

CHAPTER 6

COLLABORATIVE MARKETING OF MULTI-MODAL TRANSPORTATION

INITIATIVE 3 – APPLYING THE REGIONAL CO-OP CONCEPT

From 2000-2010 the Jackson Micropolitan Area (the combined Teton counties) grew by 7214 persons (29.7%) from 24,250 to 31,464 in population. Over the same 10 years, the Rexburg Micropolitan Area (Fremont and Madison counties) added 11,492 people, growing from 39,286 to 50,778 -- a 29.3% increase. With a 3% average annual growth rate across the four counties, both micropolitan areas need to continually assess what portion of their population has distinct mobility needs and in what creative ways those needs can be met and marketed.

I. Understanding the Target Market for Public Transportation

The target market for public transportation services in the Western Greater Yellowstone region can logically be grouped into the following seven archetypes or categories:

A. Rural Residents who cannot drive or lack a functioning car. Our disabled populations and senior citizen riders would be included in this market group, as would low-income families. The traditional demand-response services such as provided by TRPTA and private services (e.g. Rollin' Shuttle) have been effective in serving this population thanks to FTA 5310 and 5311 grants and Medicare/Medicaid reimbursement programs. Senior citizen centers with special vans also provide important non-medical transportation for seniors needing to access retail stores and social services in our major cities.

B. College Students without a car, or who are married and have only one vehicle between two drivers. The largest potential student ridership is enrolled at BYU-Idaho (15,700 students year-round), which is the focus of a specific funding strategy in the District 6 Mobility Plan¹:

Many stakeholders contacted during the LMMN process expressed the need for coordinating with BYU-I in Rexburg. Many residents as well as students are not aware of the existing services offered in Madison County. As of the time of this document's publication, BYU-I is currently served with demand-response services, Idaho Rideshare, the Enterprise We-Car program, and an intercity stop with Salt Lake Express. The students are not significant users of either of the first two mobility options, which they are highly more likely to use than the general public if they were aware of the services.

¹ Local Mobility Plan-November 2013 – Strategy 6B.L043 – Fund marketing/outreach campaign with BYU-I to promote mobility services, and ridesharing

By 2015, a satellite campus of Eastern Idaho Technical College will be opening at the old Ford dealership in Driggs, whose students would be prospective riders on the transit system.

C. Year-round and Seasonal Employees are a large target market in certain times of the year. In Teton Valley, more than 50 year-round employees are incentivized to commute using two daily START Bus routes that are subsidized by their employers in Jackson Hole. In the winter, the Grand Targhee Resort has implemented a shuttle bus system to transport employees from their Driggs housing complex up to the ski hill. Other year-round employees to consider include clients of Upper Valley Industries in Rexburg who are transported either by TRPTA or their employer, Development Workshop Inc.

The following two charts provide a glimpse of where commuters are traveling to work from each of our four counties, and of all local commuters, how few were able to use or choose public transportation:

From/To	Fremont	Madison	Teton ID	Teton WY	Jefferson	Bonneville
Fremont	3225	1982	138	57	118	242
Madison	279	12,297	202	51	581	1759
Teton, ID	106	16	3000	1643	0	49
Teton, WY	0	0	72	11,845	0	0

From US Census Bureau 2006-2010 American Consumer Survey

County	Commuters Surveyed	Commuters Using Public Transportation	%	Commuters Walking or Biking to Work	%
Fremont	2648	28	1.06	152	5.74
Madison	9327	82	.88	1932	20.71
Teton, Idaho	1742	24	1.38	271	15.56
Teton, Wyoming	10,909	232	2.13	1202	11.02

From Linx Feasibility Study – 2009, based on US Census Bureau Multi-Modal Survey-Non-winter month

Seasonal employees who work throughout the 4-county region, but particularly inside Yellowstone and Grand Teton national parks, are the most likely to use public transportation to access gateway communities on their days off. Grand Teton Lodge Company has contributed to the Alltrans shuttle inside Grand Teton NP to provide free transportation for their employees, and the *Linx Bus in Yellowstone* pilot demonstration targeted the estimated 1000+ seasonal employees who lack private vehicles each summer. The chart below shows the peak distribution of all employees inside Yellowstone National Park in 2009, and concessioners estimate that 20-30% arrive for work each summer without a car:

