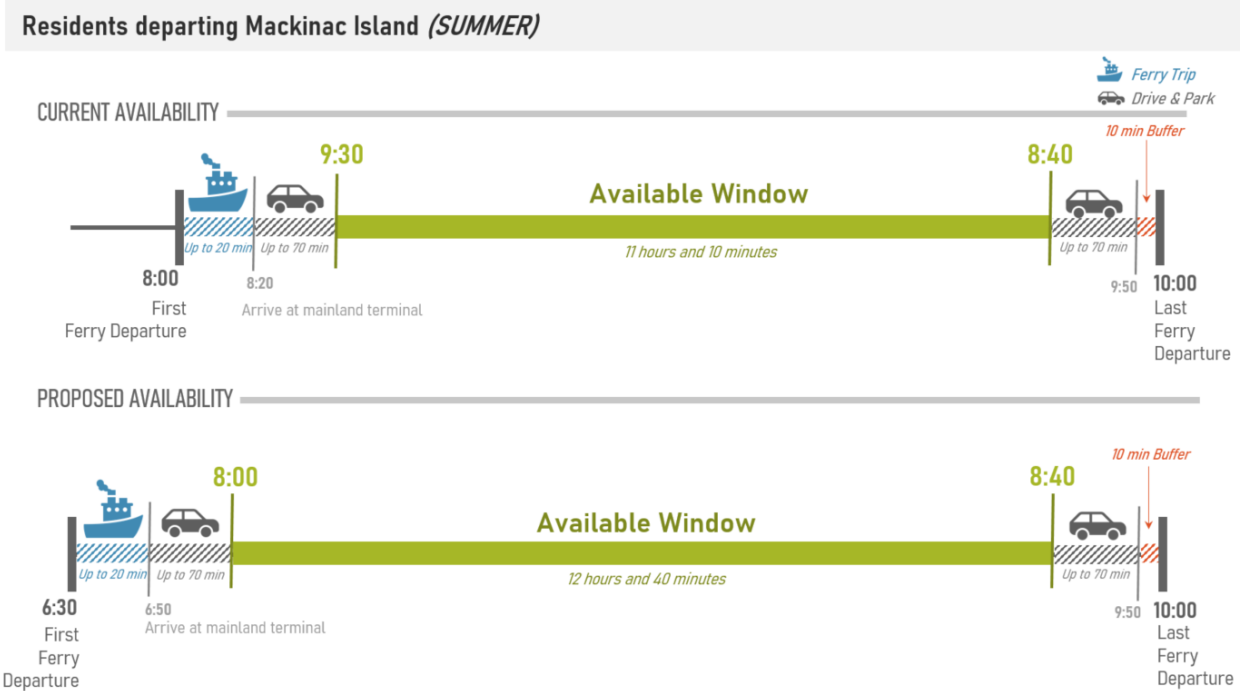
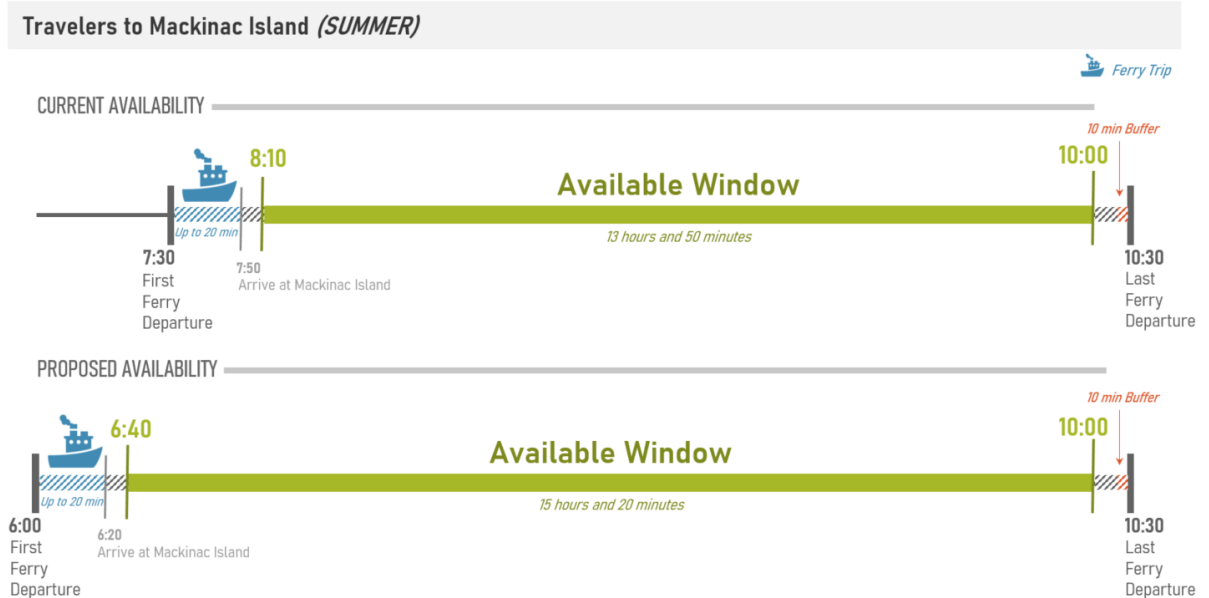


Figure 22: Mainland Travel Possibilities with Summer Service Expansion (Comparison)



Stretching the summer service from 14 hours to 15.5 hours with 125 round trips per day would increase the labor costs but would not increase the operating expenses of fuel, maintenance, or insurance. The total cost increase of this expanded service are outlined in Table G.

Table G: Expanded Summer Service

| ITEM | BASELINE | EXPANDED | DIFFERENCE |
|------------------------|--------------------|--------------------|------------------|
| CREW RUN TIME COST | \$1,573,000 | \$1,573,000 | \$0 |
| CREW NON-RUN TIME COST | \$1,215,000 | \$1,713,000 | \$498,000 |
| FUEL | \$1,724,000 | \$1,724,000 | \$0 |
| ROUTINE MAINTENANCE | \$581,000 | \$581,000 | \$0 |
| TOTAL COST | \$5,093,000 | \$5,591,000 | \$498,000 |

Capital Needs

The recommended expanded service scenario can be provided using the vessel types and number of vessels in the current fleet. However, due to the increased maintenance requirements and unplanned outages of the current fleet, construction of new vessels will be required to maintain reliable service.

If one assumes the fleet mix as 12 high-speed vessels and two slow-speed vessels, with an acceptable operating life of 50 years, this suggests that **a new vessel would need to be constructed every 3-1/2 years to keep the average age of the fleet to 25 years.** However, the current fleet has an average age of 35 years, meaning that the pace of new construction should be increased to meet the goal of a younger, more reliable fleet. The fleet size could vary since a new vessel, with a capacity for 300 passengers, might successfully replace two older 150 passenger vessels.

A study to identify the required capacities, mix of types, and schedule for vessel replacement is recommended in order to develop a capital plan for the fleet and identify funding needs and opportunities. The costs should include not only the shipyard costs, but also the costs to design the vessels, oversee their construction, manage the warranty period and administer the entire new build program. The plan should also identify cost benefits from retiring older vessels and reducing the annual maintenance expenses for both planned and emergent maintenance needs.

Replacing the aging Huron would enhance reliability and reduce operating and maintenance costs; however, a new vessel could not travel significantly faster or sail through significantly thicker ice.

- » Ice-breaking vessels are designed with a lower cruising speed due to vessel structural reinforcement and engine power requirements.
- » Vessel speed is limited for safe operations when ice and weather conditions are present.
- » Shorter daylight hours in the winter mean that expansion of service hours will require the vessel to operate in the dark, which requires limiting sailing speed.
- » Limitations on crew shift hours apply to any vessel.
- » Technologies such as night vision systems may enhance safe navigation in dark winter conditions with ice.

Environmental Considerations

Review environmental considerations when planning capital projects, including potential vessel electrification or alternative fuel use, and assessment of environmental trends.

The short distance between the mainland and Mackinac Island provides opportunity for application of electric vessels or alternative fuel use. Recommended next steps to advance vessel electrification and/or use of alternative fuels to reduce system emissions include:

- » Analysis of shore power capacity, including coordination with local utility providers.
- » Analysis of route power/navigation requirements, and survey of appropriate vessel technologies and options for converting existing vessels.
- » Evaluation of terminal space requirements to support charging or alternate propulsion equipment/fuels.
- » Review potential funding opportunities related to vessel electrification/alternative fuels, including state and federal funds.
- » Coordination with current and future electrification planning efforts, such as the current study of clean electrification of ferries being completed by the Mackinac Economic Alliance and Michigan Tech.
- » Maintenance considerations of new vessel or electrified: remote location, difficult to get parts or qualified maintenance people

Planning for capital projects should include consideration of potential future environmental conditions and operating needs. Potential impacts to vessel and terminal design include:

- » Changing lake levels and potential impacts to terminal design.
- » Diminishing or changing ice levels and patterns. Outreach to operators identified a trend of decreasing ice coverage, including recent years of year-round ferry operation.

Potential System Efficiencies



Combined Passenger and Freight Service

Additional passenger service could be offered in winter, or year-round, without a significant impact to operating costs by allowing passengers on scheduled freight sailings.

There are two approaches to consider, with differing levels of efficiency and associated implementation challenges. The first is to allow passengers on already scheduled and operating freight trips. While the freight terminal is also located at St. Ignace, like the current passenger service, this terminal is not set up to queue large passenger crowds, especially in inclement weather. The same is true for the Mackinac Island freight terminal, which is a long distance from shelter, not set up for passengers and may create conflict to heavy freight movement. Terminal and vessel improvements, as well as potential crewing to assist passenger loading and unloading and vessel certification, would all need to be evaluated.

Typical winter freight operations include two daily round trips which could be used as a supplement to the existing passenger schedule, rather than extend the current service day, which is built around an 8-hour crew shift, as shown in Table H.

Table H: Current Winter Sailings

| Departure Hour from St. Ignace |  Passenger |  Freight |
|-----------------------------------|--|--|
| 7 AM | | X |
| 8 AM | X | |
| 9 AM | | X |
| 10 AM | | |
| 11 AM | X | |
| 12 PM | | |
| 1 PM | | |
| 2 PM | | |
| 3 PM | X | |
| 4 PM | | |

The second approach would be for MITA to design and build a new vessel that could better accommodate both freight and winter passenger demand. In conjunction with a new vessel, terminal improvements and connections to serve a combined terminal during the off-peak, winter months would be required. Additionally planning would be needed to further outline the path towards implementation of this potential efficiency, including terminal and vessel design, operator contract negotiations, and other elements.

Recommended Vessel for Combined Passenger/Freight Service

To provide combined passenger and freight service, a new steel vessel is recommended which would be designed for winter passenger service but capable of providing year-round freight service. To accommodate both services, the vessel would require ice-breaking hull design, conditioned interior space for 200 to 300 passengers, and space for freight vehicles to drive onto the deck. Characteristics of this recommended vessel are highlighted below, and based on the ROBERT NOBLE, an ice-breaking ferry operated by Washington Island Ferry Line. Such a vessel would be built to the requirements of 46 CFR Subchapter K as a small passenger vessel carrying more than 150 passengers.

Table I: Vessel Characteristics for Steel Passenger/Freight Vessel

| CHARACTERISTIC | UNITS | ROBERT NOBLE |
|---|-------|--------------------|
| LENGTH OVERALL | FT | 90 |
| BEAM | FT | 36 |
| DEPTH | FT | 9.5 |
| DESIGN SPEED | KT | 10 |
| INSTALLED POWER | HP | 908 |
| VESSEL TYPE | | T |
| ENGINE COUNT | | 2 |
| PASSENGER COUNT | | 300 |
| CREW COUNT | - | 4 |
| ESTIMATED VESSEL BUILD COST (CONVENTIONAL PROPULSION) | \$ | \$4.0 M TO \$5.0 M |



Reference Vessel for Steel Passenger Freight Type

There are many considerations in a new construction program. A basic vessel similar to the ROBERT NOBLE with conventional geared diesel propulsion could be built for \$4 million to \$5 million in construction costs with an estimated schedule of 12 months for project design and planning followed by 24 months of shipyard construction. If funding sources require alternative propulsion to reduce emissions, or mandate requirements such as prevailing wage labor and “Buy America” provisions, the costs could increase to \$6 million to \$8 million and the shipyard portion of the project could increase to 36 months duration.

Terminal Considerations for Combined Passenger/Freight Service

To support combined winter passenger/freight service, the vessel will need to land at terminals in St. Ignace and on Mackinac Island with both passenger amenities and freight capabilities, with elements including:

- » St. Ignace location, required to support winter operations
- » Nearby parking, or access to parking via shuttle
- » Passenger terminal (conditioned waiting area, restrooms, and ticketing services)
- » Freight handling (assistance for handling luggage/freight carts, storage space, loading zone, parking)
- » Facilities for UPS/Amazon package receiving/storage/distribution
- » Vehicle ramp for freight loading

Marine Transportation System Governance

Governance structure, the organizational means through which ferry service is delivered, is a key factor in shaping and funding service. Different governance models include varying levels of agency involvement, including transportation authorities like MITA or public agencies such as economic development councils or transit agencies. There are three basic models for service delivery which include:

- » **PRIVATELY OWNED AND OPERATED SERVICE:** Delivery is provided by a private operator, without agency involvement. Unlike publicly owned or operated systems, privately owned and operated ferry providers are ineligible for federal grants for capital improvements or local funding subsidies, and to sustain their company operators must recover all capital and operating costs through fares and non-fare revenue such as concessions. Fares are usually higher due to the need to remain profitable. Service schedules are typically developed around higher demand, to maximize profitability and minimize loss. Therefore, off-peak hours with lesser demand are either not served or underserved. Ferry service to Mackinac Island is currently provided by private operators.

- » **PUBLIC/PRIVATE PARTNERSHIP:** The governing agency contracts for provision of transportation service, with varying options for ownership and maintenance of assets. For example, the agency may own terminals and vessels and contract with a private company to operate service and staff terminals. The contract relationship typically involves agency control over aspects of the service such as fare levels and service schedules, and stipulates requirements on the operator such as data and revenue reporting, and performance measurements and targets. Examples of public/private partnerships include:
 - **MBTA Ferry.** Funded and owned by the Massachusetts Bay Transit Authority (MBTA) and operated through a contract with Boston Harbor Cruises. Of the ferries used to provide service, two are owned by MBTA and the rest are owned by Boston Harbor Cruises and leased to MBTA.
 - **NYC Ferry.** Funded and owned by the New York City Development Corporation (NYCEDC) and operated through a contract with Hornblower Cruises. Launched in 2017, the system has expanded to seven routes with a fleet of 38 vessels. Assets are owned by NYCEDC and Hornblower provides operating staff including management and support, vessel crews, and terminal and maintenance staff. The public/private partnership model allowed NYCEDC to expedite the construction of the vessels and the start of the operation by contracting an established operator, while using their leverage as a New York developer to fast-track the terminal facilities and interface with necessary City departments. The fare policy ties the cost of a single trip to the cost of the subway, currently \$2.75.
- » **DIRECT AGENCY DELIVERY:** In this option, the agency manages and operates service, providing the most control over service levels and standards but also requiring the greatest commitment of infrastructure and resources by the agency. Examples of direct agency delivery of service include Washington State Ferries (WA) operated by the Washington Department of Transportation, Staten Island Ferry (NY) operated by the New York City Department of Transportation, and Casco Bay Lines (ME) operated by the Casco Bay Island Transit District.

Governance Opportunities

Review governance structure for potential operating efficiencies and opportunities to improve service through data gathering, performance metrics and potential funding opportunities.

While ferry service to Mackinac Island is currently provided by three private operators, there are opportunities for funding, cost efficiencies and service improvements that can be accessible through a governance structure with increased agency involvement or control. The recommendations provided in the following sections are separate from existing conditions, and do not take into account current legal agreements or historic business operations. Planning changes to governance structure involves many considerations such as ownership of assets, responsibility for maintenance, and division of revenue.

Service Enhancement

As a newly-formed transportation authority, MITA has not yet defined its role and level of involvement in aspects of service such as procurement of assets, service level planning, and day-to-day operations. Potential advantages and opportunities for a centralized governing authority overseeing ferry services to Mackinac Island include the following:

- » **VISITOR INFORMATION:** Having one website/source of information for ferry users would simplify wayfinding and information for island visitors.
- » **TOURISM:** Ability to control visitor traffic to the island and allow collaboration between ferry service and the tourism industry and visitor services.
- » **FARE POLICY:** Governance structure can be used to control and fare prices, parking costs, and streamline ticket/pass purchasing for residents and visitors. At a minimum, control over fare levels can be included in operating agreements.
- » **FUNDING:** Access to grant opportunities and operational subsidies.
- » **AGENCY COORDINATION:** Coordination with regional transportation agencies and authorities.
- » **HOLISTIC SERVICE APPROACH:** Considering the system costs and revenues on an annual basis rather than by season would allow summer revenues to offset winter service costs.
- » **DATA TRACKING:** Access to detailed ridership and financial data allows for efficient use of resources and useful future planning. At a minimum, access to ridership numbers could be included in operating agreements to support transportation planning efforts.
- » **SERVICE STANDARDS:** Ability to set minimum standards for desired aspects of service, such as customer service, facility cleanliness and maintenance, etc.

Cost Efficiencies

As current Mackinac Island ferry service is provided by three separate operators, there are inefficiencies in the overall transportation system. Reducing system operating costs by realizing operational efficiencies could provide an opportunity to manage or reduce fare costs for users.

Some potential efficiencies include:

- » **VESSEL UTILIZATION:** Efficiency of providing service to meet demand in off-peak times rather than multiple operators offering competing sailings.
- » **STAFFING:** Combined operations could realize efficiencies in shore-side staff required to support ticketing and parking services, standardization of training and operating protocols, and administrative functions. In addition, a shared relief pool for vessel operations could be used, as opposed to each operator maintaining their own separate relief pool.
- » **PARKING:** Efficiencies in operations for parking and shuttle/valet services.
- » **FLEET:** Shared assets and maintenance resources could reduce capital and operating costs.
- » **COSTS:** Bulk purchasing of supplies and consumables (such as fuel) and service contracts (insurance, emergency response, legal, accounting, etc.) to reduce costs.

Conclusion

The Mackinac Island Transportation Authority (MITA) provides the agency governance structure to provide comprehensive planning of the transportation needs of the Island and funding mechanisms to support island transportation needs. When service to and from the island is reviewed as a system, there are certain efficiencies that could be realized.

The current service schedule does not meet the transportation needs of year-round island residents and commuters to the island, especially in the winter, and could be expanded at a relatively small increase to annual operating costs.

Increased participation in the service schedule and fleet planning would provide access to capital funding for new vessels and terminal improvements and reimbursement for operating costs. This increased involvement in the system planning and funding could be realized through a public/private partnership, where MITA oversees how ferry service is provided through a contract with private operators, and give MITA increased control over aspects of the system such as service levels, fare schedules, performance measures, and data tracking.

Appendix A – Service Model Analysis Summary

MEMORANDUM

From: John W. Waterhouse, PE
Reference: J21034-03M
Date: 11/24/2021
Subject: Mackinac Island Transportation Study – Operations
and Financial Model



INTRODUCTION

Elliott Bay Design Group (EBDG) is a subcontractor to KPFF on a Transportation Master Plan for Mackinac Island Transit Authority (MITA). One aspect of this study is to develop a simple operations model for the ferries. The output from the model would quantify the approximate economic impacts from changing the current level of service. This memo identifies the approach, assumptions, inputs and outputs of the operating cost model. The model focus is on vessel operating costs.

APPROACH

To understand the financial implications of changes to service levels to/from Mackinac Island, a baseline operating cost model was developed. There are four elements of this model:

1. Model the different classes of vessel that would provide service, by season, with regard to their capital cost, fuel consumption, and crewing requirements.
2. Model the route between the island and the mainland terminals at St. Ignace or Mackinaw City.
3. Model the schedule over the year for number of trips, length of the operating day, and estimated revenue.
4. Calibrate the model against historic data for ridership, revenue, wages, fuel, maintenance, and insurance.

There are many elements of the ferry service that are not represented in this model. These elements may or may not include: debt service of existing assets or real estate, terminal or home port personnel, parking attendants, shuttle bus operations and other marketing campaigns or discounts.

This model focuses on the operating costs associated with the vessel providing service. The following sections outline the assumptions, input and process for the model, broken out into sections which include: Vessels, Route Profiles, Schedules and Model Calibration. The conclusion of the report includes analysis findings.

Vessels

Mackinac Island is currently served by three vessel operators: Shepler's, Star Line, and Arnold Freight Co. There are currently 21 vessels that provide passenger and freight service to the island (Table 1). For this model, EBDG selected three different vessel types to be the representative vessel by season. For each type, a computer synthesis model was applied to calculate performance, fuel consumption, weights, displacement, crew costs, and capital costs. Comments on the inputs are as follows.

Table 1: Vessels Serving Mackinac Island

| OPERATOR | VESSEL NAME | YEAR BUILT | PASSENGER CAPACITY | VESSEL TYPE |
|----------------|------------------------|------------|--------------------|-----------------------------|
| Shepler's | FELICITY | 1972 | 150 | Aluminum, twin engine |
| Shepler's | THE WELCOME | 1969 | 97 | Aluminum, twin engine |
| Shepler's | THE HOPE | 1975 | 150 | Aluminum, twin engine |
| Shepler's | WYANDOT | 1979 | 265 | Aluminum, twin engine |
| Shepler's | CAPT. SHEPLER | 1986 | 265 | Aluminum, twin engine |
| Shepler's | MISS MARGY | 2015 | 281 | Triple engine |
| Shepler's | WILLIAM RICHARD | 2020 | 210 | Quad jet engine |
| | | | | |
| Star Line | LASALLE | 1981 | 150 | Hydro-jet |
| Star Line | RADISSON | 1988 | 350 | Four engine hydro-jet |
| Star Line | CADILLAC | 1990 | 150 | |
| Star Line | JOLIET | 1993 | 150 | |
| Star Line | MARQUETTE II | 2005 | 330 | Three engine |
| Star Line | GOOD FORTUNE | 2015 | | Ferry/pirate cruise |
| Star Line | MACKINAC EXPRESS | 2015 | 345 | Catamaran |
| Star Line | ANNA MAY | | 150 | 24,000 lbs freight capacity |
| Star Line | OTTOWA | 1950s | 500 | |
| Star Line | HURON | 1950s | 330 | Reinforced steel hull |
| Star Line | STRAITS OF MACKINAC II | 1950s | 295 | |
| | | | | |
| Arnold Freight | THE SENATOR | | | Freight |
| Arnold Freight | CORSAIR | | | Freight |
| Arnold Freight | 906 EXPRESS | | | Freight (small) |

Crew Costs

Crew wages were based on the published collective bargaining rates for a West Coast ferry operator using high speed aluminum ferries, King County Metro. These rates were discounted to 78% to reflect the regional difference in labor costs for Sailors and Marine Oilers (Occupation Code 53-5011) as published by the U.S. Bureau of Labor Statistics. Benefits were then added at 38% of the direct hourly cost for each labor category to create the following hourly labor cost per vessel. The existing vessel operators use a mix of seasonal labor, part-time labor, and permanent employees so the rates used in the model do not mirror the actual labor complexities.

Table 2: Crew Cost Basis

| VESSEL POSITION | NUMBER | HOURLY | BENEFITS | TOTAL HOURLY |
|------------------------|--------|----------|----------|--------------|
| Mate/Master (100 ton) | 1 | \$ 33.30 | \$ 12.65 | \$ 45.95 |
| AB | 1 | \$ 25.76 | \$ 9.79 | \$ 35.55 |
| Ordinary Seaman | 2 | \$ 23.33 | \$ 8.87 | \$ 64.39 |
| Total Vessel Personnel | 4 | | | \$ 145.89 |

Fuel Costs

Each vessel type has installed propulsion power. When operating, not all of that power is required. To calculate a fuel consumption for each trip, the route was divided into segments and assigned both an engine load and generator set load to each segment. The fuel consumption for the trip was the sum of all the assigned loads times the rated power, times the duration of the segment, times an estimate of fuel efficiency. A sample load table is shown below (Table 3).

Table 3: Load Factors for Steel Passenger-Only Ferry

| | MAIN ENGINES | HOTEL LOAD | SPEED |
|-----------|--------------|------------|-------|
| Service | % MCR | % Load | knots |
| Alongside | 5% | 70% | 0 |
| Approach | 20% | 70% | 7 |
| Departure | 20% | 70% | 7 |
| Overnight | 0% | 10% | 0 |
| Transit | 85% | 70% | 10.3 |

Knowing the fuel consumed per trip by vessel type, we applied a fuel cost per gallon and then multiplied by the number of trips by each vessel type to calculate total fuel cost. From discussions with other Great Lakes operators, we know that annual fuel contracts are the norm to avoid seasonal fluctuations in costs. We do not have any data on the current wholesale fuel pricing for either St. Ignace or Mackinaw City. An examination of national retail fuel prices (see Figure 1) shows prices over the past 10 years ranging from a high of \$4 per gallon to \$2 per gallon. For the model we used a price of \$3.00 per gallon.

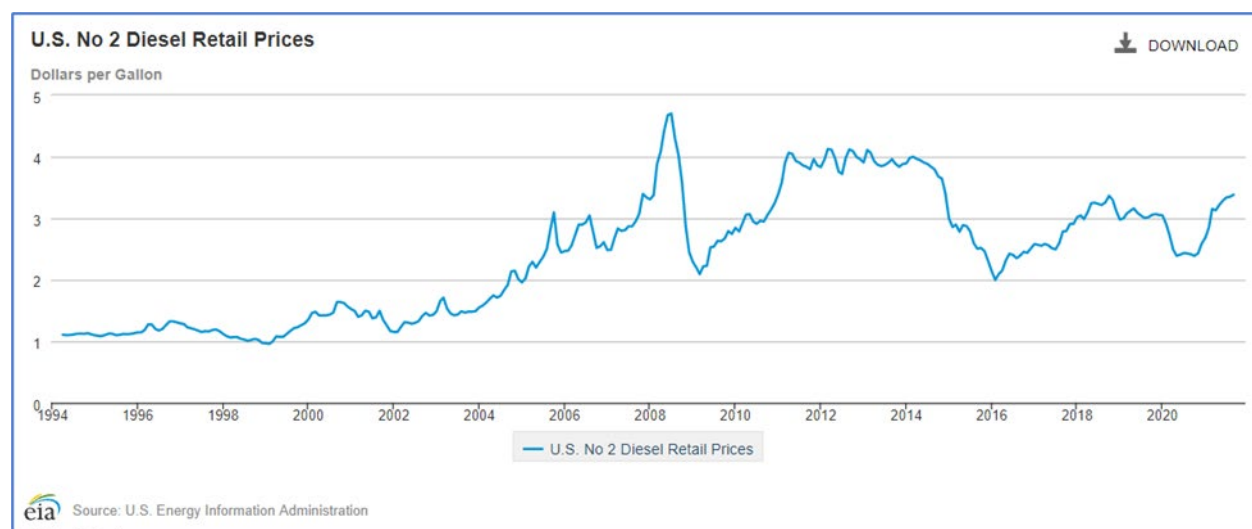


Figure 1: Historic Diesel Fuel Prices 1994 to Current (US EIA)

Capital Costs

The model uses capital costs as the basis for estimating both maintenance costs and insurance. To estimate capital cost, the model used a parametric approach based on weight. For each type, a weight estimate was developed using a standard Ship Weight Breakdown System (SWBS) and parametric data from other passenger vessels. For each SWBS weight group, a parametric cost for materials and labor hours was applied, based on recent ferry construction data. For example, steel hull and superstructure (SWBS 100 Group) used a material cost of \$1.40 per lb and a labor factor of 90 hours per long ton of weight. A fully burdened labor rate of \$72.00 per hour was assumed and materials were marked up by 15% to reflect shipyard costs for purchasing, warehousing, and handling. An overall contingency of 20% was applied to both labor and materials. A sample cost breakdown is shown below (Table 4).

Table 4: Capital Cost for Steel Passenger-Only Ferry

| | MATERIAL | MATERIAL MARKUP | LABOR | TOTAL |
|--------------------------------|------------|-----------------|------------|--------------|
| SWBS Group | (\$) | (\$) | (\$) | (\$) |
| Group 100 - Hull | \$ 309,573 | \$ 46,436 | \$ 639,678 | \$ 995,686 |
| Group 200 - Prop Machy | \$ 686,000 | \$ 102,900 | \$ 110,250 | \$ 899,150 |
| Group 300 - Electrical | \$ 75,600 | \$ 11,340 | \$ 50,625 | \$ 137,565 |
| Group 400 - Electronics | \$ 56,000 | \$ 8,400 | \$ 8,640 | \$ 73,040 |
| Group 500 - Auxiliary | \$ 196,800 | \$ 29,520 | \$ 94,886 | \$ 321,206 |
| Group 600 - Outfit | \$ 251,991 | \$ 37,799 | \$ 455,609 | \$ 745,398 |
| Group 700 - Special | \$ - | \$ - | \$ - | \$ - |
| Group 800 - General | \$ 236,395 | \$ 35,459 | \$ 135,969 | \$ 407,822 |
| Capital Cost w/out contingency | | | | \$ 3,579,868 |

| | MATERIAL | MATERIAL MARKUP | LABOR | TOTAL |
|------------------------------|----------|-----------------|-------|--------------|
| Contingency | | | | \$ 715,974 |
| Estimated Single Vessel Cost | | | | \$ 4,295,842 |

Vessel Types

Steel Passenger-Only Vessel - Suitable for winter service (based on HURON)

Table 5: Vessel Characteristics for Steel Passenger-Only Ferry

| CHARACTERISTIC | UNITS | HURON |
|-------------------|--------|-------------|
| Length Overall | ft | 91.8 |
| Beam | ft | 25 |
| Depth | ft | 7 |
| Design Speed | kt | 10 |
| Installed Power | hp | 700 |
| Vessel Type | | K |
| Engine Count | | 2 |
| Passenger Count | | 300 |
| Crew Count | - | 4 |
| Crew Compensation | \$/hr. | \$36.47 |
| Vessel Build Cost | \$ | \$4,295,842 |



Figure 2: Reference Vessel for Steel Passenger-Only Type

Aluminum Passenger-Only Vessel - Typical of the summer service (based on MISS MARGY)

Table 6: Vessel characteristics for Aluminum Passenger-Only Ferry

| CHARACTERISTIC | UNITS | MISS MARGY |
|-------------------|--------|-------------|
| Length Overall | ft | 79.1 |
| Beam | ft | 21.5 |
| Depth | ft | 8.8 |
| Design Speed | kt | 26 |
| Installed Power | hp | 1600 |
| Vessel Type | | K |
| Engine Count | | 2 |
| Passenger Count | | 281 |
| Crew Count | - | 4 |
| Crew compensation | \$/hr. | \$36.47 |
| Vessel Build Cost | \$ | \$4,311,425 |



Figure 3: Reference Vessel for Aluminum Passenger-Only Type

Steel Passenger/Freight Vessel - Suitable for winter passenger service but year-round freight service (based on the ROBERT NOBLE operated by Washington Island Ferry Line).

Table 7: Vessel Characteristics for Steel Passenger/Freight Vessel

| CHARACTERISTIC | UNITS | ROBERT NOBLE |
|-------------------|--------|---------------|
| Length Overall | ft | 90 |
| Beam | ft | 36 |
| Depth | ft | 9.5 |
| Design Speed | kt | 10 |
| Installed Power | hp | 908 |
| Vessel Type | | T |
| Engine Count | | 2 |
| Passenger Count | | 300 |
| Crew Count | - | 4 |
| Crew Compensation | \$/hr. | \$36.47 |
| Vessel Build Cost | \$ | \$4-5 million |



Figure 4: Reference Vessel for Steel Passenger Freight Type

Route Profiles

Mackinac Island is served from two locations: St. Ignace and Mackinaw City. In St. Ignace, Shepler's ferry operates from one terminal while Star Line operates from three terminals. In Mackinaw City, Shepler's and Star Line each have one terminal. Arnold Freight operates from a single facility in St. Ignace. To simplify the model, two routes were examined, each with a single terminal on the mainland and the same terminal on Mackinac Island. Distances were taken from the satellite view in Google maps.

For the purpose of the operations model, each route was divided into segments as shown in Table 8.

Table 8: Route Segments by Departure Location

| SEGMENT | DISTANCE (NAUTICAL MILES) | DISTANCE (NAUTICAL MILES) |
|------------------|---------------------------|---------------------------|
| | St. Ignace | Mackinaw City |
| Alongside | - | - |
| Departure | 0.20 | 0.20 |
| Transit | 5.35 | 7.00 |
| Approach | 0.20 | 0.20 |
| Round-trip Total | 11.50 | 14.80 |

To simplify the model, a blended route was chosen for the purpose of calculating trip duration and fuel consumption (Table 9).

Table 9: Trip Duration and Fuel Consumption by Vessel Type

| BLENDED ROUTE | UNITS | MISS MARGY | HURON | ROBERT NOBLE |
|-------------------|-------|------------|-------|--------------|
| Route Length (RT) | n.m. | 13.2 | 13.2 | 13.2 |
| Route Time (RT) | hr. | 0.9 | 1.6 | 2.0 |
| Fuel Consumption | gal | 50.5 | 57.8 | 61.9 |

Schedule

The service to the island is highly seasonal, with an intense tempo during the summer and a minimal schedule in the winter. After examining the published schedules, EBDG chose to model the operation as four seasons: winter, spring shoulder, summer, and fall shoulder.

Seasons

For each season we selected the number of operating days, the length of the operating day, and the number of round trips per day (Table 10). Vessel related costs could then be calculated by assigning a type of vessel to the season and taking the number of days per season, times the number of trips per day, times the cost per trip for that vessel type. Ridership and ticket revenue could be similarly calculated by multiplying the number of days in the season, times the number of trips per day, times an assumed round trip load factor.

Table 10: Schedule Assumptions

| | WINTER | SPRING SHOULDER | SUMMER | FALL SHOULDER |
|--------------------------|---------|-----------------|------------|---------------|
| Day Start | 1-Nov | 21-Apr | 1-Jun | 1-Sep |
| Day End | 20-Apr | 31-May | 31-Aug | 31-Oct |
| Vessel Type | HURON | MISS MARGY | MISS MARGY | MISS MARGY |
| Route | Blended | Blended | Blended | Blended |
| Round Trips Per Day | 3 | 60 | 125 | 60 |
| Crew Shift Length (hrs.) | 8 | 8 | 10 | 8 |
| Days | 170 | 40 | 91 | 60 |

Daily Run Time

The vessel speed and number of round trips was used to calculate a daily run time for the vessels when they were underway making trips. Dividing this operating time by an 8-hour crew shift length and rounding up the result to the next highest whole number, yields the number of vessels required to meet the service tempo.

Crew Shifts

The actual crew shift hours times the number of crew was used to calculate a total daily crew cost. The difference between crew run time and total crew time yielded a crew non-run time as a measure of how much the crews were standing by. For example, if there are 60 round trips per day and each round trip requires 0.9 hours to complete, then vessels will be underway for 56.9 hours. Based on an 8-hour shift, 7.13 vessels would be required to meet the demand. Since there are no partial vessels, 8 vessels would be required. This yields 8 hours per crew position over 8 vessels or 64 hours per crew position. If the crew shift was increased to 9 hours, the crew run time would remain at 56.9 hours but the overall crew time would increase to 72 hours per crew position. With this approach, the costs of adding a trip can be compared to the cost of simply extending the length of the service day.

Maintenance

Maintenance was divided into routine maintenance, based on time underway, and annual maintenance based on number of vessels. Routine maintenance for each vessel was taken as 2.5% of the capital cost divided by 2000 operating hours per year to yield a cost per hour of operation. Annual maintenance for each vessel type was calculated as 2% of the capital cost times the number of vessels of that type. Therefore, doubling the operating hours for one vessel type would double the routine maintenance but the annual maintenance would remain fixed.

Revenue

To provide insight into the impact of expanded service on ticket revenue, the model estimates the number of passengers carried by season and estimates the associated ticket revenue. A passenger load factor is assigned for each trip by season. For example, in winter (when demand is lowest) a load factor of 5% was applied to the theoretical vessel capacity for each round trip. This means that a 300-passenger ferry was assumed to carry 15 passengers with round trip tickets. Multiplying by three roundtrips per day would yield 45 fares. The model assumes service seven days per week.

