

The logo for MCTS, featuring a stylized 'M' with a yellow and orange swoosh, followed by the letters 'CTS' in white on a dark blue background.The word 'FORWARD' in white, bold, sans-serif capital letters, set against a blue arrow-shaped background pointing to the right.

Honoring our legacy. Connecting our future.

Concepts Report

SEPTEMBER 2026

prepared by:

JARRETT WALKER + ASSOCIATES



Table of Contents

1 Introduction	3	3 Comparing Outcomes	24
What is MCTS Forward?	4	Comparing Outcomes: Proximity	25
MCTS’ Fiscal Challenge.....	5	Proximity to Transit	26
How should MCTS invest its resources?	6	Proximity to Transit: Subgroups.....	27
What are the Concepts?	7	Access & Usefulness	28
Key Outcomes.....	8	Comparing Outcomes: Access	29
2 Network Concepts	9	Change in Access: Ridership Concept	33
Introduction to Concepts & Parameters.....	10	Change in Access: Coverage Concept.....	34
Existing Network	11	Change in Access: Average Resident.....	35
Ridership Concept	13	What’s next?	36
Coverage Concept	15	Appendix	37
Spans & Frequencies: Existing Network	17	Index for Isochrone Locations.....	38
Spans & Frequencies: Concepts	20		

1 Introduction

What is MCTS Forward?

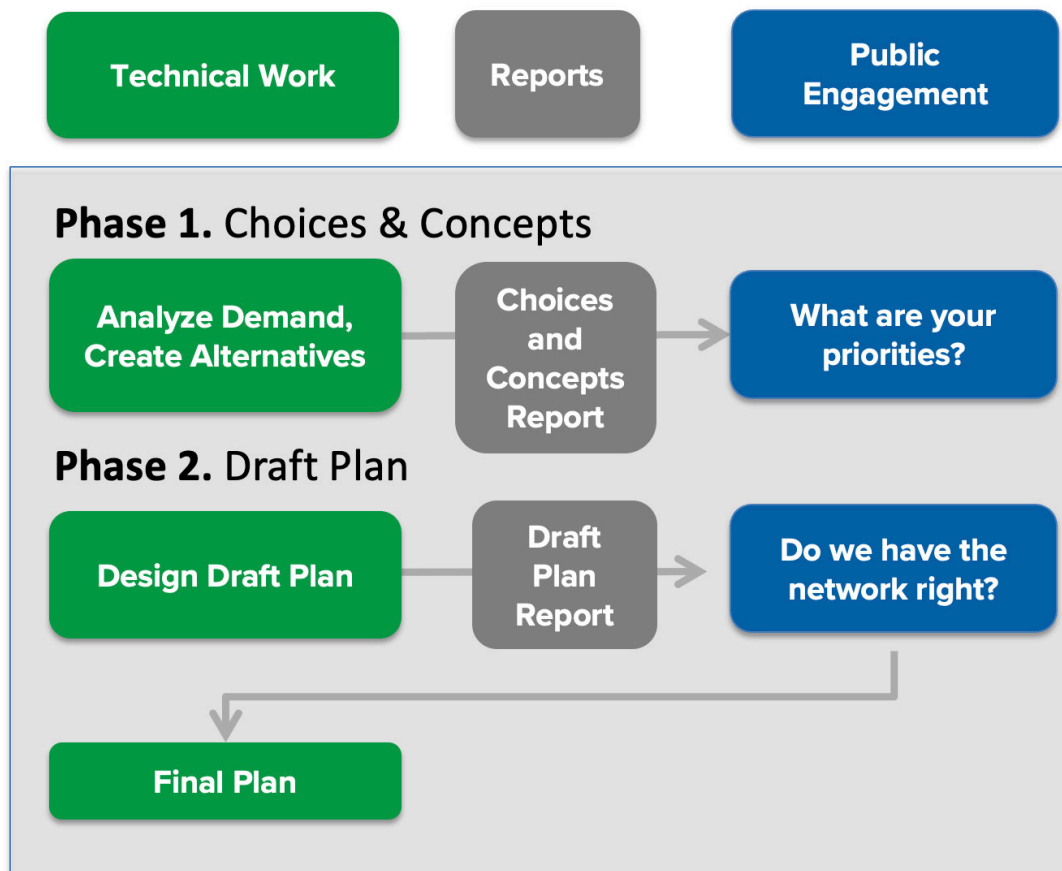
MCTS Forward is a collaborative effort to think about the future of public transit in Milwaukee County. Amidst the current budget deficit, this initiative will be a transparent conversation with the public, stakeholders, and the County Supervisors about what MCTS' bus network could look like within a set budget.

This project will chart a fresh course for how MCTS can strengthen and connect communities within the county by having a clear conversation about the community's goals for transit and designing a new transit network based on those goals in the face of serious upcoming financial challenges. This effort is one of the core MCTS approaches to proactively address its looming fiscal situation and maintain a reliable and effective transit system.

To learn more about assessment of the existing system, read the *Choices Report* at: ridemcts.com/programs/mcts-forward

What is this Concepts Report?

In this bus network redesign, we are considering changes to **where transit goes** and **how often it comes**. If funding for transit goes down, then the network will need to be cut in one or both of these ways. We are gathering input from the community about how to make those difficult choices and changes. Using the assessment of the existing system in the Choices Report, the study team has developed two Concepts of what transit in Milwaukee County could look like. This report describes those two Concepts, their outcomes, and the goals that underly their design. The two Concepts differ in the degree to which they emphasize different goals for transit. **These Concepts represent a spectrum of possibilities and they are not intended to be an either/or proposition.** By showing the public, stakeholders, and decision makers the range of possibilities, MCTS is asking the public to give an informed response about how they would balance these two goals.



MCTS' Fiscal Challenge

Operating costs at MCTS are rising faster than the revenue available to cover them. One-time federal pandemic relief has closed that widening gap for the past several years, and those funds will be spent in 2027. Without a change, the gap forces a service reduction, followed by another the next year, and another after that.

This plan sets a new baseline the agency can hold for several years rather than trimming service every budget cycle. Riders lose confidence in a network that changes every January, and repeated rounds of cuts consume the staff capacity needed to run the system well. A single reduction, sized carefully, gives riders and employers a network they can plan around.

The size of that reduction came from the finances rather than from the map. MCTS compared projected revenue from federal, state, and county sources against projected spending such as wages, benefits, fuel, and maintenance. The two lines cross in 2027. Until then, remaining relief funds cover the difference. After that, ongoing revenue no longer supports today's level of service.

How deep the reduction goes depends on how long the new network needs to last. A smaller reduction would leave the agency short again within a year, asking riders to absorb another round of changes. A larger one would give up service the finances did not require. **A reduction of 25% service keeps the budget in balance through 2028, 2029, and 2030, a three-year horizon.**

What This Plan Does Not Solve

This plan does not place MCTS on sustainable footing beyond 2031. It sizes the system to what current funding supports, holds it there for three years, and ends the cycle of annual reductions. What it primarily provides is time.

Those three years are the window to pursue new revenue, whether from the state, the federal government, or local and regional sources, that could sustain this network in the long term. They also provide time to plan any reductions beyond 2030 deliberately, with public input and a full look at the trade-offs, rather than assembling them under deadline pressure in a single budget cycle. Absent new revenue, the pressures described above return, and 2031 becomes more difficult than the position MCTS occupies today.

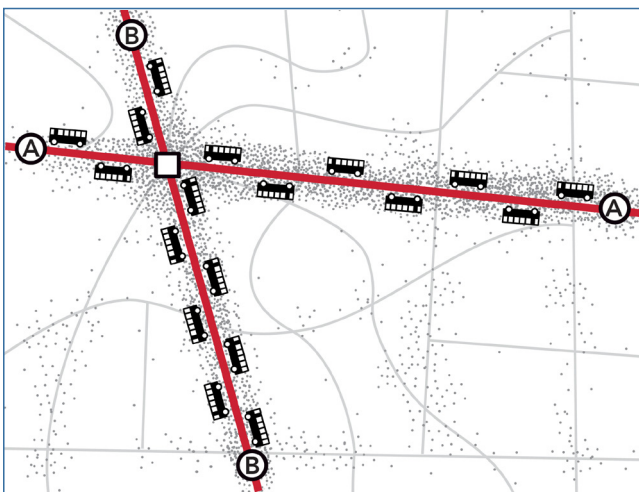
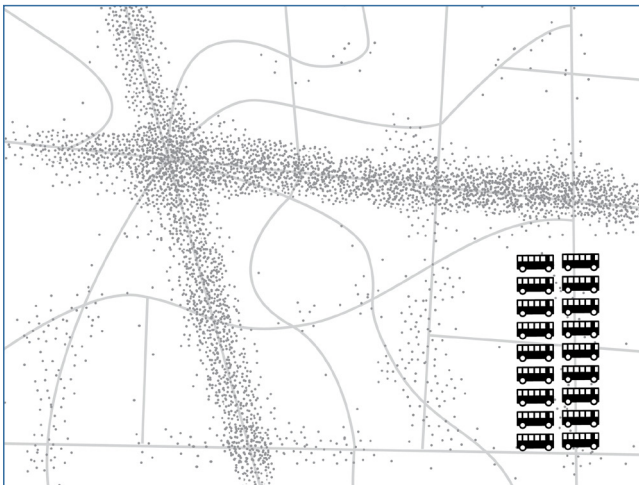
How should MCTS invest its resources?

With the constraints on how much service it can offer, MCTS must start a conversation with the community about what goals to prioritize.

All transit agencies must balance the competing goals of high ridership and high coverage. Within a limited budget, if an agency wants to do more of one, it must do less of the other. This problem arises from

the fact that the two goals produce opposite kinds of design. We explain this trade-off in the image below.

The “right” balance of ridership and coverage goals is different in every community. An agency can pursue ridership and provide coverage within the same budget, but the more it does of one, the less it must do of the other.



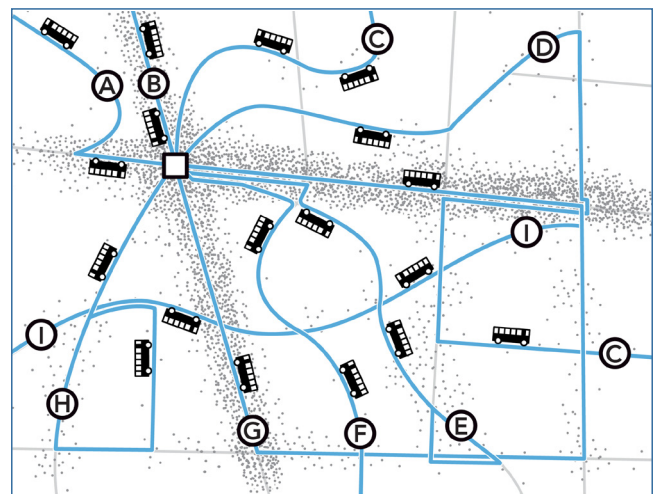
High Ridership Goal

All 18 buses are focused on the busiest streets, so buses come frequently (maybe every 15 minutes). Waits are short but walks to service are longer for people in less populated areas. Frequency and ridership are high but some places have no service.

Imagine you are the transit planner for this fictional town. The dots are people and jobs—most are concentrated around two roads, as in many towns.

You have 18 buses to design a transit network.

Before you can plan transit routes, you must first decide: What is the purpose of your transit system?



High Coverage Goal

The 18 buses are spread around so that there is a route on every street. Everyone lives near a stop, but buses come infrequently (maybe every 60 minutes). Only a few people can bear to wait so long, so ridership is low.

What are the Concepts?

This report presents **two Network Concepts that show the range of possibility for the future of the MCTS network**. These Concepts are a particularly clear way to think about the key choices that we face while designing a transit network in the real context of Milwaukee County.

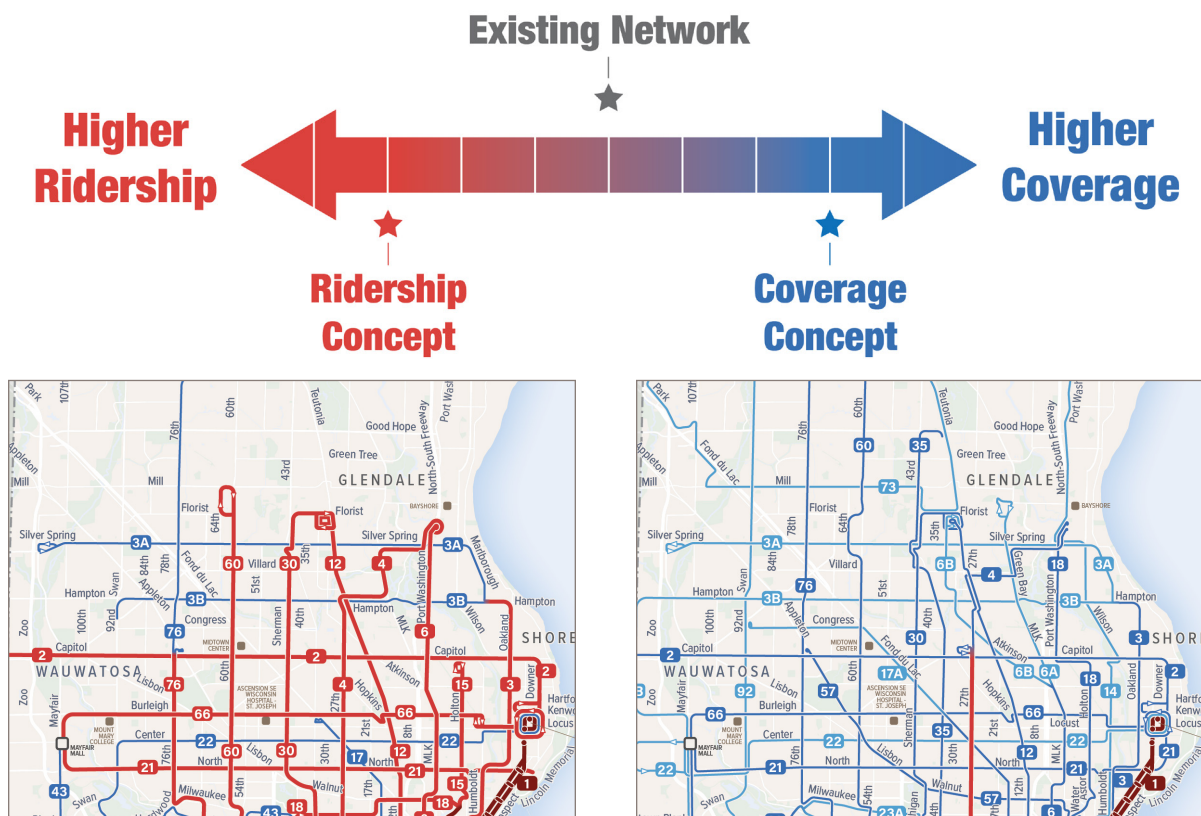
The Ridership Concept and **The Coverage Concept** illustrate two ends of the spectrum, between prioritizing high ridership and wide coverage. They address the question “How should MCTS invest its limited resources?”

The Ridership and Coverage Concepts are intentionally very different from one another, so that people can see how a move in one direction or the other would affect bus services they care about, and how that affects the outcomes of change in service.

Range of Possibilities, Not Proposed Options

None of the Concepts are meant to be an either-or proposition. They are meant to show the range of possibilities in a spectrum. At this stage, the most important word to remember is **“if”**.

- The Ridership Concept illustrates what might happen **if** the community chose to invest its constrained future resources fully towards useful service that can maximize ridership.
- The Coverage Concept illustrates what might happen **if** the community chose to invest constrained future resources fully towards keeping today's coverage.



The **Ridership Concept** provides higher frequency along the county's most active and walkable corridors, but some people in lower density areas would lose bus service. It has a frequent 15-minute grid where most people live and work that many people would find useful.

The **Coverage Concept** keeps service near everyone that has service today. With a 25% service reduction, this means that most routes have to run less frequently. Many people will have to wait a long time for a bus, and might therefore not find the service as useful.

Key Outcomes

Ridership Concept

- **Higher Frequencies.** Buses on a grid of routes would come every 15 minutes. The number of residents near frequent service would increase from 30% to 51%, reducing travel time for many trips.
- **Slightly Less Access.** Residents near transit today would be able to reach an average of 2% fewer jobs in 45 minutes.
- **Loss of Coverage.** The total number of residents near any transit service would decrease from 82% to 70%.

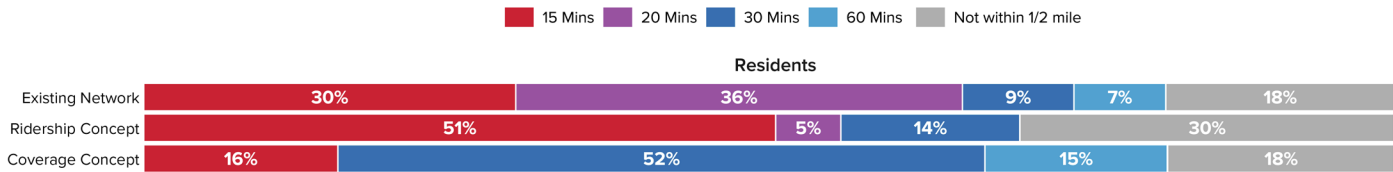
Coverage Concept

- **High Coverage.** Everybody that is served by transit today would continue to have service nearby.
- **Much Less Access.** Residents near transit today would be able to reach an average of 37% fewer jobs in 45 minutes.
- **Lower Frequencies.** Most routes throughout the county would only run every 30-60 minutes.

This is only an overview. The Concepts are described in detail in Chapter 2 and their outcomes in Chapter 3.

Proximity to Transit

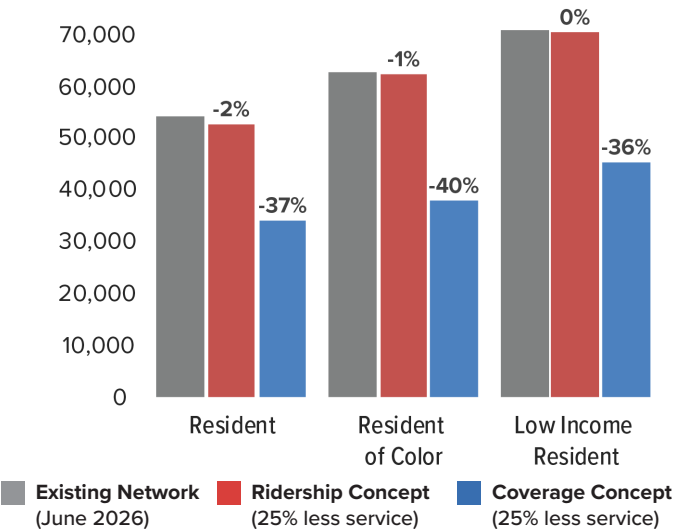
What percentage of Milwaukee County is within 1/2 mile of transit that comes every...



The Ridership Concept preserves as much access to jobs and opportunities as possible with service cuts.

The Coverage Concept ensure that everybody still has some service even if the service not very frequent.

Jobs Accessible by Transit in 45 Minutes by the Average Milwaukee County Resident



2 Network Concepts

Introduction to Concepts & Parameters

To help the community understand how different goals would result in different network designs, this chapter introduces two Concepts. Both Concepts have the same amount of service, but they show different ways to allocate the same resources.

The Concepts represent a spectrum of possibilities. When comparing these Concepts and their outcomes, the choice is not “Pick one of these two”; rather, it is “Where on the spectrum of possibilities should the MCTS bus network be?”

The Ridership and Coverage Concepts are intentionally very different from one another, so that people can see how a move in one direction or the other would affect bus services they care about, and how that affects the outcomes of change in service.

These two Concepts are designed with 25% fewer service hours compared to June 2026 to account for the impending fiscal challenge. Together they show the painful outcomes of service cuts when MCTS’ resources are severely constrained.

Concepts, Not Proposals

At this stage, the study team is not proposing any specific changes. Public engagement about the Concepts will help guide the development of an actual network proposal.

The most important word to remember is **“if”**. The Ridership Concept shows what might happen if MCTS chose to focus on ridership as the primary goal. The Coverage Concept shows what might happen if MCTS chose to keep service near everyone. **No decision has been made at this time.**

The Big Picture Matters More than Details

These Concepts have been designed so that they could be implemented with minimal adjustments, yet they are not a binary choice. Their purpose is to frame choices at a high level. Public feedback on these Concepts will guide the development of a Draft Network, where more details will be filled in, like exact stop locations and turnarounds for the ends of routes.

No Preferred Concept

At this stage, the MCTS Forward team is not proposing specific changes to the MCTS network. The public conversation about the Concepts will help guide the development of a Draft Plan and then a Final Plan.

None of the staff from MCTS nor the consultant staff have a preference among the Concepts shown in this chapter.

Existing Network

This map shows MCTS' existing bus network. The next page has a larger version of this map to show details more clearly.

On every map throughout this project, routes are color-coded by their frequency during the midday. Colors make all the difference.

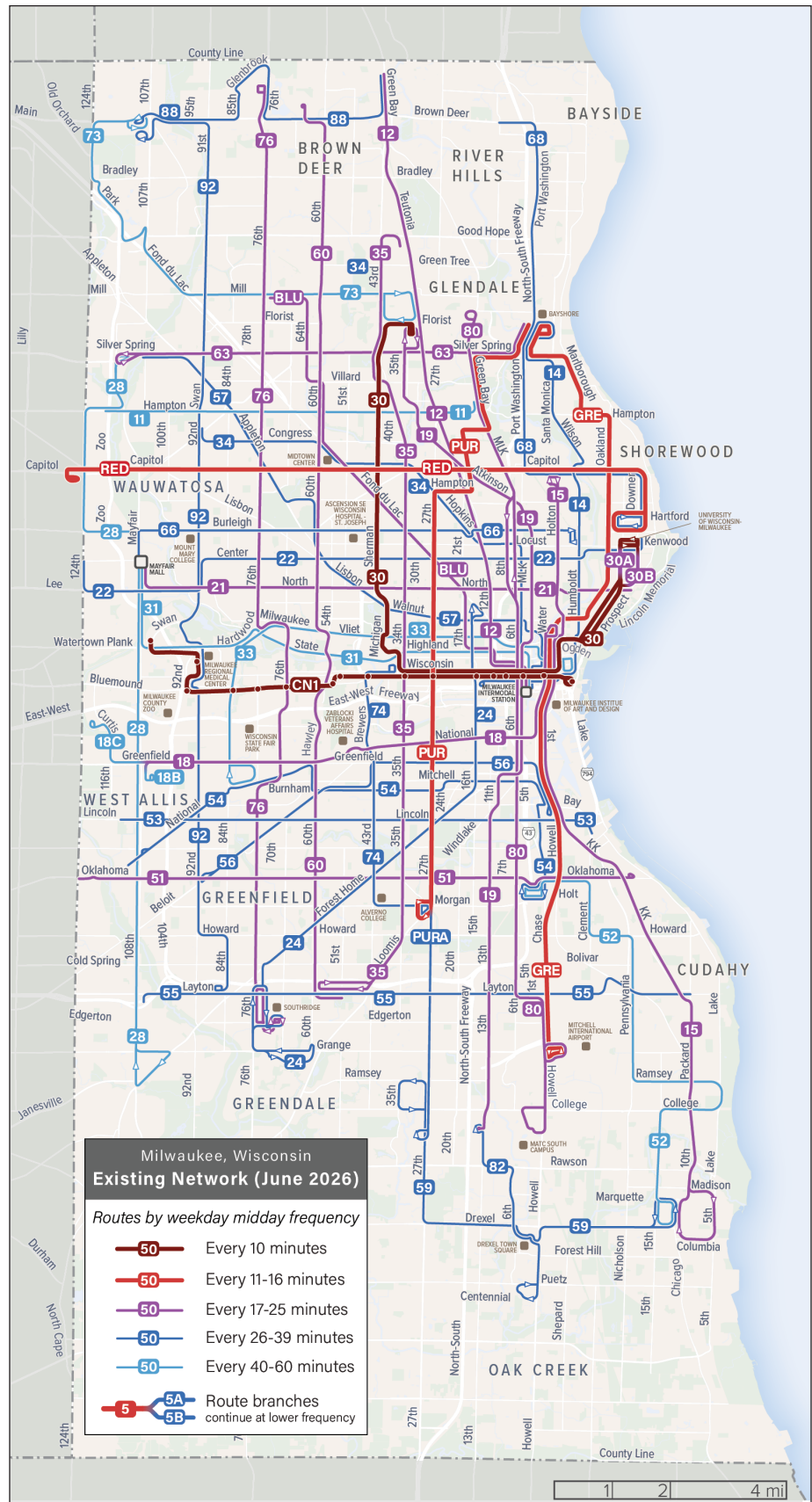
- **Dark red lines** are routes that run every 10 minutes,
- **Bright red lines** run about every 15 minutes,
- **Purple lines** run about every 20 minutes,
- **Dark blue lines** run about every 30 minutes, and
- **Light blue lines** run about every 40-60 minutes.

