Public Transit Advisory Committee
Collier Area Transit
Hybrid Meeting
Collier County Government Center Human Resources Building "B"
HR Training Room
3303 Tamiami Trail East Naples, Florida
September 17th, 2025
1:00 p.m.

Agenda Packet

1) Call to Order
2) Roll Call
3) Approval of Agenda
4) Approval of Minutes
    a. August 20th, 2025
5) Committee Action
    a. Membership Applications – Meghan E Brown
    b. TDP Major Update
6) Reports and Presentations
7) Member Comments
8) Public Comments
9) Next Meeting Date – October 15th, 2025, Human Resources Building "B" HR Training Room
10) Adjournment

Two or more members of the Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future BCC meeting.

Collier Area Transit operates in compliance with Federal Transit Administration, (FTA) program requirements and ensures that transit services are made available and equitably distributed and provides equal access and mobility to any person without regard to race, color, or national origin, disability, gender or age. Title VI of the *Civil Rights Act of 1964*; FTA Circular 4702.1A, "Title VI and Title VI Dependent Guidelines for Federal Transit Administration Recipients.

Anyone who required an auxiliary aid or service for effective communication, or other reasonable accommodations in order to participate in this proceeding, should contact the Collier County Facilities Management Department located at 3335 Tamiami Trail East, Naples, Florida 34112 or 239-252-8380 as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

MINUTES OF THE PUBLIC TRANSIT ADVISORY COMMITTEE MEETING

NAPLES, FLORIDA

AUGUST 20, 2025

LET IT BE REMEMBERED, the Public Transit Advisory Committee in and for the County of Collier, having conducted business herein, met on this date at 1:00 P.M. in REGULAR SESSION at Collier County Government Center, Human Resources Building B, 3303 Tamiami Trail E, Naples, Florida 34112 with the following members present:

Chair:	John DiMarco, III
Vice Chair:	Peter Berry
	Cliff Donenfeld
	Dewey Enderle
	Sonja Lee Samek (Excused)
	Benita Staadecker
	Open Seat

ALSO PRESENT: Omar DeLeon, Public Transit Manager, Collier County PTNE
Alexander Showalter, Senior Planner, Collier County PTNE
Keyla Castro, Operations Support Specialist, Collier County PTNE
Nolen Begley, Fixed Route Manager, MV Transportation (Virtual)
Jacob Stauffer, Transit Planner, MV Transportation
Leslie Barnes, General Manager, MV Transportation

1. **Call to Order**
   Chair DiMarco called the meeting to order at 1:00 P.M.

2. **Roll Call**
   Roll call was taken, and a quorum of five was established.

3. **Approval of Agenda**
   Ms. Staadecker moved to approve the Agenda as presented. Second by Vice Chair Berry. Carried unanimously 5 - 0.

4. **Approval of Minutes**
   a. March 19, 2025
   b. June 18, 2025
   c. July 16, 2025
   Mr. Enderle moved to approve the minutes of the March 19, 2025, June 18, 2025, and July 16, 2025, Public Transit Advisory Committee meeting as presented. Second by Mr. Donenfeld. Carried unanimously 5 – 0.

5. **Committee Action**
   a. Membership Application – Jake Wayne Bates & Meghan E. Brown
   Mr. Showalter presented Executive Summary *"Membership Applications"* for Jake Bates and Meghan Brown, noting one seat for a three-year term is available on the Public Transit Advisory Committee.

   Jake Wayne Bates
   Mr. Showalter reported that Jake Wayne Bates had withdrawn his application for appointment to the Public Transit Advisory Committee.

   Meghan E. Brown
   The PTNE Staff submitted for the Committee's consideration an application from Meghan E. Bates, to join PTAC.

   Ms. Brown's application will be considered by the Committee at the next meeting of the PTAC.

6. **Reports and Presentations**
   a. Fare Study Update
   Mr. Showalter presented *Executive Summary Collier Area Transit Fare Study***.** He noted:
   - The 2015 Major Transit Development Plan determined Collier Area Transit (CAT) should periodically review and evaluate its fare structure to ensure they are equitable and generating the revenue required to operate the services.
     Federal regulations outlined by FTA in Circular 4702.1G require all service modifications be fair and equitable and an analysis of all proposed changes be completed.
   - CAT, in partnership with consultants Johnson Engineering and Benesch, is undertaking a study to evaluate its fixed-route and paratransit fare structure.
   - CAT last modified its fixed-route and paratransit fare in 2018.

- The major update of the County's Transit Development Plan (TDP), completed in 2015, recommends that CAT's fare structure be evaluated every five years, commencing in 2017.
- This will help Collier County ensure it is maximizing farebox recovery in a fair and equitable manner and passenger fares are consistent with "peer' transit agencies.
- The Paratransit service is operating at a deficit.
- Two public workshops for passengers to evaluate the fare scenarios will be held August 26th and August 27th at North Collier Regional Park and the Immokalee Community Park. The meetings are advertised on the County's website.

Existing Fare Structure

ADA Trips

- The fare for this service is $3 for a one-way trip.
- Reduced fare of $1 may apply if certain household income guidelines are met.
- Household income information is not required for eligibility of the program. This program does allow/transport a single guest or Personal Care Attendants (PCA).

Transportation Disadvantaged (TD) Trips

- The fare for TD trips is based on an income scale and varies from $1, $3 or $4 per one-way trip. This program does not allow/transport guests.

Conceptual Fare Alternatives

Graphs featuring updated fare scenarios for regular and paratransit passengers were distributed in the Agenda for Member reference.

Committee Comments:

- The fare increase could lower ridership.
- Incremental increases should be even dollars (versus cents). This is convenient for drivers and passengers to eliminate making change.
- CAT fares are reasonable compared to the cost of private or ride-share transportation.
- Suggest Staff compare method of payment options with similar out of state, (i.e. use of credit cards).

Next Step

Mr. Showalter reported the study on completion will be submitted to the Board of County Commissioners (BCC) for approval.

7. Member and Staff Comments

MV Transportation Contract

Mr. Showalter reported:

- The County's five-year contract with MV Transportation expires on September 30, 2025.
- MV Transportation issued WARN notices required so workers have 60 days' advance notice of job losses.
- The BCC will consider an extension from October 1, 2025, to September 30, 2026.
- The item is on the BCC *Consent Agenda* for August 26, 2025.

Alexander Showalter

Mr. Showalter announced that he has accepted a position with Collier County's Growth Management Division.

8. Public Comments

None

9. Next Meeting Date September 17, 2025 - 1:00 P.M.
Collier County Government Center
Human Resources Building "B"
3303 Tamiami Trail E
Naples, FL. 34112

10. Adjournment

There being no further business for the good of the County, the meeting was adjourned by the chair at 1:49 P.M.

Public Transit Advisory Committee

_____

John DiMarco III, Chair

These minutes approved by the Board/Committee on _____,2025 as presented_____ or as amended _____.

EXECUTIVE SUMMARY
Committee Action
Item 5a
Membership Application – Meghan Brown

Objective:
To obtain recommendation for Meghan Brown to join the Public Transit Advisory Committee (PTAC).

Considerations:
PTNE staff submits for the Public Transit Advisory Committee consideration, an application from Meghan Brown to join PTAC. Ms. Brown is a user of the CAT system and holds a Bachelors and Masters from Trinity College Dublin.

Applicant	Affiliation	Term	Status
Meghan Brown	System Rider	3 years	Resident

Recommendation:
That the PTAC recommend that the Board of County Commissioners approve the membership of Meghan Brown to PTAC at their next available Board meeting.

Attachments:
PTAC Application

Prepared by: _____ **Date:** 9/10/25
Alexander Showalter, Planner II

Approved by: _____ **Date:** 9/10/25
Omar DeLeon, PTNE Transit Manager

Advisory Board Application Form

Collier County Government
3299 Tamiami Trail East, Suite 800
Naples, FL 34112
(239) 252-8400

Application was received on: 07/25/2025 11:23:38 PM

Name: Meghan E Brown

Email Address: brownme@tcd.ie

Home Address: 871 Meadowland Dr, Unit C, Naples, FL 34108

City/Zip Code: Naples, 34108

Primary Phone: 716-866-4137

Secondary Phone:

Board or Committee: Public Transit Advisory Committee

Category (if Applicable):

Place of Employment? Business Owner; Self-Employed

Do you or your employer do business with the County? No

How many years have you lived in Collier County? 5-10

Home many months out of the year do you reside in Collier County? I am a year-round resident

Have you been convicted or found guilty of a criminal offense (any level felony or first degree misdemeanor only)? No

Would you and/or any organizations with which you are affiliated benefit from decisions or recommendations made by this advisory board? Yes

If yes, Please Explain: I am a user of the CAT system and therefore any decisions from the committee may impact me directly, although I suppose in a limited capacity since I often use other means of transport.

Are you a registered voter in Collier County? Yes

Do you currently hold an elected office? No

Do you now serve, or have you ever served on a Collier County board or committee? No

Please list your community activities and positions held: Associate Leadership Collier - Class of 2025

Education: Trinity College Dublin, BA / MA

Experience / Background: Trinity College Dublin, BA / MA

EXECUTIVE SUMMARY
Committee Action
Item 5b
FY2025 TDP Major Update

Objective:
To endorse the FY2025 Major Update of the Transit Development Plan.

Considerations:
In order to receive State Block Grant Funds for system operations, each transit agency must develop a Transit Development Plan (TDP) Major Update every five years and an annual progress report for all other years. The requirements that must be met in the TDP Annual Progress Report are outlined in Rule 14-73.001, *Florida Administrative Code*. The FY2025 TDP Major Update outlines the progress that Collier Area Transit has made over the past 5 years towards achieving the goals and objectives identified in the last TDP Major Update. This Major Update is also a planning document outlining CAT goals and objectives for the next 10 years.

This TDP Major Update has been a product of collaboration between CAT, Collier MPO, and Stantec. The TDP included an extensive public involvement process which consisted of surveys, focus group meetings, stakeholder interviews, and working group meetings. Presentations are being made to various committees to solicit any further input as we receive endorsement. Stantec staff will present the major components from the TDP to the committee.

The TDP Major Update will need approval from the Public Transit Advisory Committee before continuing on for approval from various other committees before ultimately being presented to the Board of County Commissioners for final approval, scheduled for Tuesday, December 9th, 2025.

Recommendation:
Endorse the 2025 Major Update of the Transit Development Plan

Attachment:
FY2025 TDP Major Update

Prepared by: _____ **Date:** 9/10/25
Alexander Showalter, Planner II

Approved by: _____ **Date:** 9/10/25
Omar DeLeon, PTNE Transit Manager

Stantec

TEN-YEAR TRANSIT DEVELOPMENT PLAN 2026-2035

PREPARED FOR: COLLIER AREA TRANSIT

rideCAT
COLLIER AREA TRANSIT

mpo
COLLIER
Metropolitan Planning Organization


rideCAT
COLLIER AREA TRANSIT

REPORT ACKNOWLEDGMENTS

Thank you to all of the organizations and individuals who committed their time, energy, and resources to this effort. This study would not have been possible without the support of many throughout the process. On behalf of the Collier Area Transit (CAT) and Collier Metropolitan Planning Organization (MPO), the Stantec team thanks the diverse group of participants whose collective efforts are reflected in this report.

PROJECT PARTNERS

COLLIER AREA TRANSIT (CAT)

Brian Wells, Former Division Director

Omar Deleon, Manager - Public Transit

Alexander Showalter, Planner II

COLLIER METROPOLITAN PLANNING ORGANIZATION (MPO)

Anne McLaughlin, MPO Executive Director

Dusty Hansen, Senior Planner

CONSULTANT TEAM

STANTEC

Frank Domingo, Project Manager

Rachel Young, Deputy Project Manager, Transportation Planner

Richard Pascoe, Senior Transportation Planner

Freddy Thomas, Senior Transportation Planner

Linda Zhao, Transportation Planner

Ankita Chaudhary, Senior Transportation Modeler

Kira Bath, Transportation Planner

EXECUTIVE SUMMARY

The Transit Development Plan (TDP) analysis presents a comprehensive evaluation of Collier Area Transit (CAT), identifying key performance trends, demographic shifts, and strategic recommendations to enhance transit service.

Collier County ranked 19th in population among Florida counties in the 2020 Census and is projected to grow significantly by 2050. Population density increases in urban areas such as Immokalee, Ave Maria, and Golden Gate suggest rising transit demand, a reflection of where the workforce is growing. Although private vehicle ownership remains high, approximately 5% of households lack access to a vehicle and nearly 20% of the workforce resides in Lee County, emphasizing the need for reliable public transit and regional connectivity.

Over the past five years, CAT has experienced fluctuations in performance, with a decline in key indicators from 2018 to 2021, primarily due to the COVID-19 pandemic. Performance measures began to recover in 2022, reflecting adaptations to pandemic-related challenges and a gradual return of riders.

0.7% Walk***

7.4% Drive Alone***

10.9% Carpool***

Demographics

32.8% of population over 64*

31.6% minority population**

Income/ Home Ownership

10.4% living in poverty*

4.3% zero vehicle households*

Population

380,221 people*

17.5% growth in 10 years (2012-2022)*

Housing/ Community

229,814 housing units*

64% live within 30 minutes of work*

0.3% Bike***

1.7% Other***

0.5% Use Transit***

11.7% Work from Home***

*2022 5-Year ACS
**2020 Decennial Census
***Commuter Trips

CAT HIGHLIGHTS

Despite the operational challenges posed by rising costs and inflation, CAT has performed well in the following areas:

CAT demonstrates **high vehicle utilization** with the highest VRM per vehicle value among peers.

Operating expenses per UPT, PMT, VRM, and VRH are below peer averages, indicating **efficient service delivery.**

Despite the removal of the last loop for Routes 11, 12, 13, 14 and 17, and the merging of some routes, **ridership increased during the peak season between FY 2023 and FY 2024.**

CAT's operating expenses have increased since 2018, primarily due to inflation, but remain below peer averages, **indicating cost-effectiveness.**

CAT CHALLENGES

CAT's vehicle revenue miles (VRM) and vehicle revenue hours (VRH) are below peer averages, indicating potential service supply limitations. The decrease in VRM suggests service withdrawal, impacting accessibility and convenience, especially in areas with longer routes that have been restricted.

The number of vehicles operating at maximum service (VOMS/VAMS) is below peer averages, **which may restrict the frequency and reliability of service.** The withdrawal of certain services and routes, potentially leads to gaps in coverage and further impact to ridership.

CAT's unlinked passenger trips (UPT) and passenger miles traveled (PMT) per capita are below peer averages, indicating lower service utilization and effectiveness. This suggests that CAT may not be fully meeting the transit needs of its service area population, which could be due to service limitations or lower demand.

CAT's 2022 farebox recovery ratio is approximately 8%, indicating a heavy reliance on external funding sources to cover operating costs.

LEARNING FROM PUBLIC INPUT

Public input was important for identifying transit needs and developing the 10-year transit improvement plan. Diverse public involvement was achieved throughout the plan development process.

Public Involvement Summary

100+ Total Participants

12

Stakeholders Interviewed

6

Participants in business/ growth discussion group

7

Participants in social service discussion group

90

On-Board survey participants

2

General public input survey participants

3

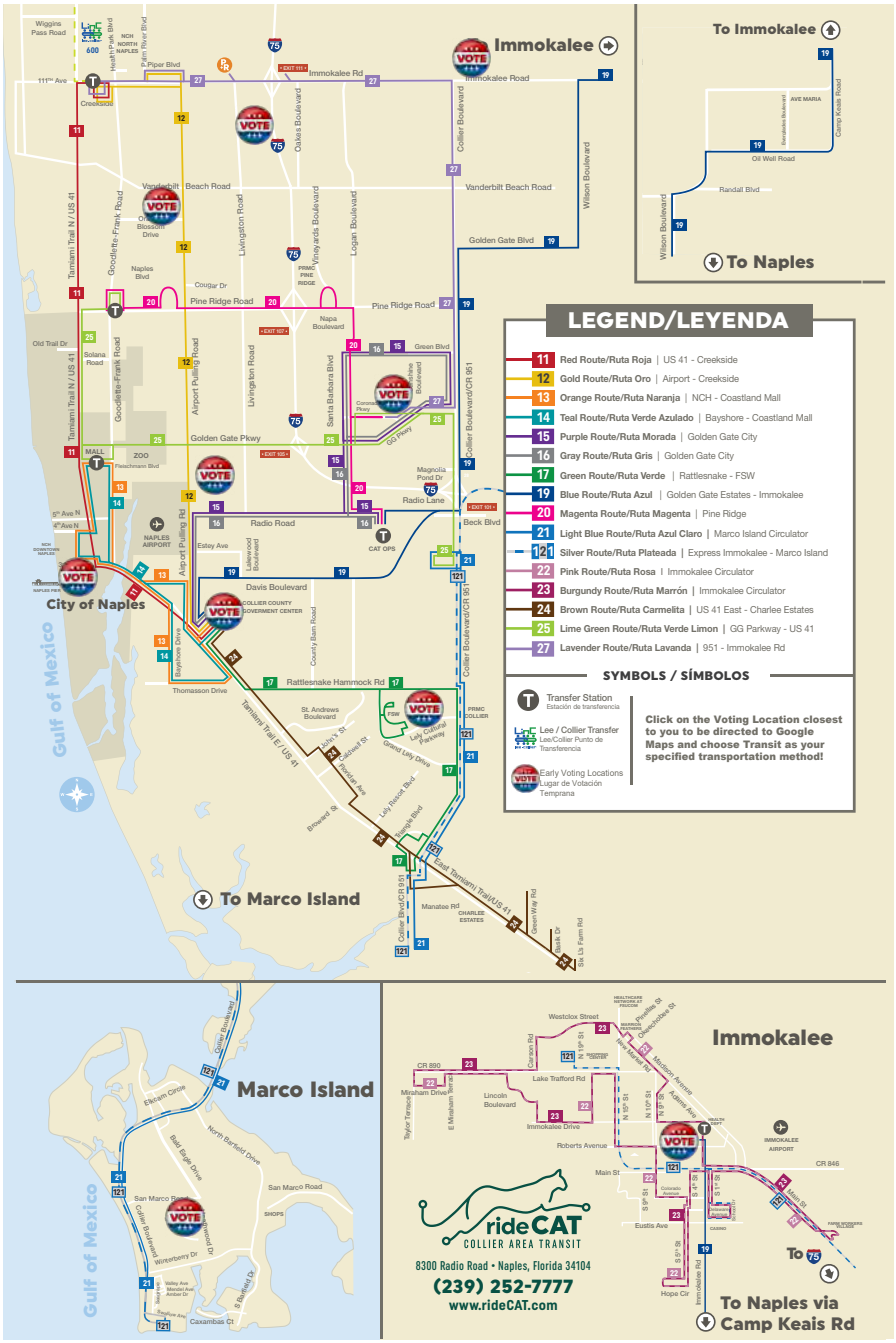
Participants in two in-person workshops

3

Workforce Development Board Meetings

EXISTING CAT SERVICES

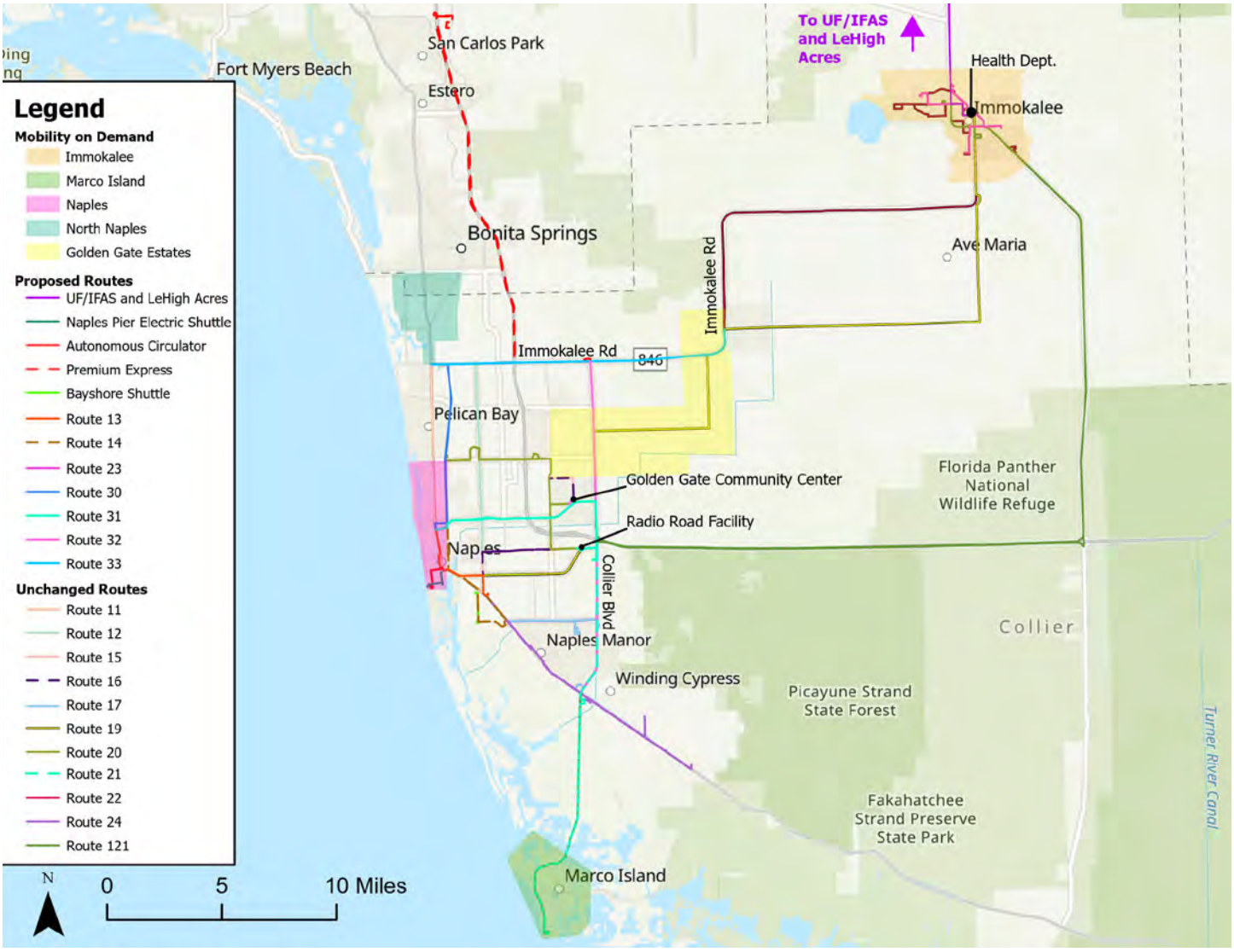
Collier Area Transit (CAT) operates 16 bus routes throughout Collier County, Florida, serving areas including Naples, Marco Island, Golden Gate, and Immokalee. These routes connect key destinations such as government centers, shopping districts, educational institutions, and residential neighborhoods.



EXISTING CAT SERVICES

TRANSIT ENHANCEMENTS

The transit system enhancements proposed for 2026-2035 aim to enhance current CAT services and extend transit coverage to previously unserved areas. These strategies are designed to address the community's transit needs and have been formulated using data collected through public outreach, the transit demand assessment presented herein, and the Situational Appraisal.



PROPOSED TRANSIT NETWORK

10-YEAR IMPLEMENTATION PLAN AND UNFUNDED NEEDS

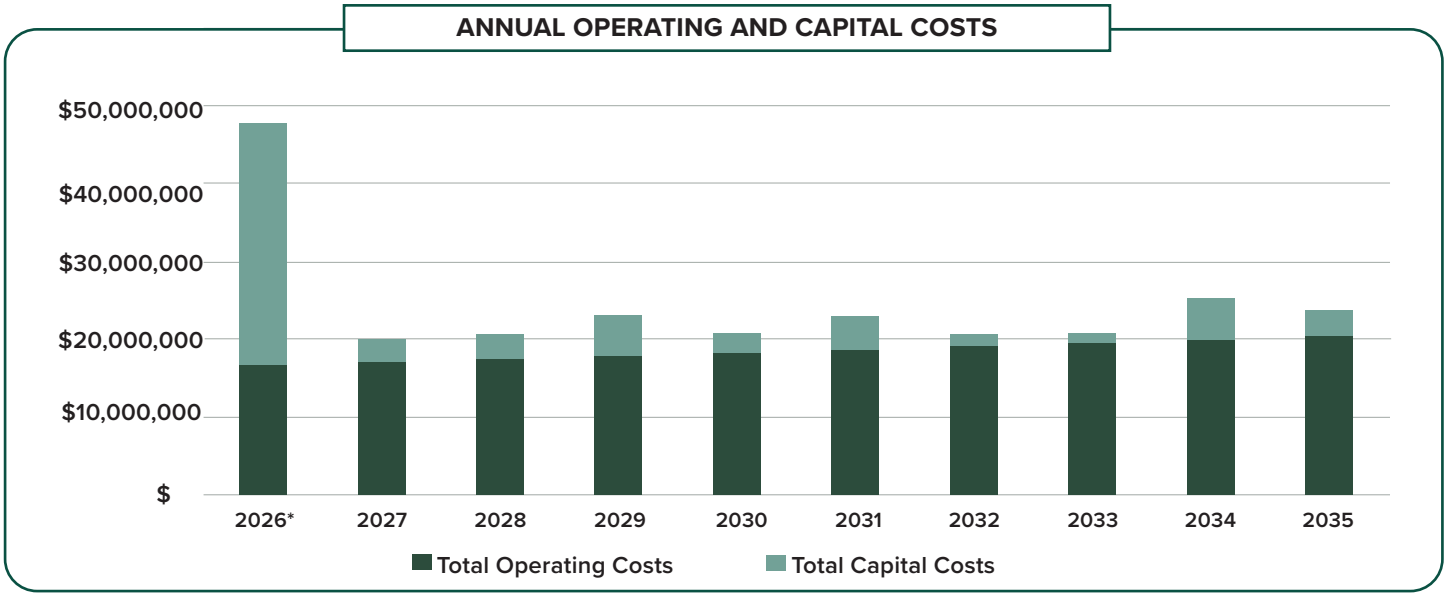
The table below summarizes the implementation plan and the funded and unfunded transit improvements in the adopted 10-Year TDP. Shown for each are the proposed year, the 10-year Year of Expenditure (YOE) operating and capital costs, and the anticipated funding source. Transit improvements may be advanced or delayed as funding circumstances change over time.

10- YEAR IMPLEMENTATION PLAN				
Service Improvements	**Proposed Year**	**10-Year Operating Cost YOE**	**10-Year Capital Cost YOE**	**Existing or New Revenues**
Maintain Existing Service				
Maintain Existing Fixed-Route Service	2026	$105,095,886	$21,883,191	Existing
Maintain Existing Paratransit Service	2026	$79, 585,921	$12,637,003	Existing
Replacement Support Vehicles	2026	$0	$314,261	Existing
Bus Shelter Rehab	2026	$0	$464,100	Existing
Safety & Security Program	2026	$0	$1,109,094	Existing
Route Network and New Service				
New Bayshore Shuttle	2027	$4,480,750	$165,970	Unfunded
New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W)	2027	$6,945,109	$0	Unfunded
Realign Route 14 operates at 60 min. headway	2027	$319,523	$0	Unfunded
Realign Route 23 headway 60 to 40 minutes	2028	$5,321,808	$0	Unfunded
Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)	2027	$6,178,440	$0	Unfunded
Route 32 (Collier Blvd) (Split Route 27 N-S)	2029	$4,961,028	$631,231	Unfunded
Express Premium Route to Lee County	2029	$5,277,761	$631,231	Unfunded
UF/IFAS and Lehigh Acres	2031	$1,348,673	$660,343	Unfunded
New Route 33 (Immokalee Rd) (Split Route 27 E-W)	2031	$3,506,569	$660,343	Unfunded
Immokalee MOD	2031	$3,035,294	$181,632	Unfunded

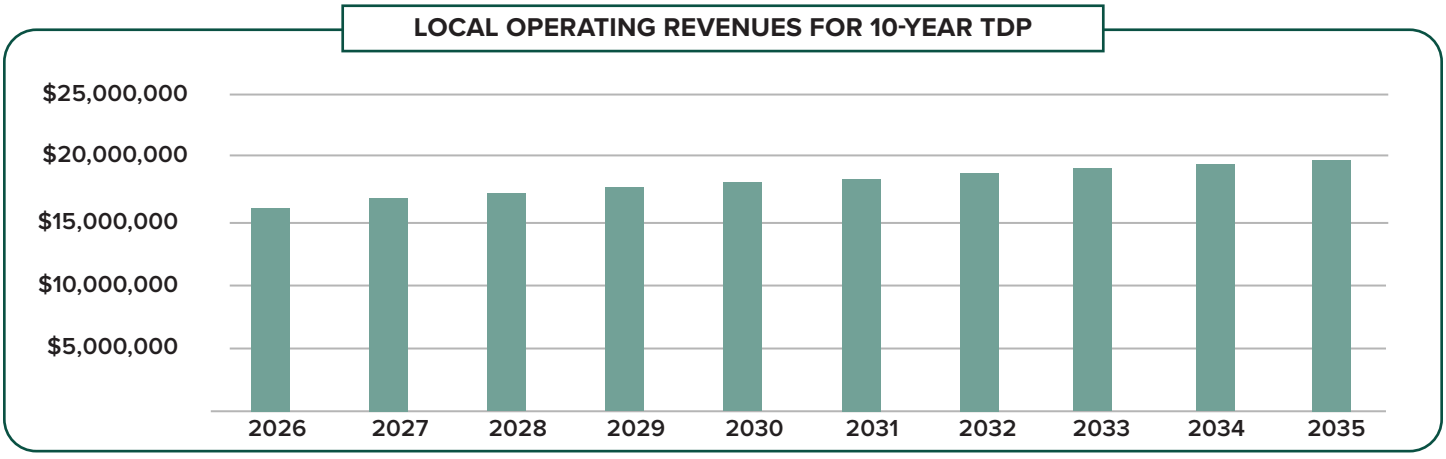
Service Improvements	Proposed Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
Frequency Improvements				
Route 15 from 90 to 45 min	2027	$2,759,543	$603,402	Unfunded
Route 121 - add one AM, one PM	2027	$1,546,739	$603,402	Unfunded
Route 11 from 30 to 20 min	2027	$8,025,908	$603,402	Unfunded
Route 12 from 90 to 45 min	2027	$9,822,575	$0	Unfunded
Realign Route 13 shorten to 40 min headway	2027	$5,295,288	$0	Unfunded
Route 17 from 90 to 45 min	2027	$7,944,903	$603,402	Unfunded
Route 16 from 90 to 45 min	2029	$5,020,662	$631,231	Unfunded
Route 13 from 60 to 30 min	2029	$4,151,101	$0	Unfunded
Route 14 from 60 to 30 min	2031	$4,269,564	$660,343	Unfunded
Later Service				
Route 19 - Extend to 10:00 PM	2029	$607,255	$0	Unfunded
Route 11 - Extend to 10:00 PM	2031	$587,636	$0	Unfunded
Route 14 - Extend to 10:00 PM	2031	$533,689	$0	Unfunded
Route 24 - Extend to 10:00 PM	2031	$620,390	$0	Unfunded
Route 15 - Extend to 10:00 PM	2031	$185,282	$0	Unfunded
Route 17 - Extend to 10:00 PM	2031	$1,303,742	$0	Unfunded
Other Improvements				
Transit Fare Study	Beginning 2025 and every 5 years	$0	$118,258	Unfunded
Zero/Low Emissions Vehicles & Infrastructure	2025	Ongoing		Existing
Facilities Improvements	2026	$0	$29,437,469	Existing
Bus Shelters	2026	$0	$5,586,428	Existing
I-75 Express Study	2031	$0	$50,000	Existing
Study: Immokalee Road Corridor	2026	$0	$75,000	Existing
Downtown Autonomous Circulator	2031	$1,965,220	$0	Unfunded
Electric Naples Pier Shuttle	2031	$3,082,699	$181,632	Unfunded
MOD Demand and Operations Requirements Pilot Projects	2031	$0	$50,000	Existing
COA Study	Beginning 2028 and every 7 years	$0	$348,427	Unfunded
Total		**$283,778,959**	**$78,890,796**	
Total Funded Projects & Maintenance of Existing Service		**$184,681,807**	**$71,606,547**	
Total Unfunded Projects		**$99,097,152**	**$7,284,249**	

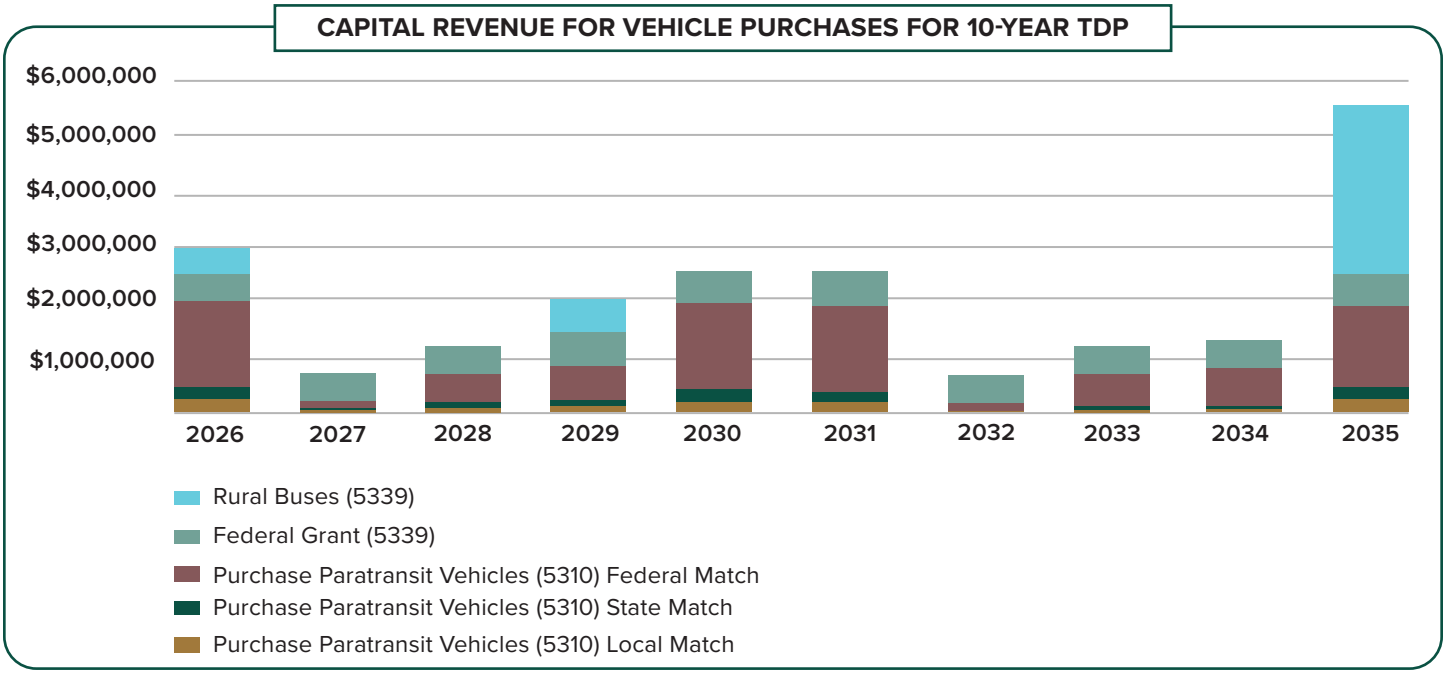
TRANSIT COSTS & REVENUES

Over the next 10 years, implementation is projected to cost $283.8 million for operating existing, enhanced and new services. An additional $78.9 million will be needed for capital to support the necessary fleet and capital infrastructure associated with the plan. The costs will continue to be funded primarily with a mix of local, State and federal sources and with fare revenues generated by existing and new transit services.



** 2026 Includes the funding for the construction of the Operations and Maintenance Facility*





PLAN IMPLEMENTATION & COORDINATION

CAT's proposed transit system improvements for 2026-2035 focus on service expansion, capital investments, and policy updates. Recommendations include:

Service Improvements:

- Reducing headways on multiple routes to enhance frequency and efficiency, particularly on high-ridership corridors.
- Extending service hours on select routes until 10:00 p.m. to better serve late-night workers and improve accessibility for commuters.
- Realigning key routes to improve connectivity, simplify navigation, and reduce redundancy in overlapping service areas.
- Enhancing paratransit services by optimizing scheduling, improving vehicle availability, and integrating with Mobility-on-Demand (MOD) solutions.

Infrastructure and Capital Investments:

- Developing a new Operations and Maintenance Facility ($18 million project) to support fleet expansion and improve operational efficiency.
- Upgrading transit stops with shelters, lighting, ADA-compliant infrastructure, and real-time arrival displays to enhance the passenger experience.
- Enhancing park-and-ride facilities with smart technology, such as dynamic pricing, security features, and real-time tracking, to encourage transit use among commuters.
- Continued exploration and piloting of alternative fuel technology to diversify CAT's fleet and assess increased efficiency/cost savings.

Policy and Regional Coordination:

- Conducting a fare study every five years to assess fare structures, evaluate the feasibility of fare capping, and explore integration with regional transit systems.
- Collaborating with LeeTran to establish a regional route (University of Florida/Institute of Food and Agricultural Sciences Lehigh Acres Route) that improves cross-county workforce mobility and enhances service efficiency.
- Implementing workforce development initiatives to address driver shortages and improve service reliability.

Moving forward for the next 10 to 15 years, CAT should prioritize the following key actions to implement the recommendations and ensure long-term transit system improvements:

- **Regional Collaboration:** Strengthen partnerships with regional transit agencies, municipalities, and private sector stakeholders to improve service coordination and leverage shared resources.
- **Technology Integration:** Continue investing in intelligent transportation systems (ITS), real-time passenger information tools, and contactless fare payment solutions to enhance user experience and operational efficiency.
- **Expanding park-and-ride facilities** through public-private partnerships and federal/state funding to mitigate congestion and provide convenient transit alternatives. Implementing a real-time parking and transit tracking system to enhance commuter convenience and improve last-mile connectivity.
- **Deploying Mobility on Demand (MOD) and first-mile/last-mile (FMLM)** solutions to bridge transit access gaps in underserved areas and improve mobility for seniors and persons with disabilities.
- **Exploring expanded trolley services** for tourist and high-density areas with community acceptance to alleviate congestion, while integrating smart technology such as dynamic pricing, mobile payment systems, and AI-driven service optimization to improve farebox recovery.