We also know that not every fare would be full price since there are discounts for children and for seniors. An effective price discount was therefore applied to the nominal ticket price to yield an estimated fare collection. Using the winter example, where the nominal \$24 fare carries a \$10 winter

service surcharge, EBDG assumed a 10% discount from the roundtrip fare of \$34. Multiplying the discounted fare of \$30.60 times the 45 daily fares yielded an estimated ticket revenue of \$1,377 per day. Over the 170-day winter season, this resulted in a total ticket revenue of \$331,995.

The passenger load factors, ticket prices, and discounts used in the model are shown in Table 11. The baseline model resulted in an annual ridership of 1,219,463 round trip passengers and a ticket revenue of \$24,833,884.

Table 11: Estimated Passenger and Revenue

| SEASON | WINTER | SPRING SHOULDER | SUMMER | FALL SHOULDER |
|---------------------------|-----------|-----------------|--------------|---------------|
| Published Ticket Price | \$34.00 | \$29.00 | \$29.00 | \$29.00 |
| Effective Ticket Discount | 10% | 30% | 30% | 30% |
| Roundtrip Load Factor | 5% | 15% | 30% | 15% |
| Passengers Carried | 7,650 | 101,160 | 958,913 | 151,740 |
| Estimated Revenue | \$234,090 | \$2,053,548 | \$19,465,924 | \$3,080,322 |

Calibration

To ensure the model results were reasonable, the outputs were compared to past operational and financial (cost and revenue) data.

Comparison

Historic 2007 data, combined for all Mackinac Island ferry operators, was compared to the baseline operating model to see if there was reasonable correlation of results.

Table 12: Comparison of Historic Data to Baseline Operating Model

| ITEM | 2007 BENCHMARK | 2021 BASELINE | DIFFERENCE |
|--------------------------|----------------|---------------|------------|
| Estimated Ticket Revenue | \$18,768,574 | \$24,833,884 | 132.3% |
| Wages | \$6,004,309 | \$4,386,929 | 73.1% |
| Fuel | \$2,609,247 | \$2,721,434 | 104.3% |
| Repairs & Maint. | \$2,384,945 | \$2,312,057 | 96.9% |
| Insurance | \$1,070,274 | \$2,069,017 | 193.3% |
| Total Operating Expenses | | | |
| Passengers Carried (RTs) | 1,135,097 | 1,219,453 | 107.4% |

Notes on comparison between history data and model outputs

1. If we take the total estimated 2007 ticket revenue and apply an inflation factor of 2.5% over 13 years, the resulting ticket revenue of \$25.9 million is a reasonable match to the model revenue of \$24.9 million.
2. The passenger ridership is within 7% of the actual 2007 ridership.
3. The effective fare discount of 29.8% in the model is a reasonable match to 2007 actual fare discounts.
4. The wages are well below the estimated 2007 values. This suggests that:
 - a. Historic data covers more than vessel related labor.
 - b. Marine labor may be less efficient than assumed.
5. The fuel cost estimate is within 4% of the benchmark data from 2007.
6. The repairs and maintenance costs are 97% of the historic data.
7. Insurance costs are 193% of the actual 2007 data. Since the model bases insurance on new construction costs, a fleet of new vessels would have a higher asset value and thus greater insurance costs.

ANALYSIS

The study team looked at three different scenarios:

Table 13: Service Scenarios

| | SCENARIO 1 | SCENARIO 2 | SCENARIO 3 |
|----------------------------|---|--|--|
| Description | Baseline <i>(Passenger service year-round, broken into three seasons).</i> | Expanded service schedule To meet stakeholder requests <i>(passenger service year-round, broken into three seasons).</i> | Discussion of potential efficiencies such as combined passenger & freight service in winter, and combining sailings from different operators in off-peak/shoulder periods. |
| Purpose | Provide basis of comparison for Scenarios 2 & 3. | Model the cost of ferry operations for entire passenger service system <i>(year-round system costs needed for federal grants, winter costs needed for MDOT operating funding.)</i> | Discussion of potential system efficiencies, including opportunities and constraints for combined passenger & freight service in the winter. |
| Schedule Parameters | <i>Summer:</i> 125 RT per day, earliest mainland departure at 7:30 am. Last departure from mainland at 10:00 pm. | <i>Expanded Summer Schedule:</i> First departure from mainland 6:00 am, last departure 10:00 pm. | Discussion of opportunities for service schedule expansion & system cost efficiencies. |
| | <i>Shoulder:</i> 60 RT per day, earliest mainland departure at 7:30 am. Last departure from mainland at 7:00 pm. | <i>Expanded Shoulder Schedule:</i> First departure from mainland 6:00 am, last departure 8:00 pm. | |
| | <i>Winter:</i> three RT per day, earliest mainland departure at 8:00 am. Last departure from mainland at 3:00 pm. | <i>Expanded Winter Schedule:</i> 6 RT per day (incl. Sundays) departing from St. Ignace at 6:30 am. Last departure from Island at 6:00 pm. | |

RESULTS

The model inputs were adjusted to reflect the expanded service in Scenario 2. The results were then compared to the baseline (Scenario 1) to determine the estimated costs and revenue for the system.

Expanded Winter Service

Expanding the winter service to 6 round trips and a 12-hour service day would still only require one vessel since the 9.9 underway hours would be less than the 12-hour crew shift. The total cost increase of this expanded service would be as follows (Table 14). It should be noted that the model assumes estimated revenue would double; an increase from \$234,090 to \$468,180. It is unknown whether expanded service would result in increased ridership and thus more revenue to partially offset the vessel related costs of the increased service

Table 14: Expanded Winter Service

| ITEM | EXPANDED | BASELINE | DIFFERENCE | PERCENTAGE |
|------------------------|-----------|-----------|------------|------------|
| Crew Run Time Cost | \$245,035 | \$122,518 | \$122,518 | 200.0% |
| Crew Non-run Time Cost | \$52,582 | \$75,894 | -\$23,312 | 69.3% |
| Fuel | \$176,977 | \$88,489 | \$88,489 | 200.0% |
| Routine Maintenance | \$90,190 | \$45,095 | \$45,095 | 200.0% |
| Total Cost | \$564,784 | \$331,995 | \$232,789 | 170.1% |

Expanded Shoulder Service

Stretching the shoulder service days from 12 hours to 14.5 hours with 60 round trips per day would increase the labor costs but would not increase the operating expenses of fuel, maintenance, or insurance. The total cost increase of this expanded service is shown in Table 15.

Table 15: Expanded Shoulder Service (Combined Spring and Fall)

| ITEM | EXPANDED | BASELINE | DIFFERENCE | PERCENTAGE |
|------------------------|-------------|-------------|------------|------------|
| Crew Run Time Cost | \$829,753 | \$829,753 | \$0 | 100.0% |
| Crew Non-run Time Cost | \$862,578 | \$570,797 | \$291,781 | 151.1% |
| Fuel | \$909,218 | \$909,218 | \$0 | 100.0% |
| Routine Maintenance | \$306,515 | \$306,515 | \$0 | 100.0% |
| Total Cost | \$2,908,064 | \$2,616,283 | \$291,781 | 111.2% |

Expanded Summer Service

Stretching the summer service from 14 hours to 16.5 hours with 125 round trips per day would increase the labor costs but would not increase the operating expenses of fuel, maintenance, or insurance. The total cost increase of this expanded service would be as follows (Table 16).

Table 16: Expanded Summer Service

| ITEM | EXPANDED | BASELINE | DIFFERENCE | PERCENTAGE |
|------------------------|-------------|-------------|------------|------------|
| Crew Run Time Cost | \$1,573,073 | \$1,573,073 | \$0 | 100.0% |
| Crew Non-run Time Cost | \$1,712,748 | \$1,214,896 | \$497,852 | 141.0% |
| Fuel | \$1,723,727 | \$1,723,727 | \$0 | 100.0% |
| Routine Maintenance | \$581,102 | \$581,102 | \$0 | 100.0% |
| Total Cost | \$5,590,649 | \$5,092,797 | \$497,852 | 109.8% |

Annual Comparison

The combined expansion of service as indicated in Table 13 produces the following results (Table 17). Since the only increase in the number of runs occurs just for the winter season with one vessel in operation, the overall impact on crew run time, fuel, and maintenance is small. Expanding the service hours in all three seasons increases the annual crew non-run time cost by 41%. None of the changes in Scenario 2 would increase the annual maintenance cost nor the insurance cost since the number and type of vessels does not change. Note that the increased vessel operational costs may be partially offset by increased revenue.

Table 17: Cost Impacts of Increased Service

| ITEM | EXPANDED | BASELINE | DIFFERENCE | PERCENTAGE |
|------------------------|--------------|--------------|-------------|------------|
| Crew Run Time Cost | \$2,647,860 | \$2,525,343 | \$122,518 | 104.9% |
| Crew Non-run Time Cost | \$2,627,907 | \$1,861,587 | \$766,321 | 141.2% |
| Fuel | \$2,809,922 | \$2,721,434 | \$88,489 | 103.3% |
| Routine Maintenance | \$977,808 | \$932,713 | \$45,095 | 104.8% |
| Annual Maintenance | \$1,379,344 | \$1,379,344 | \$0 | 100.0% |
| Insurance | \$2,069,017 | \$2,069,017 | \$0 | 100.0% |
| Total Cost | \$9,063,498 | \$8,041,076 | \$1,022,422 | 112.7% |
| Estimated Revenue | \$25,067,974 | \$24,833,884 | \$234,090 | 100.9% |

In conclusion, expanded service, as modelled would have a net increase in vessel operating costs (some revenue benefit included) of \$788,332. For reference, this is 3.1% of approximately \$25 million in revenue. Other than the revenue increase due to added trips in winter, no credit was taken for increased ridership due to the expanded hours of service in the shoulder and summer seasons.

Appendix B – Community Engagement Summary

Mackinac Island Transportation Study and Master Plan – Public Outreach Summary

A key component of the Mackinac Island Transportation Study and Master Plan was gathering feedback from the community about the ferry system to St. Ignace, Mackinac City, and Mackinac Island. Community engagement included an online community survey and a series of online public workshops facilitated by the project team.

Public Outreach Outcomes

Community feedback related to existing ferry service and desired future improvements was highly consistent between the Community Survey and three Public Workshops. The highest priorities as expressed by survey respondents and workshop participants include:

- Increased winter service (early and later departure times and Sunday ferry service)
- More available parking at the St. Ignace and Mackinaw City terminals
- Longer hours of service during the winter and summer
- Increased convenience (frequency of service, faster trips) during the winter and summer

Public Workshops

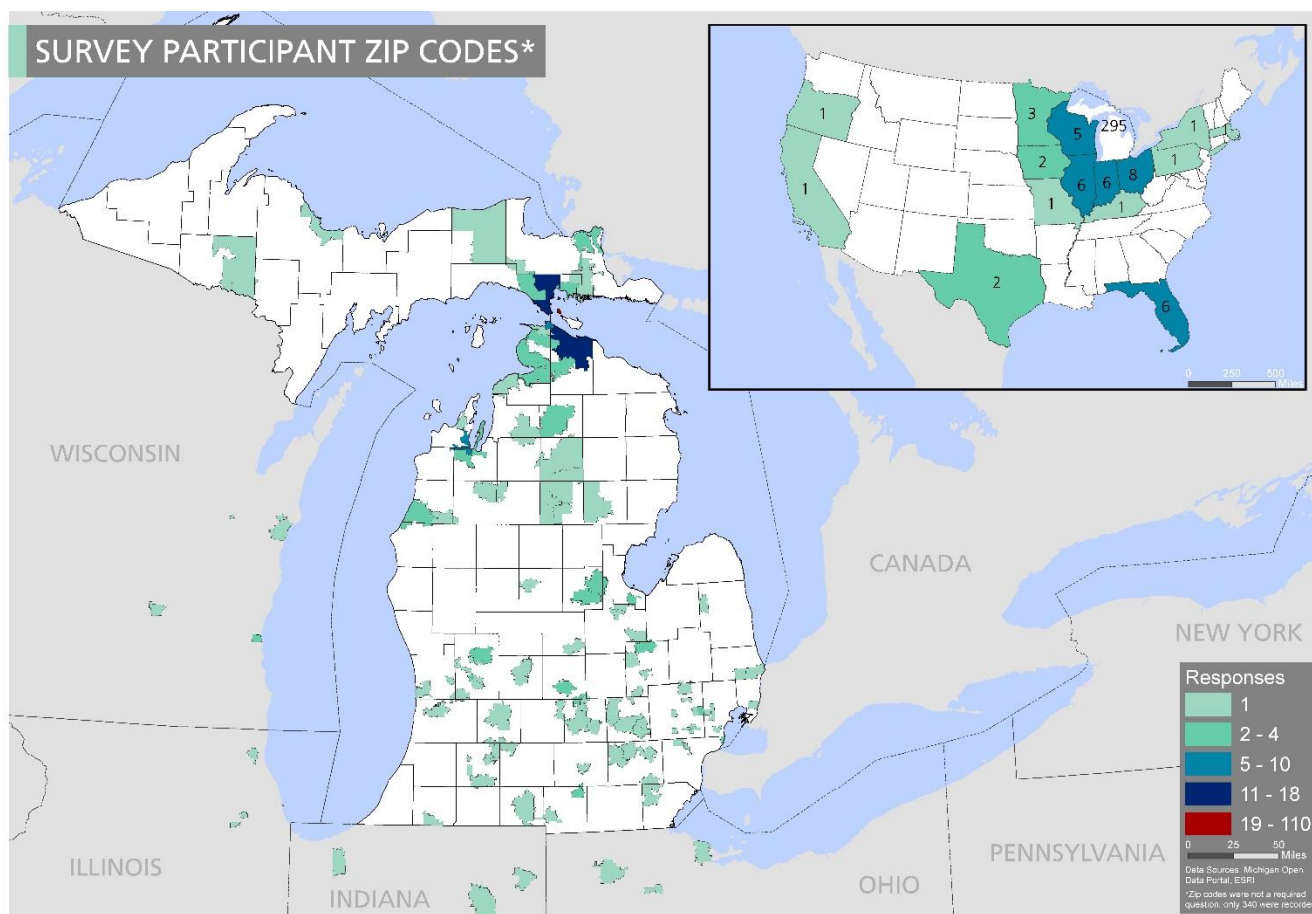
Three public workshops were held in the month of July 2021 to build awareness for the project, provide information on the role, responsibility, and benefits of a transportation authority, and facilitate direct communication between the community and the project team. The public workshops consisted of introductions of the project team, an overview of the Mackinac Island Transportation Authority (MITA), examples of other transportation authorities in the region and nationally, project goals and approach, and a series of engagement questions. The engagement questions asked how participants used the Mackinac Island ferries and what improvements should be made to the ferry services. The public workshops concluded with an opportunity for dialogue between participants and the project team.

| Session Date/Time | Intended Participants | Participant Breakdown | Number of Attendees |
|-------------------------|--------------------------------------|---|---------------------|
| July 13, 2021 / 7pm EST | Mackinac Island Residents | <ul style="list-style-type: none"> • 89% Full-time Island residents • 11% Island visitors (commuters and recreation) | 10 |
| July 14, 2021 / 7pm EST | Mackinaw City / St. Ignace Residents | <ul style="list-style-type: none"> • 60% Island visitors (commuters and recreation) • 20% Full-time Island residents • 20% other | 10 |
| July 22, 2021 / 8pm EST | Mackinac Island Residents | <ul style="list-style-type: none"> • 50% Island residents (full and part-time) • 50% visitors | 5 |

Community Survey

The community survey was distributed via the online platform SurveyMonkey. The survey was open for approximately five weeks opening on June 17, 2021, and closing on July 23, 2021, after the culmination of the public workshops. In total, the survey captured 583 responses. About 50% of survey-takers identified as a visitor, 35% as a year-round island resident, and 20% as a seasonal resident. The majority of participants (80%) reported not using the ferries to commute off the island for work, while 15% commute off the island at least one day per week, and 5% at least 4 days per week.

The survey asked respondents to list their primary residence, as shown in the map titled "Survey Participant Zip Codes." Because this was not a required question only 340 responses (58%) are shown on the map. 87% of those who recorded their zip code live in Michigan. 32% of respondents live on Mackinac Island and an additional 12% live in surrounding communities (Mackinaw City, St. Ignace, or Cheboygan zip codes).



Summary of Key Survey Results

Key findings from the public online survey are presented below, and full survey results are included as Attachment 1.

Alternative Terminal Locations

Across all three outcome groups (residents, visitors, business owners) Cheboygan was the most popular option for an additional terminal. However, the majority of those surveyed did not express a desire for another terminal location. Other locations that received multiple suggestions were the St. Ignace Airport and the City of Petoskey.

| Residents | Visitors | Business Owners |
|---|-------------------------------------|-------------------|
| Cheboygan (9.8%) St. Ignace Airport (6.1%) | Cheboygan (7.8%) Petoskey (2.3%) | Cheboygan (26.7%) |

Winter Service

When surveyed, respondents were asked to detail their satisfaction with several elements of winter service. A score of 1 indicated that the element needed improvement and a score of 5 indicated excellent satisfaction. The weighted scores for each element by outcome groups are detailed in the table below. Residents and business owners were both last satisfied with the length of the service day, indicating a desire for longer arrival departure times in the winter. Visitors expressed a desire for lower ticket costs, but overall satisfaction for all elements of winter service was relatively high for visitors.

| | Residents | Visitors | Business Owners |
|--------------------------------|-----------|----------|-----------------|
| Vessel cleanliness and comfort | 2.95 | 3.94 | 2.89 |
| Terminal facilities | 2.94 | 3.83 | 2.89 |
| Parking (convenience/cost) | 2.61 | 3.68 | 2.53 |
| Ticket costs | 2.34 | 3.19 | 2.20 |
| Length of service day | 2.01 | 3.53 | 1.89 |
| Service schedule | 2.35 | 3.67 | 2.26 |
| Wait times | 3.10 | 3.88 | 3.04 |

Open Responses

| Residents | Visitors | Business Owners |
|---------------------------|---------------------------|---------------------------|
| More availability (39.5%) | More availability (8.47%) | More availability (41.6%) |
| Later boats (39.5%) | Later boats (3.4%) | Later boats (39.3%) |
| Sunday service (21.1%) | Sunday service (3.4%) | Sunday service (23.6%) |

The open responses for winter service improvements showed that across all outcome groups there is a desire for more trip availability, later boats, and service on Sunday.

Summer Service

Similar to winter service, survey respondents were asked to list their satisfaction with elements of summer service from 1 (needs improvement) to 5 (excellent). Like winter service business owners and residents agreed on the top improvement, parking convenience/cost. Visitors expressed a desire for lower ticket costs in the summer.

| | Residents | Visitors | Business Owners |
|--------------------------------|-----------|----------|-----------------|
| Parking (convenience/cost) | 2.28 | 3.49 | 2.24 |
| Ticket costs | 2.67 | 3.23 | 2.51 |
| Length of service day | 3.16 | 3.91 | 3.07 |
| Service schedule | 3.71 | 4.22 | 3.69 |
| Wait times | 3.86 | 4.29 | 3.81 |
| Terminal facilities | n/a | 3.93 | n/a |
| Vessel cleanliness and comfort | n/a | 4.15 | n/a |

Open Responses

| Residents | Visitors | Business Owners |
|--|--|--|
| Later boats (24.3%) Strict departure/arrival (15.5%) Earlier boats (11.7%) | Later boats (12.3%) Reduce costs (9.1%) Improve parking (6.5%) | Later boats (26.4%) Strict departure/arrival (16.1%) Earlier boats (11.5%) |

The open responses were identical between residents and business owners with an expressed desire for later boats, strictly adhering to the departure/arrival schedule, and earlier boats. Visitors also expressed a desire for later boats in addition to reducing costs and improving parking.

Fare Costs

In the summer the majority of both residents and business owners indicated that the cost of travel does not inhibit their travel to and from the mainland. But in the winter, costs do limit the number of trips each group takes. For visitors, only one question included both summer and winter costs. Responses indicated that the cost of travel does limit the number of trips visitors take to the Island.

| | Residents | Visitors | Business Owners |
|--|-------------------------|-------------------------|-------------------------|
| Does the cost of summer fare limit your trips? | Yes: 32.8% No: 67.2% | Yes: 55.8% No: 44.2% | Yes: 35.5% No: 64.5% |
| Does the cost of winter fare limit your trips? | Yes: 53.8% No: 46.2% | | Yes: 61.2% No: 38.8% |

Convenience

Only residents and business owners were asked what improvements could be made to increase the convenience of ferry travel. The question did not specify winter or service convenience. Improvements that would have the largest positive impact on ferry convenience were increased service in the off-season, year-round service, and parking.

| | Residents | Business Owners |
|---|-----------|-----------------|
| Increased service in the off-season (daily trips) | 78.1% | 79.2% |
| Year-round expanded service (longer hours, more trips) | 70.9% | 73.1% |
| Parking | 40.0% | 40.1% |
| Improved freight service (capacity, convenience, lower costs) | 10.3% | 10.8% |
| Better connections to and from terminals | 9.7% | 11.5% |

Improvement Priorities

All three outcome groups were asked to rank the following service priorities from 1 (highest priority) to 6 (lowest). The average rank of all the properties is recorded below. Residents and business owners both expressed a strong desire for increasing winter service and maintaining/lowering ticket prices. The top priority for visitors was maintaining/lowering ticket prices but increasing winter service was the least important priority.

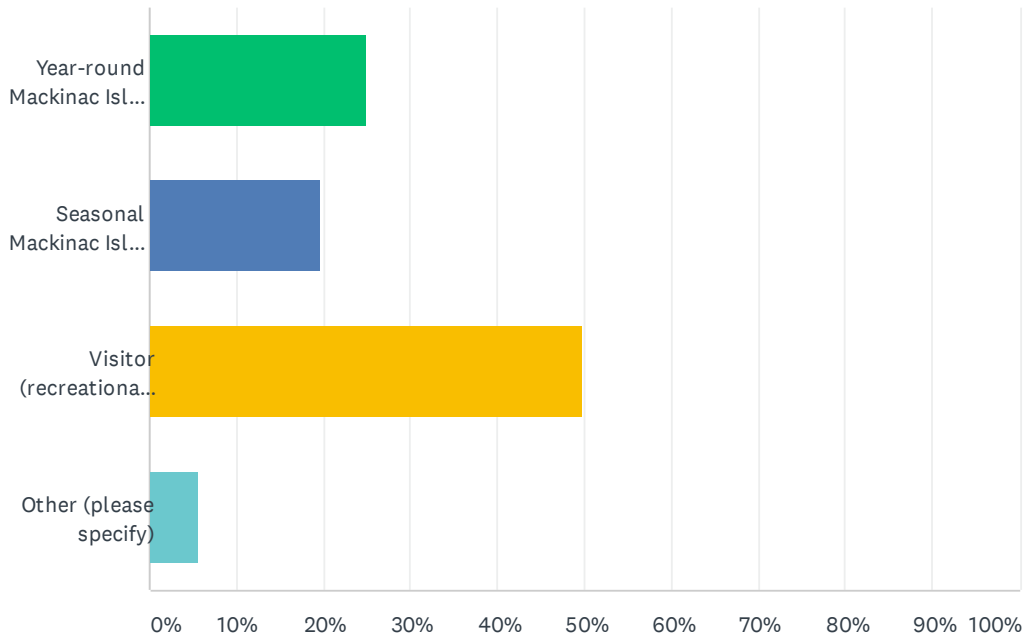
| | Residents | Visitors | Business Owners |
|---|-------------------------|-------------------------|-------------------------|
| Increasing winter service | 2.17 (1 st) | 4.21 (6 th) | 2.36 (1 st) |
| Maintaining/lowering ticket prices | 2.50 (2 nd) | 2.03 (1 st) | 2.38 (2 nd) |
| Improving mainland parking availability | 3.66 (3 rd) | 3.60 (3 rd) | 3.80 (4 th) |
| Minimizing ferry wait times | 3.71 (4 th) | 3.04 (2 nd) | 3.71 (3 rd) |
| Increasing summer service | 4.04 (5 th) | 3.95 (4 th) | 3.99 (5 th) |
| Increasing public transportation connections at mainland terminal locations | 4.71 (6 th) | 4.08 (5 th) | 4.6 (6 th) |

Mackinac Island Transportation Authority
ATTACHMENT 1 - PUBLIC SURVEY RESULTS

Q1 Which category of ferry user best describes you?

Responses directed survey-takers to targeted set of questions, as noted in red

Answered: 583 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|--|-----------|------------|
| Year-round Mackinac Island resident | 24.87% | 145 |
| Seasonal Mackinac Island resident | 19.73% | 115 |
| Visitor (recreational or commute for business) | 49.74% | 290 |
| Other (please specify) | 5.66% | 33 |
| TOTAL | | 583 |

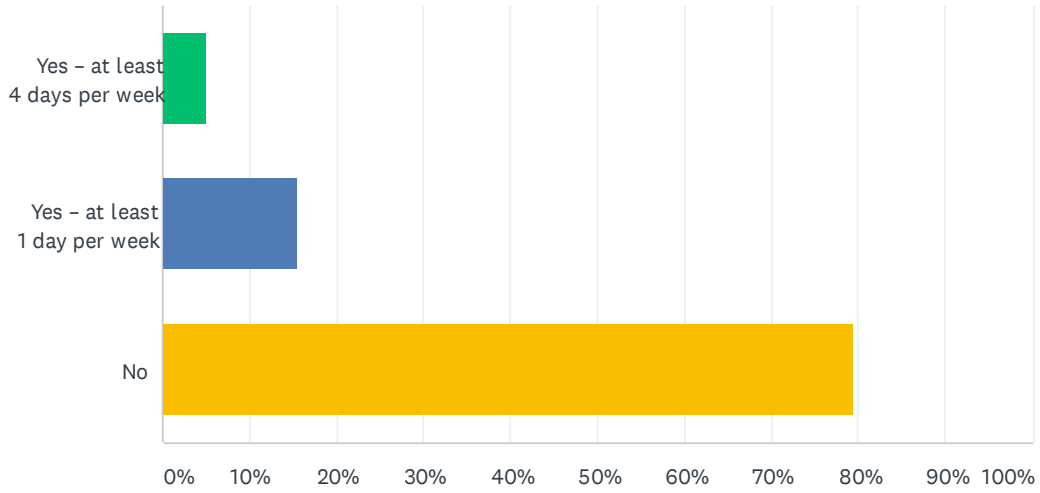
| # | OTHER (PLEASE SPECIFY) | DATE |
|----|--|--------------------|
| 1 | year round Mackinaw City resident | 7/15/2021 7:04 AM |
| 2 | Law Enforcement | 7/14/2021 7:40 PM |
| 3 | Year Round employed Commuter | 7/14/2021 12:06 PM |
| 4 | Used to be Sr Fleet Captain of Star Line until recent | 7/13/2021 4:45 PM |
| 5 | Live in Cheboygan. Used ferry for occasional pleasure visits over the last 50 years. | 7/13/2021 7:35 AM |
| 6 | Year-round Employee Travels Monday & Friday | 7/8/2021 7:57 AM |
| 7 | Mackinaw City resident | 7/7/2021 10:25 AM |
| 8 | Seasonal employee | 7/6/2021 5:28 PM |
| 9 | Year round Mackinaw City resident | 7/4/2021 6:57 AM |
| 10 | St Ignace based business, seasonal pass to the Island | 6/28/2021 8:08 PM |
| 11 | Year round Island worker that commutes each day | 6/25/2021 11:29 AM |
| 12 | Mainland Resident | 6/23/2021 11:14 AM |

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| | | |
|----|--|--------------------|
| 13 | ST IGNACE RESIDENT, RELATIVE OWNS PROPERTY ON MI | 6/23/2021 8:08 AM |
| 14 | Mackinac County resident traveling to many Straits islands | 6/22/2021 4:31 PM |
| 15 | Daily travels specific to employment on Mackinac Island March-November | 6/22/2021 1:04 PM |
| 16 | Hotel Property Manager - year round commuter | 6/22/2021 12:27 PM |
| 17 | mainland resident | 6/22/2021 6:55 AM |
| 18 | Mainland Resident | 6/21/2021 1:21 PM |
| 19 | former year round island resident | 6/21/2021 1:07 PM |
| 20 | Mackinaw City Resident | 6/21/2021 12:58 PM |
| 21 | Seasonal/visitor? Own a condo there and visit 8-10 times a year | 6/21/2021 11:31 AM |
| 22 | Year-round commuter | 6/21/2021 7:32 AM |
| 23 | Vacationer | 6/20/2021 7:12 PM |
| 24 | St.ignace resident | 6/20/2021 4:59 PM |
| 25 | Mackinac county resident | 6/20/2021 4:48 PM |
| 26 | Construction worker | 6/20/2021 3:29 PM |
| 27 | Previous year-round resident | 6/20/2021 2:33 PM |
| 28 | Former commuter for work | 6/19/2021 8:40 PM |
| 29 | Vacationer. | 6/19/2021 6:15 PM |
| 30 | Year-round Mackinaw City resident | 6/19/2021 1:42 PM |
| 31 | Year Round Mackinaw City resident that commutes to and from the Island for work April-November | 6/19/2021 8:13 AM |
| 32 | Part of the Scout troops that work at the Scout Service Camp & visit often | 6/18/2021 8:32 PM |
| 33 | Ferry service employee | 6/18/2021 7:44 PM |

Q2 Do you commute off the Island for work?

Answered: 180 Skipped: 403

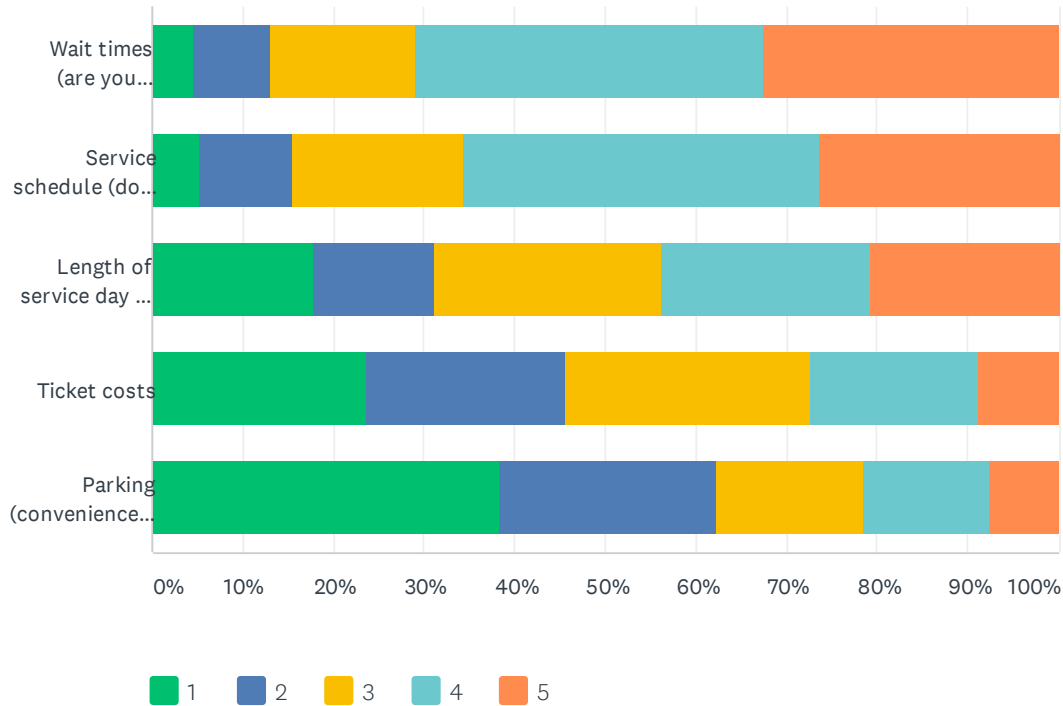


| ANSWER CHOICES | RESPONSES | |
|--------------------------------|-----------|------------|
| Yes - at least 4 days per week | 5.00% | 9 |
| Yes - at least 1 day per week | 15.56% | 28 |
| No | 79.44% | 143 |
| TOTAL | | 180 |

Year-round or Seasonal Residents

Q3 SUMMER SEASON ONLY- How satisfied are you with the following aspects of current passenger ferry service to Mackinac Island during the summer? (score of 1 through 5, with 1 indicating “needs improvement” and 5 indicating “excellent”)

Answered: 175 Skipped: 408

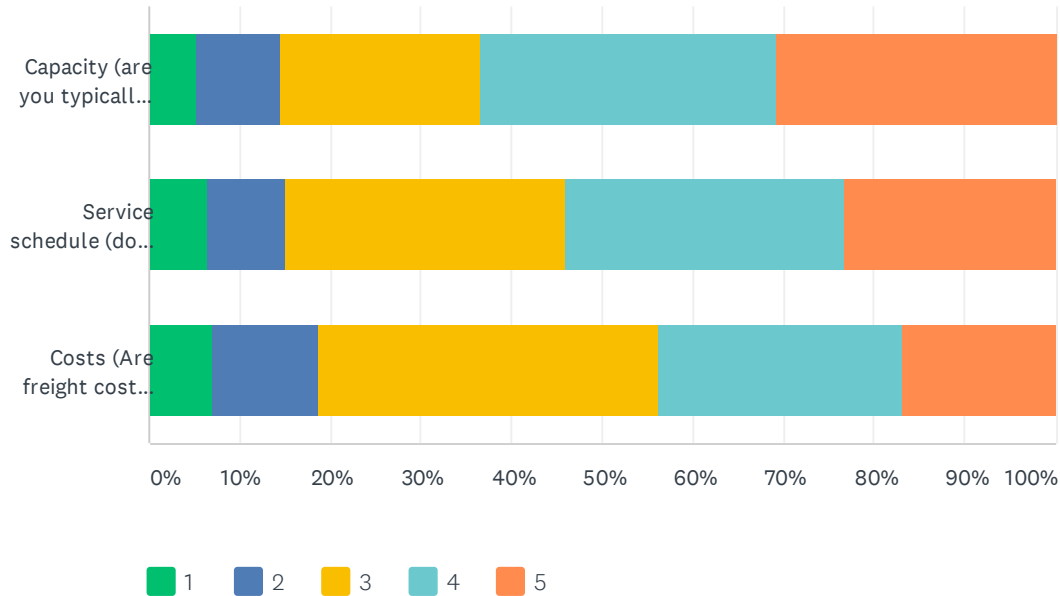


| | 1 | 2 | 3 | 4 | 5 | TOTAL | WEIGHTED AVERAGE |
|---|--------------|--------------|--------------|--------------|--------------|-------|------------------|
| Wait times (are you typically able to catch your desired sailing?) | 4.57% 8 | 8.57% 15 | 16.00% 28 | 38.29% 67 | 32.57% 57 | 175 | 3.86 |
| Service schedule (does the timing of departures typically meet your needs?) | 5.14% 9 | 10.29% 18 | 18.86% 33 | 39.43% 69 | 26.29% 46 | 175 | 3.71 |
| Length of service day (do the earliest and latest sailings allow you to reach morning appointments, dine out in the evenings, attend doctor appointments, etc.) | 17.82% 31 | 13.22% 23 | 25.29% 44 | 22.99% 40 | 20.69% 36 | 174 | 3.16 |
| Ticket costs | 23.67% 40 | 21.89% 37 | 27.22% 46 | 18.34% 31 | 8.88% 15 | 169 | 2.67 |
| Parking (convenience and cost of day and overnight parking) | 38.37% 66 | 23.84% 41 | 16.28% 28 | 13.95% 24 | 7.56% 13 | 172 | 2.28 |

Year-round or Seasonal Residents

Q4 SUMMER SEASON ONLY- How satisfied are you with the following aspects of current freight ferry service to Mackinac Island during the summer? (score of 1 through 5, with 1 indicating “needs improvement” and 5 indicating “excellent”)

Answered: 172 Skipped: 411



| | 1 | 2 | 3 | 4 | 5 | TOTAL | WEIGHTED AVERAGE |
|---|-------------|--------------|--------------|--------------|--------------|-------|------------------|
| Capacity (are you typically able to get packages/freight/materials to the island without too long of a wait?) | 5.23% 9 | 9.30% 16 | 22.09% 38 | 32.56% 56 | 30.81% 53 | 172 | 3.74 |
| Service schedule (does the timing of freight sailings typically meet your needs?) | 6.40% 11 | 8.72% 15 | 30.81% 53 | 30.81% 53 | 23.26% 40 | 172 | 3.56 |
| Costs (Are freight costs acceptable, or do they frequently limit what you are able to ship to the Island?) | 7.02% 12 | 11.70% 20 | 37.43% 64 | 26.90% 46 | 16.96% 29 | 171 | 3.35 |

Year-round or Seasonal Residents

Q5 Are improvements needed for peak summer service? Please explain.