Employee Locations (Peak Season)

Location	Xanterra	Yellowstone Association	Delaware North	Yellowstone Park Service Stations	National Park Service	Total
Mammoth	400	25	50	5	400	880
Tower Junction	125	10	60	3	20	218
Canyon Village	400	8	130	10	100	648
Norris					5	5
Lake	500	8	150	11	100	769
West Thumb	300	8	90	11	40	449
Old Faithful	600	8	150	8	150	916
Madison	40	2			20	62
Gardiner	125	25		10		160
Livingston						0
Northeast Entrance					10	10
Lamar		7				7
West Yellowstone			245			245
East Entrance					10	10
Cody						0
South Entrance					8	8
Jackson						0
Total	2490	101	875	58	863	4387

D. Recreational Riders who seek one-way shuttle transportation to or from a trailhead or a river launch site. As the WGY Consortium develops its transportation system, it is critical that multi-modal hubs be placed at key trailheads and that the system be tailored and marketed to potential customers such as cyclists, boaters, anglers or backcountry skiers. Buses will need to be equipped with bike carriers and/or equipment trailers, and operate with sufficient flexibility to serve this market segment.

E. Urban Youth visiting the region are the most likely to opt for public transportation, if available, and they can help pay for a year-round system. Young people from large urban areas often do not own a vehicle and if they are ages 21-25, they may have difficulty renting a car to see the area². No one under 21 may rent a car here under current company policies, so marketing at hostels and campgrounds would be a strategy to reach younger, college-age visitors who may be hitchhiking and/or seeking transit.

F. International Visitors, regardless of age, are more familiar with and likely to use public transportation. In the first 8 weeks of the 2013 pilot in Yellowstone Park, riders represented the following 26 countries: Taiwan, Japan, Germany, Sweden, Hungary, Chile, Bulgaria, China, Mongolia, Belgium, Ireland, Turkey, Slovenia, Croatia, Jamaica, Canada, England, Slovakia, Ecuador, Macedonia, Australia, the Netherlands, Russia, Scotland, Switzerland, and the USA. As a rule, international travelers they need to be reached early in their trip planning as transportation decisions are made months in advance. It makes sense to cooperatively market through organizations such as Rocky Mountain International that specifically target travelers from countries that frequent the Rocky Mountain States.

² In Idaho Falls, those between ages 21-24 may rent only certain cars and must pay a daily surcharge (Budget - \$27/day). They must use a credit card (no debit cards permitted) and must have a valid driver's license.

F. Special-Interest Visitors- Spouses of anglers who find themselves without a vehicle for the day or those traveling in large Recreational Vehicles who wish to keep their rigs parked in campgrounds are prospective riders to local attractions, a trailhead, or day-long shopping trips to Rexburg or Jackson.

Recommendation: As part of the public outreach associated with review of the final RPSD, design a user survey targeting these seven customer archetypes to assess interest in riding the Upper Valley Connector and accessing Yellowstone and Grand Teton national parks through the consortium region.

II. The Co-op Approach to Coordinating and Marketing Transportation Services

The Greater Yellowstone Regional Transportation Cooperative dba Linx provides mobility management and marketing services for its member-owners in Idaho, Montana and Wyoming. Organized in 2010, this relatively new Co-op is working to align the schedules and transfer points of the region's bus and shuttle providers to form a regional transportation system that is both seamless and affordable. Linx is thus a blended or "hybrid" shared-service cooperative whose eligible members include both producers (bus companies, transit agencies and charter air services) and consumers (riders, businesses and social services). Because many involved in public transportation are unfamiliar with the Co-op business model, the following description is provided below:

What is a Co-op?

A cooperative is a business owned and controlled by those who use its services. Although cooperatives resemble other businesses in many respects, they are distinctly different in terms of ownership structure and in the distribution of earnings. In a cooperative, member-users finance and operate the business for their mutual benefit. Control is democratic, and earnings are distributed according to patronage provided by the members or retained in the business for overall member benefit.