COLLIER AREA TRANSIT
DO NOT ENTER

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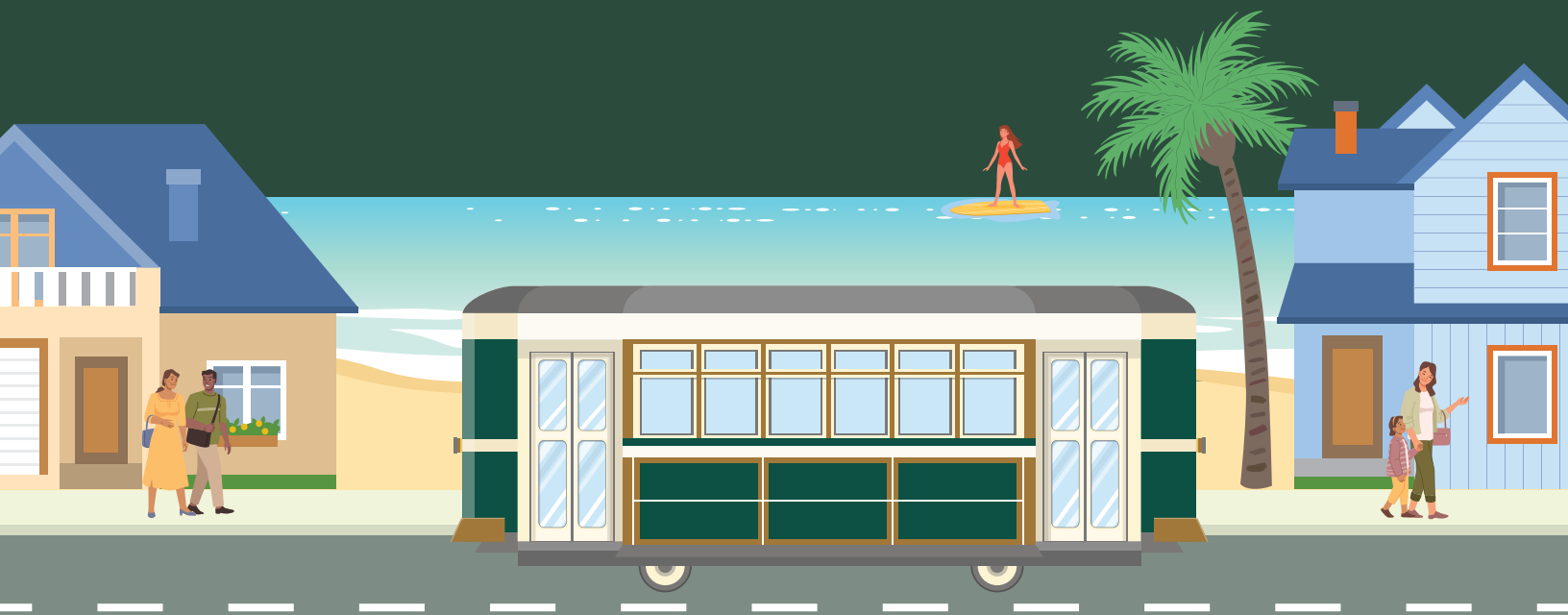

1 INTRODUCTION

Collier Area Transit, part of the Public Transit and Neighborhood Enhancement Division of Collier County Government, reviews financial and business plans updating its Transit Development Plan (TDP) every five years. The Transit Development Plan serves as a Ten-Year strategic guide for public transportation services provided to the residents, visitors, and employers in Collier County. The plan examines business practices and services to develop strategies and data-driven recommendations that identify service needs, prioritize improvements, and appropriately allocate resources to deliver efficient and effective transportation and mobility services.

Transit Development Plans are required by the Florida Department of Transportation (FDOT) as a prerequisite to receiving State Block Grant funds and identifying public transit needs. State Statutes sections 339.135 and 339.155 outline compliance requirements and Rule 14-73.001 Public Transit (the TDP Rule) provides rule-making requirements. The TDP Rule requires Collier Area Transit develop a strategic plan for meeting the mobility needs of the Collier County service area and the careful allocation of resources.

The undertaking of this TDP is advanced through a partnership with the Collier Metropolitan Planning Organization (MPO) as part of the MPO's transportation planning activities within Collier County and as a recipient of Federal Transit Administration (FTA) grant funding. This coordination includes preparation of a major update of the TDP for federal fiscal years 2026 – 2035, transit revenue projections through 2050 and coordination with the MPO's 2050 Long Range Transportation Plan (LRTP) to develop a long-range vision for transit in Collier County.

The TDP will provide a guide and business plan, outlining operational improvements and a capital plan. The plan guides policy and decision makers on the most effective way to leverage funding to increase ridership and revenue, while addressing identified transportation needs. This strategy not only covers the next ten years, but also provides direction and guidance for transit's role in supporting continued growth and economic development in Collier County and southwest Florida region through to 2050.

OBJECTIVES OF THIS PLAN

This document is an update to the TDP for CAT services in Collier County, as currently required by State law. Upon completion, this TDP will result in a 10-year plan for transit and mobility needs, cost and revenue projections, and community transit goals, objectives, and policies.

TDP REQUIREMENTS

This TDP serves as the basis for defining public transit needs in Collier County and meets the requirements of the TDP Rule. The TDP is a prerequisite to receiving State Block Grant funds. The transfer of funds for Service Development Program grants, Transit Corridor Program grants, and other FDOT discretionary and competitive grants are prioritized when projects are included in a TDP. For this purpose, the TDP supports funding pursuits, recognizing the thoughtful and analytical approach to enhancing existing multimodal connectivity and transit services through grant funding. The State's interest in the TDP is governed by Sections 339.135 and 339.155, Florida Statutes, as described in Florida Administrative Code 14-73.001.

As recipient of State Public Transit Block Funds, FDOT requires a major update of the TDP every five years to ensure the provision of public transportation is consistent with the mobility needs of the local community. Critical components of the TDP must include the following:

- Relationship Review to Other Plans, including the Florida Transportation Plan, local government comprehensive plans, the MPO's Long-Range Transportation Plan, and regional transportation goals and objectives.
- Metropolitan Transportation Planning Process Coordination Program, defining collaborative participation and consistency in developing and implementing the TDP and LRTP with the MPO, as well as other MPO plans, such as the Unified Planning Work Program, Transportation Improvement Program, and corridor development studies.
- Land Use and Corridor Development Assessment, including land use and design patterns and their impacts on existing and future transit services.
- A 10-Year Operating and Capital Program, to include a schedule of both operating and capital projects and associated financial plan.
- A list of priority projects based on the 10-Year project schedule, including ranking of each project by its importance.
- Major updates must be completed every 5 years, covering a 10-year planning horizon.
- A Public Involvement Plan (PIP) must be developed and approved by FDOT or consistent with the approved MPO Public Participation Plan.
- FDOT, the Regional Workforce Development Board, and the MPO must be advised of all public meetings at which the TDP is presented and discussed, and these entities must be given the opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives, and 10-year implementation program.
- Estimation of the community's demand for transit service (10-year annual projections) using the planning tools provided by FDOT or a demand estimation technique approved by FDOT.
- The Florida Legislature adopted House Bill 985, amending Florida Statutes (FS) 341.071 requiring transit agencies to "specifically address potential enhancements to productivity and performance which would have the effect of increasing farebox recovery ratio." The resulting requirement issued by FDOT requires the TDP and subsequent annual updates to include a 1 – 2-page summary report as an appendix to the full report on the farebox recovery ratio and strategies implemented and planned to improve farebox recovery.

TDP CHECKLIST

This TDP meets the requirements for a TDP Major Update in accordance with Chapter 14-73, FAC. A list of the TDP requirements from Rule 14-73.001, as amended in July 2024, is provided with detailed information as to how and where the requirement was met.

	Table 1-1: TDP Preparer's Checklist	
	TDP Rule Requirement	TDP Section
☐	Approved PIP for public involvement (TDP-specific PIP approved by FDOT, or MPO-adopted PIP approved by FTA and FHWA)	Section 3: Public Outreach and App. B
☐	Opportunities for public involvement outlined in PIP	Section 3: Public Outreach; App.B
☐	Summaries of outreach process and activities included in TDP	Section 3: Public Outreach; App.C
☐	Solicitation of comments from local/regional workforce board	Section 3: Public Outreach; App. E,G
☐	Notifications on public meetings to FDOT, local/regional workforce board, local government comprehensive planning departments, and MPO	Section 3: Public Outreach; App. E,G
☐	Review opportunities for FDOT, local/regional workforce board, local government comprehensive planning departments, and MPO	Section 3: Public Outreach; App. E, G
☐	Relationship reviews of plans/studies as identified by TDP Rule	Section 2: Situational Appraisal
☐	Coordination with MPO on LRTP data, outreach, and goals	Section 2: Situational Appraisal
☐	Consistency review with UPWP, TIP, and Corridor Development Studies	Section 2: Situational Appraisal; App. F
☐	Assessment of land use and urban design patterns	Section 2: Situational Appraisal; Section 4: Analysis Alternative
☐	Identification, evaluation, and ranking of priority transit corridors	Section 4: Analysis Alternative
☐	Annual protection of transit ridership using FDOT-approved software tool or other FDOT-approved method	Section 5: Ten-Year Implementation Plan
☐	10-year Schedule of Projects with descriptions, maps, timelines, costs, and the types and levels of service and capital improvements	Section 5: Ten-Year Implementation Plan
☐	10-year Financial Plan with operating and capital costs for the Schedule of Projects	Section 5: Ten-Year Implementation Plan
☐	Ranked List of Priority Projects based on the Schedule of Projects, with descriptions, types, locations, and funding availability	Section 5: Ten-Year Implementation Plan
☐	Presented to the MPO Board	To be scheduled
☐	Approved by transit agency governing board	To be scheduled
☐	Submitted to FDOT by March 1st, or a revised date as agreed by FDOT	n/a

ORGANIZATION AND OVERVIEW OF REPORT

The TDP is organized to provide the reader an opportunity to fully understand the analysis and data presented that captures existing conditions, recognizes plans and studies previously completed and part of the planning process, analysis of operations and performance and Collier Area's transit goals and objectives. The TDP also provides analysis that compares performance with similar organizations and peer groups to provide context to the measures reported. This robust analysis, its findings and data are foundational to the development of future initiatives, programs, projects and service initiatives proposed for the next 10-year period for fiscal year 2026 – 2035. The close collaboration, support, and coordination with the Collier MPO is documented in the development of revenue projections and vision for transit in Collier through 2050 as part of the Long-Range Transportation Plan.

Together these elements make up the TDP, providing a business plan that provides guidance, policy recommendations, and actional steps to implement efficient and effective transit. Below, each element of the TDP describes areas examined and how ultimately, they support the recommendation presented by CAT for adoption by Collier County Board of County Commissioners, upon the recommendation of the Collier MPO Board.

The **Executive Summary** provides a synthesis of the TDP, identifying and summarizing key findings, and recommendations for adoption. The narrative provided in the Executive Summary provides sufficient information to discern at a high level the results of analysis, emerging trends, and key themes that resulted in actionable recommendations.

Section 2 provides the Situational Appraisal which includes three main sections, the Baseline Conditions, Transit Performance Evaluation, and Policy Consistency/ Coordination with the MPO. The Baseline Condition provides the physical characteristics of the study area, demographic characteristics, labor and workforce, tourism and seasonal impacts, commuter services and roadway conditions. This section also contains maps and visual representations of population trends, demographic breakdowns, and other socioeconomic factors relevant to transit services. Data from the US Census, the American Community Survey, Collier County and the Collier MPO LRTP, and other sources provided data and input. Additionally it examines existing transit services in the study area, current fare structure, vehicle inventory, and performance data.

The Performance Evaluation section compares performance over time. The analysis contained here includes discussion of peer selection which relied on guidance provided by Transit Cooperative Research Program Report 141: A Methodology for Performance Measurement and Peer Comparison in the Public Transportation Industry, published 2010. As required, the performance evaluation includes discussion of farebox recovery ratio which aids in establishing the share of operating expenses covered by passenger fares.

The Policy Consistency/Coordination with the MPO section describes how this TDP is consistent with the Florida Transportation Plan, local government comprehensive plans, the MPO's Long-Range Transportation Plan (LRTP), and regional transportation goals and objectives. It also describes CAT's coordination and collaborative participation with Collier MPO and consistency of this TDP with the MPO's LRTP, as well as other related MPO planning and programming.

Section 3 details Public Involvement, a key goal and emphasis area for this plan. This section includes details of the Public Involvement Plan (PIP), FDOT's review and approval of the PIP, and the strategies utilized to leverage stakeholder engagement. This section includes analysis of existing outreach opportunities and how the information is used to support the recommendations of the TDP.

Section 4 provides the Analysis of Alternatives which presents the most technical analysis and findings of the report, including modeling and predictive analytics utilizing Transit Boarding Estimation and Simulation Tool (TBEST) software. It is noted the TBEST software, the modeling and results are FDOT's preferred analytical format. The analysis in this section builds on standardized metrics to compare alternative and evaluate scenarios. The findings of the Analysis of Alternative coordinates closely and informs transit's role within the Collier MPO's update of the LRTP simultaneously underway.

Section 5 summarizes the 10-year Implementation Program for Fiscal Year 2026 through 2035 building on the TBEST modeling. This section tracks performance and provides a ten-year financial plan identifying sources and expenditure of funds. The ten-year plan focuses on situational awareness, business climate, and market trends. Additionally, the revenue projections extend 10 years of revenue projected out 15 additional years to 2050. The projections represent strategic initiatives that support CAT's vision for the second 15 years for inclusion in the Collier MPO's 2050 LRTP.


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COLLIER AREA
RideCAT

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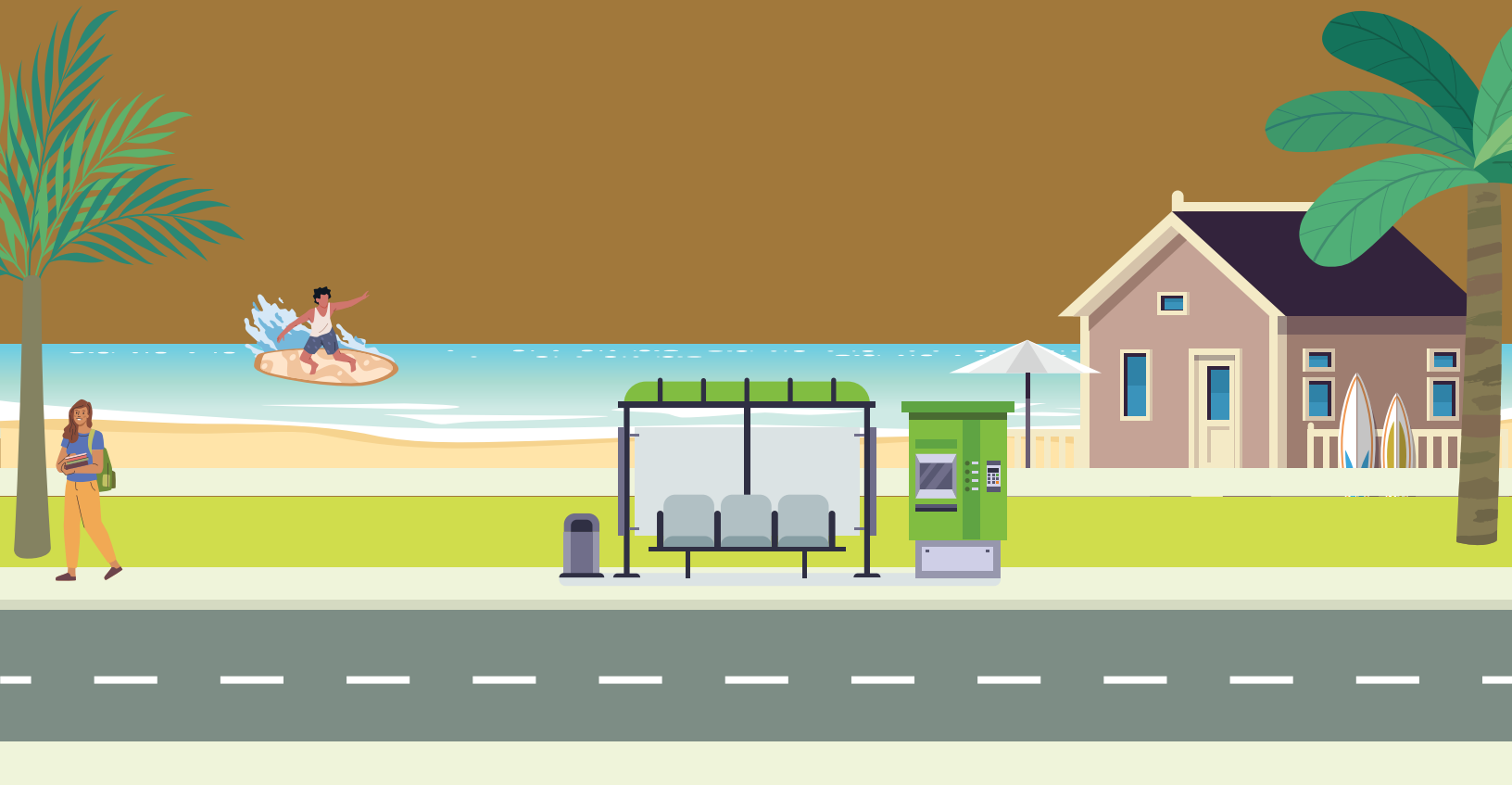

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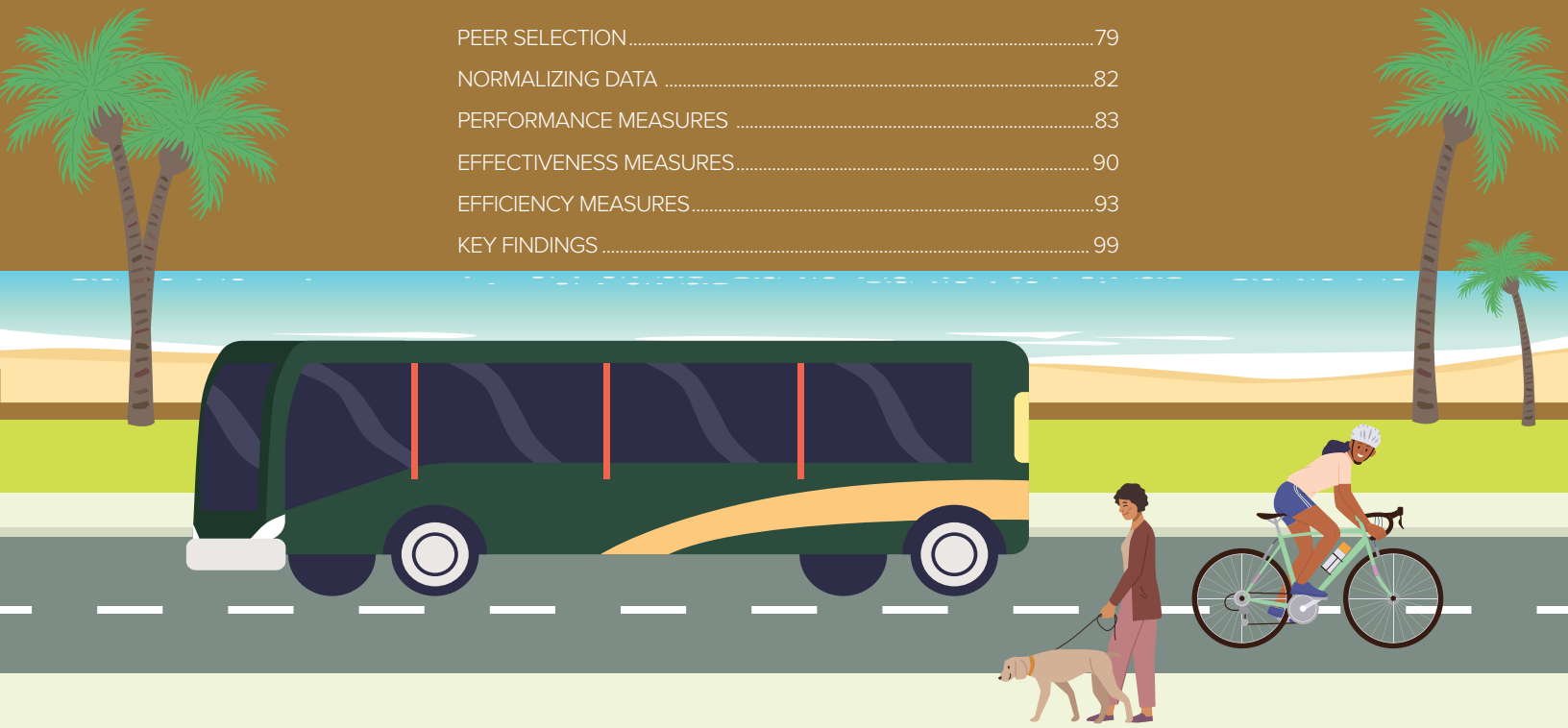

2 SITUATIONAL APPRAISAL

BASELINE CONDITIONS

The baseline conditions analysis provides details on the existing and projected future conditions of the service area. The foundation of the transit development plan will be based on the contextual information presented in this section. The collected data will also be used in the Situational Appraisal section to provide the basis for transit improvement considerations.

The following topics were reviewed and analyzed for Collier County in the context of the TDP:

- Study Area
- Population Profile
- Demographic Characteristics
- Transportation Disadvantaged Population
- Labor and Employment Characteristics
- Educational Attainment
- Tourism
- Major Trip Generators
- Major Developments
- Existing and Future Land Use
- Commuter Travel Patterns
- Roadway Conditions

Data collected for select population, demographic, and socioeconomic characteristics are supported by various maps and tables. Primary data sources include the U.S. Census Bureau, specifically from the 2020 Decennial Census and the 5-Year American Community Survey (ACS), Collier County, Florida Commission for the Transportation Disadvantaged, Collier Area Transit, and the Regional Economic Research Institute at Florida Gulf Coast University, supplemented by local and regional agency sources, as necessary.

STUDY AREA

Collier County is in southwest Florida, east of the Gulf of America. The county is bordered on the northwest, northeast, east, south, respectively by Lee, Hendry, Broward, Miami-Dade, and Monroe counties. Collier County has three municipalities: Everglades City, Marco Island, and Naples, the County seat.

In terms of geographical area, Collier County is the largest county in Florida with a land area of approximately 1,996.8 square miles according to the 2020 Decennial Census from the US Census Bureau. A significant portion of the county area is designated as protected lands (more than 1,875 square miles), primarily in the eastern and southern parts of the county.

Figure 2-1 shows the extent of the study area. Due to the size of Collier County, a study area has been produced as outlined by the red boundary, which covers the existing transit network along with the core populated areas of the County and excludes some of the park land. For presentation purposes moving forward in this document, some of the map figures will be zoomed to the study area extent to show greater detail and avoid wasted space.

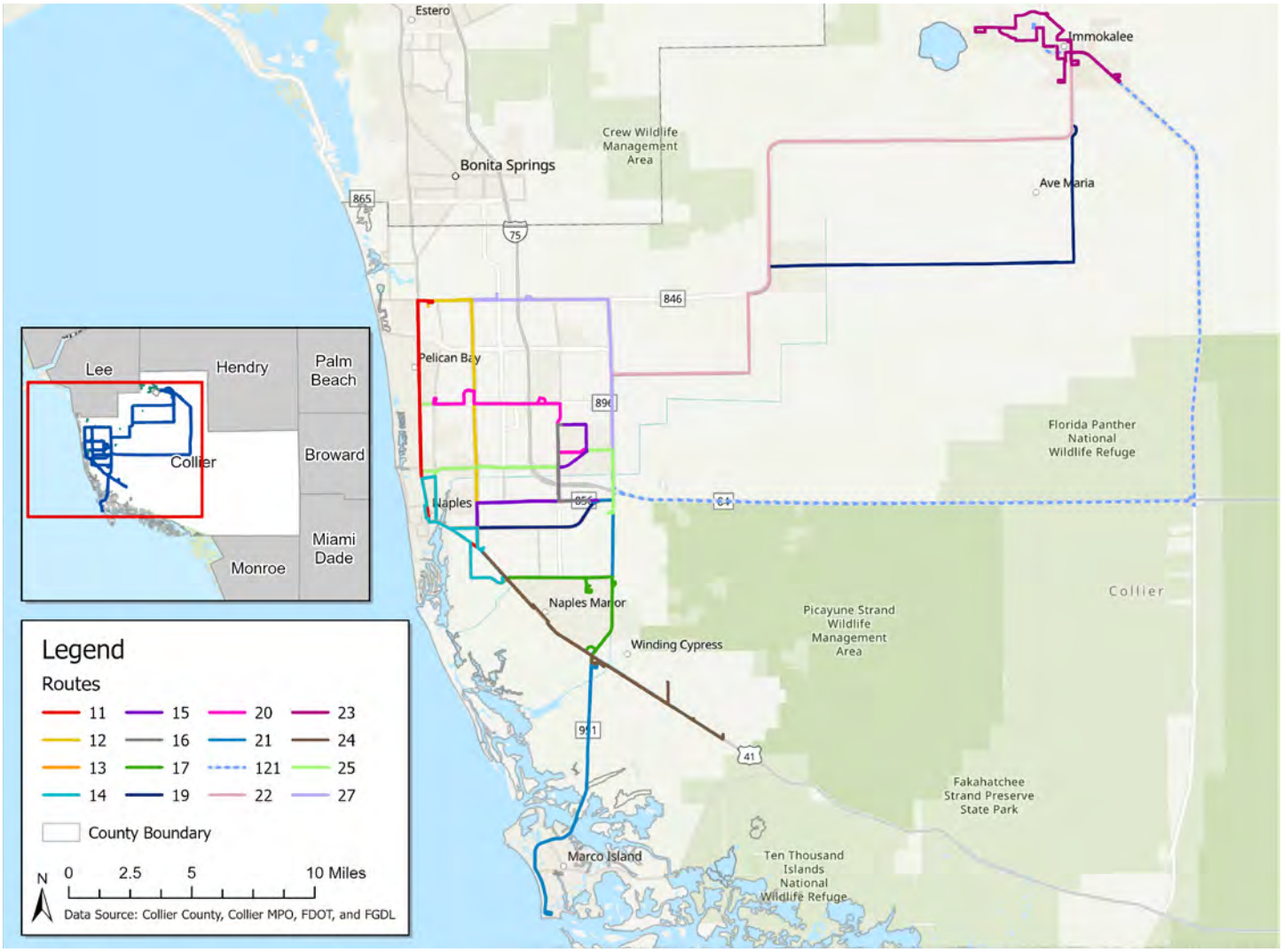

FIGURE 2-1: STUDY AREA

POPULATION PROFILE

As of the 2020 Decennial Census, Collier County was ranked the 19th most populous county in Florida. As per the US Census Bureau 2020 Decennial Census, the county population accounts for 1.74% of the total state population in 2020 and is estimated to grow to 1.83% by 2050 based on State population projections.

The Collier County population has been steadily increasing over the last few decades, as shown in **Figure 2-2**. Population values were obtained from the US Census Bureau decennial censuses and annual population estimates. There was a slight dip in the census population count in 2020 compared to the estimated values for the previous years, likely due to the COVID-19 pandemic. The population projection values were obtained from the Florida Bureau of Economic and Business Research (BEBR) at 5-year intervals until 2050. Collier County's population is projected to continue increasing steadily.

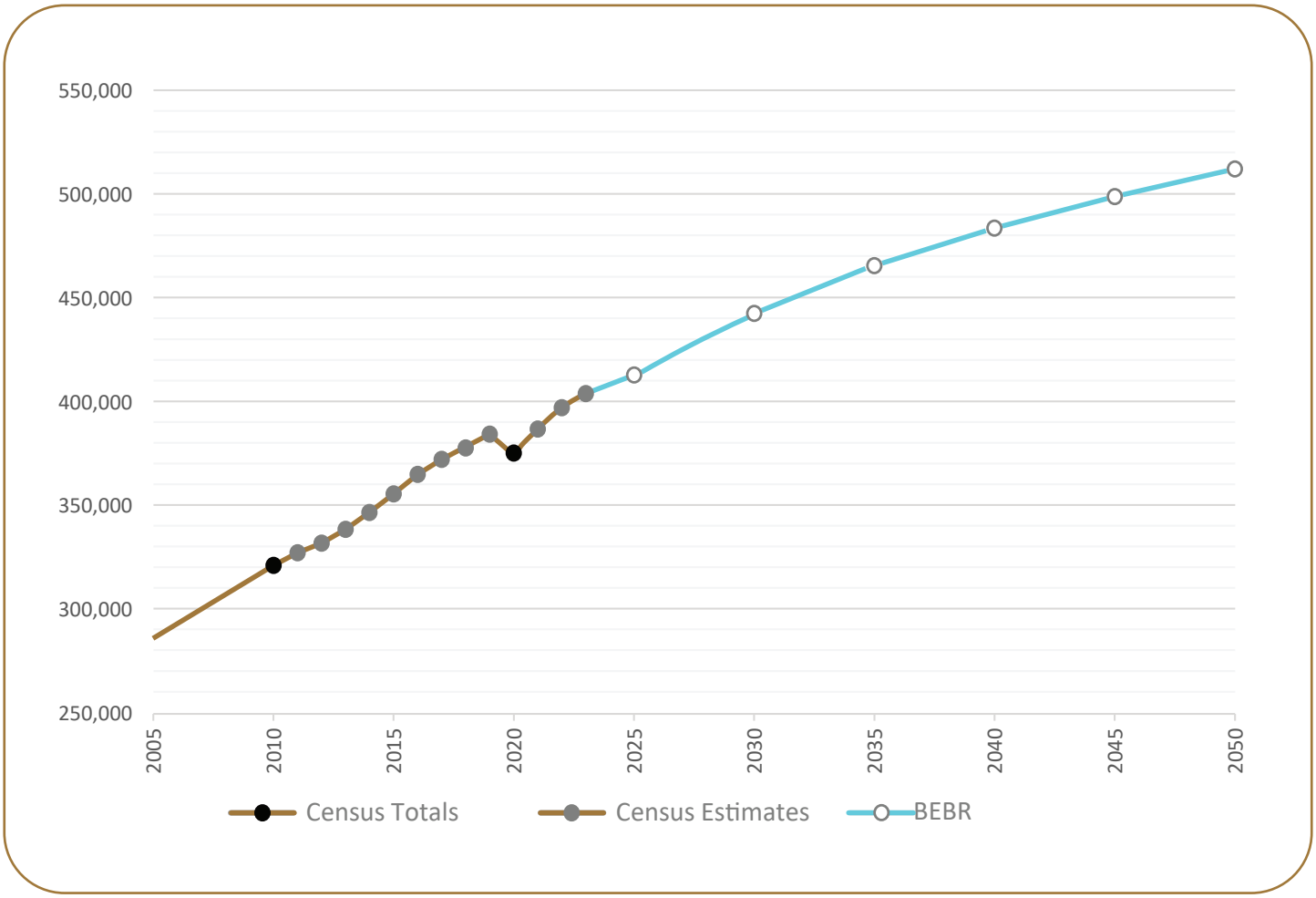

FIGURE 2-2: COLLIER POPULATION TOTALS, ESTIMATES, AND PROJECTIONS
(Source: US Census Bureau and BEBR)

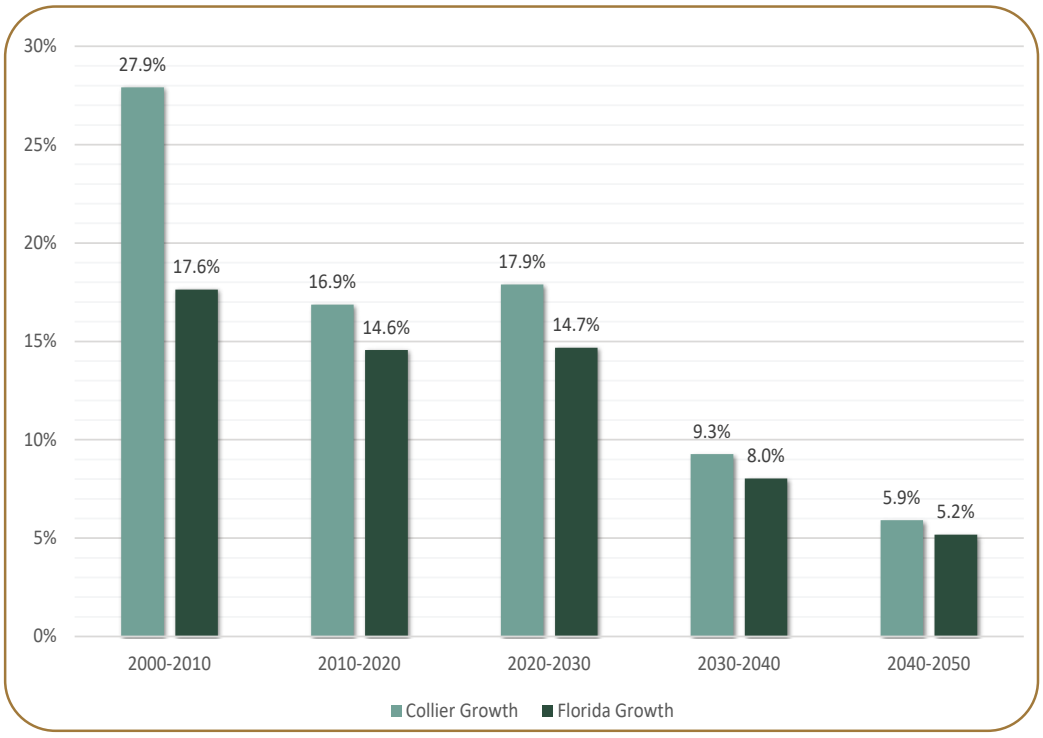

FIGURE 2-3: HISTORICAL AND PROJECTED DECENNIAL POPULATION GROWTH RATES
(Source: US Census Bureau)

Collier County's population has been increasing during the past few decades; however, the overall growth rate is expected to slow over the next couple of decades, like state-wide conditions. In general, the county has consistently experienced and will continue to have higher rates of growth compared to that of Florida, as shown in **Figure 2-3**.

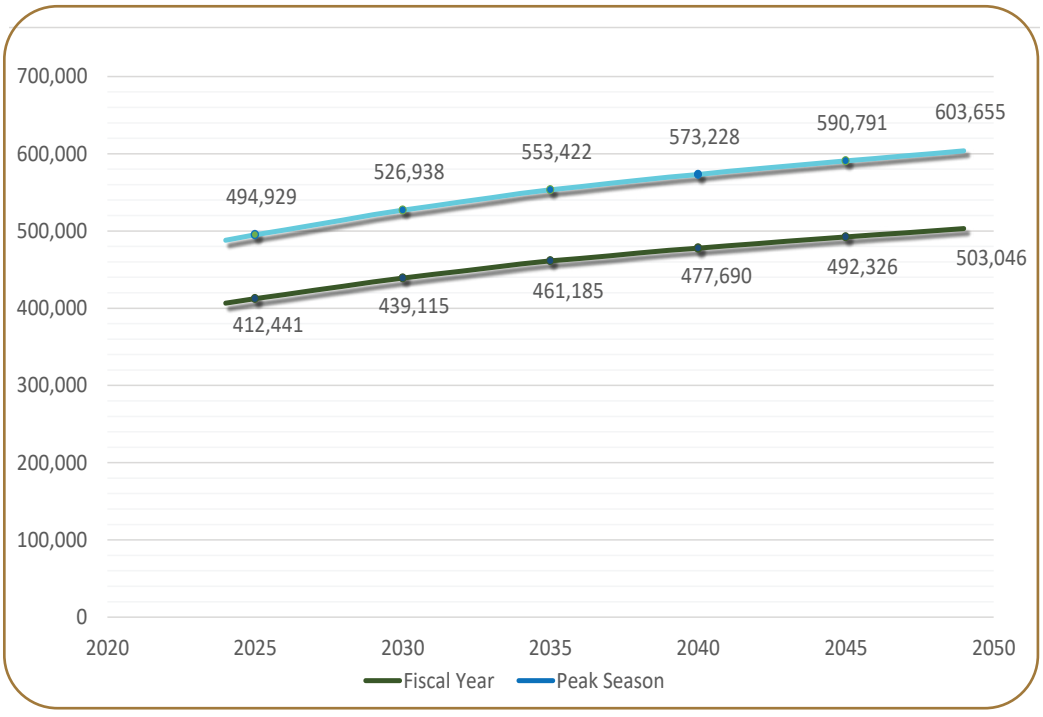

FIGURE 2-4: COLLIER COUNTY YEAR BY YEAR POPULATION PROJECTIONS
(source: Collier County Government)

Collier County typically receives a significant number of tourists and seasonal residents, impacting the travel patterns and increasing traffic congestion during the peak season periods. The County developed annual population projections for the fiscal year and peak season periods to better plan for seasonal demand impact on public services. **Figure 2-4** displays these projection values; with annual fiscal year population values reflecting the permanent resident population and peak season population values estimated with a constant adjustment factor.

Traffic Analysis Zones (TAZs) were used to analyze statistics and change at a smaller geographic unit. Estimated and projected population, employment, and dwelling density values were interpolated from 2015 base year data for Collier's 2045 Long Range Transportation Plan (LRTP). Employment is discussed in another section of the report.

Figure 2-5 and **Figure 2-6** depict population density at the TAZ level for 2015 and 2050, respectively. The estimated population distribution within Collier County for 2015 is highly concentrated in the central business and residential districts of Immokalee, Ave Maria, Pelican Bay, Golden Gate, and other communities around North, East, Central, and South Naples. East Naples and Golden Gate especially has a high concentration of population with several red and orange TAZ blocks symbolizing higher population density. The distribution pattern remains very similar for the projected 2050 population densities, with the addition of Ave Maria to the communities with higher population densities. The areas with higher population density are all located near, if not along the existing transit network, which means that the current network is doing well in providing service in the more populated areas.