Answered: 103 Skipped: 480

| # | RESPONSES | DATE |
|----|--|-------------------|
| 1 | Restrooms on docks need improvement. | 7/22/2021 8:50 PM |
| 2 | Yes, later boats please! | 7/22/2021 8:30 PM |
| 3 | Later Departures | 7/13/2021 5:21 PM |
| 4 | Imperative to have enough boats running to maintain schedule and take care of the peak season demand. I also think we should have an 11pm boat off island in the summer. Improve communication with our guests on both, all, docks. Inform guests coming to the island with a pre recorded message about the safety issues on the island. You could mix in some historical facts as well. Better maintained uniform on Starline employees. | 7/11/2021 1:30 PM |
| 5 | We need to have an expanded schedule to include both earlier and later ferry options. 6 a.m. to 12 MN would be desirable. | 7/9/2021 12:44 PM |
| 6 | N/A | 7/9/2021 12:44 PM |
| 7 | more availability | 7/9/2021 12:05 PM |
| 8 | Yes more boats to help with crowd control. Starline needs to maintain their boats better less breakdowns and better boats | 7/8/2021 6:38 PM |
| 9 | Later boats needed for the entire "Summer Season" April 21-Oct 31 , and not just on weekends. I would like to be able to visit family on the mainland for dinner during the week. | 7/7/2021 6:43 PM |
| 10 | n/a | 7/7/2021 9:33 AM |
| 11 | Maybe earlier ferries? | 7/6/2021 8:27 PM |
| 12 | More boats or limit ppl | 7/6/2021 7:11 PM |
| 13 | N/A | 7/6/2021 6:30 PM |
| 14 | Early season boat times are hard to adjust to with everyone returning to Mackinac. Ferry service ends way too early the first and last months of the season. | 7/6/2021 6:03 PM |
| 15 | Packages get signed for at the dock, so even though I don't receive something, there's no way for me to get the same item re shipped or get my money back because the package says it has been "signed by resident" even though I haven't received it. | 7/6/2021 5:21 PM |
| 16 | Earlier and later start and end times. Traveling to Traverse for a costco run makes it difficult due with the ferry not returning late enough. | 7/6/2021 5:19 PM |
| 17 | no | 7/6/2021 2:59 PM |
| 18 | Need to coordinate with delta flights out of pellston. Delta flight leaves at 6am, if I want to sleep in my car at the airport I can make that flight | 6/27/2021 5:44 PM |
| 19 | Shepler's is courteous and consistantly on time. Quieter boats. Star-line has been as much as 20 minutes late, louder boats, and overall a less desirable service. These are for the service as a whole, not the individual boats or personnel | 6/24/2021 4:01 PM |
| 20 | They can't keep up! | 6/24/2021 2:00 PM |
| 21 | With the growing demand of people getting to the island, we need more services with more trips. | 6/24/2021 1:52 PM |
| 22 | We need ferries later in the day in the shoulder months of May, September, and October. | 6/24/2021 1:51 PM |
| 23 | Start earlier and end later in the day. | 6/24/2021 1:45 PM |
| 24 | Used to have commuter passes that did not ecpire. Please bring them back. Bought 40 | 6/24/2021 9:02 AM |

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passes in the past and used up over 18 months,

| | | |
|----|---|--------------------|
| 25 | I know the ferries love those Mackinac bridge tours but they often are disruptive if you are trying to get to work if you are coming from off the island. | 6/24/2021 12:35 AM |
| 26 | Scheduled departures need to leave on time, as scheduled. The ferry company we use because it's cheaper, is NEVER running on time. | 6/23/2021 2:28 PM |
| 27 | Valet service is a service for an Island business owner that is essential. Starline is hit or miss, and Sheplers has severely limited the number of vehicles they allow. We had to switch line after being cancelled by Sheplers. Both ferry lines need to add instructional video to help educate our visitors on the features and safety while on the Island. | 6/23/2021 10:20 AM |
| 28 | I hear complaints from day travelers about long lines and parking. As well as cost for tax and bike charges | 6/23/2021 8:52 AM |
| 29 | More drays for delivery | 6/23/2021 12:35 AM |
| 30 | Parking seasonal to expensive | 6/22/2021 5:45 PM |
| 31 | Yes, more freight runs. And passenger boats being able to take freight when the freight boat isn't running when its an emergency situation for the hotels or people that live on island. | 6/22/2021 3:52 PM |
| 32 | The boat's are never on time, more specifically Starline | 6/22/2021 2:10 PM |
| 33 | Seasonal parking prices have risen 400% over 3 years, which is absurd. Late boats during peak season should not exclusively be for weekends. | 6/22/2021 1:54 PM |
| 34 | Unloading 200-300 people onto main street several times a day has clogged the islands main artery. If the boats continue to arrive at full capacity throughout the day, Carriage Tours could move all of its tour wagons (red & yellow) to Market Street to help alleviate some of the congestion. Ferry companies could do their part by having more ferries during the evening when lines extend off the dock and onto the sidewalk/main street. The schedule needs work and congestion will not improve without ferry & Carriage Tour cooperation. | 6/22/2021 12:44 PM |
| 35 | Late night and early boats | 6/22/2021 12:16 PM |
| 36 | Better communication from the ferry services would help. | 6/22/2021 11:00 AM |
| 37 | Possibly an expansion of the schedule. 7:00 AM or 7:30 AM boat leaving the island is needed. | 6/22/2021 10:07 AM |
| 38 | Peak summer service is okay. It is hard when the ferries have so many people on the boat. The times are good when they run every 15 minutes. However, the shoulder months can be problematic | 6/22/2021 7:43 AM |
| 39 | No | 6/22/2021 12:14 AM |
| 40 | We need alternative delivery methods for UPS. The current system with UPS doesn't work for small business. When UPS decides that your last on the route, we routinely get our packages at 7 pm. Our store closes at 5. Then the packages are set on the wet grass with no consideration. | 6/21/2021 10:53 PM |
| 41 | Yes employe tickets are too expensive | 6/21/2021 10:21 PM |
| 42 | Sometimes having several items gets construed as freight instead of typical luggage consideration, just because there is only one of us at the dock at the moment. The ferry tries to charge freight, even though it represents several of us bring it across. It usually gets worked out but it does cause embarrassment and confusion at times. | 6/21/2021 10:06 PM |
| 43 | Yes | 6/21/2021 10:01 PM |
| 44 | Depending on company, leaving on time would actually be great. | 6/21/2021 9:52 PM |
| 45 | We need more affordable parking | 6/21/2021 9:41 PM |
| 46 | ... | 6/21/2021 9:31 PM |
| 47 | We avoid riding the ferry at peak times during the season, it is so crowded. At the same time, I understand that there isn't a good solution and crowds are just a part of the nature of living here | 6/21/2021 9:08 PM |
| 48 | No | 6/21/2021 8:37 PM |

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| | | |
|----|--|--------------------|
| 49 | No | 6/21/2021 8:30 PM |
| 50 | It would be nice to have a late boat (ie. 11pm or midnight) during peak summer. I think it would be helpful for travelers and for residents. | 6/21/2021 7:35 PM |
| 51 | No | 6/21/2021 7:04 PM |
| 52 | Summer service, although expensive, is good. | 6/21/2021 6:40 PM |
| 53 | Running another hour or two at night would be phenomenal, would be my main critique. | 6/21/2021 5:15 PM |
| 54 | We have used both Star Line and Shepler's over the years. Shepler's commitment to the tourist experience can be a little grating on the year-round resident (perhaps separate waiting areas/lines for commuters/residents would help; I don't feel the need, for example, to watch TV while in line). On the other hand, Shepler's is often more professional. Star Line addresses year-round residents, but the service occasionally feels more ragged (luggage occasionally misses boat, etc.) and somewhat less professional overall. | 6/21/2021 5:13 PM |
| 55 | An 8:30 am ferry would be awesome | 6/21/2021 5:02 PM |
| 56 | I would say better parking options, but it looks like Shepler's is already working on that. | 6/21/2021 4:26 PM |
| 57 | Reliable boat arrival/departure times More attention to detail, such as making sure carts, luggage travels at the same time as the resident. | 6/21/2021 2:31 PM |
| 58 | Summer service is reasonable and usually quick. Starline struggles to keep schedule often, leaving late or early which is why I've opted to take sheplers instead. | 6/21/2021 2:22 PM |
| 59 | Late day arrivals and departures to St. Ignace would be great. Would love to see the same type of summer schedule for St. Ignace as in place for Mackinaw City now. | 6/21/2021 2:15 PM |
| 60 | At peak season there is typically a longer wait for service. | 6/21/2021 1:35 PM |
| 61 | Later departures, more boats, needs to be on time more, less congestion on the docks | 6/21/2021 12:01 PM |
| 62 | We need later boats. Have for a long time, especially during peak season. We had them for a short time and it was great a few years ago. Housing on the island is limited and commuters who work evenings and nights have to live on the island. Limits businesses wait staff, some shop operating hours, tourists spending more time on the island, etc... | 6/21/2021 11:57 AM |
| 63 | Yes! Starline CANNOT keep up with their busy schedule. Boats consistently late or breaking down. Even from first morning boats. | 6/21/2021 11:56 AM |
| 64 | It is understandable that UPS delivery is challenging on the island. Sara does a remarkable job, considering the volume of packages | 6/21/2021 11:50 AM |
| 65 | Too many bridge tours which make both ferry companies depart/arrive late for the majority of their morning trips. | 6/21/2021 11:19 AM |
| 66 | no | 6/21/2021 11:14 AM |
| 67 | Issue mainly is the correct time of departures. Don't leave early or too late. | 6/21/2021 11:13 AM |
| 68 | Parking is a major cost/concern for me. \$400 per summer season is a rather heavy cost for uncovered, unsecured parking. That and current shuttling to and from those lots limits arrival/departure ability and grocery dropoff/pickup. overall, the parking experience makes me feel unwelcome on the ferry services on the whole | 6/21/2021 11:07 AM |
| 69 | No | 6/21/2021 11:05 AM |
| 70 | Seasonal parking costs are outrageous, and shuttle service between parking areas and docks leaves much to be desired. Many times, I've missed a boat because the shuttle didn't appear until too late, so I had to wait for the next boat. | 6/21/2021 10:58 AM |
| 71 | Earlier morning boats to be able to reach doctor appointments in the morning. A regular 30 minute schedule would make travel FAR easier rather than the current irregularly spaced boats. Boats that run on time are greatly needed. It is very difficult to keep scheduled appointments when the boat can be upwards of 40 minutes late. | 6/21/2021 10:03 AM |
| 72 | Would really love earlier and later ferry times. | 6/21/2021 7:46 AM |

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| | | |
|-----|---|--------------------|
| 73 | Later boats | 6/20/2021 10:24 PM |
| 74 | I'm generally satisfied with peak summer service. | 6/20/2021 9:34 PM |
| 75 | I think the pricing is too high for parking for year round residents. Also one company leaves on time but the other company never does and makes me late for all of my doctor appointments. | 6/20/2021 8:27 PM |
| 76 | no | 6/20/2021 3:53 PM |
| 77 | Later boats from st ignace. All resident come and go from st ignace. You have to make a special trip over to move your car Becuase the side that you normally park on doesn't have a late boat. | 6/20/2021 3:50 PM |
| 78 | Not for peak but definitely for pre and post season! | 6/20/2021 3:34 PM |
| 79 | More reliable departure times via Star Line Ferry, more consistent scheduling | 6/20/2021 3:09 PM |
| 80 | Yes. Too many times you hear guests complain about luggage not making it over with them, boats are never on time (every once in a while is understandable but everyday is ridiculous- yes I'm talking about starline) | 6/20/2021 2:53 PM |
| 81 | Ferries are often off schedule during mid day hours | 6/20/2021 2:39 PM |
| 82 | Ferries need to better stay on schedule | 6/20/2021 2:18 PM |
| 83 | Would be nice if the ferries could stay on schedule. It is just frustrating when you have an appointment and you leave in plenty of time but the boat is 20-30 minutes late. | 6/20/2021 1:33 PM |
| 84 | I feel that free parking should be available for year-round island employees and residents. Even if said parking is farther away. The parking permit price is way too high and there is not enough parking in the summer season, in general, to accommodate everyone (commuters, residents, etc.) | 6/20/2021 12:42 PM |
| 85 | No | 6/20/2021 8:35 AM |
| 86 | St Ignace star line should run until 9 pm | 6/19/2021 8:43 PM |
| 87 | For one line yes, the other, no | 6/19/2021 7:04 PM |
| 88 | Summer services are fine. | 6/19/2021 6:40 PM |
| 89 | Yes. Always running late—missed many appointments due to this | 6/19/2021 5:05 PM |
| 90 | The early and late ferries need to expand. They need to have a 6 am and 11 pm ferry to make commuting easier These sould not just be June to September but as year round as possible.. | 6/19/2021 4:08 PM |
| 91 | Yes, the volume of people and needed items on this island explodes during the summer season. You can definitely see a back log due to not enough drivers for the taxis and drays. | 6/19/2021 1:57 PM |
| 92 | No | 6/19/2021 1:30 PM |
| 93 | It would be nice if there was commuter dock for travel and parking | 6/19/2021 1:18 PM |
| 94 | The addition of specific resident/commuter lines has been very helpful and more organized. | 6/19/2021 9:53 AM |
| 95 | A longer or later schedule would be great. | 6/19/2021 9:34 AM |
| 96 | Would like a later boat coming back to the island. Like 9 or 10pm to be able to get all appointments and errands done. | 6/19/2021 9:27 AM |
| 97 | Just because someone doesn't have Grand Hotel money, doesn't mean their packages are less important. | 6/19/2021 9:21 AM |
| 98 | 8 am is the first boat off, making early appointments impossible. I've had to got a hotel room on multiple occasions in order to make an appointment. | 6/19/2021 8:51 AM |
| 99 | seems disorganized. there is confusion as to where things have been delivered and where they have been signed for. this makes it difficult for dray service or person to know where to pick up or even if freight is even on the island. | 6/19/2021 8:31 AM |
| 100 | More ferries services | 6/19/2021 8:28 AM |
| 101 | When I bring goods to the island in the morning, I can expect my delivery between 7:00-7:30 | 6/19/2021 8:26 AM |

Mackinac Island Transportation Authority

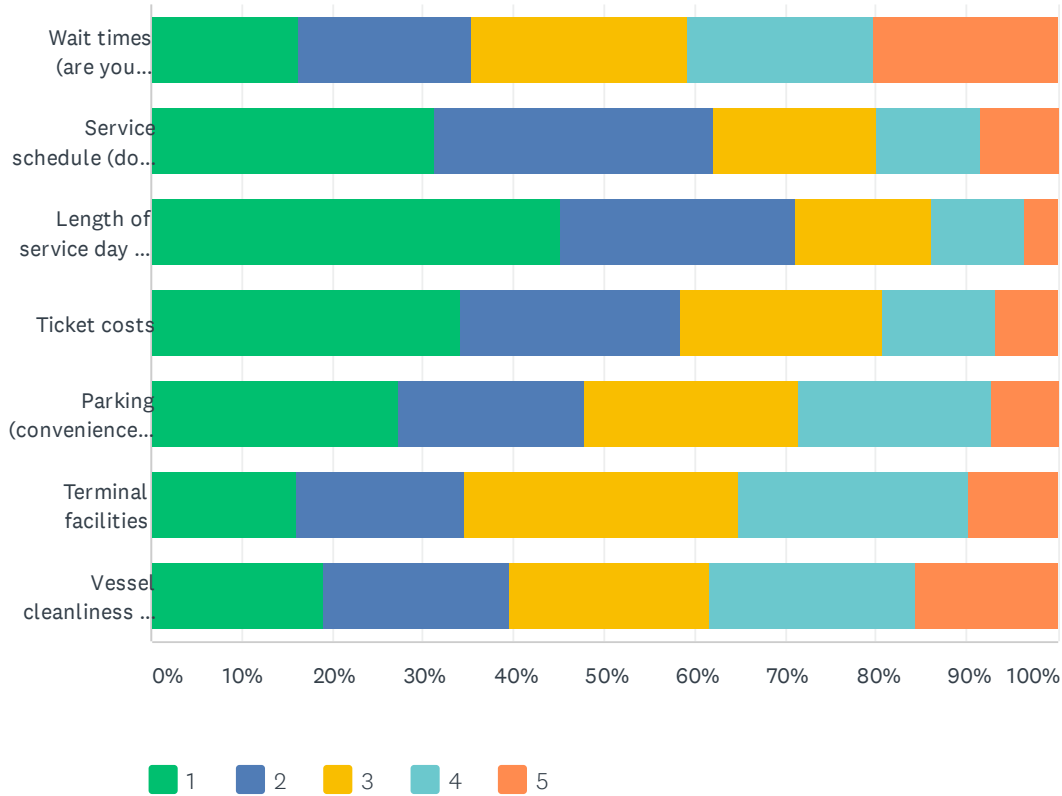
PM. I wish my cold food would get here earlier. If I catch the last boat, I may not get my goods until the following day. And they may sit outside all night.

| | | |
|-----|--|-------------------|
| 102 | The current situation fits my needs. | 6/18/2021 8:27 AM |
| 103 | Longer hours and consistent schedules. | 6/17/2021 4:28 PM |

Year-round or Seasonal Residents

Q6 OFF PEAK SEASON ONLY - How satisfied are you with the following aspects of current passenger ferry service to Mackinac Island during the shoulder and off-peak season? (score of 1 through 5, with 1 indicating “needs improvement” and 5 indicating “excellent”)

Answered: 168 Skipped: 415

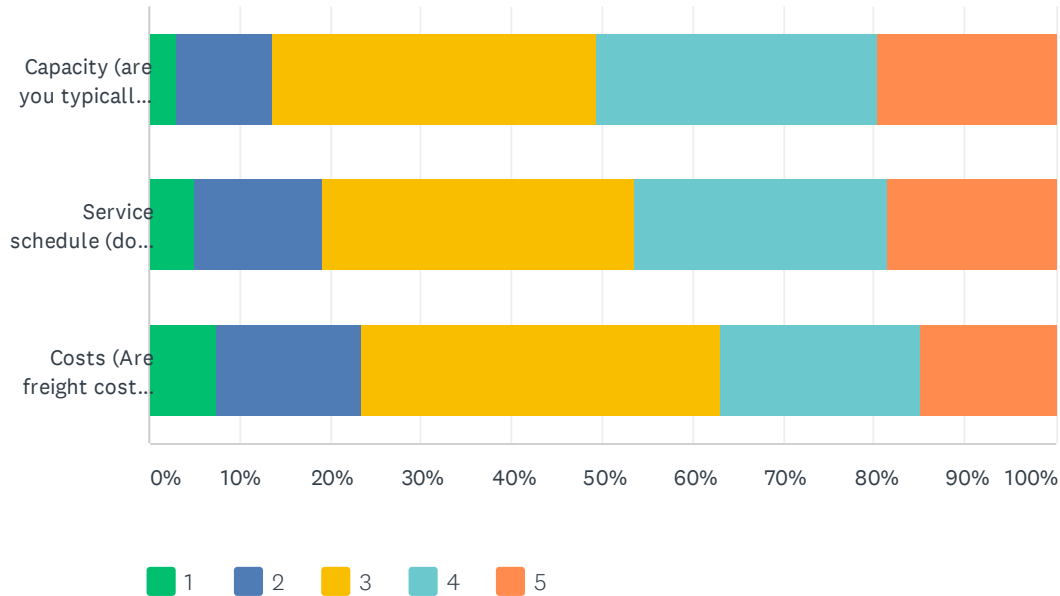


| | 1 | 2 | 3 | 4 | 5 | TOTAL | WEIGHTED AVERAGE |
|---|--------------|--------------|--------------|--------------|--------------|-------|------------------|
| Wait times (are you typically able to catch your desired sailing?) | 16.17% 27 | 19.16% 32 | 23.95% 40 | 20.36% 34 | 20.36% 34 | 167 | 3.10 |
| Service schedule (does the timing of departures typically meet your needs?) | 31.33% 52 | 30.72% 51 | 18.07% 30 | 11.45% 19 | 8.43% 14 | 166 | 2.35 |
| Length of service day (do the earliest and latest sailings allow you to reach morning appointments, dine out in the evenings, etc.) | 45.18% 75 | 25.90% 43 | 15.06% 25 | 10.24% 17 | 3.61% 6 | 166 | 2.01 |
| Ticket costs | 34.16% 55 | 24.22% 39 | 22.36% 36 | 12.42% 20 | 6.83% 11 | 161 | 2.34 |
| Parking (convenience and cost, day and overnight parking) | 27.27% 45 | 20.61% 34 | 23.64% 39 | 21.21% 35 | 7.27% 12 | 165 | 2.61 |
| Terminal facilities | 16.05% 26 | 18.52% 30 | 30.25% 49 | 25.31% 41 | 9.88% 16 | 162 | 2.94 |
| Vessel cleanliness and comfort | 19.16% 32 | 20.36% 34 | 22.16% 37 | 22.75% 38 | 15.57% 26 | 167 | 2.95 |

Year-round or Seasonal Residents

Q7 OFF PEAK SEASON ONLY - How satisfied are you with the following aspects of current freight ferry service to Mackinac Island during the shoulder and off-peak season? (score of 1 through 5 and N/A, with 1 indicating “needs improvement” and 5 indicating “excellent”)

Answered: 162 Skipped: 421



| | 1 | 2 | 3 | 4 | 5 | TOTAL | WEIGHTED AVERAGE |
|---|-------------|--------------|--------------|--------------|--------------|-------|------------------|
| Capacity (are you typically able to get packages/freight/materials to the island without too long of a wait?) | 3.09% 5 | 10.49% 17 | 35.80% 58 | 30.86% 50 | 19.75% 32 | 162 | 3.54 |
| Service schedule (does the timing of freight sailings typically meet your needs?) | 4.94% 8 | 14.20% 23 | 34.57% 56 | 27.78% 45 | 18.52% 30 | 162 | 3.41 |
| Costs (Are freight costs acceptable, or do they frequently limit what you are able to ship to the Island?) | 7.41% 12 | 16.05% 26 | 39.51% 64 | 22.22% 36 | 14.81% 24 | 162 | 3.21 |

Year-round or Seasonal Residents

Q8 Are improvements needed for off-peak season service? Please explain.

Answered: 109 Skipped: 474

| # | RESPONSES | DATE |
|----|---|-------------------|
| 1 | Need a longer service day with more departures. | 7/22/2021 8:50 PM |
| 2 | More all the way around.... | 7/22/2021 8:30 PM |
| 3 | Yes. More ferry departures, longer days. Sunday service | 7/13/2021 5:21 PM |
| 4 | See previous comments. I think a 9pm boat to the Island would be appreciated for those going off Island, workers, and guests wanting to enjoy dinner on the island. | 7/11/2021 1:30 PM |
| 5 | Very much so. The quality and cleanliness of the vessel is rough. There needs to be availability 7 days a week, with earlier and later ferry times Mon through Fri. 7 am to 5:30 pm is needed to accommodate commuters working on the island. | 7/9/2021 12:44 PM |
| 6 | N/A | 7/9/2021 12:44 PM |
| 7 | availability | 7/9/2021 12:05 PM |
| 8 | More boat times | 7/8/2021 6:38 PM |
| 9 | A handicap accessible heated area is needed. The Huron is old and needs to be replaced with a more comfortable ferry. The schedule seems to be set to accommodate workers coming to the island rather than residents being able to go across for a full day. Since we have to drive sometime an hour each way to shopping and appointments we often have to stay overnight on the mainland which is expensive and disruptive. | 7/7/2021 6:43 PM |
| 10 | Does not apply, not here during off season | 7/6/2021 8:27 PM |
| 11 | Seems to take longer... | 7/6/2021 7:11 PM |
| 12 | Run services on Sunday. Offer more trips during the day not just 3 or 4. Some people have to travel a little farther for certain things and the schedule always messed it up and either can't make it back for last boat or can't leave early enough. I'm sure I'm forgetting more things... | 7/6/2021 6:30 PM |
| 13 | Way too expensive for passenger ferry service. 40 dollars per round trip is hard to afford - especially when the winter is when I'm most able to arrange appointments and trips off island. | 7/6/2021 6:28 PM |
| 14 | People are drinking on the boat, smoking on the boat and they are dirty. The times are very limited and at least one more boat would be extremely beneficial. | 7/6/2021 6:03 PM |
| 15 | More ferry times. Its a slower ferry and only running a few times per day makes it difficult. Need an ice boat to keep the ferry running all winter. | 7/6/2021 5:19 PM |
| 16 | no | 7/6/2021 2:59 PM |
| 17 | Same issue as peak, delta flights leave at 6am and 2pm.. | 6/27/2021 5:44 PM |
| 18 | At least 6 boats a day & longer daily schedule | 6/24/2021 5:11 PM |
| 19 | Yes | 6/24/2021 2:47 PM |
| 20 | Standing around an unplowed dock in the freezing cold waiting for them to load an unheated boat before loading passengers due to an unaccommodating schedule. | 6/24/2021 2:00 PM |
| 21 | Increasing the cost to get to and from Mackinac in the winter is a huge impairment to the island community. The greed of private companies hinders the overall health of Mackinac. | 6/24/2021 1:52 PM |
| 22 | We only have three ferries per day. That is not enough. They also don't run very late. Sometimes the last ferry off the island is at 3pm! That is crazy early for people who work on the island. If I catch the first ferry off island, I have to rush even to get groceries from Walmart | 6/24/2021 1:51 PM |

Mackinac Island Transportation Authority

and make it back in time to catch the last ferry of the day. Walmart is no short drive from St. Ignace. WE NEED SUNDAY BOATS. Even one would be great. A lot of us that work weekdays feel trapped on the island on weekends because if we go over on Saturday and spend the night somewhere, we know we are trapped on the mainland until the first ferry Monday morning. Please add even just on ferry run on Sundays.

| | | |
|----|---|--------------------|
| 23 | Go later in the day | 6/24/2021 1:45 PM |
| 24 | Commuter pass books. Should not expire | 6/24/2021 9:02 AM |
| 25 | There should not be an additional fee for commuters in the off season. And there should be ferry service 7 days per week, 3x a day. | 6/23/2021 2:28 PM |
| 26 | Please increase by one additional trip the shoulder seasons (mid morning) You have to make the 7:30 or 11:30 am. Need one more in the middle. | 6/23/2021 10:20 AM |
| 27 | Not sure | 6/23/2021 8:52 AM |
| 28 | More passenger boats times | 6/22/2021 3:52 PM |
| 29 | Better hours. Not enough time to get off island, do basic errands, and get back | 6/22/2021 2:10 PM |
| 30 | Length of day service for passengers needs to be extended | 6/22/2021 1:54 PM |
| 31 | Very limited weekend service has impacted my travel to the island to check on things in the off season | 6/22/2021 12:57 PM |
| 32 | The ferry schedule is anything but accommodating for residents and off peak season visitors. If Mackinac Island is subsidizing off season ferry operations the residents should set the schedule. No additional charges should be incurred by residents who have a seasonal pass. | 6/22/2021 12:44 PM |
| 33 | Sunday boat and boats running longer into the day. | 6/22/2021 12:35 PM |
| 34 | Longer boat schedule, Service 7 days a week. Charging and extra \$10 in off season hurts. Covered parking for snow plowed in and covered cars. | 6/22/2021 12:16 PM |
| 35 | Yes, I think later departures would help. Trying to make a 3:00 boat back to the island isn't always the easiest to accomplish. | 6/22/2021 11:00 AM |
| 36 | The schedule is very limited and needs an expansion, including but not limited to a Sunday boat. It is not practical and makes it difficult to attend medical appointments, grocery shop, etc. | 6/22/2021 10:07 AM |
| 37 | Longer hours, don't stop at 5/6 on the shoulder months | 6/22/2021 7:43 AM |
| 38 | No | 6/22/2021 12:14 AM |
| 39 | Tickets way too high | 6/21/2021 10:21 PM |
| 40 | Earlier runs or later runs would be helpful. Maybe even put the breaks mid day. But we DO understand that making that happen might not be economical. | 6/21/2021 10:06 PM |
| 41 | Yes | 6/21/2021 10:01 PM |
| 42 | It would be nice to see a later boat in the off season if they are only going to have the option for three trips a day. | 6/21/2021 9:52 PM |
| 43 | More frequent boats. Bathroom facilities on the island, and open bathrooms on the mainland after the last boat | 6/21/2021 9:41 PM |
| 44 | ... | 6/21/2021 9:31 PM |
| 45 | No | 6/21/2021 8:37 PM |
| 46 | Star Line Sucks! Give shepler or Arnold the winter service. | 6/21/2021 8:30 PM |
| 47 | I understand that daylight is a determining factor in departure times during the winter, but a later boat at night would be very helpful. | 6/21/2021 7:35 PM |
| 48 | Later boat options would be appreciated even if they needed to be spaced out ie: every 2 hours after 5pm. | 6/21/2021 7:04 PM |
| 49 | Time of packages, totes etc to be delivered from the dock to home. | 6/21/2021 6:44 PM |

Mackinac Island Transportation Authority

| | | |
|----|--|--------------------|
| 50 | Longer hours if possible. | 6/21/2021 6:40 PM |
| 51 | More times for boats, especially later and earlier | 6/21/2021 5:15 PM |
| 52 | I realize it's likely a cost issue, but more departures on Sundays would help. | 6/21/2021 5:13 PM |
| 53 | Longer service at the end of the day. | 6/21/2021 5:02 PM |
| 54 | It would be great to have more scheduled boats than just 3 a day, or have the last boat come and go from the island later in the day. Sometimes I just can't make it back in time from appointments. | 6/21/2021 4:26 PM |
| 55 | I wish the boats could run a little later. | 6/21/2021 4:23 PM |
| 56 | Yes, currently there is usually not nearly enough time to make doctors appointments, etc and groceries in the same trip. Sunday sailing is necessary for the people that work during the week - they should not need to take a day to grocery shop. More boats on weekends in December to accommodate Christmas shopping | 6/21/2021 2:31 PM |
| 57 | The parking lot needs to be monitored and maintained during winter months. We are charged \$50 per month, yet the lot does not get plowed quickly and cars have been often broken into or damaged. | 6/21/2021 2:22 PM |
| 58 | Absolutely. The limited schedule makes it hard to do anything off island in 1 day for people who work on the island during the "off season." There needs to be a Sunday boat as well. Ticket prices are too high. | 6/21/2021 2:15 PM |
| 59 | It would help if there were more options in the off season, especially on Sundays. | 6/21/2021 1:42 PM |
| 60 | Improvements are needed for pff-peak season. | 6/21/2021 1:35 PM |
| 61 | The Huron used to be a decent boat. It is now filthy and I don't feel comfortable riding it because it is so disgusting, especially during a pandemic. I don't feel the boat is as safe as it once was. | 6/21/2021 12:06 PM |
| 62 | Later departures | 6/21/2021 12:01 PM |
| 63 | Maybe a few more times and one boat a little later, maybe 7pm. | 6/21/2021 11:57 AM |
| 64 | Yes! More service times. Incredibly hard to do anything with such few boat times. Winter boat is a mess. | 6/21/2021 11:56 AM |
| 65 | The winter ferry doesn't run on Sundays which makes it extremely difficult to travel. The last boat is usually 4pm in Saturday which doesn't leave time to get off the island and do anything. Having a year round job I have to take Monday or Friday off to get to appointments. With potential bad weather catching the ferry at this limited times is very stressful. The cost of the winter ferry is more money too and they don't offer an island employee rate. Due to COVID I am unable to change my licenses to the permanent address of mackinac island so I am unable to get the residents pass. A Sunday boat and more ferry trips would make the winter much more manageable. | 6/21/2021 11:52 AM |
| 66 | No reply | 6/21/2021 11:50 AM |
| 67 | A better ferry schedule with earlier departure off island and later departure to island, and Sunday service. | 6/21/2021 11:40 AM |
| 68 | Not enough departures. Ridiculous ticket costs for a slow boat boat that costs them much less to run than the fast boats. Customer service mediocre at best. And they disappoint tourists by not giving them the proper information of what's actually open on the island. Then they pay \$39 per round trip to walk around downtown and complain to anyone who will listen. | 6/21/2021 11:19 AM |
| 69 | no | 6/21/2021 11:14 AM |
| 70 | The time of the last boat is the only complaint. It's very limited on your travel and shopping when trying to stock up on groceries. | 6/21/2021 11:13 AM |
| 71 | I believe that peak offseason improvements are the most needed. from the cramped/uncomfortable boats to the scattered parking situation to the EXTREMELY limited ferry schedule, the issues for offseason service are almost too numerous to count. chief among them, waiting outside of the Huron for no particular reason when we could be sat upon time of arrival. The boarding of a ferry should feel similar to train travel, not airport travel. Also, | 6/21/2021 11:07 AM |

Mackinac Island Transportation Authority

I am deeply concerned about the security and safety of the docks. they are in a rapid state of decay and desperately need attention

| | | |
|----|---|--------------------|
| 72 | Yes winter contract boats need to have heat | 6/21/2021 11:05 AM |
| 73 | A longer service day and more frequent departures would be desirable. | 6/21/2021 10:58 AM |
| 74 | Longer service day is the greatest need. The travel times are too long and the schedule is too short to be able to take care of off-island business in a single day. A longer schedule day and faster service would allow us to take a partial day off for medical appointments rather than the usual full day off with an overnight stay off-island. | 6/21/2021 10:03 AM |
| 75 | More times for sailings and warmer boats with better seating is needed. | 6/21/2021 7:46 AM |
| 76 | Winter boat that is comfortable and has more service | 6/20/2021 10:24 PM |
| 77 | Not having late boats makes it hard to go very far off island on a day off when I'm less busy at work. | 6/20/2021 9:34 PM |
| 78 | Just that there should be more boat times throughout the day and also a later boat. | 6/20/2021 8:27 PM |
| 79 | Later time of day ferry from main land to Island.. | 6/20/2021 5:29 PM |
| 80 | more frequent boats | 6/20/2021 3:53 PM |
| 81 | More boat times and to have the service everyday not just Monday through Saturday. | 6/20/2021 3:50 PM |
| 82 | Yes. Sunday boats needed. Later in the day return to the island needed!! | 6/20/2021 3:34 PM |
| 83 | Ticket prices are outrageous in the winter | 6/20/2021 2:53 PM |
| 84 | Boats on Sunday also earlier and later boats | 6/20/2021 2:51 PM |
| 85 | No | 6/20/2021 2:39 PM |
| 86 | Later departure times. Add another service at 5:00 | 6/20/2021 2:18 PM |
| 87 | Sunday boats would be so nice for people that leave for the weekend. A longer day would be helpful for doctor appts and to get a grocery shopping in on the same day. Most times you don't have enough time for both | 6/20/2021 1:33 PM |
| 88 | There sometimes isn't enough seating on the off-season boats that run from St. Ignace, so it would be nice to have a few more seats available. There also aren't as many trips running as frequently to Mackinac Island which makes travel times difficult. | 6/20/2021 12:42 PM |
| 89 | Yes, \$40 to leave the island in the winter is insane. For a few more dollars I could fly. | 6/20/2021 8:35 AM |
| 90 | A five o clock departure from st Ignace in Saturday's would be nice. | 6/19/2021 8:43 PM |
| 91 | Star line is so disorganized that I usually fly | 6/19/2021 7:04 PM |
| 92 | We need a boat that runs regardless of the weather. We need access like other nearby islands. The have daily service that allows people to actually do business on and off the island. Not pay for a room because you can't get home. | 6/19/2021 6:40 PM |
| 93 | Limited schedule. No Sunday boats (can't leave overnight on a weekend, and last boat is 3 ☐). Very VERY inconvenient timing with boats. One grocery trip can take over 5 hours just because of boat schedule/timing | 6/19/2021 5:05 PM |
| 94 | Yes, we need regular Sunday boats year round. We also need more ferry options per day. | 6/19/2021 4:08 PM |
| 95 | Any improvements that would be needed would be for the ferry service. The boats are in horrible shape and there are too few many boat options to take. A day off island to get to appointments or to get groceries is always a rush because there is only so much time to get back before that last boat back to the island. | 6/19/2021 1:57 PM |
| 96 | More timely boats | 6/19/2021 1:30 PM |
| 97 | Yes earlier and later boats on the weekend. Not enough time to shop and relax. It's always a rush. There should be a late boat on the weekends to get back in one day or on Sunday. Even if it's not as often during the day but later to return. Sunday boats. More space on the winter boat. Nicer staff. Maybe an island ferry service to support the community and not for profit | 6/19/2021 1:18 PM |

Mackinac Island Transportation Authority

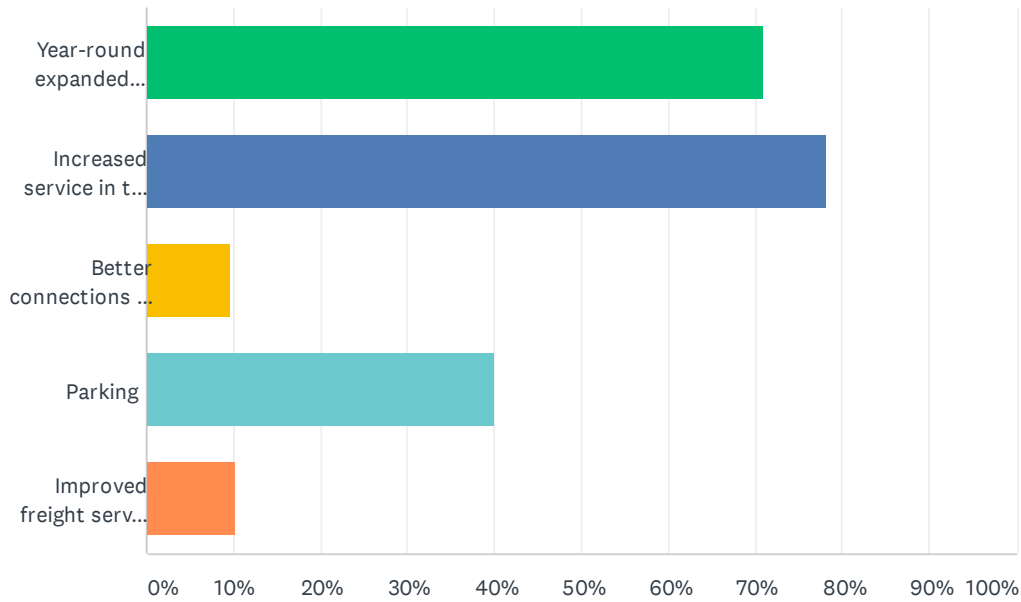
during the winter. They would be city employees and could help in other places between boats?
Or in the summer, you could transition to city work?

| | | |
|-----|--|-------------------|
| 98 | The limited afternoon service and no Sunday service is incredibly frustrating. Having at least one boat on Sunday, even if it was a noon and 1pm would be incredibly helpful. Having one additional later ferry throughout the later winter months would be helpful too, it can be a rush to leave the island at 9am and then have to be back by 2:30ish | 6/19/2021 9:53 AM |
| 99 | More frequent trips would vastly improve 'life on an island'. | 6/19/2021 9:34 AM |
| 100 | Add another boat trip, either mid morning or mid afternoon. It's very hard to kill 4 or 5 hours in St. Ignace. | 6/19/2021 9:21 AM |
| 101 | In the off-peak season we need longer times for travel. Most bigger stores are a full hours drive, plus the time of the boat ride. So if you need to actually shop and have an appointment there just isn't enough time to not feel rushed or that things can't be fully completed. | 6/19/2021 8:58 AM |
| 102 | Later boats and boats on Sundays. 3:45 is the last boat home is ridiculous! | 6/19/2021 8:51 AM |
| 103 | costs are too high | 6/19/2021 8:31 AM |
| 104 | More ferries every day | 6/19/2021 8:28 AM |
| 105 | Of course there are not as many drays/drivers and winter construction dominates the availability. Fortunately we can typically rely on moving our personal freight on a snow mobile. | 6/19/2021 8:26 AM |
| 106 | Need a ferry which can operate ALL YEAR. | 6/19/2021 8:23 AM |
| 107 | Sunday Service All Winter would be amazing. Currently kids have to skip school for the first part of Monday if we choose to go off island for the weekend. Even if it was just one trip later in the afternoon. Longer daily schedule that would allow you to achieve more in the day off island when you leave. | 6/19/2021 8:22 AM |
| 108 | The first ferry needs to be sooner and the last ferry needs to be later. There needs to be an evening ferry at 8pm. | 6/18/2021 5:03 PM |
| 109 | The winter boat is not ideal. | 6/18/2021 8:27 AM |

Year-round or Seasonal Residents

Q9 What changes would help make the ferry a more convenient option for you? (Select 1 or two most important changes, or order all options by priority?)