Co-ops are economic institutions. Consumers form co-ops to obtain improved products and services at better prices. Retail businesses use them to gain benefits of group purchasing or other shared activities, and employees utilize the cooperative form of business to improve their income and equity positions in a company. Key to the concept, however, is an identifiable economic need which participants recognize and are willing to support financially and with their patronage. Underlying any co-op is the shared recognition of a common economic need. Cooperatives can meet that need if their members are willing to participate, patronize/utilize the business, and provide financial support.

Features of a Co-op

Like other businesses, cooperatives have similar physical facilities, perform similar functions, and must follow sound business practices. They are incorporated under state laws. The board sets policy and hires a manager to run the day-to-day business.

In other ways, cooperatives are distinctly different from other businesses. Member control is generally on a one member, one vote basis. Return on equity capital is generally limited since the purpose of a co-op is to provide a service to its user-owners at the lowest possible cost, rather than generate a profit for investors.

Benefits are tied to usage of the cooperative rather than the amount of investment. Bylaws include a provision establishing the co-op's obligation to return net margins (total income from all sources, minus expenses) to patrons. The net margin is returned to members based on their use of the cooperative, and is called a patronage refund or dividend. Limiting the return on equity capital helps to keep management decisions focused on providing services attuned to member's needs in an efficient manner.

Cooperatives pay all property and sales taxes required of other business corporations. It is only in the income tax area, that the earnings of cooperative corporations may be treated differently than conventional for-profit organizations. In accordance with specified IRS procedures, net margins distributed to patrons, if taxed, are taxable to the patron rather than the co-op. Margins not distributed (either in cash or allocated) to patrons are taxable to the co-op.

Co-op Principles

As the cooperative form of business developed over the past 150 years, a set of principles, which define features unique to the co-op and characteristics important to cooperative success, were revised in 1996 by the International Cooperative Alliance.

- 1. Voluntary and open membership:** *Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.*
- 2. Democratic member control:** *Cooperatives are democratic organizations controlled by their members, who actively participate in setting policies and decision making.*
- 3. Member economic participation:** *Members contribute equitably to, and democratically control, the capital of their cooperative.*
- 4. Autonomy and independence:** *Cooperatives are autonomous, self-help organizations controlled by their members.*
- 5. Education, training and information:** *Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperative.*
- 6. Cooperation among cooperatives:** *Cooperatives serve their members most effectively and strengthen the cooperative movement by cooperating with one another.*
- 7. Concern for community:** *While focusing on members' needs, cooperatives work for the sustainable development of their communities through policies accepted by their members.*

After the Yellowstone Business Partnership reviewed the different business models for launching a regional transportation system in 2010, they determined that the co-op model was best suited to accomplish the goals that were identified in the public involvement process. Many of the potential benefits come from the unique nature of integrating consumer, producer and community interests into a blended co-op model. One of the benefits to transportation providers is service design, in that the voice-of-the-customer will be part of the planning and design of the overall system.

The blended co-op model incorporates the customer (rider) perspective not only in designing the service, but into the very governance structure of the organization itself. Individuals can invest as a voting member with a \$500 purchase of common stock, while even \$50 Class E members can participate on committees and be active in Co-op affairs. By establishing an investor member category of \$1,000, the Co-op is asking its business members to promote commuter ridership and encouraging business leaders to serve in a governance capacity on its board.

Governmental entities also have been welcomed as Stock Class C or Agency Certificate Co-op members and do have voting privileges. Designing the evolving transportation system with the input of city, county and state transportation departments will be critical to long-term Co-op success.

Recommendation: Form a mobility advisory committee of representatives from all the Consortium governments, regardless of their status as Co-op members. The committee would assist with problem solving in designing and implementing inter-city bus services and share responsibility for administering FTA grants across the four counties.

When the cooperative concept was being explored in 2009, the YBP feasibility study³ cited these top four services to be of greatest interest to bus providers:

- | | |
|--|--|
| 1. Improved Marketing | 3. Access to Additional Funding |
| 2. Online Ticketing with Direct Payment | 4. Increasing Non-Passenger Cargo Revenue |

The balance of this chapter describes how the Linx Cooperative has worked since 2010 to meet the first two needs and to fulfill the expectations of its members. In 2011 grant assistance permitted the Co-op to secure assistance from Flying Horse Communication to design a strategic communications plan. In addition, the original ARRA grant and subsequent grant funds were used in designing a website and an attempt to develop a regional trip planner with an online ticketing service.