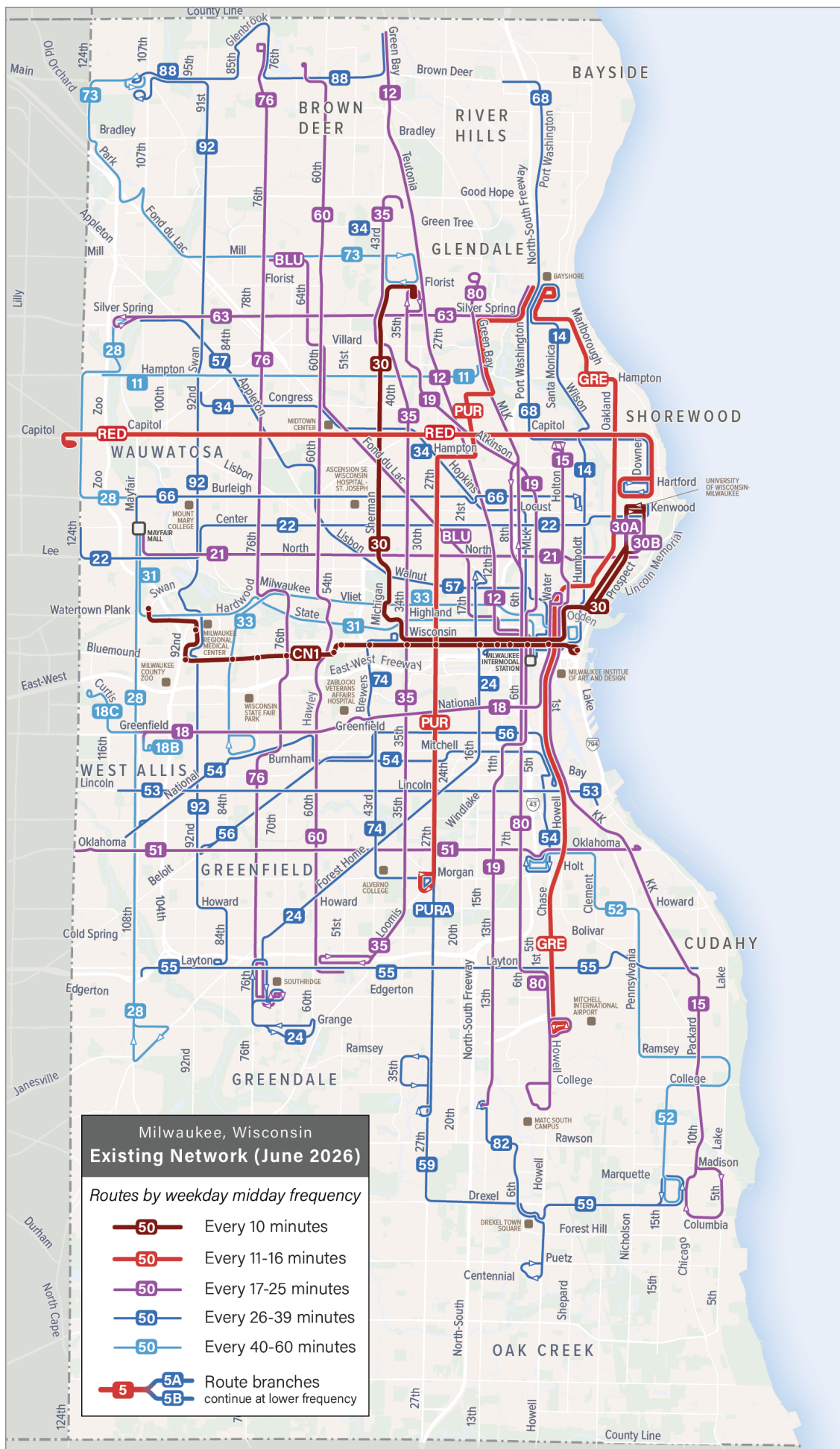
The Existing Network mostly provides a grid of services that come every 17-25 minutes, shown in purple.

Connect 1, the county's bus rapid transit route (BRT), is colored as dark red because it runs every 10 minutes in the midday. Its stations are also marked on the map for clarity. Route 30 also runs every 10 minutes, and there are three other routes that run every 15 minutes—the Red, Purple, and Green.

The rest of the network is blue. Dark blue routes run every 26-39 minutes, and light blue routes run every 41-60 minutes.

Some routes split to provide service to more places but at a lower frequency on route branches. For example, Route 30 runs every 10 minutes, but as it approaches the University of Wisconsin-Milwaukee, it branches to provide service on North Maryland Avenue and North Downer Avenue every 20 minutes on each.





Ridership Concept

The map on the right shows the frequency on each route in the Ridership Concept. The next page has a larger version of this map to show details more clearly.

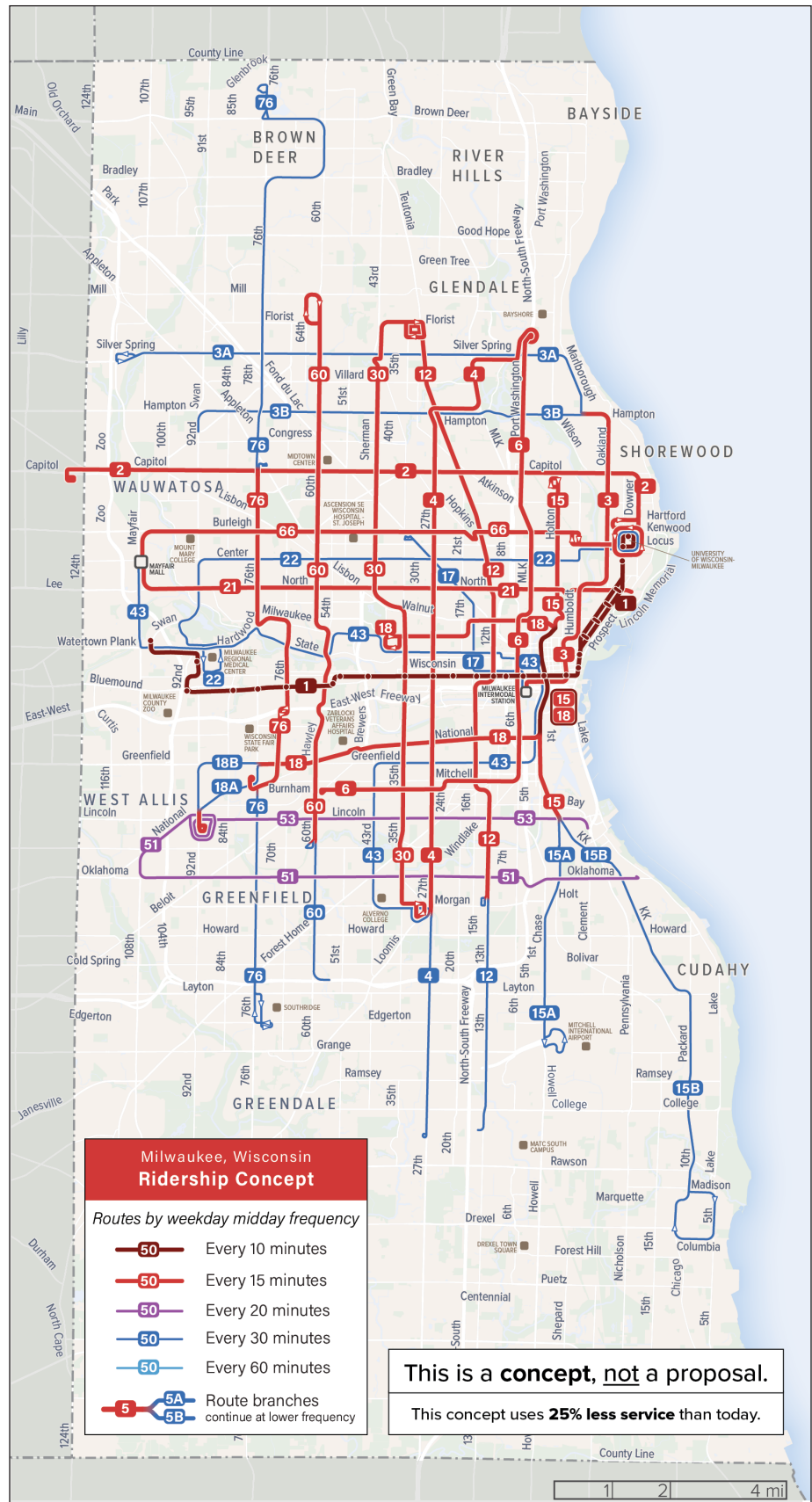
The Ridership Concept **concentrates MCTS' limited resources into frequent, useful service near the most people and jobs**, where transit can run in direct, linear paths. No route has a frequency worse than every 30 minutes.

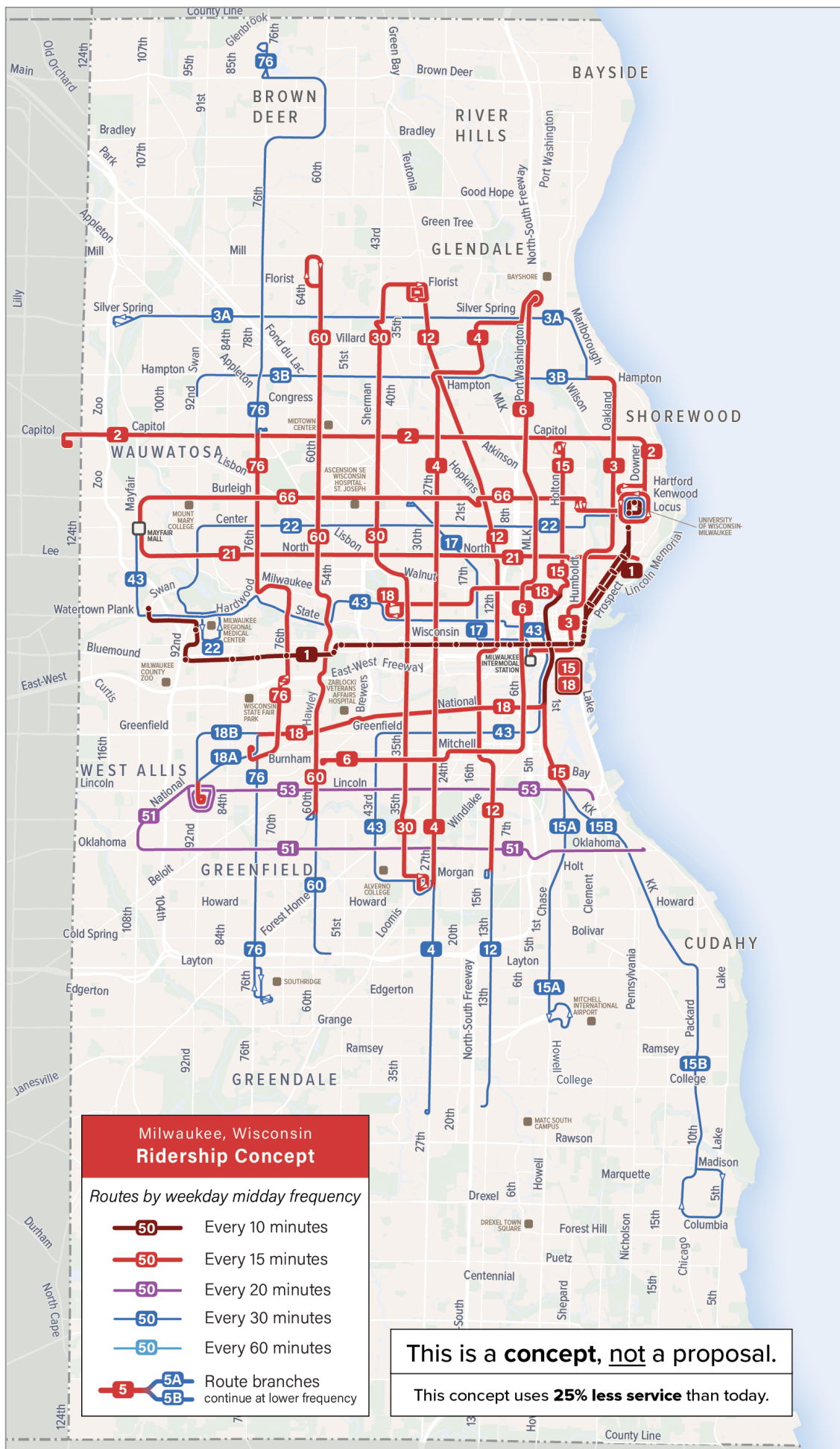
Because the Ridership Concept focuses on frequent, useful service, it cannot provide transit service in every place MCTS serves today, particularly when there is 25% less service. But **wide coverage is not the goal that the Ridership Concept is designed for**.

Preserved Frequency

The Ridership Concept **maintains high frequency on most of the county's main corridors** (shown in red on the maps). To do so within the service reduction, this Concept doesn't have service in places where relatively few people live and work, it doesn't have service on most diagonal streets, and it recedes to the one-mile grid. That is, for example, a route on Capitol Drive and Hampton Avenue but not on Congress Street. This means that some people may have to walk farther to a bus stop, but once they get there, the bus is coming soon.

The grid of 15-minute frequent routes makes the network very useful for a lot of people. Frequency is correlated with high ridership, because it makes the service more useful. People don't have to spend as much time waiting and it's easy to transfer between routes.





Coverage Concept

The map on the right shows the frequency on each route in the Coverage Concept. The next page has a larger version of this map to show details more clearly.

The Coverage Concept ensures that **MCTS continues to provide some level of transit service in all of the areas it currently serves.**

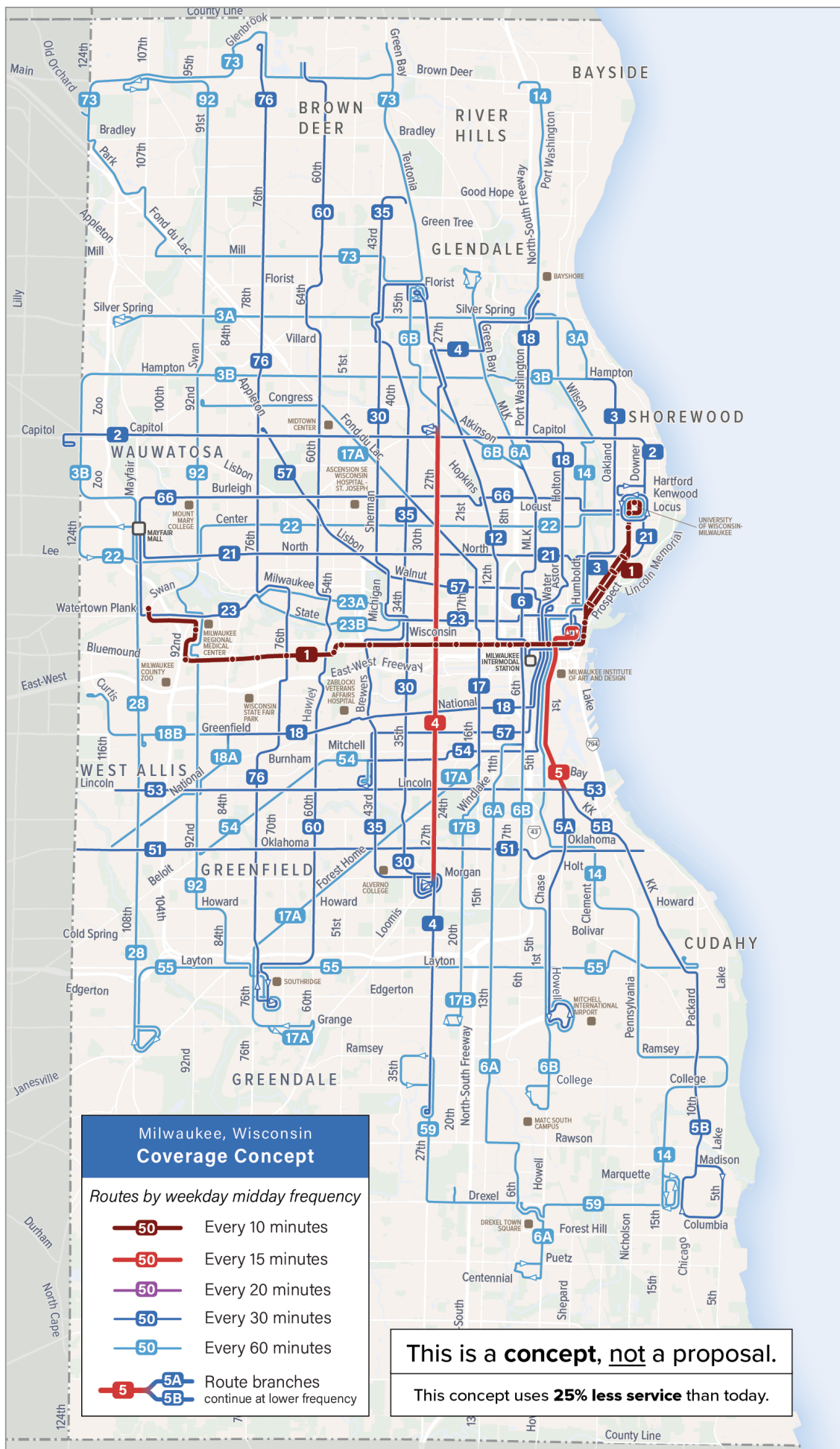
With a 25% budget cut, most places will have routes that are not very frequent and useful. Most segments on this map are blue, which means most areas will have a frequency every 30-60 minutes. But **providing frequent, useful service is not the purpose of a network designed for high coverage.**

Preserved Coverage

If you flip back and forth between the Existing Network map and this Coverage Concept map, you will see that there is service everywhere there is service today. To keep this coverage within the service reduction, MCTS would have to drastically cut frequencies. Services on Capitol Drive, Oakland Avenue, and National Avenue have service every 15-20 minutes today, but only run every 30 minutes in this Concept. Many other routes go from running every 20-30 minutes to every 60 minutes.

The only corridors with 15 minute service in this Concept are 1st Street, 27th Street, and Wisconsin Avenue to the University of Wisconsin-Milwaukee (Combining today's CN1 and Route 30).





Spans & Frequencies: Existing Network

The chart below summarizes the frequency throughout a weekday for several routes. Every row represents a route and every column is an hour of the day. The color of each single block is the frequency of that route at that hour.

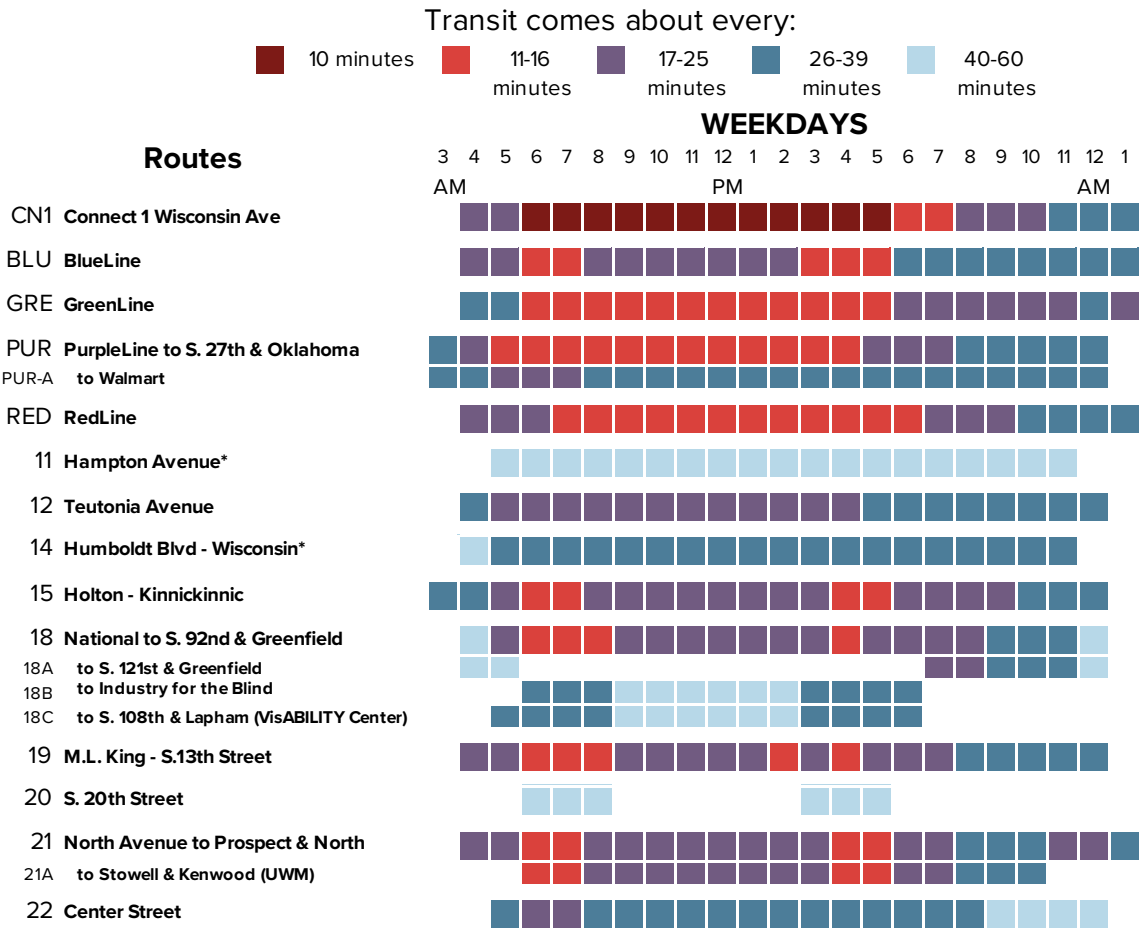
Today, many routes have higher frequencies during peak hours and often lower frequencies in the evenings. The Blue Line and Routes 15, 18, 19, and 21 provide roughly 15-minute frequency during the peaks, 20-minute frequency in the middle of the day and 30-minute frequency in the evenings.

The Purple Line (PUR) runs every 15 minutes to South 27th & Oklahoma Avenue in the midday, so it is colored red on this chart. It also runs farther south, to the Walmart, every 30 minutes, so the row for the Purple-A (PUR-A) is colored blue.

Most routes start service around 4am and end around midnight, which is good for making transit useful for many kinds of trips. High ridership tends to arise from all-day, all-week service. Many people that work in retail or service jobs have shifts that are not Monday to Friday, 9 to 5. If a person has to be at work before or after transit service is provided, they are not likely to find transit useful. Additionally, people who work during the week value having a chance to do their shopping or visiting by transit on weekends.

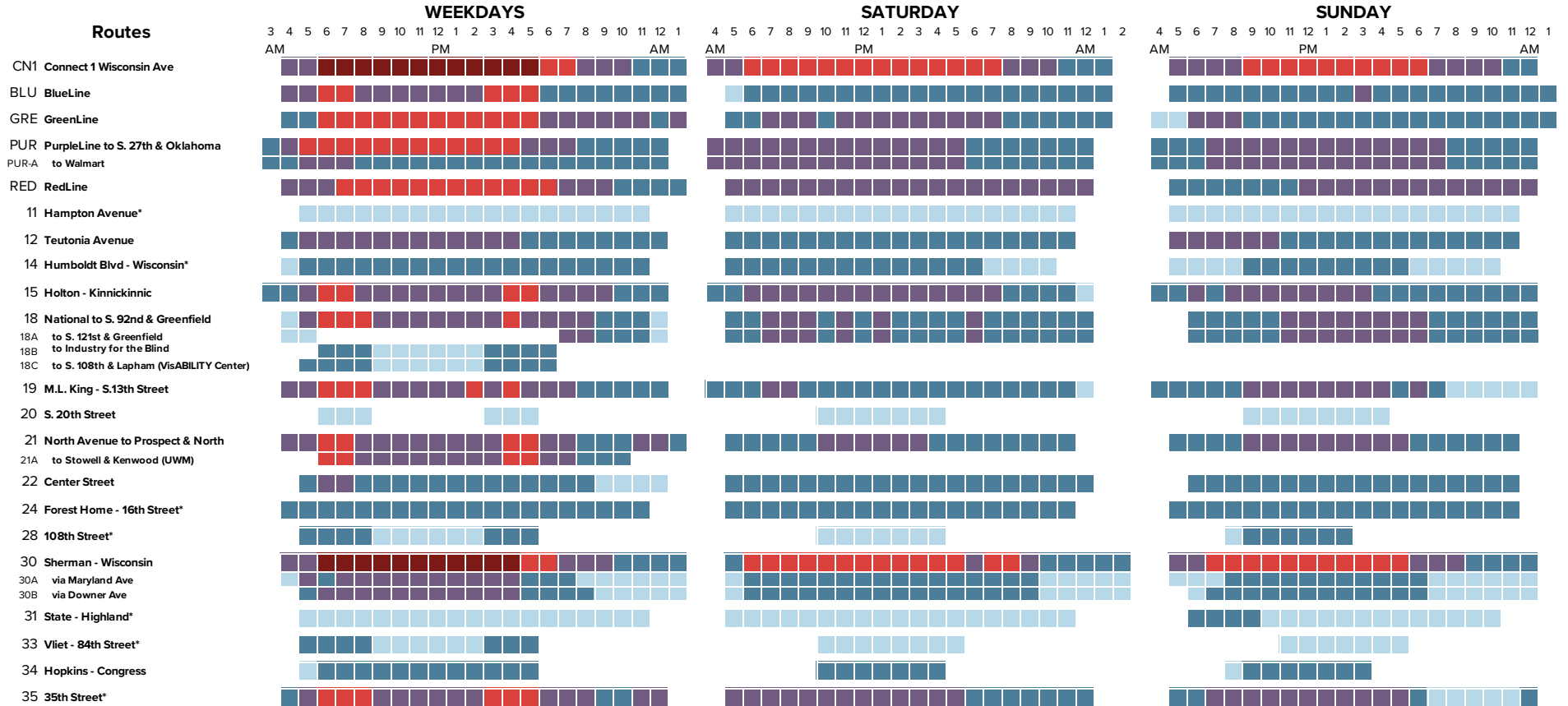
Even though many people might not use the late night service, its availability allows people to use transit in the evenings. The next two pages show the frequency for all routes in the Existing Network throughout the day for weekdays, Saturdays, and Sundays.