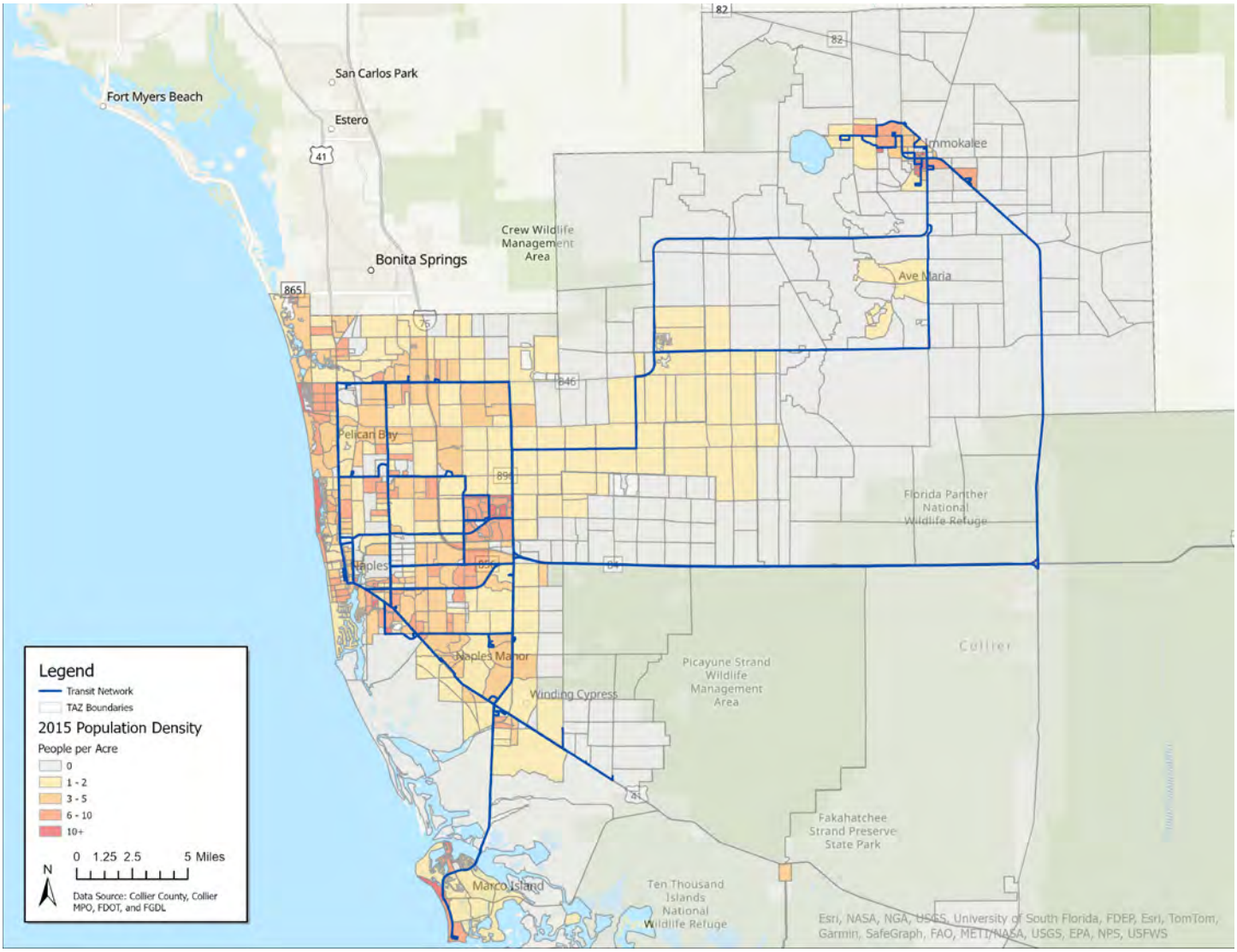

FIGURE 2-5: COLLIER COUNTY PROJECTED POPULATION DENSITY BY TAZs IN 2015

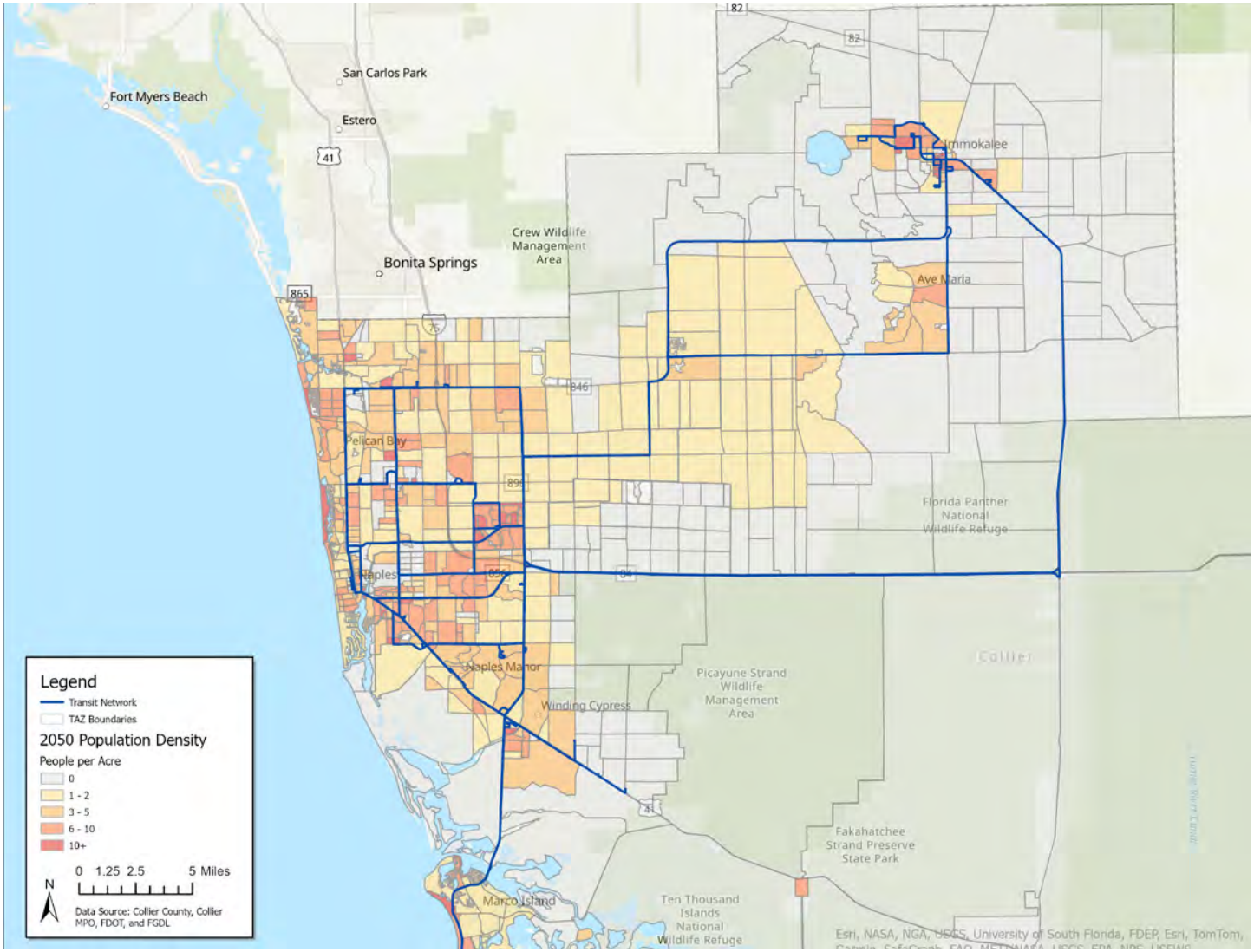

FIGURE 2-6: COLLIER COUNTY PROJECTED POPULATION DENSITY BY TAZs IN 2050

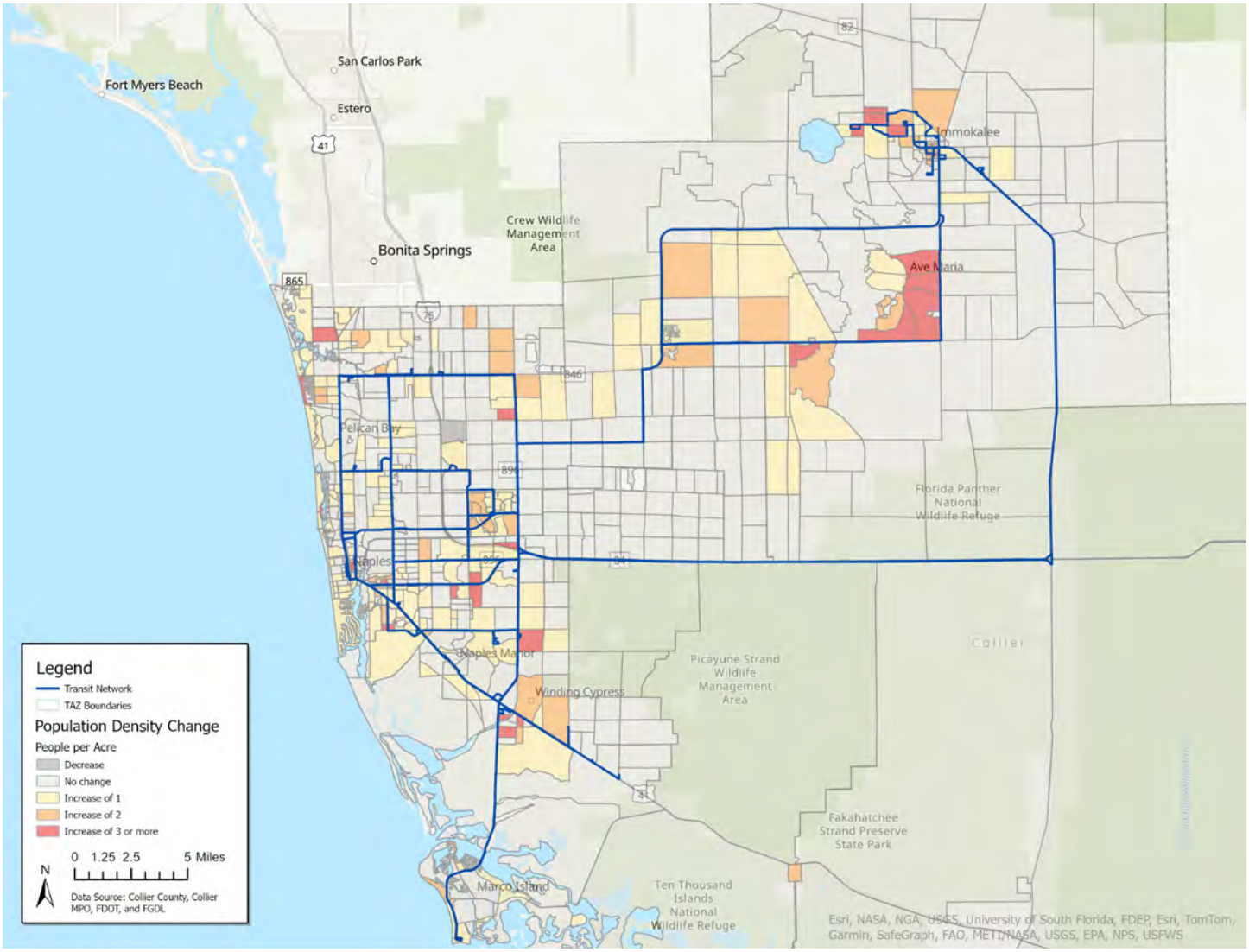

FIGURE 2-7: COLLIER COUNTY POPULATION DENSITY GROWTH PER TAZ FROM 2015-2050

Figure 2-7 shows the population density increase and decrease between the 2015 estimates and the 2050 projections. This growth rate map indicates greater increases for the TAZs within and around the urban communities of Immokalee, Ave Maria, Orangetree (west of Ave Maria), Winding Cypress, and Golden Gate. There are also a few TAZ blocks around North and South Naples with high growth rates, symbolized in red showing higher population density increase. These areas of high growth indicate potential for more transit demand as the population increases. The agricultural areas next to these communities appear to have little to no population growth, specifically outside of Immokalee and in the parks or nature reserves, which is expected as there are limited residential areas and fewer dwelling units there.

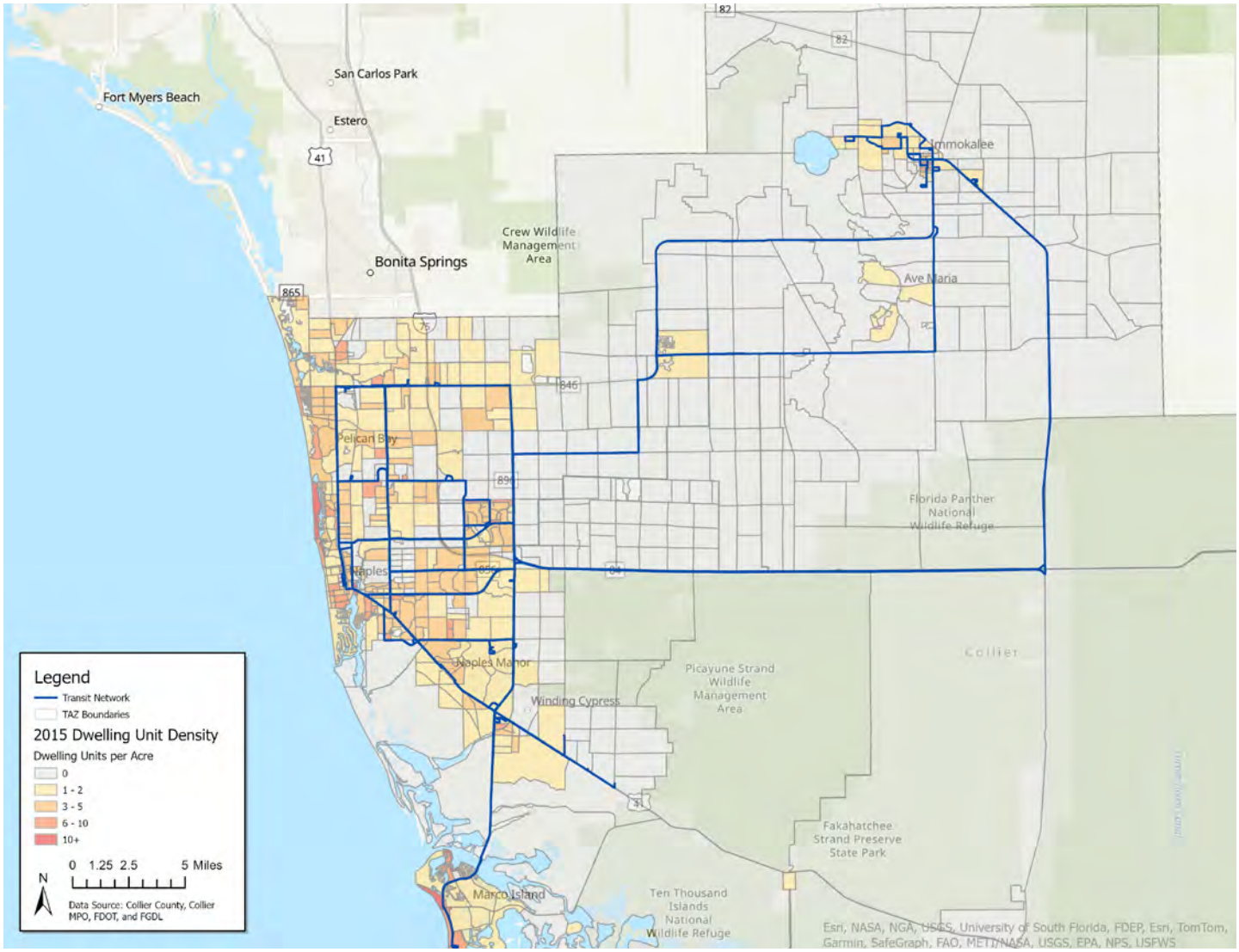

FIGURE 2-8: COLLIER COUNTY ESTIMATED DWELLING DENSITY PER TAZ IN 2015

Figure 2-8 and **Figure 2-9** illustrate the distribution of dwelling units at the TAZ level for 2015 and 2050, respectively. Similar to the population distribution in Collier County, higher numbers of dwelling units are seen in and around Golden Gate and East and South Naples, indicating greater resident occupancy and transit demand in these regions. Higher dwelling unit numbers are also observed along the Gulf of America coast in Central Naples and Marco Island. This distribution pattern remains very similar for the 2050 estimated projections. Again, following population density patterns, areas with higher numbers of dwelling units are all located near, if not along, the existing transit network, indicating that the current network is doing well in providing service in the more populous residential areas.

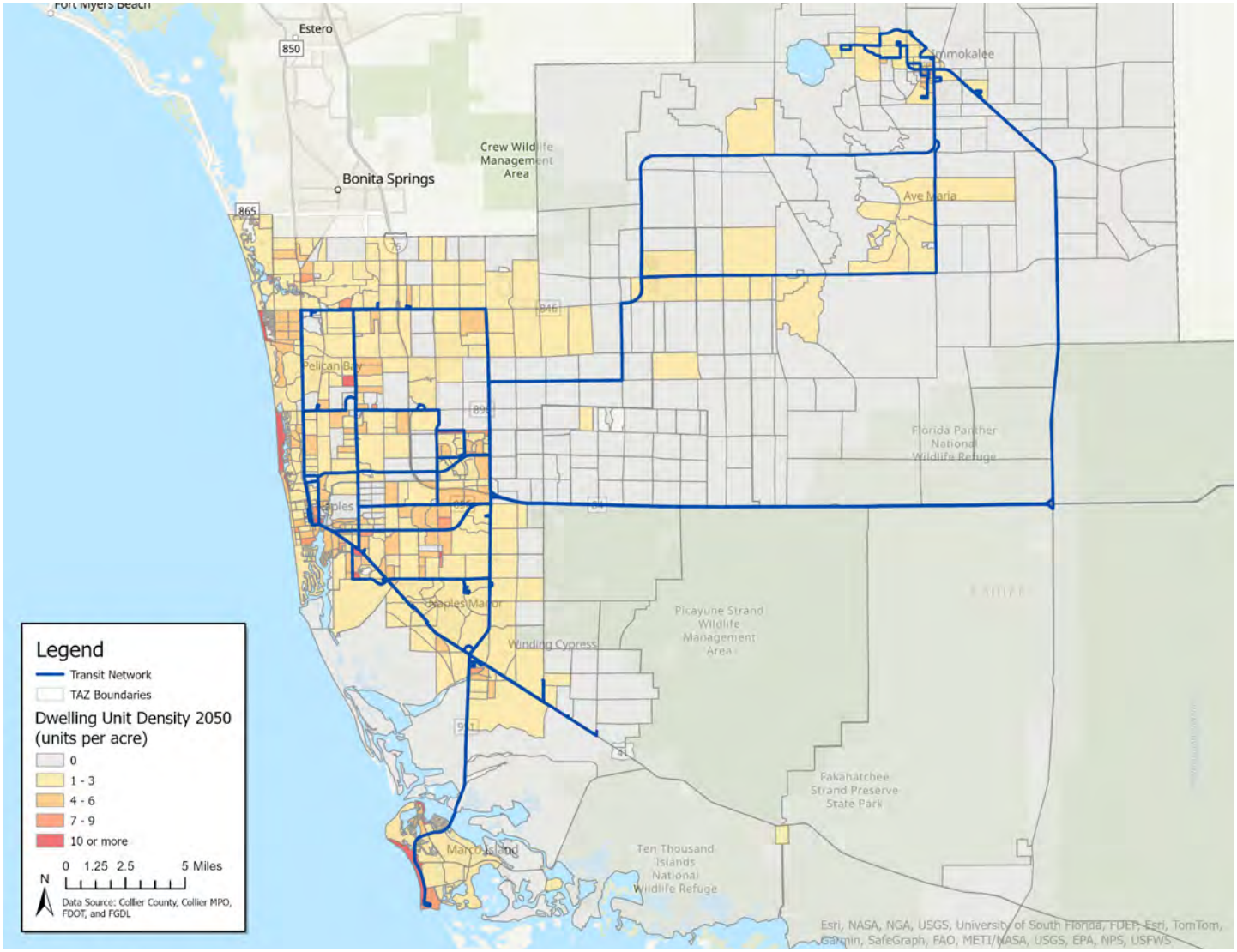

FIGURE 2-9: COLLIER COUNTY PROJECTED DWELLING UNIT DENSITY PER TAZ IN 2050

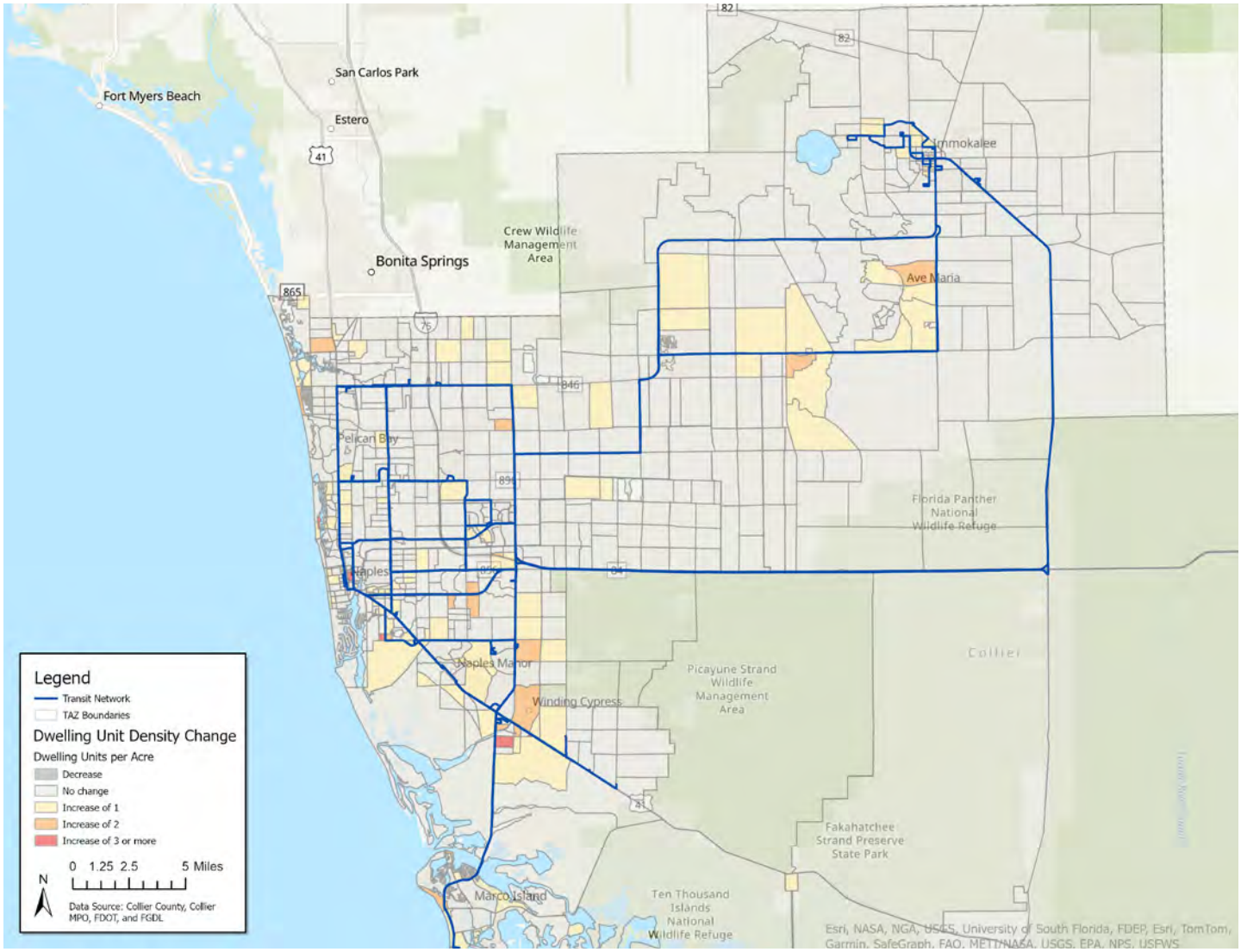

FIGURE 2-10: COLLIER COUNTY DWELLING UNIT DENSITY INCREASE BY TAZ FROM 2015 TO 2050

Figure 2-10 shows the increase in dwelling unit density per TAZ between the 2015 estimates and the 2050 projections. This growth change map indicates that there will not be a significant increase in dwelling units per acre in Collier County. There are a few TAZ blocks with greater increases in Ave Maria, South Naples, and Winding Cypress. As with population growth, the agricultural areas next to these communities appear to have little to no increase in dwelling units, specifically outside of Immokalee and in the parks or nature reserves, which is expected as there are limited residential areas and less dwelling units there. The increase in dwelling unit density appears to be slower than population density increase, as there are much less higher increase blocks (symbolized by red and orange) in the dwelling unit density maps compared to the population density maps.

DEMOGRAPHIC CHARACTERISTICS

Demographic characteristics such as age, household income, poverty status and the number of vehicles available in a household are key indicators to helping understand transit propensity. **Table 2-1** summarizes these characteristics based on data from the United States Census Bureau in the years of 2010, 2018, 2020 and 2022.

A significant portion of the population owns two or more vehicles, and around a third of the residents in Collier County have an annual income exceeding $100,000. Combined, these statistics may indicate a lower propensity to use transit among the community. Household income reveals an increasing disparity between the rich and poor, as those earning over $100,000 have increased from 16.7% to 25.9%, while those earning under $10,000 have only decreased around 2%. Moreover, the percentage of the population living above the poverty line has only shown a slight increase. In **Figure 2-11**, changes in income brackets are shown over time.

The percentage of individuals earning less than $10,000 annually declined from 7.2% in 2010 to 4.9% in 2022, reflecting a 2% decrease. Conversely, those earning $100,000 or more saw a 10% increase, indicating a faster rate of income growth among higher earners. As incomes rise, fewer individuals may rely solely on public transportation, with increased access to private vehicles or alternative options. The percentage of those earning between $50,000 and $99,999 has remained stable, representing a group that may still favor public transit for its convenience and cost-effectiveness, particularly in urban areas where traffic congestion and parking costs are significant. Additionally, the proportion of individuals earning $200,000 or more grew by 7% between 2010 and 2022.

Characteristic	2010	2018	2020	2022
Gender				
Male	49.7%	49.3%	49.2%	49.5%
Female	50.3%	50.7%	50.8%	50.5%
Ethnic Origin				
White	85.8%	88.1%	84.5%	73.2%
Black or African American	6.6%	7.0%	6.8%	6.5%
Other	6.4%	3.6%	3.6%	5.6%
Two or more races	1.1%	1.3%	5.2%	14.6%
Hispanic Origin				
Not of Hispanic / Latino origin	74.8%	72.5%	72.0%	71.4%
Hispanic or Latino origin	25.2%	27.5%	28.0%	28.6%
Age				
<15 years	20.0%	18.8%	18.6%	18.2%
15-59 years	62.1%	59.9%	59.1%	59.8%
60+ years	17.9%	21.3%	22.3%	22.0%
Household Income				
Under $10,000	7.2%	6.3%	5.8%	4.9%
$10,000-$49.999	40.9%	35.8%	33.2%	28.9%
$50-000-$99,999	30.9%	30.0%	30.0%	28.9%
$100,000-$200-000	16.7%	20.9%	22.7%	25.9%
$200,000 or more	4.2%	7.0%	8.3%	11.4%
Poverty Status				
Above poverty level	86.2%	85.9%	87.2%	87.5%
Below poverty level	13.8%	14.1%	12.8%	12.5%
Vehicle Available in Household				
None	4.3%	4.3%	4.2%	4.3%
One	21.1%	20.6%	20.1%	20.3%
Two	42.5%	41.0%	40.5%	40.3%
Three or more	32.1%	34.1%	35.2%	35.2%

TABLE 2-1: COLLIER COUNTY DEMOGRAPHIC CHARACTERISTICS

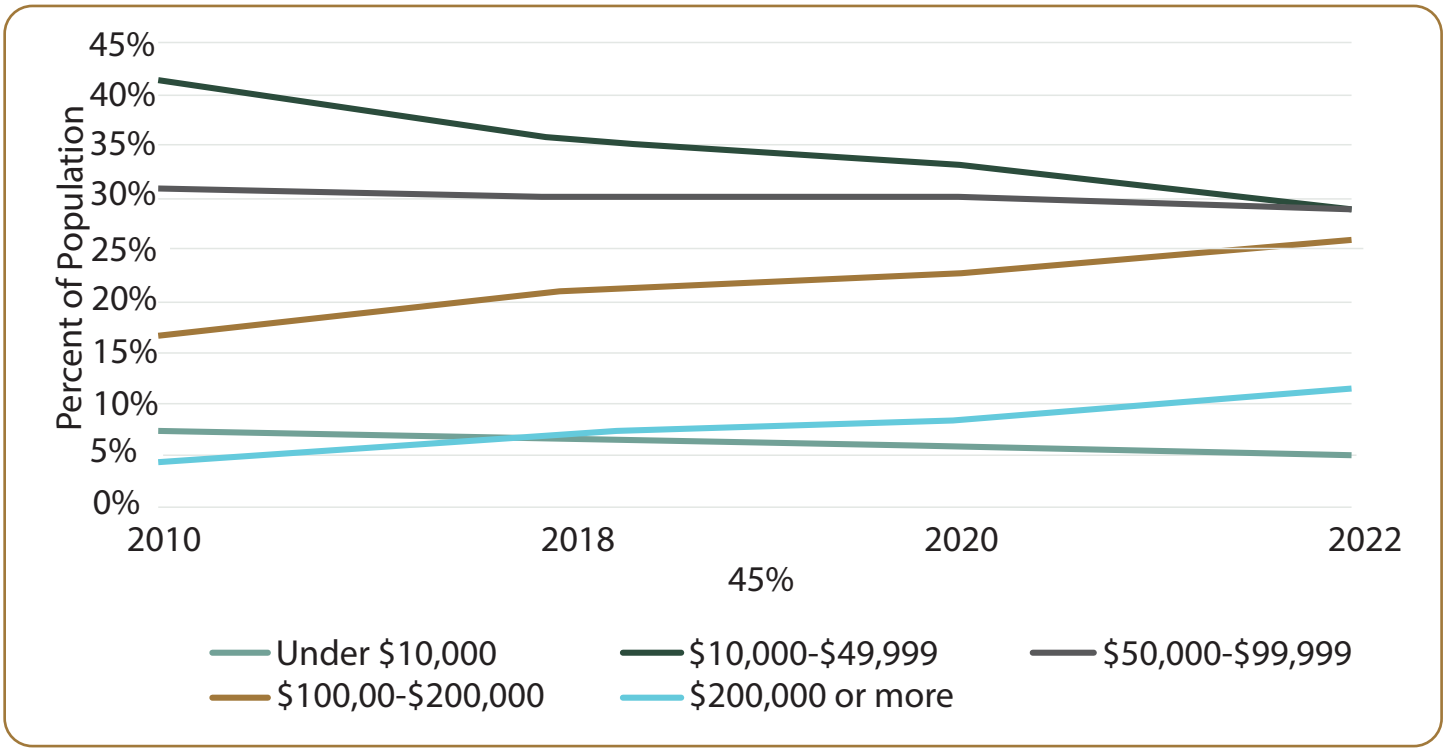

FIGURE 2-11: HOUSEHOLD INCOME OVER TIME IN COLLIER COUNTY
(Source: 2010 American community survey 5-year estimates, 2018 ACS 5-year estimates, 2020 ACS 5-year estimates, 2022 ACS 5-year estimates)

The age distribution among males and females has remained relatively consistent from 2000 to 2022, with a balanced ratio between genders, each comprising about half of the population. The ethnic majority remains Caucasian. Over time, there has been a slight decrease in the youth population and a corresponding rise in the senior population, underscoring the growing need for accessible services. Notably, the percentage of residents aged 60 and older is on the rise, potentially increasing demand for fixed-route transit and paratransit services. **Figure 2-12** illustrates the population distribution by gender and age group, showing Collier's aging population, where older age groups now surpass younger ones.

Since 2010, over 95% of households in Collier County have consistently had access to at least one vehicle, with less than 5% of households lacking a private vehicle. Although this percentage is small, it remains a significant demographic indicator, highlighting areas that may be more dependent on public transit and could potentially benefit from enhanced service. Increasing transit options could also encourage a shift among the majority who currently rely on private vehicles, offering convenient alternatives that promote greater use of public transportation for daily travel.

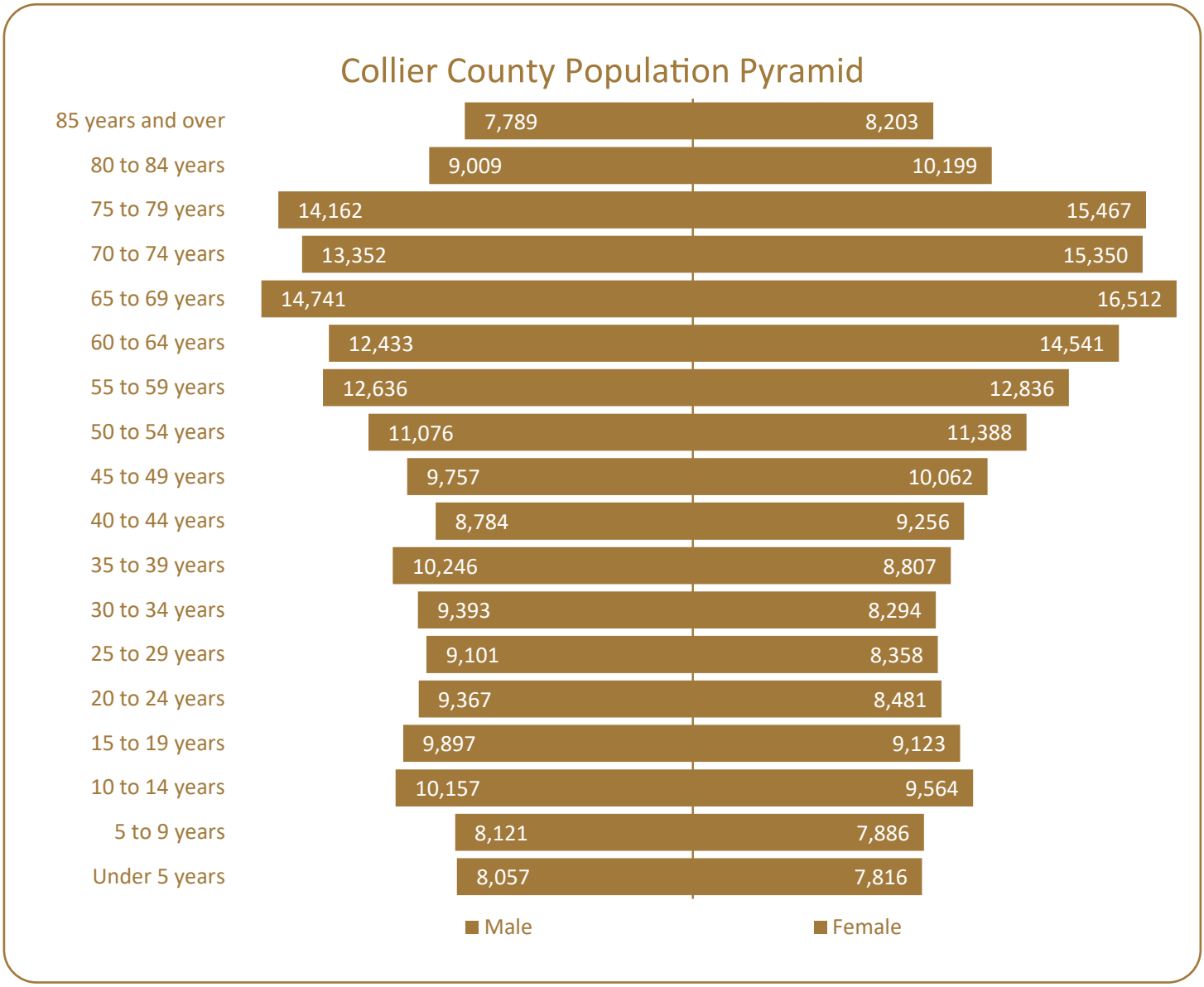

FIGURE 2-12: POPULATION AGE DISTRIBUTION IN COLLIER COUNTY

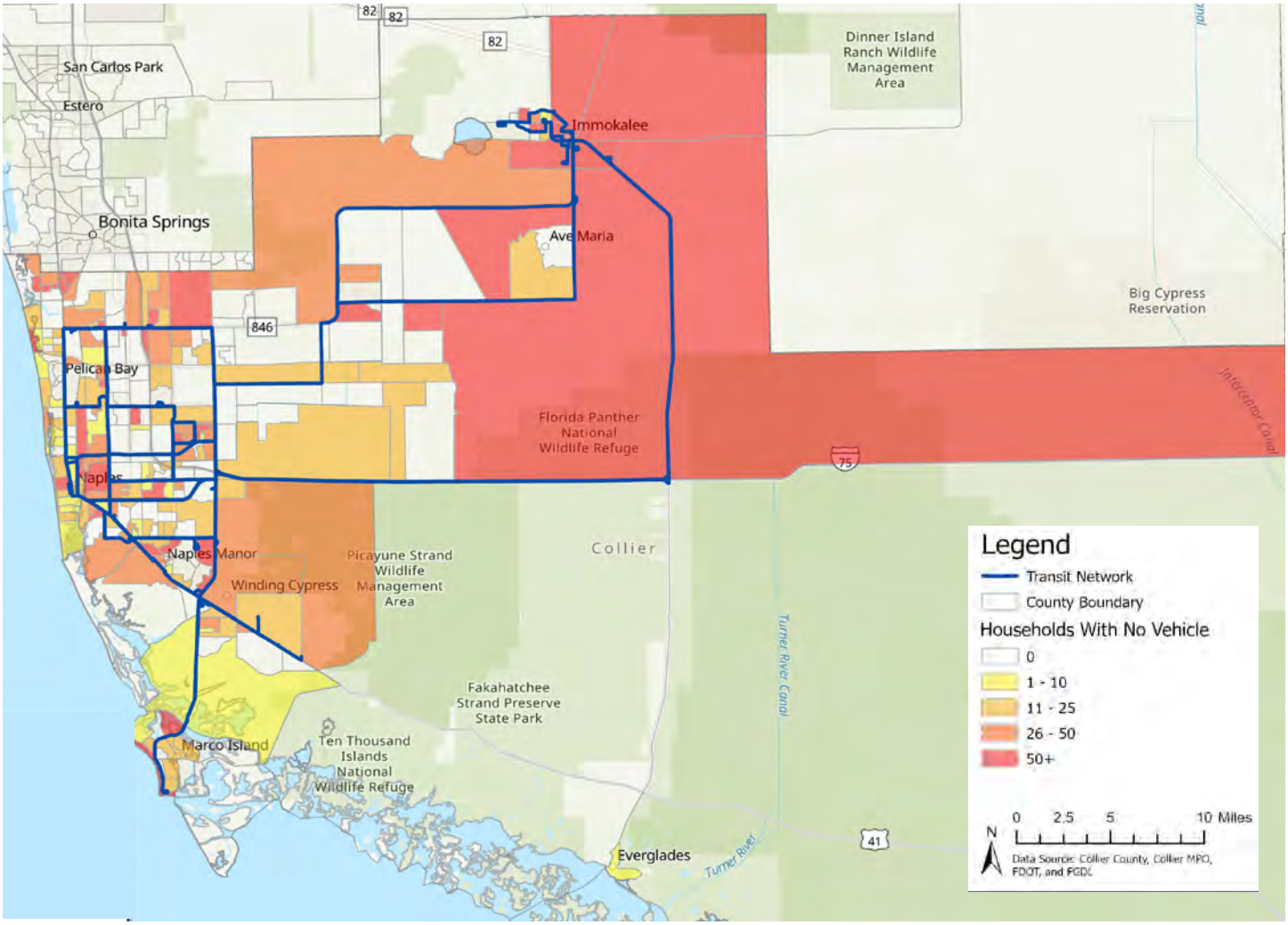

FIGURE 2-13: DISTRIBUTION OF HOUSEHOLDS WITH NO VEHICLE IN COLLIER COUNTY IN 2022

Figure 2-13 illustrates the distribution of households without vehicles across Collier County at the TAZ level. The existing transit network appears to serve most of these areas effectively, though coverage is limited in regions further east of Immokalee/Ave Maria near the conservation or rural areas. A small number of no-vehicle households are also present in Everglades City; however, transit service is absent in much of southern Collier County, leaving this area underserved by the current network.

TRANSPORTATION DISADVANTAGED POPULATION

The Transportation Disadvantaged (TD) population represents a key demographic with a growing need for public transit services, including fixed route services. As part of its paratransit service known as CAT Connect, CAT provides door-to-door ADA trips and transportation to the eligible TD population, which includes children who are high-risk or at-risk, those who because of physical or mental disability, income status, or age, or for other reasons are unable to transport themselves or to purchase transportation and are, therefore, dependent on others to obtain access to healthcare, employment, education, shopping, social activities, or other life sustaining activities. ADA trips are trips that have both an origin and a destination within ¾ mile on either side of a CAT fixed route. TD trips have either an origin or a destination that lies outside of the ADA corridor. **Table 2-2** shows the total number of TD trips served between 2019 to 2024.