Answered: 165 Skipped: 418

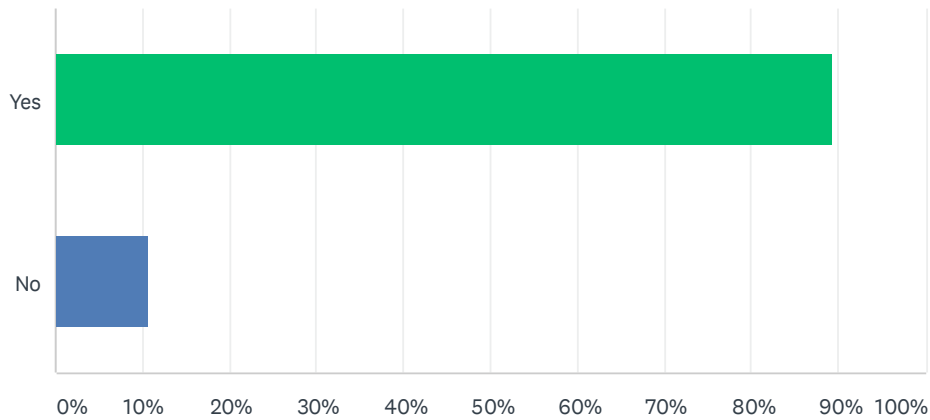


| ANSWER CHOICES | RESPONSES | |
|--|-----------|-----|
| Year-round expanded service frequency of trips (for example: mid-day, weekends, and/or evenings) | 70.91% | 117 |
| Increased service in the shoulder and off-peak season (for example: 7 days a week, year round service) | 78.18% | 129 |
| Better connections to and from terminals | 9.70% | 16 |
| Parking | 40.00% | 66 |
| Improved freight service (more convenience, higher capacity, lower costs) | 10.30% | 17 |
| Total Respondents: 165 | | |

Year-round or Seasonal Residents

Q10 Would you be more likely to make trips to the mainland in the shoulder and off-peak season if more ferry sailings were available?

Answered: 168 Skipped: 415

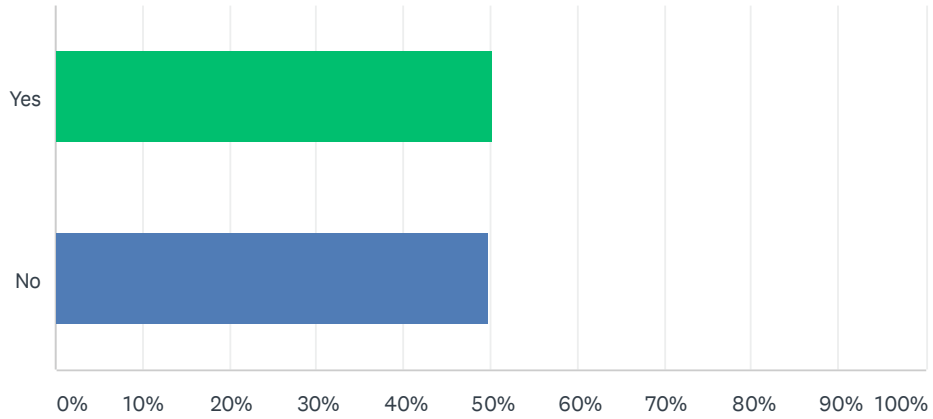


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Yes | 89.29% | 150 |
| No | 10.71% | 18 |
| TOTAL | | 168 |

Year-round or Seasonal Residents

Q11 Would you be more likely to make trips to the mainland in the peak summer if more ferry sailings were available?

Answered: 173 Skipped: 410

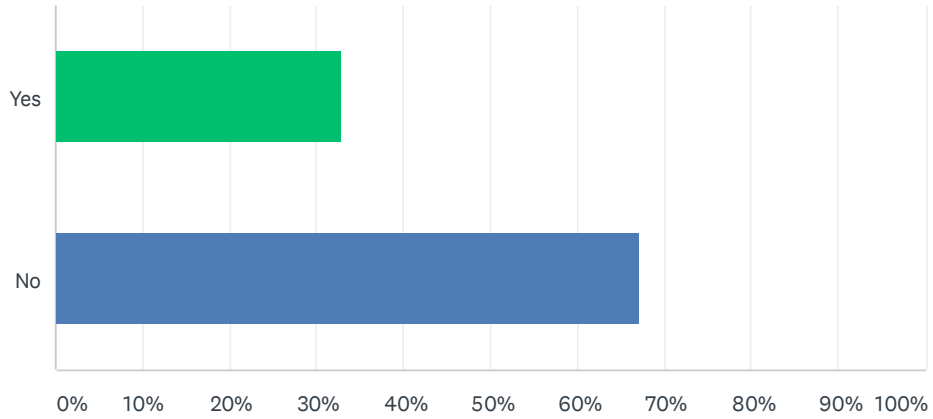


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Yes | 50.29% | 87 |
| No | 49.71% | 86 |
| TOTAL | | 173 |

Year-round or Seasonal Residents

Q12 Does the cost of summer transportation limit your trips to/from the mainland?

Answered: 177 Skipped: 406

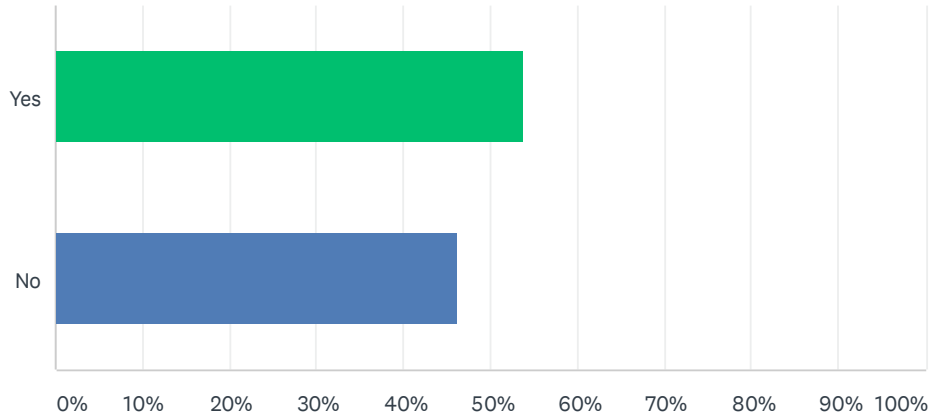


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Yes | 32.77% | 58 |
| No | 67.23% | 119 |
| TOTAL | | 177 |

Year-round or Seasonal Residents

Q13 Does the cost of winter transportation limit your trips to/from the mainland?

Answered: 171 Skipped: 412

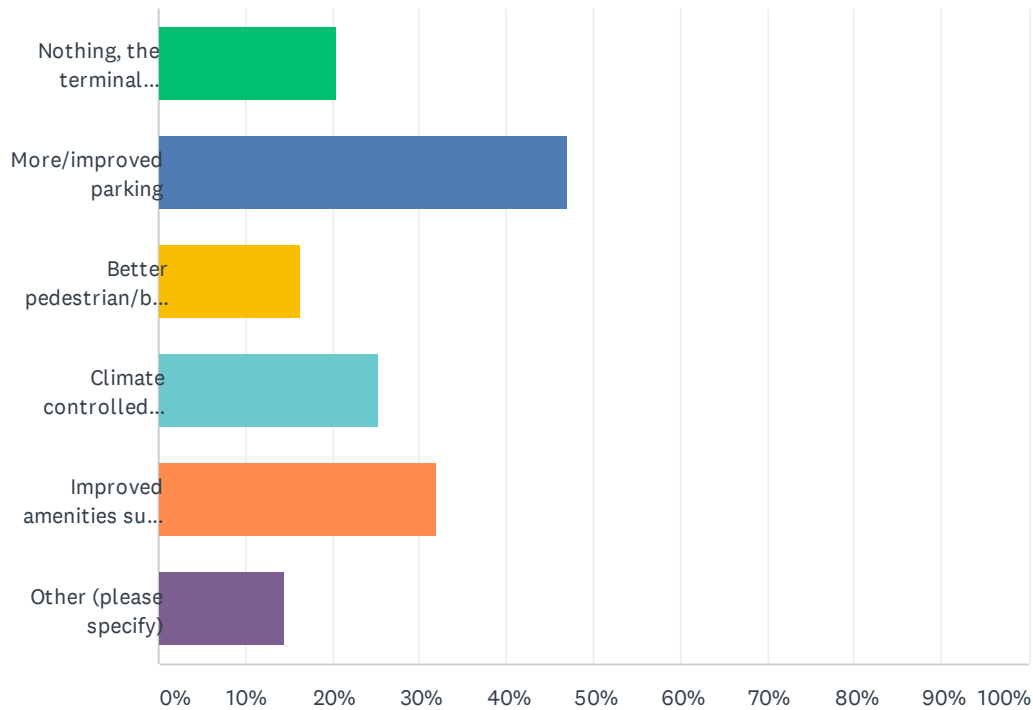


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Yes | 53.80% | 92 |
| No | 46.20% | 79 |
| TOTAL | | 171 |

Year-round or Seasonal Residents

Q14 What would you like to improve at the Mackinaw City terminals?
(select all that apply)

Answered: 166 Skipped: 417



| ANSWER CHOICES | RESPONSES |
|---|-----------|
| Nothing, the terminal functions well | 20.48% 34 |
| More/improved parking | 46.99% 78 |
| Better pedestrian/bike connections to the terminal | 16.27% 27 |
| Climate controlled waiting areas | 25.30% 42 |
| Improved amenities such as covered waiting area, seating, food and beverage service, etc. | 31.93% 53 |
| Other (please specify) | 14.46% 24 |
| Total Respondents: 166 | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|---|--------------------|
| 1 | N/A | 7/9/2021 12:44 PM |
| 2 | N/A | 7/6/2021 6:30 PM |
| 3 | more shuttles running or a faster shuttles than the commuter tractor. | 7/6/2021 5:19 PM |
| 4 | N/A | 6/26/2021 7:48 AM |
| 5 | Staff seems less helpful in Mackinaw City | 6/24/2021 2:00 PM |
| 6 | i dont use the mackinaw city terminals | 6/24/2021 1:48 PM |
| 7 | Cleaner restrooms. | 6/22/2021 11:00 AM |

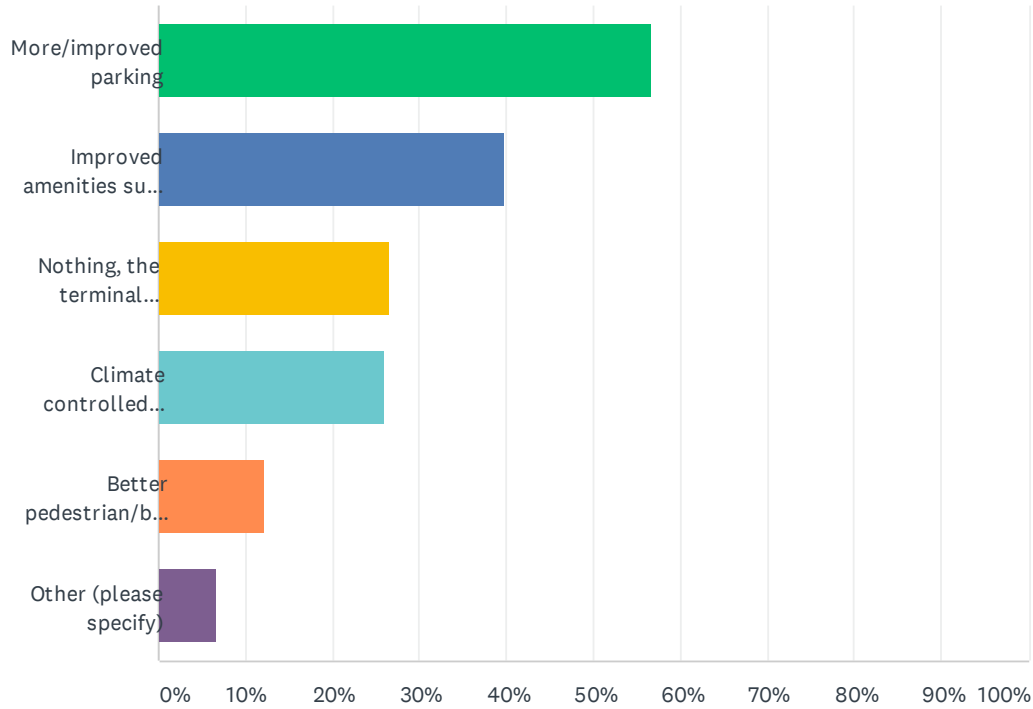
Mackinac Island Transportation Authority

| | | |
|----|--|--------------------|
| 8 | Guest services. | 6/21/2021 9:31 PM |
| 9 | As above, Shepler terminals aim to please the tourist; Star Line feels more local-friendly. Seasonal parking at both is a fairly long way from the terminals. | 6/21/2021 5:13 PM |
| 10 | Star Line restroom needs complete overhaul. The dryers don' work and sink area needs to be redesigned. | 6/21/2021 1:02 PM |
| 11 | A better way/option to transport totes of groceries to/from the dock | 6/21/2021 11:07 AM |
| 12 | There are no service from Mackinac City | 6/21/2021 11:05 AM |
| 13 | Knowledgeable and helpful staff | 6/21/2021 10:03 AM |
| 14 | I don't travel through Mack city | 6/21/2021 9:39 AM |
| 15 | Area sheltered from the flies | 6/21/2021 7:46 AM |
| 16 | I don't know. I don't go to Mac City. Only St Ignace | 6/20/2021 8:27 PM |
| 17 | none | 6/20/2021 3:53 PM |
| 18 | Improved staff training | 6/20/2021 3:09 PM |
| 19 | It would be helpful if some of the employees help you unload your car. It seems if you are a resident and you have groceries some workers will just have you unload your own stuff to the carts. | 6/20/2021 1:33 PM |
| 20 | I don't ride to Mack City | 6/19/2021 8:43 PM |
| 21 | Shepler is good, Star is not | 6/19/2021 7:04 PM |
| 22 | Shuttle for handicapped to get to their car | 6/19/2021 9:27 AM |
| 23 | A free lot for residents on the Mackinaw City side would be nice. | 6/19/2021 8:58 AM |
| 24 | I don't use MC Terminals | 6/17/2021 4:28 PM |

Year-round or Seasonal Residents

Q15 What would you like to improve at the St. Ignace terminals? (select all that apply)

Answered: 166 Skipped: 417



| ANSWER CHOICES | RESPONSES |
|---|-----------|
| More/improved parking | 56.63% 94 |
| Improved amenities such as covered waiting area, seating, food and beverage service, etc. | 39.76% 66 |
| Nothing, the terminal functions well | 26.51% 44 |
| Climate controlled waiting areas | 25.90% 43 |
| Better pedestrian/bike connections to the terminal | 12.05% 20 |
| Other (please specify) | 6.63% 11 |
| Total Respondents: 166 | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|---|--------------------|
| 1 | parking in the offseason is further away. | 7/6/2021 5:19 PM |
| 2 | Make them as nice as Mackinaw City | 6/24/2021 2:00 PM |
| 3 | Cleaner restrooms. | 6/22/2021 11:00 AM |
| 4 | If the cost of parking is \$300 for winter parking, conditions need to be improved. | 6/22/2021 10:07 AM |
| 5 | U | 6/21/2021 4:23 PM |
| 6 | Knowledgeable and helpful staff | 6/21/2021 10:03 AM |
| 7 | Area sheltered from the flies | 6/21/2021 7:46 AM |

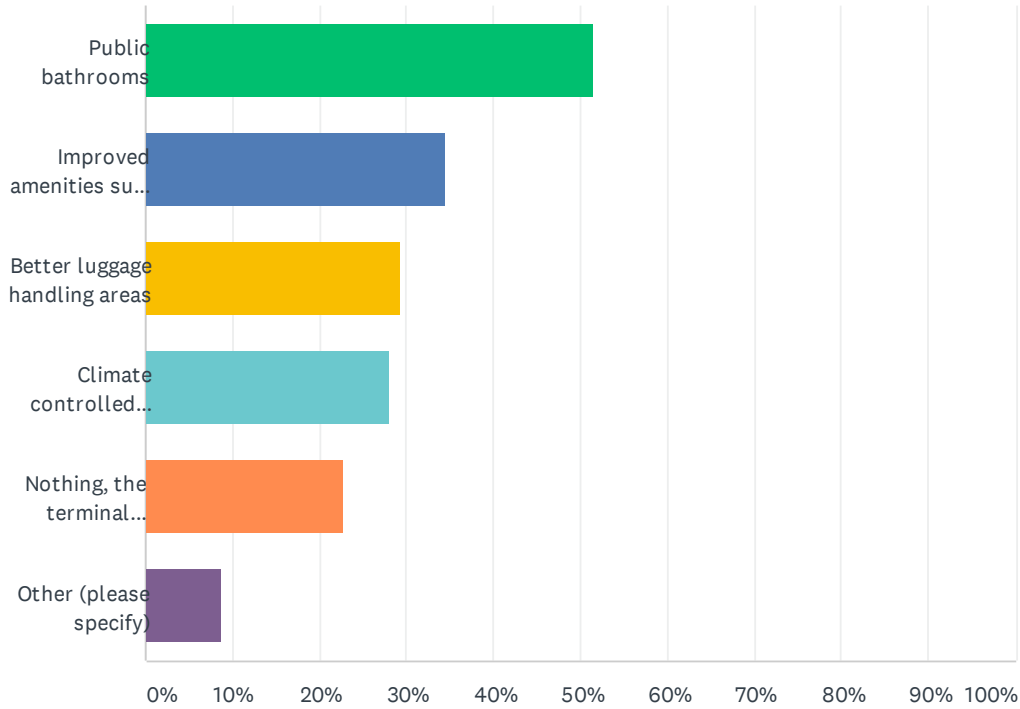
Mackinac Island Transportation Authority

| | | |
|----|--|-------------------|
| 8 | Star line should run out othe Arnold dock year round to support st Ignace businesses since no one goes into town any more now that all boat docks are outside of downtown. | 6/19/2021 8:43 PM |
| 9 | Fine if Star used Arnold docks, poor if not | 6/19/2021 7:04 PM |
| 10 | A warm place to wait in the winter with clean bathrooms. Better handicapped accessible areas. Friendlier service. | 6/19/2021 6:40 PM |
| 11 | A resident/commuter line for boarding | 6/19/2021 8:58 AM |

Year-round or Seasonal Residents

Q16 What would you like to improve at the Mackinac Island ferry terminals? (select all that apply)

Answered: 171 Skipped: 412



| ANSWER CHOICES | RESPONSES |
|---|-----------|
| Public bathrooms | 51.46% 88 |
| Improved amenities such as covered waiting area, seating, food and beverage service, etc. | 34.50% 59 |
| Better luggage handling areas | 29.24% 50 |
| Climate controlled waiting areas | 28.07% 48 |
| Nothing, the terminal functions well | 22.81% 39 |
| Other (please specify) | 8.77% 15 |
| Total Respondents: 171 | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|---|--------------------|
| 1 | Sheplers works well. | 7/9/2021 12:44 PM |
| 2 | N/A | 7/9/2021 12:44 PM |
| 3 | Better street traffic control | 7/6/2021 5:35 PM |
| 4 | Bike parking area is very frustrating | 6/24/2021 7:18 PM |
| 5 | Improve or expand the bicycle parking areas | 6/23/2021 10:20 AM |
| 6 | Knowledgeable staff | 6/21/2021 10:54 PM |
| 7 | Traffic flow is always an issue in the summer | 6/21/2021 4:23 PM |

Mackinac Island Transportation Authority

| | | |
|----|---|--------------------|
| 8 | Would be great to have vending machines at the terminal | 6/21/2021 2:22 PM |
| 9 | Knowledgeable and helpful staff | 6/21/2021 10:03 AM |
| 10 | Area sheltered from the flies | 6/21/2021 7:46 AM |
| 11 | Good if Star uses Arnold docks, poor if not | 6/19/2021 7:04 PM |
| 12 | A waiting room that is actually available. It is unacceptable that children and elder have to stand outside in the harsh weather to wait for a boat that may or may not be on time. Also a safe walkway to the boat would be desired. | 6/19/2021 6:40 PM |
| 13 | Inside waiting area open before the first boat off island | 6/19/2021 2:17 PM |
| 14 | More organized lines. I know there are a TON of people but it can be really chaotic when then lines go out beyond the street | 6/19/2021 9:53 AM |
| 15 | Covered bike parking for e bikes. | 6/19/2021 8:23 AM |

Year-round or Seasonal Residents

Q17 Are there other locations within the terminal cities that you would be interested in connecting by ferry to/from Mackinac Island?

Answered: 82 Skipped: 501

| # | RESPONSES | DATE |
|----|--|--------------------|
| 1 | Terminal by st Ignace airport | 7/22/2021 8:30 PM |
| 2 | na | 7/11/2021 1:30 PM |
| 3 | No | 7/9/2021 12:44 PM |
| 4 | N/A | 7/9/2021 12:05 PM |
| 5 | I am not sure what this question is asking | 7/7/2021 6:43 PM |
| 6 | n/a | 7/7/2021 9:33 AM |
| 7 | No | 7/6/2021 8:27 PM |
| 8 | Nope | 7/6/2021 7:11 PM |
| 9 | Haven't thought about it but it would be cool. | 7/6/2021 6:30 PM |
| 10 | No. The two locations function well. More boats running and year round service with a boat to break up the ice. | 7/6/2021 5:19 PM |
| 11 | Cheboygan | 7/6/2021 2:59 PM |
| 12 | Boise Blanc Island Cheboygan | 6/24/2021 2:00 PM |
| 13 | A Cheboygan connection may be interesting and more convenient for commuters, or even a Harbor Springs "lighthouse and bridge tour" connection. | 6/24/2021 1:52 PM |
| 14 | Starline should get rid of the two stops in St. Ignace. Why bother stopping at the Railroad dock (dock 1) when you already have a shuttle to take you there if you are parked there. It wastes time for no reason. | 6/24/2021 1:51 PM |
| 15 | No | 6/24/2021 9:02 AM |
| 16 | The st ignace airport. | 6/24/2021 12:35 AM |
| 17 | No | 6/23/2021 2:28 PM |
| 18 | no | 6/23/2021 10:20 AM |
| 19 | No | 6/23/2021 8:52 AM |
| 20 | N/a | 6/22/2021 3:52 PM |
| 21 | no | 6/22/2021 2:10 PM |
| 22 | No | 6/22/2021 1:54 PM |
| 23 | terminal by St Ignace airport so have option to fly or boat and not have to find transportation to car | 6/22/2021 12:16 PM |
| 24 | N/A | 6/22/2021 11:00 AM |
| 25 | Not at this time | 6/22/2021 10:07 AM |
| 26 | No | 6/22/2021 12:14 AM |
| 27 | Boris Blanc Island | 6/21/2021 10:53 PM |
| 28 | No | 6/21/2021 10:21 PM |
| 29 | N/A | 6/21/2021 10:06 PM |

Mackinac Island Transportation Authority

| | | |
|----|--|--------------------|
| 30 | ? | 6/21/2021 10:01 PM |
| 31 | No | 6/21/2021 9:52 PM |
| 32 | No | 6/21/2021 9:41 PM |
| 33 | Cedarville. | 6/21/2021 9:31 PM |
| 34 | No | 6/21/2021 8:37 PM |
| 35 | Star line sucks | 6/21/2021 8:30 PM |
| 36 | Not that I can think of. | 6/21/2021 7:35 PM |
| 37 | No | 6/21/2021 7:04 PM |
| 38 | Not sure of what this is asking. If there was a terminal in Cheboygan, I would use that instead of Mackinaw City. A terminal in Cheboygan would be helpful to a lot of people, I think. There are many commuters that would take the ferry TO the island, and many seasonal residents (especially those without cars) who would have easier access to shopping etc in Cheboygan. | 6/21/2021 6:50 PM |
| 39 | No | 6/21/2021 6:40 PM |
| 40 | I thought multiple options were still available in St. Ignace (railroad dock and dock near Shepler's)...Mostly, we've just learned to adapt to where the ferry comes in. | 6/21/2021 5:13 PM |
| 41 | none | 6/21/2021 5:02 PM |
| 42 | No | 6/21/2021 4:26 PM |
| 43 | no | 6/21/2021 3:37 PM |
| 44 | Would like to be able to use the dock across from the driftwood year round in st ignace | 6/21/2021 2:22 PM |
| 45 | No | 6/21/2021 2:15 PM |
| 46 | no | 6/21/2021 1:35 PM |
| 47 | There is too much congestion at all the boat docks in all three locations | 6/21/2021 12:01 PM |
| 48 | No | 6/21/2021 11:57 AM |
| 49 | Cheboygan Ferry Service! | 6/21/2021 11:56 AM |
| 50 | No | 6/21/2021 11:50 AM |
| 51 | No | 6/21/2021 11:19 AM |
| 52 | no | 6/21/2021 11:14 AM |
| 53 | Cheboygan/Petoskey | 6/21/2021 11:07 AM |
| 54 | No | 6/21/2021 11:05 AM |
| 55 | No. | 6/21/2021 10:58 AM |
| 56 | A shuttle to the airport would be nice. Maybe with expanded parking at the airport for residents. | 6/21/2021 10:03 AM |
| 57 | N/A | 6/21/2021 7:46 AM |
| 58 | no | 6/20/2021 3:53 PM |
| 59 | No | 6/20/2021 3:50 PM |
| 60 | No | 6/20/2021 3:34 PM |
| 61 | No | 6/20/2021 2:53 PM |
| 62 | no | 6/20/2021 2:39 PM |
| 63 | No | 6/20/2021 2:18 PM |
| 64 | No | 6/20/2021 1:33 PM |
| 65 | No | 6/20/2021 8:35 AM |

Mackinac Island Transportation Authority

| | | |
|----|---|-------------------|
| 66 | No. | 6/19/2021 8:43 PM |
| 67 | No | 6/19/2021 7:04 PM |
| 68 | No | 6/19/2021 6:40 PM |
| 69 | Cheboygan, holy beans—please | 6/19/2021 5:05 PM |
| 70 | It would be nice to go directly to Cheboygan once a week or every other week. The bus shuttle system works fairly well, they need more of them. | 6/19/2021 4:08 PM |
| 71 | Airport connection in winter | 6/19/2021 1:30 PM |
| 72 | No | 6/19/2021 1:18 PM |
| 73 | No | 6/19/2021 9:53 AM |
| 74 | A ferry from Cedarville/Hessel area. | 6/19/2021 9:34 AM |
| 75 | No. | 6/19/2021 9:21 AM |
| 76 | I'm not sure | 6/19/2021 8:51 AM |
| 77 | no | 6/19/2021 8:31 AM |
| 78 | No | 6/19/2021 8:28 AM |
| 79 | Cheboygan | 6/19/2021 8:27 AM |
| 80 | No | 6/19/2021 8:26 AM |
| 81 | No | 6/19/2021 8:22 AM |
| 82 | N/A | 6/18/2021 8:27 AM |

Year-round or Seasonal Residents

Q18 Are there other improvements to transportation to and from Mackinac Island that you would like to see which have not been addressed in this survey?