III. Strategies for Building Regional Awareness of Public Transportation

In 2011, USDA Rural Development funded the development of a communications and marketing plan for the Greater Yellowstone Regional Transportation Cooperative dba “Linx”. Although the public

³ *Greater Yellowstone Regional Transportation Cooperative Feasibility Study*, by Jeff Osgood of the Yellowstone Business Partnership with ARRA funding provided through the Idaho Transportation Department, January 5, 2010

relations firm was focused on raising awareness of public transportation on all sides of Yellowstone National Park, the resulting communications plan recommended a branding and marketing approach that should be of interest to the four counties that comprise the Western Greater Yellowstone Consortium.

Excerpts from the 47-page *Linx Strategic Communications Plan*⁴ appear below that cover how to brand public transportation in the tri-state area and the proposed messages to gradually build awareness of the bus system locally, regionally and internationally. The three-year price tag of \$2.5 million was viewed as cost-prohibitive for the 3-year, seasonal Yellowstone Park pilot project, but a marketing campaign of this size would be more applicable to a region-wide public transportation initiative, should the momentum for such a project ever build to the necessary level.

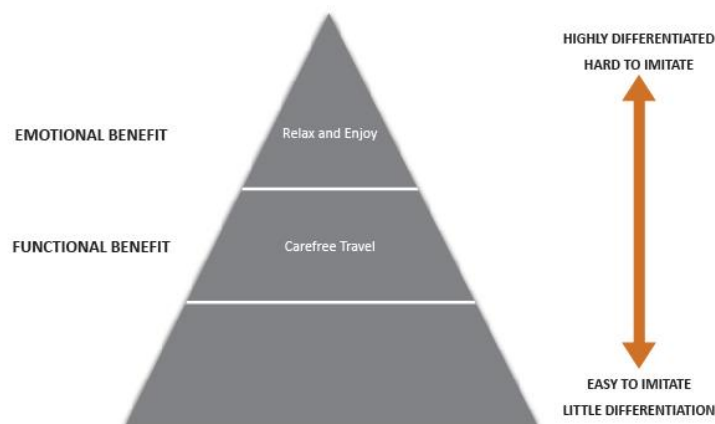
KEY BRAND ELEMENTS

In order to have strategic focus and some brand identity, we developed two key elements of the Linx brand that make up the core of the brand pyramid: the functional and emotional benefits. These two benefits are the basis of the brand's differentiation. We used these key differentiators strategically in the overall development of our messaging strategy. These differentiators should be adopted, modified or changed completely during the formal brand development process discussed in the previous section. For the purposes of this plan, these benefits are as follows:

- Functional Benefit: **Carefree Travel**
- Emotional Benefit: **Relax and Enjoy**

The first level of differentiation is the functional benefit which articulates what the brand has to offer to customers. Our functional benefit incorporates and builds on the actual travel, which is a product attribute and would appear at the lowest level of the pyramid, and it expresses the benefit in terms of a customer experience: carefree travel.

The emotional benefit is the second level of differentiation and is harder to imitate or copy. Our emotional benefit is "relax and enjoy" which is difficult to do if you are driving, looking at maps, searching for parking places and so on. And this benefit is a direct consequence of our functional benefit.