TD Trips Served	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	%Change (2019-2024)
	117,585	104,137	113,598	109,044	133,799	156, 438	33.0%

TABLE 2-2: COLLIER COUNTY TRANSPORTATION DISADVANTAGED TRIPS SERVED
(Source: Collier County Community Transportation Coordinator's Annual Operating Reports, Fiscal Years 2019-2024)

The number of TD trips served through CAT's brokered system, as the Community Transportation Coordinator (CTC) for Collier County, increased 33% from 117,585 in 2019 to 156,438 in 2024. This demonstrates the increasing desire and need for more paratransit trips in the region. **Figure 2-14** shows the number of TD passengers served from 2019 to 2024.

During this period, the total number of TD passengers followed an overall upward trend, despite occasional dips in ridership in 2020 and 2022, likely caused by the lasting effects of the COVID-19 pandemic. The most notable growth in TD trips occurred between 2022 and 2023, with a 22% increase. As TD ridership continues to expand, it will be essential to ensure adequate services are available to support this community, while also promoting access to fixed-route services, which offer a more cost-effective option for all users. As shown in Figure **2-15**, TD trips have increased in line with population growth. As per the 2023 TDSP, the potential TD population is 165,309. This is expected to increase year after year.

RECENT IMPROVEMENTS TO PARATRANSIT SERVICES

Several improvements have been implemented to the paratransit services in Collier County as outlined by the CAT Connect Paratransit Service Report. Ecolane, a paratransit software, has been implemented, and Travel Trainings provided by CAT have been ongoing. Additionally, improvements to the phone systems have resulted in a decrease in average queuing time and a reduction in abandoned calls. Training provided by CAT has been ongoing.

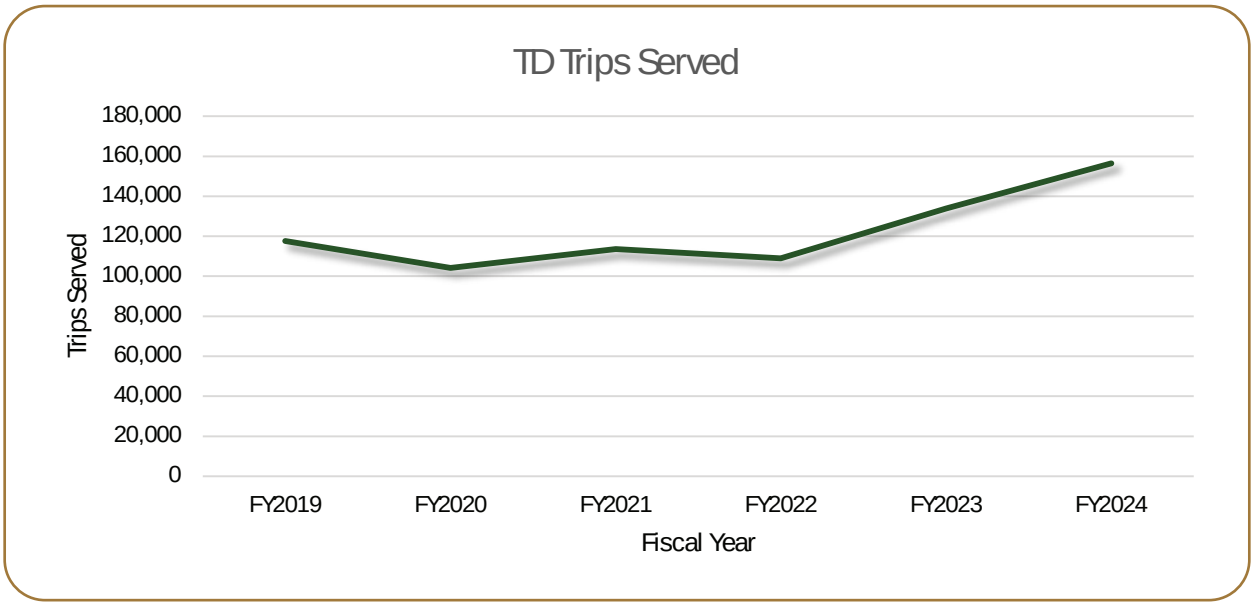

FIGURE 2-14: COLLIER COUNTY TRANSPORTATION DISADVANTAGED TRIPS, 2019-2024
(Source: Collier County Community Transportation Coordinator's Annual Operating Reports, Fiscal Years 2019-2024)

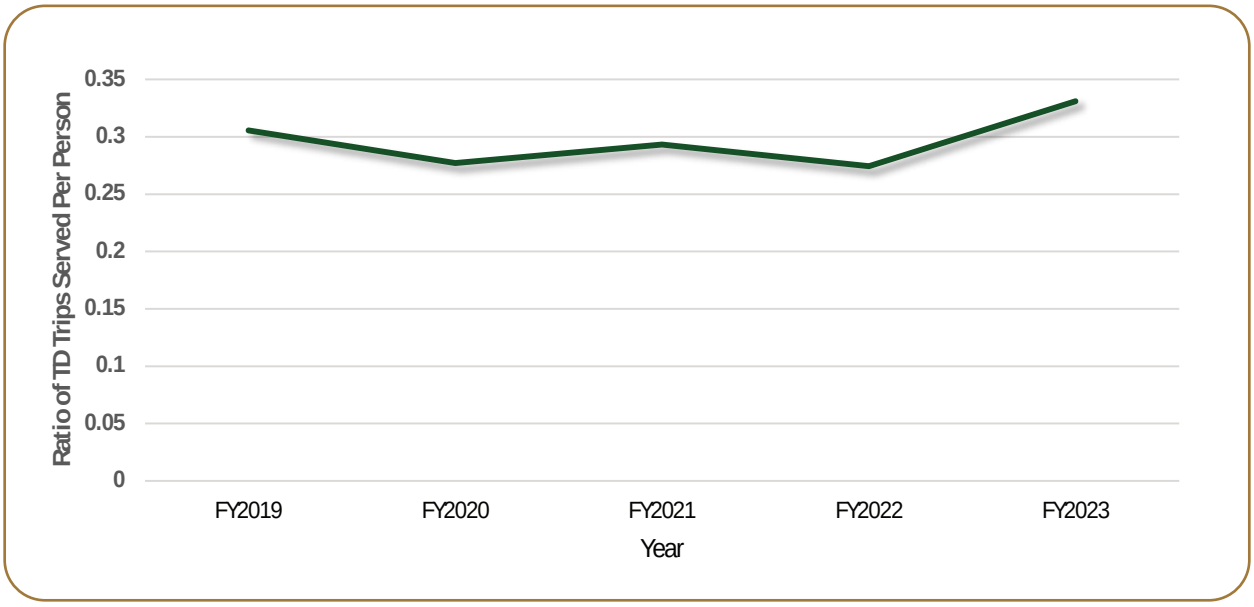

FIGURE 2-15: RATIO OF TD TRIPS TO TOTAL POPULATION

LABOR AND EMPLOYMENT CHARACTERISTICS

The employment sector distribution in Collier County not only reflects the economic vitality and job market trends but also serves as a critical indicator of transit dependency and the necessity for inclusive transportation planning. **Figure 2-16** and **Figure 2-17** show the estimated and projected employment densities at the TAZ level in 2015 and 2050, respectively. As commercial areas and places of employment grow and develop, urban communities such as Pelican Bay, Golden Gate, Immokalee, Marco Island, and Naples will experience a higher increase in employment numbers. This is depicted in the employment distribution maps, as the TAZs around these urban communities have higher employment numbers compared to the rest of the County, represented by yellow, orange, and red. Especially Pelican Bay, Golden Gate, and Central Naples, as the projected 2050 map shows many TAZ blocks in red, symbolizing more than 10 jobs per acre. These TAZs are mostly located along the existing transit network, which means that the current network is doing well in providing service in the more employment-dense areas.

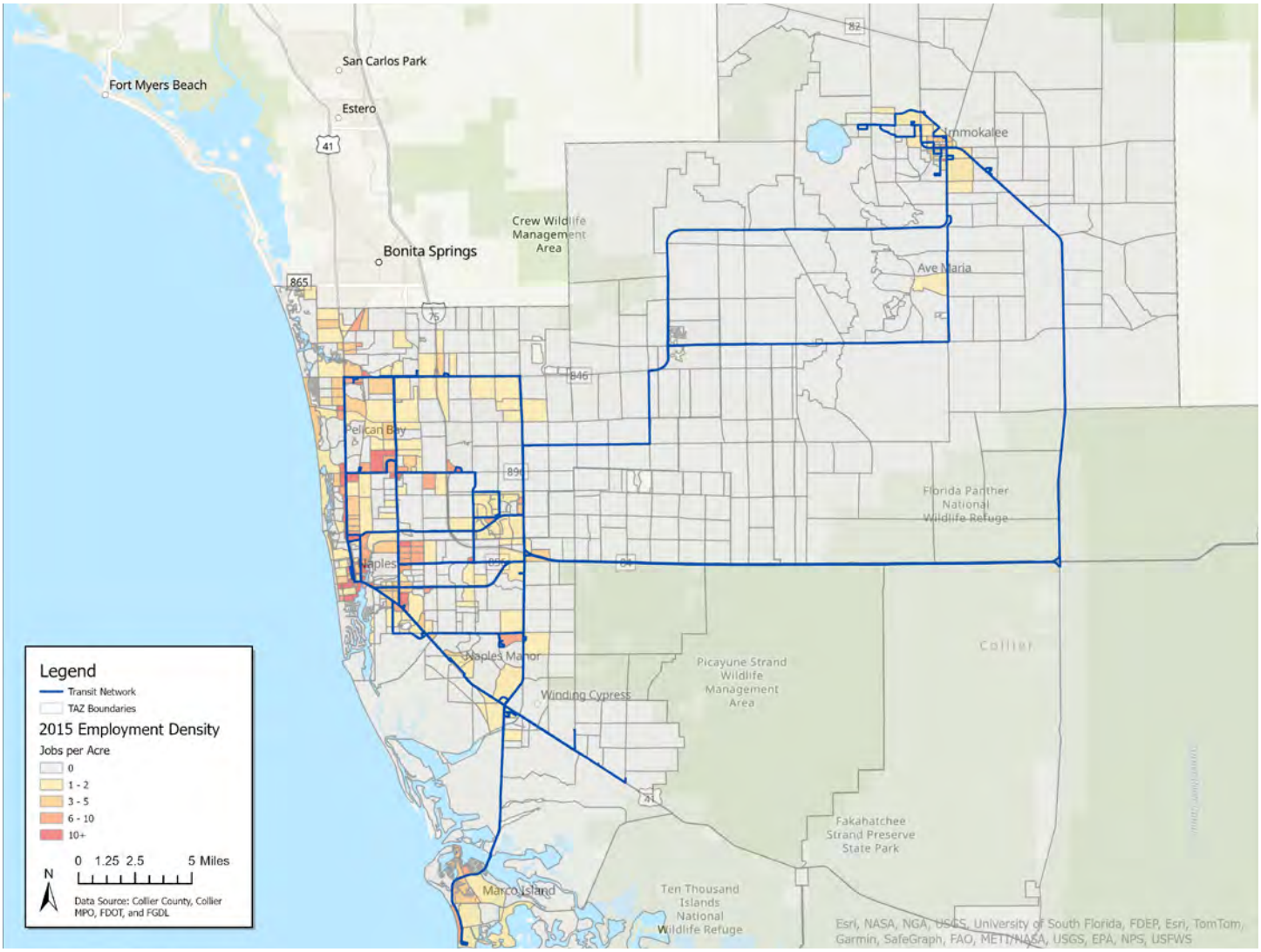

FIGURE 2-16: COLLIER COUNTY ESTIMATED EMPLOYMENT DENSITY BY TAZs IN 2015

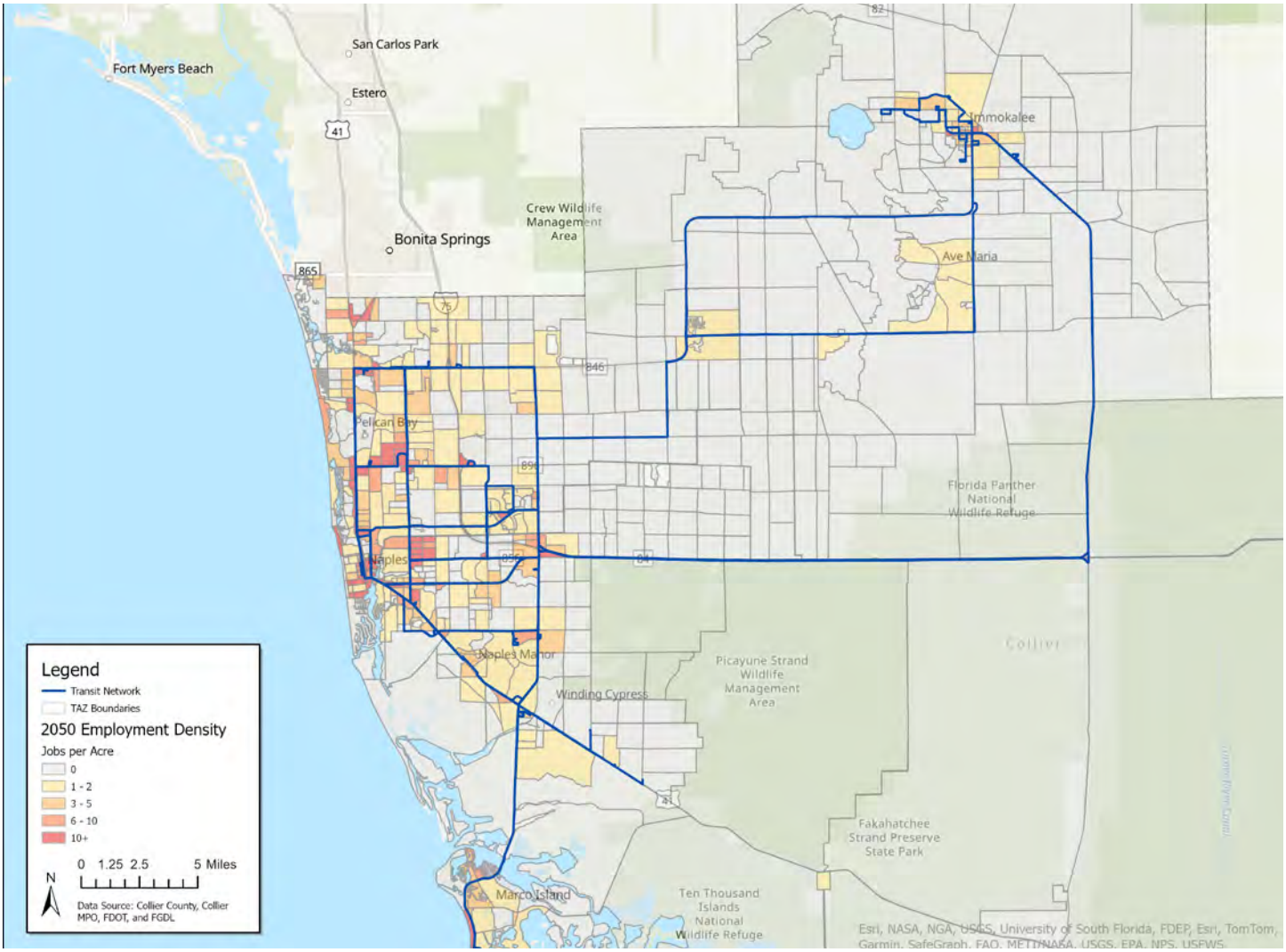

FIGURE 2-17: COLLIER COUNTY PROJECTED EMPLOYMENT DENSITY BY TAZs IN 2050

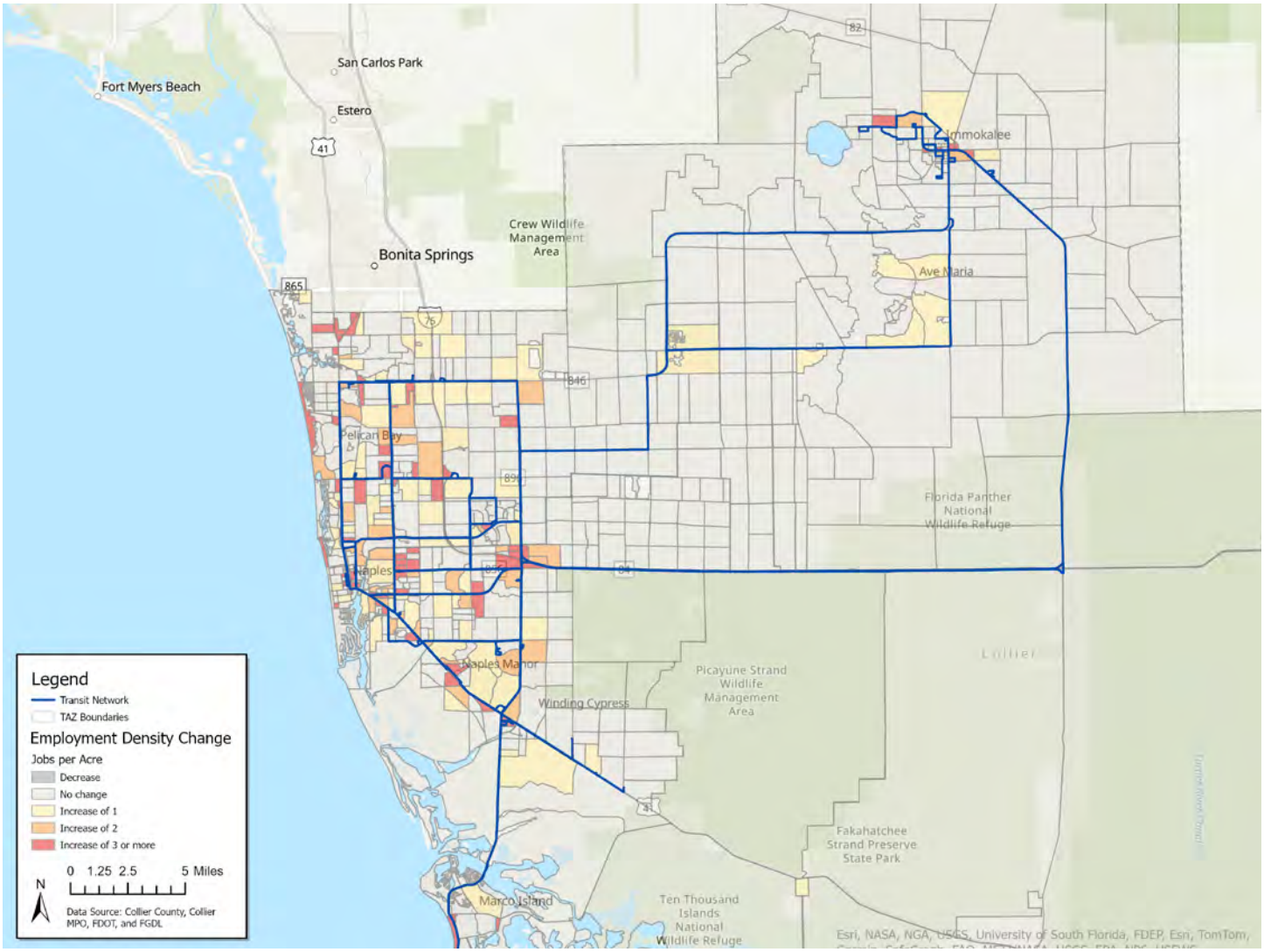

FIGURE 2-18: COLLIER COUNTY EMPLOYMENT DENSITY GROWTH BY TAZs FROM 2015 TO 2050

Figure 2-18 shows the employment density increase between the 2015 estimates and the 2050 projections. The TAZs with higher growth rates seem to be scattered across Collier County, but are mainly located around the communities of Immokalee, Golden Gate, Pelican Bay, North Naples, and Central Naples. The high growth areas for employment are centered around the urban communities and along the existing transit network. Areas with high increases in employment numbers indicate potential for more transit demand as employment opportunity increases, generating more trips to get to these destination points.

Figure 2-19 illustrates the distribution of employment across various sectors in Collier County in 2010, 2020 and 2022, offering insights into which sectors most influence the mobility requirements of the residents before, during and after the COVID-19 pandemic.

As seen from **Figure 2-19**, the largest employment sectors in Collier County from 2010 to 2022 were the educational services, health care and social assistance sectors at around 16-17% of the workforce. Following closely is professional, scientific, management, administrative, waste management services and the arts, entertainment, recreation, accommodation, and food services sectors, each accounting for approximately 11-15% of the workforce. From **Figure 2-11**, a greater percent of the population earns more than $50,000. Thus, over time, more residents in Collier County can afford personal transportation, which may reduce their reliance on public transit. This observation also presents itself in **Table 2-1**; most of Collier's households own two or more cars. In contrast, sectors such as agriculture, forestry, fishing, hunting, mining, and transportation and warehousing, and utilities have experienced a downtick in their share of the workforce from 2010 to 2022. These types of jobs tend to have fewer employees working from home, leading to a higher reliance on personal vehicles or transit options in the County. Overall, the figure highlights the need for targeted transit solutions that cater to the unique needs of each employment sector, ensuring equitable access to mobility for all residents, regardless of income level.

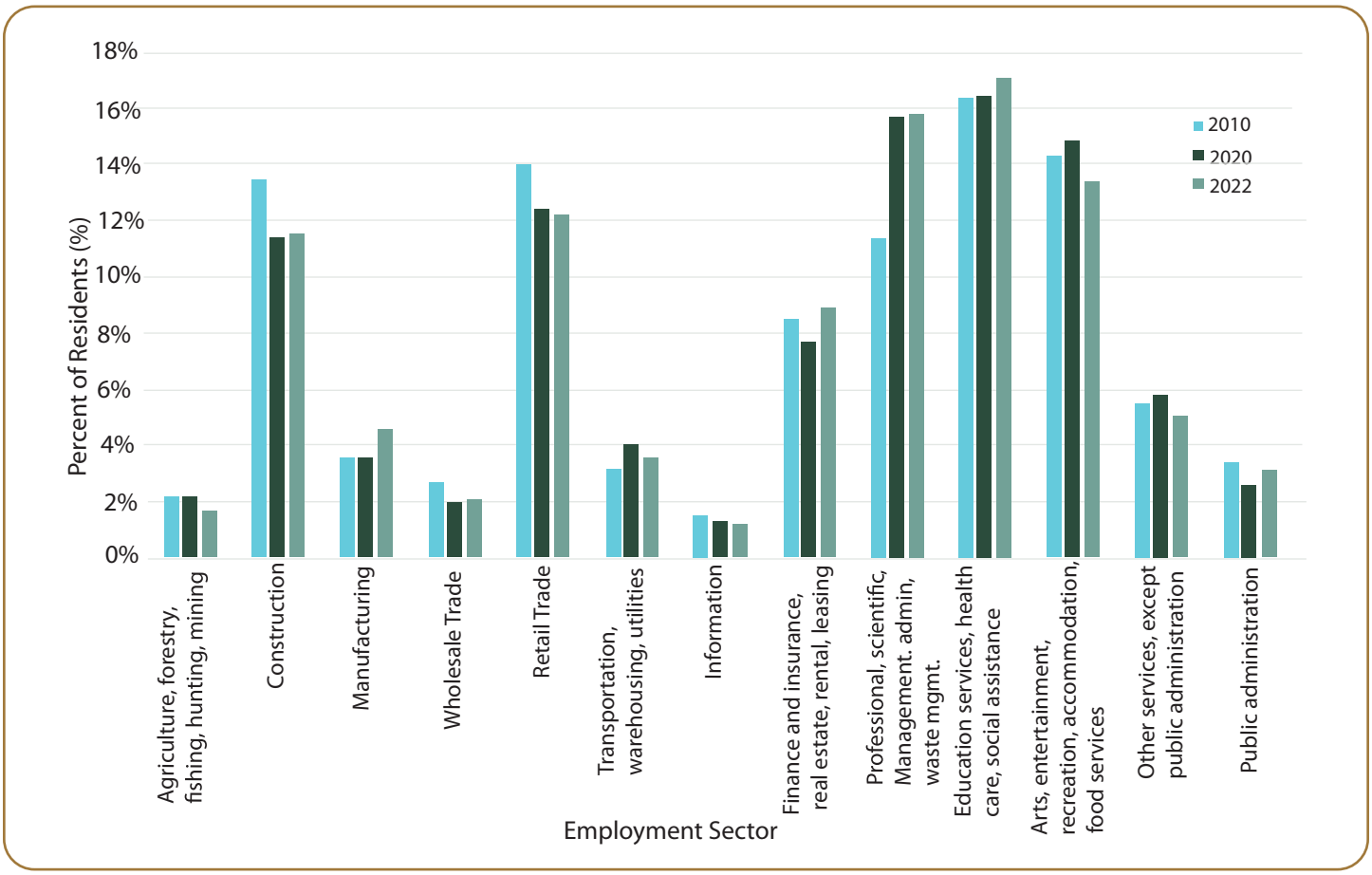

FIGURE 2-19: COLLIER COUNTY LABOR FORCE DISTRIBUTION BY SERVICE AREA, 2010, 2020, AND 2022

According to commuting patterns derived from the US Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) Origin-Destination Employment Statistics (LODES), there were 150,665 total jobs where the workers lived in Collier and 150,529 jobs where residents worked in Collier in 2021, 93,937 of which were intra-county jobs where the worker both lived and worked in Collier (62% of all jobs). Aside from internal trips within Collier County, Lee County is the primary origin location where people working in Collier but residing outside of the county travel from and is also the primary destination for Collier County residents that work outside of the county. In 2021, 19% of people that worked in Collier County lived in Lee County, compared to 3% or less for each of the other origin counties, and 13% of workers that lived in Collier County worked in Lee County, compared to 4% or less for each of the other destination counties. This highlights the extent to which the labor markets of the two counties are interconnected.

Figure 2-20 shows the unemployment rates in years ranging from 2010-2022 based on ACS 5-year estimates.

In 2010, Collier County experienced higher unemployment rates. However, since then, there has been a consistent decline every year. Collier County's unemployment rates consistently outperformed both national and state-wide averages. Even during the pandemic, when many regions faced economic challenges, Collier County maintained lower unemployment rates. Lower unemployment rates can correlate with economic recovery, as more people are employed as all income ranges engage in various activities. This increased economic activity can lead to higher public transportation usage.

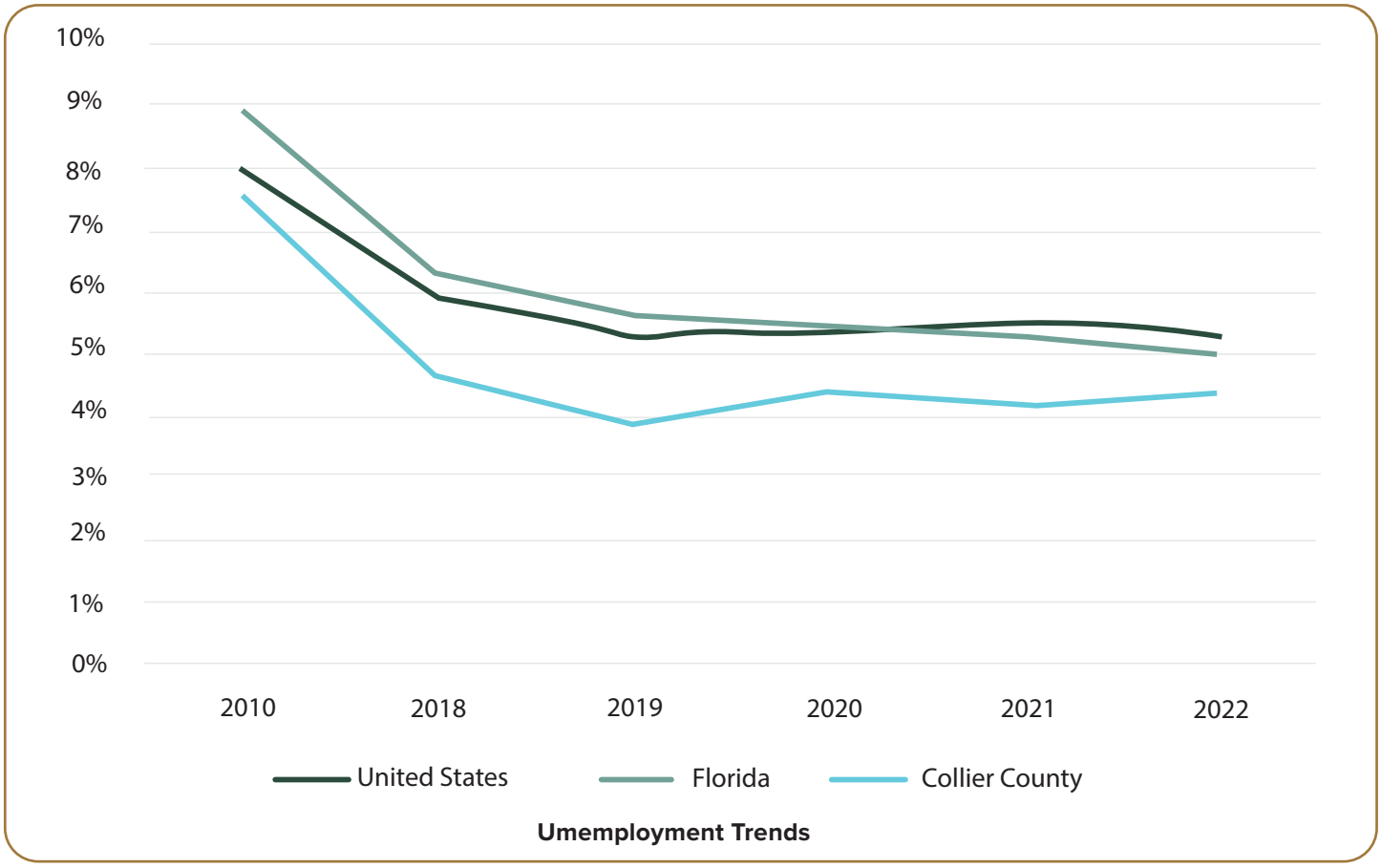

FIGURE 2-20: NATIONAL, STATE, AND COUNTY UNEMPLOYMENT

EDUCATIONAL ATTAINMENT

Levels of educational attainment in the county can correlate with earnings potential and job security. This influences mobility needs. **Figure 2-21** shows the educational attainment of residents ages 25 years and older in Collier County.

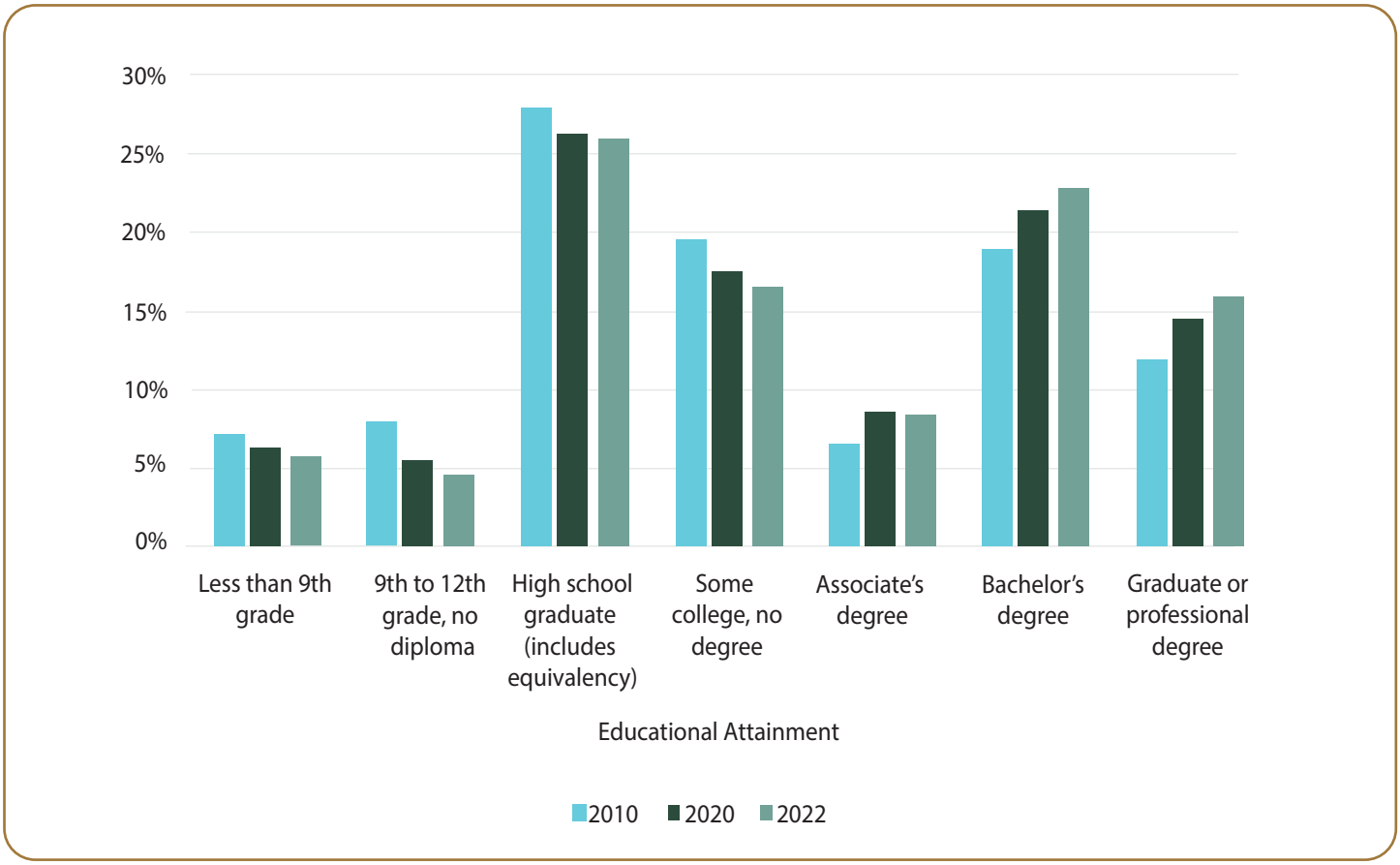

FIGURE 2-21: EDUCATIONAL ATTAINMENT IN COLLIER COUNTY

As seen from **Figure 2-21** above, more residents have obtained a bachelor's degree over time from 2010-2022. Despite this, while those obtaining bachelor's and graduate degrees are increasing in the County, approximately 30% of the population does not have a college degree which indicates around a third of the population with potentially lower potential earnings and an increased likelihood of requiring transit service.

TOURISM

Tourism plays a vital role in shaping transportation needs and services within Collier County. Tourists arrive in Collier County year-round, but the peak season spans in the winter from October to April. There are two distinct groups of visitors: seasonal residents who live in Naples for more than 4 months (typically October - April) and those visiting the area as tourists. The Tourist Development Council (TDC) makes a distinction between these groups, as seasonal residents tend to own properties while vacationing visitors do not.

In most tourist destinations, tourists often rely on public transit, especially those accustomed to using it in their home communities and therefore tourists, combined with seasonal visitors and residents contribute to an overall increased transportation demand. According to the Collier County Tourist Development Council and Gulfshore Business, in 2023, through October, Collier County welcomed 2.3 million visitors, generating an economic impact of $3.01 billion (Roesler, 2023). This substantial economic impact underscores the importance of efficient transportation services.

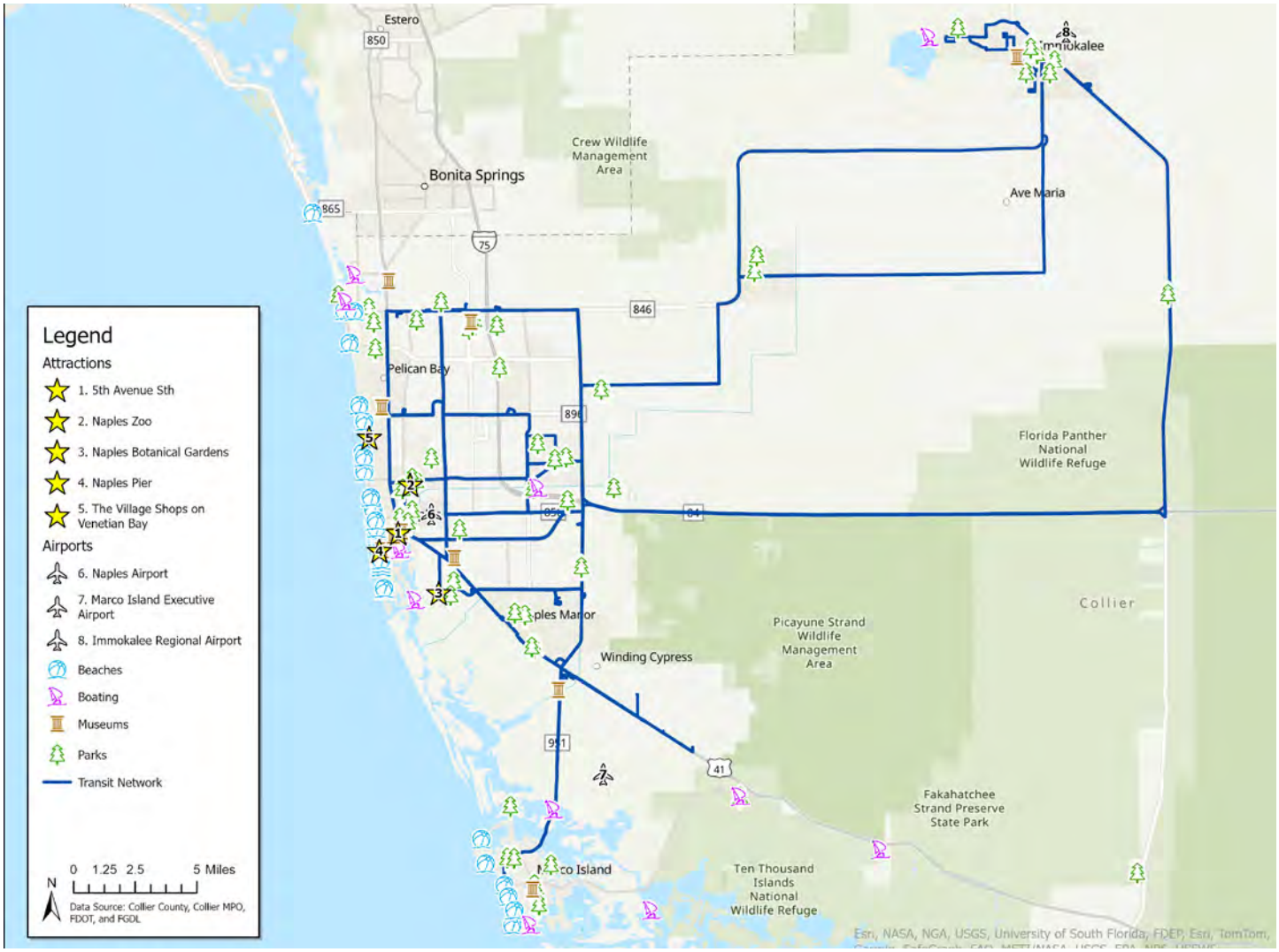

FIGURE 2-22: TRANSIT ACCESS TO POINT OF INTEREST DESTINATIONS IN COLLIER COUNTY

Collier County boasts pristine beaches, attracting sun-seekers and water enthusiasts. Tourists may use various services such as CAT's Paradise Beach Trolley (February through April), bike routes, and bicycle rentals as first mile/last mile access to transit hubs. However, it is worth noting that tourism numbers have shown some fluctuations. For instance, in March 2023, Collier County experienced a 20% year-over-year decline in visitors compared to March 2022. These fluctuations in visitor numbers can impact transportation needs and usage patterns throughout the year.