Answered: 78 Skipped: 505

| # | RESPONSES | DATE |
|----|---|--------------------|
| 1 | Better boats. Ice breaking capability | 7/22/2021 8:50 PM |
| 2 | Improved boats, improved schedule, improved terminals | 7/22/2021 8:30 PM |
| 3 | communication with customers, cleanliness of boats, cleanliness/look of uniforms, maintaining schedule, friendliness of staff | 7/11/2021 1:30 PM |
| 4 | A longer air strip to accommodate larger aircraft would be desirable. | 7/9/2021 12:44 PM |
| 5 | No | 7/9/2021 12:05 PM |
| 6 | Currently we rely on the Boat companies to set the ticket prices for Resident passes, they have kept these prices relatively low, but there is not really an incentive for them to continue offering residents a pass deal. We need to find a way for residents to continue to have affordable ferry transportation. Trash Hauling off the island needs to be addressed, it is currently sent over at all hours of the day, especially too early in the morning (4am) residents along the route are subjected to alot of noise from this. | 7/7/2021 6:43 PM |
| 7 | No | 7/6/2021 8:27 PM |
| 8 | Limiting number of passengers. Information needs to be shared about Island rules | 7/6/2021 7:11 PM |
| 9 | N/A | 7/6/2021 6:30 PM |
| 10 | Appreciate the commuter line as that helps year round residents bypass the tourist line. | 7/6/2021 5:19 PM |
| 11 | Pubic Parking at a decent rate | 7/6/2021 2:59 PM |
| 12 | Technology allows for a lot of improvements in customer experience, besides on line ticketing | 6/27/2021 5:44 PM |
| 13 | The city had the opportunity to increase the number of runs for winter service, but did not want to pay the additional cost. Free/cheaper winter service & more runs might be more convenient for some, but who is paying the bill? Would everyone pay through assessments or taxes instead of through tickets. Later runs in the winter when it's dark are not safe, radar doesn't detect ice. | 6/25/2021 11:09 AM |
| 14 | Shuttle Services | 6/24/2021 2:00 PM |
| 15 | The customer service offered to guests of Mackinac Island is abysmal at Starline. This should be a top priority of any ferry service to Mackinac, as they are the first impression almost all guests have of our island. | 6/24/2021 1:52 PM |
| 16 | Discounts for island proprty owners. We support the island with our taxes, but get treated like tourists on the ferry wrt not getting discounted passes that do not expire | 6/24/2021 9:02 AM |
| 17 | Improve safety communication for summer guest | 6/23/2021 10:20 AM |
| 18 | For my family, it's all about commuter ticket options and parking costs. My wife goes across every 10 days, I cross once a month so we buy a book of \$8 commuter tix, then can't use over left over tix next year. Sheplers does, but their parking is really expensive. How about a low cost city owned long term, permitted parking lot for local residents? I'd pay \$200 a year. | 6/23/2021 8:52 AM |
| 19 | City bathrooms open longer. | 6/22/2021 6:33 PM |
| 20 | N/a | 6/22/2021 3:52 PM |
| 21 | n/a | 6/22/2021 2:10 PM |

Mackinac Island Transportation Authority

| | | |
|----|---|--------------------|
| 22 | 7 day winter service and extended length of day service for winter ferries | 6/22/2021 1:54 PM |
| 23 | Combination ferry & Great Lakes Air pass for off peak season service. | 6/22/2021 12:44 PM |
| 24 | lower prices and access to the mainland 24/7 to get access to public services on and off island. | 6/22/2021 12:16 PM |
| 25 | No. | 6/22/2021 11:00 AM |
| 26 | No | 6/22/2021 12:14 AM |
| 27 | We need clear crosswalks on M185. | 6/21/2021 10:53 PM |
| 28 | No | 6/21/2021 10:21 PM |
| 29 | N/A | 6/21/2021 10:06 PM |
| 30 | Year round residents should be able to purchase a reasonable year round pass for any boat service to and from the Island. And a wish for more reasonable year round indoor parking, although I realize this is not necessarily the responsibility of the ferry lines. | 6/21/2021 10:01 PM |
| 31 | ... | 6/21/2021 9:31 PM |
| 32 | Boat care and maintenance including more comfortable and cleaner seating. | 6/21/2021 9:08 PM |
| 33 | No | 6/21/2021 8:37 PM |
| 34 | Star line sucks. Fetty sucks. | 6/21/2021 8:30 PM |
| 35 | Not that I can think of. | 6/21/2021 7:35 PM |
| 36 | No | 6/21/2021 7:04 PM |
| 37 | It's hard to convey this properly. I appreciate, mostly, Shepler's clean, professional approach, but I do feel that something personal has been somewhat lost as they have focused more on moving more people more efficiently. I am willing to put up with a bit less professionalism if I'm greeted less as a tourist and more as a local by most of the staff. | 6/21/2021 5:13 PM |
| 38 | no | 6/21/2021 5:02 PM |
| 39 | No | 6/21/2021 4:26 PM |
| 40 | Greatest concern is having more weekend off-season ferry departures. | 6/21/2021 4:09 PM |
| 41 | no | 6/21/2021 3:37 PM |
| 42 | Keep the ferry windows clean | 6/21/2021 2:35 PM |
| 43 | No | 6/21/2021 2:15 PM |
| 44 | no | 6/21/2021 1:35 PM |
| 45 | Just later boats. Maybe a boat departure at 11pm, 12am, and 2:30am for workers and tourist that are staying later on the island. | 6/21/2021 11:57 AM |
| 46 | Starline should be completely overhauled. They do not care about anything but making money. Boats are unsafe and unreliable. | 6/21/2021 11:56 AM |
| 47 | No | 6/21/2021 11:50 AM |
| 48 | No | 6/21/2021 11:19 AM |
| 49 | no | 6/21/2021 11:14 AM |
| 50 | overall, I believe the experience of year round island residents needs to be improved DRAMATICALLY. As of right now I do not feel like any serious long term solutions are being presented for some extremely urgent problems i.e. parking cost/availability, ticket costs, overall customer service experience, ferry times. | 6/21/2021 11:07 AM |
| 51 | No | 6/21/2021 11:05 AM |
| 52 | Just a note: I used to be a year-round resident but several years ago I became seasonal-only, in part because of winter ferry service deficiencies -- infrequent service and a short service day, primarily. Cost of a Star Line seasonal pass (including winter service) was also a | 6/21/2021 10:58 AM |

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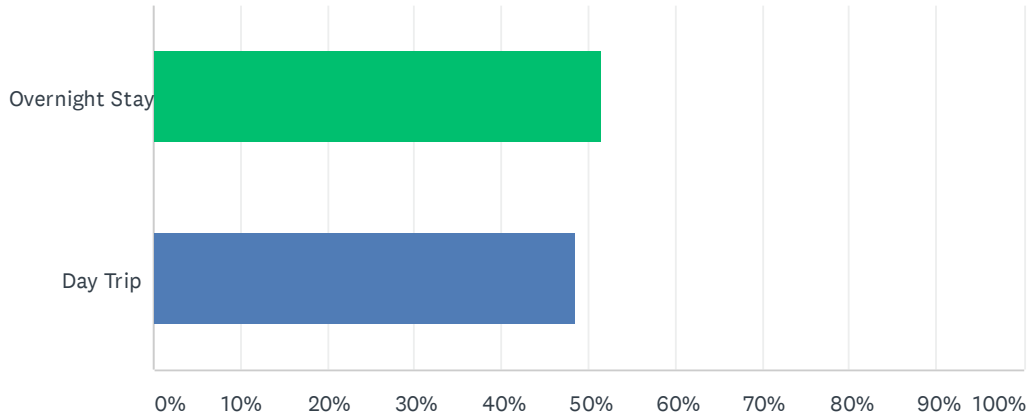
consideration. I'm now a Shepler's patron, so when I occasionally travel to the Island in winter, I pay the dreaded winter surcharge.

| | | |
|----|--|-------------------|
| 53 | Later sailing times and sunday sailings especially in the winter would enable more trips to the island. A boat for emergencies (ie, sick pet, people sick back home etc) or if you miss the last sailing would offer great peace of mind. Willing to pay more, just don't want to be stuck. | 6/21/2021 7:46 AM |
| 54 | Expansion of a schedule that would allow people to work on mainland and live on the Island. | 6/20/2021 8:20 PM |
| 55 | If boats aren't running it would be nice to have a shuttle to your car. | 6/20/2021 3:50 PM |
| 56 | No | 6/20/2021 3:34 PM |
| 57 | No | 6/20/2021 2:53 PM |
| 58 | No | 6/20/2021 2:39 PM |
| 59 | No | 6/20/2021 2:18 PM |
| 60 | if year round boats were an option. If we could have service everyday. Even on holidays. | 6/20/2021 1:33 PM |
| 61 | No | 6/20/2021 8:35 AM |
| 62 | No. | 6/19/2021 8:43 PM |
| 63 | No | 6/19/2021 7:04 PM |
| 64 | We need an icebreaker. | 6/19/2021 6:40 PM |
| 65 | Better community rapport lol | 6/19/2021 5:05 PM |
| 66 | Weather is always the biggest hurdle. Someplace warm to stand, dry luggage storage, warm/clean ferries, bike parking on island the is secure 24 hours a day. Mainland car parking that is more affordable.more ferry sailing options everyday. | 6/19/2021 4:08 PM |
| 67 | No | 6/19/2021 1:30 PM |
| 68 | Less confusion freight operation when you come off the boat. It get it now but confusing to others. Cheaper resident tickets. | 6/19/2021 1:18 PM |
| 69 | No | 6/19/2021 9:53 AM |
| 70 | No | 6/19/2021 9:21 AM |
| 71 | Star Line does not meet expectations. | 6/19/2021 8:51 AM |
| 72 | no | 6/19/2021 8:31 AM |
| 73 | No | 6/19/2021 8:28 AM |
| 74 | No | 6/19/2021 8:27 AM |
| 75 | Flights to and from the island | 6/19/2021 8:26 AM |
| 76 | Airline Prices restrict our winter travel when boats stop running. While they seem a fair rate for what's provided, the plane tickets are too much for us to afford as a family. We would use boat options to avoid this, but when boats stop due to ice. We stop leaving do to the cost of plane tickets being beyond us. | 6/19/2021 8:22 AM |
| 77 | I would like more times in the should season and 7 days a week service in the winter. Also a later boat in the evening in the winter. | 6/18/2021 5:03 PM |
| 78 | N/A | 6/18/2021 8:27 AM |

Visitors

Q19 When you travel to Mackinac Island, what is your typical trip length?

Answered: 198 Skipped: 385

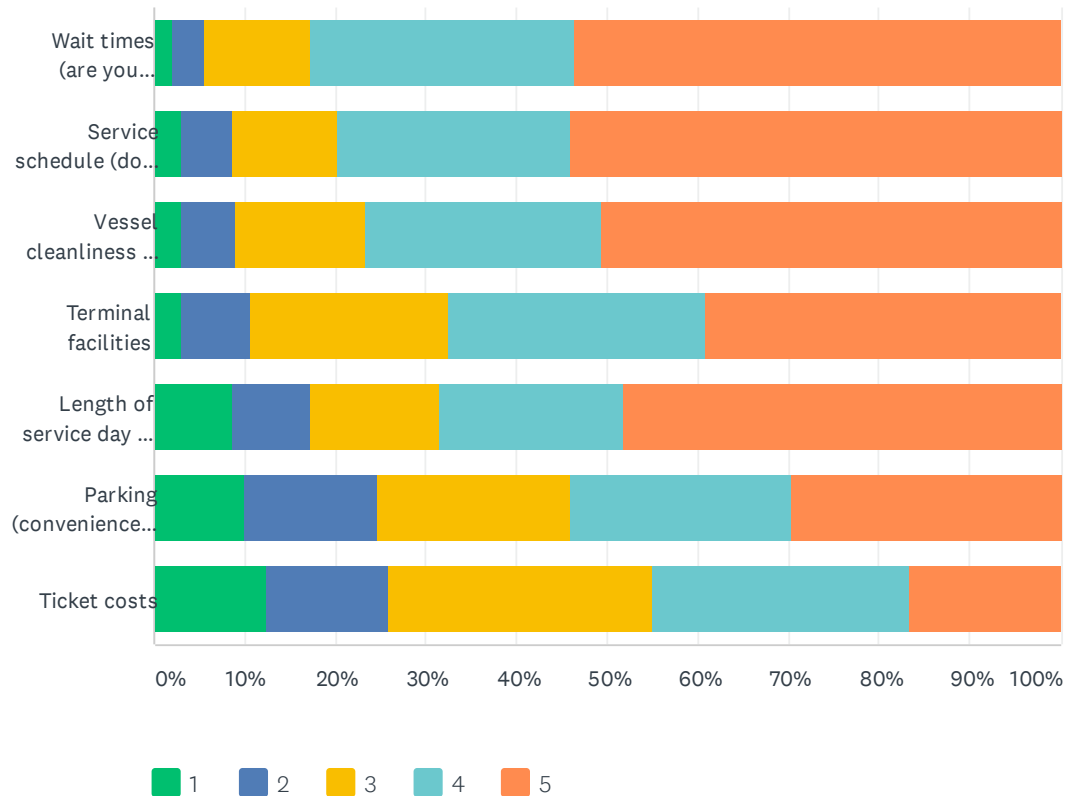


| ANSWER CHOICES | RESPONSES |
|----------------|------------|
| Overnight Stay | 51.52% 102 |
| Day Trip | 48.48% 96 |
| TOTAL | 198 |

Visitors

Q20 How satisfied are you with the following aspects of current passenger ferry service to Mackinac Island during the summer? (score of 1 through 5, with 1 indicating “needs improvement” and 5 indicating “excellent”)

Answered: 198 Skipped: 385



| | 1 | 2 | 3 | 4 | 5 | TOTAL | WEIGHTED AVERAGE |
|---|--------------|--------------|--------------|--------------|---------------|-------|------------------|
| Wait times (are you typically able to catch your desired sailing?) | 2.02% 4 | 3.54% 7 | 11.62% 23 | 29.29% 58 | 53.54% 106 | 198 | 4.29 |
| Service schedule (does the timing of departures typically meet your needs?) | 3.03% 6 | 5.56% 11 | 11.62% 23 | 25.76% 51 | 54.04% 107 | 198 | 4.22 |
| Vessel cleanliness and comfort | 3.03% 6 | 6.06% 12 | 14.14% 28 | 26.26% 52 | 50.51% 100 | 198 | 4.15 |
| Terminal facilities | 3.05% 6 | 7.61% 15 | 21.83% 43 | 28.43% 56 | 39.09% 77 | 197 | 3.93 |
| Length of service day (do the earliest and latest sailings allow you to reach morning appointments, dine out in the evenings, etc.) | 8.63% 17 | 8.63% 17 | 14.21% 28 | 20.30% 40 | 48.22% 95 | 197 | 3.91 |
| Parking (convenience and cost, day and overnight parking) | 10.10% 20 | 14.65% 29 | 21.21% 42 | 24.24% 48 | 29.80% 59 | 198 | 3.49 |
| Ticket costs | 12.44% 24 | 13.47% 26 | 29.02% 56 | 28.50% 55 | 16.58% 32 | 193 | 3.23 |

Visitors

Q21 Are improvements needed for summer service?

Answered: 154 Skipped: 429

| # | RESPONSES | DATE |
|----|--|--------------------|
| 1 | yes | 7/23/2021 3:40 PM |
| 2 | Longer hours especially in evenings | 7/22/2021 8:36 PM |
| 3 | I would guess that improvements would be unnecessary frills and would increase the cost, so no. In addition, I'm not aware of what you could do to improve the service. | 7/22/2021 10:14 AM |
| 4 | Summer service is adequate | 7/22/2021 9:47 AM |
| 5 | No | 7/20/2021 2:15 PM |
| 6 | Have more departures from the island to eliminate crowding at the dock on Mackinac Island. | 7/17/2021 2:43 PM |
| 7 | Yes. Earlier and later rides to and from island. | 7/14/2021 9:17 PM |
| 8 | Earlier trips | 7/14/2021 8:17 PM |
| 9 | better waiting accommodations, benches, shade, etc. | 7/14/2021 3:49 PM |
| 10 | Waiting areas | 7/14/2021 10:26 AM |
| 11 | Less wait time | 7/14/2021 10:12 AM |
| 12 | Yes. Earlier and later | 7/13/2021 7:39 PM |
| 13 | no | 7/13/2021 2:06 PM |
| 14 | Later departures from the island to Mackinaw City during peak season. | 7/13/2021 7:32 AM |
| 15 | yes, wish there were later available evening times | 7/12/2021 8:16 PM |
| 16 | Not really. Certainly heavy daily schedule is satisfactory | 7/12/2021 5:49 PM |
| 17 | none that I can think of at this time | 7/12/2021 4:54 PM |
| 18 | I don't think so | 7/12/2021 10:28 AM |
| 19 | No | 7/10/2021 10:53 AM |
| 20 | Extended ferry hours please. I work at Grand Hotel and am not able to live on island due to lack of housing. An extended ferry schedule would immensely help. | 7/9/2021 11:46 AM |
| 21 | I find the transportation more than abdicate. But I don't depend on it everyday like some. | 7/7/2021 12:43 PM |
| 22 | Logistics of parking in the off-site lots, calling and waiting for the shuttle, and then having multiple (potential) stops on the way to the ferry. I've missed a boat before due to having to pick up other guests at hotels along the way back to the docks. When returning from the island, waiting to collect luggage, waiting to get on the shuttle to then take you back to your off site lot, often with several stops along the way, is time consuming. Understanding I'm a season employee who travels to and from the island 1-2 times per month, the logistics of parking off site and getting to and from the boat are more burdensome than they used to be with the valet parking service provided at Shepler's (previously). | 7/7/2021 11:44 AM |
| 23 | Bar with alcoholic drinks | 7/5/2021 12:03 PM |
| 24 | commuter parking is VERY inconvenient | 7/3/2021 9:24 PM |
| 25 | reduced prices for frequent passengers I go at least 25 times a season | 7/2/2021 4:14 PM |
| 26 | later weekday boat | 7/1/2021 11:55 AM |
| 27 | yes | 7/1/2021 9:07 AM |

Mackinac Island Transportation Authority

| | | |
|----|--|--------------------|
| 28 | I think and I see that these people do a tremendous job.with all age group of employees | 6/29/2021 10:11 AM |
| 29 | Try to avoid the island during the summer, its overcrowded | 6/28/2021 3:16 PM |
| 30 | Overnight parking cost to high. | 6/25/2021 2:44 PM |
| 31 | Star Line is usually late everyday leaving the Island and the boats are always filthy | 6/25/2021 1:54 PM |
| 32 | Can't think of any | 6/24/2021 7:43 AM |
| 33 | Shepler's does a great job | 6/24/2021 7:41 AM |
| 34 | No people need to be patient | 6/24/2021 6:54 AM |
| 35 | Yes | 6/23/2021 11:24 AM |
| 36 | There needs to be more seating for when one waits, particularly considering elderly and persons with disabilities. When waiting to leave from the island, consideration needs to be made to protect passengers from the sun and poor weather. | 6/23/2021 7:56 AM |
| 37 | Some | 6/23/2021 7:23 AM |
| 38 | Only from Star Line their boats are dirty and not maintained inside, on the other hand Sheplers are clean and maintained almost perfect. The condition of Star Line I feel has a negative impact on the Island. The Island tries and for the most part exhibits a very clean and healthy environment , but then you get on a Star Line boat and it in trash. I have used both already this year and Sheplers does it right.. The problem cannot be money as they both charge the same. | 6/23/2021 6:39 AM |
| 39 | Yes | 6/23/2021 12:52 AM |
| 40 | No | 6/22/2021 9:31 PM |
| 41 | No | 6/22/2021 7:51 PM |
| 42 | no | 6/22/2021 3:54 PM |
| 43 | No improvements needed. Please keep it rustic and outdoors. We like very early and late service daily. | 6/22/2021 9:08 AM |
| 44 | No | 6/22/2021 8:30 AM |
| 45 | Yes, a later boat needs to happen. There use to be a midnight boat. | 6/22/2021 6:53 AM |
| 46 | More ferries at peak times | 6/21/2021 11:43 PM |
| 47 | Yes, it be helpful for seasonal workers if the schedule departure times would run later, so that those who are required to commute could work later, since seasonal housing for employers is limited | 6/21/2021 10:30 PM |
| 48 | Nicer terminal bathrooms | 6/21/2021 9:45 PM |
| 49 | Maybe | 6/21/2021 7:00 PM |
| 50 | NO | 6/21/2021 6:36 PM |
| 51 | No | 6/21/2021 5:36 PM |
| 52 | Yes | 6/21/2021 4:18 PM |
| 53 | Later ferry service would be awesome. Also, the cost of the ferry is just constantly increasing at an absurd rate | 6/21/2021 3:32 PM |
| 54 | Would like more overnight parking at Shepler's Mackinac City dock. | 6/21/2021 2:07 PM |
| 55 | Yes | 6/21/2021 12:57 PM |
| 56 | More parking | 6/21/2021 12:33 PM |
| 57 | I think ferries should be more often during peak season. The wait times were busy and our QR code couldn't be Down loaded from the island which caused a bit of unnecessary stress and inconvenience. | 6/21/2021 11:20 AM |
| 58 | Nothing | 6/21/2021 10:12 AM |

Mackinac Island Transportation Authority

| | | |
|----|---|--------------------|
| 59 | No | 6/21/2021 7:40 AM |
| 60 | Bridge trips tend to put ferry schedules behind on busy days mostly during weekends. | 6/21/2021 6:39 AM |
| 61 | No | 6/21/2021 4:57 AM |
| 62 | some | 6/20/2021 11:59 PM |
| 63 | NA | 6/20/2021 10:49 PM |
| 64 | No | 6/20/2021 10:43 PM |
| 65 | No | 6/20/2021 10:11 PM |
| 66 | Longer hours | 6/20/2021 10:01 PM |
| 67 | Yes | 6/20/2021 8:45 PM |
| 68 | No | 6/20/2021 6:00 PM |
| 69 | No | 6/20/2021 5:44 PM |
| 70 | Parking in Mackinaw City should be free closer to the docks. | 6/20/2021 5:32 PM |
| 71 | No | 6/20/2021 4:52 PM |
| 72 | No | 6/20/2021 4:44 PM |
| 73 | No | 6/20/2021 4:20 PM |
| 74 | Shepler's in Mackinaw City needs to give more attention to handicapped travelers. There is a charge for handicap parking on the dock. When I last used Star Line, it was free. Luggage handling means travelers must make their way over uneven ground from the dock to a tent to find their luggage and then back to a shuttle pick up point. This is very difficult and not safe for a person with mobility issues. I'll use Star Line again on my next trip. | 6/20/2021 4:05 PM |
| 75 | No...I've been satisfied with the current ferry service, whichever one we use. | 6/20/2021 3:41 PM |
| 76 | Need later ferries from Island to St. Ignace. | 6/20/2021 3:38 PM |
| 77 | No | 6/20/2021 3:33 PM |
| 78 | Please keep the cost to a minimum. | 6/20/2021 3:32 PM |
| 79 | No | 6/20/2021 3:22 PM |
| 80 | No | 6/20/2021 3:16 PM |
| 81 | Fewer kids and families with kids would be nice. | 6/20/2021 3:12 PM |
| 82 | I think eco runs pretty smoothly | 6/20/2021 3:08 PM |
| 83 | Yes earlier and later boats off island especially on weekends | 6/20/2021 3:01 PM |
| 84 | More frequent service after 5 p.m. | 6/20/2021 2:49 PM |
| 85 | No | 6/20/2021 2:39 PM |
| 86 | Only on Starline | 6/20/2021 2:30 PM |
| 87 | No | 6/20/2021 2:23 PM |
| 88 | Far prefer one company for friendly service and cleanliness. | 6/20/2021 2:21 PM |
| 89 | Make it more affordable | 6/20/2021 2:18 PM |
| 90 | Parking on site was very expensive in St Ignasis for overnight. | 6/20/2021 2:16 PM |
| 91 | Not really, but as I get older I get a little anxious with the feeling of being rushed. | 6/20/2021 2:16 PM |
| 92 | Na | 6/20/2021 2:14 PM |
| 93 | No | 6/20/2021 2:14 PM |
| 94 | As rated above | 6/20/2021 2:12 PM |

Mackinac Island Transportation Authority

| | | |
|-----|---|--------------------|
| 95 | later boats would be nice | 6/20/2021 11:05 AM |
| 96 | Shepler's seems to hit all the positive points, Star Line could use some improvements with land side facilities and operations. | 6/20/2021 10:42 AM |
| 97 | Yes, why have a standard vessel transporting smaller group of patrons. Have ticket sales cut off 15 min before sailing to determine what size vessel needed. Controls ticket value, excessive fuel, smaller vessels | 6/20/2021 9:11 AM |
| 98 | No | 6/20/2021 9:06 AM |
| 99 | Parking for certain carriers is incredibly difficult to find. Better signage is needed and/or maps provided on the ferry website. | 6/20/2021 8:25 AM |
| 100 | Eliminate mask requirement. Offer earlier morning and later evening runs, & put life jackets within arm's reach (they're too far). Cushions on seats would be nice too! | 6/20/2021 7:37 AM |
| 101 | No masks. Kept me off the ferry this month. Price now too expensive. | 6/20/2021 7:34 AM |
| 102 | Increase the frequency | 6/20/2021 7:24 AM |
| 103 | No | 6/20/2021 6:32 AM |
| 104 | None that I can think of right now | 6/20/2021 3:07 AM |
| 105 | No | 6/19/2021 11:23 PM |
| 106 | There needs to be a Mackinaw City Freight terminal to mitigate bridge fees and reduced bulk loads. | 6/19/2021 10:35 PM |
| 107 | Longer hours and lower prices. Use to bring a bike for \$1 | 6/19/2021 10:30 PM |
| 108 | No | 6/19/2021 10:30 PM |
| 109 | Schedule is fine, parking can be improved, tickets, prices are creeping up too high. | 6/19/2021 9:53 PM |
| 110 | No | 6/19/2021 9:42 PM |
| 111 | The ferries need to offer accessibility; the last time we visited, my daughter and I had to ride in the cargo area because that was the only place her wheelchair could ride. | 6/19/2021 9:30 PM |
| 112 | No. Sheplers does great and Star is adequate. | 6/19/2021 8:47 PM |
| 113 | No | 6/19/2021 8:17 PM |
| 114 | I think it's great for our needs, when we travel to the Island | 6/19/2021 7:38 PM |
| 115 | no | 6/19/2021 7:37 PM |
| 116 | Overall ticket prices for families are getting a little steep. | 6/19/2021 7:33 PM |
| 117 | Yes, there is no air conditioning on the ship making it very hot | 6/19/2021 7:26 PM |
| 118 | Yes. More vessels to and from | 6/19/2021 6:48 PM |
| 119 | Yes. | 6/19/2021 6:46 PM |
| 120 | More boats. Less waiting. Lower prices. | 6/19/2021 6:42 PM |
| 121 | Couldn't catch the boat we were in line for due to the amount of people. Had to wait another 30 mins | 6/19/2021 6:11 PM |
| 122 | None that I have experienced. | 6/19/2021 3:39 PM |
| 123 | Sheplers is great, starline needs serious work! | 6/19/2021 2:44 PM |
| 124 | no | 6/19/2021 2:09 PM |
| 125 | No | 6/19/2021 12:20 PM |
| 126 | Not necessarily. Pretty good as is | 6/19/2021 11:06 AM |
| 127 | I don't believe so. | 6/19/2021 10:59 AM |
| 128 | Less expensive!! Way too expensive to bring my own bike with me plus ticket price!! How | 6/19/2021 10:23 AM |

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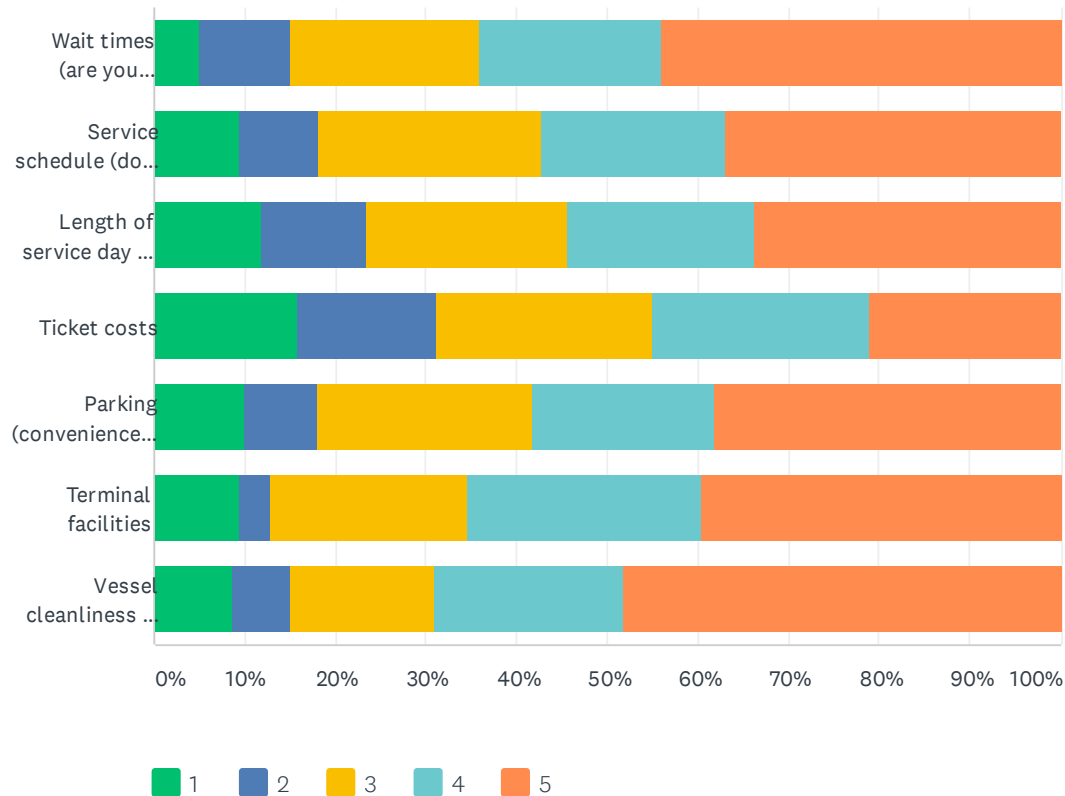
about a break in price for county residents!!

| | | |
|-----|--|--------------------|
| 129 | Lower your overhead thus lowering cost of ticketd | 6/19/2021 8:39 AM |
| 130 | Yes | 6/19/2021 7:52 AM |
| 131 | No | 6/19/2021 7:38 AM |
| 132 | Tickets are too expensive. | 6/19/2021 6:37 AM |
| 133 | Yes, I've lived on and off the island for years and have seen a lot of business lost due to the ferry schedule in the fall. People want to have dinner and not rush to make the ferry and due to housing issues people that commute can't work dinner shifts and make the ferry. | 6/19/2021 6:19 AM |
| 134 | Yes | 6/19/2021 4:02 AM |
| 135 | Bring back Arnold Line | 6/19/2021 12:14 AM |
| 136 | No | 6/19/2021 12:09 AM |
| 137 | Longer schedule | 6/18/2021 11:40 PM |
| 138 | Shuttle buses need to be updated,example more buses to accommodate people with disabilities. Saw a wheel chair bound person wait for an hour before a handicap bus came to pucker them up | 6/18/2021 10:41 PM |
| 139 | no | 6/18/2021 9:33 PM |
| 140 | No | 6/18/2021 9:01 PM |
| 141 | no | 6/18/2021 8:40 PM |
| 142 | Got to admit the cost has moved it out of my range. We used to go once a month to the island now we go every few years. | 6/18/2021 8:30 PM |
| 143 | Not in my opinion | 6/18/2021 8:29 PM |
| 144 | No | 6/18/2021 7:57 PM |
| 145 | Later hours | 6/18/2021 7:52 PM |
| 146 | nope | 6/18/2021 7:24 PM |
| 147 | no | 6/18/2021 6:40 PM |
| 148 | no | 6/18/2021 6:08 PM |
| 149 | n/a | 6/18/2021 5:56 PM |
| 150 | Summer parking is always a nightmare. I really don't mind paying for the tickets and bikes - boats are expensive- but paying what we do for overnight parking vs. cheaper lots that are difficult to get to are one of my biggest stressors when we visit | 6/18/2021 5:35 PM |
| 151 | No | 6/18/2021 1:59 PM |
| 152 | later hours | 6/18/2021 9:44 AM |
| 153 | Star line boats are filthy and loud, you can't even talk to the person sitting next to you. I have no problems at all with Shepler's. | 6/17/2021 7:10 PM |
| 154 | Boats are not often clean enough for me. | 6/17/2021 3:47 PM |

Visitors

Q22 How satisfied are you with the following aspects of current passenger ferry service to Mackinac Island during the winter? (score of 1 through 5, with 1 indicating “needs improvement” and 5 indicating “excellent”)

Answered: 140 Skipped: 443



| | 1 | 2 | 3 | 4 | 5 | TOTAL | WEIGHTED AVERAGE |
|---|--------------|--------------|--------------|--------------|--------------|-------|------------------|
| Wait times (are you typically able to catch your desired sailing?) | 5.04% 7 | 10.07% 14 | 20.86% 29 | 20.14% 28 | 43.88% 61 | 139 | 3.88 |
| Service schedule (does the timing of departures typically meet your needs?) | 9.42% 13 | 8.70% 12 | 24.64% 34 | 20.29% 28 | 36.96% 51 | 138 | 3.67 |
| Length of service day (do the earliest and latest sailings allow you to reach morning appointments, dine out in the evenings, etc.) | 11.76% 16 | 11.76% 16 | 22.06% 30 | 20.59% 28 | 33.82% 46 | 136 | 3.53 |
| Ticket costs | 15.94% 22 | 15.22% 21 | 23.91% 33 | 23.91% 33 | 21.01% 29 | 138 | 3.19 |
| Parking (convenience and cost, day and overnight parking) | 10.07% 14 | 7.91% 11 | 23.74% 33 | 20.14% 28 | 38.13% 53 | 139 | 3.68 |
| Terminal facilities | 9.35% 13 | 3.60% 5 | 21.58% 30 | 25.90% 36 | 39.57% 55 | 139 | 3.83 |
| Vessel cleanliness and comfort | 8.63% 12 | 6.47% 9 | 15.83% 22 | 20.86% 29 | 48.20% 67 | 139 | 3.94 |

Visitors

Q23 Are improvements needed for winter service?

Answered: 118 Skipped: 465

| # | RESPONSES | DATE |
|----|--|--------------------|
| 1 | not really | 7/23/2021 3:40 PM |
| 2 | At what price/cost? Nothing comes without strings... | 7/22/2021 10:14 AM |
| 3 | Could use a few more trips | 7/22/2021 9:47 AM |
| 4 | Don't know | 7/20/2021 2:15 PM |
| 5 | Service needs to be year round. More trips need to be made daily. | 7/14/2021 9:17 PM |
| 6 | More trips better parking better vessels | 7/14/2021 8:17 PM |
| 7 | N/A | 7/14/2021 10:26 AM |
| 8 | No | 7/14/2021 10:12 AM |
| 9 | No | 7/13/2021 7:39 PM |
| 10 | I haven't used services in winter | 7/13/2021 2:06 PM |
| 11 | No | 7/13/2021 7:32 AM |
| 12 | Not frequent enough winter traveler to really have an opinion | 7/12/2021 5:49 PM |
| 13 | N/A | 7/12/2021 4:54 PM |
| 14 | Seems pretty good considering the weather. Service in winter is better than it used to be. | 7/12/2021 10:28 AM |
| 15 | No comment | 7/10/2021 10:53 AM |
| 16 | Extended hours please. | 7/9/2021 11:46 AM |
| 17 | Never been there in winter. | 7/7/2021 12:43 PM |
| 18 | Bar for warming alcoholic drinks | 7/5/2021 12:03 PM |
| 19 | hard to balance convenience and the need to not be a money pit | 7/3/2021 9:24 PM |
| 20 | N/A | 7/1/2021 11:55 AM |
| 21 | not really | 7/1/2021 9:07 AM |
| 22 | Not really.it runs rather smoothly | 6/29/2021 10:11 AM |
| 23 | Do not typically have a need to travel there during winter. | 6/28/2021 3:16 PM |
| 24 | More times to cross. | 6/25/2021 2:44 PM |
| 25 | The boat is terribly slow, dirty and packed everyday. | 6/25/2021 1:54 PM |
| 26 | Can't think of any | 6/24/2021 7:43 AM |
| 27 | Yes | 6/24/2021 7:41 AM |
| 28 | No | 6/24/2021 6:54 AM |
| 29 | Yes | 6/23/2021 7:23 AM |
| 30 | YES | 6/23/2021 6:39 AM |
| 31 | Yes | 6/23/2021 12:52 AM |
| 32 | No | 6/22/2021 9:31 PM |
| 33 | Ice capable ships to extend the season | 6/22/2021 7:51 PM |

Mackinac Island Transportation Authority

| | | |
|----|---|--------------------|
| 34 | need more departure times. | 6/22/2021 3:54 PM |
| 35 | No | 6/22/2021 9:08 AM |
| 36 | I haven't traveled there in the winter | 6/22/2021 8:30 AM |
| 37 | The surcharges need to be eliminated | 6/22/2021 6:53 AM |
| 38 | Later ferries | 6/21/2021 11:43 PM |
| 39 | Na | 6/21/2021 11:23 PM |
| 40 | Nicer terminal facilities, need Sunday service, more departure times, and closer overnight parking options | 6/21/2021 9:45 PM |
| 41 | I feel the winter service is geared toward the "carhart army" which are workers that do construction, plumbing, etc on the island. The winter boat is not glamorous but it is meant to get to the island through the ice. Using winter service ferry is about clothing yourself properly and staying warm. The boat is more of an industrial feel which is necessary. | 6/21/2021 6:36 PM |
| 42 | No | 6/21/2021 5:36 PM |
| 43 | Yes | 6/21/2021 4:18 PM |
| 44 | More ferry times, especially later in the day and Sundays. | 6/21/2021 3:32 PM |
| 45 | No | 6/21/2021 2:07 PM |
| 46 | Don't use during The winter | 6/21/2021 11:20 AM |
| 47 | Ice breaker | 6/21/2021 10:12 AM |
| 48 | Sunday service | 6/21/2021 7:40 AM |
| 49 | No | 6/21/2021 4:57 AM |
| 50 | some | 6/20/2021 11:59 PM |
| 51 | Later time | 6/20/2021 10:01 PM |
| 52 | Probably | 6/20/2021 8:45 PM |
| 53 | No | 6/20/2021 6:00 PM |
| 54 | I don't travel in winter | 6/20/2021 5:44 PM |
| 55 | I have never used the ferry service in the winter months | 6/20/2021 5:32 PM |
| 56 | No | 6/20/2021 4:52 PM |
| 57 | N/A | 6/20/2021 4:44 PM |
| 58 | I haven't traveled in the winter in many years. | 6/20/2021 4:05 PM |
| 59 | N/A..my only winter visit was by air. | 6/20/2021 3:41 PM |
| 60 | Don't use winter service | 6/20/2021 3:38 PM |
| 61 | No | 6/20/2021 3:33 PM |
| 62 | I don't use the winter service | 6/20/2021 3:32 PM |
| 63 | No | 6/20/2021 3:22 PM |
| 64 | No | 6/20/2021 3:16 PM |
| 65 | Why would anyone want to visit in winter? | 6/20/2021 3:12 PM |
| 66 | No | 6/20/2021 3:08 PM |
| 67 | Everything needs to be improved. Like maybe a whole different company | 6/20/2021 3:01 PM |
| 68 | Definitely | 6/20/2021 2:30 PM |
| 69 | Yes. Needs to run 7 days a week, have affordable parking, more affordable ticket and | 6/20/2021 2:23 PM |

Mackinac Island Transportation Authority

surcharge prices

| | | |
|-----|--|--------------------|
| 70 | Competition for service especially if only one company. | 6/20/2021 2:21 PM |
| 71 | unfamiliar with winter service | 6/20/2021 2:16 PM |
| 72 | Na | 6/20/2021 2:14 PM |
| 73 | do not ride in the winter | 6/20/2021 2:12 PM |
| 74 | n/a | 6/20/2021 11:05 AM |
| 75 | I don't use winter service. | 6/20/2021 10:42 AM |
| 76 | Don't know | 6/20/2021 9:32 AM |
| 77 | No...don't travel in wintet | 6/20/2021 9:06 AM |
| 78 | Additional afternoon trips are needed to accommodate guests that are traveling from longer distances. Also, improved indoor facility for waiting in the warmth until departure time would be nice. | 6/20/2021 8:25 AM |
| 79 | Don't know. I have never used the service in the winter. | 6/20/2021 7:37 AM |
| 80 | Don't use | 6/20/2021 7:34 AM |
| 81 | No | 6/20/2021 7:24 AM |
| 82 | No | 6/20/2021 6:32 AM |
| 83 | More hours to come and go | 6/20/2021 3:07 AM |
| 84 | No | 6/19/2021 11:23 PM |
| 85 | Terribly. Larger heated mainland terminal. Need to upgrade the fleet with a real focus on essential service. | 6/19/2021 10:35 PM |
| 86 | Na | 6/19/2021 10:30 PM |
| 87 | Run to ice controls winter service | 6/19/2021 10:30 PM |
| 88 | No | 6/19/2021 9:53 PM |
| 89 | No | 6/19/2021 9:42 PM |
| 90 | I've never gone in the winter | 6/19/2021 7:38 PM |
| 91 | No | 6/19/2021 7:33 PM |
| 92 | Don't travel during the winter | 6/19/2021 6:48 PM |
| 93 | No | 6/19/2021 6:46 PM |
| 94 | More options are needed. | 6/19/2021 6:42 PM |
| 95 | Ticket rates should not be higher for off-season travel/transportation. | 6/19/2021 3:39 PM |
| 96 | More afternoon departure times. It's cold waiting for a boat when you needed to do a small task in the morning. | 6/19/2021 2:44 PM |
| 97 | I have not taken the ferry during winter months. | 6/19/2021 10:59 AM |
| 98 | Same as summer! | 6/19/2021 10:23 AM |
| 99 | No | 6/19/2021 8:39 AM |
| 100 | No | 6/19/2021 7:52 AM |
| 101 | There is no winter service from Mackinaw City | 6/19/2021 7:38 AM |
| 102 | More departure and return options | 6/19/2021 7:29 AM |
| 103 | Service from Mackinaw City. | 6/19/2021 6:37 AM |
| 104 | Yes, leaving the island the times never workout | 6/19/2021 6:19 AM |

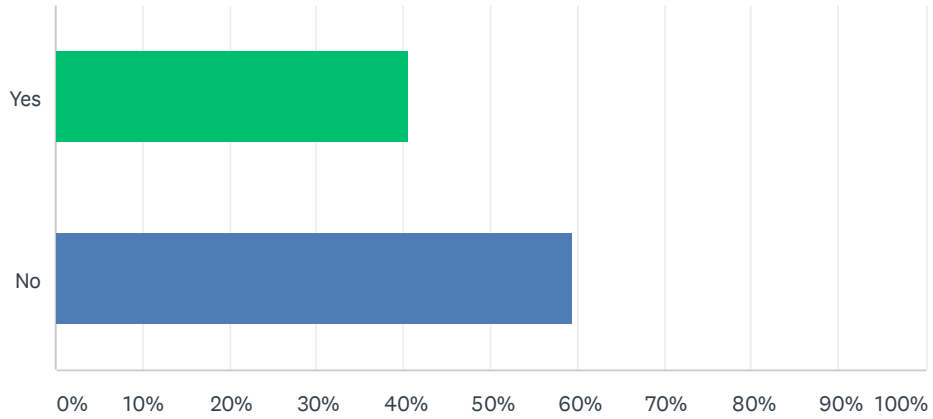
Mackinac Island Transportation Authority

| | | |
|-----|--|--------------------|
| 105 | no | 6/19/2021 12:09 AM |
| 106 | No | 6/18/2021 11:40 PM |
| 107 | No | 6/18/2021 9:01 PM |
| 108 | better schedule of times | 6/18/2021 8:40 PM |
| 109 | na | 6/18/2021 8:30 PM |
| 110 | I don't take the winter ferry. | 6/18/2021 8:29 PM |
| 111 | Yes | 6/18/2021 7:57 PM |
| 112 | N/a | 6/18/2021 7:52 PM |
| 113 | no | 6/18/2021 6:40 PM |
| 114 | n/a | 6/18/2021 5:56 PM |
| 115 | N/a | 6/18/2021 1:59 PM |
| 116 | na | 6/18/2021 9:44 AM |
| 117 | Star line thinks it's a monopoly, we are a captive audience, and as above the boats are filthy. It's time to get another service that appreciates us | 6/17/2021 7:10 PM |
| 118 | n/a | 6/17/2021 3:47 PM |

Visitors

Q24 Would you be more likely to visit Mackinac Island in the summer if more ferry sailings were available?