MCTS June 2026 Network



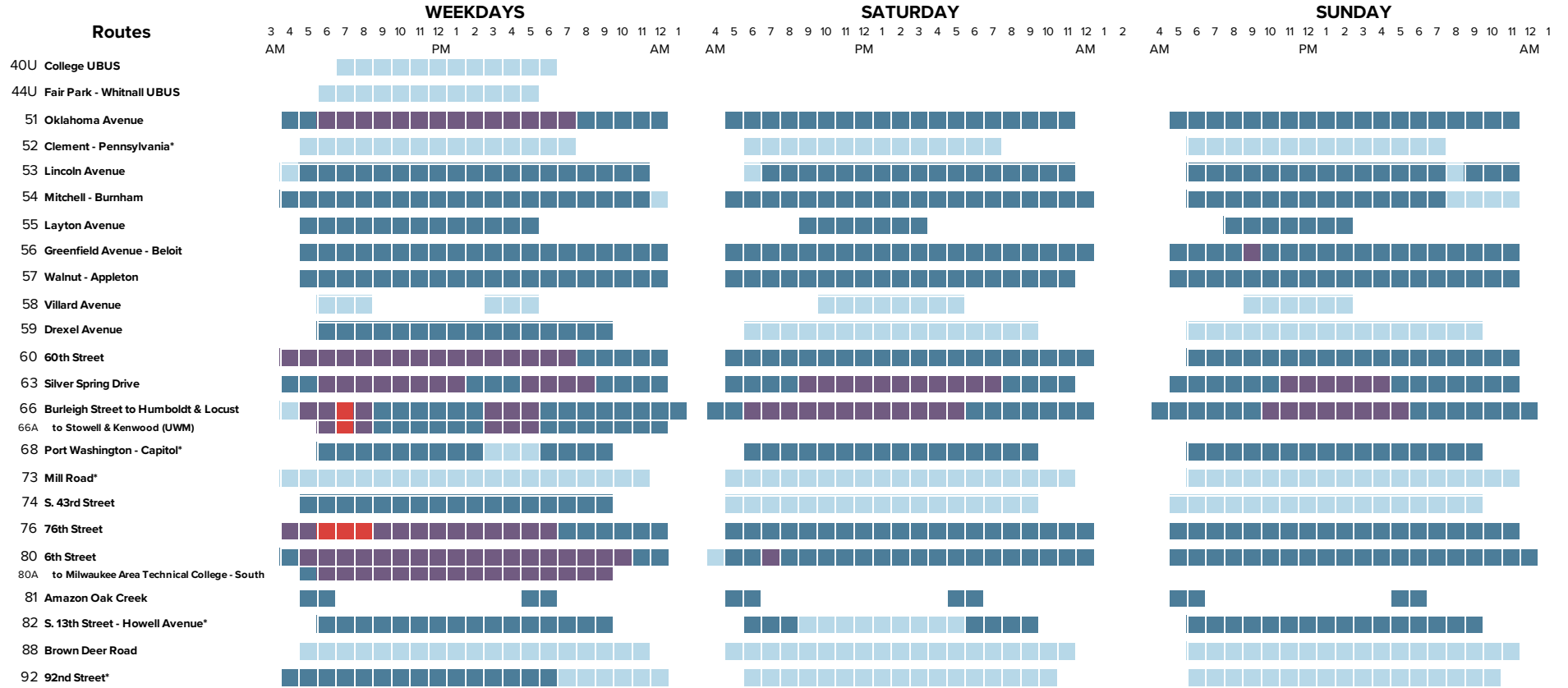
MCTS June 2026 Network

Transit comes about every:



MCTS June 2026 Network

Transit comes about every:



Spans & Frequencies: Concepts

The charts below show the frequency by time of day for some routes in the Concepts, and the next three pages show the full charts. Every row represents a route and every column is an hour of the day. The color of each single block is the frequency of that route at that hour.

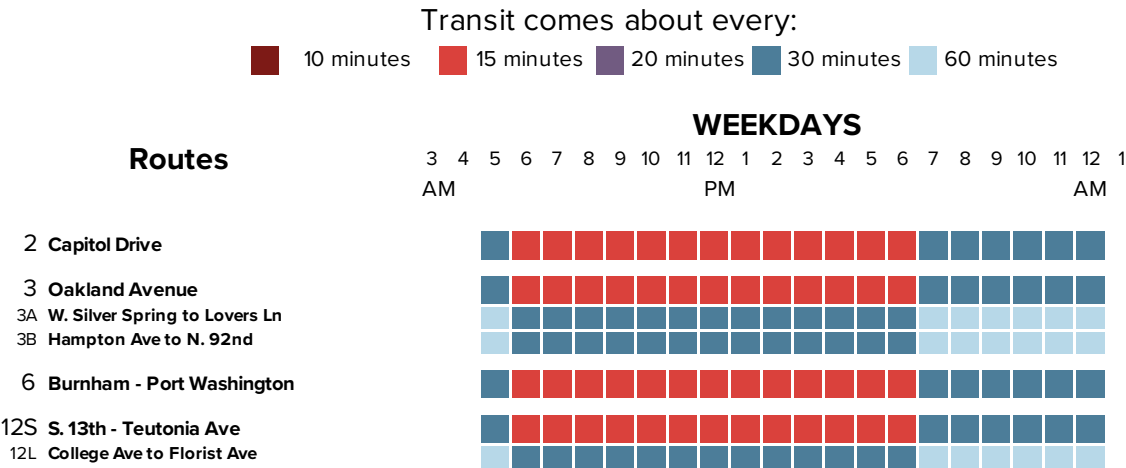
Compared to today, some routes in the Concepts may start or end at slightly different times, but all routes have consistent spans. All routes run from about 5am on weekdays to 1am the next day. On Saturday, all routes run from 5am to midnight and, on Sundays, 6am to 11pm. Offering **long, consistent spans of service throughout the day and week, in places where large numbers of people can use transit, is key to attracting high ridership** over time.

Note that these charts also shows the “trunk” segments for routes that together provide higher frequency on certain corridors.

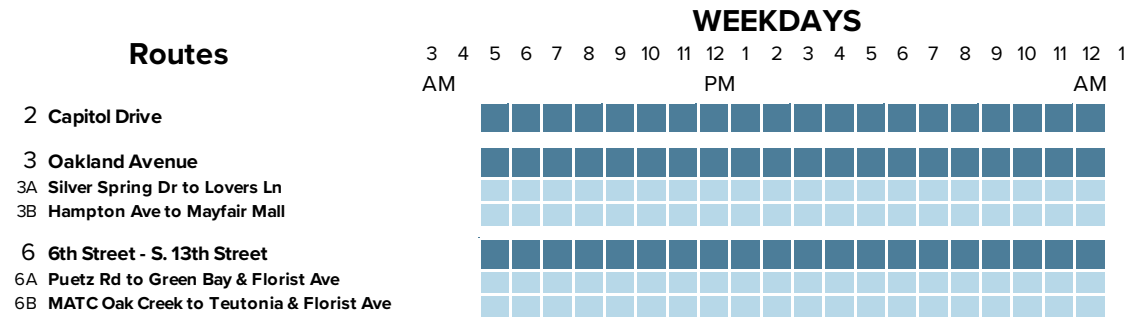
Routes that are drawn as red on the Concept maps run every 15 minutes from 6am to 7pm on Weekdays, 9am to 9pm on weekends, and every 30 minutes at other times. The Ridership Concept has fewer routes total, but many routes offer this high 15-minute frequency.

Routes that are dark or light blue on the maps run every 30 or 60 minutes all day, respectively. The Coverage Concept has many more total routes that go to many more places, but most of them are blue.

Ridership Concept



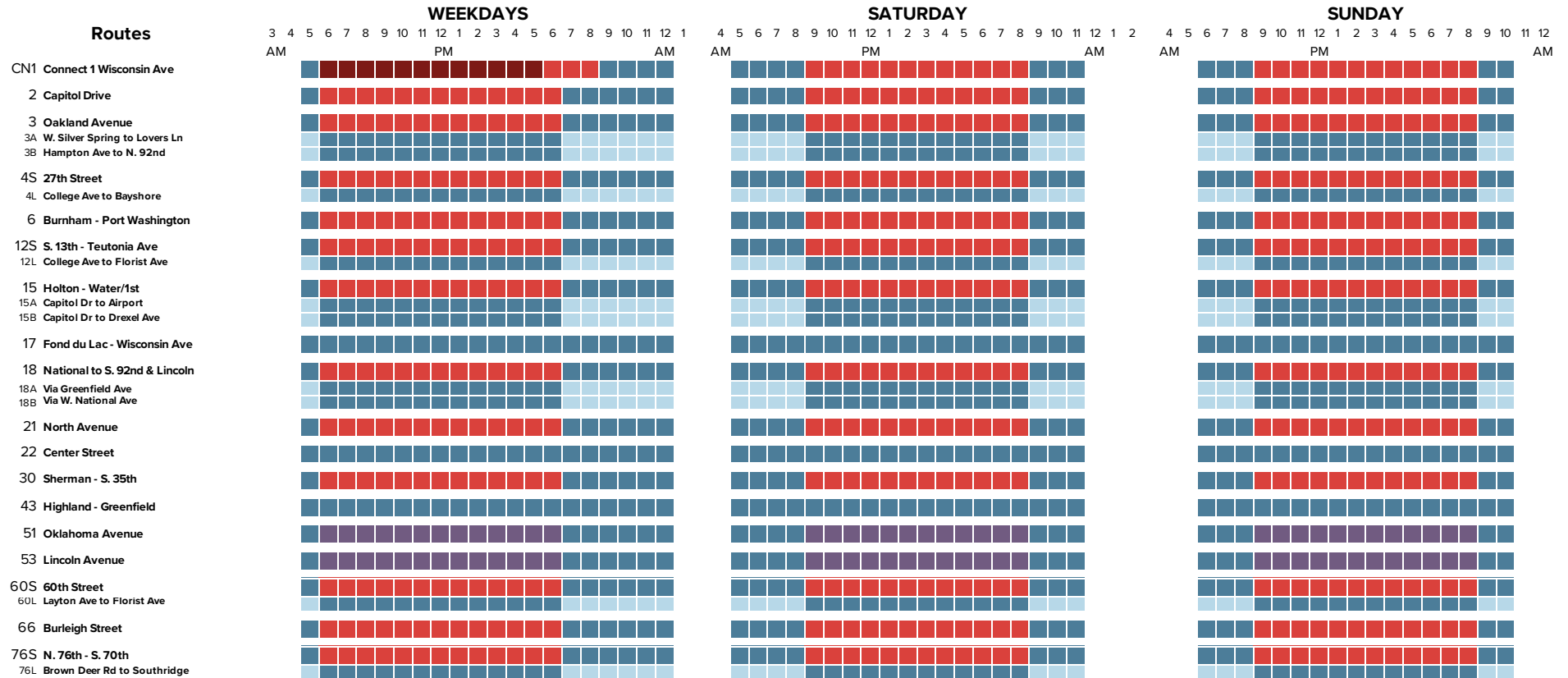
Coverage Concept



Ridership Concept

Transit comes about every:

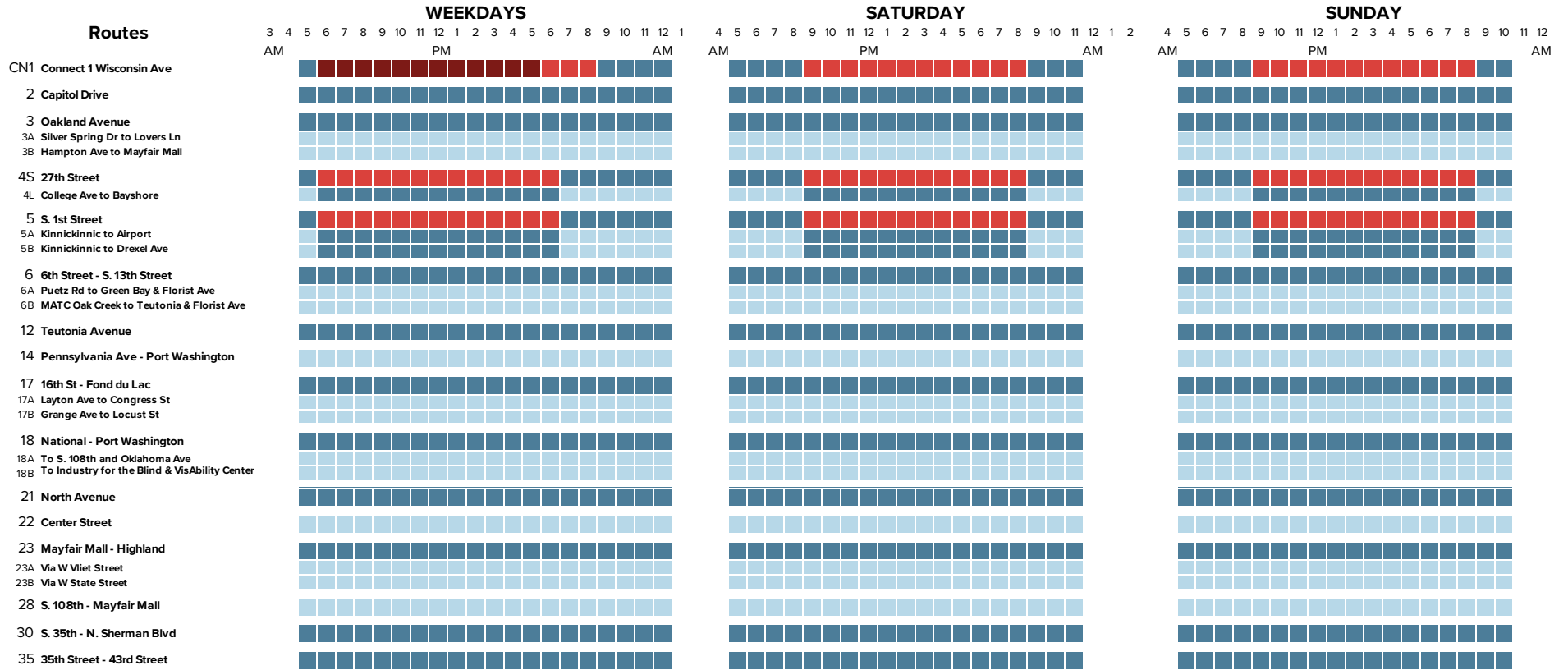
10 minutes 15 minutes 20 minutes 30 minutes 60 minutes



Coverage Concept

Transit comes about every:

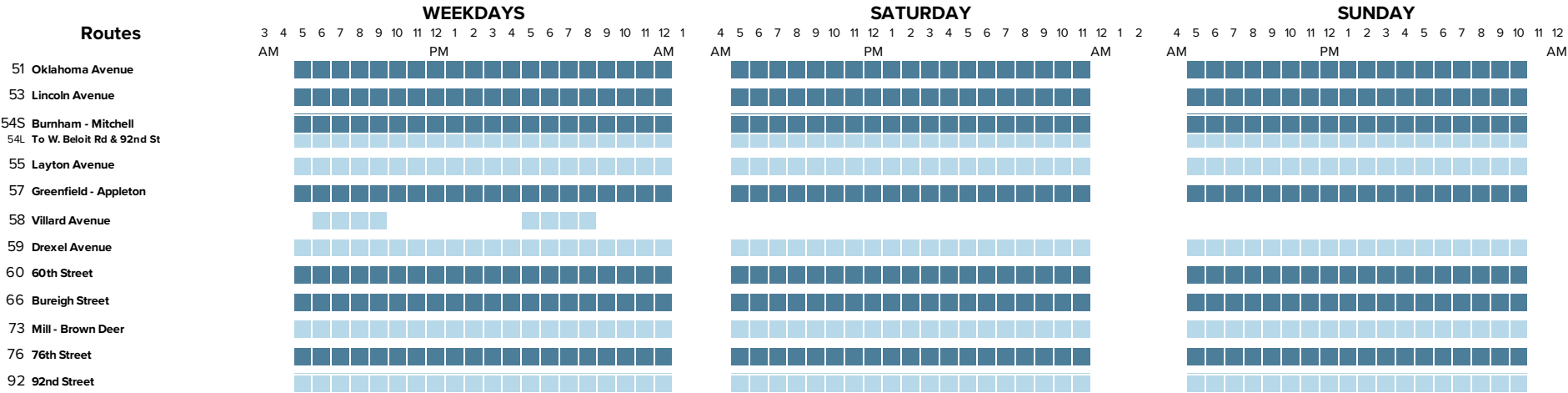
10 minutes 15 minutes 20 minutes 30 minutes 60 minutes



Coverage Concept

Transit comes about every:

10 minutes 15 minutes 20 minutes 30 minutes 60 minutes



3 Comparing Outcomes

Comparing Outcomes: Proximity

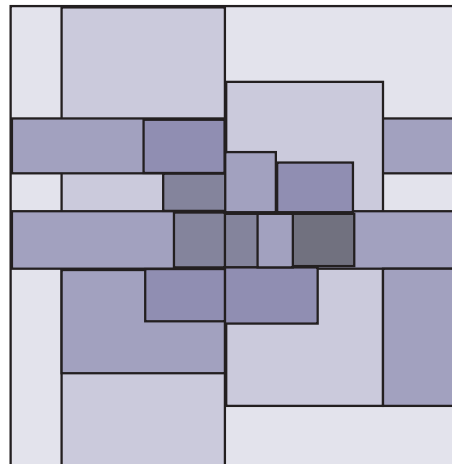
The design of the networks and when and where service run are important when thinking about how service changes might affect individuals and their trips, but they tell us only so much about the overall effects of these networks. In this section, we look at three different ways of measuring the potential outcomes of the Concepts. These measurements are not forecasts. They do not make assumptions about how culture, technology, prices, or other factors will change in the next few years. These are simple arithmetic measures that combine existing distance, time and population information to show the potential of each Concept and how they each differ from the existing network.

Proximity

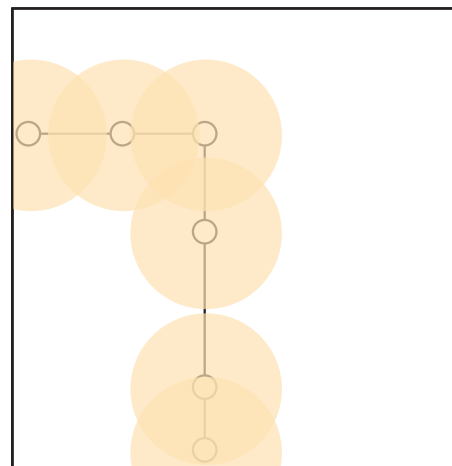
The first measure reported, on the next page, is very simple: *How many people and jobs are near transit?*

Proximity is a measure of the coverage a transit system provides. If resources are spread out to provide some service in lots of areas, more people and jobs will be near transit. A network that provides better proximity outcomes provides some transit to more people and workplaces.

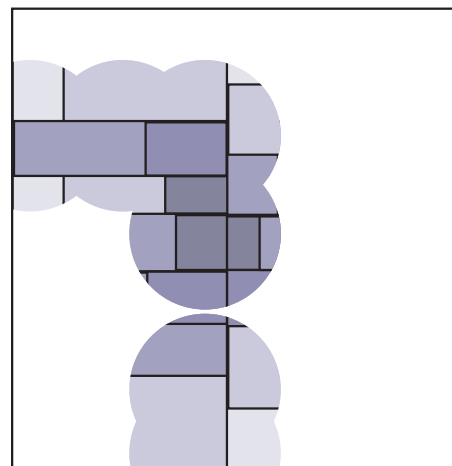
However, proximity by itself does not tell us how useful it could be to people, only that it is nearby to them. We also report on proximity to transit by the frequency of service, to provide information about how many people are near service that is more likely to be useful.



Residential Density



Transit Stops and 1/2 Mile Buffers



Residents within 1/2 Mile

Proximity to Transit

The charts below show the change in people and jobs near transit in the Existing Network compared to the Ridership and Coverage Concepts.

Today, 82% of people in Milwaukee County are near transit service and 30% are close to 15-minute service. In the Ridership Concept, the percent of people near service declines to 70%, but 51% would be near frequent transit. So **the tradeoff for the Ridership Concept is that while fewer people are near service, those that are near service have high frequency service.**

In the Coverage Concept, everybody that has transit service nearby today would continue to

have transit nearby, so the same 82% of people in Milwaukee County are covered. But in the Coverage Concept, only 16% of residents are near frequent transit, since only three routes run every 15 minutes or better in the entire network.

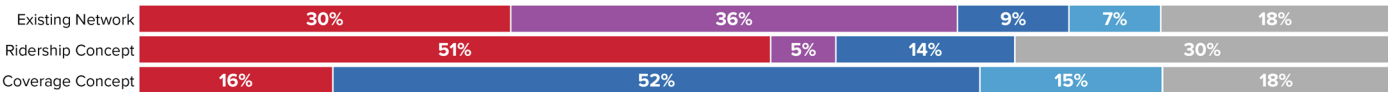
Today, 81% of all jobs in Milwaukee County are near some service. In the Ridership Concept, fewer jobs are near any service, with only 68% near some service, but many more jobs are served by frequent service, with 55% of jobs near a bus route coming every 15 minutes. In the Coverage Concept, all jobs are served, but only 29% are near frequent 15-minute service.

Proximity to Transit

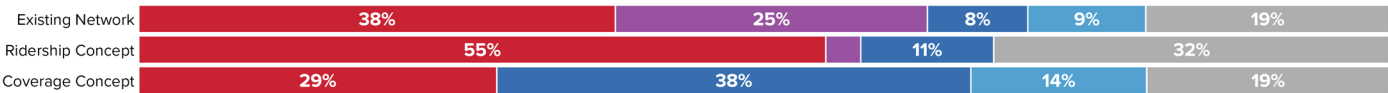
What percentage of Milwaukee County is within 1/2 mile of transit that comes every...

15 Mins 20 Mins 30 Mins 60 Mins Not within 1/2 mile

Residents



Jobs



Proximity to Transit: Subgroups

Transit is often tasked with providing affordable transportation for low-income residents, which is why agencies provide service to some people and areas, regardless of ridership potential. Under Title VI, federal laws also protect those with low incomes from disparate transportation impacts, which is why agencies sometimes provide transit service in places where poverty is high, even if this does not maximize ridership. Similarly, federal Civil Rights laws require that transit agencies assess the impacts of changes to service on people of color to ensure there are no disproportionate negative impacts.

The charts on this page show how many members of each subgroup are near transit. The overall patterns for proximity for various groups of residents across Milwaukee County follow similar patterns as proximity for all residents.