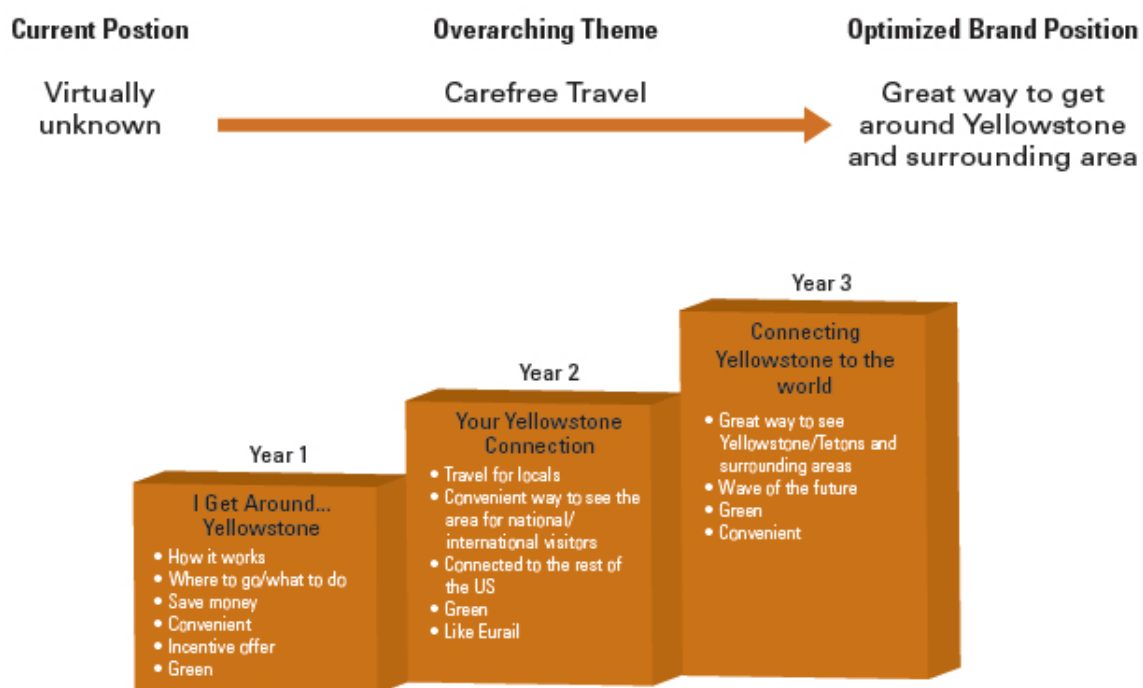


⁴ Linx Strategic Communication Plan prepared by Flying Horse Communication, Bozeman, Montana. February 2012

STAGES OF THE PLAN

A strategic communication plan is designed to unfold messages in an orderly and strategic manner for maximum effectiveness. It is based on the principle that target markets can understand and assimilate one key message at a time—even if that message is supported by sub messages.

This is the best method for optimizing or repositioning a brand. The logical development of messages over time allows the market to move gradually from one set of perceptions to the next until they have adopted the optimized brand position. For Linx, the movement will be from virtually unknown to well known in a specific sequence of messages. The danger in moving abruptly from the current brand perception to the desired brand position is that the public will reject the message because it differs with what they currently believe. Thus, we use a series of stair steps to get from the current position to the desired position. Represented graphically, looks like this:



The process of moving from our current situation (virtually unknown) to our preferred future (great way to get around Yellowstone and surround area) takes place in three, year-long, steps and ends with market segments recognizing that Linx is the way to get around Yellowstone National Park and Grand Teton National Park. People who live in the region will think of Linx as their first choice in public transportation and will recommend the system to friends and family coming to visit the area. In addition, travel professionals in the United States and globally who book travel to this region will also think of Linx as their first choice in public transportation capitalizing on a consortium of existing, reputable carriers.

As the arrow in the diagram suggests, the energy of the plan moves from left to right, building year by year so that public awareness of Linx goes from “Virtually Unknown” to “Great Way to Get Around Yellowstone and Surrounding Areas.”

STEP 1: I Get Around Yellowstone: Drawing on a familiar theme which adds recognition, familiarity and a coolness factor (a big "thank you" to the Beach Boys), our core messaging focuses on using Linx to "get around" using public transportation, whether you are going shopping, to a community center or hospital, or are taking in the scenic sights and sounds around Yellowstone and the Tetons. This step is aimed primarily at the primary market area (the 27 counties around Yellowstone and Teton parks) although some effort is made to initiate national and international marketing.

The sub messages of the plan should contain an incentive offer (e.g. \$60 worth of rides for \$50 dollars and for a limited time, a membership in the co-op) and explains that this is green, convenient and economical travel. It also explains: how Linx works; where to go; what to do.