Figure 2- 22 and **Figure 2-23** show key tourist destinations by mapping major points of interest in Collier County in relation to transit line locations in the region. Attractive destinations include airports, beaches, museums, boating areas, and parks. While a grand majority of points of interest lie around the Naples region, there could be more extensive access to the beaches on Marco Island.

More recently, a study in June 2024 by Florida Gulf Coast University on Regional Economic Indicators (Southwest Florida Economic Outlook, Regional Economic Research Institute, FGCU, 2024) found that seasonally adjusted real tourist tax revenues for coastal counties were up 14% in March 2024 compared to March 2023. In addition, airport passenger activity also increased 12% from April 2023 to April 2024. This suggests that tourists are increasingly visiting Florida's coastal areas, like Collier, and spending more money, which likely reduces their propensity to use transit.

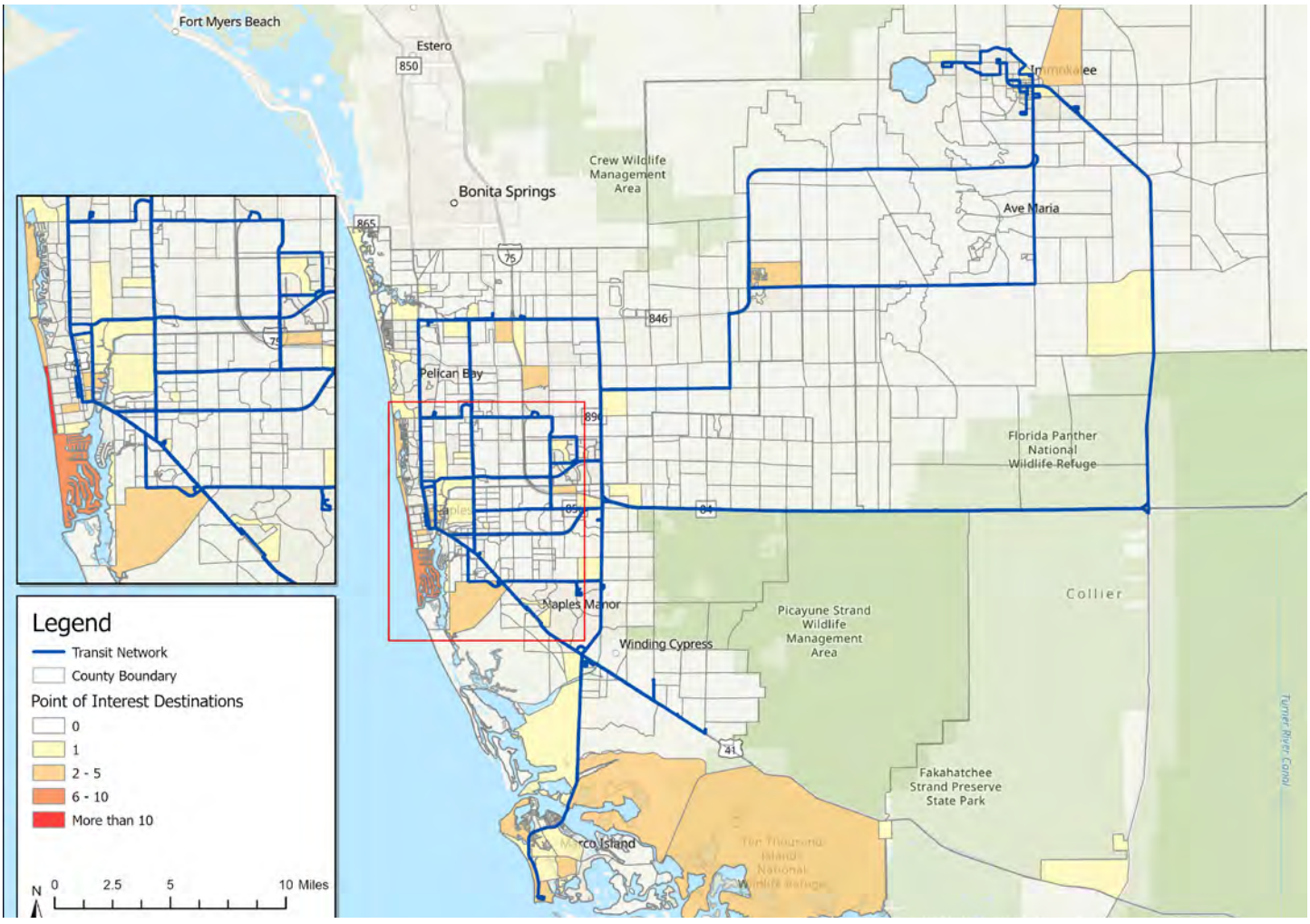

FIGURE 2-23: DENSITY MAP OF POINT OF INTEREST DESTINATIONS BY TAZ

MAJOR TRIP GENERATORS

Understanding the major trip generators within the county can help determine where to provide the most transit service. **Table 2-3** displays the top employers in Collier County by the number of employees. The largest employers operate in the educational, government, and healthcare industries. Arthrex, Publix Supermarket, and Gargiulo are the three largest private sector employers in the county. On the other hand, some of Gargiulo's locations are in rural or industrial areas, lacking public transit access. The nearest stop to the location at Oil Well Road is one of Route 19's stops 2.72 miles away. Further, the closest bus stop to the Gargiulo packing house location in Immokalee is a Route 22 stop 1.63 miles away. Due to all Publix locations being near commercial centers, most, if not all, locations are accessible by transit. Similarly, most, if not all, public-school and local government buildings in the county are surrounded by residential or commercial hubs areas that have access to public transit stops. As development expands to accommodate more housing and commercial demand, it will be necessary for CAT to consider expanding their public transit services.

Figure 2-24 and **Figure 2-25** show the distribution of top employer locations in Collier County and their distribution relative to existing transit lines. While most places of employment are accessible to transit, employment hubs north of Pelican Bay and Immokalee Road exist, which are further from a transit line. An extension of transit lines along Route 29 and 41 towards Everglades City would be important as well and would increase commercial zones in that area.

Employer	Number of Employees
Collier County Public Schools	5810
Collier County Local Government	5045
Arthrex	3983
NCH Healthcare System	3288
Publix Super Market	2935
Gargiulo	2082
Pacific Tomato Grower	872
Walmart	807
Marriott International Inc.	669
Moorings Park	657
Downing-Frye Realty Inc	605
McDonald's	545
Vi at Bentley Village	494
Asg	447
David Lawrence Center	423
Philharmonic Center for the Arts	412
Naples Lake Country Club	402
Walgreens	389
Ave Maria School of Law	372
Heartland Health Care Center Ft Myers	372
AA Stucco & Drywall Inc.	350
Home Depot	350
Seminole Casino Hotel Immokalee	350
CVS Pharmacy	349
Twin Eagles Pro Shop	333

TABLE 2-3: TOP EMPLOYERS IN COLLIER COUNTY IN 2023

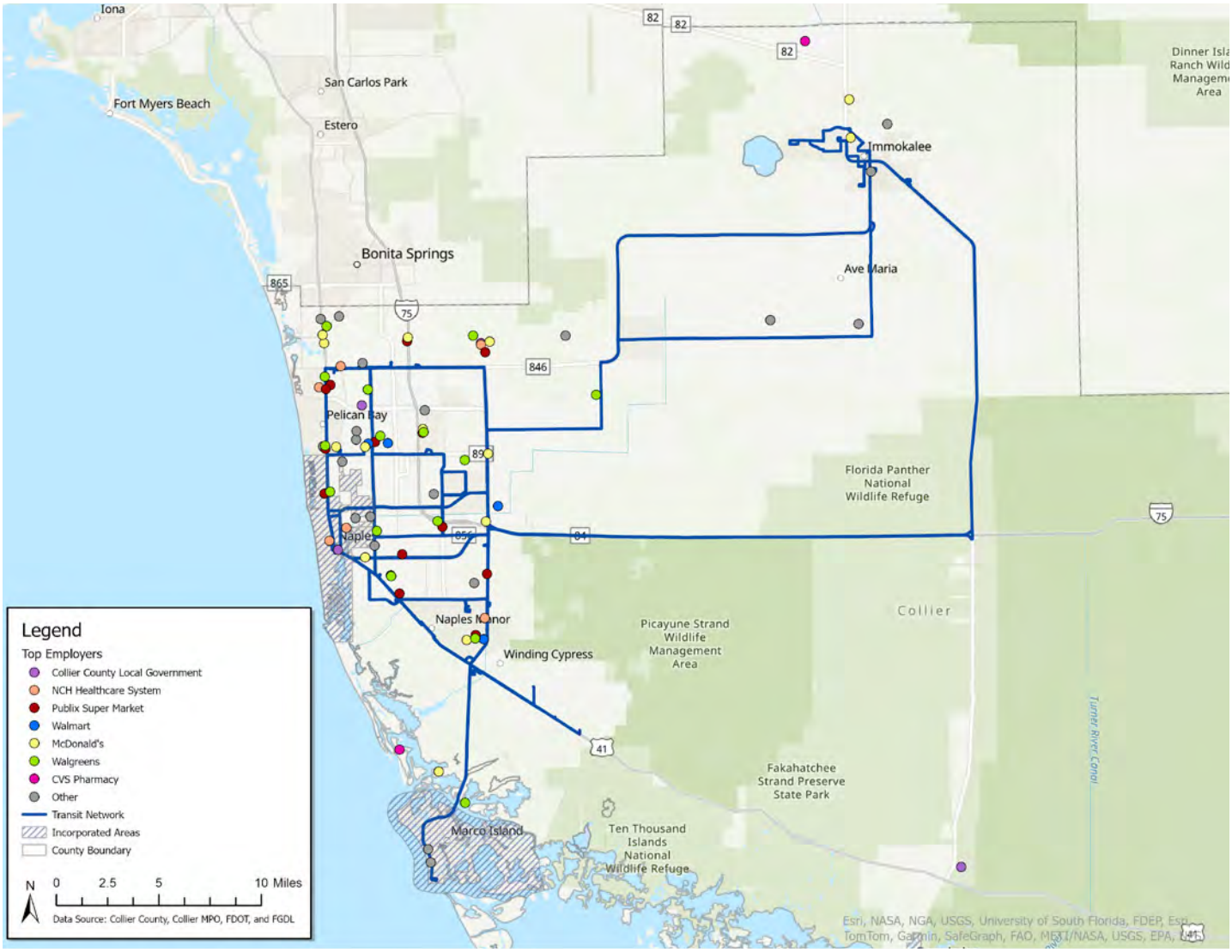

FIGURE 2-24: TRANSIT ACCESS TO TOP EMPLOYERS IN COLLIER COUNTY IN 2023

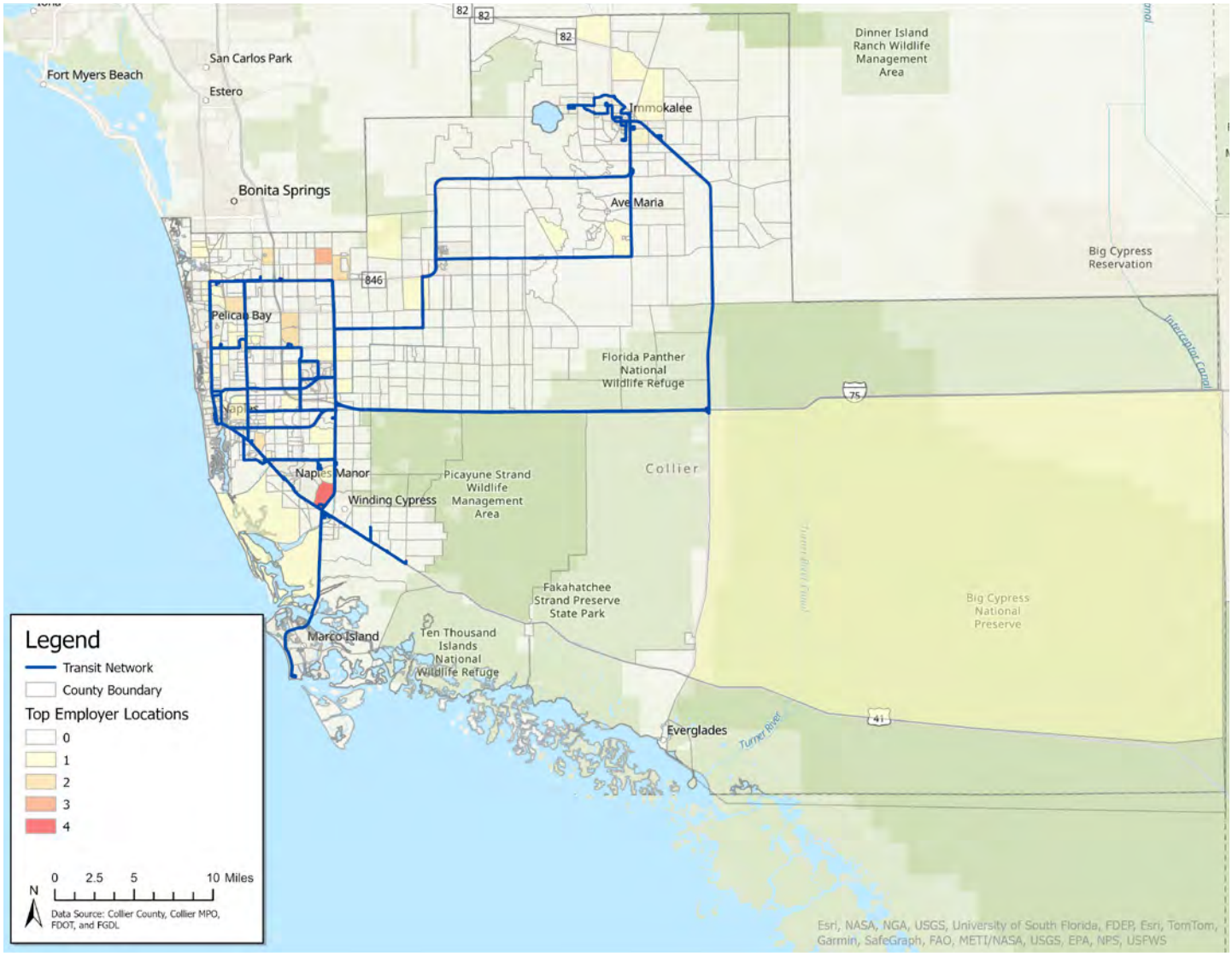

FIGURE 2-25: DENSITY MAP OF TOP EMPLOYER LOCATIONS BY TAZ

MAJOR DEVELOPMENTS

Table 2-4 shows the top 10 planned unit developments (PUDs) by acreage. Transit lines running adjacent to each proposed development are also outlined.

Planned Unit Development	Acres	Transit
Town of Ave Maria SRA	5928	Routes 19/22/23
Macro Shores/ Fiddler's Creek	4215	Routes 21/24/121
Lely Resort	2880	Routes 1/21/24/121
Heritage Bay	2562	Route 27
Sabal Bay	2518	Routes 13/14/24
Hacienda Lakes	2264	Routes 17/21/121
Pelican Marsh	2191	Routes 11/12/27
Orange Tree	2131	Routes 19/22
Pelican Bay	2114	Routes 11/25/29
Winding Cypress	1960	Routes 12/17/21/24/121

TABLE 2-4: TOP TEN PLANNED UNIT DEVELOPMENTS IN COLLIER COUNTY BY AREA

Most of the proposed developments have transit services running adjacent to them. However, it is crucial to note that a significant portion of these developments are gated communities, which present unique challenges for public transit access. Gated communities, which are prevalent in Collier County, often have restricted entry points and private roads that can limit direct access for public transit vehicles. Since most of these developments seek to expand residential areas, it will be important to ensure either an expansion of existing transit routes or the addition of new transit lines to serve these areas effectively. This may require innovative solutions to overcome the access limitations posed by gated communities.

Figure 2-26 shows the Planned Unit Developments (PUDs) in Collier County as of May 3, 2024. These developments are noted for potential impacts on existing and future travel demand. The table shows which routes currently serve these developments in the existing CAT transit network as of May 3, 2024.

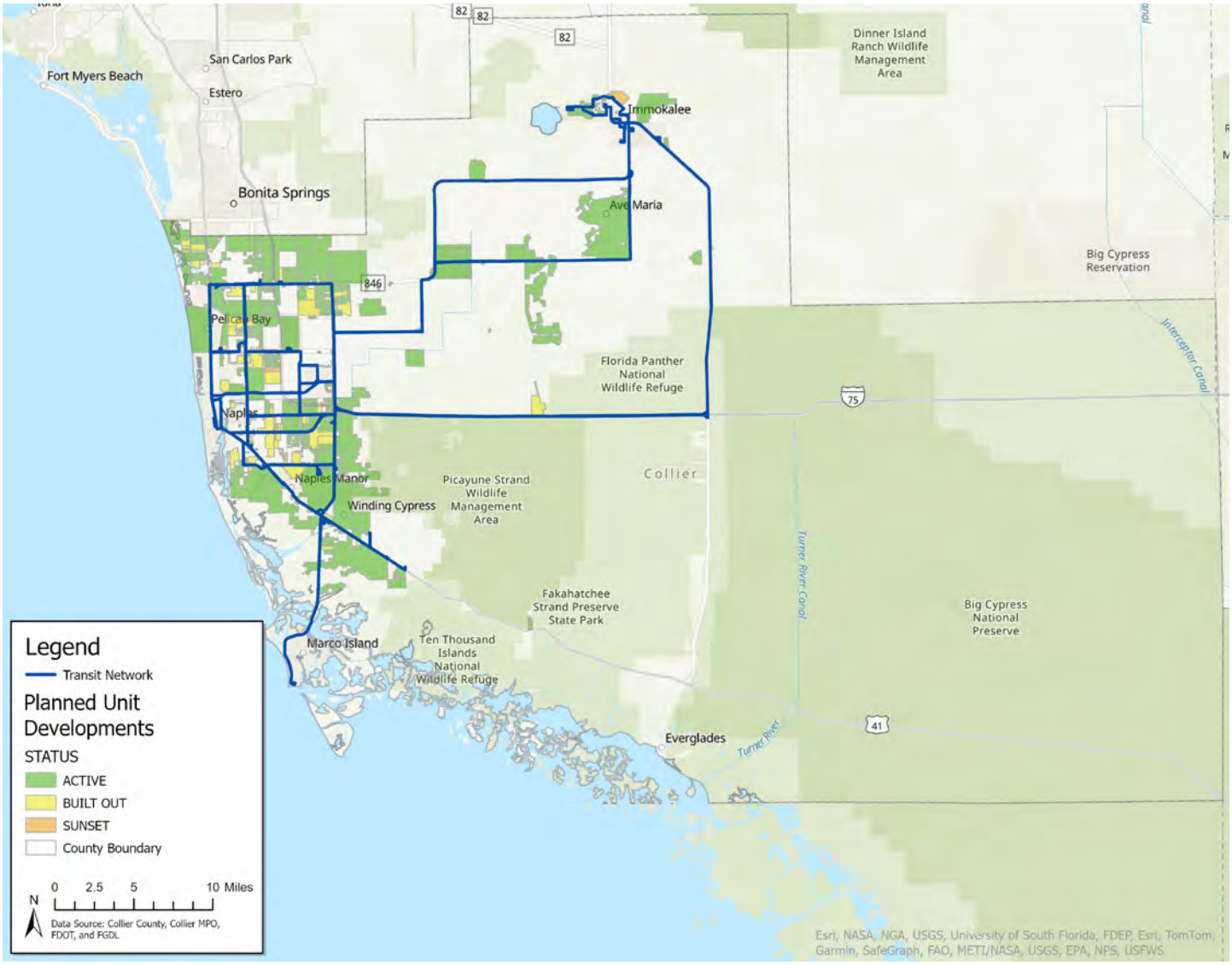

FIGURE 2-26: STATUS OF PLANNED UNIT DEVELOPMENTS IN COLLIER COUNTY

EXISTING AND FUTURE LAND USE

With a fairly large land area, much of Collier County consists of agricultural land or park space. A significant portion of Collier County's land area is currently zoned for agriculture or open space (more than 90% altogether; 38% and 54% respectively). About 5% of the land area is zoned for planned unit development (PUD), allowing for a significant amount of new or upcoming developments that would impact transit use and demand. Naples, Marco Island, and Everglades City are zoned as incorporated areas. The land use varies more in Immokalee and the urban communities surrounding Naples, including Palm River, Golden Gate, Fiddler's Creek and surrounding planned communities. Excluding agriculture, open space, PUD, and incorporated area zoning, these areas consist of 76% residential, 12% commercial, 9% industrial, and 3% civic and institutional zoned land.

As the County grows and develops, land use areas are redesignated consequently to accommodate development needs and purposes. In the County's future land use designations, open space or conservation designation areas are expanding, specifically in the Big Cypress National Preserve as it now includes the Florida Panther National Wildlife Refuge where it was previously zoned as agricultural land. A notable amount of agricultural land has been rezoned as rural or estates designation, which is defined as low density residential development with limited agricultural activities. The PUD areas are zoned as urban residential land. The future land use designation also adds a new category of mixed-use activity in replacement of commercial and civic and institutional zoning.

A more detailed breakdown of future land use designations shows that conservation continues to occupy the largest portion (59%) of the County's acreage. It is still followed by agricultural/rural uses at 18%, but at a significantly smaller percentage compared to existing agricultural area. Estate designation and residential uses each constitute another 7% of the land. Noteworthy is the presence of sending and receiving areas, comprising of 3% and 2% of the land respectively, steering development away from environmentally sensitive regions towards designated growth areas.

Although the predominant land use remains focused on conservation and agriculture, mixed-use zoning holds immense potential for fostering transit-oriented development. Transit planning should prioritize serving receiving areas, ensuring that transit infrastructure supports the anticipated influx of development in these zones. Meanwhile, transit routes passing through sending areas should aim to minimize ecological impact and focus on connecting these areas to transit hubs and receiving districts.

Residential areas present opportunities for creating walkable, mixed-income neighborhoods that are well-connected to transit services. Transit-oriented design principles should be integrated into the planning and development of these areas, emphasizing pedestrian-friendly streetscapes, mixed-use zoning, and access to public transportation. Additionally, transit routes serving these neighborhoods should offer frequent and reliable service, catering to the diverse needs of residents across different income levels and demographics.

Figure 2-28 and **Table 2-5** depict future land use designation in Collier County as of 2024. The figure shows more generalized categories of land use. The table includes more detail including finer subcategories of land designations along with percentage breakdowns for each designation, sorted by acreage.

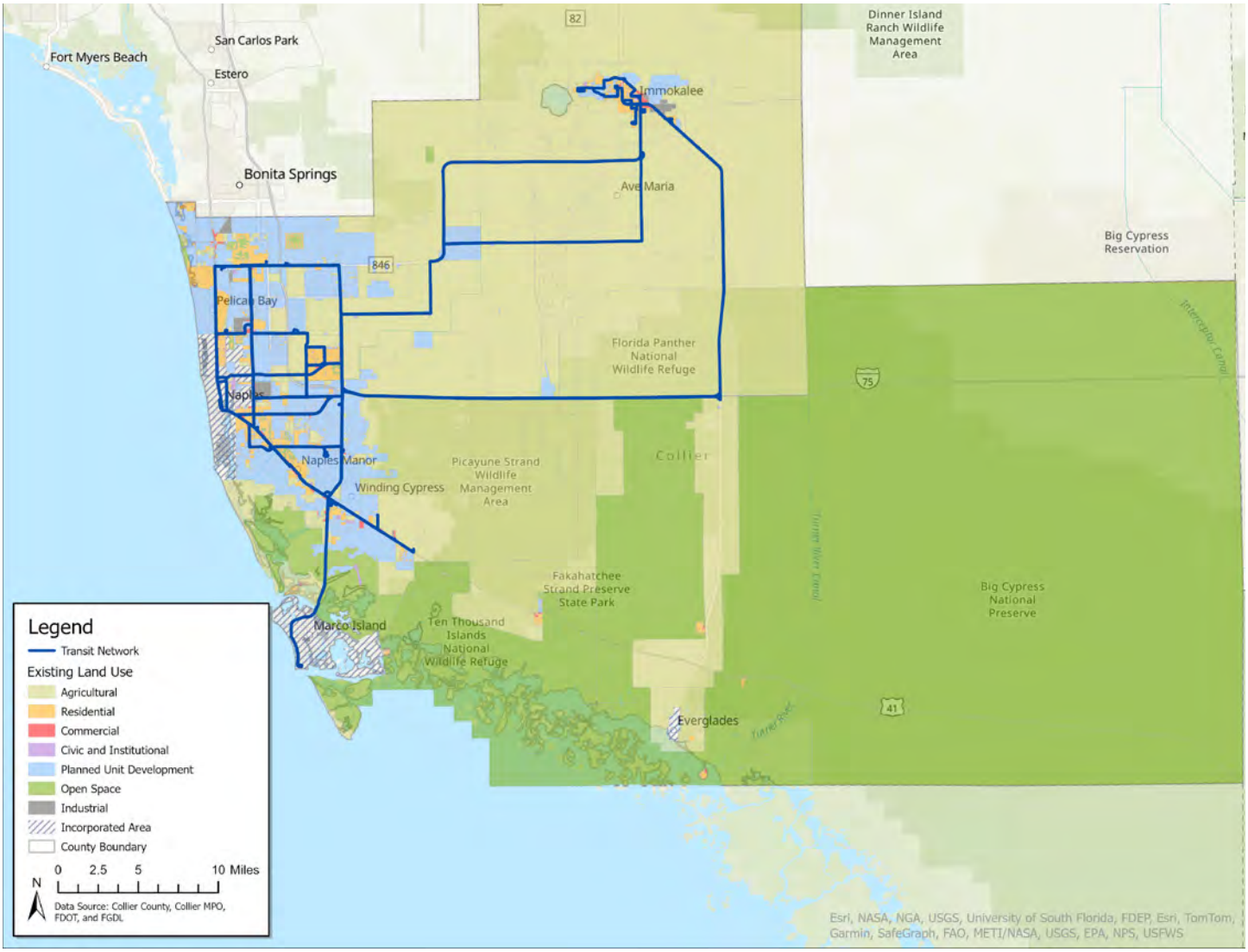

FIGURE 2-27: EXISTING LAND USE ZONING AREAS IN COLLIER COUNTY

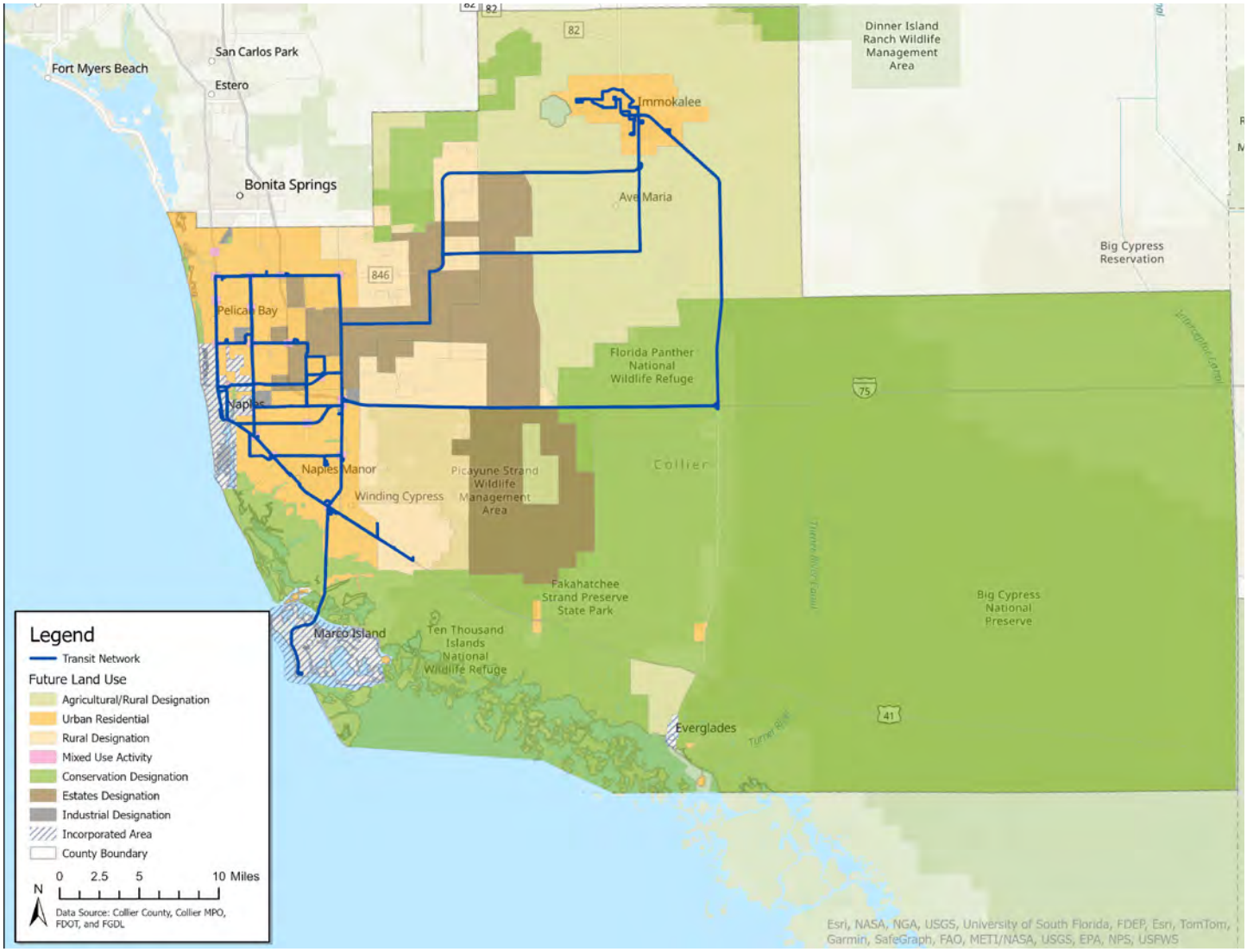

FIGURE 2-28: FUTURE LAND USE DESIGNATION IN COLLIER COUNTY AS OF 2024

Future Land Use	Acres	% of Area
Conservation	856,551	59%
Agricultural/Rural	257,645	18%
Estates Designation	101,302	7%
Residential Uses	95,936	7%
RF Sending	44,843	3%
Incorporated Area	25,941	2%
RF Receiving	22,672	2%
Urban Coastal Fringe Subdistrict	11,775	1%
RF Neutral	8,836	1%
Mixed Use	3,079	1%
Rural Settlement Area District	2,824	<1%
Immokalee Road Rural Village Overlay	2,778	<1%
Industrial District/ Rural Village Overlay	1,839	<1%
US 41 East Overlay	1,526	<1%
Bayshore/Gateway Triangle Redevelopment	1,190	<1%
Interchange Activity Center Subdistrict	454	<1%
Commercial	249	<1%
Livingston Rd/ Veterans Memorial Blvd E Resi Subdistrict	36	<1%
Carman Drive Subdistrict	15	<1%
Orange Blossom/ Airport Crossroads Commercial Subdistrict	10	<1%
Corkscrew Island Neighborhood Commercial Subdistrict	9	<1%
Ivy Medical Center Subdistrict	4	<1%
Total	**1,440,427**	**100%**

TABLE 2-5: FUTURE LAND USE DESIGNATION IN COLLIER COUNTY AS OF 2024

COMMUTER TRAVEL PATTERNS

Understanding mode choices of commuters is essential to understanding the frequency and need of transit options in Collier County. In **Table 2-6**, journey-to-work characteristics and commuter flow patterns were compiled based on Census data for residents 16 years or older.

As shown in **Table 2-6**, more people work inside the county than outside of the county. Since 2010, fewer people use public transit or walk and more work at home. A consistent percentage of people drive alone (74-75%). Travel times to work remain consistent, although longer commute times are steadily increasing. Finally, a consistent number of residents (around 65-67%) leave for work between 6 a.m. -8:59 a.m.

Characteristic	2010	2020	2022
Place of Work			
Worked inside county	89.5%	89.3%	89.3%
Worked outside county	8.1%	8.4%	8.3%
Mode to Work			
Drive alone	75.3%	74.0%	74.0%
Carpool	12.3%	12.0%	10.9%
Public transit	1.6%	1.1%	0.5%
Walk	1.2%	1.1%	0.7%
Work at home	6.1%	9.4%	11.7%
Taxicab, motorcycle, or other means	2.5%	1.7%	1.7%
Travel Time to Work			
<10 minutes	11.6%	10.6%	10.0%
10-19 minutes	33.1%	29.7%	29.1%
20-29 minutes	24.2%	24.7%	24.9%
30-44 minutes	18.9%	22.2%	22.8%
45+ minutes	12.2%	12.8%	13.2%
Departure Time to Work			
6:00-8:59 AM	67.8%	65.9%	64.8%
Other times	32.2%	34.1%	35.2%

TABLE 2-6: JOURNEY-TO-WORK CHARACTERISTICS

ROADWAY CONDITIONS

Part of the baseline conditions assessment is the examination of existing roadway conditions. The conditions of the roads that a transit route operates on can significantly impact route run time and on-time performance, and in turn, impact the efficiency of that route.

Figure 2-29 depicts the conditions of major roadways in Collier County, including existing deficiencies (shown in red), projected deficiencies within five (orange) and ten years (yellow), and roads currently undergoing capacity enhancement projects (grey). The transit network has been overlayed on top, to show where the existing service may be impacted by the road conditions. A significant portion of the existing transit network appears to be operating on roads with existing deficiencies or are projected to be deficient within the next five years, especially around Naples, Pelican Bay, Orangetree, and along the roads towards Ave Maria and Immokalee. This indicates that transit service is highly impacted by the roadway conditions in these areas and will worsen in the next few years. Routes 13, 14, 19, 21, and 22 are especially impacted as large sections or most of the route lengths are along existing deficiencies (shown in red in **Figure 2 -29**). The impact on Route 19 is particularly notable as it has a high average monthly and annual ridership, as indicated in a later section. Routes 15, 16, 20, 21, 25, 27, and 121 may also need to be considered as some of the route lengths are along roads that are projected to be deficient in five to ten years. Very few of the existing or planned capacity enhancement projects are along the transit service roads. Improvements to the road conditions, although outside of the jurisdiction of CAT, are highly suggested to improve transit efficiency along these roads.