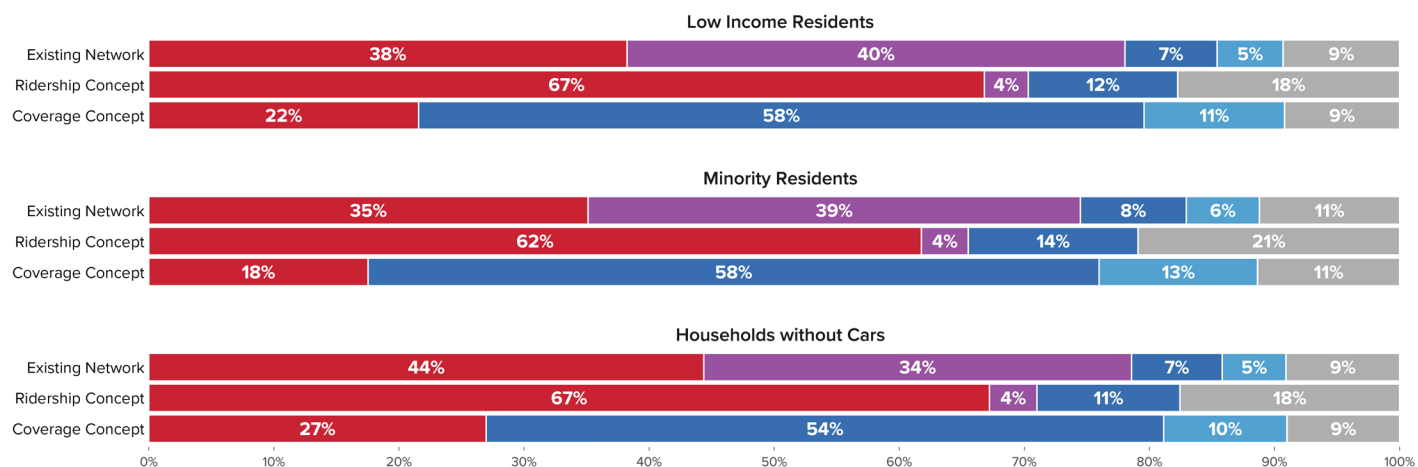
- **Low-Income Residents.** Overall proximity to transit goes from 91% to 82% in the Ridership Concept and stays at 91% in the Coverage Concept. Frequent coverage goes from 38% to 67% in the Ridership Concept and down to 22% in the Coverage Concept.
- **Minority Residents.** Overall proximity to transit goes from 89% to 79% in the Ridership Concept and stays at 89% in the Coverage Concept. Frequent coverage goes from 35% to 62% in the Ridership Concept and down to 18% in the Coverage Concept.
- **Households Without Cars.** Overall proximity to transit goes from 91% to 82% in the Ridership Concept and stays at 91% in the Coverage Concept. Frequent coverage goes from 44% to 67% in the Ridership Concept and down to 27% in the Coverage Concept.

Since people in these groups are often located closer to useful transit, and transit in general, the overall levels of coverage in either network are higher for all of these groups, compared to coverage of residents overall.

Proximity to Transit

What percentage of Milwaukee County is within 1/2 mile of transit that comes every...

15 Mins 20 Mins 30 Mins 60 Mins Not within 1/2 mile



Access & Usefulness

Wherever you are, there is a limited number of places you could reach in a given amount of time. These places can be viewed on a map as a bubble around your location. Think of this bubble as the limit of where you can get to in a reasonable amount of time.

The technical term for this is access. The extent of this bubble determines what your options are in life: for employment, school, shopping, or whatever places you want to reach. If you have a bigger access bubble, you have more choices, so you have more access to opportunities. That increase in access is also closely related to transit ridership.

Access Is a Matter of Geometry

The way the access bubble is drawn is geometry. Access is about what you could do, not predictions of what you will do.

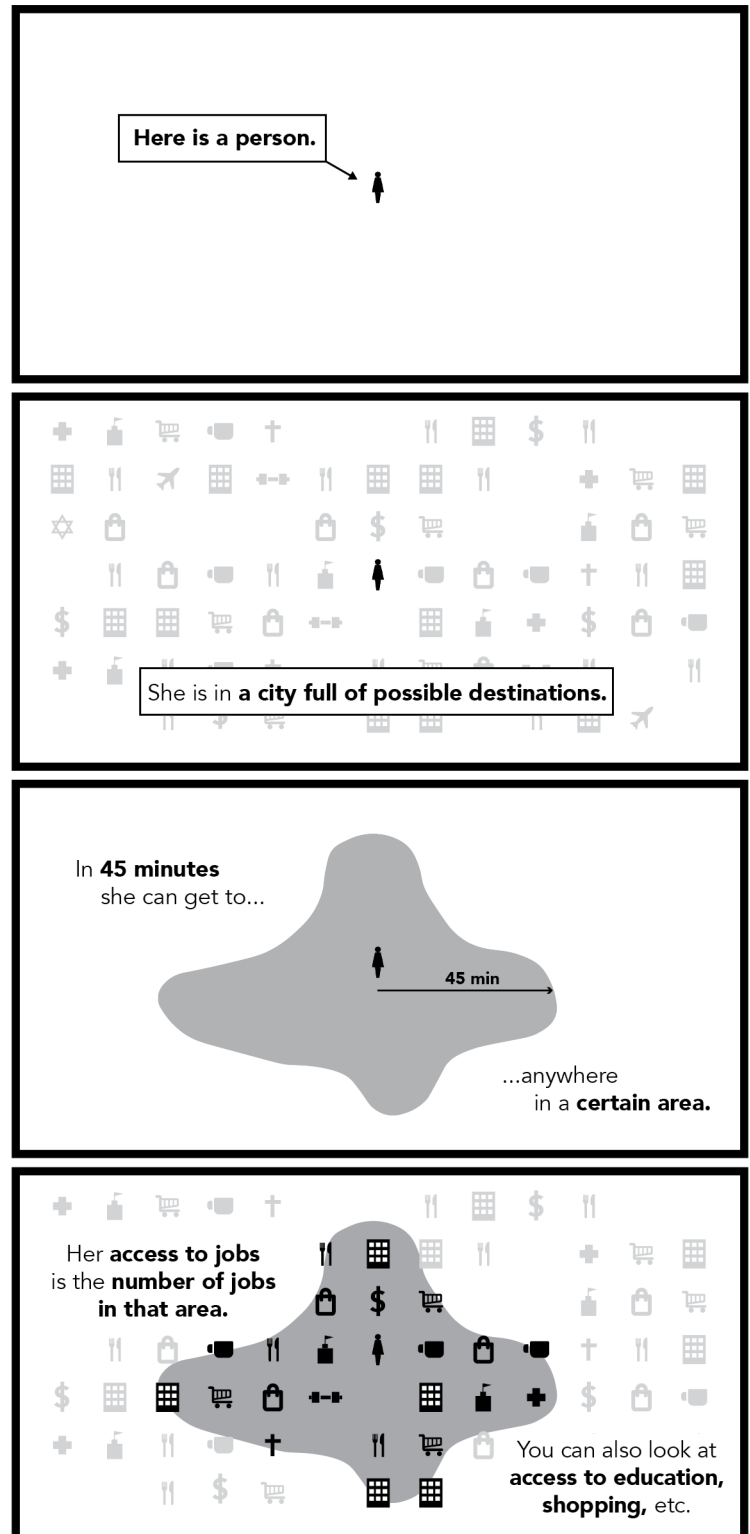
Access is a basic driver of ridership, but it can also be considered a worthy goal in itself. Access from a particular location is something that gives that a location value. Real estate firms routinely study where you can get to by car from a particular development, and we can do a similar analysis using transit. If you are deciding where to live based on whether you can get to your job, school, or relatives, you are asking about access.

How Transit Expands Access

When using transit, the extent of access is determined by:

- **The transit network.** This includes the frequency, speed, and spans of service. These features determine how long it takes to get from any point to any other point.
- **The layout of the community.** For each transit stop on the network, this determines how many useful destinations are near the stop or within easy walking distance.

WHAT IS ACCESS?

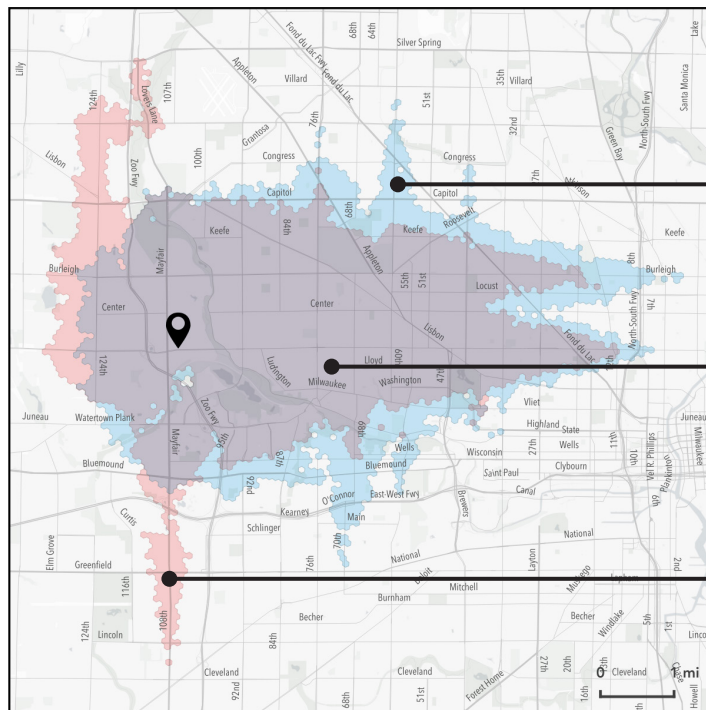


Comparing Outcomes: Access

People ride transit if they find it useful. High transit ridership results when transit is useful to large numbers of people. A helpful way to illustrate the usefulness of a network is to visualize where a person could go using public transit and walking, from a certain location, in a certain amount of time.

The map below shows someone's access to and from Mayfair Mall in 45 minutes in the Ridership Concept compared to the Existing Network. The technical term for this illustration is "Isochrone". A more useful transit network is one in which these bubbles are larger, so that each person is likely to find the network useful for more trips.

Compared to the Existing Network,
how far can I travel in **45 minutes** from
Mayfair Mall
on weekdays at noon using the
Ridership Network?



Blue areas are newly reachable in 45 minutes in this Concept

Purple areas are reachable in 45 minutes in both the Existing and this Concept

Pink areas are reachable in 45 minutes in the Existing Network, but not in this Concept

Isochrone Example (1)

Not Just the Area, Also What is Inside

The real measure of usefulness is not just how much geographic area we can reach, but how many useful destinations are in that area. The change in jobs and people reachable is shown below the map.

Ridership arises from service being useful, for more people, to get to more busy places. That’s why predictive models of ridership do this very same analysis behind-the-scenes.

When reviewing these maps remember that **waiting time counts**, and in most cases, a longer walk to a high-frequency route can get people farther and faster, than a shorter walk to an infrequent route.

The maps below show that **from Mayfair Mall, the Ridership Concept would increase access to jobs by 10%**. Today, the routes on North Avenue and Burleigh Street run every 20 and 26 minutes, respectively. In the Ridership Concept, they both run every 15 minutes. People have to wait less for the bus, so they can travel farther in 45 minutes. That is the blue area on the map.

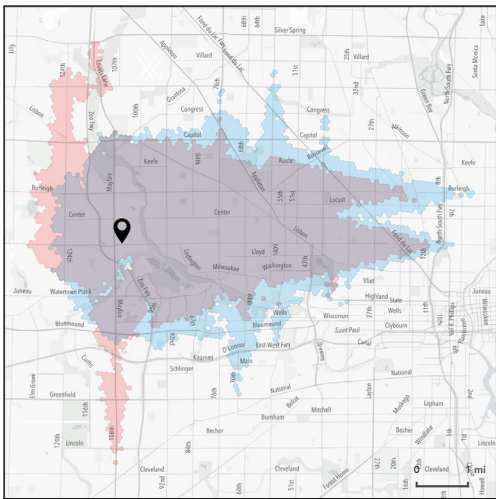
From Mayfair Mall, the Coverage Concept would decrease access to jobs by 13%. The routes on North Avenue and Burleigh Street run every 30 minutes. People would spend more time waiting for the bus, so they can’t travel as far in the same 45 minutes.

The next two pages show four more isochrone examples, and there are many more in the Appendix.

Compared to the Existing Network, how far can I travel in **45 minutes** from **Mayfair Mall** on weekdays at noon using the

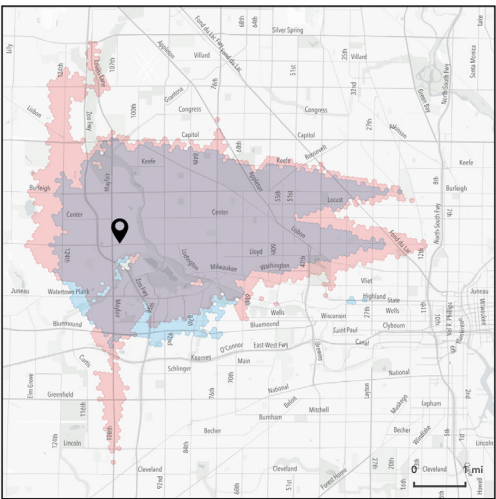


Ridership Network?



	Change	Change %
Jobs Accessible	+7,400	+10.0%

Coverage Network?



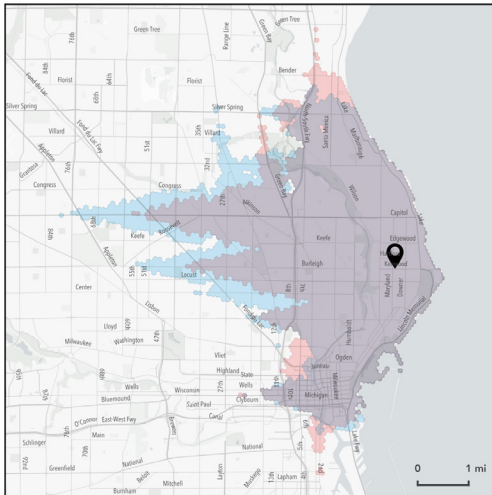
	Change	Change %
Jobs Accessible	-10,300	-13.5%

Isochrone Example (2)

Compared to the Existing Network,
how far can I travel in **45 minutes** from
University of Wisconsin-Milwaukee
on weekdays at noon using the

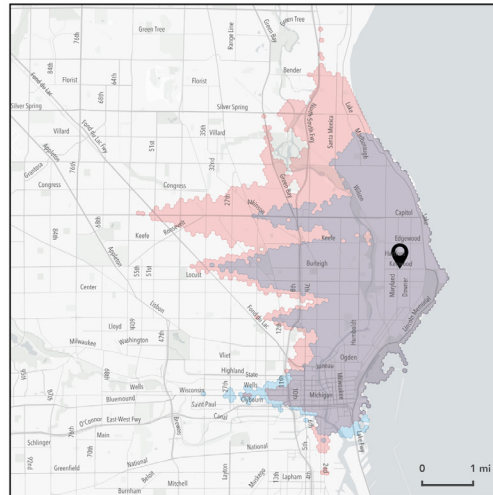


Ridership Network?



	Change	Change %
Jobs Accessible	-2,300	-2.0%

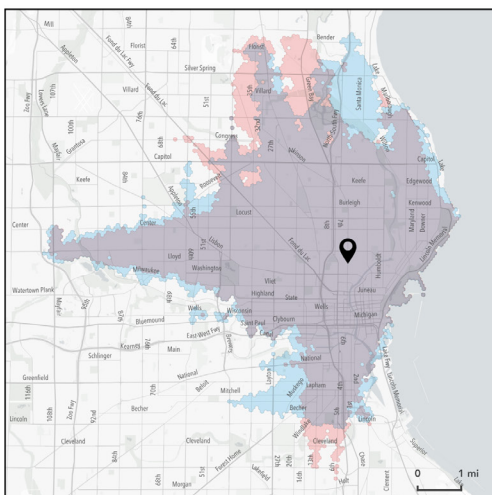
Coverage Network?



	Change	Change %
Jobs Accessible	-8,200	-7.0%

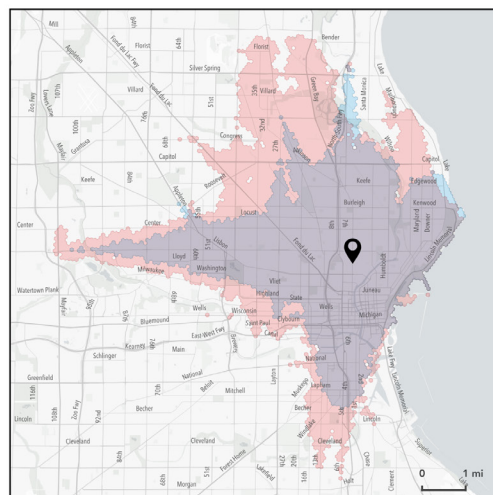
Compared to the Existing Network,
how far can I travel in **45 minutes** from
Bronzeville - MLK Drive & North Avenue
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+14,600	+8.5%

Coverage Network?



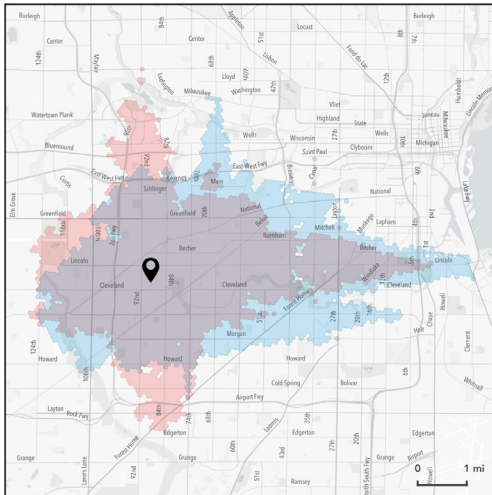
	Change	Change %
Jobs Accessible	-33,400	-19.5%

Isochrone Example (3)

Compared to the Existing Network,
how far can I travel in **45 minutes** from
Aurora West Allis Medical Center
on weekdays at noon using the

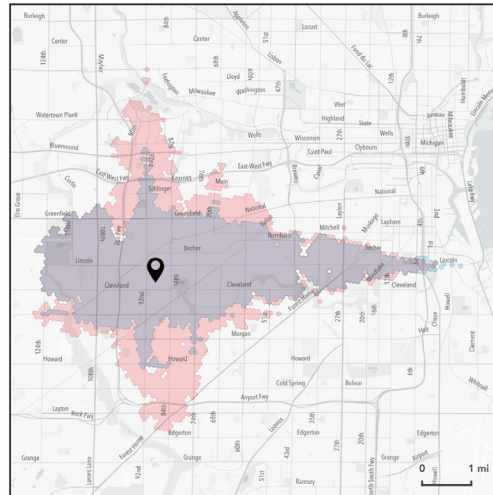


Ridership Network?



	Change	Change %
Jobs Accessible	+13,800	+27.0%

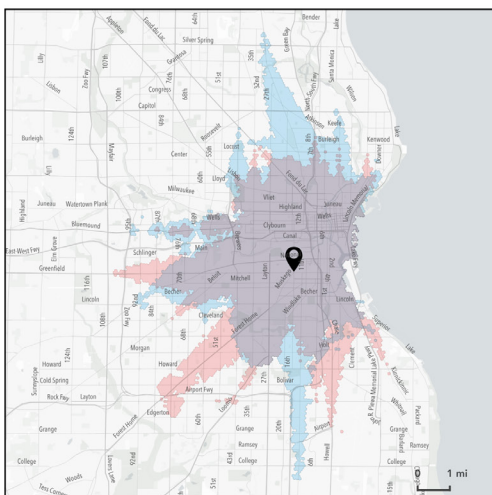
Coverage Network?



	Change	Change %
Jobs Accessible	-20,000	-39.5%

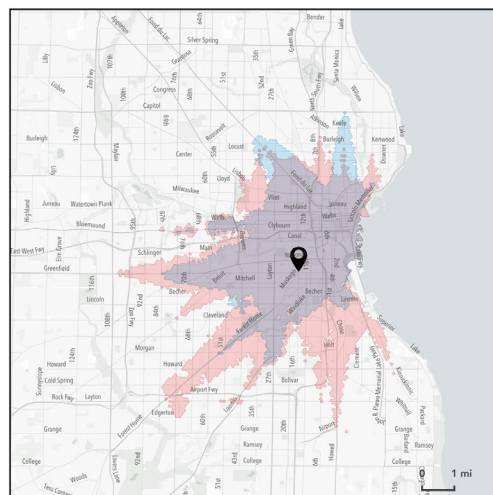
Compared to the Existing Network,
how far can I travel in **45 minutes** from
National Avenue & S 16th Street
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+6,500	+3.5%

Coverage Network?



	Change	Change %
Jobs Accessible	-27,300	-14.0%

Change in Access: Ridership Concept

The previous maps show how the Concepts expand where people could go in a given time, from certain places. We can run the same analysis throughout the county to estimate how access changes everywhere.

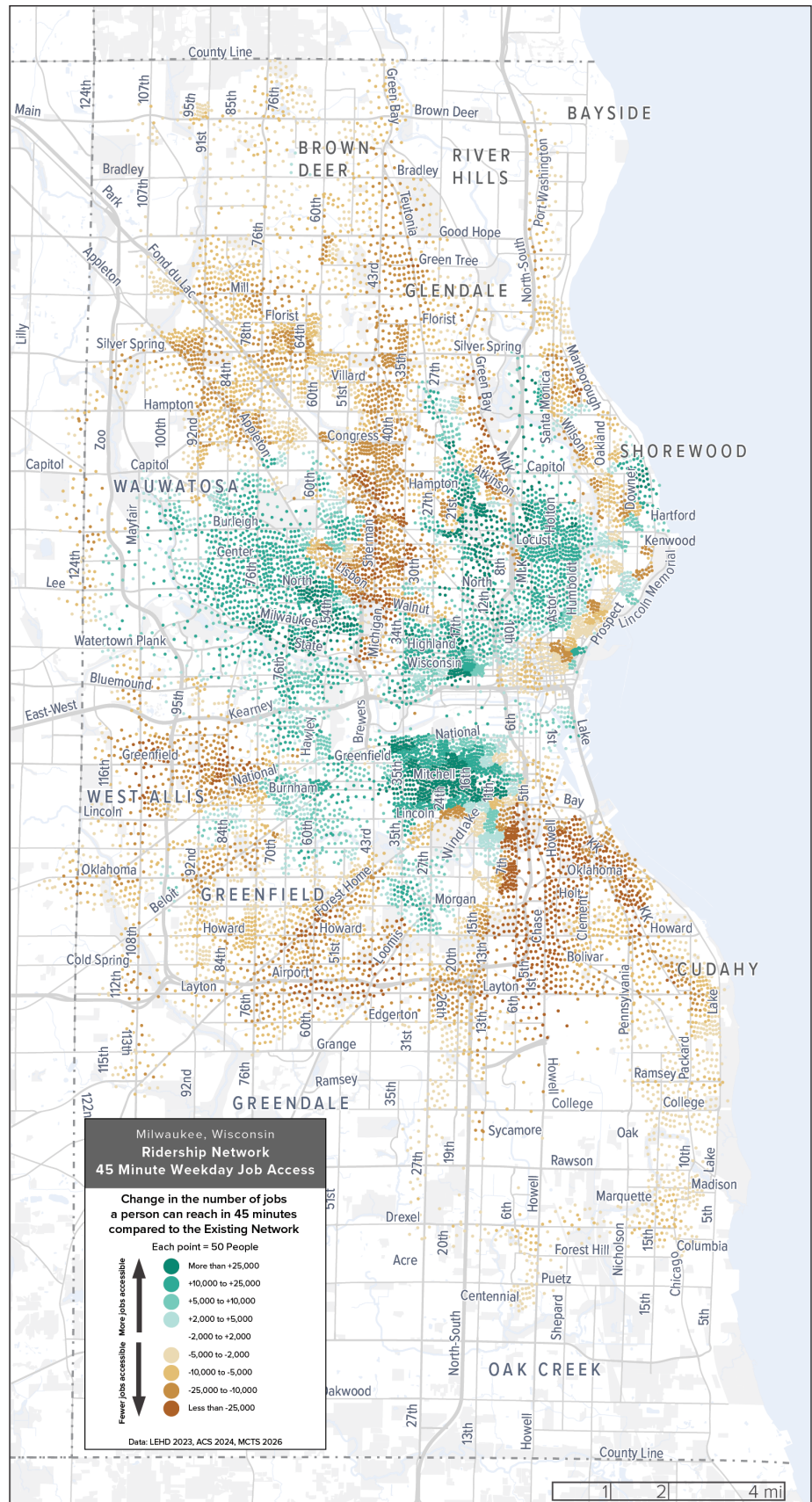
In this map, every dot represents 50 residents and the color represents the change in jobs reachable in 45 minutes.

- **Green dots** represent more jobs accessible
- **Brown dots** represent fewer jobs accessible
- The **intensity** of the color represents the intensity of the change.

With more frequent routes across the busiest and most dense places, the Ridership Concept increases access to jobs and opportunity in places where many people live and work. Traveling across these parts of the county would be much faster because waiting times would be much shorter.

Many areas are brown on this map. In particular, many areas far north and south that don't have any transit service in the Ridership Concept, show a big decline in access.