STEP 2: Your Yellowstone Connection: This step continues to remind locals to use Linx, but the primary emphasis is to alert national and international visitors--and their travel professionals--that Linx is a convenient, economical, and green way to travel in this area. If you are in the United States because you live here or just got off a plane, you can now be connected to the Yellowstone area via Linx. For European travelers, Linx can be explained as being somewhat like the Eurail system. In short, the primary message is that Linx is "Your Yellowstone Connection."

Step 3: Connecting Yellowstone to the World - As in step 2, this step continues to remind locals to use Linx--and to tell their friends and family throughout the US and the world about it. But the real emphasis is on international travel and, slightly less, on national travel. Communication during this stage hammers home that this is a great way to see Yellowstone, the Tetons and the surrounding areas and emphasizes convenience and green travel. In addition, in this stage communication will highlight that when it comes to travel in this region, public transportation is the wave of the future--Linx is an innovator--and this is the way to go.

Periods	Phase Description	Marketing Director	PR Firm	+Media Plan	Total Cost
Year 1	I Get Around - Yellowstone	\$85,000	\$250,000	\$373,000	\$708,000
Year 2	Your Yellowstone Connection	\$89,000	\$250,000	\$500,000	\$839,000
Year 3	Connecting Yellowstone to the World	\$94,000	\$250,000	\$609,000	\$953,000
3-Year Total		\$268,000	\$750,000	\$1,482,000	\$2,500,000

Recommendation: In implementing the inter- and intra-city services across four consortium counties as outlined in Initiative 1, apply to the extent practicable the branding and messaging recommendations that Flying Horse Communication advanced in the Linx Strategic Communications Plan.

IV. Trip Planning. Customer Service and Online Ticketing Technologies

ITD Transit Technology

The Idaho Transit Technology Plan⁵ outlines the state’s current and planned projects pertaining to Intelligent Transportation Systems (ITS) and Advanced Public Transportation Systems (APTS) technology. To date the state has partnered with technology developers to improve traveler information availability, through Idaho 511, and offer resources for providers to manage routes and fleets to operate more efficiently.

Current information pertaining to road conditions, and transit routes and schedules are available online at www.511.Idaho.gov or via phone by dialing 511. The Transit Info page shows the current routes and schedules of nine bus transit providers throughout the state. In the four-county area the START Bus fixed route service is highlighted.

Using Google maps, and up-to-date GTFS information, Idaho 511 shows some of the options available to travelers in the state. The site provides information only, however, and does not allow trips to be planned in detail or tickets purchased online. It is also currently limited to the providers that have chosen to participate. Other transit options available in our four counties, such as the TRPTA demand-response service, are not yet included on the site.

Recommendation: Fully explore what online options exist through the Idaho 511 site to properly promote the proposed Upper Valley Connector service and the existing intercity and on-demand services that serve the four-county region.

Linx Transportation Cooperative

Linx has also invested significantly in ITS and web development on behalf of its members since 2010. Information for all member providers has been available on a common website, www.linx.coop. Here travelers can find descriptions of the services the providers offer, links to their specific websites, and contact information. Additionally, for those that have opted to participate, the website includes the ability for travelers to make reservations online and purchase tickets in advance of travel.

The Linx “webstore” is the means by which riders can book seats on multiple providers through a single online ticket purchase and print boarding passes for each trip leg. The Co-op has signed a five-year contract with Lock Media⁶ for online ticketing that expires in November 2016. The initial sign-up fee of \$1,000 has already been paid for these seven providers that operate in or connect directly to the Consortium region; however none have yet chosen to interline their service and pay the required fees:

Alltrans	Best Choice Taxi	Grand Targhee Shuttle	Karst Stage
Salt Lake Express	START Bus	TRPTA	

⁵ McFarland Management, December 2011, Idaho Transit Technology Plan
<http://i-way.org/LiteratureRetrieve.aspx?ID=93738>

⁶ Lock Media is a Virginia-based provider of online reservation and ticketing services for bus companies throughout the nation, including Trailways

The Co-op collects a \$4 convenience fee per online sale transaction, which means that 92 transactions must be completed each month in order to cover the monthly webstore cost of \$365/month. Before proceeds are distributed to each carrier, the Co-op currently subtracts a 10% commission to cover the credit card transaction fees (4%) and a 6% return for administering the online service. Participants in the Linx Webstore also are required to pay an annual marketing fee that is set by the Linx board of directors (In 2013 this fee was \$100/month that could be paid annually, semi-annually or quarterly).