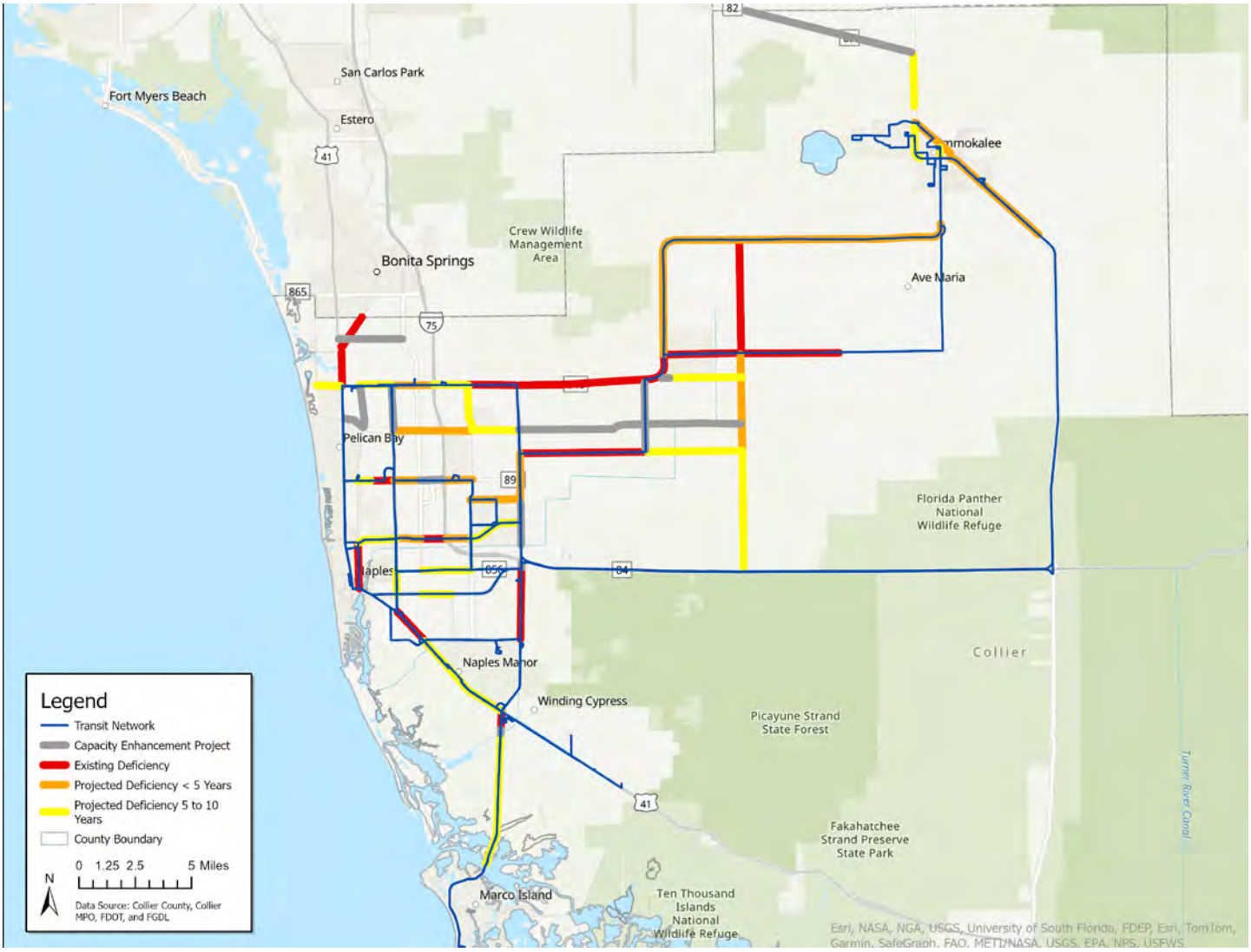

FIGURE 2-29: EXISTING AND PROJECTED DEFICIENCY OF COLLIER COUNTY ROADS
(Source: Collier County 2024 Annual Update and Inventory Report (AUIR))

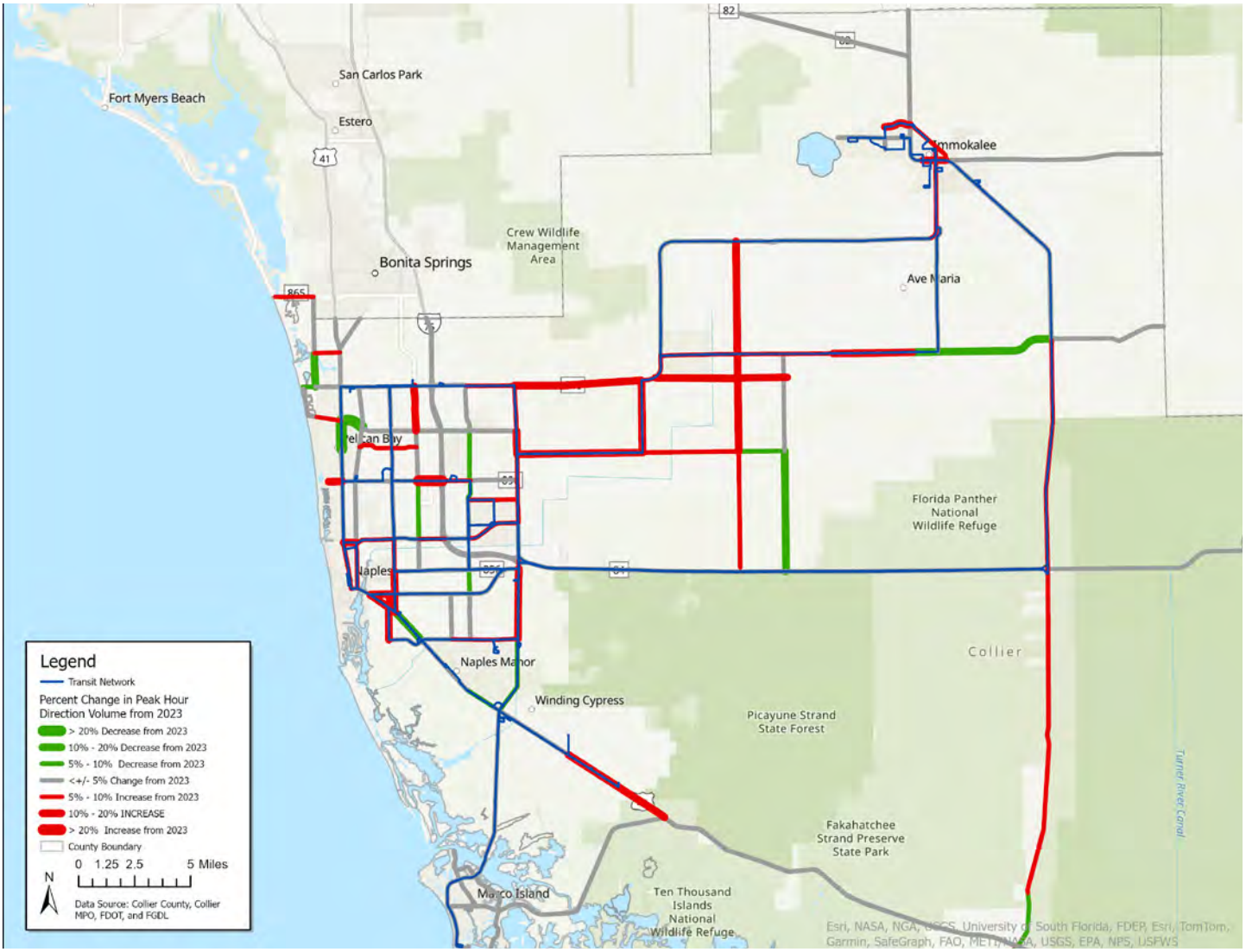

FIGURE 2-30: PERCENT CHANGE IN PEAK HOUR DIRECTION VOLUME ON MAJOR ROADS IN COLLIER COUNTY FROM 2023 TO 2024
(Source: Collier 2024 AUIR)

Traffic conditions can also serve as an indicator for areas with potential need for alternative transportation modes in place of the private vehicle or additional public transit service, especially on routes towards popular destinations and major roads with high congestion levels. **Figure 2-30** depicts the percent change in peak hour directional volumes on major roads from 2023 to 2024. The green lines represent a decrease in volume, meaning that there are less vehicles along those roads compared to 2023 conditions. The red lines depict the opposite, an increase in volume, indicating more vehicles compared to 2023 and potentially more congestion. Many of the roads with high increases in volume are already serviced by transit, especially around Naples, Pelican Bay, and Immokalee. This could indicate a need for more service along those roads. Other high volume increase roads are not yet serviced by transit, including a small portion of Immokalee Rd, Randall Blvd, and Everglades Blvd N around the Orangetree community, and southern portions of State Road 29 from Miles City to Everglades. This could indicate a need for transit service or other modal alternative to reduce vehicle volumes in those areas.

PERFORMANCE EVALUATION

This section evaluates transit services in Collier County, including an overview of current services, trend analysis, and peer comparison. It examines existing transit operations, infrastructure, and other key providers. Additionally, it reviews performance trends over the past five years and compares CAT service with peers using standard criteria.

EXISTING TRANSIT SERVICES

FIXED ROUTE SERVICES

As of 2024, Collier Area Transit (CAT) operates 16 existing fixed bus routes that operate throughout Collier County. CAT's service area largely consists of the urbanized part of Collier County, including the City of Naples and the City of Marco Island. Unincorporated rural communities in the County that receive transit service include Ave Maria, Golden Gate Estates and Immokalee. Service is provided 7 days a week, all year round except for 6 holidays. Daily service typically begins between 5:30 AM and 6:00 AM and ends later in the evening between 7:30 PM and 8:00 PM for most routes. No services are provided on major holidays, including Thanksgiving Day, Christmas Day, New Year's Day, Memorial Day, Independence Day, and Labor Day. In 2023, the service's annual ridership was 729,767. CAT routes 11, 12, and 27 connect to the LinC – Lee-Collier route, LeeTran's Route 600, a route providing transit connections between Lee County and Collier County. It is interlined with LeeTran's Route 240 and also connects to LeeTran Routes 140 and 240. **Table 2-7** shows the existing transit lines in Collier County as of 2024.

In addition to fixed-route services, CAT operates the Paradise Beach Trolley. This service runs every Friday, Saturday, and Sunday from mid-February to the end of April. It shuttles passengers from the Conner Park Parking Lot on Bluebill Avenue to Delnor-Wiggins Pass State Park and Vanderbilt Beach, operating from 8 AM to 3 PM and from 4:30 PM to 7 PM. **Figure 2-31** shows a map with the current transit routes in Collier County as of 2024.

Count	Route	Services
1	11	US 41 to Creekside Commerce Park
2	12	Airport to Creekside Commerce Park
3	13	NCH & Coastland Center Mall
4	14	Bayshore to Coastland Center Mall
5	15	Golden Gate City (Santa Barbara)
6	16	Golden Gate City (Santa Barbara)
7	17	Rattlesnake to FSW
8	19	Golden Gate Estates & Immokalee
9	20	Pine Ridge Road
10	21	Marco Island Circulator
11	121	Express Immokalee to Marco Island
12	22	Immokalee Circulator
13	23	Immokalee Circulator
14	24	US 41 East to Charlee Estates
15	25	Golden Gate Parkway & Goodlette - Frank
16	27	Immokalee Road

TABLE 2-7: EXISTING FIXED-ROUTE SERVICES IN COLLIER COUNTY

Collier County transit services may be impacted by parking policy development that is currently under consideration. Florida's Senate Bill 102, known as the Live Local Act, is a policy that would consider reducing the provision of parking in order to promote more transit use. This policy has not yet been incorporated in Collier County's Land Development Code; however, it is undergoing consideration in the county's land development code sub-committees and may be implemented in the future.

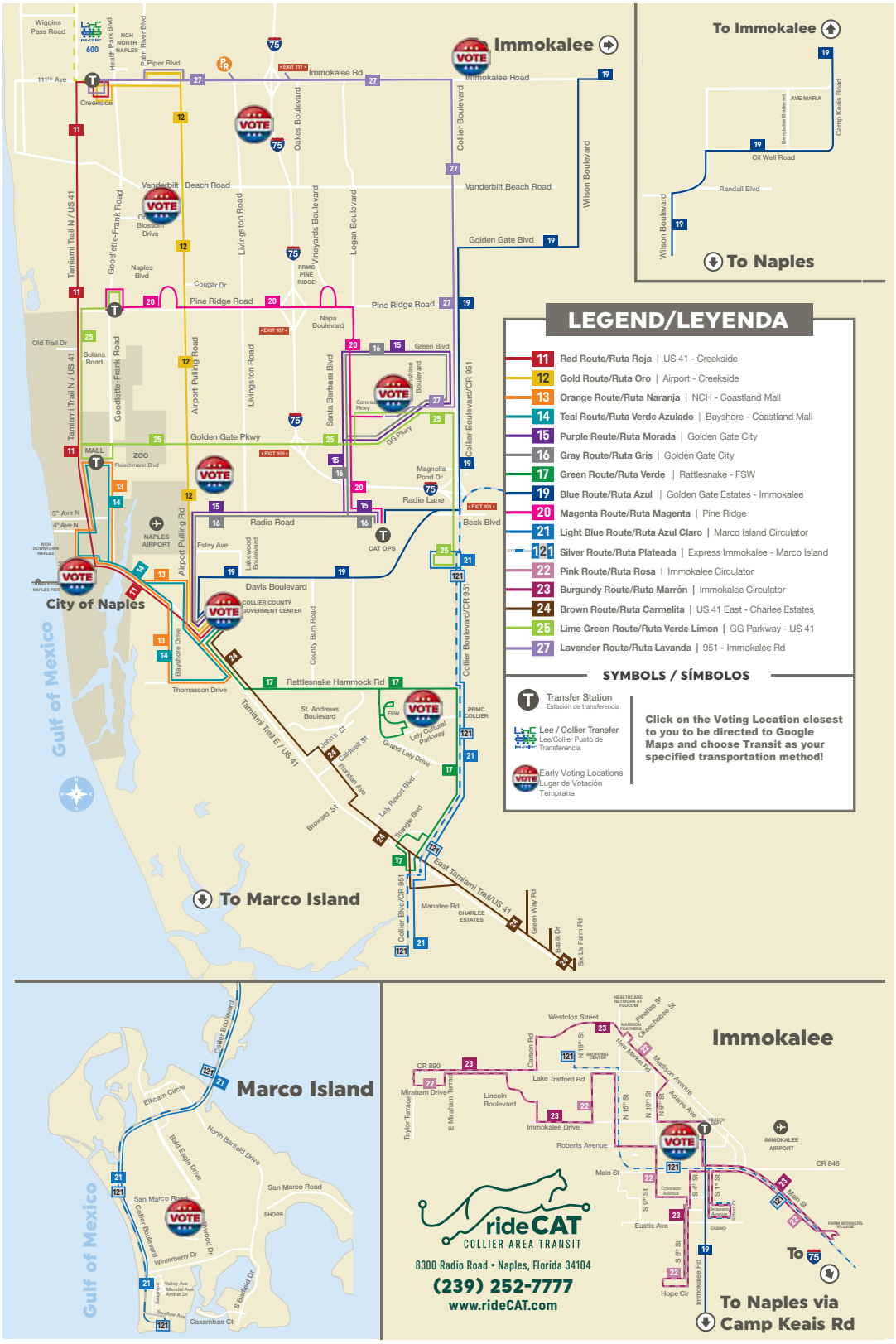

FIGURE 2-31: EXISTING CAT SERVICES

PARATRANSIT SERVICES

Collier County also provides paratransit (shared ride, door-to-door) services through the CATConnect program with funding from the Florida Department of Transportation, Agency for Persons with Disabilities and Florida Commission for the Transportation Disadvantaged (TD). Those who qualify for CATConnect are primarily those under the Americans with Disabilities Act (ADA) as well as those who qualify as TD individuals. TD individuals are counted as those who because of a mental or physical disability, income status, or age are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to healthcare, employment, education, shopping, social activities, or other life-sustaining activities.

The CATConnect paratransit service is administered by Collier County Public Transit & Neighborhood Enhancement (PTNE) Division and provides shared, door to door transportation service for medical appointments, work, school and select other trips depending on the funding program requirements.

In the June 2024 CATConnect Paratransit Service Report, it was found that paratransit ridership was on an increasing trend, with a significant increase from 2022 to 2023 of 35.8%. Collier County overall has 7% fewer vehicles than peer systems but higher passengers per trip compared to peer agencies.

Table 2-8 illustrates paratransit ridership from 2020 through the first half of 2024. Demand for paratransit trips continues to increase each year and is expected to continue to increase in the years to come.

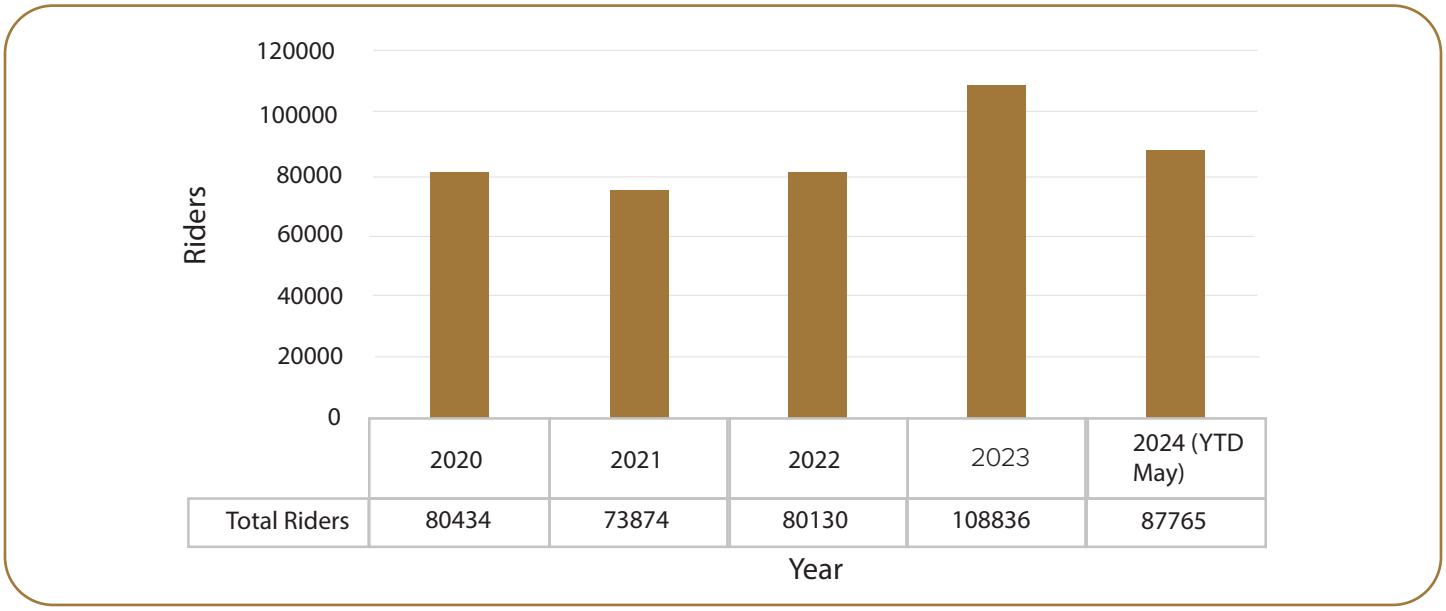

TABLE 2-8: PARATRANSIT RIDERSHIP

TECHNOLOGY SOLUTIONS

Collier County has several existing technology solutions and goals that will help the County prosper in the next 10 years.

IT INFRASTRUCTURE AND MANAGEMENT

CAT has an internal ITS Team that manages the transit-specific equipment. They work in partnership with Collier County IT as necessary.

TRANSIT DEVELOPMENT PLAN AND MOBILITY INITIATIVES

The 10-year Transit Development Plan identifies mobility-on-demand services as a top priority. In line with this, CAT started using Ecolane scheduling software for paratransit services in July 2021. This upgrade streamlined scheduling, dispatching, and real-time updates, significantly improving efficiency and service reliability.

PASSENGER CONVENIENCE AND MOBILE APP INTEGRATION

In March 2022, CAT launched the CATconnect Mobile App. The app allows passengers to schedule, monitor, and manage trips seamlessly. Integrated with the CATCash fare system, it provides an account-based payment option that eliminates the need for cash transactions. The app also offers trip details and past journey records for user convenience.

Collier County also offers the Collier 311 App, which connects users to a variety of government services and information, including construction updates, waste services, and service requests.

EXPLORING SUSTAINABLE TRANSPORTATION

In response to evolving demands, CAT is exploring the introduction of electric shuttles as a greener alternative to traditional buses. Additionally, CAT is considering ride-share-style services in specific areas to improve flexibility and accessibility.

INFRASTRUCTURE ENHANCEMENTS AND DATA INTEGRATION

Collier County's planned Interstate 75 expansion by FDOT presents an opportunity for future transit routes, including potential conversion into Bus Rapid Transit (BRT) routes if warranted by demand. FDOT and the County's Transportation Management Services Department would be key in planning and implementing BRT.

CAT also maintains both static and real-time General Transit Feed Specification (GTFS) data, feeding into the Transit App service. Ongoing upgrades to CAD/AVL systems, Mobile Data Terminals (MDTs), Automatic Voice Annunciation (AVA) systems, and Automated Passenger Counters (APCs) are part of CAT's commitment to providing accurate data and seamless passenger experiences. These systems are integrated with the Mobile Ticketing Platform, powered by Masabi, and aligned with ITxPT standards to ensure a unified, efficient transit experience.

FARE STRUCTURE

As of 2024, CAT uses TripSpark fareboxes on all their transit vehicles which accept cash, reloadable smartcards, and paper transfer tickets. Mobile tickets for CAT buses can also be purchased on the rideCAT mobile application or Transit App. In the future, they will be working with LECIP fareboxes.

The fare structure as of 2024 is presented in **Table 2-9**.

The Reduced Fares are for members of Medicare, Disabled Community, those 65 years and older, children 17 and under, high school and college students and active / retired military personnel. ID is required. This fare would also apply to the subcontracted transportation provider with the Florida Commission for the Transportation Disadvantaged that provides transportation services under the non-emergency transportation Medicaid Contract for Collier County. Discount Passes are for people eligible under the identified programs.

Fare Category	Fare	Reduced Fare
One-Way	$2.00	$1.00
Children 5 years of age and younger	Free	Free
Marco Express	$3.00	$1.50
Transfers - up to 90 minutes	Free	Free
Day Passes	$3.00	$1.50
Smart Card Pass		
15-Day Pass	$20.00	$10.00
300-Day Pass	$40.00	$20.00
Marco Express 30-Day Pass	$70.00	$35.00
Discounted Pass		
Summer Paw Pass (Valid June 1 - August 31 for students. Price includes Smart Card)	$30.00	
30-day Corporate/Perk Pass (300+ Employees)	$29.75	
Smart Card Media Fees		
Smart Card	$2.00	
Registration	$3.00	
Replacement with Registration	$1.00	

TABLE 2-9: FARE STRUCTURE IN COLLIER COUNTY (2024)

TRANSIT FACILITIES

PASSENGER TRANSFER STATIONS

There are currently two passenger transfer stations and five passenger transfer points provided on the CAT system. The first transfer station is located at the CAT Administrative Office, also known as the Radio Road Transfer Station, which is located at 8300 Radio Road in Naples as shown in **Figure 2-32**. This building is also a facility for the CAT Connect Paratransit program. At this facility, bus operations and bus transfers occur.

The second passenger transfer station operated by CAT is the Government Center Transfer Station located at 3355 Tamiami Trail in East Naples, as shown in **Figure 2-33**, which accommodates pedestrians, cyclists, and "kiss-and-ride" passengers that are briefly either picked up or dropped off. This location provides in-person customer service, schedules, and pass sales, and is served by routes 11-17, 19, 22, and 24. Although parking is free, it is not an official park-and-ride site. The facility includes a busway with a turn-around, six sawtooth bus berths, a passenger platform with benches and trash receptacles, restrooms, snack machines, an air-conditioned lobby, and a customer service area with an informational kiosk.

Collier County plans to build a third transfer facility in the Immokalee Community on a vacant parcel owned by the county, with the plans currently underway and scheduled for completion in 2025. The proposed site, approximately 1.7 acres in size, is currently a grass field adjacent to a green wooded area. It features an asphalt/concrete driveway providing access to the Health Department and a maintenance shed. The bus transfer station will enhance passenger and transit efficiency with new bus bays, canopy-covered shelters for passengers, a waiting platform with benches and trash receptacles, vending machines or options for food trucks, restroom facilities for passengers and drivers, and ADA improvements. Currently, passengers transferring at this location use a shelter located in a parking lot shared by visitors to the Health Department, County Library, and the David Lawrence Center.

Other transfer point locations within Collier County include Walmart Plaza; Pine Ridge and Goodlette-Frank Rd (Magnolia Square Plaza); Coastland Center; Creekside (Immokalee Road); and the Health Department in Immokalee. CAT also has dedicated parking spaces at the Orange Blossom Library, Golden Gate Parkway Library, Golden Gate Estates Library, Marco Island Library, and Immokalee Library.

FIGURE 2-32: CAT RADIO ROAD TRANSIT FACILITY
(Source: Google Street View)

FIGURE 2-33: GOVERNMENT CENTER INTERMODAL TRANSFER STATION
(Source: Google Street View)

PARK-AND-RIDE LOCATIONS

There are currently three park-and-ride locations around Collier County. They are free to park in and operate from 5 A.M. to 9 P.M. on all days of the week, however, overnight parking is prohibited. **Table 2-10** lists the three park-and-ride locations along with the address of the lot, the number of parking spaces provided, the nearest bus stop number, and connecting bus routes.

In addition, the 2020 Park and Ride Study identified and prioritized sites for potential park and ride facilities.

These facilities are designed to provide areas where commuters can park and access public transit, carpools, or vanpools, helping to address traffic congestion and parking constraints. The locations of these areas include Creekside, the Government Campus, Coastland Center Mall, Freedom Square, Physicians regional, the Golf Course near VA Hospital, Immokalee Health Department, Beach Lot at Pine Ridge Road, and the Radio Road Transfer Facility.

Name	Address	# of Parking Spots	Nearest Stop (Distance in feet)	Connecting Routes
Park and Ride at Orange Blossom Library	2385 Orange Blossom Dr	5	101	12
Park and Ride at Golden Gate Public Library	2432 Lucerne Rd	5	563	15, 16, 20, 25, 27
Park and Ride at Estates Library	1266 Golden Gate Blvd W	5	278	19

TABLE 2-10: PARK-AND-RIDE LOCATIONS AND CONNECTIONS

SAFETY

There have been a number of safety and security measures taken to improve CATs overall system. It is a required expenditure under the FTA grants. Annually 5307 grants must commit 1% of their federal allocation to safety and security improvements. Some of the improvements include the installation of permanent clear and transparent plexiglass driver barriers. These barriers shield the driver from assaults and included a sliding glass system to provide rapid protection. The high-impact plexiglass systems were retrofitted to accommodate existing bus equipment. The installations were completed on the entire fixed-route fleet in 2023.

CAT has also implemented a remote video system to enhance safety and security on the bus system. The live video feeds installed inside and outside of the buses provide a live feed to CAT main office enabling real-time monitoring of activities. The video feed is also recorded for later use if needed to investigate incidents or crimes. The buses are also equipped with a button that allows the drivers to alert the security monitoring of potential issues so that response actions can be taken.

VEHICLE INVENTORY

Table 2-11 provides a summary of the 74-vehicle fleet at CAT, with a breakdown by make and model and some key statistics. These 74 vehicles include those used for fixed-route public transit services, paratransit services and support vehicles. The fixed route fleet increased by 17% from 2013 when there were 29 vehicles, compared to 34 currently. It is understood that even with this fleet size expansion, CAT still currently struggles to provide the services required, which is likely due to the large service area that the agency serves.

The age of the fleet generally can be considered quite near the end of life, with the average expected date of retirement only 2 years away in 2026 with many already being beyond their expected retirement age.

Make	Model	Vehicle Type*	Number of vehicles	Average Miles/Yr	Average Cost	Average % Federal funding	Average Expected Date of Retirement
CHEVROLET	Glaval	D	5	42,893	$105,141	80%	2021
	Glaval	D	5	42,893	$105,141	80%	2021
FORD	Challenger	D	33	47,160	$77,985	81%	2026
	Challenger	D	15	51,191	$79,663	75%	2025
	Escape	F	1	6,543	$23,170	100%	2031
	F-150 XL	G	1	28,897	$21,888	100%	2029
	F-150 XLT	G	1	22,859	$26,200	92%	2028
	Glaval	D	4	58,034	$83,093	80%	2023
	Impulse	D	6	66,666	$82,161	80%	2026
	Taurus SEL	F	1	6,080	$26,667	73%	2029
	Transit	F	2	24,053	$22,874	100%	2030
	Villager 7.3L V8	C	2	21,902	$204,781	100%	2032
FREIGHTLINER	Legacy	C	1	25,265	$138,632	90%	2028
	Legacy	C	1	25,265	$138,632	90%	2028
GILLIG	G27B102N4	A	31	63,453	$433,013	98%	2028
	G27B102N4	A	10	69,016	$393,761	98%	2026
	G27D102N4	A	3	84,276	$410,091	98%	2026
	G27E102H2	A	4	24,542	$476,193	100%	2035
	G27E102N2	A	12	68,768	$440,861	96%	2031
	G30B102N4	A	2	50,336	$530,207	100%	2022
VPG	MV1	F	4	18,749	$50,173	80%	2020
	MV1	F	4	18,749	$50,173	80%	2020
Total System			**74**	**51,866**	**$227,864**	**88%**	**2026**

**A- Fixed Route Bus, C- Paratransit Vehicle, D- Support Vehicle, F- Support Vehicle & G- Support Vehicle*

TABLE 2-11: CAT VEHICLE INVENTORY 2024

OTHER TRANSPORTATION SERVICE PROVIDERS

Although the LinC bus route provides commuter service between Collier and Lee counties by connecting riders to local bus service in both counties, there is a lack of regional public transportation that provides intercity commuter service. Additional transportation services such as van pooling programs and private bus companies help to bridge the gaps in terms of regional connectivity to destinations further afield. The Commute with Enterprise program is a vanpooling service in Collier County, offered through a partnership with the Florida Department of Transportation (FDOT) and operated by Enterprise. **Table 2-12** shows the vanpool statistics from the FY2023 FDOT Report for the Commute Connector Program in Collier County.

Services offered by private intercity bus companies, including Greyhound, RedCoach, and FlixBus, can both complement and/or compete with public transportation services. The private bus companies in Collier as listed above provide transportation services with connections to major cities in Florida. They typically provide direct service to Fort Myers, Sarasota, Tampa, Fort Lauderdale, Miami, and so on, as well as further cities such as Orlando and Tallahassee. The station stops for all Greyhound, RedCoach, and FlixBus services are located at 8845 Davis Boulevard. It is accessible by CAT route 19 as shown in **Figure 2-34.** Collier County is currently working to establish an exclusive facility use agreement to lease space to Flixbus at the Collier Area Transit Transfer Station. This would allow Flixbus to conduct bus transportation operations on the station premises and allow their staff and customers to use the onsite parking spaces, public restrooms, and customer boarding, alighting and waiting areas. Although agreement has not yet been reached, it should be kept in consideration as a potential source of revenue for Collier County and CAT.

			Average Per Vanpool, Per Month		
	Number of Vanpools	Average Number of Riders (Including Driver)	Revenue Miles	Passenger Miles	Operating Cost
FY2022	23	5.53	1,901	10,515	$1,089
FY2023	19	5.13	1,766	9,056	$1,183
Projected FY2024	29	5.13	1,766	9,056	$1,183

TABLE 2-12: VANPOOL PERFORMANCE STATISTICS IN COLLIER COUNTY FOR FY2022, FY2023, AND PROJECTED FY2024

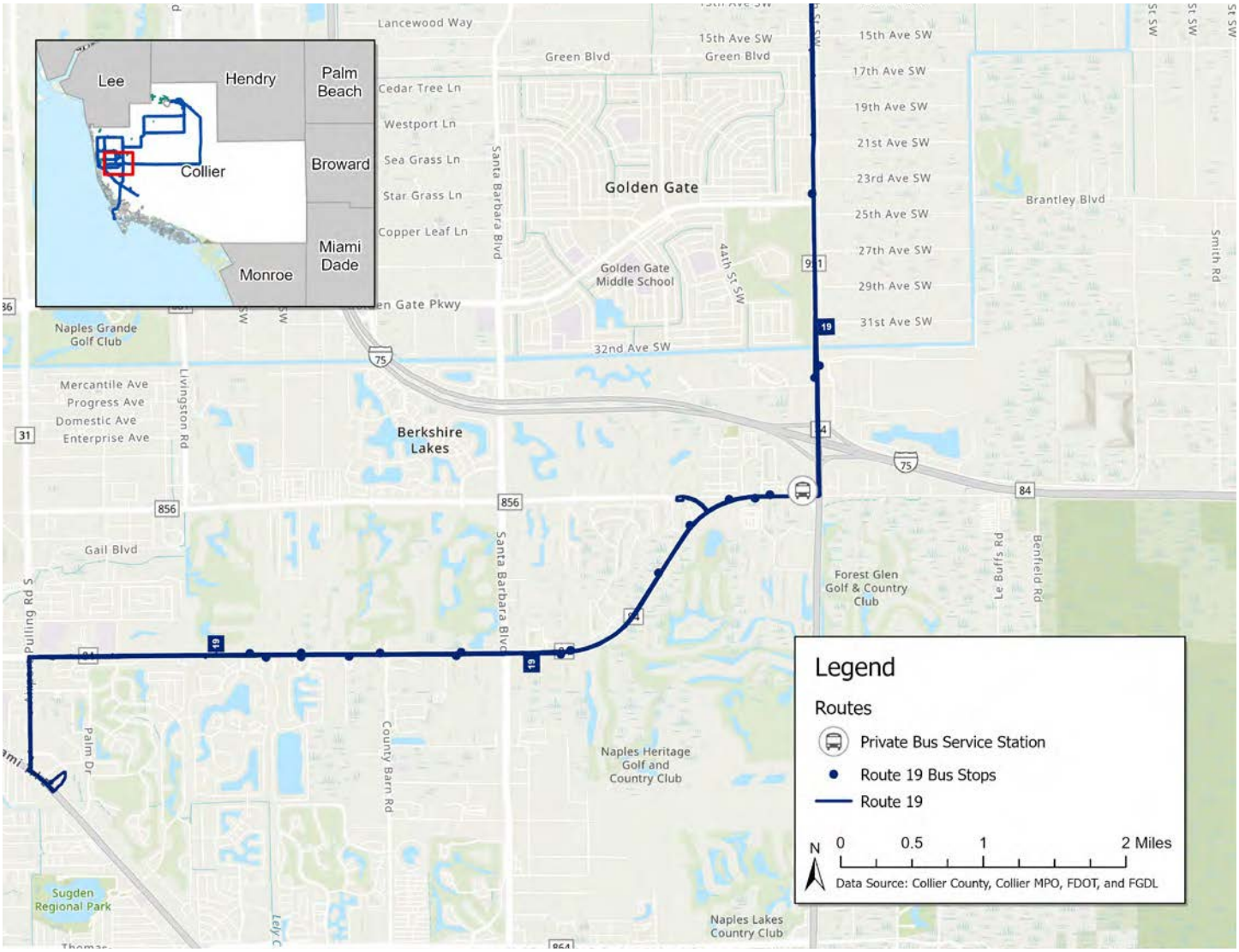

FIGURE 2-34: STATION LOCATION FOR PRIVATE BUS SERVICE AND PARK AND RIDE LOCATIONS ALONG TRANSIT NETWORK

COMPREHENSIVE OPERATIONS ANALYSIS 2021 - RECAP

The purpose of a Comprehensive Operations Analysis (COA) is to review the transit network and assess how best the agency can improve services and efficiency, particularly in relation to day-to-day operations. This assists with increasing value for the agency and ensuring that the transit system is as effective and efficient as possible in the short term. Generally, the COA is thought of as feeding into the TDP where the TDP sets the longer-term strategic goals and identifies the needs to help the transit system grow, evolve and improve over time.

The COA conducted in 2021 analyses the fine details of the transit operations, assessing elements such as service enhancements and optimization. This can include repurposing routes, moving service from less productive areas and routes, and enhancing well performing routes.

The key takeaways in relation to route optimization from the extensive analysis undertaken in the COA that have been implemented to date are summarized below. The recommendations that were implemented were the ones that were deemed to be cost neutral:

- Elimination of Route 12B – low productivity and requires additional bus.
- Route 17 and 18, which followed similar alignments, were consolidated into the current Route 17.
- Re-alignment of Route 19 - Maintain service on Collier Boulevard and Immokalee Road with select trips to Ave Maria via Oil Well Road.
- Route 21 alignment changes – maintaining service on Collier Boulevard between Marco Island and Walmart but removing service on San Marco Road. Additionally consolidated with Route 28.
- Route 25 alignment changes – A low ridership route moved to travel on US41 between Pine Ridge Road and Golden Gate Parkway. Removing service on Collier Boulevard and Goodlette Frank Road.
- Removal of Route 28 – consolidating Route 28 with Route 19.
- Route consolidation of 20 and 26. Routes 20 and 26 were the two lowest performing routes in terms of trips per revenue hour. By combining, all day service can be provided at 90-minute frequency.

TRANSIT USAGE

ROUTE RIDERSHIP BY MONTH

Trends for the FY2020-FY2023 years are assessed in this section. Only routes active in 2024 are displayed in the graphs below. Ridership per month from the most recent full financial year is presented in **Figure 2-35**. As seen from the graph, total ridership peaks in the holiday season (December-January) and March. Ridership then dips starting in April as the peak tourist and visitor season declines. This trend could indicate that some tourists are populating the buses during the peak seasons along with workers employed in the tourism and service industries.

Figure 2-36 displays the total ridership for each route throughout the 2023 fiscal year. When examining the total number of passengers per route, Routes 11, 15, 19, and 24 are the most frequently used routes. This is logical, as Route 11 passes through the Central Business District (CBD) in Naples, Route 15 connects the densely populated Golden Gate City area to the Government Center Intermodal Transfer Station, Route 19 is the only route connecting Immokalee and the downtown, and Route 24 connects the East Naples Community to the Government Center Transfer Station. In contrast, Routes 20, 21, and 25 are the least used routes, presenting opportunities to reroute or merge them to better accommodate demand.

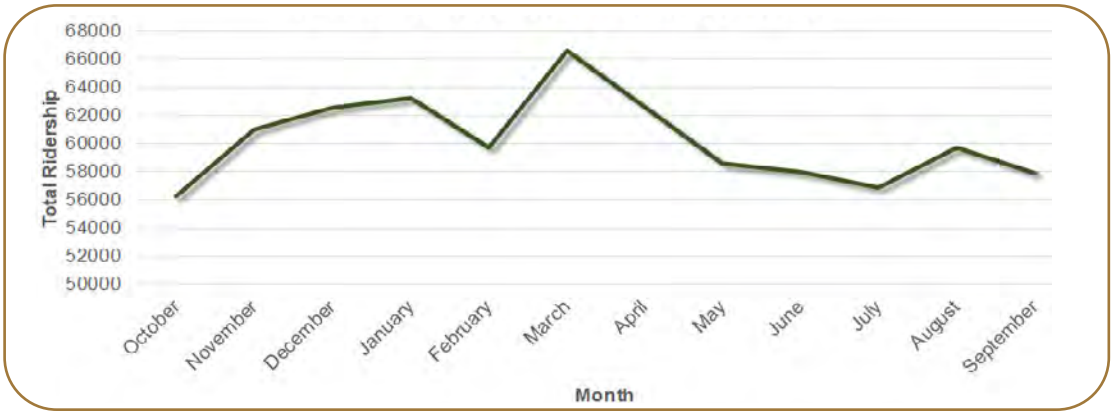

FIGURE 2-35: TOTAL MONTHLY RIDERSHIP IN COLLIER COUNTY DURING FY 2023

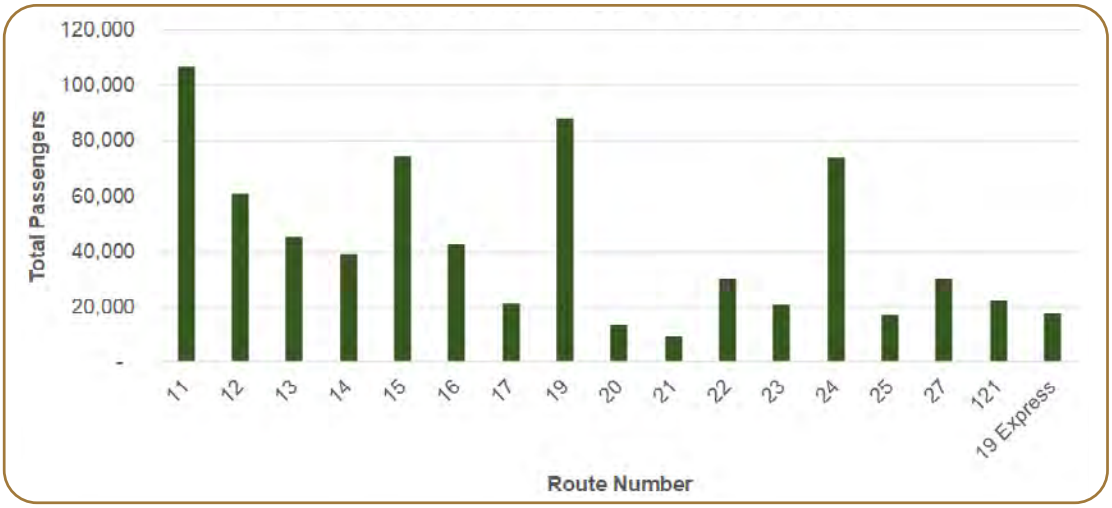

FIGURE 2-36: TOTAL PASSENGERS PER ROUTE IN COLLIER COUNTY DURING FY 2023

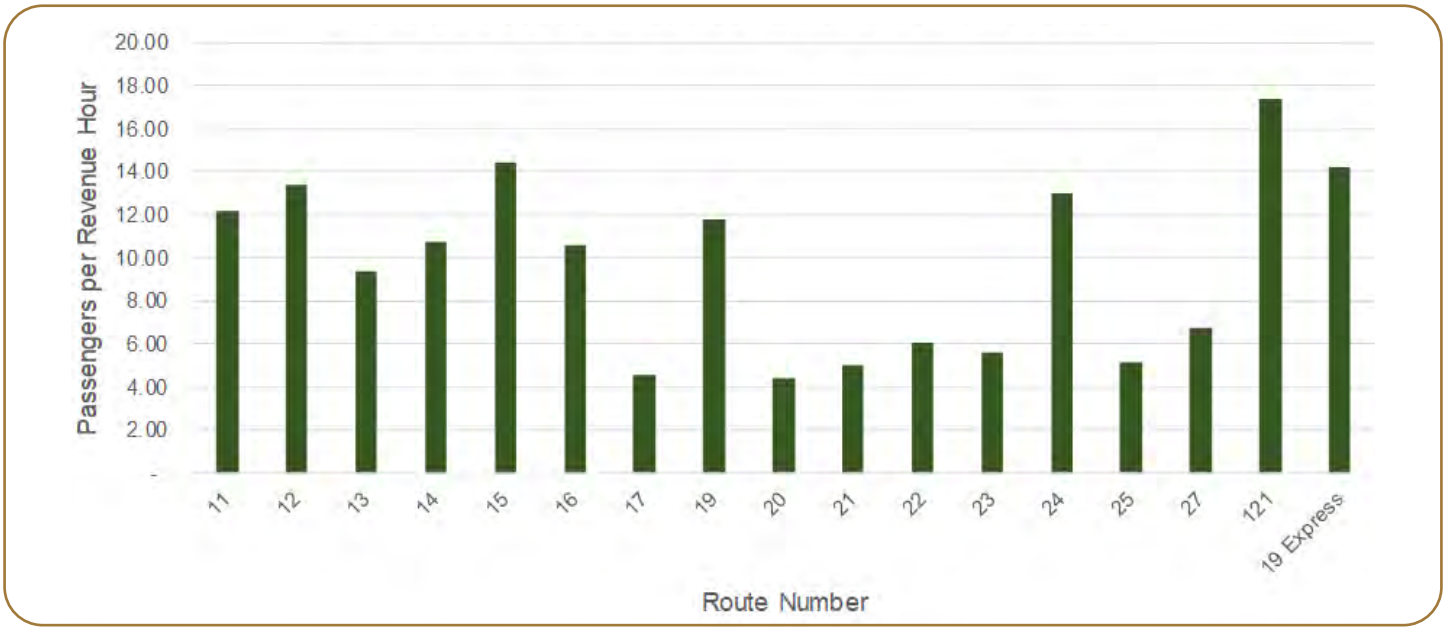

FIGURE 2-37: PASSENGERS PER REVENUE HOUR IN COLLIER COUNTY DURING FY 2023

Figure 2-37 shows a graph of the passengers per revenue hour in Collier County. Route 121, Route 19 Express and Route 15 have the highest number of passengers per revenue hour, indicating that these routes may serve areas with higher transit dependency or demand and have schedules and frequencies of these routes likely align well with passenger needs. Routes 17, 20 and 21 have the lowest passengers per revenue hour. CAT might consider reallocating resources from low-performing routes to high-performing ones or to support the high-performing routes with increased frequency or extended hours. There may be opportunities to adjust the low-performing routes to better serve potential riders or connect to more popular destinations.