The Ridership Concept is purposefully designed to minimize loss in the usefulness of MCTS' network. **In the Ridership Concept, the average resident would be able to reach 2% fewer jobs in 45 minutes.**

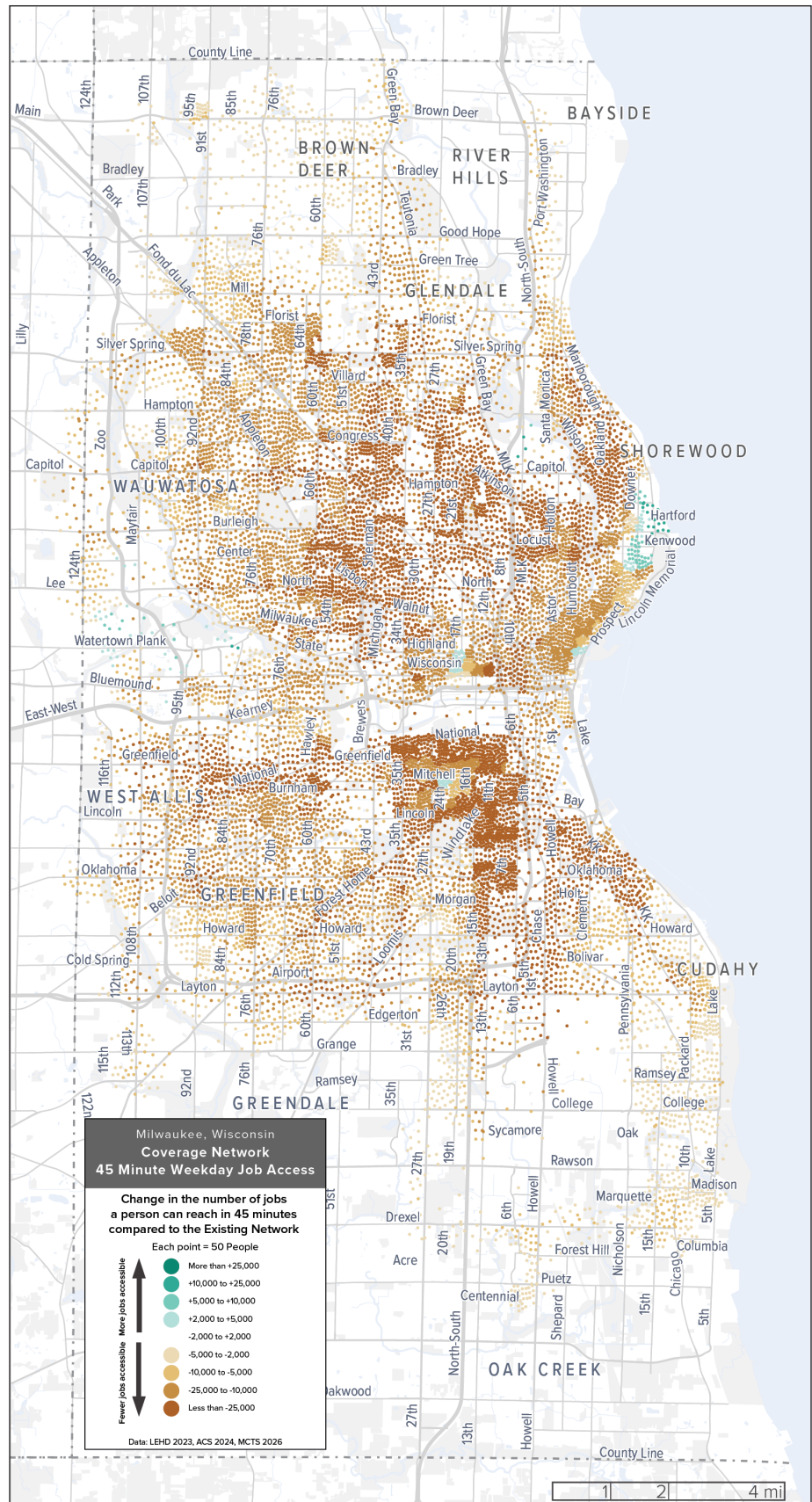


Change in Access: Coverage Concept

The map to the right shows the change in access for the Coverage Concept compared to the Existing Network.

The Coverage Concept shows a decrease in job access for almost all of the county. While the Coverage Concept keeps service near everyone, it only has 30- and 60-minute frequencies. The Existing Network has higher frequencies in most places. This results in lower access. Also, notice that most of the brown on this map is dark brown. That means that it's a significant decline in access.

The Coverage Concept is designed to minimize coverage loss, so it has better proximity outcomes and worse access outcomes. If we add up the change in access, we can calculate that **in the Coverage Concept, the average resident can reach 37% fewer jobs than today.**



Change in Access: Average Resident

The maps on the previous pages show how the two Concepts change access to jobs for different parts of Milwaukee County. By adding up all the increases and decreases across the county, we can estimate how each Concept changes access to jobs for the average resident. These results are summarized in the chart below. For each group of people, the gray bar is the jobs accessible in the Existing Network, the red bar is the jobs accessible in the Ridership Concept, and the blue bar is the jobs accessible in the Coverage Concept.

With the Existing Network, the average Milwaukee County resident can reach about 53,900 jobs within 45 minutes. In the Ridership Concept, the average resident can reach 2% fewer jobs and opportunities compared to the Existing network, around 52,600 jobs. In contrast, in the Coverage Concept, the average resident can reach 37% fewer jobs, or only around 34,100 jobs.

This outcome reinforces the purpose of these Concepts in the context of a 25% service cut—the Ridership Concept is designed to protect as much

job access as possible by making transit useful for as many people as possible. The Coverage Concept sacrifices job access to maintain some coverage to as many people as possible.

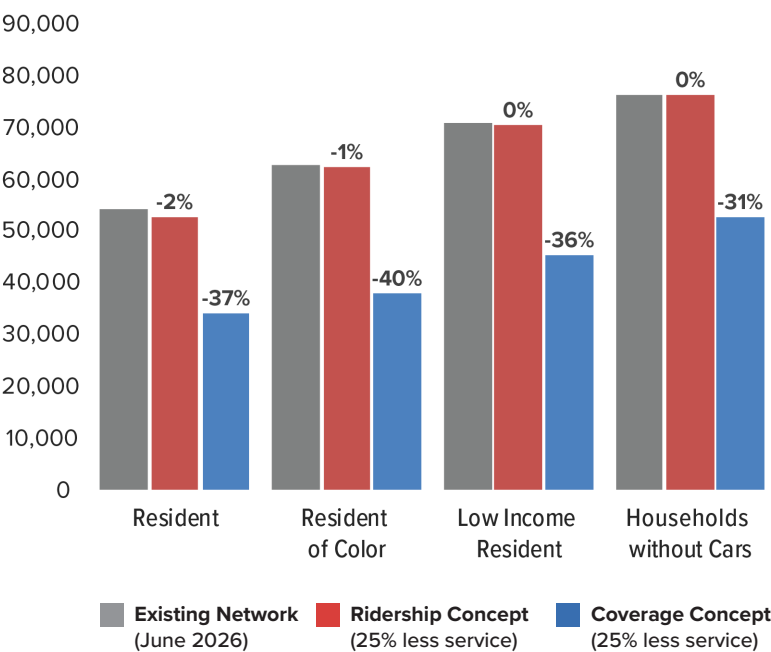
Access for Specific Groups

We can also consider how overall access to jobs changes for different groups of residents in each Concept. Broadly, for every group, the job access loss is 0-1% in the Ridership Concept, and 31-40% in the Coverage Concept, proportionally similar to all residents.

- Minority Residents can access on average 1% fewer jobs in the Ridership Concept, and 40% fewer jobs in the Coverage Concept.
- Low-Income Residents can access on average about the same number of jobs in the Ridership Concept, and 36% fewer jobs in the Coverage Concept.
- Households Without Cars can access on average about the same number of jobs in the Ridership Concept, and 31% fewer jobs in the Coverage Concept.

Change in Average 45 Minute Job Access

During the midday on weekdays, jobs accessible by transit in 45 minutes by the average Milwaukee...



What's next?

This report kicks off the first round of public input for MCTS Forward. It will help guide the Milwaukee County Board of Supervisors' decision of how it balances the goals of high ridership and high coverage.

From September 16 to October 26, 2026, members of the project team, MCTS staff, and others will be engaging the public through print and digital outreach strategies, surveying at key locations, and public meetings. The project team will also engage with the Milwaukee County's Committee on Transportation and Transit and community leaders. Through this process, we need you to tell us what you think about these Concepts and what priorities Milwaukee County should emphasize as it thinks about its transit network.

Throughout this process, we urge you to think about your priorities for the MCTS network, and to provide your input.

Please look at these Concepts and their outcomes carefully, because your feedback matters for MCTS' future. We will gather your input through an online survey and in-person surveying, and other engagement events. Details about events and the online surveys are available at:

RideMCTS.com/MCTSForward

Building on the input we get from you, the project team will develop a *Draft Network* early next year. The *Draft Network* will include maps of the new routes. Measures like proximity to service and job access change will also be in the report for the public and stakeholders to review.

Many community members will be involved in guiding this plan:

- Transit riders
- Low-income residents
- Minority residents
- Community leaders
- Employers and businesses
- MCTS staff
- County Supervisors

Learn More

- Visit the project website and *Concepts Report*
- Sign up for email updates

Give Input

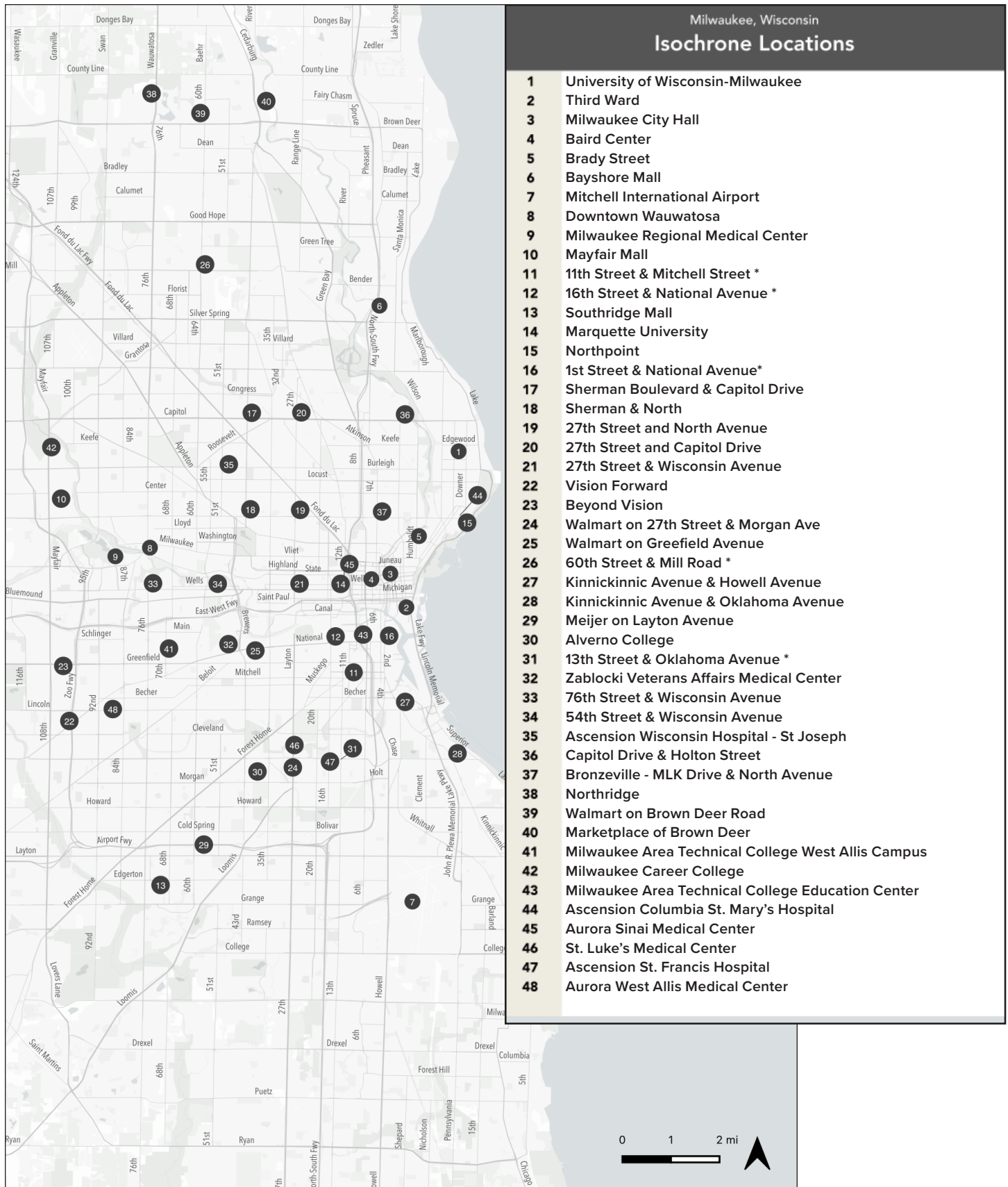
- Take the survey
- Attend a public meeting

Share with Others

- Tell your friends, family, neighbors, and coworkers about the project
- Share information about how to participate in public input

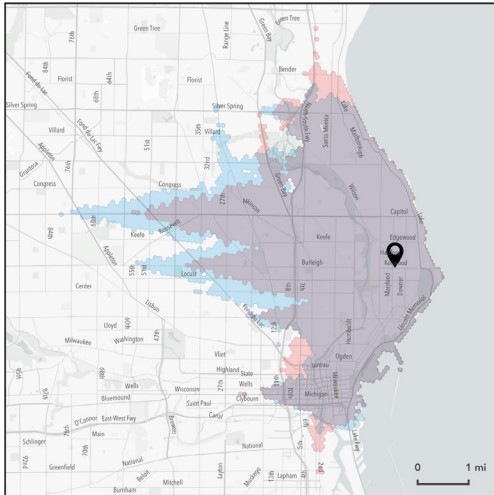
Appendix

Index for Isochrone Locations



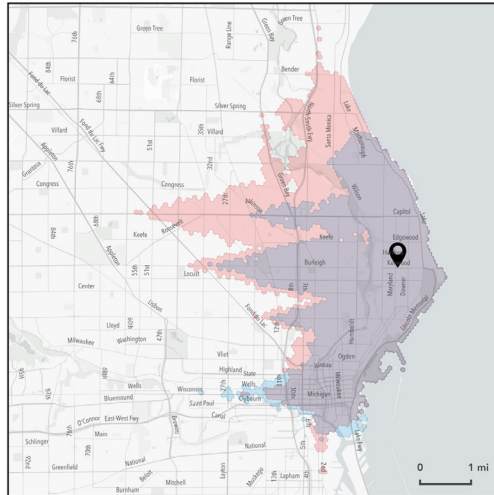
1 Compared to the Existing Network, how far can I travel in **45 minutes** from **University of Wisconsin-Milwaukee** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-2,300	-2.0%

Coverage Network?

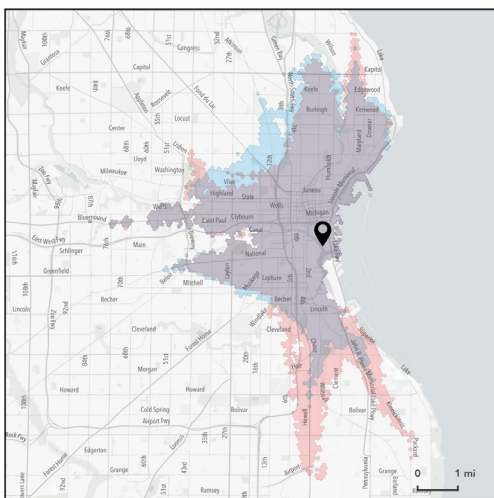


	Change	Change %
Jobs Accessible	-8,200	-7.0%



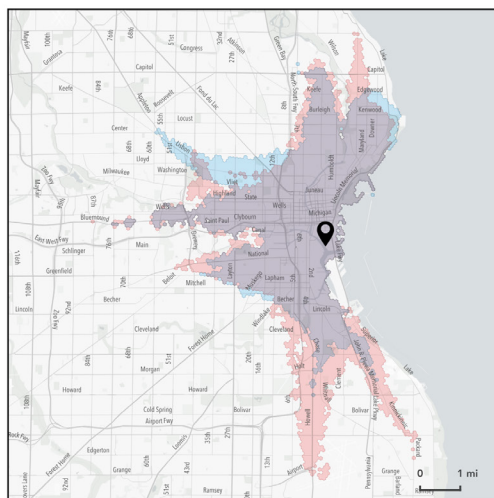
2 Compared to the Existing Network, how far can I travel in **45 minutes** from **Third Ward** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-2,600	-1.5%

Coverage Network?



	Change	Change %
Jobs Accessible	-11,700	-7.5%

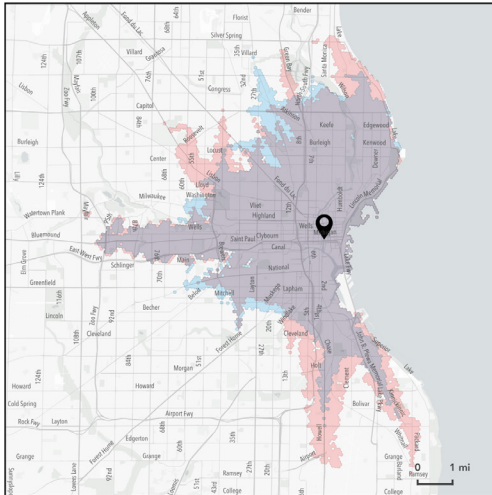


3 Compared to the Existing Network, how far can I travel in **45 minutes** from

Milwaukee City Hall

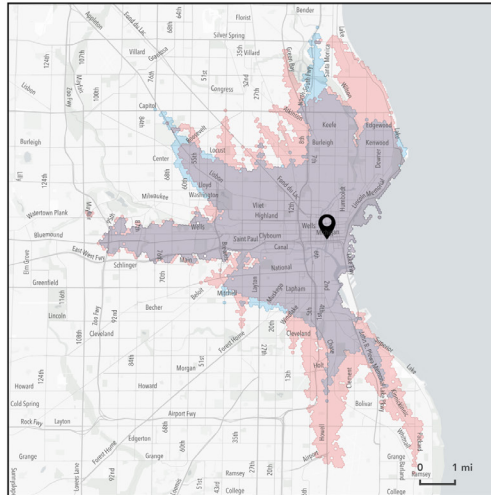
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-5,100	-2.5%

Coverage Network?



	Change	Change %
Jobs Accessible	-18,500	-9.5%

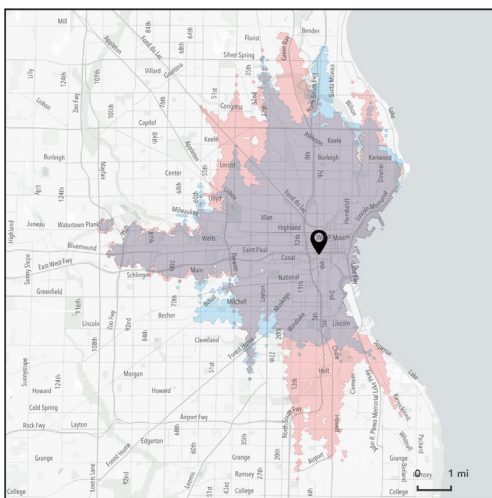


4 Compared to the Existing Network, how far can I travel in **45 minutes** from

Baird Center

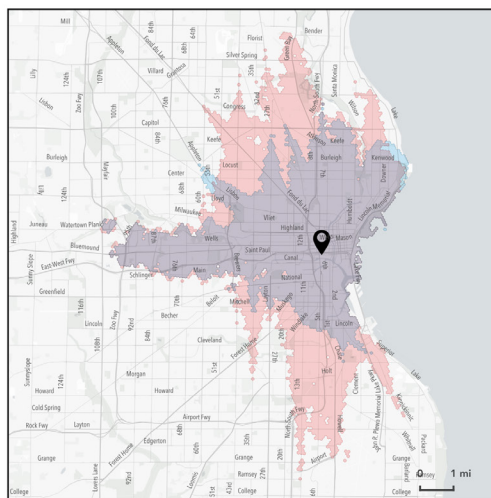
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-9,800	-4.5%

Coverage Network?



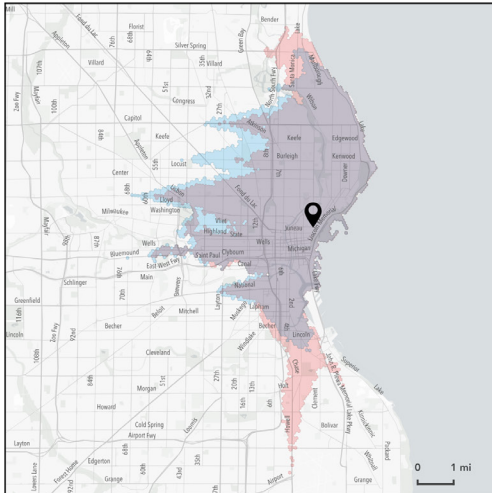
	Change	Change %
Jobs Accessible	-37,200	-17.0%



5 Compared to the Existing Network, how far can I travel in **45 minutes** from **Brady Street**

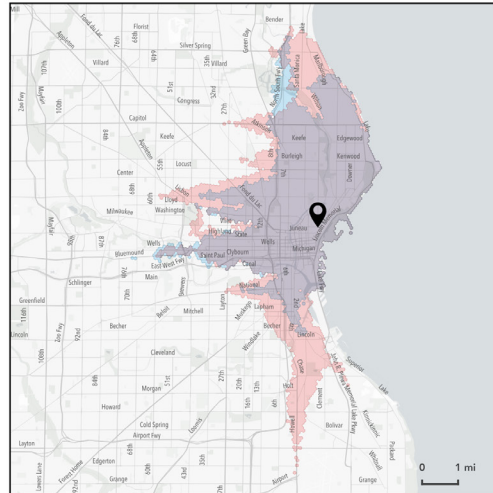
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-2,700	-1.5%

Coverage Network?



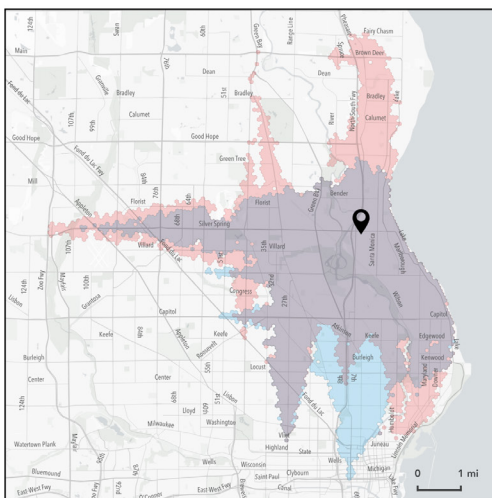
	Change	Change %
Jobs Accessible	-16,000	-10.0%



6 Compared to the Existing Network, how far can I travel in **45 minutes** from **Bayshore Mall**

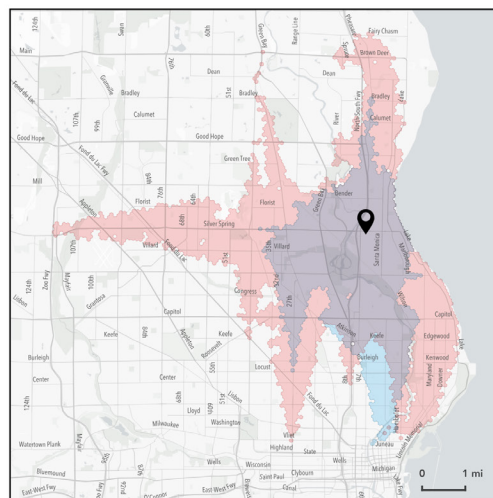
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+7,000	+14.0%

Coverage Network?

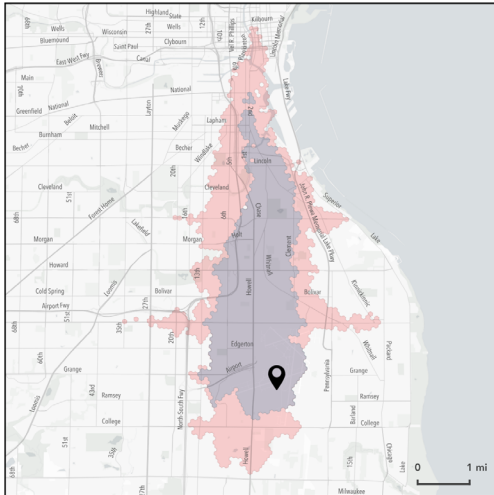


	Change	Change %
Jobs Accessible	-22,300	-44.5%



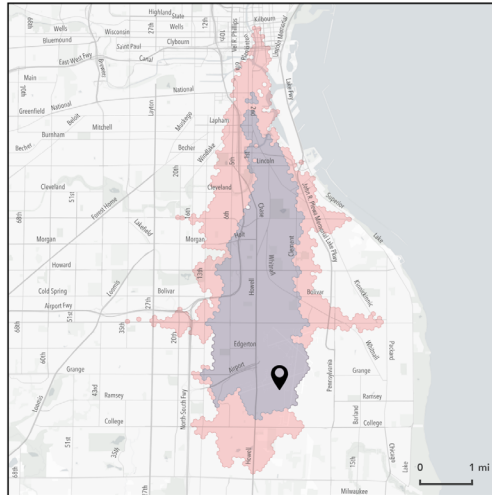
7 Compared to the Existing Network, how far can I travel in **45 minutes** from **Mitchell International Airport** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-28,700	-69.0%

Coverage Network?