Answered: 187 Skipped: 396

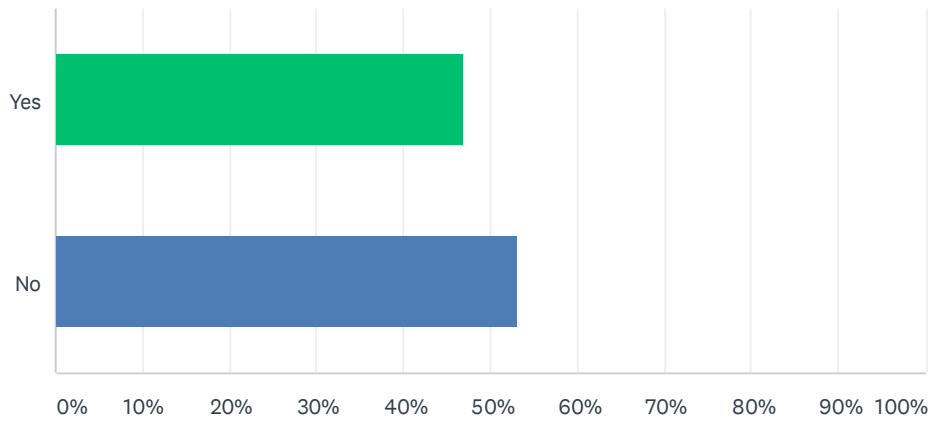


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Yes | 40.64% | 76 |
| No | 59.36% | 111 |
| TOTAL | | 187 |

Visitors

Q25 Would you be more likely to visit Mackinac Island in the winter if more ferry sailings were available?

Answered: 188 Skipped: 395

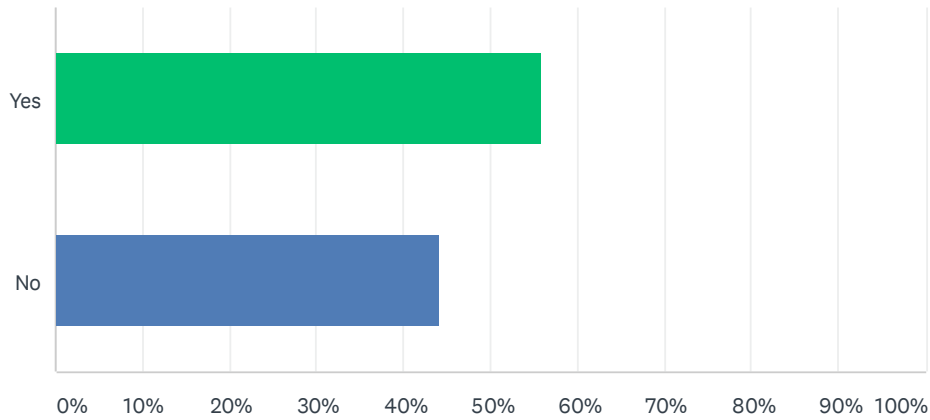


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Yes | 46.81% | 88 |
| No | 53.19% | 100 |
| TOTAL | | 188 |

Visitors

Q26 Does the current ticket price of \$29 per person in the summer and \$39 per person in the winter limit the amount you travel to Mackinac Island?

Answered: 197 Skipped: 386

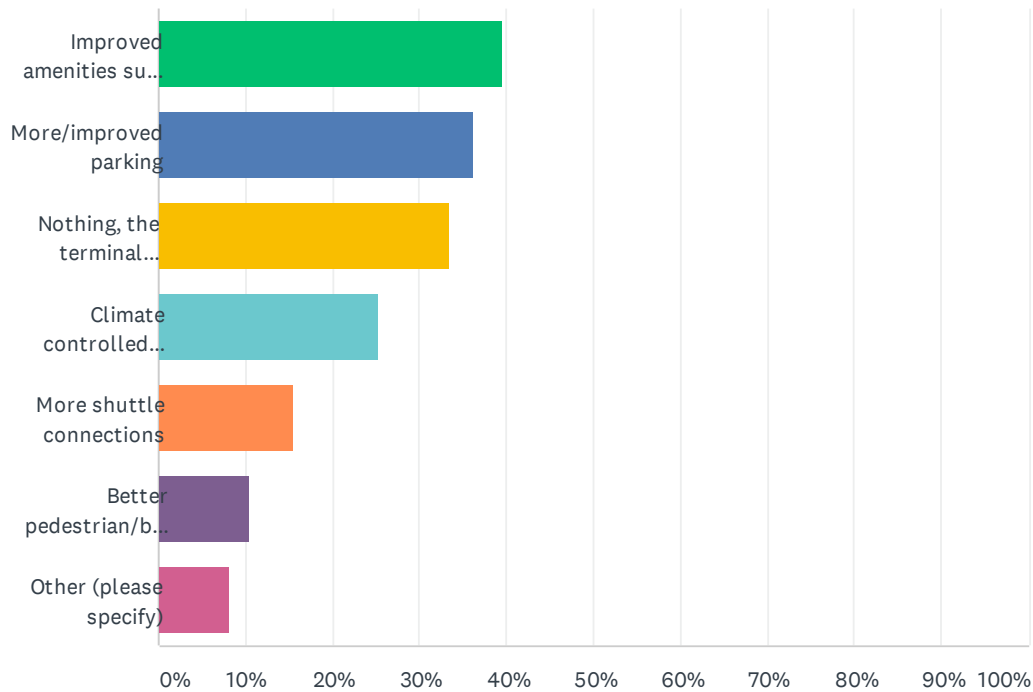


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Yes | 55.84% | 110 |
| No | 44.16% | 87 |
| TOTAL | | 197 |

Visitors

Q27 What would you like to improve at the Mackinaw City terminals?
(select all that apply)

Answered: 182 Skipped: 401



| ANSWER CHOICES | RESPONSES |
|--|-----------|
| Improved amenities such as covered waiting area, seating, food service, etc. | 39.56% 72 |
| More/improved parking | 36.26% 66 |
| Nothing, the terminal functions well | 33.52% 61 |
| Climate controlled waiting areas | 25.27% 46 |
| More shuttle connections | 15.38% 28 |
| Better pedestrian/bike connections to the terminal | 10.44% 19 |
| Other (please specify) | 8.24% 15 |
| Total Respondents: 182 | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|--|-------------------|
| 1 | do not use Mackinaw City terminals | 7/23/2021 3:40 PM |
| 2 | N/A | 7/13/2021 7:39 PM |
| 3 | Very infrequent traveler from M.C. | 7/12/2021 5:49 PM |
| 4 | Public restrooms are non existent at Star Line on the Island | 6/25/2021 1:54 PM |
| 5 | All good | 6/24/2021 7:43 AM |
| 6 | Improve Star Line | 6/23/2021 6:39 AM |

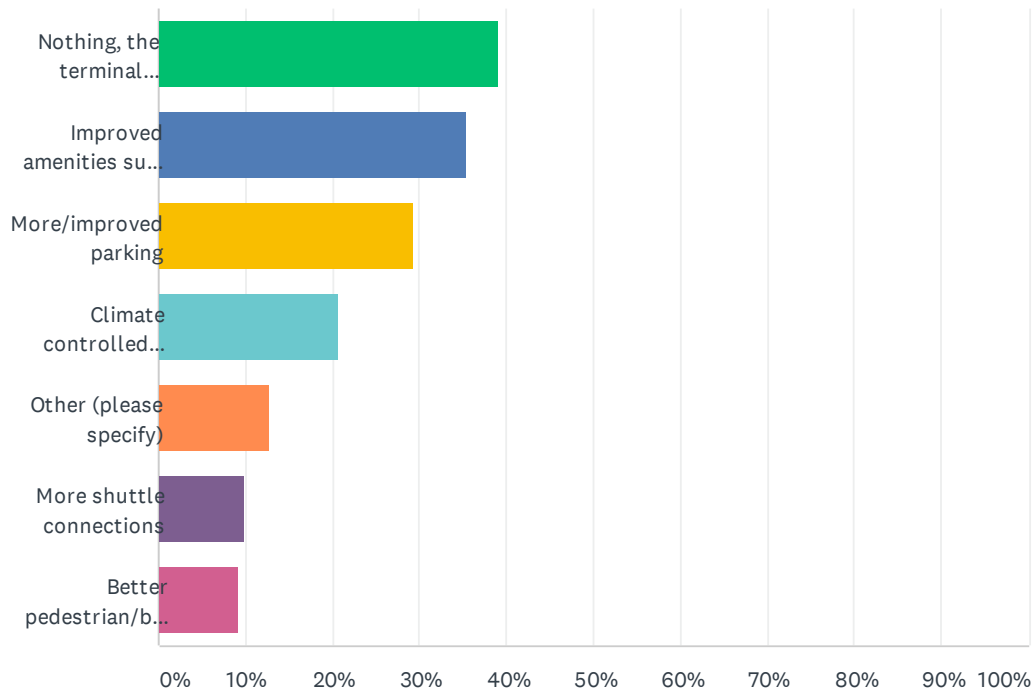
Mackinac Island Transportation Authority

| | | |
|----|---|--------------------|
| 7 | Better bathroom facilities | 6/21/2021 9:45 PM |
| 8 | Clean restrooms | 6/20/2021 8:45 PM |
| 9 | Better options for overnight parking other than vallet service | 6/20/2021 5:44 PM |
| 10 | Self indoor parking, with security guard on duty 24/7 | 6/20/2021 3:12 PM |
| 11 | Star Line needs improvements | 6/20/2021 10:42 AM |
| 12 | Bathrooms were closed last time | 6/19/2021 6:11 PM |
| 13 | Day parking at the dock instead of all over town -- shuttle drivers aren't safe | 6/19/2021 6:11 PM |
| 14 | I only go over from St. Ignace | 6/18/2021 8:29 PM |
| 15 | Fans to keep the black bugs away in June | 6/18/2021 6:40 PM |

Visitors

Q28 What would you like to improve at the St. Ignace terminals? (select all that apply)

Answered: 164 Skipped: 419



| ANSWER CHOICES | RESPONSES |
|--|-----------|
| Nothing, the terminal functions well | 39.02% 64 |
| Improved amenities such as covered waiting area, seating, food service, etc. | 35.37% 58 |
| More/improved parking | 29.27% 48 |
| Climate controlled waiting areas | 20.73% 34 |
| Other (please specify) | 12.80% 21 |
| More shuttle connections | 9.76% 16 |
| Better pedestrian/bike connections to the terminal | 9.15% 15 |
| Total Respondents: 164 | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|--|-------------------|
| 1 | Separation of tourists and commuters | 7/14/2021 9:17 PM |
| 2 | Facilities pretty adequate | 7/12/2021 5:49 PM |
| 3 | N/A | 7/12/2021 4:54 PM |
| 4 | Just plain dirty and no organization. | 6/25/2021 1:54 PM |
| 5 | Normally don't travel out of st ignace | 6/24/2021 6:54 AM |
| 6 | Star Line | 6/23/2021 6:39 AM |

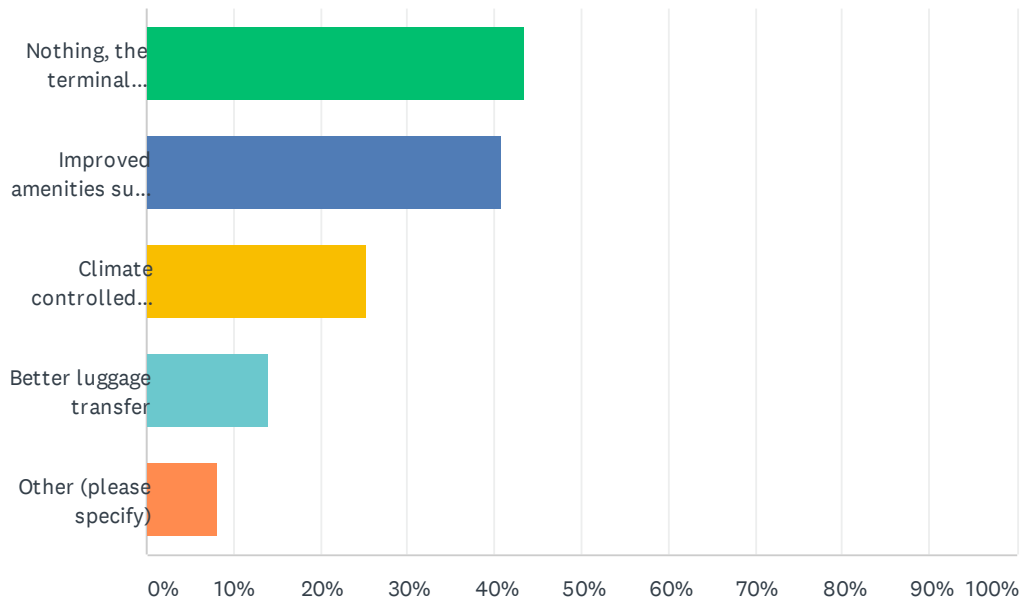
Mackinac Island Transportation Authority

| | | |
|----|--|--------------------|
| 7 | I don't sail from St. Ignace | 6/22/2021 8:30 AM |
| 8 | Na | 6/21/2021 11:23 PM |
| 9 | Better bathroom facilities | 6/21/2021 9:45 PM |
| 10 | I use Mackinac city | 6/20/2021 3:32 PM |
| 11 | have not used these | 6/20/2021 2:12 PM |
| 12 | Star Line needs improvements | 6/20/2021 10:42 AM |
| 13 | Have never used | 6/20/2021 9:32 AM |
| 14 | Dont use this facility | 6/20/2021 9:06 AM |
| 15 | Do not use St Ignace terminal | 6/19/2021 10:30 PM |
| 16 | Unable to answer | 6/19/2021 6:46 PM |
| 17 | don't use them | 6/19/2021 7:29 AM |
| 18 | Don't use this terminal | 6/18/2021 9:01 PM |
| 19 | I don't use st. Ignace | 6/18/2021 8:40 PM |
| 20 | My answer applies only to Sheplera. I never take Star. | 6/18/2021 8:29 PM |
| 21 | Never use it | 6/18/2021 1:59 PM |

Visitors

Q29 What would you like to improve at the Mackinac Island ferry terminals? (select all that apply)

Answered: 186 Skipped: 397



| ANSWER CHOICES | RESPONSES |
|--|-----------|
| Nothing, the terminal functions well | 43.55% 81 |
| Improved amenities such as covered waiting area, seating, food service, etc. | 40.86% 76 |
| Climate controlled waiting areas | 25.27% 47 |
| Better luggage transfer | 13.98% 26 |
| Other (please specify) | 8.06% 15 |
| Total Respondents: 186 | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|----|--|--------------------|
| 1 | More space, too crowded | 7/17/2021 2:43 PM |
| 2 | Separation of commuters and tourists | 7/14/2021 9:17 PM |
| 3 | better organized | 7/3/2021 9:24 PM |
| 4 | Improve the Star Line areas. I they reflect bad for the Island | 6/23/2021 6:39 AM |
| 5 | Better bathroom facilities | 6/21/2021 9:45 PM |
| 6 | Better wifi | 6/21/2021 11:20 AM |
| 7 | restrooms | 6/20/2021 11:59 PM |
| 8 | Restrooms | 6/20/2021 8:45 PM |
| 9 | None | 6/20/2021 3:32 PM |
| 10 | commuter for work, so all seems okay for what I expect | 6/20/2021 11:05 AM |
| 11 | Someplace where passengers can sit and wait versus having to stand in line especially in the | 6/20/2021 3:07 AM |

Mackinac Island Transportation Authority

| | | |
|----|--|-------------------|
| | hot summer months or the cold winter times | |
| 12 | Main Street becomes unpleasantly crowded. Difficult to move from the terminal to the rest of the island. | 6/19/2021 8:47 PM |
| 13 | covered line up area | 6/18/2021 8:40 PM |
| 14 | A little more cover for the Sheplers dock | 6/18/2021 8:29 PM |
| 15 | n/a | 6/17/2021 3:47 PM |

Visitors

Q30 Are there other locations you would be interested in connecting by ferry to/from Mackinac Island?

Answered: 129 Skipped: 454

| # | RESPONSES | DATE |
|----|--|--------------------|
| 1 | not really | 7/23/2021 3:40 PM |
| 2 | You would have to be more specific. | 7/22/2021 10:14 AM |
| 3 | No | 7/22/2021 9:47 AM |
| 4 | no | 7/21/2021 7:08 PM |
| 5 | No | 7/20/2021 2:15 PM |
| 6 | No | 7/17/2021 2:43 PM |
| 7 | No | 7/14/2021 9:17 PM |
| 8 | No | 7/14/2021 8:17 PM |
| 9 | Cheboygan | 7/14/2021 3:49 PM |
| 10 | Cheboygan | 7/14/2021 3:30 PM |
| 11 | None | 7/14/2021 12:17 PM |
| 12 | No | 7/14/2021 10:26 AM |
| 13 | Cheboygan | 7/14/2021 10:12 AM |
| 14 | No | 7/13/2021 7:39 PM |
| 15 | no | 7/13/2021 2:06 PM |
| 16 | No | 7/13/2021 7:32 AM |
| 17 | No | 7/12/2021 5:49 PM |
| 18 | Not sure, but that would be nice to have more options. Mackinaw City has a monopoly on hotel owners. | 7/12/2021 4:54 PM |
| 19 | No | 7/12/2021 10:28 AM |
| 20 | Probably not | 7/10/2021 10:53 AM |
| 21 | No | 7/9/2021 11:46 AM |
| 22 | Not really | 7/7/2021 12:43 PM |
| 23 | N/a | 7/5/2021 5:03 PM |
| 24 | Residential areas | 7/5/2021 12:03 PM |
| 25 | no | 7/3/2021 9:24 PM |
| 26 | No | 7/1/2021 8:37 PM |
| 27 | no | 7/1/2021 11:55 AM |
| 28 | Not really | 6/29/2021 10:11 AM |
| 29 | no | 6/25/2021 2:44 PM |
| 30 | From Cheboygan | 6/25/2021 1:54 PM |
| 31 | Maybe | 6/24/2021 7:43 AM |

Mackinac Island Transportation Authority

| | | |
|----|--|--------------------|
| 32 | No | 6/24/2021 7:41 AM |
| 33 | No | 6/24/2021 6:54 AM |
| 34 | None | 6/23/2021 11:24 AM |
| 35 | Traverse City | 6/23/2021 7:23 AM |
| 36 | No | 6/23/2021 6:39 AM |
| 37 | No | 6/23/2021 1:16 AM |
| 38 | No | 6/23/2021 12:52 AM |
| 39 | No | 6/22/2021 9:31 PM |
| 40 | None | 6/22/2021 7:51 PM |
| 41 | Hessel | 6/22/2021 3:54 PM |
| 42 | No | 6/22/2021 9:08 AM |
| 43 | No | 6/22/2021 8:30 AM |
| 44 | No | 6/21/2021 11:43 PM |
| 45 | UP | 6/21/2021 11:23 PM |
| 46 | No | 6/21/2021 9:45 PM |
| 47 | Maybe | 6/21/2021 7:00 PM |
| 48 | no | 6/21/2021 6:36 PM |
| 49 | No | 6/21/2021 5:36 PM |
| 50 | Yes | 6/21/2021 4:18 PM |
| 51 | Naw | 6/21/2021 3:32 PM |
| 52 | No | 6/21/2021 2:07 PM |
| 53 | No | 6/21/2021 10:12 AM |
| 54 | No | 6/21/2021 7:40 AM |
| 55 | No | 6/21/2021 6:39 AM |
| 56 | No | 6/21/2021 4:57 AM |
| 57 | No | 6/21/2021 2:27 AM |
| 58 | no | 6/20/2021 11:59 PM |
| 59 | No | 6/20/2021 10:49 PM |
| 60 | No | 6/20/2021 10:43 PM |
| 61 | No | 6/20/2021 10:11 PM |
| 62 | Na | 6/20/2021 10:01 PM |
| 63 | Not at this time | 6/20/2021 8:45 PM |
| 64 | No | 6/20/2021 6:00 PM |
| 65 | No | 6/20/2021 5:58 PM |
| 66 | No | 6/20/2021 5:44 PM |
| 67 | No | 6/20/2021 5:32 PM |
| 68 | No | 6/20/2021 4:52 PM |
| 69 | I almost always travel from Mackinaw City, only very rarely from St. Ignace. | 6/20/2021 4:05 PM |

Mackinac Island Transportation Authority

| | | |
|-----|--|--------------------|
| 70 | Round Island ☹ | 6/20/2021 3:41 PM |
| 71 | No | 6/20/2021 3:33 PM |
| 72 | No | 6/20/2021 3:32 PM |
| 73 | No | 6/20/2021 3:22 PM |
| 74 | No | 6/20/2021 3:16 PM |
| 75 | No. | 6/20/2021 3:12 PM |
| 76 | Cheboygan | 6/20/2021 3:01 PM |
| 77 | No | 6/20/2021 2:39 PM |
| 78 | No | 6/20/2021 2:30 PM |
| 79 | No | 6/20/2021 2:23 PM |
| 80 | No | 6/20/2021 2:14 PM |
| 81 | no | 6/20/2021 11:05 AM |
| 82 | No | 6/20/2021 10:42 AM |
| 83 | No | 6/20/2021 9:32 AM |
| 84 | Somewhere along lake Huron. ie..Florida shuttles to Key West. Water transportation can be leisure event in itself, would add to the visit as an event. Short (Cheboygan) Long (Saginaw Bay) | 6/20/2021 9:11 AM |
| 85 | No | 6/20/2021 9:06 AM |
| 86 | I don't think there's anywhere else that would make sense to connect to. St. Ignace and Mackinaw City are easy enough to travel to for ferry service. Also, longer ferry trips from other destinations wouldn't be time effective. | 6/20/2021 8:25 AM |
| 87 | No | 6/20/2021 7:37 AM |
| 88 | No | 6/20/2021 7:34 AM |
| 89 | No | 6/20/2021 7:24 AM |
| 90 | Cheboygan | 6/20/2021 6:32 AM |
| 91 | Cheboygan | 6/20/2021 3:07 AM |
| 92 | No | 6/19/2021 11:23 PM |
| 93 | Petoskey | 6/19/2021 10:36 PM |
| 94 | Yes. | 6/19/2021 10:35 PM |
| 95 | No, Mack City is very convenient | 6/19/2021 10:30 PM |
| 96 | No | 6/19/2021 9:53 PM |
| 97 | No | 6/19/2021 9:42 PM |
| 98 | No | 6/19/2021 8:47 PM |
| 99 | No | 6/19/2021 7:38 PM |
| 100 | no | 6/19/2021 7:37 PM |
| 101 | No | 6/19/2021 7:33 PM |
| 102 | More Bridge cruises. | 6/19/2021 6:51 PM |
| 103 | Not teally | 6/19/2021 6:48 PM |
| 104 | No | 6/19/2021 6:46 PM |
| 105 | No | 6/19/2021 6:42 PM |

Mackinac Island Transportation Authority

| | | |
|-----|---|--------------------|
| 106 | Summer service from St. Ignace to Mackinac...with no stop at Mackinac Island. | 6/19/2021 3:39 PM |
| 107 | no | 6/19/2021 2:09 PM |
| 108 | Perhaps for a longer cruise, Detour. | 6/19/2021 10:59 AM |
| 109 | No | 6/19/2021 10:23 AM |
| 110 | No | 6/19/2021 8:39 AM |
| 111 | No | 6/19/2021 7:38 AM |
| 112 | no | 6/19/2021 7:29 AM |
| 113 | Yes, from Cheboygan. | 6/19/2021 6:19 AM |
| 114 | Bois Blanc, Cheboygan, Petoskey | 6/19/2021 12:14 AM |
| 115 | - | 6/19/2021 12:09 AM |
| 116 | Yes | 6/18/2021 11:40 PM |
| 117 | no | 6/18/2021 9:33 PM |
| 118 | No | 6/18/2021 9:01 PM |
| 119 | no | 6/18/2021 8:40 PM |
| 120 | no | 6/18/2021 8:30 PM |
| 121 | No | 6/18/2021 8:29 PM |
| 122 | No | 6/18/2021 7:57 PM |
| 123 | Petoskey | 6/18/2021 7:52 PM |
| 124 | no | 6/18/2021 6:40 PM |
| 125 | n/a | 6/18/2021 5:56 PM |
| 126 | No | 6/18/2021 5:35 PM |
| 127 | No | 6/18/2021 1:59 PM |
| 128 | casino | 6/18/2021 9:44 AM |
| 129 | No | 6/17/2021 3:47 PM |

Visitors

Q31 Are there other improvements to transportation to and from Mackinac Island that you would like to see which have not been addressed in this survey?

Answered: 119 Skipped: 464

| # | RESPONSES | DATE |
|----|--|--------------------|
| 1 | Not really | 7/23/2021 3:40 PM |
| 2 | Having some better process to keep one apprised of the amount of time before a taxi will arrive would be great. Even a text of a ten minute warning. As it stands, it could be 5 minutes and it could be an hour and a half. I'm surprised nobody has done anything about it, but I guess if you don't have enough competition, nobody will ever improve anything | 7/22/2021 10:14 AM |
| 3 | no | 7/21/2021 7:08 PM |
| 4 | No | 7/20/2021 2:15 PM |
| 5 | No | 7/14/2021 9:17 PM |
| 6 | Earlier trips more winter trips | 7/14/2021 8:17 PM |
| 7 | Since it creates delays, a limit on the amount of personal bikes being ferried across. | 7/14/2021 12:17 PM |
| 8 | SHUTTLE BUS FROM NEARBY CITIES | 7/14/2021 10:26 AM |
| 9 | No | 7/14/2021 10:12 AM |
| 10 | No | 7/13/2021 7:39 PM |
| 11 | no | 7/13/2021 2:06 PM |
| 12 | Be clearer that class 1 e-bikes are allowed on the island for those with mobility disabilities. | 7/13/2021 7:32 AM |
| 13 | No | 7/12/2021 5:49 PM |
| 14 | no | 7/12/2021 4:54 PM |
| 15 | No | 7/12/2021 10:28 AM |
| 16 | No | 7/10/2021 10:53 AM |
| 17 | No | 7/7/2021 12:43 PM |
| 18 | More flights in and out of Pellston with more air carriers other than just Delta. When people can't get a ferry off island in time, or can't get a ferry to the island late enough due to flight schedules in and out of Pellston, it's very difficult to encourage travel to Mackinac Island when they may have to spend an extra night in Mac City before or after their planned stay on Mackinac. | 7/7/2021 11:44 AM |
| 19 | No | 7/5/2021 5:03 PM |
| 20 | We miss Arnold's | 7/5/2021 2:40 PM |
| 21 | None | 7/5/2021 12:03 PM |
| 22 | no | 7/3/2021 9:24 PM |
| 23 | a third ferry service has allowed the others especially star to be less hospitable--- | 7/2/2021 4:14 PM |
| 24 | No | 7/1/2021 8:37 PM |
| 25 | no, current system works well for summer travelers. | 7/1/2021 11:55 AM |
| 26 | None | 6/29/2021 10:11 AM |

Mackinac Island Transportation Authority

| | | |
|----|--|--------------------|
| 27 | no | 6/25/2021 2:44 PM |
| 28 | There is night and day difference between Sheplers and Star Line. | 6/25/2021 1:54 PM |
| 29 | No | 6/24/2021 7:43 AM |
| 30 | Nothing | 6/24/2021 6:54 AM |
| 31 | None | 6/23/2021 11:24 AM |
| 32 | Better handling of luggage and bikes. Sometimes I have had to wait for a different boat to come in because I got to Mackinaw City before my luggage. | 6/23/2021 7:23 AM |
| 33 | No | 6/23/2021 6:39 AM |
| 34 | No | 6/23/2021 1:16 AM |
| 35 | No | 6/23/2021 12:52 AM |
| 36 | No | 6/22/2021 9:31 PM |
| 37 | No | 6/22/2021 7:51 PM |
| 38 | no. | 6/22/2021 3:54 PM |
| 39 | No, please keep it rustic and functional. Not super fancy climate controlled with amenities. We want to see and feel the water. We want to keep it quaint. | 6/22/2021 9:08 AM |
| 40 | No | 6/22/2021 8:30 AM |
| 41 | No | 6/21/2021 11:43 PM |
| 42 | No | 6/21/2021 11:23 PM |
| 43 | None at this time | 6/21/2021 9:45 PM |
| 44 | no | 6/21/2021 6:36 PM |
| 45 | No | 6/21/2021 5:36 PM |
| 46 | Yes | 6/21/2021 4:18 PM |
| 47 | Naw | 6/21/2021 3:32 PM |
| 48 | No | 6/21/2021 2:07 PM |
| 49 | No | 6/21/2021 10:12 AM |
| 50 | Increased porter assist from island taxi to the ferry. | 6/21/2021 7:40 AM |
| 51 | No | 6/21/2021 6:39 AM |
| 52 | No | 6/21/2021 4:57 AM |
| 53 | No | 6/21/2021 2:27 AM |
| 54 | No | 6/20/2021 10:43 PM |
| 55 | Late night ferry on weekends | 6/20/2021 10:01 PM |
| 56 | Faster times, more info for passengers | 6/20/2021 8:45 PM |
| 57 | No | 6/20/2021 6:00 PM |
| 58 | No | 6/20/2021 5:58 PM |
| 59 | No | 6/20/2021 5:44 PM |
| 60 | No | 6/20/2021 5:32 PM |
| 61 | No. Not really | 6/20/2021 4:52 PM |
| 62 | Early handicap boarding would be appreciated. People with mobility issues have a difficult time dealing with others who hurry for the best seats, excited children, etc. It would be safer for | 6/20/2021 4:05 PM |

Mackinac Island Transportation Authority

everyone if handicap travelers could board first. (Most of us are going to sit on the lower level, anyway.)

| | | |
|----|---|--------------------|
| 63 | No | 6/20/2021 3:41 PM |
| 64 | No | 6/20/2021 3:33 PM |
| 65 | No | 6/20/2021 3:32 PM |
| 66 | No | 6/20/2021 3:22 PM |
| 67 | Love going under the bridge! | 6/20/2021 3:16 PM |
| 68 | No | 6/20/2021 3:01 PM |
| 69 | No | 6/20/2021 2:39 PM |
| 70 | The way that Starline treats their locals and commuters | 6/20/2021 2:30 PM |
| 71 | No | 6/20/2021 2:23 PM |
| 72 | No | 6/20/2021 2:14 PM |
| 73 | more staff for the ferries | 6/20/2021 11:05 AM |
| 74 | No | 6/20/2021 10:42 AM |
| 75 | No | 6/20/2021 9:32 AM |
| 76 | Offer walking assistance at ports, for challenged individuals. Announce Fun facts about Ferry, Company, number of sails for that vessel, dignitaries who rode, any funny stories related. Where to check for open rooms, current marked event on island. Teaser for future upcoming events, with ferry or island. Frequent sailing individuals awarded perks. | 6/20/2021 9:11 AM |
| 77 | No | 6/20/2021 9:06 AM |
| 78 | Air service should be part of the comprehensive plan. | 6/20/2021 8:25 AM |
| 79 | No | 6/20/2021 7:37 AM |
| 80 | Cost to transport bike unreal. | 6/20/2021 7:34 AM |
| 81 | No | 6/20/2021 7:24 AM |
| 82 | The island is too crowded in the summer, occupancy on the island should be managed to protect the environment and improve safety. Service improvement would be to allow interconnection of the ferry rides so patrons could ride the ferry to multiple locations in a day. Adding a cheboygan terminal would support many workers who currently drive to mackinaw and then take the ferry to work on the island, it would increase job access for many more people and increase workforce available to island employers, a new terminal would relieve some of the congestion in mackinaw city and be an economic boost to other parts of northern Michigan. | 6/20/2021 6:32 AM |
| 83 | Ensure the safety of the passengers and ensure that the ferry captains aren't hot dogging around. Also no side trips for tourists go to the island and from the island; no side trips under the bridge which are interesting but kind of frustrating at times | 6/20/2021 3:07 AM |
| 84 | No | 6/19/2021 11:23 PM |
| 85 | Since Mackinac Island has a year round population...if the private ferry companies can not manage costs, off season fleet upgrades and a Mackinaw City freight terminal...Mackinac Island should appeal to MDOT for a State ferry. | 6/19/2021 10:35 PM |
| 86 | No | 6/19/2021 9:53 PM |
| 87 | No | 6/19/2021 9:42 PM |
| 88 | No | 6/19/2021 8:47 PM |
| 89 | No | 6/19/2021 7:38 PM |
| 90 | no | 6/19/2021 7:37 PM |