Recommendation: Work with all seven providers to further explore what incentives can be offered in 2014 to have all provider routes in four counties appear in the Lock Media webstore.

In addition to online reservations and web information, the Linx Co-op has maintained a toll-free number (**1-877-454-5469**) to handle customer inquiries and manage charter referrals to its provider members. A sample of those calls during a slow month is instructive to include with this chapter:

November 2013 - Customer Interactions

Call/E-mail Type	Week 1	Week 2	Week 3	Week 4	Totals	Comments
YNP questions	2/0	0/2	0/2	2/1	4/5	Winter travel questions
General Linx info	1/1	3/2	2/2	0/2	7/7	Making plans for 2014 and wanting to know the schedule from gateways
Salt Lake transport	2/0		2/2	1/2	5/4	SLC to IF and West mainly. Referring to SLE site
Bozeman/Big Sky Transport	2/0	2/0		1/0	5/0	Mainly skiers
Butte Transport				0/1	0/1	
West Yellowstone Transport	1/0		1/0	0/1	2/1	Island Park to Seattle via West
Idaho Falls Transport	1/0	2/1	1/1	1/0	5/2	Questions about general Greyhound/SLE service
Jackson Transport	2/2	0/1	1/1	1/0	4/4	Transport for skiing
Advertising	0/2		1/0		1/2	
Travel agents/AAA	0/2		0/2	0/1	0/5	Foreign (Germany/Australia) and 2 AAA inquiries
Other	4/8	3/4	3/5	2/5	12/22	Calls about travel into Yellowstone in the winter and spring.
Totals					45/53	98 total- 45 for 2013 and 53 for 2014

Technology Development and Recommendations

Improvements to technology, decreasing costs, and the growing numbers of users support the continued investment in development of online tools and information for transportation patrons. Most transportation providers, including those in the consortium area, recognize that technology is an important part of their businesses and many have made significant investments on that front. A challenge arises when combining the information currently available since not all providers use the same type of data set (GTFS), and those that do are not always able to keep the information up to date.

MODES

For real time information to be available and useful to the rider, it is critical that data be both in the same format and up to date. The Idaho Transportation Department has recognized this and in partnership with other states and metropolitan areas contracted with Castle Rock Associates to develop the data generation and update tool, as well as the user side interface which allows riders to access that information in a clearly organized, easy to understand manner. The tool also permits customization and could be modified to include things like bike paths, hiking trails, and transit center locations as a few examples. Data entered into the MODES-Update tool generates GTFS files, which include the information required to be included in Google Transit. The input interface is designed to be user-friendly and once initial routes are entered maintenance is easily accomplished. MODES and MODES-Update can be used to develop routes for all types of transit providers and since all data produced is in GTFS format allows for integration with other platforms as well.

Smart Cards and Multi-Ride passes

One of the promising ideas contributed by those who founded Linx is that of a regional transportation pass. Domestic and international travelers should be able to purchase multi-day passes valid for a pre-specified number of point-to-point trips, or unlimited travel for a specific number of days, on Co-op member buses. Pre-established pass prices could be set for adults, seniors, kids, and students, similar to the European Eurail pass program.

Tour operators and travel agents, including domestic and international receptive tour operators, represent an opportunity to package Co-op passes with pre-packaged inbound fly/drive vacations. Travelers could fly into a gateway airport like Salt Lake or Denver, use Co-op transportation to travel to and around the Greater Yellowstone region, and pick up a rental car for the portions of their trip outside the co-op service area.

Additionally, commercial web sites like YellowstonePark.com or online travel agents (OTAs) are potential third party vendors of Co-op passes. However, until the region invests heavily into cross-boundary marketing strategies, tourism-related marketing efforts to benefit public transportation will be limited.

Recommendation: If a sufficient number of providers and local governments within the region are interested in coordinating their routes and piloting the concept, it should be feasible to begin testing a multi-day pass on a smaller, four-county scale – such as on the proposed Upper Valley Connector – in 2015.