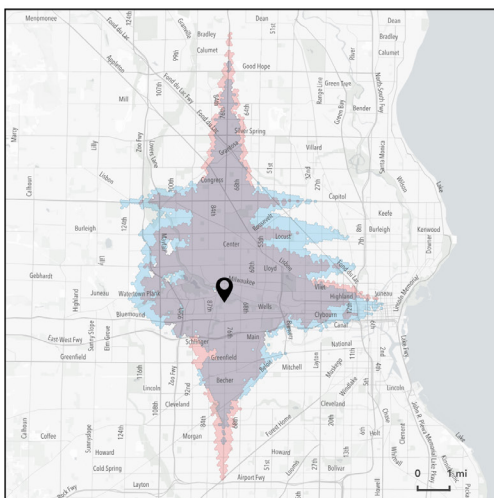


	Change	Change %
Jobs Accessible	-28,700	-68.5%



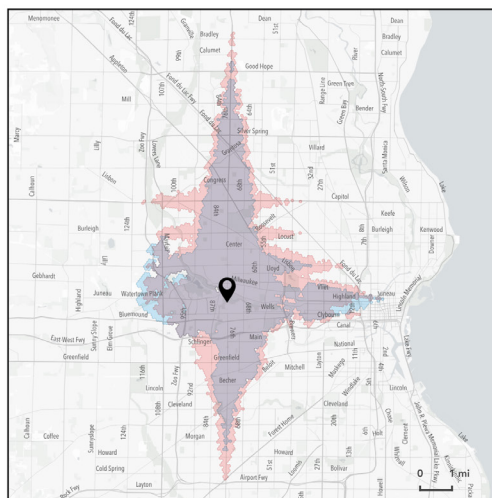
8 Compared to the Existing Network, how far can I travel in **45 minutes** from **Downtown Wauwatosa** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+37,000	+39.5%

Coverage Network?

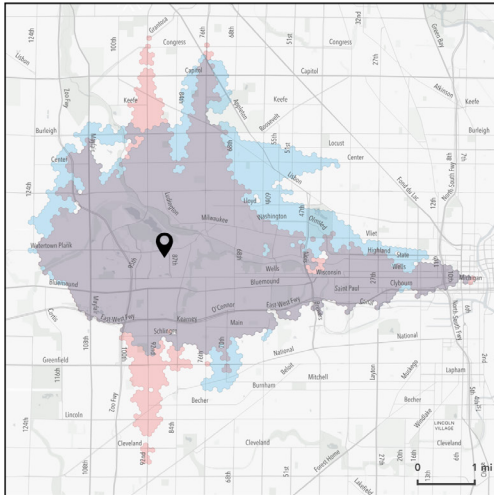


	Change	Change %
Jobs Accessible	+300	+0.5%



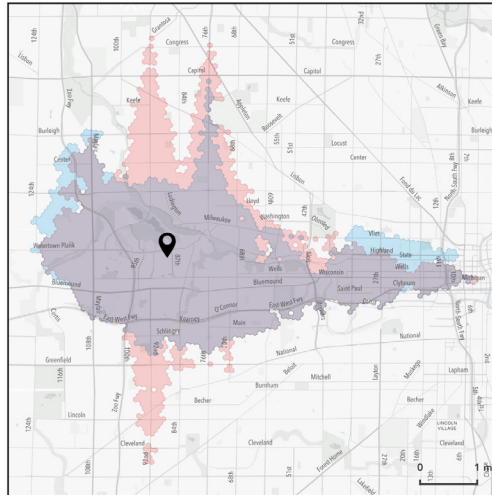
9 Compared to the Existing Network, how far can I travel in **45 minutes** from **Milwaukee Regional Medical Center** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+10,000	+12.0%

Coverage Network?

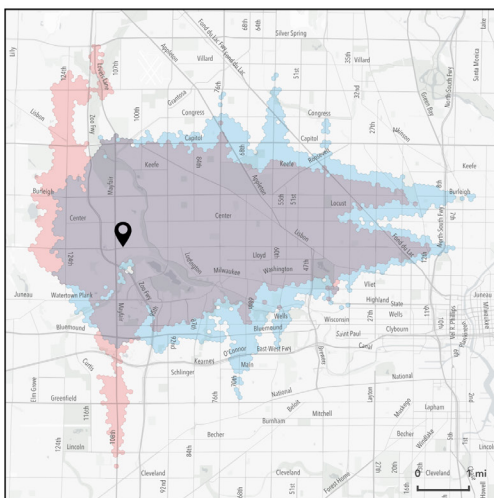


	Change	Change %
Jobs Accessible	-900	-1.0%



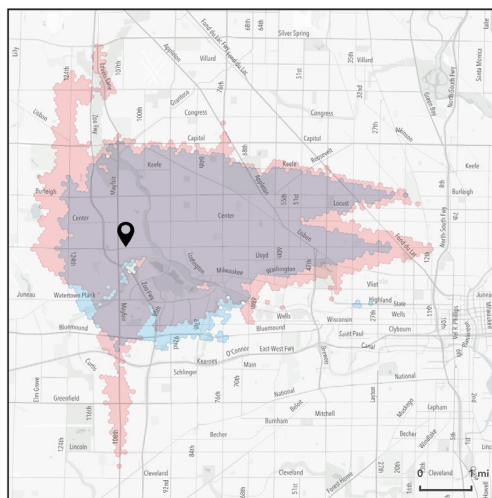
10 Compared to the Existing Network, how far can I travel in **45 minutes** from **Mayfair Mall** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+7,400	+10.0%

Coverage Network?



	Change	Change %
Jobs Accessible	-10,300	-13.5%

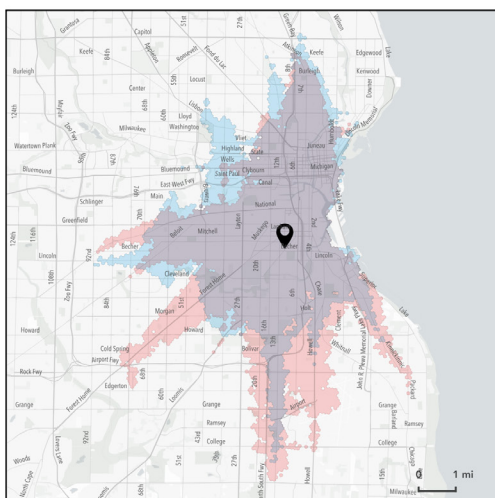


11 Compared to the Existing Network, how far can I travel in **45 minutes** from

11th Street & Mitchell Street

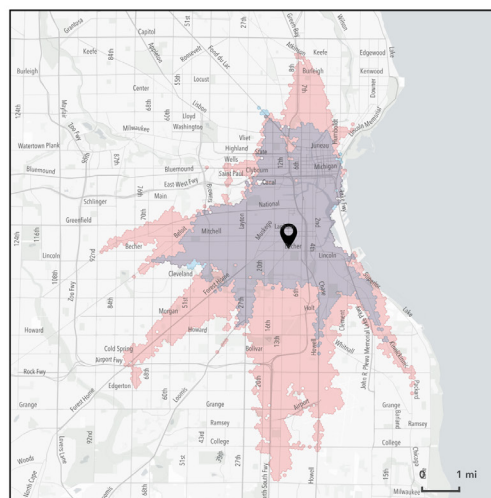
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+2,300	+1.5%

Coverage Network?



	Change	Change %
Jobs Accessible	-40,100	-22.5%

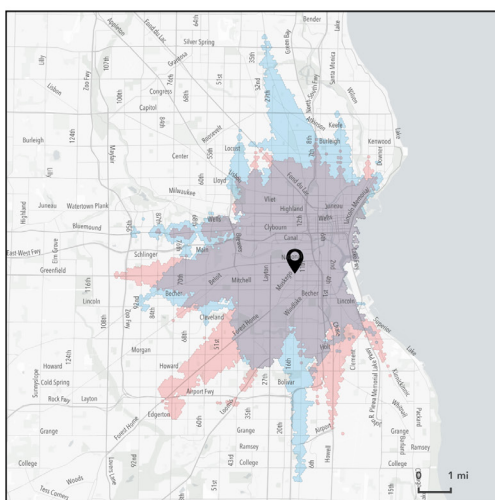


12 Compared to the Existing Network, how far can I travel in **45 minutes** from

16th Street & National Avenue

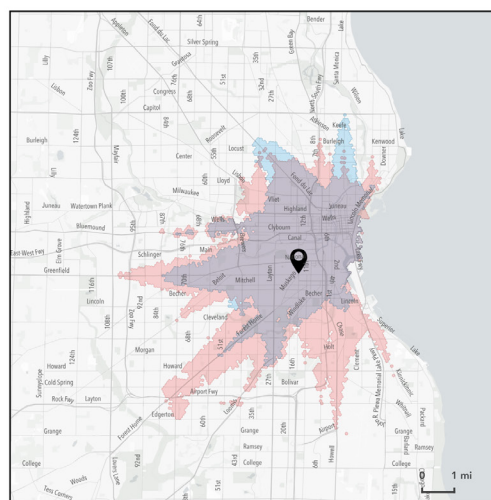
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+6,500	+3.5%

Coverage Network?



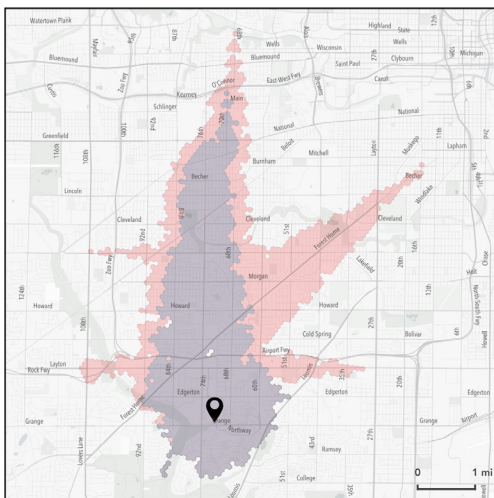
	Change	Change %
Jobs Accessible	-27,300	-14.0%



13 Compared to the Existing Network, how far can I travel in **45 minutes** from **Southridge Mall**

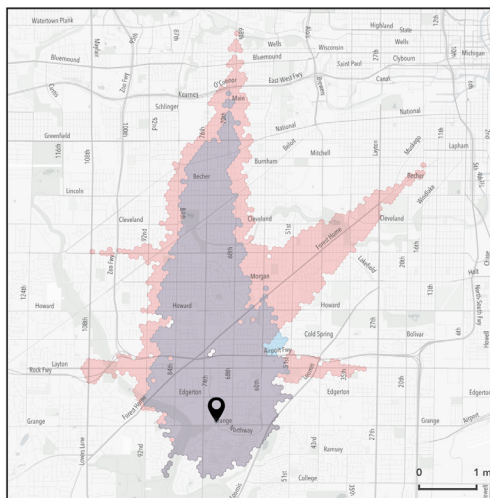
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-11,000	-42.5%

Coverage Network?

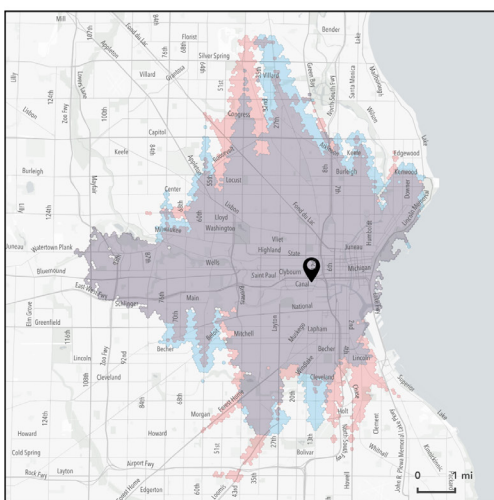


	Change	Change %
Jobs Accessible	-10,200	-39.5%

14 Compared to the Existing Network, how far can I travel in **45 minutes** from **Marquette University**

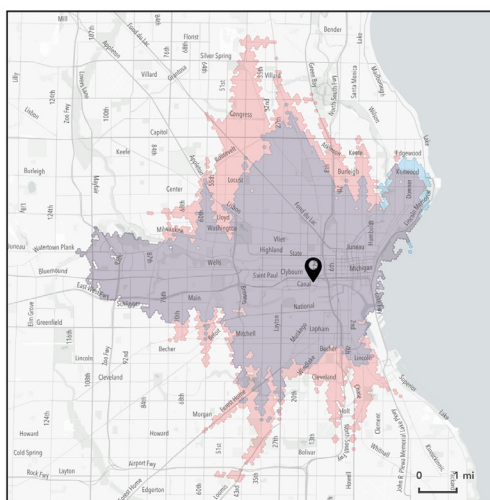
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+5,100	+2.0%

Coverage Network?



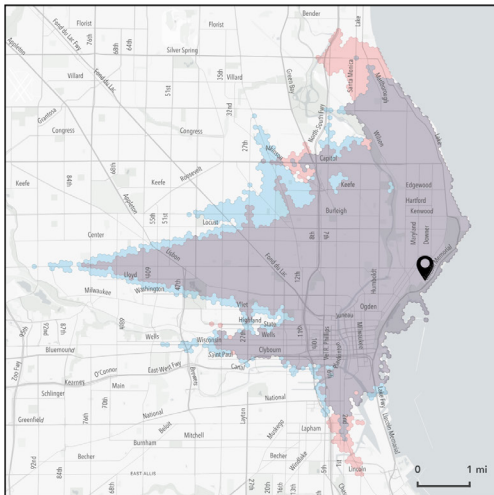
	Change	Change %
Jobs Accessible	-23,300	-10.0%



15 Compared to the Existing Network, how far can I travel in **45 minutes** from **Northpoint**

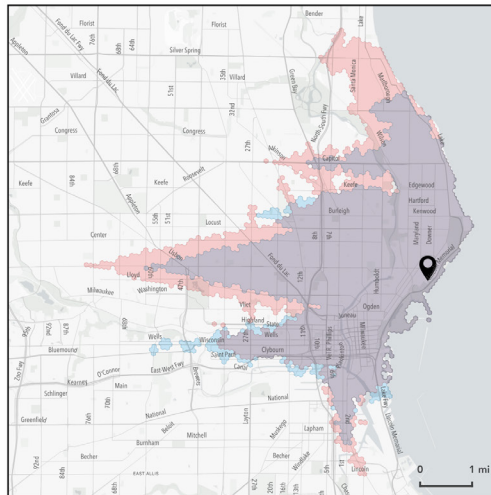
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+2,200	+1.5%

Coverage Network?



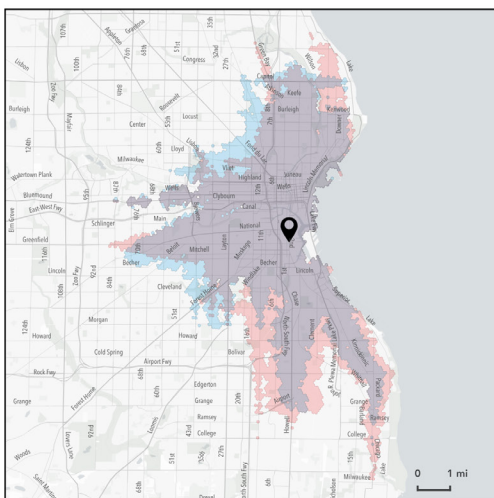
	Change	Change %
Jobs Accessible	-6,100	-4.5%



16 Compared to the Existing Network, how far can I travel in **45 minutes** from **1st Street & National Avenue**

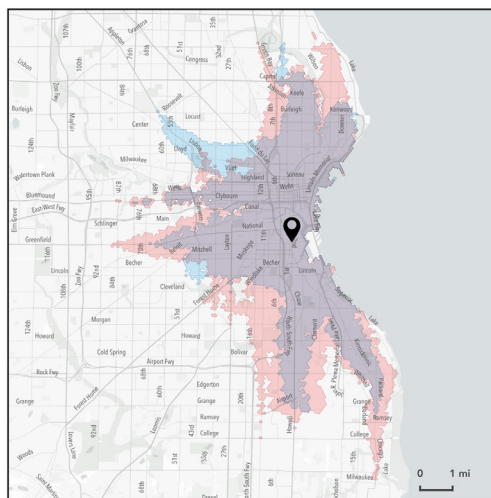
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-1,200	-0.5%

Coverage Network?

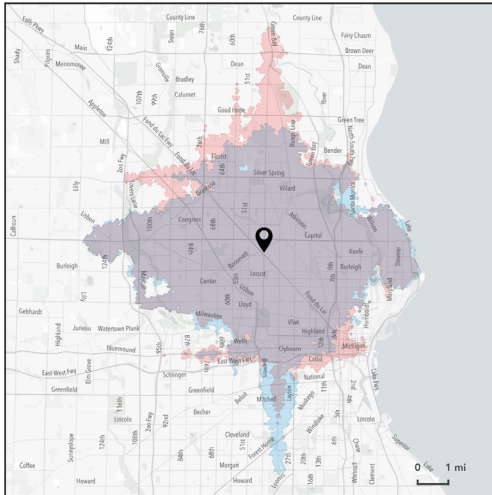


	Change	Change %
Jobs Accessible	-28,100	-14.0%



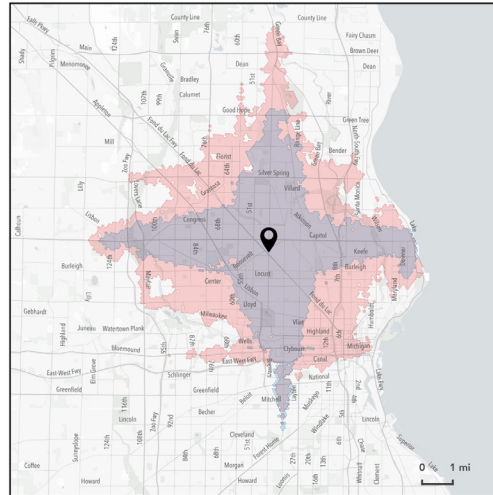
17 Compared to the Existing Network, how far can I travel in **45 minutes** from **Sherman Boulevard & Capitol Drive** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-38,000	-23.5%

Coverage Network?

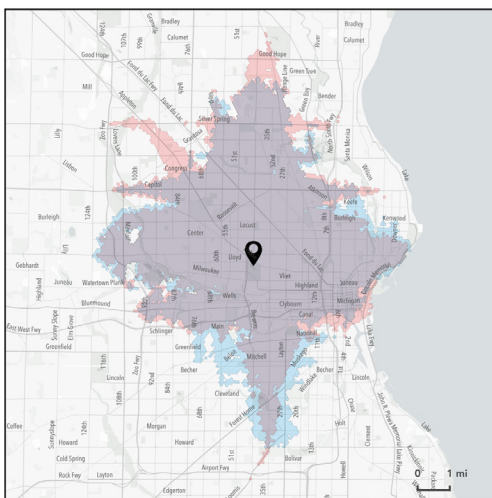


	Change	Change %
Jobs Accessible	-109,800	-67.5%



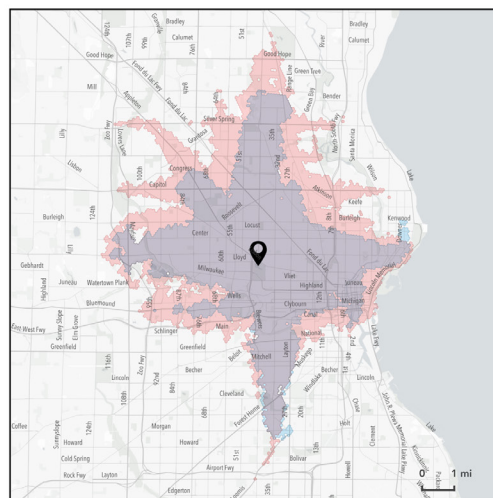
18 Compared to the Existing Network, how far can I travel in **45 minutes** from **Sherman & North** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+2,300	+1.0%

Coverage Network?

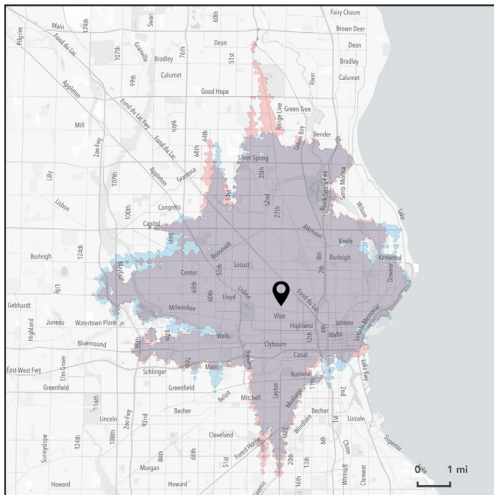


	Change	Change %
Jobs Accessible	-73,500	-33.0%



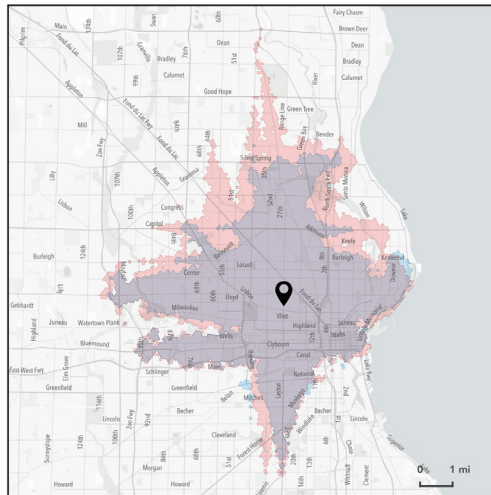
- 19** Compared to the Existing Network, how far can I travel in **45 minutes** from **27th Street and North Avenue** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+4,100	+2.0%

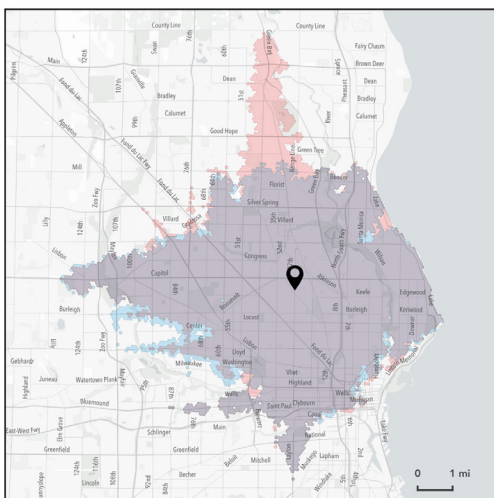
Coverage Network?



	Change	Change %
Jobs Accessible	-39,000	-18.5%

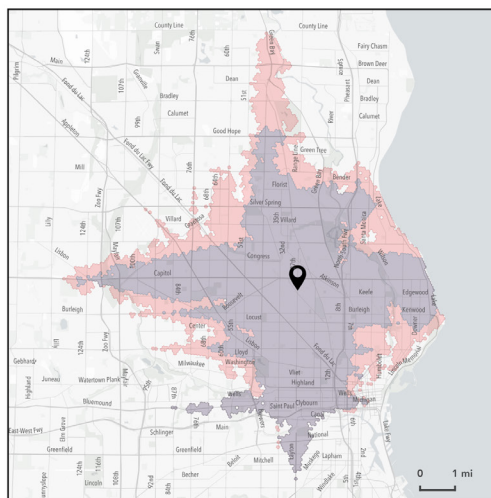
- 20** Compared to the Existing Network, how far can I travel in **45 minutes** from **27th Street and Capitol Drive** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+3,000	+2.5%

Coverage Network?

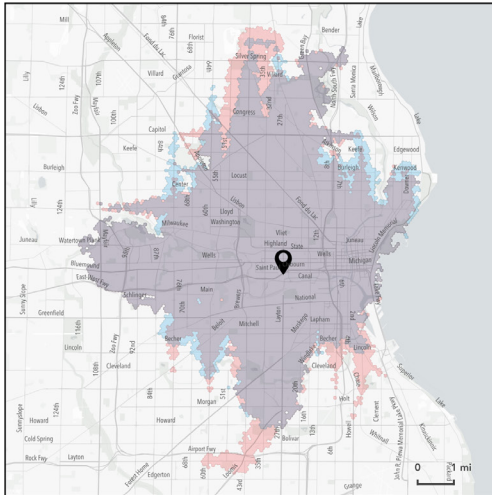


	Change	Change %
Jobs Accessible	-41,700	-31.5%



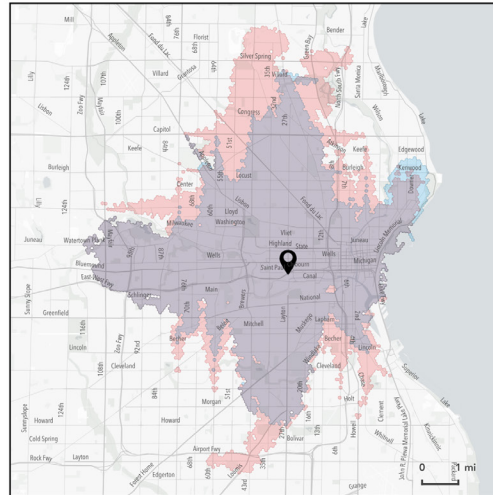
21 Compared to the Existing Network, how far can I travel in **45 minutes** from **27th Street & Wisconsin Avenue** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-500	+0.0%

Coverage Network?