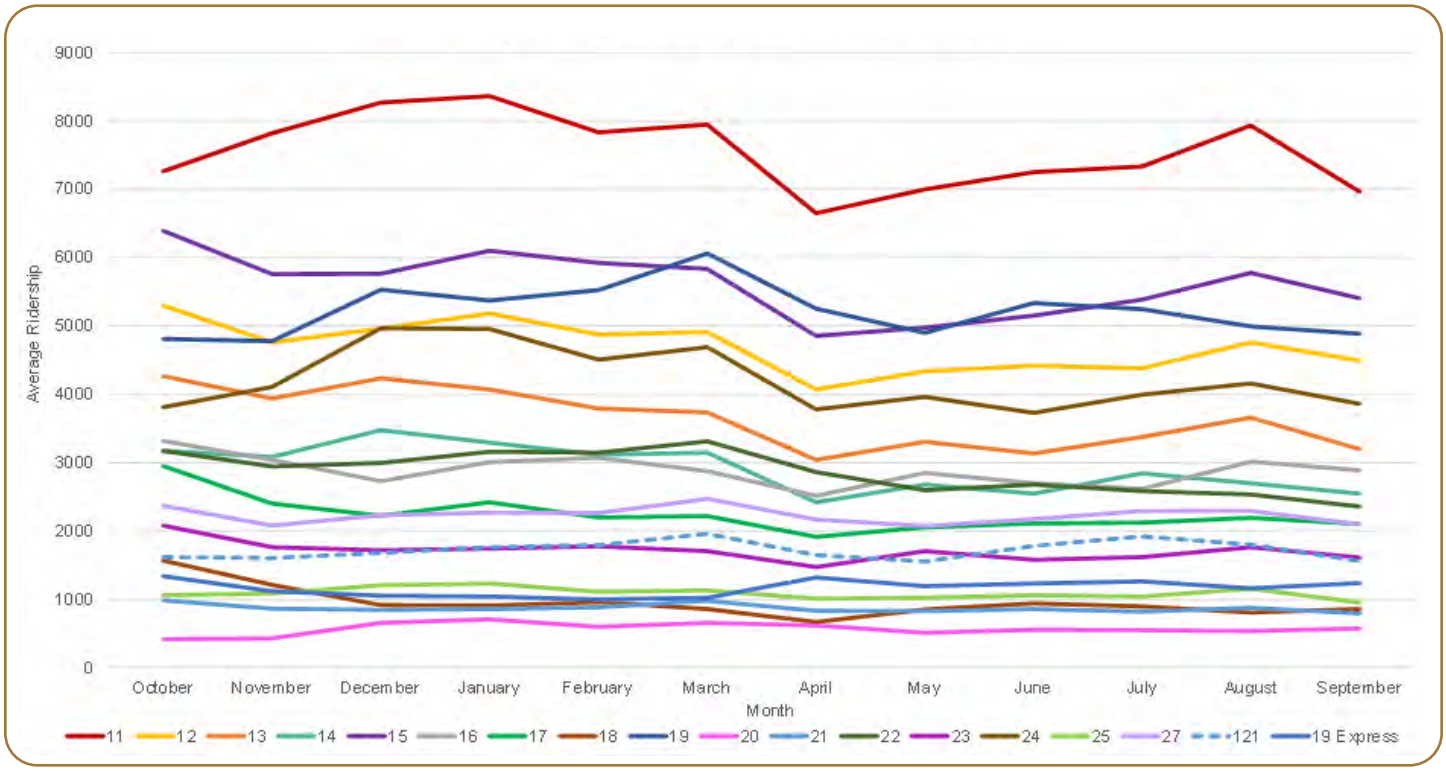

FIGURE 2-38: SEASONAL VARIATION OF AVERAGE MONTHLY RIDERSHIP

In **Figure 2-38**, ridership was averaged by season to determine seasonal variations for each route.

Other than Route 29 (omitted from **Figure 2-38**), which is the beach shuttle with ridership only during the winter, most routes do not show significant seasonal variation. Route 29 also has lower ridership compared to other routes. Despite winter being a peak tourist season, the lack of significant ridership fluctuations suggests that tourists and seasonal residents may not be heavily utilizing the public transit system. This could be due to several factors like higher spending power of tourists visiting a wealthy area like Collier County. While ridership in the winter tends to be slightly higher than in the later months, promoting transit use among visitors and residents requires improvements to the accessibility and visibility of transit information. For instance, offering a transit pass could incentivize visitors to use the public transportation system. The pass could provide discounts for group travel and even cover multi-modal options if possible.

Figure 2-39 and **Figure 2-40** highlight the routes with the highest ridership and riders per revenue hour, focusing on those within or near the core of the city, such as Naples or the Naples Airport. Notably, routes 11, 12, 15, 19, 24, and 121 were selected for this analysis for these reasons.

The ridership pattern for these potentially “core” routes is highest between October to February, during the winter season. Ridership dips in April at the end of the peak tourist season. The ridership pattern suggests that seasonal workers, tourists and seasonal residents may be contributing to increased usage of these core routes during the peak winter season. This aligns with the general tourism patterns in Collier County.

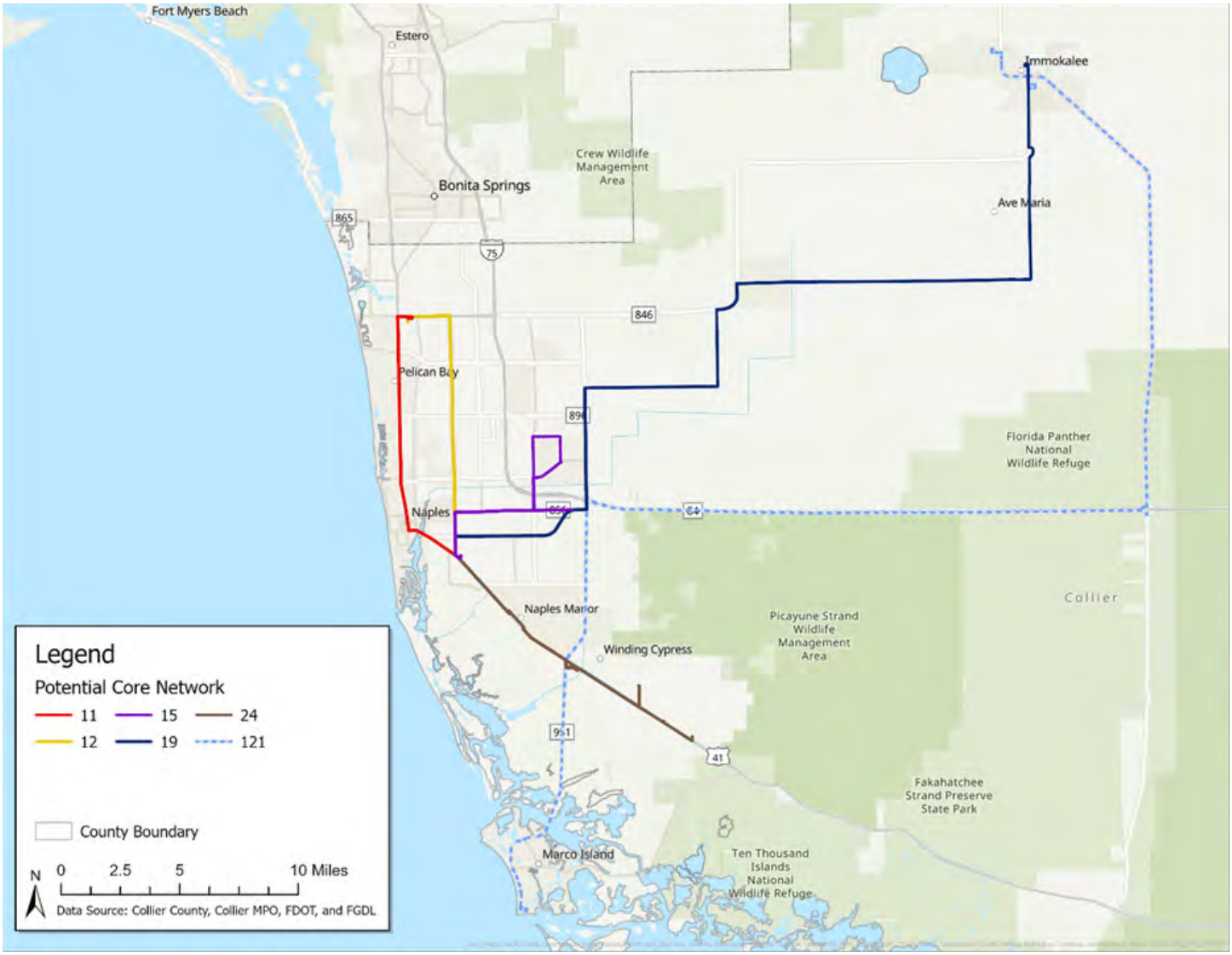

FIGURE 2-39: TOP RIDERSHIP ROUTES IN COLLIER COUNTY IN FY 2023

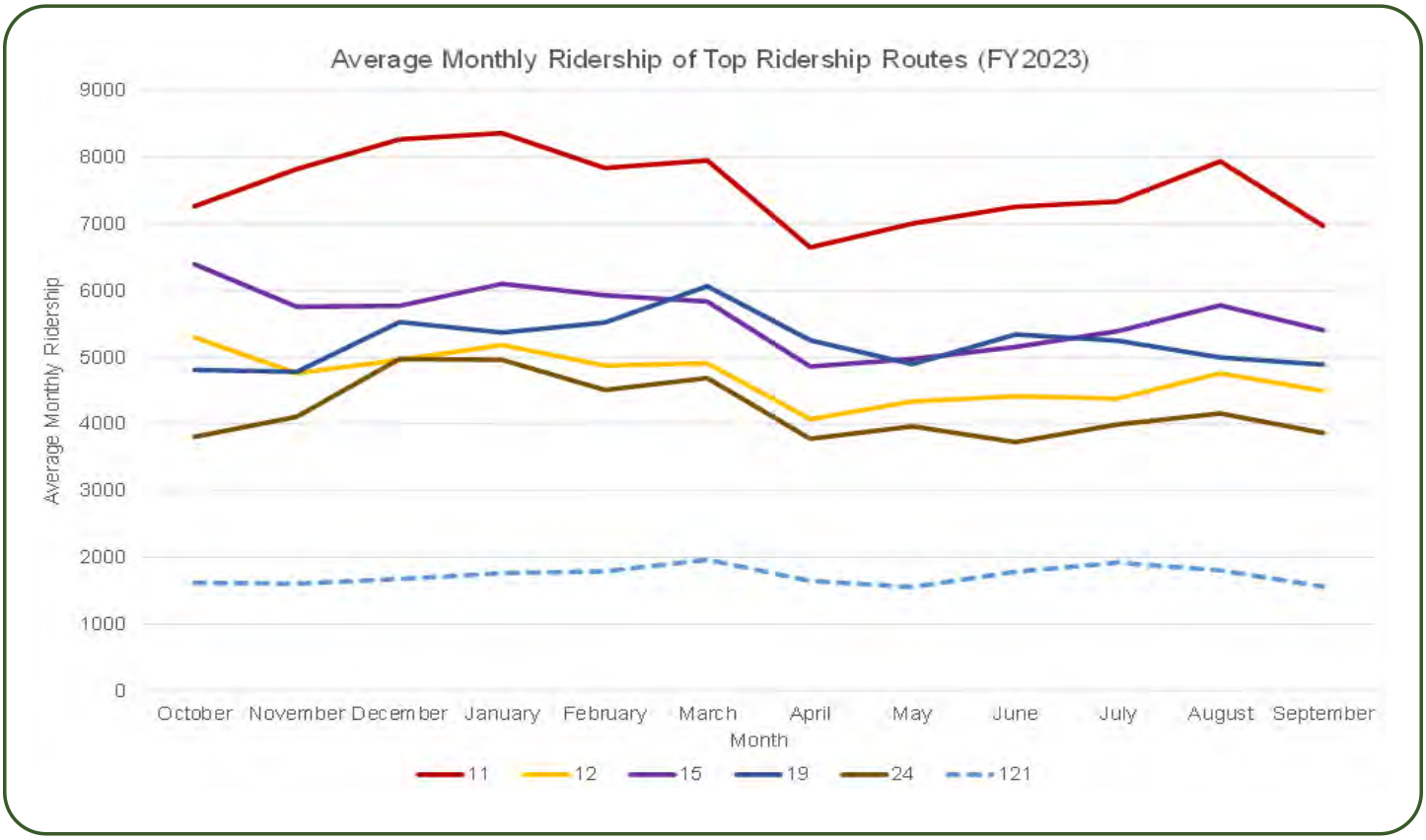

FIGURE 2-40: AVERAGE MONTHLY RIDERSHIP OF TOP RIDERSHIP ROUTES IN COLLIER COUNTY IN FY 2023

FAREBOX RECOVERY

For the 2022 Fiscal Year (FY), the overall farebox recovery ratio for the CAT system is 8%, derived from the ratio between the total fare revenue and total operating cost values from NTD data. This represents a 20% decrease (2 percentage points) from the FY2018 farebox recovery ratio of 10%.

RECENT FARE STUDIES AND CHANGES FOR UPCOMING YEARS

Following the fare study completed in 2018, the current fare structure for CAT is still in line with the approved changes from that study which are shown in **Table 2-13**. CAT is currently conducting a general fare study to evaluate its current fare pricing.

In March 2024, CAT conducted a regional service and fare study with the aim of evaluating how best to serve the regional transit demands in conjunction with LeeTran (Lee County Transit) which included an evaluation of the most appropriate fare structure to deploy. This fare policy analysis evaluated the benefits and drawbacks of having a joint fare structure with LeeTran or having a separate structure.

The culmination of this review concluded that it would be better to maintain a separate fare structure for the regional services. This means each agency charges their own fares and keeps the revenues on their own vehicles as this provides the most cost-effective solution at this time as there is only one regional service with only one additional service proposed.

Fare Category	Fare	Reduced Fare
One-Way	$2.00	$1.00
Children 5 years of age and younger	Free	Free
Marco Express	$3.00	$1.50
Transfers - up to 90 minutes	Free	Free
Day Passes	$3.00	$1.50
Smart Card Pass		
15-Day Pass	$20.00	$10.00
300-Day Pass	$40.00	$20.00
Marco Express 30-Day Pass	$70.00	$35.00
Discounted Pass		
Summer Paw Pass (Valid June 1 - August 31 for students. Price includes Smart Card)	$30.00	
30-day Corporate/Perk Pass (300+ Employees)	$29.75	
Smart Card Media Fees		
Smart Card	$2.00	
Registration	$3.00	
Replacement with Registration	$1.00	

TABLE 2-13: FARE STRUCTURE IN COLLIER COUNTY (2024)

FAREBOX RECOVERY STRATEGIES

There are a number of different strategies that can be used to increase the farebox recovery ratio in order to make the transit system more cost effective. These include:

- Increasing ridership:
  - » Prioritizing higher ridership of routes, by making sure they serve areas of high demand and as well as major activity centers to increase the number of riders and therefore the revenue being generated.
  - » Increasing the accessibility of the fixed route transit network to encourage and enable TD and ADA passengers to be able to use the fixed route system.
  - » Attract new riders through increasing frequency of services and increased marketing and communications of the benefit of transit. Note that when increasing services, it would be important to secure additional funding from other potential sources so as not to increase the cost for CAT.
  - » Opportunities exist around partnering with local businesses and institutions to provide transit benefits (in the form of discounts of deals) to employees and students to further increase the likelihood of ridership.
  - » Engage with the community to understand how best transit can serve them, and what would make them use transit more to increase ridership.
  - » Introduce ancillary services or additional services on and around transit (both on-board and at major stops or interchanges). This can take the form of mobility hubs to increase transit usage and increase integration with other more sustainable modes.
- Reducing operational costs:
  - » Increasing efficiency of service delivery, which can be done by optimizing routes and scheduling, making use of the latest scheduling technology available.
  - » Investment in technology can help to improve fare collection and reduce fare evasion.
  - » Utilizing more fuel efficient or energy saving vehicles that cost less to operate and run.
- Adjusting fares:
  - » There could be opportunities to integrate fares among different modes and other agencies.
  - » Introducing a form variable pricing based on time of day or demand to optimize revenue.

COORDINATION WITH THE METROPOLITAN PLANNING ORGANIZATION

The Florida Department of Transportation (FDOT) updated the Transit Development Plan (TDP) Rule in 2024. The updates were intended to streamline the development and approval of TDPs, while also enhancing coordination with the Metropolitan Planning Organization's (MPO) transportation planning process and the identification process for priority transit projects. While the requirements of the TDP rule are discussed in the introduction, this section focuses on the required collaboration, and coordination between Collier Area Transit and the Collier MPO.

Collier Area Transit (CAT) is required to update the TDP every five years in coordination with the development of the Collier MPO's Long-Range Transportation Plan (LRTP) and the Metropolitan Transportation Planning process. In the interim years, between 5-year major updates, Collier Area Transit must provide annual updates. The TDP and annual updates must, at a minimum, document coordination between CAT and the Collier MPO, include baseline data, public outreach, project/corridor priorities, in addition to analysis and progress reporting.

CAT coordinates with the MPO on its annual TDP updates, soliciting feedback from the MPO on the draft. Collier MPO also presents the annual TDP updates to the MPO Board. For this major TDP update, CAT and the MPO have coordinated from start to finish, including arranging for the MPO to fund consultant services, actively engaging in project management, coordinating public comment period notices, and collaborating on presentations to committees, the MPO Board, and the Collier BCC.

This TDP is identified in the MPO's Unified Planning Work Program (UPWP). Other TDP transit priorities identified in the last TDP Major, such as the Regional Services and Fare Study and the Zero Emission Fleet Transition Plan, have been included in the MPO's Unified Planning Work Program. CAT and the MPO routinely collaborate on transit needs in preparation of the MPO's UPWP.

CAT and the MPO also collaborate on the development of the Transportation Improvement Program (TIP) and an annual list of transit project priorities is reviewed and approved by the MPO Board annually for inclusion in the TIP. CAT is also a member of the MPO's Technical Advisory Committee, which reviews the UPWP, the TIP, proposed amendments, and other core documents prior to approval by the MPO Board.

This update of the TDP complied with the requirement, coordinating with Collier MPO to publicly notice meetings and facilitating the review on draft documents.

PUBLIC INVOLVEMENT PROCESS

The TDP Rule specifically calls for the coordination between CAT and the Collier MPO regarding public outreach and the public involvement process.

TDP Rule 14-73.001, Part (3)(a); The TDP preparation process shall include opportunities for public involvement as outlined in a TDP public involvement plan, approved by the Department, or the local MPO adopted Public Involvement Plan (PIP), approved by both the FTA and FHWA.

For this update of the TDP, a public involvement plan was developed and submitted to the FDOT for review and approval. While this update could have relied on the robust PIP plan in place by the Collier MPO, a project specific plan was developed for this TDP. The public involvement plan was developed in a collaborative process between CAT and the Collier MPO as part of the TDP Working Group. The draft public involvement plan was reviewed by FDOT and approved for use in this update of the TDP.

The TDP Rule also requires FDOT, the local/regional workforce board, local government comprehensive planning departments, and the MPO be advised of all public meetings where the TDP is to be presented or discussed and given the opportunity review and comment on the TDP during the development of proposed public transportation projects and services, and a 10-year implementation program. This update of the TDP complied with the requirement, coordinating with the Collier MPO to publicly notice meetings and facilitating the review and comment on draft documents.

COORDINATION WITH COLLIER MPO'S LRTP

Per the updated requirement in the TDP Rule, coordination between CAT and the Collier MPO planning processes and the MPO's LRTP is required. This requirement includes information sharing between the TDP and LRTP throughout the development process. Particular focus is required throughout public engagement efforts as both the TDP and LRTP plans are updated. The Collier MPO complied with this requirement, facilitating the coordination between both plans and providing regular updates to all Collier MPO Committees and the Collier MPO Board.

TDP Rule 14-73.001, Part 3 (c) Metropolitan Transportation Planning Process Coordination Program. The TDP shall include a detailed coordination program defining the collaborative participation and consistency in developing and implementing both the TDP and LRTP with the local MPO, as well as other related MPO multi-modal planning and programming including the UPWP, and the TIP, and Corridor Development Studies.

PLANNING PROCESS COORDINATION

To comply with the updated TDP Rule, CAT and the Collier MPO identified various activities which facilitated the planning process and allowed for the coordination between various planning documents, studies, and efforts. The Collier MPO advanced this major update serving as project leads and assisting with the solicitation, review, and finalization of the TDP major update. The Collier MPO identified and contributed through various other efforts, including those listed here:

- Involving MPO staff, committees, and/or board members including members of the Collier MPO Technical Advisory Committee, Citizen Advisory Committee, Local Coordination Board. Collier MPO staff also attended and participated in Collier County's Public Transit Advisory Committee, providing updates throughout the TDP development process.
- Coordination with MPO data and use of LRTP socio-economic forecasts for baseline and future year data for the TDP in the development of the Situational Appraisal contained in this TDP.
- Collaboration with the local MPO on LRTP outreach efforts by sharing outreach resources and findings at regular publicly advertised meetings of the Collier MPO, and at special meetings hosted by CAT and the Collier MPO.

- Coordinating the TDP project priorities and applicable transit-related guidance into the development of the transit element of the MPO's LRTP to keep the TDP consistent with the LRTP goals and objectives and its short-term outlook throughout the development of the TDP and LRTP.
- Reviewing the current UPWP, TIP and other relevant corridor development studies early throughout the TDP complements those programs/initiatives and remains consistent through engagement, participation, and the leadership of the Collier MPO staff participating in this update.
- Coordinating to ensure the TDP project priorities are considered for inclusion in the UPWP, TIP and corridor development studies as they are updated throughout the development process by Collier MPO staff participating and leading this TDP update.
- Through the development of the LRTP currently underway, the Collier MPO has identified further collaboration and inclusion of transit priorities and where opportunities for public engagement may be shared including in the development of surveys and other outcomes.
- Previous transit studies have been incorporated into this TDP, including the Immokalee to Lehigh Acres route identified in the Regional Services and Fare Study, the Zero Emission Fleet Transition Plan, the 2020 Park and Ride Study, and the 2021 Comprehensive Operations Analysis.
- The FY2025-2029 and FY2026-2030 TIPs were utilized to assist in developing revenue projections for this TDP.
- Stantec extended the transit revenue and cost projections in this TDP through 2050 for use in the 2050 LRTP (**Appendix F**).
- Based on the needs identified in this TDP, Stantec developed a transit Cost Feasible component for use in the 2050 LRTP (**Appendix F**).
- CAT and Collier MPO also coordinated with LeeTran on regional transit needs and to ensure consistency between CAT and LeeTran's TDPs.

TRANSIT DEVELOPMENT PLAN OPERATING AND CAPITAL NEEDS

This major update of the TDP includes the identification and planning of financial requirements including capital and operating needs. It is the goal of the Collier MPO to plan for the integrated and coordinated multimodal transportation needs for Collier County, its residents and visitors, and the region in which it operates. To the greatest extent possible, Collier County, CAT, and the Collier MPO have coordinated to ensure consistency between the TDP and the LRTP, when considering improvements, strategies, recommendations, and resulting financial plans. The coordination includes the following continued strategies:

- The LRTP and TDP will align operating and capital needs to ensure the plans' financial outlooks are consistent.
- Extension of the short-range plans in the TDP to support the long-range multimodal plans in the LRTP.
- Coordination between CAT and the Collier MPO in the development of the TDP and the LRTP to ensure consistency of identified and proposed transit priority corridors.

POLICY CONSISTENCY

The TDP was produced using the policies and objectives of the local, regional, state, and federal plans listed in **Table 2-14** as guidelines throughout the update process. The plans that were reviewed consistently set policies and objectives that called for safe, efficient, accessible multi-modal transportation systems that supported the workforce, planned future land uses, promoted energy efficiency, economic competitiveness and agency/ stakeholder coordination.

Because transit systems are a key component of multi-modal systems, the TDP focuses on integrating the existing and proposed services to address needs identified through analysis and stakeholder feedback. Policies supporting workforce mobility guide recommendations that linked various infrastructure and transit services such as park-and-ride lots to fixed route service, mobility on demand (MOD) services in areas such as Immokalee and Golden Gate Estates to address first-mile/last-mile demand and regional services between Lee and Collier Counties to meet current and projected demand.

Future land use plans inform transit modeling by helping to identify and prioritize services in areas of anticipated growth. Agency and stakeholder coordination was an integral part of the outreach process, actively shaping the prioritization of both operating and capital recommendations. Consistency with policies and objectives of the plans were adhered to throughout the TDP update process.

Plan	Managing Entity	Most Recent Update	Type of Plan	Program Overview
Local Plans				
Collier County Zero Emission Fleet Transition Plan	Collier County	2025	Implementation Plan	Evaluates the feasibility of incorporating alternative fuel technology into CAT's fleet and sets forth a proposed plan and timeline for doing so.
Collier County Strategic Plan	Collier County	2024	Strategic	A Strategic Plan framework aligns the Board's overall vision for the County with identifiable and measurable priorities. Individual departments and divisions will utilize this framework when formulating their annual operational plans. The Budget Office will ensure proper alignment between County priorities and the budget development process.
Immokalee Transportation Network Plan	Collier County	2024	Planning	The Immokalee Transportation Network Plan (ITNP) determined community mobility needs and important connections, identified missing gaps, set priorities, and recommended improvements to address needs and create a plan for the Immokalee Area.
City of Naples Comprehensive Plan - Transportation Element	City of Naples	2023	Comprehensive Plan	The City of Naples Comprehensive plan guides growth and development within the City. The plan is codified through Ordinance 2023-15042, enacted February 15, 2023. The plan covers land use, transportation, housing and environmental protections. The Transportation Element specifically addresses traffic circulation, including the types, locations, and the extent of existing and proposed major thoroughfares and transportation routes including bicycle and pedestrian ways.
City of Marco Island 2040 Comprehensive Plan	City of Marco Island	2021	Comprehensive Plan	The City of Marco Island Comprehensive Plan is a document that guides development and enhances the quality of life for residents. It is updated every 10 years and lays out how the city will deal with future issues.
City of Everglades City 2045 Comprehensive Plan	City of Everglades	2022	Comprehensive Plan	Everglades City Comprehensive Plan outlines the long-term vision for growth, development and land use.

TABLE 2-14: LOCAL, STATE AND FEDERAL PLANS, POLICIES, AND PROGRAMS

Plan	Managing Entity	Most Recent Update	Type of Plan	Program Overview
Local Plans (Continued)				
Collier County Growth Management Plan - Transportation Element Amendment	Collier County	2023	Comprehensive Plan	Collier County's Comprehensive Plan provides a framework for addressing, preventing, and or mitigating the impacts of, prepare for, respond to, recover from natural, manmade, and technological hazards that could adversely affect the health, safety, and general welfare of Collier County residents and visitors. The Comprehensive Plan contains various elements to address specific infrastructure, including a Transportation Element.
Collier Area Transit 2021-2030 Ten-Year Transit Development Plan Major Update	Collier County	2020	Transit Development Plan	CAT's transit development plan is a 10-year plan that guides community investments in transit services. It identifies how best to serve the mobility needs of residents, employees, and visitors.
Collier Area Transit Development Plan FY 2024 Annual Progress Report	Collier Area Transit	2024	TDP Annual Report	The TDP Annual Report reports on CAT performance in years between major updates. The annual report provides a progress update of the goals and objectives.
Collier County Bicycle and Pedestrian Master Plan	Collier MPO	2019	Master Plan	The Bicycle and Pedestrian Master Plan outlines strategies to support development of a range of bicycle/ pedestrian accommodations. The Master Plan outlines long range objectives for developing pathways/sidewalk infrastructure in Collier County.
Collier County Bicycle and Pedestrian Master Plan - Amendment	Collier MPO	2020	Master Plan	This Amendment updates the Collier County Bicycle and Pedestrian Master Plan and references the AUIR process.
Collier County Transportation Disadvantaged Service Plan	Collier County	2023	Service Plan	The TDSP is a 5-year plan to identify and plan for the delivery of services in Collier County's coordinated system. The TDSP service includes transportation provided for those that cannot obtain their own transportation due to a disability, age, or income.
Collier County Transit Impact Analysis Final Report and Recommendations	Collier MPO	2020	Impact Analysis	The Impact Analysis identifies and evaluates opportunities for supporting and advancing transit revenue and development review solutions.

TABLE 2-14: LOCAL PLANS, POLICIES, AND PROGRAMS (CONTINUED)

Plan	Managing Entity	Most Recent Update	Type of Plan	Program Overview
Regional Plans				
Collier County 2045 Long Range Transportation Plan	Collier MPO	2020	Long Range Plan	Collier County's LRTP identifies needed improvements to the transportation network in Collier County and SW Florida. Updated every 5 years, it incorporates the transportation needs of pedestrians, drivers, transit riders, cyclists, and freight operators.
Collier Area Transit Regional Service and Regional Fare Study	Collier MPO	2024	Study	The Study evaluates the opportunity to implement a new regional transit corridor for CAT to provide service between Collier County and Lee County and the feasibility of a joint fare structure. Currently the LinC is operated by Lee County (LeeTran). This service is proposed to be operated by CAT without a shared fee structure.
Strategic Regional Policy Plan by the Southwest Florida Regional Planning Council	Southwest Florida Regional Planning Council	2011	Policy Plan	The RPC's strategic plan provides guidance for communities in SW Florida.

TABLE 2-14: LOCAL PLANS, POLICIES, AND PROGRAMS (CONTINUED)

Plan	Managing Entity	Most Recent Update	Type of Plan	Program Overview
State and Federal Plans				
Florida Transportation Plan: 2045 FTP	Florida Department of Transportation	2020	Long Range Plan (Statewide)	The FTP is statewide, comprehensive plan for all of Florida. It guides the development of transportation infrastructure across modes.
Florida Department of Transportation State Management Plan	Florida Department of Transportation	2023	Plan	The State Management Plan provides a comprehensive framework covering the governing policies and procedures for transit providers. The State Management Plan is managed by the FDOT Transit Office.
Florida Department of Transportation Complete Streets Implementation Update: Handbook and Design Manual (reference Section 225 Public Transit Facilities)	Florida Department of Transportation	2024	Design Manual	The FDOT Design Manual sets forth geometric and other design criteria, as well as procedures for all new construction, reconstruction, and resurfacing projects on the Florida Highway System and the National Highway System. The Design Manual includes guidance on Complete Streets Implementation.
Fixing America's Surface Transportation (FAST) ACT	US DOT Federal Highway Administration	2015	Federal Act	The FAST ACT is a funding and authorization bill to govern US federal surface transportation spending.
The Infrastructure Investment and Jobs Act (IIJA) also known as the Bipartisan Infrastructure Law (BIL)	US DOT Federal Highway Administration	2021	Federal Bill	The Bipartisan Infrastructure Law is a funding bill which includes goals to repair and rebuild roads and bridges with a focus on environmental mitigation, resilience, and safety for all users. The bill will also improve transportation options for millions of Americans and reduce greenhouse emissions.

TABLE 2-14: LOCAL PLANS, POLICIES, AND PROGRAMS (CONTINUED)

Each plan had several key findings that were applicable to the TDP. These can be found summarized below:

COLLIER COUNTY STRATEGIC PLAN

- Implement prudent and inclusive policy development through effective planning for transportation, land use, and growth management.
- Design and maintain an effective transportation system to reduce traffic congestion and improve the mobility of our residents and visitors.
- Collier County priorities for 2024 include asset management plans - Transportation Management.

IMMOKALEE TRANSPORTATION NETWORK PLAN

- ITNP recognizes a significant segment of Immokalee's population uses public transit, walks, or bicycles to work, school, and other destinations. The study calls for developing recommendations that identify enhancements to mobility for Immokalee and include potential routes to improve the connectivity of the collector and local street network to expand public transit service, bicycle and pedestrian access.

CITY OF NAPLES COMPREHENSIVE PLAN - TRANSPORTATION ELEMENT

- **Policy 2-2:** Participate in the development and review, particularly with the development of elements outlined below, of all long-range plans of the FDOT and the Collier MPO, and incorporate all recommendations which are consistent with the City's plans, including d) Transit Service and h) Ten-Year Transit Plan.
- **Policy 2-5:** Evaluate program goals including Complete Streets and multimodal options to reduce peak hour travel demand and reduce the number of vehicle miles traveled per capita while increasing the quality of life.
- **Policy 5-7:** If a mass transit system is approved that contains routes with the City, the Code of Ordinances will be amended to require sites along approved mass transit routes to be evaluated for modifications to the parking areas to accommodate facilities related to multimodal transportation systems.
- **Policy 9-5:** Continue to support and investigate improved inter city transit connectivity, routes, access and frequency through representation on the Collier MPO, TAC, Children's Advocacy Center and Pathways Advisory Committee.
- **Policy 9-6:** Continue to investigate improving intra-city and transit loops with low capacity, energy efficient vehicle to provide circulations without increasing vehicle movements in congested areas.

CITY OF MARCO ISLAND 2040 COMPREHENSIVE PLAN

- **Policy 1.2.9:** The City shall seek enhancement grants through the MPO, FDOT, and other sources to fund transportation projects that enhance its vision for a safe, connected, multimodal system, including intersections, streets, bicycle, transit and pedestrian improvements.
- **Policy 1.5.1:** The City recognizes that a connected multimodal system including interconnections between transportation facilities such as automobiles, waterways, sidewalks, bike paths/trails, and transit; and trip generators and attractors, such as parks, beaches, shopping, parking, and transit stops.
- **Policy 1.5.7:** The City will integrate its various master planning efforts, including parks, bike paths, greenways, or commercial areas to ensure an integrated multimodal system of walkways, bicycle paths, bicycle amenities, mass transit, and streets.

- **Objective 1.6:** Promote an efficient public transit service, that is safe, convenient, and accessible to all ages and abilities by recognizing that public transit offers the opportunity to relieve traffic congestion, enhance livability, and support small town charm.
- **Policy 1.6.1:** The City of Marco Island will collaborate with the Collier Area Transit (CAT) to determine the viability and cost-benefit of enhanced public transit services and programs.
- **Policy 1.6.3:** The City shall coordinate with public and private transit agencies to ensure adequate transit capacity to meet public transit demand and actively identify improvements and enhancements needed by the system.
- **Policy 1.6.4:** The City shall coordinate with CAT and the MPO on the Transit Development Plan and to further the use of public transit through promotion of schedules, employer incentives, and other transportation tools as may be desired.
- **Policy 1.5.1:** The City may coordinate with Collier County to plan for affordable housing that is located outside the City. The City maintains an interest in affordable housing that serves the island workforce and is located in close proximity to, and supports public transit.

COLLIER COUNTY GROWTH MANAGEMENT PLAN - TRANSPORTATION ELEMENT

- **Policy 10.2:** The County shall continue to improve transit services for the transportation disadvantaged in the rural areas through the CTC.
- **Objective 12:** Encourage the use of transit services now and in the future.
- **Policy 12.2:** The County Transportation Division and the Collier MPO shall coordinate the development and maintenance of transit development plans with FDOT.
- **Policy 12.4:** The County shall, in recognition that the potential for public transit service between Bonita Springs in Lee County and Naples in Collier County exists, consider any intergovernmental efforts which are necessary to bring about such service.
- **Policy 12.7:** Following the adoption of any TDP, the County shall initiate the development of transit ROW and corridor protection strategies, including ordinances and policy additions.
- **Policy 12.8:** The County shall include capital expenditures for any adopted transit development plan in the Capital Improvement Element.
- **Policy 12.9:** The County shall incorporate herein by reference the most recent TDP adopted by the Board of County Commissioners.
- **Policy 12.10:** The County, through the Future Land Use Element, Golden Gate Master Plan's Golden Gate City sub-element and the Immokalee Area Master Plan, provides for higher density residential projects along the CAT routes, known as TOD with a portion of the Urban Mixed Use District. TOD which may include housing that is affordable proximate to employment center and/or along transit routes that serve employment centers, may increase transit ridership thereby reducing single occupancy trips and vehicle miles traveled.
- **Objective 13:** Evaluate the creation of a separate Transit Element to give alternative means of transportation equal treatment within the Growth Management Plan.
- **Policy 13.1:** The County may develop a Transit Element, a Transit sub-element within this Transportation Element or incorporate alternative means of transportation into the Growth Management Plan through other appropriate modifications, based upon the conclusion of the November 2011 Master Mobility Plan.

CITY OF EVERGLADES CITY 2045 COMPREHENSIVE PLAN

- **Objective T-1.2:** Intergovernmental Coordination Everglades City will coordinate with the Collier MPO and FDOT regarding mobility planning and funding needs.