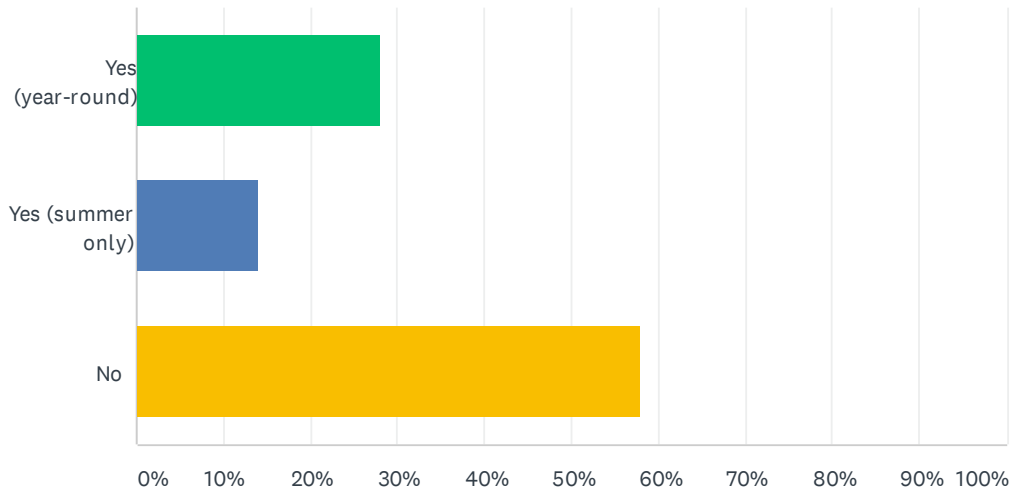
Mackinac Island Transportation Authority

| | | |
|-----|--|--------------------|
| 91 | No | 6/19/2021 7:33 PM |
| 92 | Try to get electric boats. Looking to the future. Not all boats right away but put it in your strategic plan | 6/19/2021 6:48 PM |
| 93 | No | 6/19/2021 6:46 PM |
| 94 | No | 6/19/2021 6:42 PM |
| 95 | Sheplers is great. Starline is horrible! | 6/19/2021 2:44 PM |
| 96 | no | 6/19/2021 2:09 PM |
| 97 | Perhaps a twilight fare, or lower for non peak times. | 6/19/2021 10:59 AM |
| 98 | Closer arming and more parking spaces for handicapped!! | 6/19/2021 10:23 AM |
| 99 | No | 6/19/2021 8:39 AM |
| 100 | No | 6/19/2021 7:52 AM |
| 101 | No | 6/19/2021 7:38 AM |
| 102 | no | 6/19/2021 7:29 AM |
| 103 | Have a ticket that would get me from Mackinaw City to St. Ignace via the Island. And vice versa. I would be able to transfer to the appropriate ferry on the island without leaving the terminal area. Also maybe have a special cruise around the Island on occasion similar to the Lighthouse Tours. | 6/19/2021 6:37 AM |
| 104 | No | 6/19/2021 6:19 AM |
| 105 | Interior of ferry should have some interesting facts on the Island displayed for new comers. | 6/19/2021 4:02 AM |
| 106 | no | 6/19/2021 12:09 AM |
| 107 | No | 6/18/2021 11:40 PM |
| 108 | no | 6/18/2021 9:33 PM |
| 109 | No | 6/18/2021 9:01 PM |
| 110 | no | 6/18/2021 8:30 PM |
| 111 | No | 6/18/2021 8:29 PM |
| 112 | N/a | 6/18/2021 7:52 PM |
| 113 | no | 6/18/2021 6:40 PM |
| 114 | n/a | 6/18/2021 5:56 PM |
| 115 | Better safety and traffic control at the Mackinac Island Ferry Docks. It is often crowded, chaotic, and occasionally quite dangerous. | 6/18/2021 5:35 PM |
| 116 | NO | 6/18/2021 1:59 PM |
| 117 | annual pass for residence in St. Ignace and Mackinaw City | 6/18/2021 9:44 AM |
| 118 | Allow and provide docking for water taxi services. | 6/17/2021 7:10 PM |
| 119 | n/a | 6/17/2021 3:47 PM |

All respondents

Q32 Do you work or own a business on Mackinac Island?

Answered: 406 Skipped: 177

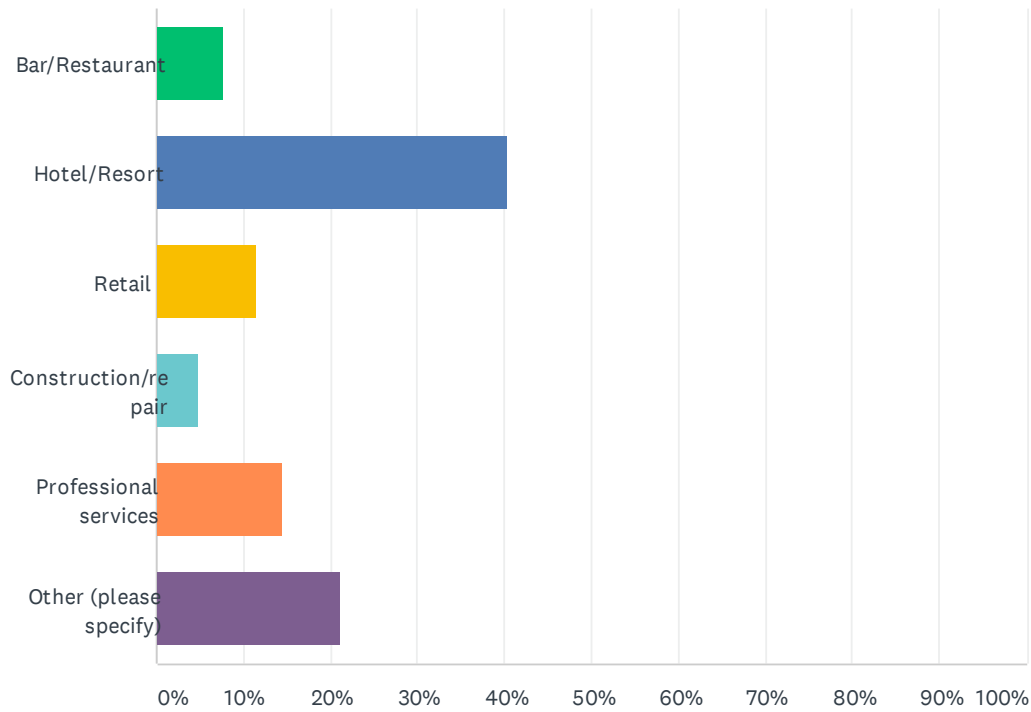


| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|------------|
| Yes (year-round) | 28.08% | 114 |
| Yes (summer only) | 14.04% | 57 |
| No | 57.88% | 235 |
| TOTAL | | 406 |

Business owners or employees

Q33 What type of business do you operate or work for on Mackinac Island?

Answered: 166 Skipped: 417



| ANSWER CHOICES | RESPONSES |
|------------------------|------------|
| Bar/Restaurant | 7.83% 13 |
| Hotel/Resort | 40.36% 67 |
| Retail | 11.45% 19 |
| Construction/repair | 4.82% 8 |
| Professional services | 14.46% 24 |
| Other (please specify) | 21.08% 35 |
| TOTAL | 166 |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|------------------------|--------------------|
| 1 | park service | 7/14/2021 3:50 PM |
| 2 | Freight Business | 7/13/2021 5:24 PM |
| 3 | Bed and Breakfast | 6/23/2021 10:21 AM |
| 4 | Carriage tours | 6/23/2021 12:36 AM |
| 5 | Tour Guide | 6/21/2021 9:20 PM |
| 6 | DPW | 6/21/2021 8:40 PM |
| 7 | Carriage Tours | 6/21/2021 7:40 PM |

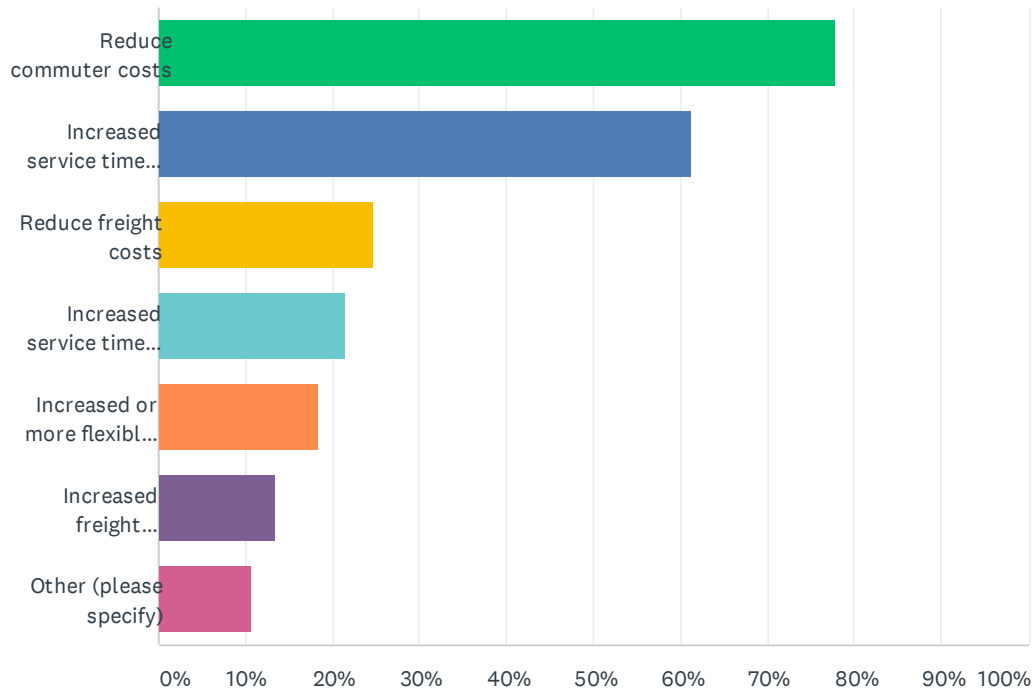
Mackinac Island Transportation Authority

| | | |
|----|-----------------------------------|--------------------|
| 8 | Grocery | 6/21/2021 7:01 PM |
| 9 | Sometimes I work in the summer | 6/21/2021 4:34 PM |
| 10 | Web Design | 6/21/2021 4:10 PM |
| 11 | Candy shop | 6/21/2021 3:24 PM |
| 12 | School | 6/21/2021 1:42 PM |
| 13 | n/a | 6/21/2021 1:36 PM |
| 14 | Horses | 6/21/2021 12:02 PM |
| 15 | Water Filtration Plant Operator | 6/21/2021 11:08 AM |
| 16 | blog | 6/21/2021 7:47 AM |
| 17 | State park | 6/21/2021 7:33 AM |
| 18 | Healthcare | 6/20/2021 3:01 PM |
| 19 | Restaurant, retail, even starline | 6/20/2021 2:55 PM |
| 20 | Dray service and carriage tours | 6/20/2021 2:32 PM |
| 21 | Youth education | 6/19/2021 11:16 PM |
| 22 | No | 6/19/2021 10:37 PM |
| 23 | State Park | 6/19/2021 8:41 PM |
| 24 | Public service, retail | 6/19/2021 6:42 PM |
| 25 | Department of public works | 6/19/2021 5:06 PM |
| 26 | EMS services | 6/19/2021 4:09 PM |
| 27 | Dray service | 6/19/2021 1:31 PM |
| 28 | Bike Rental | 6/19/2021 9:24 AM |
| 29 | Community service | 6/19/2021 8:52 AM |
| 30 | library | 6/19/2021 8:33 AM |
| 31 | School and fudge shop | 6/19/2021 8:32 AM |
| 32 | Lawn maintenance and gardening | 6/19/2021 8:27 AM |
| 33 | public amenity | 6/18/2021 9:03 AM |
| 34 | Attraction | 6/18/2021 8:29 AM |
| 35 | Nonprofit | 6/17/2021 4:22 PM |

Business owners or employees

Q34 If yes, what improvements are needed? (select all that apply)

Answered: 158 Skipped: 425



| ANSWER CHOICES | RESPONSES |
|---|------------|
| Reduce commuter costs | 77.85% 123 |
| Increased service times to bring employees to/from the Island | 61.39% 97 |
| Reduce freight costs | 24.68% 39 |
| Increased service times to bring more visitors to the Island | 21.52% 34 |
| Increased or more flexible freight schedule | 18.35% 29 |
| Increased freight capacity | 13.29% 21 |
| Other (please specify) | 10.76% 17 |
| Total Respondents: 158 | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|---|--------------------|
| 1 | Year round boat service | 7/14/2021 9:18 PM |
| 2 | Reduction or elimination of the franchise fee in order to reduce ticket prices. | 7/14/2021 12:20 PM |
| 3 | Additional flight options in and out of Pellston. | 7/7/2021 11:45 AM |
| 4 | Allow workers who don't have a permanent address (those living in employee housing) to get commuter passes. | 7/6/2021 6:33 PM |
| 5 | Island employee discounts | 7/6/2021 5:29 PM |
| 6 | More service times to get better more affordable housing off island for employees. | 7/6/2021 5:20 PM |
| 7 | Reduced parking seasonal fees | 6/22/2021 5:46 PM |

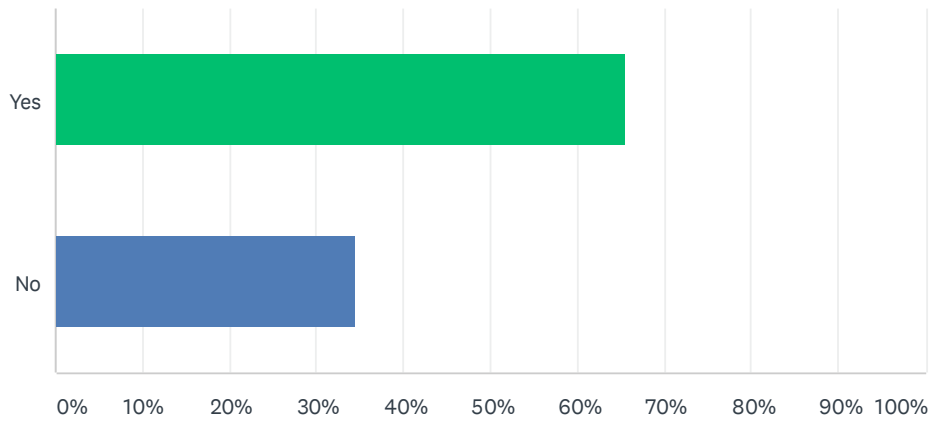
Mackinac Island Transportation Authority

| | | |
|----|--|-------------------|
| 8 | Comprehensive vision for all Straits transportation | 6/22/2021 4:36 PM |
| 9 | Extended length of service day | 6/22/2021 1:55 PM |
| 10 | If possible, increase schedule during off season. | 6/21/2021 8:40 PM |
| 11 | Dray time management; getting items from dock to work | 6/21/2021 6:45 PM |
| 12 | Better off-season weekend schedule | 6/21/2021 4:10 PM |
| 13 | n/a | 6/21/2021 1:36 PM |
| 14 | Winter service | 6/21/2021 7:33 AM |
| 15 | Better ferry schedule on the off season | 6/20/2021 9:48 AM |
| 16 | Star line freight costs are too high. | 6/19/2021 8:44 PM |
| 17 | As noted earlier, allow and provide docking space for water taxi services to drop off and pick up passengers so when necessary we aren't tied to ferry schedules | 6/17/2021 7:13 PM |

Business owners or employees

Q35 Do you think improvements to ferry travel to/from Mackinac Island are needed to increase or support your business?

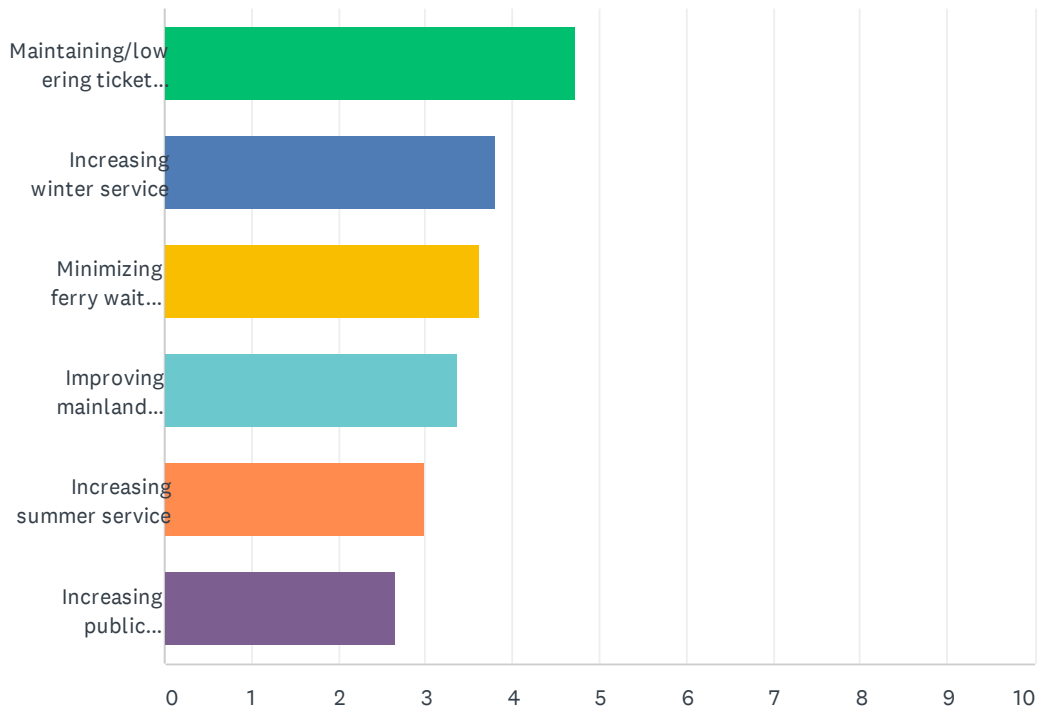
Answered: 165 Skipped: 418



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Yes | 65.45% | 108 |
| No | 34.55% | 57 |
| TOTAL | | 165 |

Q36 Rank the following options based on your priorities for service, with 1 being your highest priority and 6 being your lowest priority.

Answered: 352 Skipped: 231

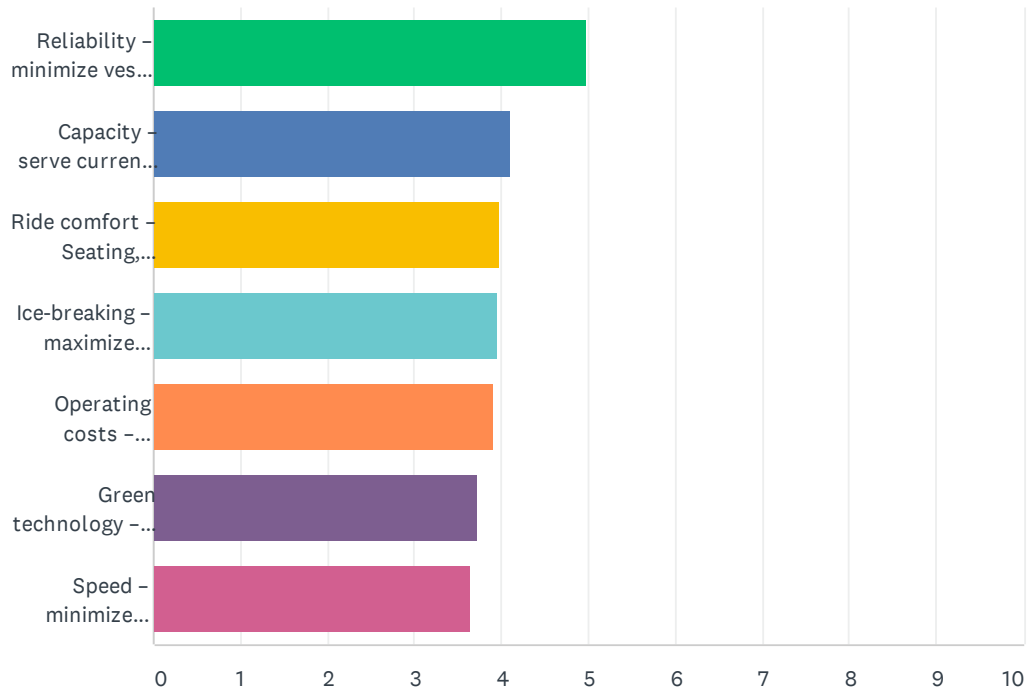


| | 1 | 2 | 3 | 4 | 5 | 6 | TOTAL | SCORE |
|---|---------------|--------------|--------------|--------------|--------------|--------------|-------|-------|
| Maintaining/lowering ticket prices | 39.22% 131 | 25.45% 85 | 16.77% 56 | 8.98% 30 | 6.59% 22 | 2.99% 10 | 334 | 4.73 |
| Increasing winter service | 30.75% 103 | 14.03% 47 | 12.24% 41 | 11.64% 39 | 10.45% 35 | 20.90% 70 | 335 | 3.80 |
| Minimizing ferry wait times | 11.49% 37 | 19.57% 63 | 22.05% 71 | 21.74% 70 | 15.22% 49 | 9.94% 32 | 322 | 3.61 |
| Improving mainland parking availability | 14.20% 48 | 16.86% 57 | 16.86% 57 | 15.09% 51 | 17.75% 60 | 19.23% 65 | 338 | 3.37 |
| Increasing summer service | 5.64% 18 | 13.17% 42 | 18.18% 58 | 19.12% 61 | 25.39% 81 | 18.50% 59 | 319 | 2.99 |
| Increasing public transportation connections at mainland terminal locations | 2.77% 9 | 10.77% 35 | 13.85% 45 | 21.85% 71 | 24.00% 78 | 26.77% 87 | 325 | 2.66 |

All respondents

Q37 Rank the following options based on your priorities for new vessel investments, with 1 being your highest priority and 7 being your lowest priority.

Answered: 344 Skipped: 239

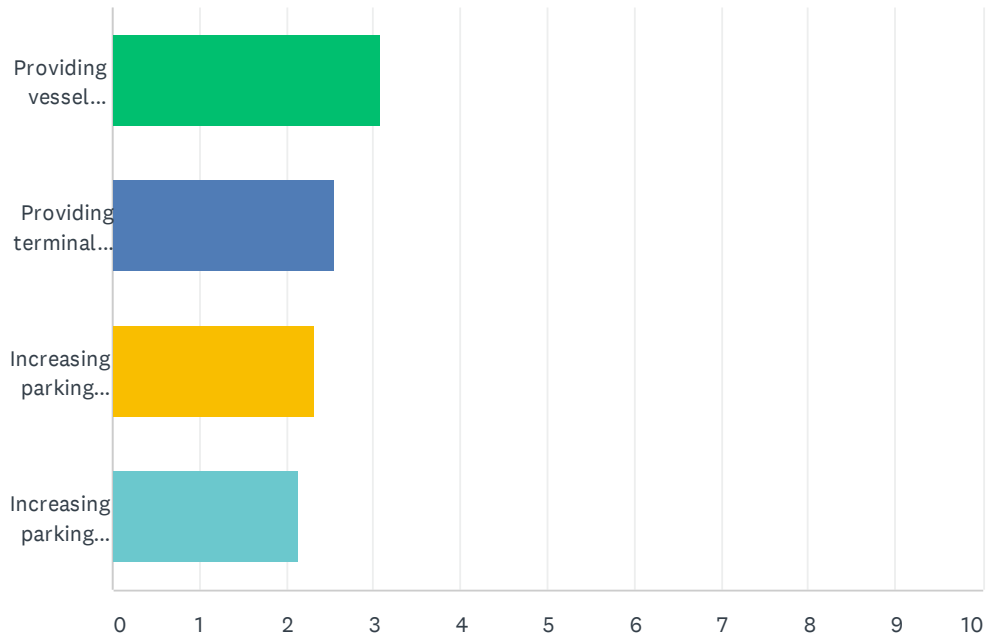


| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | TOTAL | SCORE |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------|-------|
| Reliability – minimize vessel out of service time | 18.44% 59 | 27.50% 88 | 19.69% 63 | 13.75% 44 | 10.94% 35 | 7.19% 23 | 2.50% 8 | 320 | 4.97 |
| Capacity – serve current and future demand | 5.70% 18 | 14.24% 45 | 21.52% 68 | 26.27% 83 | 14.24% 45 | 12.03% 38 | 6.01% 19 | 316 | 4.11 |
| Ride comfort – Seating, bathrooms, climate controlled passenger areas, etc. | 8.95% 29 | 13.58% 44 | 16.36% 53 | 18.21% 59 | 21.91% 71 | 12.96% 42 | 8.02% 26 | 324 | 3.98 |
| Ice-breaking – maximize ability to provide service year-round | 29.00% 96 | 9.37% 31 | 7.25% 24 | 6.04% 20 | 5.44% 18 | 16.62% 55 | 26.28% 87 | 331 | 3.95 |
| Operating costs – minimize operating costs | 13.04% 42 | 14.60% 47 | 12.73% 41 | 13.35% 43 | 16.46% 53 | 17.08% 55 | 12.73% 41 | 322 | 3.92 |
| Green technology – reduce emissions | 21.18% 68 | 10.59% 34 | 9.03% 29 | 8.41% 27 | 10.59% 34 | 9.97% 32 | 30.22% 97 | 321 | 3.73 |
| Speed – minimize crossing times | 7.84% 25 | 11.29% 36 | 14.42% 46 | 14.42% 46 | 18.81% 60 | 21.00% 67 | 12.23% 39 | 319 | 3.63 |

All respondents

Q38 Rank the following options based on your priorities for capital improvements, with 1 being your highest priority and 4 being your lowest priority.

Answered: 339 Skipped: 244

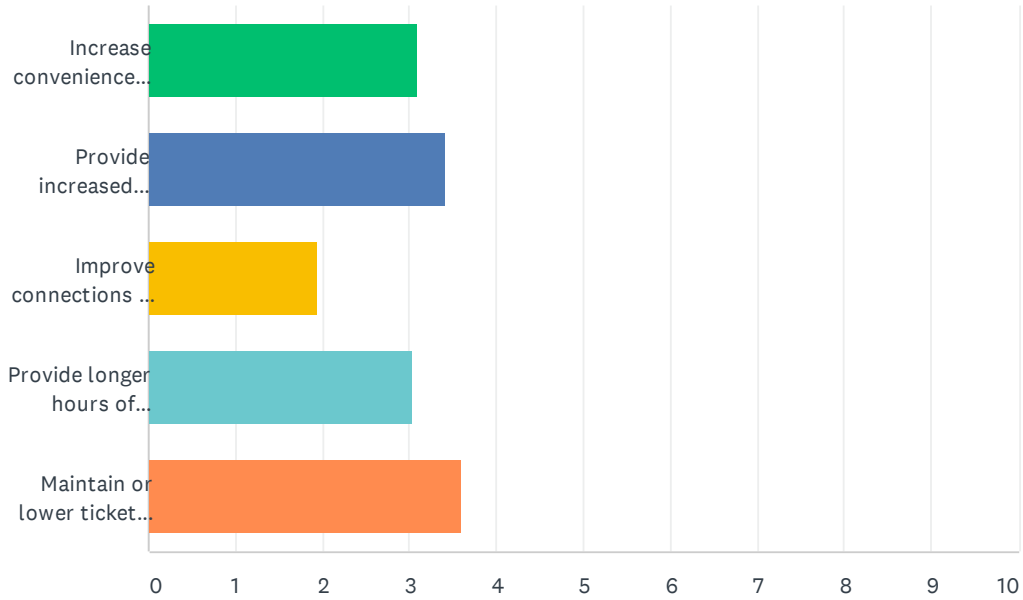


| | 1 | 2 | 3 | 4 | TOTAL | SCORE |
|--|---------------|---------------|---------------|---------------|-------|-------|
| Providing vessel improvements or construction | 47.78% 151 | 23.73% 75 | 15.82% 50 | 12.66% 40 | 316 | 3.07 |
| Providing terminal improvements | 16.61% 53 | 37.62% 120 | 31.35% 100 | 14.42% 46 | 319 | 2.56 |
| Increasing parking availability in St. Ignace | 16.13% 50 | 26.77% 83 | 30.00% 93 | 27.10% 84 | 310 | 2.32 |
| Increasing parking availability in Mackinaw City | 22.15% 72 | 13.23% 43 | 20.62% 67 | 44.00% 143 | 325 | 2.14 |

All respondents

Q39 Rank the following options based on your priorities for how MITA should focus service improvements, with 1 being your highest priority and 5 being your lowest priority.

Answered: 344 Skipped: 239



| | 1 | 2 | 3 | 4 | 5 | TOTAL | SCORE |
|---|---------------|---------------|--------------|--------------|---------------|-------|-------|
| Increase convenience (frequency of service, faster trips) | 13.97% 44 | 25.40% 80 | 26.67% 84 | 24.76% 78 | 9.21% 29 | 315 | 3.10 |
| Provide increased year-round service | 33.96% 109 | 19.63% 63 | 16.51% 53 | 14.64% 47 | 15.26% 49 | 321 | 3.42 |
| Improve connections at the terminals | 3.16% 10 | 9.81% 31 | 14.56% 46 | 23.42% 74 | 49.05% 155 | 316 | 1.95 |
| Provide longer hours of service | 9.51% 31 | 32.52% 106 | 24.23% 79 | 19.02% 62 | 14.72% 48 | 326 | 3.03 |
| Maintain or lower ticket prices | 42.81% 143 | 12.87% 43 | 17.07% 57 | 15.87% 53 | 11.38% 38 | 334 | 3.60 |

All respondents

Q40 Are there other priorities for improvements that were not identified in the previous questions?