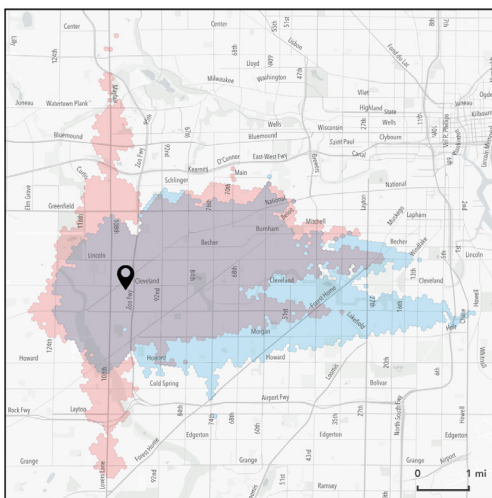


	Change	Change %
Jobs Accessible	-22,800	-9.0%



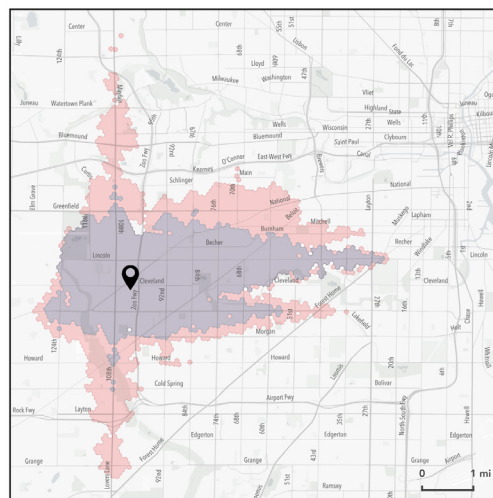
22 Compared to the Existing Network, how far can I travel in **45 minutes** from **Vision Forward** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-1,200	-2.5%

Coverage Network?



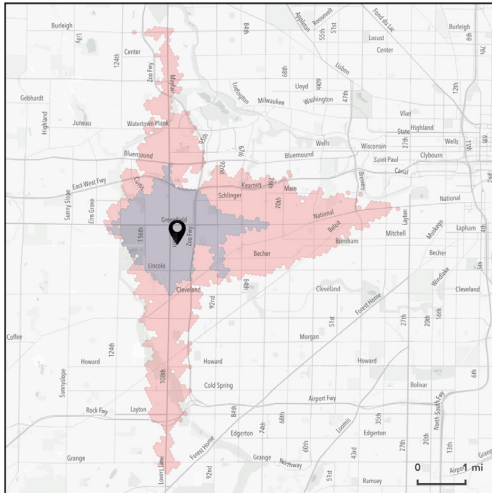
	Change	Change %
Jobs Accessible	-24,600	-54.0%



23 Compared to the Existing Network, how far can I travel in **45 minutes** from
Beyond Vision

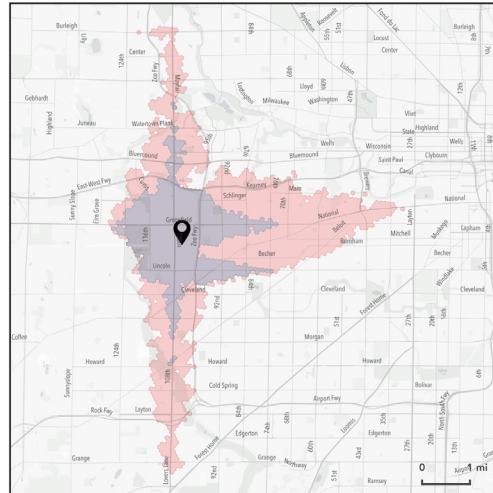
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-45,000	-79.5%

Coverage Network?



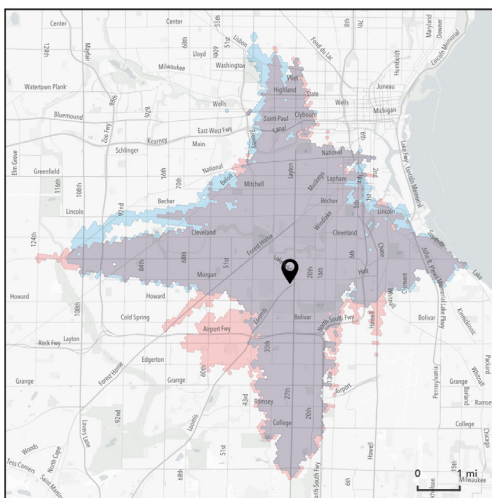
	Change	Change %
Jobs Accessible	-41,100	-72.5%



24 Compared to the Existing Network, how far can I travel in **45 minutes** from
Walmart on 27th Street & Morgan Ave

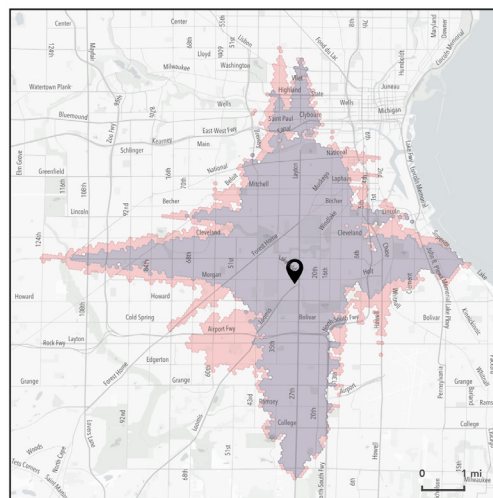
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+4,100	+5.5%

Coverage Network?



	Change	Change %
Jobs Accessible	-19,300	-26.0%

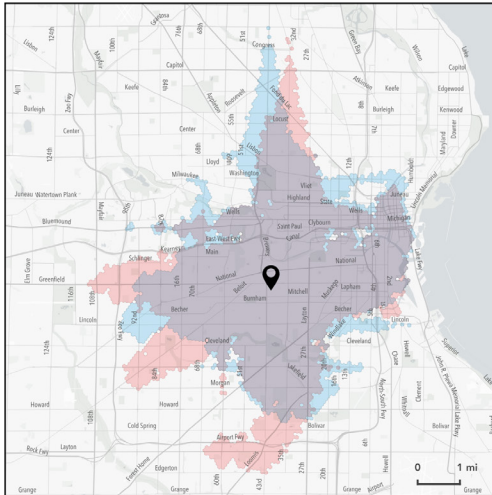


25 Compared to the Existing Network, how far can I travel in **45 minutes** from

Walmart on Greenfield Avenue

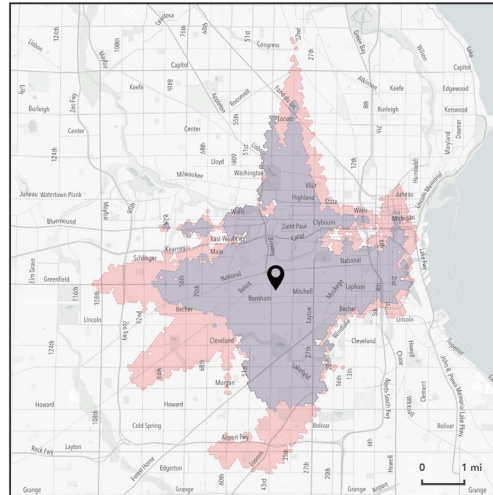
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+19,300	+13.0%

Coverage Network?



	Change	Change %
Jobs Accessible	-58,800	-39.0%

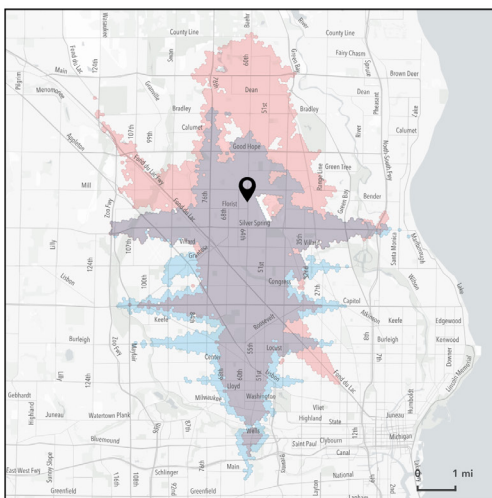


26 Compared to the Existing Network, how far can I travel in **45 minutes** from

60th Street & Mill Road

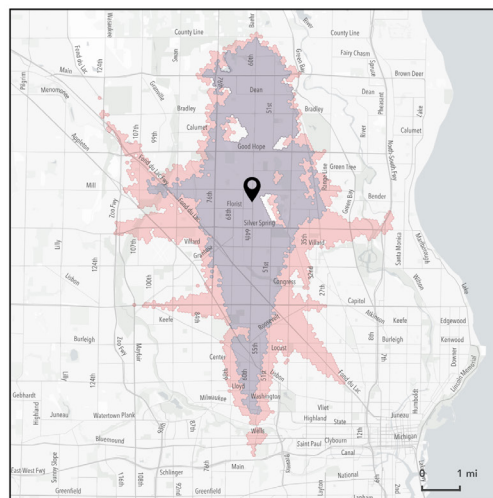
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-8,500	-18.5%

Coverage Network?



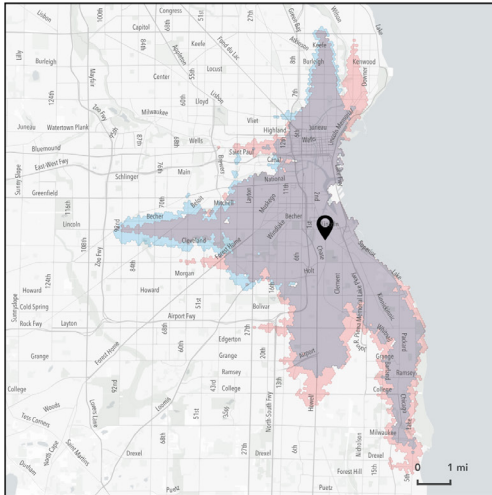
	Change	Change %
Jobs Accessible	-23,400	-50.5%



27 Compared to the Existing Network, how far can I travel in **45 minutes** from **Kinnickinnic Avenue & Howell Avenue** on weekdays at noon using the

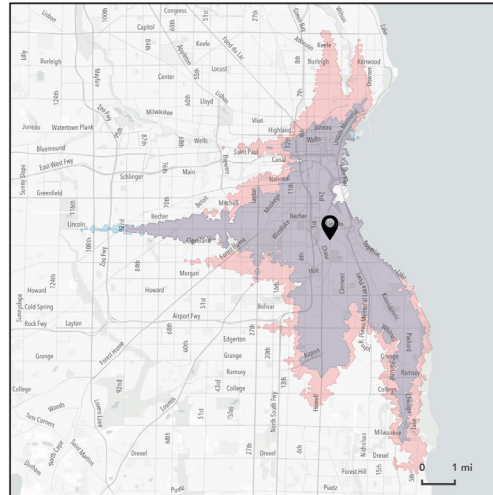


Ridership Network?



	Change	Change %
Jobs Accessible	-8,900	-5.0%

Coverage Network?

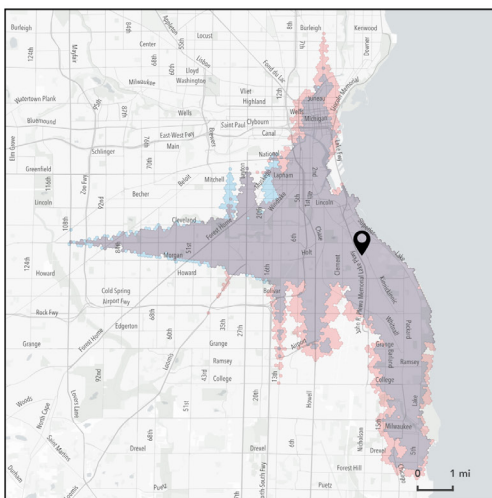


	Change	Change %
Jobs Accessible	-45,500	-25.5%

28 Compared to the Existing Network, how far can I travel in **45 minutes** from **Kinnickinnic Avenue & Oklahoma Avenue** on weekdays at noon using the

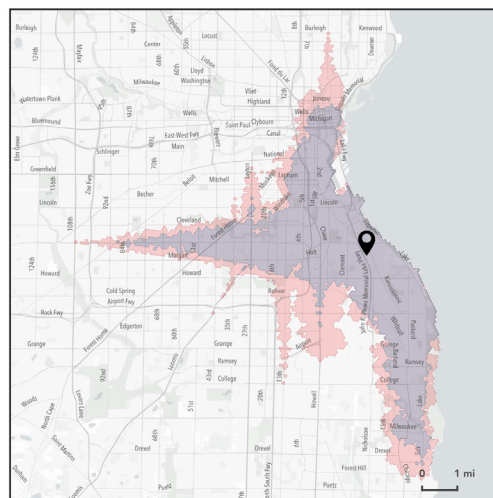


Ridership Network?



	Change	Change %
Jobs Accessible	-25,300	-18.5%

Coverage Network?



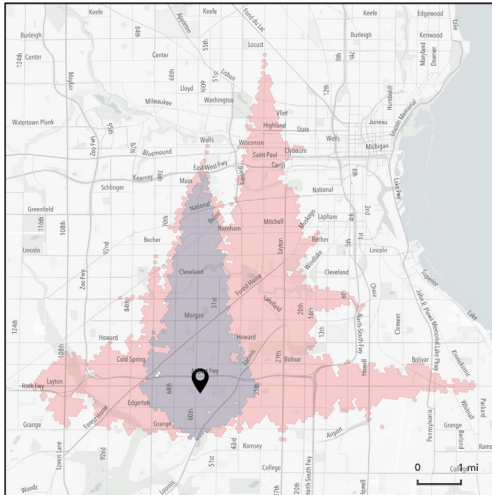
	Change	Change %
Jobs Accessible	-40,300	-29.5%

29 Compared to the Existing Network, how far can I travel in **45 minutes** from

Meijer on Layton Avenue

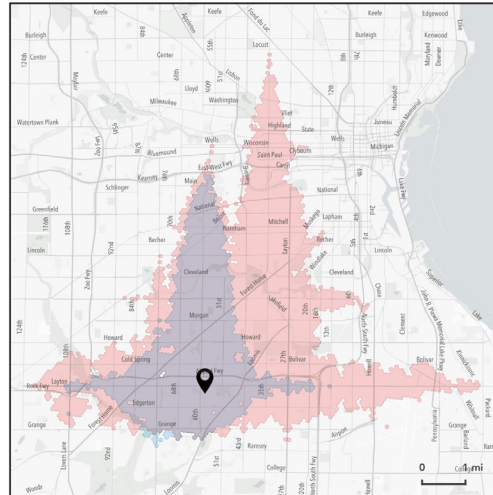
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-52,700	-78.5%

Coverage Network?



	Change	Change %
Jobs Accessible	-48,900	-72.5%

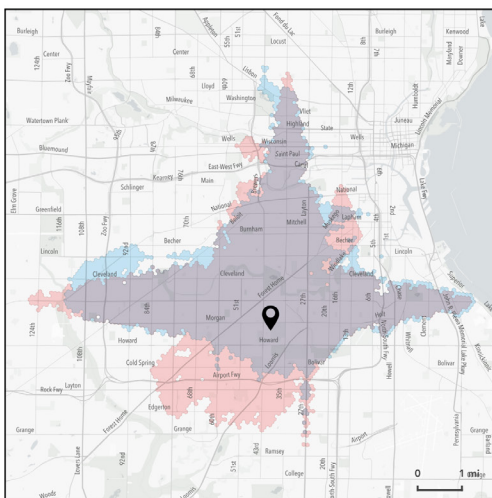


30 Compared to the Existing Network, how far can I travel in **45 minutes** from

Alverno College

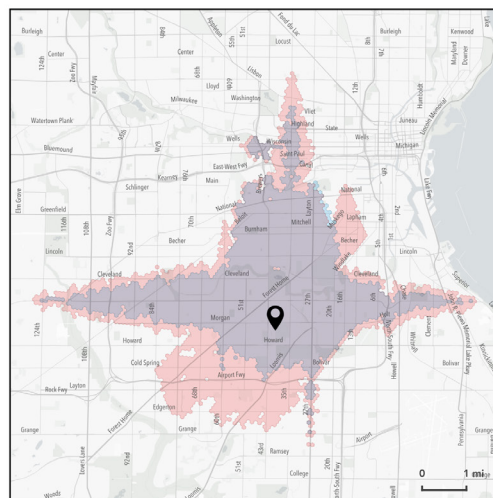
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-4,800	-7.5%

Coverage Network?

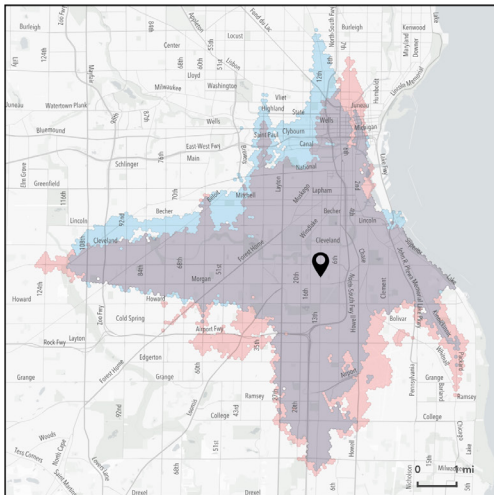


	Change	Change %
Jobs Accessible	-20,000	-32.0%



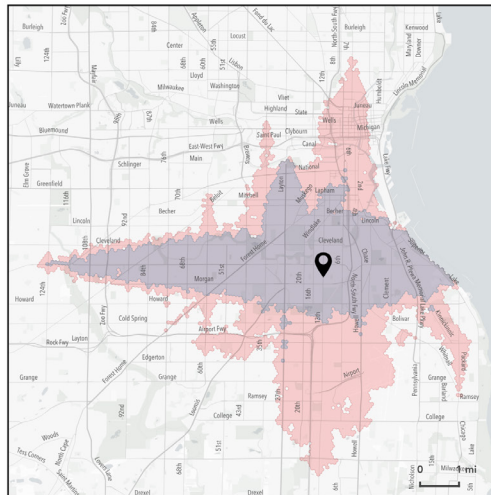
31 Compared to the Existing Network, how far can I travel in **45 minutes** from **13th Street & Oklahoma Avenue** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-3,100	-2.0%

Coverage Network?

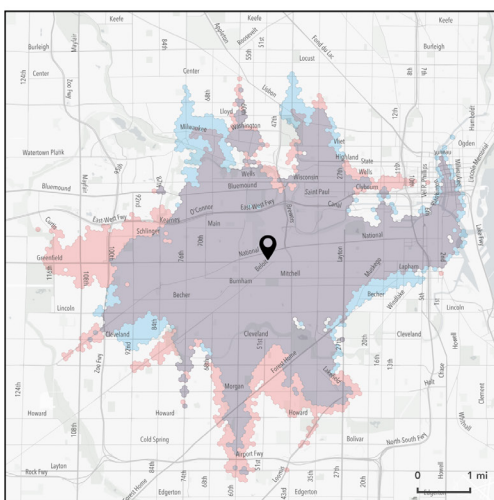


	Change	Change %
Jobs Accessible	-102,400	-73.0%



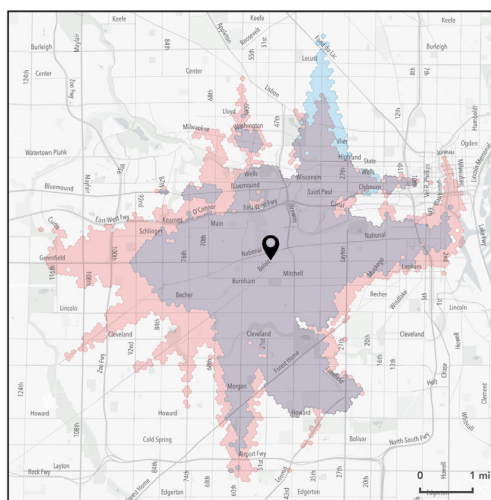
32 Compared to the Existing Network, how far can I travel in **45 minutes** from **Zablocki Veterans Affairs Medical Center** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+6,100	+6.0%

Coverage Network?

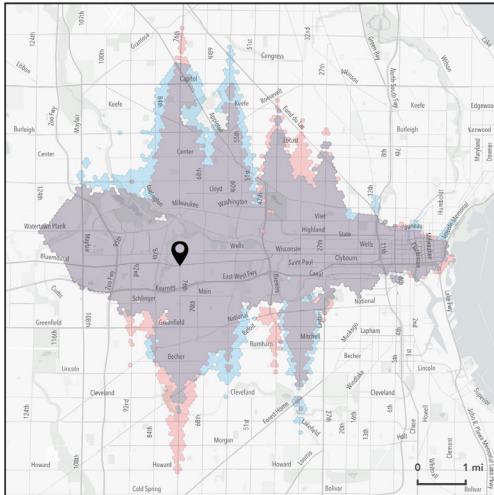


	Change	Change %
Jobs Accessible	-38,200	-36.0%



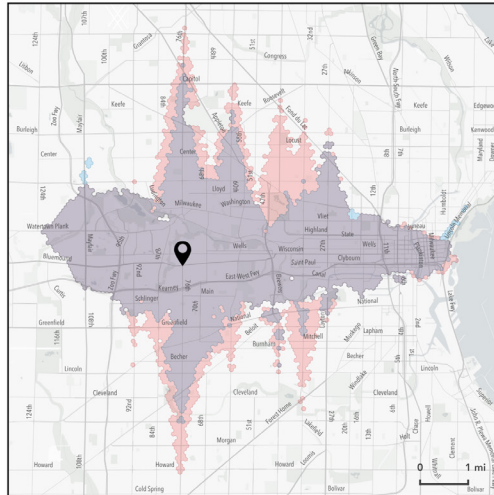
33 Compared to the Existing Network, how far can I travel in **45 minutes** from **76th Street & Wisconsin Avenue** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+3,500	+2.0%

Coverage Network?

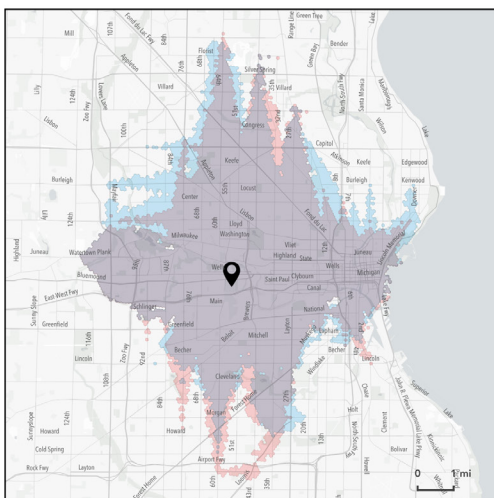


	Change	Change %
Jobs Accessible	-13,100	-7.5%



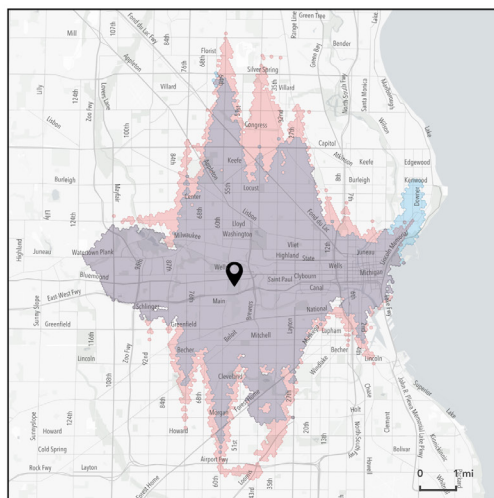
34 Compared to the Existing Network, how far can I travel in **45 minutes** from **54th Street & Wisconsin Avenue** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+17,900	+7.5%

Coverage Network?



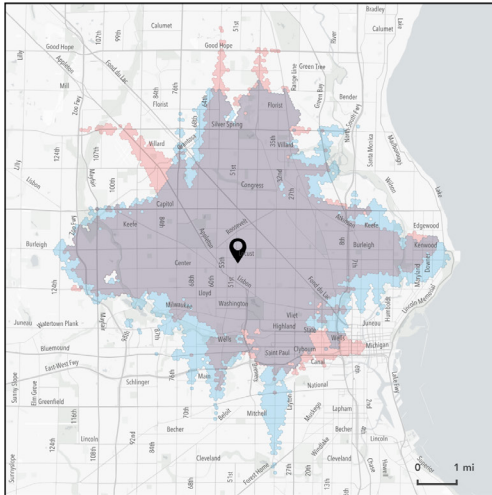
	Change	Change %
Jobs Accessible	-14,500	-6.0%



35 Compared to the Existing Network, how far can I travel in **45 minutes** from
Ascension Wisconsin Hospital - St Joseph
 on weekdays at noon using the

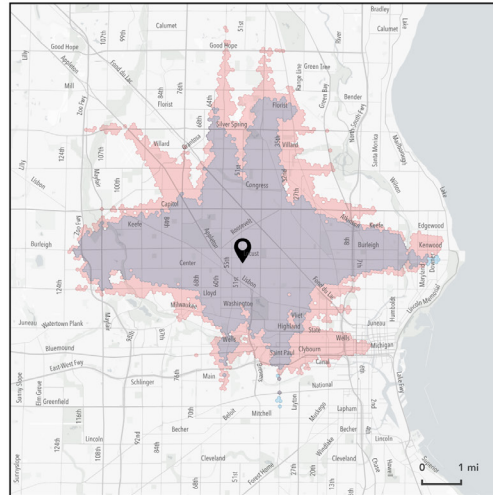


Ridership Network?