Answered: 162 Skipped: 421

| # | RESPONSES | DATE |
|----|---|--------------------|
| 1 | not really | 7/23/2021 3:44 PM |
| 2 | Ability to load and unload freight and passengers simultaneously. | 7/22/2021 8:59 PM |
| 3 | Include/and or approve air as a part of the plan to and from the island | 7/22/2021 8:37 PM |
| 4 | It would be nice to have warm waiting areas for bad weather. All of the other nonsense mentioned in the previous ranked choices are indicative of people wanting a lot more, and I'm guessing that nobody wants to pay more. Life just doesn't work that way. | 7/22/2021 10:22 AM |
| 5 | no | 7/21/2021 7:13 PM |
| 6 | None | 7/20/2021 2:18 PM |
| 7 | No | 7/17/2021 2:47 PM |
| 8 | Friday and Saturday evenings need a late night Ferry around midnight or 11:00 p.m. due to weddings. No way to get back to the mainland after a welcome reception (8-10) or wedding reception. | 7/15/2021 7:12 AM |
| 9 | No | 7/14/2021 9:24 PM |
| 10 | No | 7/14/2021 8:24 PM |
| 11 | Space/area for providing some sort of limited privacy (curtain maybe) for medical transports. | 7/14/2021 12:43 PM |
| 12 | Pass system for "locals" (non island residents) | 7/13/2021 7:46 PM |
| 13 | Public transportation is not user friendly at either starline or Shepherd in mackinaw city locations. It is not convenient for passengers to board or carry supplies. People walk a great distance to get on the bus and have to carry groceries to the ferry. The flow of traffic is terrible often backing up traffic out to the main road several cars deep. The entrance to Sheplers in mackinaw becomes a dangerous place for traffic with Central avenue and the confusion of how the traffic flows in that intersection. | 7/13/2021 7:47 AM |
| 14 | No | 7/13/2021 7:35 AM |
| 15 | No | 7/12/2021 6:05 PM |
| 16 | Yes. Not spending millions of tax payer dollars when private enterprise appears to be available. | 7/12/2021 10:35 AM |
| 17 | na | 7/11/2021 1:36 PM |
| 18 | No | 7/9/2021 12:48 PM |
| 19 | N/A | 7/9/2021 12:10 PM |
| 20 | Sunday boats in the winter | 7/9/2021 8:19 AM |
| 21 | No | 7/6/2021 8:29 PM |
| 22 | No | 7/6/2021 7:15 PM |
| 23 | No | 7/6/2021 5:31 PM |
| 24 | no | 7/6/2021 3:01 PM |
| 25 | N/A | 7/5/2021 5:08 PM |
| 26 | None | 7/5/2021 12:06 PM |

Mackinac Island Transportation Authority

| | | |
|----|--|--------------------|
| 27 | no | 7/3/2021 9:28 PM |
| 28 | No | 7/1/2021 8:41 PM |
| 29 | no | 7/1/2021 11:58 AM |
| 30 | None | 6/29/2021 10:15 AM |
| 31 | no | 6/25/2021 2:49 PM |
| 32 | Great survey! | 6/25/2021 1:58 PM |
| 33 | If the city is going to buy a winter boat & run it they need to build waiting areas on Island and off & provide for parking and shuttling to existing parking on the main land. They own the coal dock on the Island that does not have a waiting area for passengers & currently do not own a mainline dock. The boat is a minor detail in providing service. | 6/25/2021 11:28 AM |
| 34 | Not running on the weekends in the winter is ridiculous! | 6/24/2021 2:06 PM |
| 35 | No | 6/24/2021 9:06 AM |
| 36 | No | 6/24/2021 7:51 AM |
| 37 | None | 6/24/2021 6:56 AM |
| 38 | None | 6/23/2021 11:26 AM |
| 39 | No | 6/23/2021 11:17 AM |
| 40 | The need for public restrooms on Mackinac Island Starline terminal Consider a \$1.00 Guest fee to help support City services and transpiration Services. A City Usage fee | 6/23/2021 10:27 AM |
| 41 | Frequent traveler ticketing and parking options for locals. During summer, locals should not have to pay so much to cross and park | 6/23/2021 8:58 AM |
| 42 | 1. ADJUST FERRY SCHEDULES TO MINIMIZE EMPTY VESSELS CROSSING AND WASTING FUEL- NOT NECESSARY FOR EVERY FERRY LINE TO RUN EVERY 15 MINUTES. 2. SLOW DOWN IN ST. IGNACE WATERS | 6/23/2021 8:13 AM |
| 43 | Better/less confusing handling of luggage and bikes | 6/23/2021 7:27 AM |
| 44 | I think that both lines should provide a welcoming experience for the visitors to the island, starting with parking, dock experience, employees, and boat appearances inside and out. At the present time with having used both lines summer and winter multiple times each year I would give Sheplers a 95 and Star a 25 | 6/23/2021 6:46 AM |
| 45 | No | 6/23/2021 1:19 AM |
| 46 | No | 6/23/2021 12:53 AM |
| 47 | No | 6/22/2021 9:34 PM |
| 48 | No | 6/22/2021 7:57 PM |
| 49 | Planning and coordination for the improvement of all marine transportation and ports in the Straits of Mackinac. | 6/22/2021 4:39 PM |
| 50 | N/a | 6/22/2021 3:57 PM |
| 51 | no | 6/22/2021 3:56 PM |
| 52 | n/a | 6/22/2021 2:13 PM |
| 53 | No | 6/22/2021 1:58 PM |
| 54 | Star Line crews need new uniforms and uniform policies. | 6/22/2021 12:49 PM |
| 55 | No | 6/22/2021 11:05 AM |
| 56 | No | 6/22/2021 12:19 AM |
| 57 | No | 6/21/2021 11:46 PM |
| 58 | No | 6/21/2021 11:26 PM |

Mackinac Island Transportation Authority

| | | |
|----|--|--------------------|
| 59 | The cost of parking for Mackinaw City and St Ignace ferry services has gotten a bit out of hand. | 6/21/2021 10:57 PM |
| 60 | No | 6/21/2021 10:24 PM |
| 61 | No | 6/21/2021 10:15 PM |
| 62 | N/A | 6/21/2021 10:13 PM |
| 63 | No | 6/21/2021 9:51 PM |
| 64 | ... | 6/21/2021 9:36 PM |
| 65 | No | 6/21/2021 8:45 PM |
| 66 | Not that I can think of. | 6/21/2021 7:48 PM |
| 67 | Year-round service (or at least as year-round as possible) should be the highest priority. | 6/21/2021 6:53 PM |
| 68 | Dray time management. | 6/21/2021 6:50 PM |
| 69 | no | 6/21/2021 6:42 PM |
| 70 | No | 6/21/2021 5:50 PM |
| 71 | Again, it's a tough balance, since the summer economy depends on tourists, but the ferries do serve locals all year-round. The year-round service does not seem to be the priority that the summer service does (and this is understandable, but unfortunate). | 6/21/2021 5:19 PM |
| 72 | no | 6/21/2021 5:05 PM |
| 73 | No | 6/21/2021 4:29 PM |
| 74 | No | 6/21/2021 2:18 PM |
| 75 | No | 6/21/2021 2:10 PM |
| 76 | no | 6/21/2021 1:39 PM |
| 77 | Minimize traffic congestion at Shepler's terminal in Mackinaw City. | 6/21/2021 1:03 PM |
| 78 | More federal inspections of Starlines boats and practices. | 6/21/2021 12:02 PM |
| 79 | None | 6/21/2021 12:02 PM |
| 80 | No | 6/21/2021 11:22 AM |
| 81 | no | 6/21/2021 11:18 AM |
| 82 | No | 6/21/2021 11:08 AM |
| 83 | No. | 6/21/2021 11:03 AM |
| 84 | na | 6/21/2021 7:52 AM |
| 85 | Assist getting luggage to street level on the island for older visitors. | 6/21/2021 7:45 AM |
| 86 | No | 6/21/2021 5:00 AM |
| 87 | No | 6/21/2021 2:34 AM |
| 88 | no | 6/21/2021 12:04 AM |
| 89 | No | 6/20/2021 10:04 PM |
| 90 | No | 6/20/2021 8:49 PM |
| 91 | No | 6/20/2021 6:09 PM |
| 92 | No | 6/20/2021 5:48 PM |
| 93 | No | 6/20/2021 5:36 PM |
| 94 | No | 6/20/2021 4:57 PM |

Mackinac Island Transportation Authority

| | | |
|-----|---|--------------------|
| 95 | Lower fares for Mackinac city and St Ignace residents | 6/20/2021 4:52 PM |
| 96 | no | 6/20/2021 3:58 PM |
| 97 | No | 6/20/2021 3:46 PM |
| 98 | Free resident parking in Mac city like in st ignace. | 6/20/2021 3:40 PM |
| 99 | No | 6/20/2021 3:37 PM |
| 100 | No | 6/20/2021 3:25 PM |
| 101 | Secure, indoor, SELF parking with 24/7 security. | 6/20/2021 3:18 PM |
| 102 | No | 6/20/2021 3:04 PM |
| 103 | No | 6/20/2021 2:57 PM |
| 104 | Improve congestion at docks in summer | 6/20/2021 2:42 PM |
| 105 | No | 6/20/2021 2:40 PM |
| 106 | No | 6/20/2021 2:26 PM |
| 107 | Improve foot traffic on the island during arrival times. Too much congestion at Shepler and Star Line second dock | 6/20/2021 2:25 PM |
| 108 | Na | 6/20/2021 2:16 PM |
| 109 | no | 6/20/2021 1:37 PM |
| 110 | no | 6/20/2021 11:09 AM |
| 111 | No | 6/20/2021 10:45 AM |
| 112 | Have ticket prices relate to speed of service. Nice tempered boat ride to island= lower fuel, lower maintenance, lower ticket price | 6/20/2021 9:22 AM |
| 113 | No | 6/20/2021 8:38 AM |
| 114 | I believe the questions covered the main priorities. | 6/20/2021 8:30 AM |
| 115 | No | 6/20/2021 7:45 AM |
| 116 | No | 6/20/2021 7:38 AM |
| 117 | No | 6/20/2021 7:27 AM |
| 118 | Expand ferry service beyond mackinaw and st Ignace. Cheboygan provides much of the workforce for summer in mackinaw city and the island, | 6/20/2021 6:39 AM |
| 119 | No but I would really like to see environmentally friendly decisions in the final plan, it's for the kids | 6/19/2021 10:41 PM |
| 120 | Essential service for year round residents/construction must equal the focus on tourism. | 6/19/2021 10:41 PM |
| 121 | I am a little concerned with faster service, more trips. The island can only accommodate so many people and the days with excessive crowds has greatly increased. | 6/19/2021 10:40 PM |
| 122 | No | 6/19/2021 9:57 PM |
| 123 | No | 6/19/2021 9:36 PM |
| 124 | All is great as is. | 6/19/2021 8:49 PM |
| 125 | No | 6/19/2021 7:42 PM |
| 126 | no | 6/19/2021 7:41 PM |
| 127 | Tickets should not expire. | 6/19/2021 7:19 PM |
| 128 | Not sure what you can do but sometimes Star is so disorganized that boats have been missed and packages(in both directions) have gone missing for weeks | 6/19/2021 7:08 PM |
| 129 | Go electric | 6/19/2021 6:51 PM |

Mackinac Island Transportation Authority

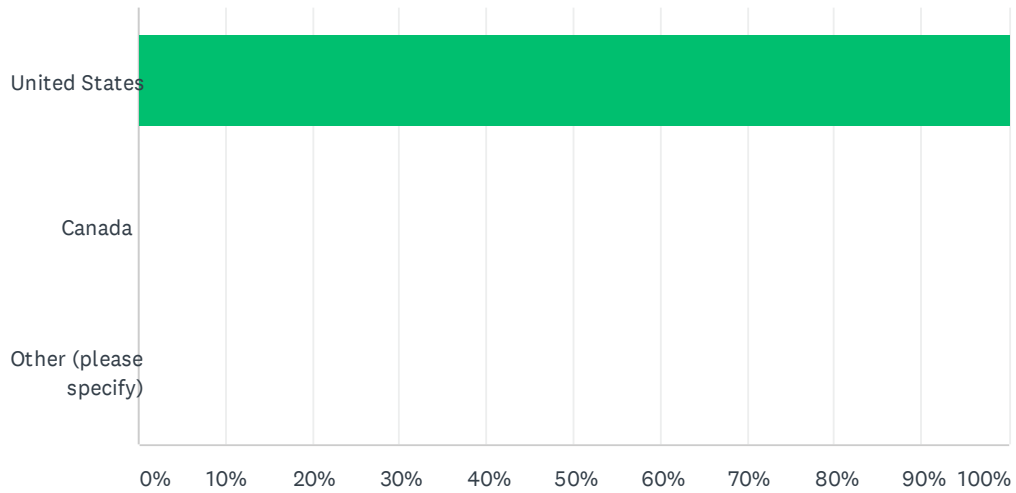
| | | |
|-----|---|--------------------|
| 130 | Icebreaker with year round reliable service. | 6/19/2021 6:50 PM |
| 131 | No | 6/19/2021 6:48 PM |
| 132 | No | 6/19/2021 6:45 PM |
| 133 | Longer hours please | 6/19/2021 5:09 PM |
| 134 | Sunday year round service please | 6/19/2021 4:16 PM |
| 135 | No | 6/19/2021 1:45 PM |
| 136 | No | 6/19/2021 1:23 PM |
| 137 | None. | 6/19/2021 11:01 AM |
| 138 | No | 6/19/2021 10:28 AM |
| 139 | No | 6/19/2021 9:58 AM |
| 140 | For year round travel having reliable climate control in the cabin of the boat as that is not often the case. | 6/19/2021 9:35 AM |
| 141 | No | 6/19/2021 9:23 AM |
| 142 | Longer hours of service | 6/19/2021 8:55 AM |
| 143 | No | 6/19/2021 8:42 AM |
| 144 | Communication of how the transportation system works and it's options to new residents and workers. General customer service toward people using the transportation services. It shouldn't take multiple years to "Establish yourself as an Islander" before people are nice to you and help you find service at the docks. | 6/19/2021 8:42 AM |
| 145 | no | 6/19/2021 8:37 AM |
| 146 | No | 6/19/2021 8:32 AM |
| 147 | No | 6/19/2021 8:31 AM |
| 148 | Star Line needs some serious updating of their boats. | 6/19/2021 8:21 AM |
| 149 | No | 6/19/2021 8:15 AM |
| 150 | No | 6/19/2021 7:59 AM |
| 151 | No | 6/18/2021 11:42 PM |
| 152 | no | 6/18/2021 9:47 PM |
| 153 | No | 6/18/2021 9:03 PM |
| 154 | The Scout troops often have problems getting on the Ferry at their reserved time because of long waits. If there is a way to prioritize the reservations on the dock. And also increase cargo room, or supplies have been left behind because the could not fit on the bost we reserved | 6/18/2021 8:35 PM |
| 155 | I feel the prices for taking bicycles and bike trailers across is way to high. If I take a bike and trailer across with my ticket I am spending 50 bucks per person to go across and you need a bike to get around the island. No my family cannot rent bikes on the island because we are all over 6 foot 4 inches tall. | 6/18/2021 8:35 PM |
| 156 | No | 6/18/2021 8:32 PM |
| 157 | N/A | 6/18/2021 7:51 PM |
| 158 | no | 6/18/2021 6:43 PM |
| 159 | No | 6/18/2021 5:39 PM |
| 160 | No | 6/18/2021 2:02 PM |
| 161 | N/A | 6/18/2021 8:31 AM |
| 162 | Better terminals with services. More heated ADA bathrooms with heated baby changing | 6/17/2021 4:33 PM |

facilities.

All respondents

Q41 In what Country is your full-time, primary residence?

Answered: 355 Skipped: 228



| ANSWER CHOICES | RESPONSES |
|------------------------|-------------|
| United States | 100.00% 355 |
| Canada | 0.00% 0 |
| Other (please specify) | 0.00% 0 |
| TOTAL | 355 |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|-------------------------|------|
| | There are no responses. | |

Q42 In what zip code is your full-time, primary residence?

Answered: 345 Skipped: 238

| # | RESPONSES | DATE |
|----|-----------|--------------------|
| 1 | 49760 | 7/23/2021 3:44 PM |
| 2 | 49757 | 7/22/2021 9:49 PM |
| 3 | 49757 | 7/22/2021 9:00 PM |
| 4 | 49783 | 7/22/2021 8:38 PM |
| 5 | us, 49757 | 7/22/2021 8:37 PM |
| 6 | 10025 | 7/22/2021 10:23 AM |
| 7 | 49781 | 7/22/2021 10:05 AM |
| 8 | 49718 | 7/21/2021 7:13 PM |
| 9 | 48653 | 7/20/2021 2:18 PM |
| 10 | 49660 | 7/17/2021 2:47 PM |
| 11 | 49701 | 7/15/2021 7:13 AM |
| 12 | 49745 | 7/14/2021 9:24 PM |
| 13 | 49745 | 7/14/2021 8:24 PM |
| 14 | 49781 | 7/14/2021 7:49 PM |
| 15 | 49791 | 7/14/2021 3:53 PM |
| 16 | 49721 | 7/14/2021 3:33 PM |
| 17 | 49721 | 7/14/2021 12:43 PM |
| 18 | 49685 | 7/14/2021 10:29 AM |
| 19 | 49749 | 7/14/2021 10:16 AM |
| 20 | 49660 | 7/14/2021 9:39 AM |
| 21 | 48060 | 7/13/2021 8:16 PM |
| 22 | 49781 | 7/13/2021 7:46 PM |
| 23 | 49757 | 7/13/2021 5:28 PM |
| 24 | 49749 | 7/13/2021 4:50 PM |
| 25 | 49793 | 7/13/2021 2:09 PM |
| 26 | 49721 | 7/13/2021 7:47 AM |
| 27 | 48836 | 7/13/2021 7:36 AM |
| 28 | 49006 | 7/12/2021 8:19 PM |
| 29 | 48846 | 7/12/2021 6:05 PM |
| 30 | 48917 | 7/12/2021 4:56 PM |
| 31 | 49512 | 7/12/2021 10:35 AM |
| 32 | 49757 | 7/11/2021 1:37 PM |
| 33 | 49770 | 7/10/2021 10:21 PM |

Mackinac Island Transportation Authority

| | | |
|----|-------|--------------------|
| 34 | 49684 | 7/9/2021 2:40 PM |
| 35 | 49757 | 7/9/2021 2:03 PM |
| 36 | 49757 | 7/9/2021 12:48 PM |
| 37 | 92807 | 7/9/2021 12:10 PM |
| 38 | 49341 | 7/9/2021 11:48 AM |
| 39 | 49757 | 7/9/2021 8:19 AM |
| 40 | 49663 | 7/8/2021 8:03 AM |
| 41 | 49757 | 7/7/2021 7:39 PM |
| 42 | 49757 | 7/7/2021 6:46 PM |
| 43 | 48823 | 7/7/2021 11:49 AM |
| 44 | 49701 | 7/7/2021 10:28 AM |
| 45 | 01810 | 7/6/2021 8:29 PM |
| 46 | 49757 | 7/6/2021 8:13 PM |
| 47 | 49757 | 7/6/2021 7:16 PM |
| 48 | 48864 | 7/6/2021 5:38 PM |
| 49 | 43449 | 7/6/2021 5:32 PM |
| 50 | 77536 | 7/6/2021 5:24 PM |
| 51 | 49757 | 7/6/2021 5:22 PM |
| 52 | 43413 | 7/6/2021 3:02 PM |
| 53 | 48415 | 7/6/2021 11:43 AM |
| 54 | 48313 | 7/5/2021 8:31 PM |
| 55 | 48154 | 7/5/2021 5:09 PM |
| 56 | 55340 | 7/5/2021 12:07 PM |
| 57 | 49701 | 7/4/2021 6:59 AM |
| 58 | 49701 | 7/3/2021 9:28 PM |
| 59 | 46725 | 7/2/2021 4:49 PM |
| 60 | 49770 | 7/2/2021 4:19 PM |
| 61 | 49341 | 7/1/2021 8:42 PM |
| 62 | 49506 | 7/1/2021 11:59 AM |
| 63 | 49781 | 7/1/2021 9:10 AM |
| 64 | 49781 | 6/29/2021 10:02 PM |
| 65 | 49757 | 6/29/2021 8:44 PM |
| 66 | 48806 | 6/29/2021 10:15 AM |
| 67 | 49781 | 6/28/2021 8:11 PM |
| 68 | 49783 | 6/28/2021 3:18 PM |
| 69 | 45244 | 6/27/2021 5:47 PM |
| 70 | 48360 | 6/27/2021 10:12 AM |
| 71 | 45226 | 6/26/2021 8:00 AM |

Mackinac Island Transportation Authority

| | | |
|-----|-------|--------------------|
| 72 | 53092 | 6/26/2021 7:52 AM |
| 73 | 49017 | 6/25/2021 9:03 PM |
| 74 | 43545 | 6/25/2021 2:49 PM |
| 75 | 49755 | 6/25/2021 1:59 PM |
| 76 | 49701 | 6/25/2021 11:33 AM |
| 77 | 48116 | 6/25/2021 11:29 AM |
| 78 | 46706 | 6/24/2021 11:34 PM |
| 79 | 49740 | 6/24/2021 8:34 PM |
| 80 | 49757 | 6/24/2021 7:25 PM |
| 81 | 49757 | 6/24/2021 5:17 PM |
| 82 | 49757 | 6/24/2021 4:05 PM |
| 83 | 49757 | 6/24/2021 2:50 PM |
| 84 | 49757 | 6/24/2021 2:06 PM |
| 85 | 49757 | 6/24/2021 1:57 PM |
| 86 | 49757 | 6/24/2021 1:55 PM |
| 87 | 49757 | 6/24/2021 1:50 PM |
| 88 | 49757 | 6/24/2021 1:49 PM |
| 89 | 48114 | 6/24/2021 9:07 AM |
| 90 | 48629 | 6/24/2021 7:51 AM |
| 91 | 49706 | 6/24/2021 7:44 AM |
| 92 | 48651 | 6/24/2021 6:56 AM |
| 93 | 49757 | 6/23/2021 2:37 PM |
| 94 | 48823 | 6/23/2021 11:26 AM |
| 95 | 49701 | 6/23/2021 11:18 AM |
| 96 | 49757 | 6/23/2021 10:27 AM |
| 97 | 49757 | 6/23/2021 8:58 AM |
| 98 | 49781 | 6/23/2021 8:13 AM |
| 99 | 48160 | 6/23/2021 8:00 AM |
| 100 | 48640 | 6/23/2021 7:27 AM |
| 101 | 48039 | 6/23/2021 6:46 AM |
| 102 | 48642 | 6/23/2021 5:27 AM |
| 103 | 48307 | 6/23/2021 1:19 AM |
| 104 | 48433 | 6/23/2021 12:54 AM |
| 105 | 49783 | 6/23/2021 12:41 AM |
| 106 | 48327 | 6/22/2021 9:34 PM |
| 107 | 48236 | 6/22/2021 7:57 PM |
| 108 | 49249 | 6/22/2021 7:29 PM |
| 109 | 49920 | 6/22/2021 5:48 PM |

Mackinac Island Transportation Authority

| | | |
|-----|-------|--------------------|
| 110 | 49781 | 6/22/2021 4:40 PM |
| 111 | 49719 | 6/22/2021 3:56 PM |
| 112 | 49757 | 6/22/2021 2:13 PM |
| 113 | 49757 | 6/22/2021 1:58 PM |
| 114 | 49721 | 6/22/2021 1:11 PM |
| 115 | 60611 | 6/22/2021 1:00 PM |
| 116 | 49757 | 6/22/2021 12:49 PM |
| 117 | 49757 | 6/22/2021 12:39 PM |
| 118 | 49735 | 6/22/2021 12:32 PM |
| 119 | 49757 | 6/22/2021 12:19 PM |
| 120 | 49757 | 6/22/2021 11:05 AM |
| 121 | 49757 | 6/22/2021 10:12 AM |
| 122 | 48118 | 6/22/2021 9:14 AM |
| 123 | 49757 | 6/22/2021 7:46 AM |
| 124 | 49701 | 6/22/2021 7:03 AM |
| 125 | 49781 | 6/22/2021 6:57 AM |
| 126 | 43203 | 6/22/2021 5:31 AM |
| 127 | 55328 | 6/22/2021 12:19 AM |
| 128 | 60565 | 6/21/2021 11:47 PM |
| 129 | 43081 | 6/21/2021 11:26 PM |
| 130 | 49757 | 6/21/2021 11:00 PM |
| 131 | 45219 | 6/21/2021 10:57 PM |
| 132 | 49721 | 6/21/2021 10:34 PM |
| 133 | 76058 | 6/21/2021 10:24 PM |
| 134 | 49757 | 6/21/2021 10:16 PM |
| 135 | 48317 | 6/21/2021 10:14 PM |
| 136 | 49757 | 6/21/2021 9:56 PM |
| 137 | 46032 | 6/21/2021 9:51 PM |
| 138 | 49757 | 6/21/2021 9:48 PM |
| 139 | 49757 | 6/21/2021 9:36 PM |
| 140 | 61550 | 6/21/2021 9:12 PM |
| 141 | 49757 | 6/21/2021 8:46 PM |
| 142 | 49757 | 6/21/2021 8:32 PM |
| 143 | 49757 | 6/21/2021 7:48 PM |
| 144 | 33884 | 6/21/2021 7:42 PM |
| 145 | 49781 | 6/21/2021 7:03 PM |
| 146 | 48819 | 6/21/2021 7:02 PM |
| 147 | 49757 | 6/21/2021 6:57 PM |

Mackinac Island Transportation Authority

| | | |
|-----|-------|--------------------|
| 148 | 49721 | 6/21/2021 6:53 PM |
| 149 | 49757 | 6/21/2021 6:50 PM |
| 150 | 49757 | 6/21/2021 6:47 PM |
| 151 | 52591 | 6/21/2021 6:42 PM |
| 152 | 49735 | 6/21/2021 5:53 PM |
| 153 | 48025 | 6/21/2021 5:50 PM |
| 154 | 49757 | 6/21/2021 5:19 PM |
| 155 | 49757 | 6/21/2021 5:05 PM |
| 156 | 48823 | 6/21/2021 4:40 PM |
| 157 | 49757 | 6/21/2021 4:29 PM |
| 158 | 49757 | 6/21/2021 4:13 PM |
| 159 | 49684 | 6/21/2021 3:39 PM |
| 160 | 49757 | 6/21/2021 2:41 PM |
| 161 | 49757 | 6/21/2021 2:26 PM |
| 162 | 49757 | 6/21/2021 2:19 PM |
| 163 | 48708 | 6/21/2021 2:10 PM |
| 164 | 49060 | 6/21/2021 2:07 PM |
| 165 | 49757 | 6/21/2021 1:45 PM |
| 166 | 49757 | 6/21/2021 1:39 PM |
| 167 | 49701 | 6/21/2021 1:24 PM |
| 168 | 49757 | 6/21/2021 1:12 PM |
| 169 | 48893 | 6/21/2021 1:11 PM |
| 170 | 49721 | 6/21/2021 1:09 PM |
| 171 | 49757 | 6/21/2021 1:07 PM |
| 172 | 49701 | 6/21/2021 1:03 PM |
| 173 | 49757 | 6/21/2021 12:57 PM |
| 174 | 48820 | 6/21/2021 12:37 PM |
| 175 | 49757 | 6/21/2021 12:10 PM |
| 176 | 49721 | 6/21/2021 12:07 PM |
| 177 | 49721 | 6/21/2021 12:02 PM |
| 178 | 48309 | 6/21/2021 12:02 PM |
| 179 | 49757 | 6/21/2021 11:56 AM |
| 180 | 32034 | 6/21/2021 11:53 AM |
| 181 | 49024 | 6/21/2021 11:46 AM |
| 182 | 49757 | 6/21/2021 11:44 AM |
| 183 | 49721 | 6/21/2021 11:40 AM |
| 184 | 53092 | 6/21/2021 11:34 AM |
| 185 | 49757 | 6/21/2021 11:26 AM |

Mackinac Island Transportation Authority

| | | |
|-----|-------|--------------------|
| 186 | 49757 | 6/21/2021 11:23 AM |
| 187 | 49757 | 6/21/2021 11:19 AM |
| 188 | 49757 | 6/21/2021 11:17 AM |
| 189 | 49757 | 6/21/2021 11:10 AM |
| 190 | 49757 | 6/21/2021 11:09 AM |
| 191 | 49781 | 6/21/2021 11:09 AM |
| 192 | 49757 | 6/21/2021 11:03 AM |
| 193 | 48420 | 6/21/2021 10:14 AM |
| 194 | 49701 | 6/21/2021 10:14 AM |
| 195 | 49757 | 6/21/2021 10:08 AM |
| 196 | 49757 | 6/21/2021 9:42 AM |
| 197 | 49546 | 6/21/2021 7:52 AM |
| 198 | 48507 | 6/21/2021 7:46 AM |
| 199 | 49781 | 6/21/2021 7:37 AM |
| 200 | 49855 | 6/21/2021 5:01 AM |
| 201 | 49505 | 6/21/2021 2:34 AM |
| 202 | 49684 | 6/21/2021 12:04 AM |
| 203 | 48076 | 6/20/2021 10:52 PM |
| 204 | 49053 | 6/20/2021 10:49 PM |
| 205 | 49757 | 6/20/2021 10:29 PM |
| 206 | 54220 | 6/20/2021 10:15 PM |
| 207 | 49274 | 6/20/2021 10:10 PM |
| 208 | 49738 | 6/20/2021 10:04 PM |
| 209 | 49757 | 6/20/2021 9:43 PM |
| 210 | 48315 | 6/20/2021 9:21 PM |
| 211 | 46383 | 6/20/2021 8:50 PM |
| 212 | 49757 | 6/20/2021 8:30 PM |
| 213 | 49757 | 6/20/2021 8:24 PM |
| 214 | 48451 | 6/20/2021 6:56 PM |
| 215 | 48640 | 6/20/2021 6:10 PM |
| 216 | 97471 | 6/20/2021 6:02 PM |
| 217 | 48843 | 6/20/2021 5:49 PM |
| 218 | 49689 | 6/20/2021 5:37 PM |
| 219 | 49757 | 6/20/2021 5:32 PM |
| 220 | 48820 | 6/20/2021 4:58 PM |
| 221 | 49781 | 6/20/2021 4:53 PM |
| 222 | 43303 | 6/20/2021 4:22 PM |
| 223 | 48128 | 6/20/2021 4:13 PM |

Mackinac Island Transportation Authority

| | | |
|-----|-------|--------------------|
| 224 | 49757 | 6/20/2021 3:59 PM |
| 225 | 49757 | 6/20/2021 3:54 PM |
| 226 | 49058 | 6/20/2021 3:46 PM |
| 227 | 62629 | 6/20/2021 3:42 PM |
| 228 | 49757 | 6/20/2021 3:41 PM |
| 229 | 48604 | 6/20/2021 3:40 PM |
| 230 | 48638 | 6/20/2021 3:37 PM |
| 231 | 48027 | 6/20/2021 3:25 PM |
| 232 | 49203 | 6/20/2021 3:25 PM |
| 233 | 49306 | 6/20/2021 3:23 PM |
| 234 | 49757 | 6/20/2021 3:12 PM |
| 235 | 49428 | 6/20/2021 3:11 PM |
| 236 | 53932 | 6/20/2021 3:06 PM |
| 237 | 49781 | 6/20/2021 3:05 PM |
| 238 | 29721 | 6/20/2021 2:57 PM |
| 239 | 46714 | 6/20/2021 2:56 PM |
| 240 | 49757 | 6/20/2021 2:54 PM |
| 241 | 49757 | 6/20/2021 2:43 PM |
| 242 | 48236 | 6/20/2021 2:40 PM |
| 243 | 49781 | 6/20/2021 2:39 PM |
| 244 | 55060 | 6/20/2021 2:27 PM |
| 245 | 48088 | 6/20/2021 2:27 PM |
| 246 | 54169 | 6/20/2021 2:26 PM |
| 247 | 60048 | 6/20/2021 2:25 PM |
| 248 | 32136 | 6/20/2021 2:23 PM |
| 249 | 49012 | 6/20/2021 2:21 PM |
| 250 | 48821 | 6/20/2021 2:19 PM |
| 251 | 49684 | 6/20/2021 2:17 PM |
| 252 | 48009 | 6/20/2021 2:16 PM |
| 253 | 49757 | 6/20/2021 1:37 PM |
| 254 | 49757 | 6/20/2021 12:50 PM |
| 255 | 49755 | 6/20/2021 11:10 AM |
| 256 | 48642 | 6/20/2021 10:45 AM |
| 257 | 48239 | 6/20/2021 9:22 AM |
| 258 | 48371 | 6/20/2021 9:10 AM |
| 259 | 49757 | 6/20/2021 8:38 AM |
| 260 | 46033 | 6/20/2021 8:30 AM |
| 261 | 48105 | 6/20/2021 7:45 AM |

Mackinac Island Transportation Authority

| | | |
|-----|-------|--------------------|
| 262 | 48131 | 6/20/2021 7:38 AM |
| 263 | 49611 | 6/20/2021 7:27 AM |
| 264 | 60515 | 6/20/2021 6:39 AM |
| 265 | 49721 | 6/20/2021 3:10 AM |
| 266 | 41018 | 6/19/2021 10:57 PM |
| 267 | 49706 | 6/19/2021 10:42 PM |
| 268 | No | 6/19/2021 10:41 PM |
| 269 | 32162 | 6/19/2021 10:41 PM |
| 270 | 49112 | 6/19/2021 10:36 PM |
| 271 | 48073 | 6/19/2021 9:57 PM |
| 272 | 48661 | 6/19/2021 9:36 PM |
| 273 | 49419 | 6/19/2021 8:50 PM |
| 274 | 49757 | 6/19/2021 8:50 PM |
| 275 | 50323 | 6/19/2021 8:20 PM |
| 276 | 48074 | 6/19/2021 7:43 PM |
| 277 | 48130 | 6/19/2021 7:41 PM |
| 278 | 49757 | 6/19/2021 7:19 PM |
| 279 | 49757 | 6/19/2021 7:09 PM |
| 280 | 48426 | 6/19/2021 6:55 PM |
| 281 | 49036 | 6/19/2021 6:51 PM |
| 282 | 49757 | 6/19/2021 6:51 PM |
| 283 | 48066 | 6/19/2021 6:48 PM |
| 284 | 49735 | 6/19/2021 6:45 PM |
| 285 | 48840 | 6/19/2021 6:15 PM |
| 286 | 49757 | 6/19/2021 5:09 PM |
| 287 | 49757 | 6/19/2021 4:16 PM |
| 288 | 49868 | 6/19/2021 3:42 PM |
| 289 | 49760 | 6/19/2021 2:48 PM |
| 290 | 49757 | 6/19/2021 2:30 PM |
| 291 | 49659 | 6/19/2021 2:09 PM |
| 292 | 49757 | 6/19/2021 2:02 PM |
| 293 | 49757 | 6/19/2021 1:46 PM |
| 294 | 49757 | 6/19/2021 1:24 PM |
| 295 | 48152 | 6/19/2021 12:24 PM |
| 296 | 63109 | 6/19/2021 11:02 AM |
| 297 | 49097 | 6/19/2021 11:00 AM |
| 298 | 49770 | 6/19/2021 10:28 AM |
| 299 | 49757 | 6/19/2021 9:58 AM |

Mackinac Island Transportation Authority

| | | |
|-----|-------|--------------------|
| 300 | 49774 | 6/19/2021 9:38 AM |
| 301 | 49757 | 6/19/2021 9:35 AM |
| 302 | 49757 | 6/19/2021 9:24 AM |
| 303 | 49757 | 6/19/2021 9:09 AM |
| 304 | 49757 | 6/19/2021 8:55 AM |
| 305 | 49721 | 6/19/2021 8:42 AM |
| 306 | 49757 | 6/19/2021 8:42 AM |
| 307 | 49757 | 6/19/2021 8:37 AM |
| 308 | 49757 | 6/19/2021 8:36 AM |
| 309 | 49757 | 6/19/2021 8:32 AM |
| 310 | 49757 | 6/19/2021 8:31 AM |
| 311 | 49757 | 6/19/2021 8:31 AM |
| 312 | 49757 | 6/19/2021 8:27 AM |
| 313 | 49721 | 6/19/2021 8:22 AM |
| 314 | 49424 | 6/19/2021 8:15 AM |
| 315 | 48331 | 6/19/2021 8:13 AM |
| 316 | 16602 | 6/19/2021 7:59 AM |
| 317 | 48307 | 6/19/2021 6:45 AM |
| 318 | 48603 | 6/19/2021 6:42 AM |
| 319 | 33919 | 6/19/2021 6:24 AM |
| 320 | 48708 | 6/19/2021 12:17 AM |
| 321 | 32765 | 6/19/2021 12:11 AM |
| 322 | 49653 | 6/18/2021 11:42 PM |
| 323 | 48854 | 6/18/2021 10:45 PM |
| 324 | 49249 | 6/18/2021 9:47 PM |
| 325 | 49740 | 6/18/2021 9:04 PM |
| 326 | 49315 | 6/18/2021 8:42 PM |
| 327 | 48420 | 6/18/2021 8:35 PM |
| 328 | 49544 | 6/18/2021 8:35 PM |
| 329 | 49506 | 6/18/2021 8:32 PM |
| 330 | 49685 | 6/18/2021 8:05 PM |
| 331 | 49781 | 6/18/2021 7:52 PM |
| 332 | 49740 | 6/18/2021 6:44 PM |
| 333 | 49684 | 6/18/2021 6:11 PM |
| 334 | 49686 | 6/18/2021 5:39 PM |
| 335 | 49686 | 6/18/2021 5:07 PM |
| 336 | 49684 | 6/18/2021 4:09 PM |
| 337 | 49720 | 6/18/2021 2:02 PM |

Mackinac Island Transportation Authority

| | | |
|-----|-------|-------------------|
| 338 | 49757 | 6/18/2021 9:56 AM |
| 339 | 49781 | 6/18/2021 9:46 AM |
| 340 | 49757 | 6/18/2021 9:07 AM |
| 341 | 49757 | 6/18/2021 8:31 AM |
| 342 | 49781 | 6/17/2021 7:19 PM |
| 343 | 49757 | 6/17/2021 4:34 PM |
| 344 | 49757 | 6/17/2021 4:27 PM |
| 345 | 49770 | 6/17/2021 3:48 PM |

Q43 In what postal code is your full-time, primary residence?

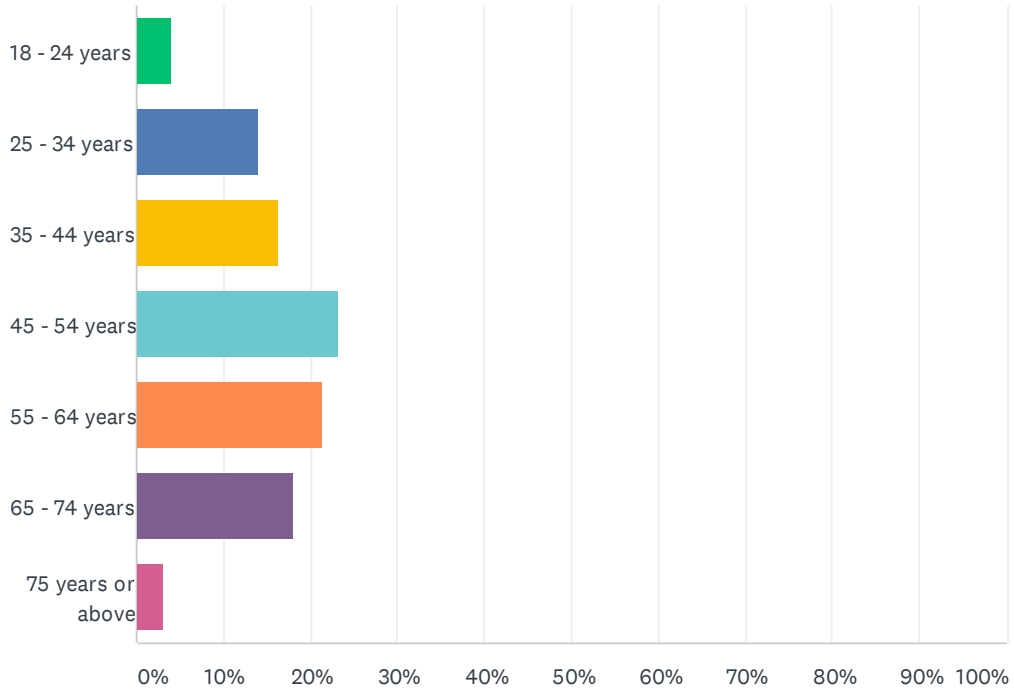
Answered: 0 Skipped: 583

| # | RESPONSES | DATE |
|---|-------------------------|------|
| | There are no responses. | |

All respondents

Q44 What is your age?

Answered: 350 Skipped: 233



| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|------------|
| 18 - 24 years | 4.00% | 14 |
| 25 - 34 years | 14.00% | 49 |
| 35 - 44 years | 16.29% | 57 |
| 45 - 54 years | 23.14% | 81 |
| 55 - 64 years | 21.43% | 75 |
| 65 - 74 years | 18.00% | 63 |
| 75 years or above | 3.14% | 11 |
| TOTAL | | 350 |