	Change	Change %
Jobs Accessible	+12,000	+13.5%

Coverage Network?

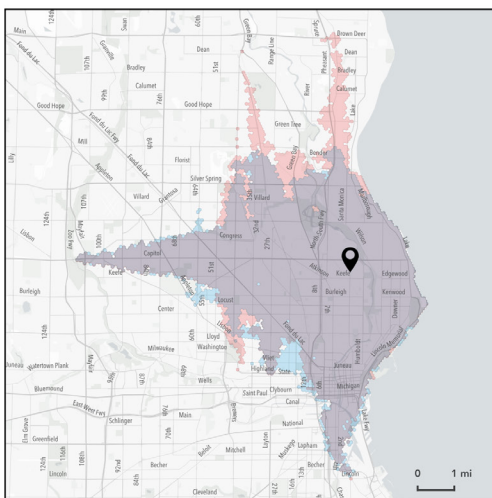


	Change	Change %
Jobs Accessible	-45,400	-51.0%

36 Compared to the Existing Network, how far can I travel in **45 minutes** from
Capitol Drive & Holton Street
 on weekdays at noon using the

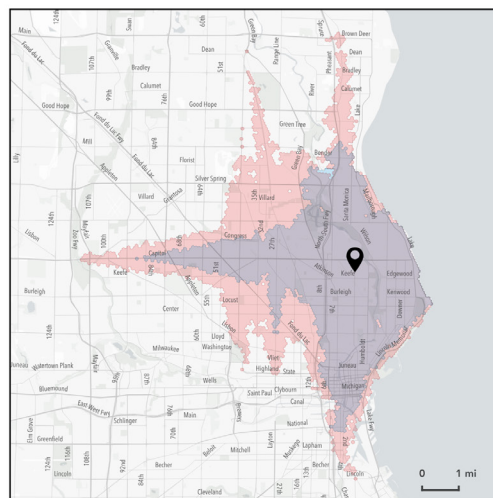


Ridership Network?



	Change	Change %
Jobs Accessible	-1,300	-1.0%

Coverage Network?



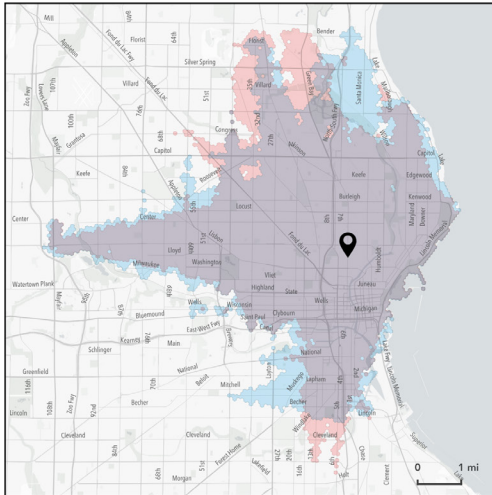
	Change	Change %
Jobs Accessible	-39,200	-26.0%

37 Compared to the Existing Network, how far can I travel in **45 minutes** from **Bronzeville - MLK Drive & North Avenue**

on weekdays at noon using the

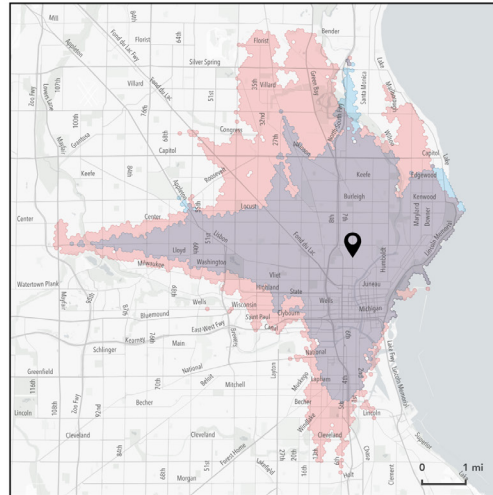


Ridership Network?



	Change	Change %
Jobs Accessible	+14,600	+8.5%

Coverage Network?



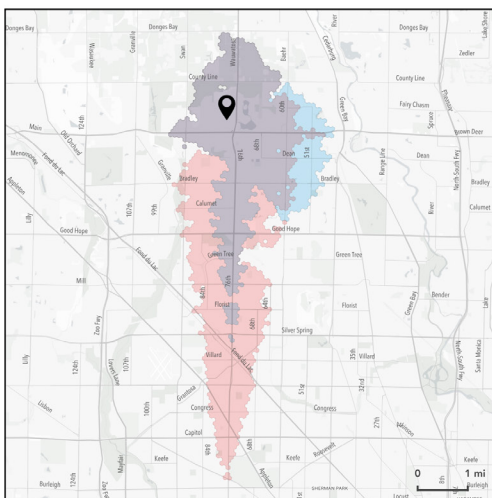
	Change	Change %
Jobs Accessible	-33,400	-19.5%

38 Compared to the Existing Network, how far can I travel in **45 minutes** from **Northridge**

on weekdays at noon using the

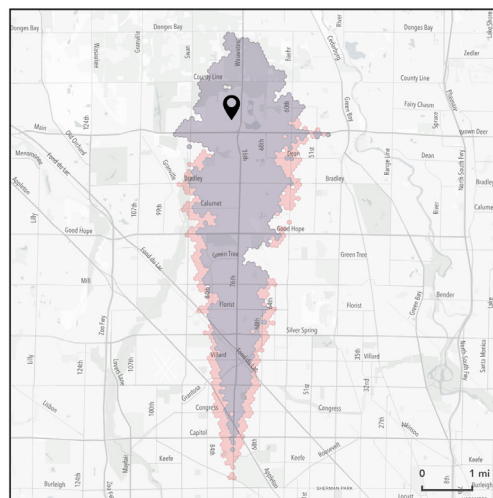


Ridership Network?



	Change	Change %
Jobs Accessible	-7,000	-37.0%

Coverage Network?



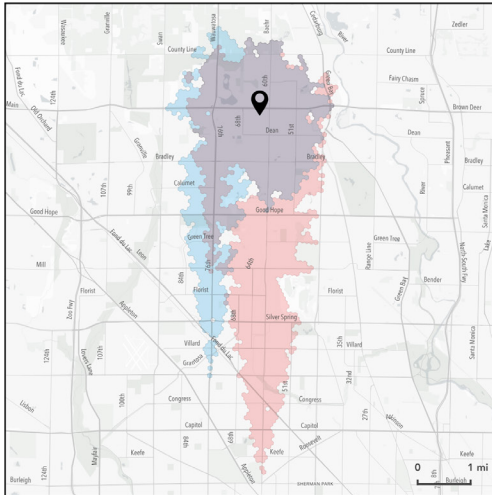
	Change	Change %
Jobs Accessible	-3,600	-19.5%

39 Compared to the Existing Network, how far can I travel in **45 minutes** from

Walmart on Brown Deer Road

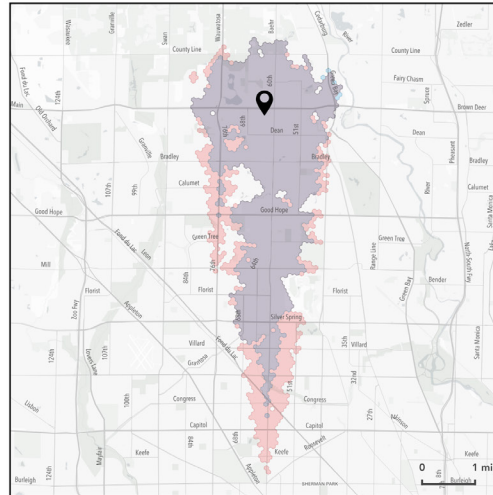
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-3,700	-19.5%

Coverage Network?



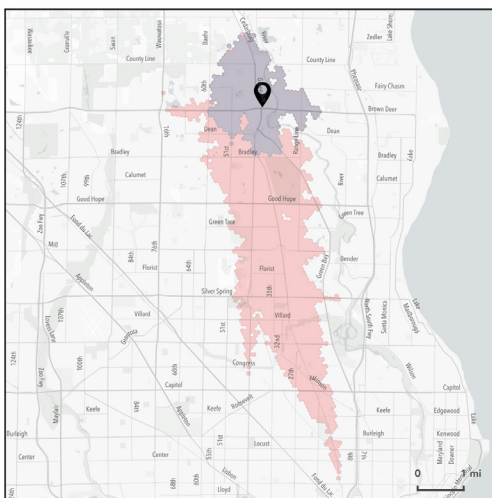
	Change	Change %
Jobs Accessible	-4,300	-22.0%

40 Compared to the Existing Network, how far can I travel in **45 minutes** from

Marketplace of Brown Deer

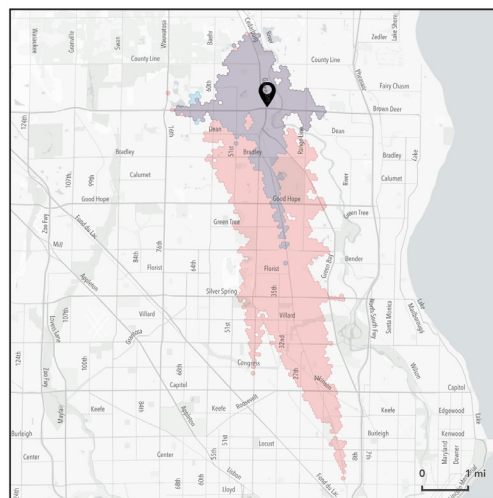
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-10,900	-57.5%

Coverage Network?



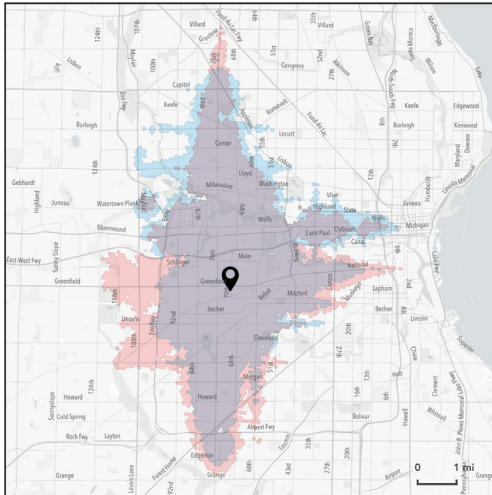
	Change	Change %
Jobs Accessible	-10,200	-54.0%



41 Compared to the Existing Network, how far can I travel in **45 minutes** from **Milwaukee Area Technical College West Allis Campus** on weekdays at noon using the

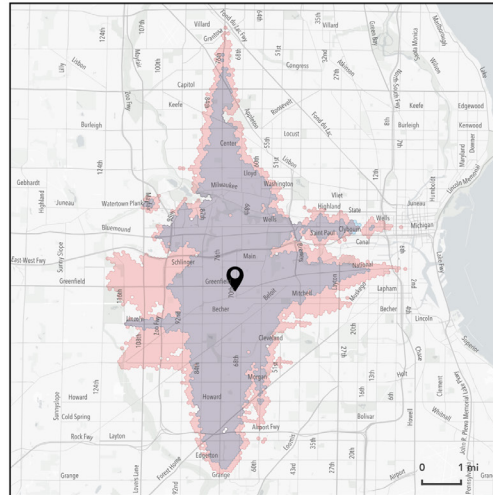


Ridership Network?



	Change	Change %
Jobs Accessible	+4,700	+4.5%

Coverage Network?

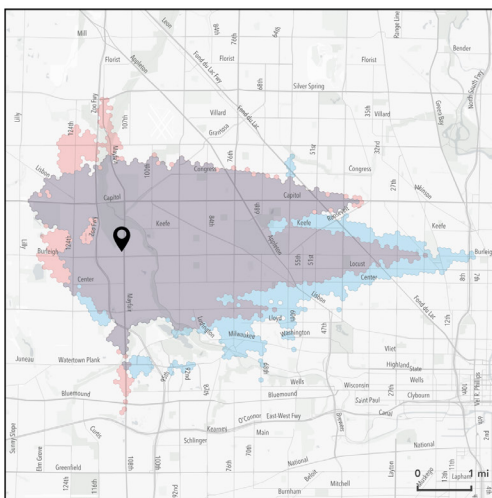


	Change	Change %
Jobs Accessible	-37,500	-36.5%

42 Compared to the Existing Network, how far can I travel in **45 minutes** from **Milwaukee Career College** on weekdays at noon using the

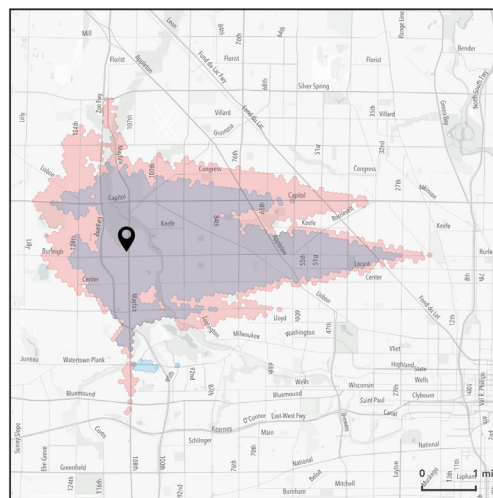


Ridership Network?



	Change	Change %
Jobs Accessible	+3,000	+7.0%

Coverage Network?



	Change	Change %
Jobs Accessible	-14,800	-34.5%

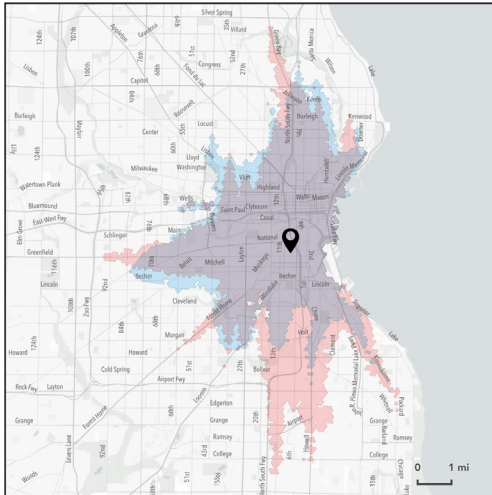
43 Compared to the Existing Network, how far can I travel in **45 minutes** from

Milwaukee Area Technical College Education Center :

on weekdays at noon using the

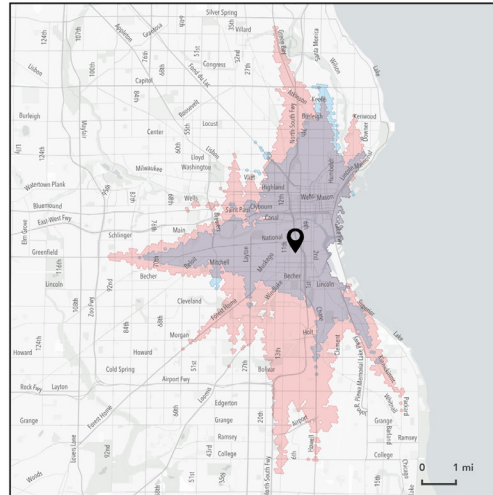


Ridership Network?



	Change	Change %
Jobs Accessible	-2,300	-1.0%

Coverage Network?



	Change	Change %
Jobs Accessible	-40,500	-21.0%

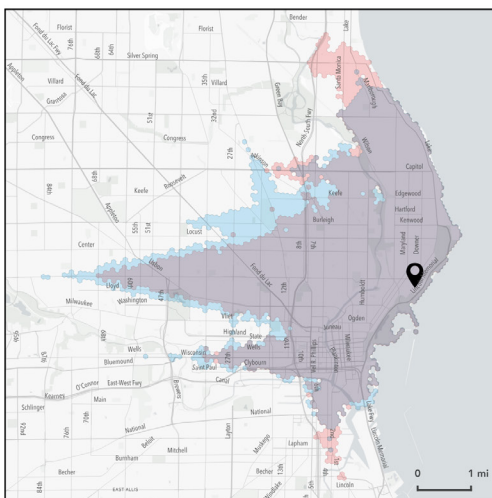
44 Compared to the Existing Network, how far can I travel in **45 minutes** from

Ascension Columbia St. Mary's Hospital

on weekdays at noon using the

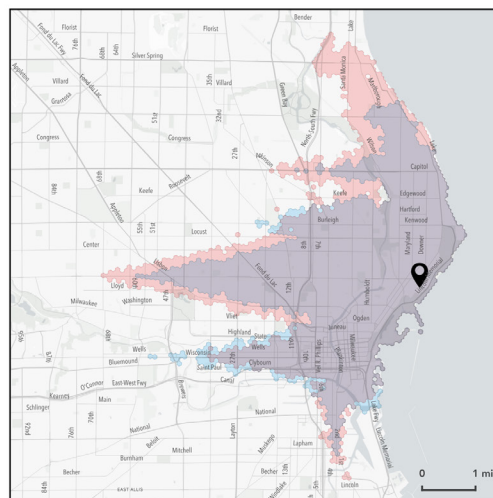


Ridership Network?



	Change	Change %
Jobs Accessible	+800	+0.5%

Coverage Network?



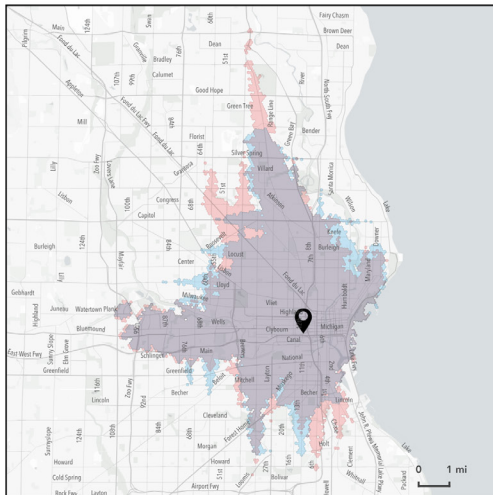
	Change	Change %
Jobs Accessible	-5,100	-4.0%

45 Compared to the Existing Network, how far can I travel in **45 minutes** from

Aurora Sinai Medical Center

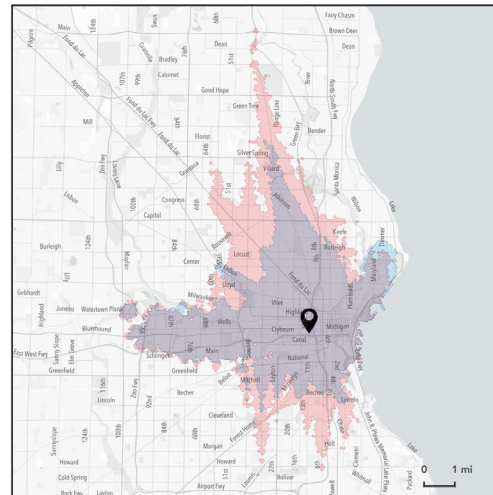
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-600	-0.5%

Coverage Network?



	Change	Change %
Jobs Accessible	-28,300	-13.0%

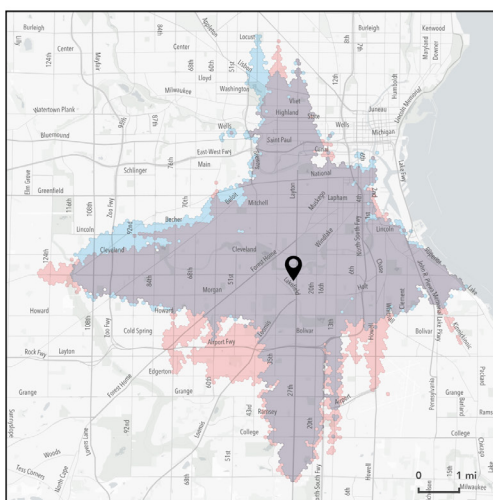


46 Compared to the Existing Network, how far can I travel in **45 minutes** from

St. Luke's Medical Center

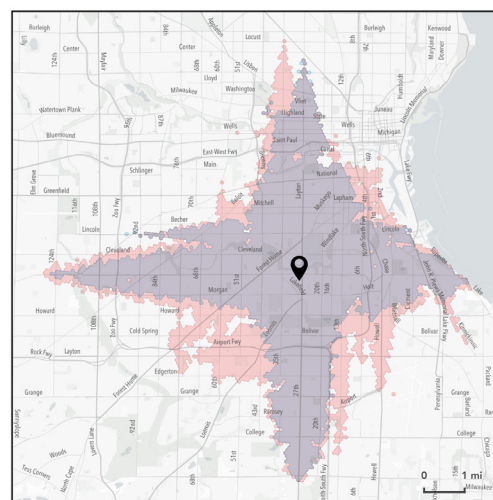
on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+1,200	+1.5%

Coverage Network?

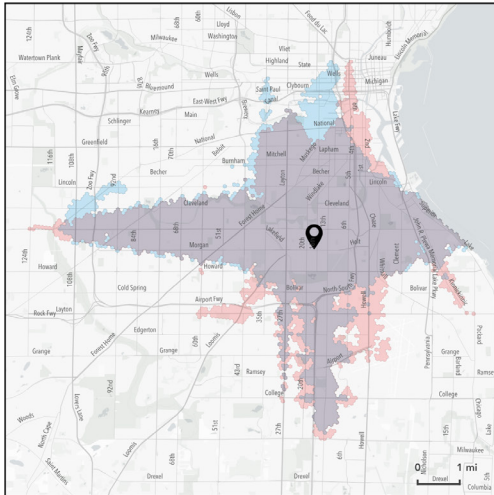


	Change	Change %
Jobs Accessible	-24,800	-27.0%



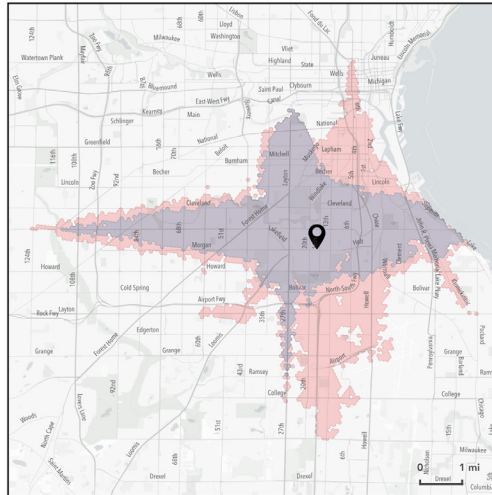
47 Compared to the Existing Network, how far can I travel in **45 minutes** from **Ascension St. Francis Hospital** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	-1,500	-2.0%

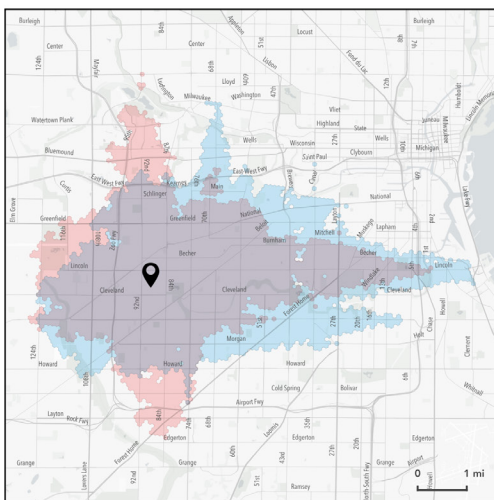
Coverage Network?



	Change	Change %
Jobs Accessible	-34,800	-51.0%

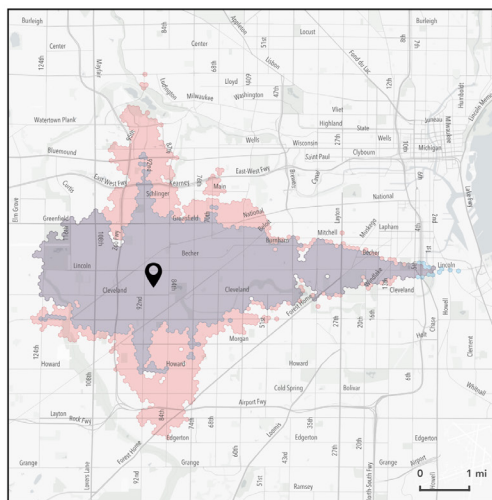
48 Compared to the Existing Network, how far can I travel in **45 minutes** from **Aurora West Allis Medical Center** on weekdays at noon using the

Ridership Network?



	Change	Change %
Jobs Accessible	+13,800	+27.0%

Coverage Network?



	Change	Change %
Jobs Accessible	-20,000	-39.5%