COLLIER AREA TRANSIT 2021-2030 TEN-YEAR TRANSIT DEVELOPMENT PLAN MAJOR UPDATE

- **Objective 1.1:** Improve efficiency, quality, and level of service to adequately serve residents and visitors while increasing the economic vitality of transit in the county.
- **Initiative 1.2.2:** Install and maintain bus stop amenities according to an ADA-compliant Passenger Amenities Program and Bus Stop Amenities guidelines.
- **Initiative 1.2.3:** Install a minimum of 10 covered, ADA compliant accessible bus stop shelters per year.
- **Initiative 1.4.3:** Coordinate with the CATConnect paratransit program to identify and target areas with high TD ridership and lower density of demand and develop programs to shift TD riders to mobility on demand for a solution with connections to the fixed-route network.
- **Initiative 1.4.4:** Require local governments and FDOT to provide accessible sidewalks, bus stops, and other bus stop improvements within roadway projects and all new developments.
- **Objective 6.1:** Develop ongoing processes to measure and monitor service quality.
- **Initiative 7.1.4:** Annually seek to identify and obtain available alternative revenue sources for the provision of new and improved transit services.

COLLIER COUNTY BICYCLE AND PEDESTRIAN MASTER PLAN

- **2.0 Connectivity:** Create a network of efficient, interconnected, and convenient bicycle and pedestrian facilities in Collier County.
  - » **Objective:** Provide a variety of bikeways and pedestrian facilities connected to transit stops and along transit routes.
- **3.0 Equity/livability:** Increase transportation choice and community livability through the development of an integrated multimodal system.
  - » **Objectives:** Provide safe biking and walking conditions in areas of Collier County that are underserved or transit-dependent. Provide a variety of bikeways and pedestrian facilities connected to transit.
  - » **Strategies:** Support Collier Area Transit (CAT) by coordinating bicycle and pedestrian facilities and ADA improvements with bus routes and transfer centers. Identify and select projects that support the safe, convenient, and accessible use of transit.
- **4.0 Health:** Specifies that "all users" includes pedestrians, bicyclists, transit vehicles and users, and motorists of all ages and abilities.

COLLIER COUNTY BICYCLE AND PEDESTRIAN MASTER PLAN AMENDMENT

- Updates the Bicycle/ Pedestrian Master Plan and references Collier County's Annual Update and Inventory Report on transportation infrastructure.

COLLIER COUNTY TRANSPORTATION DISADVANTAGED SERVICE PLAN

- **Strategy 1.1.1:** Continue coordination efforts with City and County Departments to ensure the inclusion of transit-supportive elements in development plans and affordable housing/economic development initiatives.

COLLIER COUNTY TRANSIT IMPACT ANALYSIS FINAL REPORT AND RECOMMENDATIONS

- **LDC 6.02.02:** Management and Monitoring Programs. Address Transportation Demand Management (TDM) strategies for development projects within the Transportation Concurrency Exception Area (TCEA). Recommends revising TDM strategies to promote selecting a mix of strategies. Recommends providing options in the developer application process. Recommends adding a reporting requirement to monitor TDM strategies.

COLLIER COUNTY 2045 LONG RANGE TRANSPORTATION PLAN

- **Goal 6**: Increase the safety of the transportation system for users.
  - » **Objective:** Ensure adequate bicycle and pedestrian facilities are incorporated into new highway and transit projects.
- **Goal 7:** Promote Multimodal Solutions.
  - » **Objective:** Improve frequency and reliability of public transit service routes and improve access to park-and-ride lots.
- **Goal 8:** Promote the Integrated Planning of Transportation and Land Use.
  - » **Objectives:** Coordinate with local governments and partner agencies to ensure transportation plans and programs support local land use plans and a sustainable transportation system. Assure that local growth management objectives are reflected in transportation plans and programs. Assure that transportation plans and projects promote economic sustainability for the county.
- **Goal 9:** Promote sustainability in the Planning of Transportation and Land Use.
  - » **Objectives:** Improve the sustainability of communities through increased access to affordable housing and centers of employment and reduced automobile dependency. Ensure that transportation system improvements are equitable and fair to all residents of the county. Engage a diverse public in the development of the region's transportation system.

COLLIER AREA TRANSIT REGIONAL SERVICE AND REGIONAL FARE STUDY

- **Regional Goal:** To improve and expand regional mobility services with a focus on commuter express routes, connecting workers to employment centers, and facilitating access to key activity centers.
- **Regional Goal:** To improve and enhance intergovernmental relationships and expand regional travel services.
- **Regional Goal:** To implement the Collier and Lee County transit connection between the Immokalee Health Department transit Transfer Facility in Collier County and the Lehigh Acres Park-and-Ride Transfer Facility in Lee County.

COLLIER COUNTY ZERO EMISSION FLEET TRANSITION PLAN

Implementation Plan, Section 8.3. Phase 1-2025-2029 – Recommends the purchase of one battery electric bus (BEB) and two overnight chargers and evaluation of operating and maintenance issues. Phase 2-2029-2032 – Recommends the purchase of a second BEV.

Implementation of plan to be revisited in the next TDP Major update in 2031. Phase 3 – 2032-2034 – Purchase and implement six hybrid electric buses and evaluation of operating and maintenance issues.

The proposed purchase of the alternative fuel vehicles coincides with the bus replacement schedule included in this TDP. The difference in costs associated with such purchases are expected to be nominal.

STRATEGIC REGIONAL POLICY PLAN BY THE SOUTHWEST FLORIDA REGIONAL PLANNING COUNCIL

- **Goal 1:** Regional Transportation Element Construct an interconnected multimodal transportation system that supports community goals, increases mobility, and enhances Southwest Florida's economic competitiveness.
  - **Strategy:** Promote Smart Growth where residential communities are linked with job centers through transit, carpooling, or other high occupancy vehicle transportation.
  - **Action 1:** In cooperation with transit providers and other governmental and private entities, seek long-term, dedicated funding sources for use for improving and expanding the transit system.
- **Goal 4:** Regional Transportation Element Assist as needed in the development of a cost-effective and financially feasible transportation system that adequately maintains all elements of the transportation system to better preserve and manage the Region's urban and non-urban investment.
  - **Strategy:** Assist in the development of land use plans and policies that assess the potential for adverse impacts on transportation facilities and protect investments in transportation infrastructure.
  - **Action 1:** Assist transit providers and other governmental and private entities seek long-term, dedicated funding sources for use for improving and expanding the transit system.
  - **Action 2** Assist FDOT, local governments and the MPOs in designing plans that connect and serve urban communities with an efficient, transit-oriented, and multi-modal transportation system.
- **Goal 5 Livable Communities - Transportation:** Livable communities designed to affect behavior, improve quality of life and responsive to community needs
  - **Strategy:** Promote through the Council's review function a good environment for driving, walking, bicycling, and public transit using a highly connected network of public streets, green space, and community centers.
  - **Action 4:** Review comprehensive plans and land development regulations for incentives to develop and redevelop using mixed uses, higher densities, shared parking; and improved vehicular, mass transit, pedestrian and bicycle access and travel, as well as providing a variety of affordable residential densities and types.
  - **Strategy:** Encourage local governments and the private sector to implement travel demand management policies and actions to relieve traffic congestion, improve air quality and reduce energy consumption.
  - **Action 1** In conjunction with the MPOs and transit providers, work to identify residential communities linked with job centers through transit or through carpooling, or other high-occupancy vehicle modes of transportation.

FLORIDA TRANSPORTATION PLAN: 2045 FTP

- **Promote Efficient Movement of People and Goods:** A multimodal transportation system that promotes the efficient movement of people and goods is vital

for the connectedness of Florida's communities. The Florida Transportation Plan provides a framework for implementing initiatives and actions effectively, ensure that transportation goals and investments benefit for the residents and visitors.

- **Engaging and Connecting the Community:** Updating the Florida Transportation Plan is a collaborative effort that involves input from all people in our communities. This engagement ensures that the plan reflects the vision and priorities of Florida's communities, while connecting them to each other as well other regions throughout the state. Transportation investments must be strategically implemented to ensure each community's needs are met.
- **Supporting Economic Competitiveness:** The FTP helps identify transportation initiatives that support economic development, job creation, business growth and the state's economic competitiveness. A resilient transportation infrastructure is necessary to support our state's supply chain for a mix of industries and businesses.
- **Preserving Florida's Natural Resources and Quality of Life:** The FTP allows us to reassess and adapt to Florida's changing transportation landscape. It ensures that our policies, programs, and projects align with current and future transportation needs to preserve Florida's quality of life and prioritize Florida's environment and natural resources.

FLORIDA DEPARTMENT OF TRANSPORTATION STATE MANAGEMENT PLAN

- **Mission Statement:** FDOT will provide a safe transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of our environment and communities.
- **Vision Statement:** The FDOT team serves the people of Florida by providing a transportation network that is well planned, supports economic growth, and has the goal of being congestion and fatality free.

FIXING AMERICA'S SURFACE TRANSPORTATION (FAST) ACT

- Increased transit funding.
- Provides formula funding and competitive grant programs.
- Creates pilot programs for the expansion of transit.
- Provides funding flexibility to address state of good repair.
- Provides coordination of public transportation services with other federally assisted transportation services to aid in the mobility of older adults and individuals with disabilities.

INFRASTRUCTURE INVESTMENT AND JOBS ACT (IIJA)/BIPARTISAN INFRASTRUCTURE LAW (BIL)

- **Bus and Bus Facilities Program** - makes funding available to states, designed recipients, and local governmental entities that operate fixed route bus service to replace, rehabilitate, and purchase buses and bus related equipment and to construct bus-related facilities. Includes the low or no-emission vehicle program which helps transit agencies purchase or lease low or no-emission vehicles that use advanced technologies to help improve air quality and combat climate change.
- **Pilot Program for Transit-Oriented Development Planning** - Provides funding for TOD planning associated with a transit project through the FTA Capital Investment Grants Program.
- **Public Transportation Innovation** - Awards funding to advance innovative public transportation research and development.

TREND AND PEER COMPARISON ANALYSIS

This section provides trend analyses for key performance, effectiveness, and efficiency measures for the CAT system for the past 5 years. In addition, comparisons to peer agencies have been provided to show how the CAT system performs against similar systems.

This evaluation was conducted using data directly obtained from the National Transit Database (NTD) across a number of different variables for transit performance. These system performance measures are recommended by the FDOT TDP Handbook for general performance, efficiency, and effectiveness, as listed and categorized in **Table 2-15**.

Performance Measures	Effectiveness Measures	Efficiency Measures
Unlinked Passenger Trips	Unlinked Passenger Trips per Capita	Operating Expense per Capita
Passenger Miles Traveled	Passenger Miles Traveled per Capita	Operating Expense per Unlinked Passenger Trip
Vehicle Revenue Miles	Vehicle Revenue Miles per Capita	Operating Expense per Passenger Miles Traveled
Vehicle Revenue Hours	Unlinked Passenger Trips per Vehicle Revenue Mile	Operating Expense per Vehicle Revenue Miles
Vehicles Operating/Available at Maximum Service	Unlinked Passenger Trips per Vehicle Revenue Hour	Operating Expense per Vehicle Revenue Hours
Operating Expense		Vehicle Revenue Miles per Vehicle
Fare Revenue		Farebox Recovery Ratio
		Average Fare

TABLE 2-15: SYSTEM PERFORMANCE REVIEW MEASURES

PEER SELECTION

The peer selection process followed the methodology provided by the Transit Cooperative Research Program (TCRP) Report 141: A Methodology for Performance Measurement and Peer Comparison in the Public Transportation Industry and recommended by the FDOT TDP Handbook (2022).

The guidance recommends a minimum of 5 agencies and for the purposes of this TDP, 10 agencies have been selected as the final peer group. It is crucial to select a suitable group of peer agencies to ensure that credible comparisons can be made to provide insight and trigger action, as opposed to poorly chosen peers which can produce irrelevant results.

For the purpose of performance measuring, an initial group of 15 peers was formed to be compared to CAT. For this TDP update, all previous agencies that were included in the prior TDP update were included as well as additional agencies that were deemed to be similar in nature to CAT.

This initial list of peer agencies consisted of:

Transit System	Location	Peer Description
The M (Montgomery Area Transit)	City of Montgomery, AL	From Previous TDP
TTA (Tri-State Transit Authority)	Huntington, WV	From Previous TDP
The Wave Transit System	City of Mobile, AL	From Previous TDP
ART (Asheville Redefines Transit)	City of Asheville, NC	From Previous TDP
GCT (Gwinnett County Transit)	Lawrenceville, GA	From Previous TDP
PCPT (Pasco County Public Transportation)	New Port Richey, FL	From Previous TDP
The Wave (Cape Fear Public Transportation Authority)	Wilmington, NC	From Previous TDP
Breeze Transit (Sarasota County Area Transit)	Sarasota, FL	Newly Added
LeeTran (Lee County Transit)	Fort Myers, FL	Newly Added
Bayway (Bay County Transportation)	Panama City, FL	Newly Added
GoLine (Indian River County)	Vero Beach, FL	Newly Added
Citrus Connection (Lakeland Area Mass Transit District)	Lakeland, FL	Newly Added
CARTA (Charleston Area Regional Transportation Authority)	North Charleston, SC	Newly Added
ECAT (Escambia County Area Transit Authority)	Pensacola, FL	Newly Added
CCRTA (Cape Cod Regional Transit Authority)	Hyannis, MA	Newly Added

TABLE 2-16: TRANSIT SYSTEM PEER REVIEW SELECTION

The selection of potential peers was conducted using the peer selection methodology outlined in the FDOT TDP Handbook, employing validated 2022 National Transit Database (NTD) data and the Florida Transit Information System (FTIS). Additional potential peers that were selected consisted of transit agencies from the previous TDP and agencies located in the southeastern United States, specifically those with coastal characteristics in their geographic profiles.

From the newly identified transit agencies, Breeze Transit (Sarasota, FL), LeeTran (Fort Myers, FL), Bayway (Panama City, FL), GoLine (Vero Beach, FL), and Citrus Connection (Lakeland, FL) were chosen because they are situated within Florida, either in coastal counties or counties near Collier County. Additionally, CARTA (North Charleston, SC), ECAT (Pensacola, FL), and CCRTA (Hyannis, MA) were selected based on their recommendation as top peers to CAT according to the FTIS Urban iNTD tool. It is worth noting that ART was also recommended but was already included in the previous TDP peer group.

NTD data for this initial set of peer agencies was then obtained and analyzed to determine similarity to CAT and suitability to be used as a peer. Likeness scores were calculated for 14 different indicators including 8 operating characteristics and 6 exogenous variables. A secondary screening was also performed with additional indicators to rule out any anomalies within the initial peer group. A detailed account of the selection methodology can be found in **Appendix A**.

Based on the results from the initial likeness score comparison and the secondary screening, a final set of 10 agencies were selected, as listed in **Table 2-17**. The table also includes the likeness score for each agency and the reasons that the agency was selected to be in the final peer group.

It is acknowledged as part of the methodology that peers will not be exactly like one another in all categories and the approved methodology is built to allow for that and allow for similarity in only a few other categories.

For full details on stage 2 of the screening refer to **Appendix A** for the full Peer Selection methodology.

Peer Agency	Likeness Score	Reasoning for Top 10 Selection
Breeze Transit (Sarasota County Area Transit), Sarasota, FL	6.98	Likeness score and location of the peer is desirable.
LeeTran (Lee County Transit), Fort Myers, FL	7.80	Likeness score from the primary review was substantially lower and location of the peer is desirable.
Bayway (Bay County Transportation), Panama City, FL	6.03	Likeness score and location of the peer is desirable.
ECAT (Escambia County Area Transit Authority), Pensacola, FL	6.05	Likeness score
CCRTA (Cape Cod Regional Transit Authority), Hyannis, MA	6.30	Likeness score
CARTA (Charleston Area Regional Transportation Authority), North Charleston, SC	6.06	Likeness score
Citrus Connection (Lakeland Area Mass Transit District), Lakeland, FL	5.68	Likeness score and location of the peer is desirable.
The Wave (Cape Fear Public Transportation Authority), Wilmington, NC	5.49	Likeness score
The Wave Transit System, City of Mobile, AL	6.81	Likeness score
PCPT (Pasco County Public Transportation), New Port Richey, FL	6.35	Likeness score

TABLE 2-17: LIKENESS SCORES AND REASONING FOR TOP 10 PEER GROUP SELECTION

NORMALIZING DATA

To accurately portray cost data, all monetary values were normalized to reflect the effects of inflation and differences in labor costs between geographical regions. It is important to consider for labor costs differences as it allows for conclusions to be drawn with more certainty that the cost differences between agencies are due to internal agency efficiency variances rather than external cost variation. Labor costs are also typically the largest component of an agency's operating costs. It is relevant to consider inflation rates to see if an agency's costs are changing faster or slower than inflation when conducting trend analyses.

To adjust for differences in labor costs between counties, average labor wage rates were used to recalculate cost data. Annual average weekly wages for 2022 were obtained from the US Bureau of Labor Statistics' Quarterly Census of Employment and Wages. All occupation types were included in the average calculation as agencies have no control over general labor environments in the county, which the cost data is being adjusted for, as opposed to the industry-specific labor rates that the agencies have some control over. Including all occupations also allows for an agency to analyze how much of its labor is spent in comparison to the county's average wages, as well as to adjust its costs to reflect changes in the county's overall cost of living. The peer agencies' cost data was adjusted for labor cost differences by multiplying the raw cost data from NTD by the ratio between Collier's average labor cost over the peer agency county's average labor cost.

To adjust for inflation in trend analyses, consumer price indices (CPI) were used to recalculate cost data. As the selected peers are located in different states around the United States, national CPIs were used. CPI values for the years of 2018 to 2022 were obtained from the US Bureau of Labor Statistics' CPI Inflation Calculator to adjust cost data for inflation across these years. This was done by multiplying the raw cost data from NTD by a ratio between the initial year's (2018) CPI over the analysis year's CPI.

PERFORMANCE MEASURES

Data for select system characteristics were taken from NTD to assess the general operating performance of the CAT system and its chosen peers. All of the performance indicators are based on exact data values from the NTD database, reflecting total values for all modes.

UNLINKED PASSENGER TRIPS (UPT)

Unlinked passenger trips (UPT) refer to the number of people riding only one public transit vehicle from origin to destination, counting a new trip each time a vehicle is boarded no matter how many transfers are made. UPT data represents the market demand for service, and a higher number of passenger trips is considered a positive metric. UPT numbers for CAT decreased by almost 30% from 0.95 million trips in 2018 to 0.65 million in 2021 but increased to 0.75 million in 2022. The growth in trips from 2021 to 2022 suggests service improvements have started to take effect as ridership has returned following the COVID pandemic. Due to three peers with much higher UPT values, CAT falls below the average UPT (shown with the blue line in **Figure 2-41**) of the peer group. Excluding these top three peers, Collier has one of the higher UPT values amongst the remaining peers.

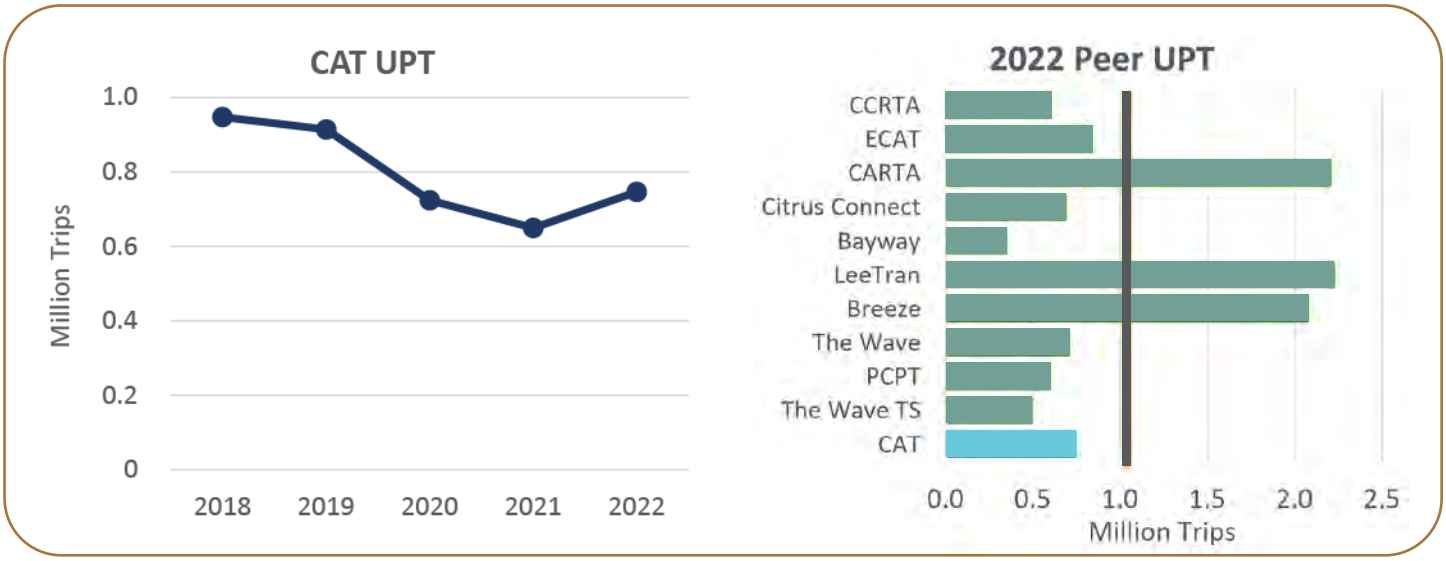

FIGURE 2-41: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED PASSENGER TRIPS

PASSENGER MILES TRAVELED (PMT)

Passenger miles traveled (PMT) denotes the total distance traveled by all passengers using the service. As with UPT, higher PMT is also a positive metric. PMT numbers for CAT follow the same trend as the UPT numbers, decreasing about 30% from 7.4 million miles in 2018 to 5.3 million in 2021, but increasing to 6.1 million in 2022 (shown in **Figure 2-42**). This is directly reflective of passenger trips which are to be expected. Similar to UPT, the same three agencies with much higher PMT values are influencing the average value to be higher. CAT PMT is just below the average value and is also one of the higher values excluding these top three agencies.

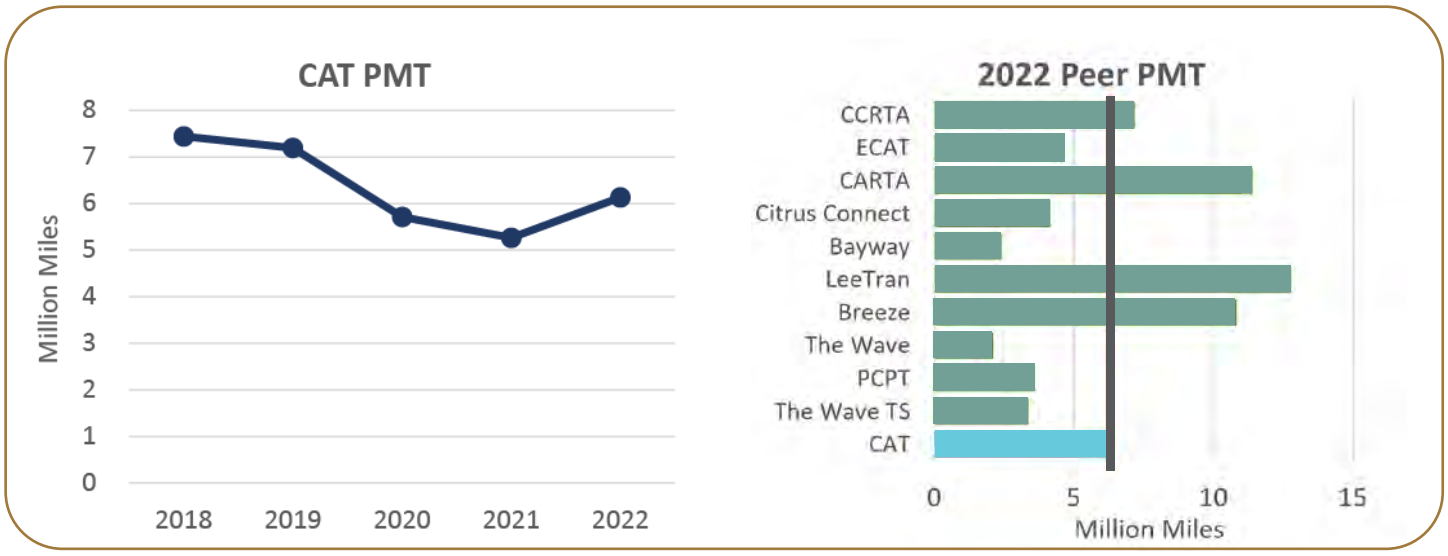

FIGURE 2-42: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR PASSENGER MILES TRAVELED

VEHICLE REVENUE MILES (VRM)

Vehicle revenue miles (VRM) detail the total distance traveled where the transit service was operating in revenue service, which excludes deadhead travel, training operations, and charter services. VRM as a metric itself is not indicative of positive or negative performance and should be analyzed in relation to productivity and cost-effectiveness measures. The slightly decreasing trend in CAT vehicle revenue miles suggests that services are being withdrawn, and with the lack of riders and passenger miles in 2020 and 2021 but a relatively stable amount of service being provided suggest that a major cost recovery issue would have occurred that is likely still impacting the agency (shown in **Figure 2-43**). CAT VRM is just below the peer average, however, VRM itself is not indicative of performance. The larger transit agencies such as LeeTran and Sarasota Breeze most likely run more service or longer routes that result in greater VRM.

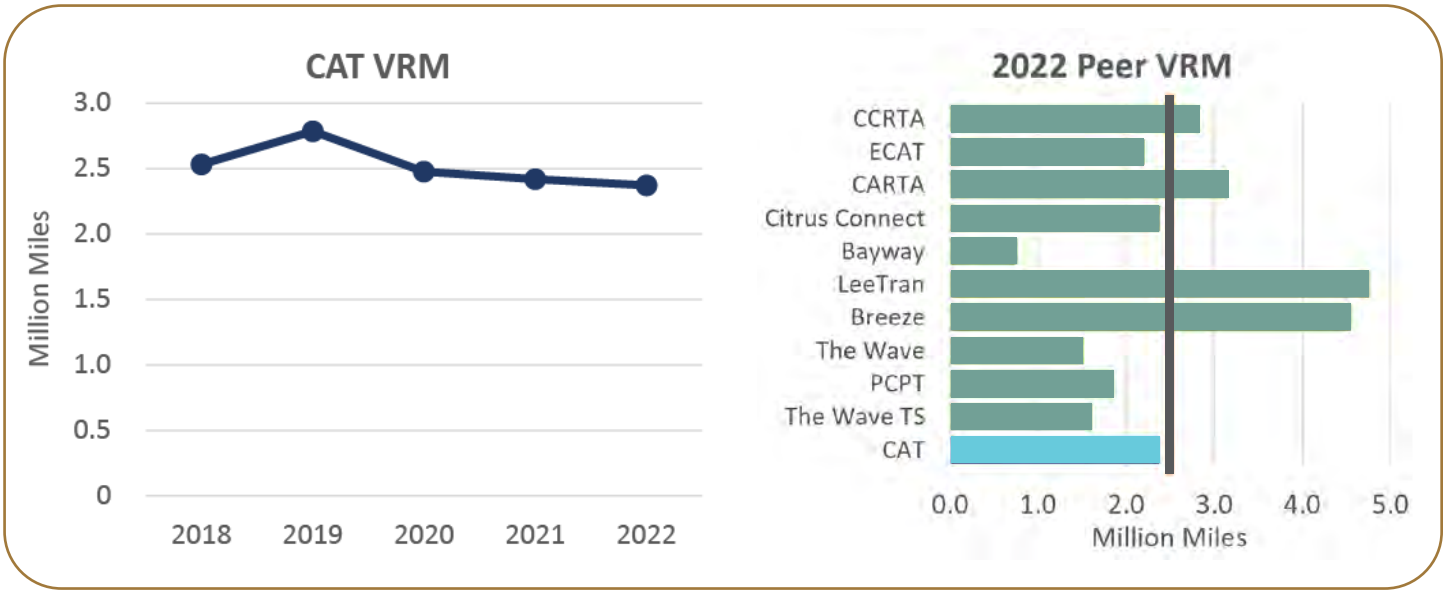

FIGURE 2-43: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE MILES

VEHICLE REVENUE HOURS (VRH)

Vehicle revenue hours (VRH) represent the total travel time that transit vehicles have operated during revenue service. Like with VRM, VRH as a metric itself is not indicative of positive or negative performance and should be analyzed in relation to productivity and cost-effectiveness measures. Given that CAT VRH values have gone up slightly from 2021 to 2022 compared to decreasing VRM, this would suggest that routes that serve longer distances and cover more miles, possibly towards more rural areas have been restricted and instead shorter routes with more service has replaced it. The increase is also a reflection of congestion as a result of the growth within the County, causing longer travel times for the same distances compared to the previous year. CAT VRH is below the peer average, but again VRH itself is not indicative of performance (shown in **Figure 2-44**). The larger transit agencies such as LeeTran and Sarasota Breeze most likely run more service or for longer times which results in greater VRH.

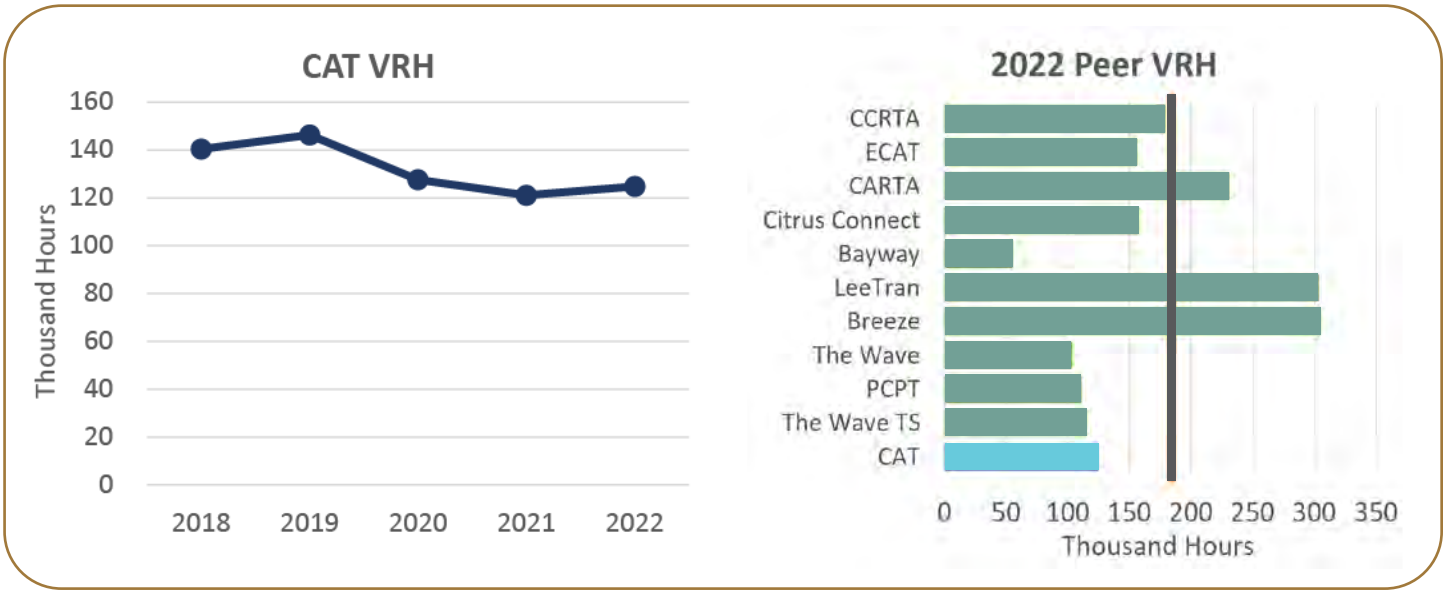

FIGURE 2-44: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE HOURS

VEHICLES OPERATING/AVAILABLE AT MAXIMUM SERVICE (VOMS/VAMS)

Vehicles operating or available at maximum service counts the number of vehicles that are required for (VOMS) or are available to (VAMS) the transit agency to operate at peak full service. VOMS is important for assessing fleet size, directly relating to the network structure and availability of service. VOMS/VAMS numbers can impact the number of routes and frequency of service offered by the transit agency. VOMS helps to determine the required vehicle demand during maximum service versus the vehicles available. VAMS increased from 2020 to 2021 during the pandemic, when less service was required and VOMS was lower. This likely resulted in the decrease in VAMS from 2021 to 2022, however, VOMS has since increased, which would suggest that CAT are operating very close to the line in terms of not having enough vehicles to provide service. Both CAT VOMS and VAMS values are below the peer average, but this is not indicative of performance as agencies will require different numbers of vehicles due to varying services.

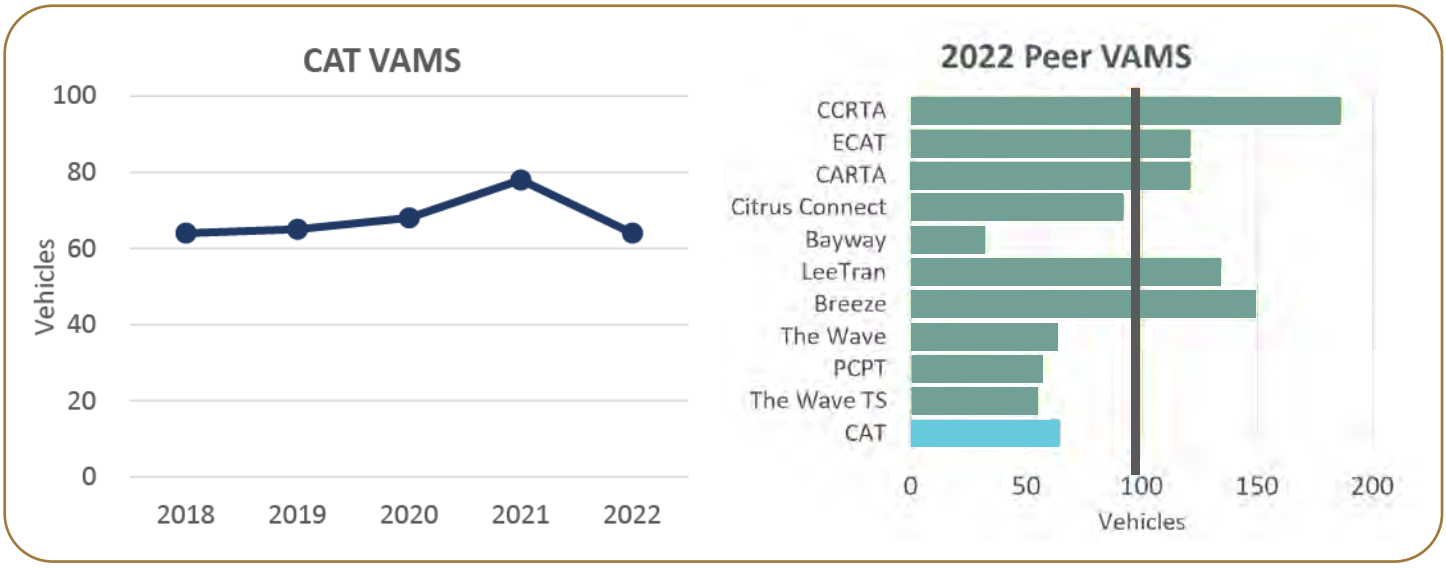

FIGURE 2-45: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLES AVAILABLE AT MAXIMUM SERVICE

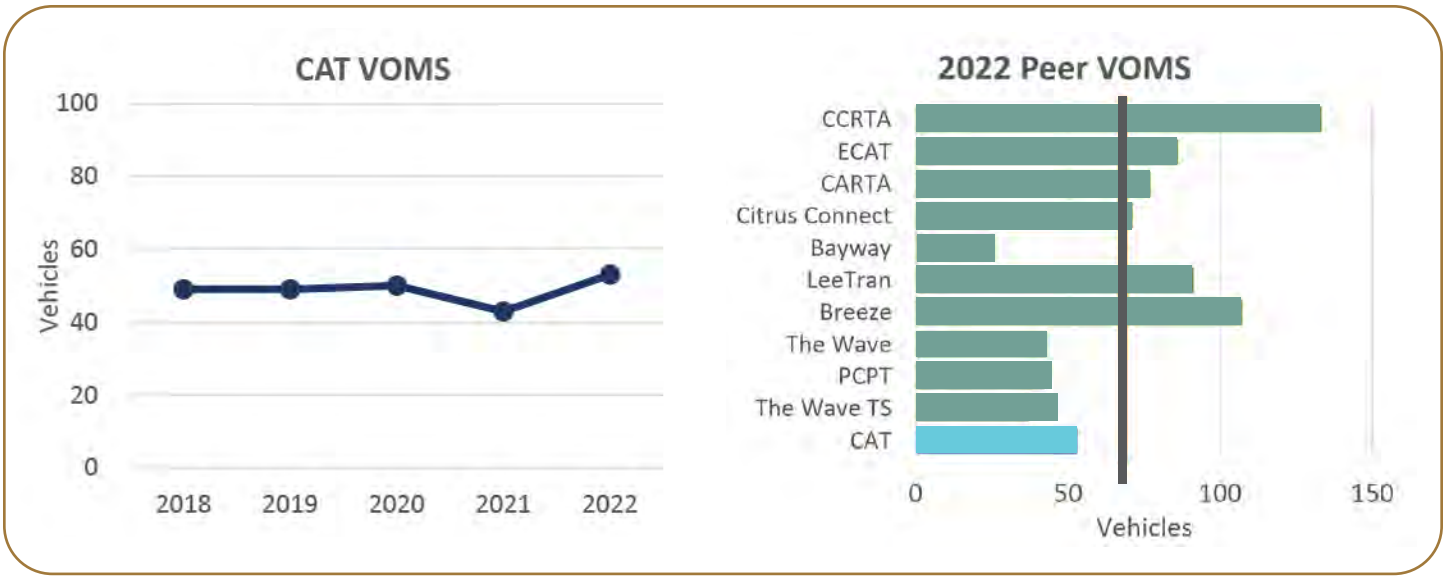

FIGURE 2-46: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLES OPERATING AT MAXIMUM SERVICE

OPERATING EXPENSE

Total operating expense considers all costs associated with operating the transit service, including operational, maintenance, and administrative costs. The NTD data values for operating expense were recalculated for the peer comparison chart to account for differences in labor costs across different geographical regions. The CAT trend chart includes a secondary data series reflecting the cost data in 2018-dollar values, depicting the impacts of inflation over the years (shown in **Figure 2-47**). CAT operating expenses have shown a general increase in trends since 2018 which is to be expected as service gets more expensive to deliver. However, the increase in operating expenses does not appear as drastic between 2021 to 2022 in 2018-dollars, indicating the increase in cost is mostly due to the impact of inflation. Operating expenses should be analyzed in relation to fare revenue and farebox recovery rates to determine how much of the cost of the service is being recouped. CAT operating expenses are below the peer average, indicating that the transit system does not cost as much to operate compared to the other larger agencies.

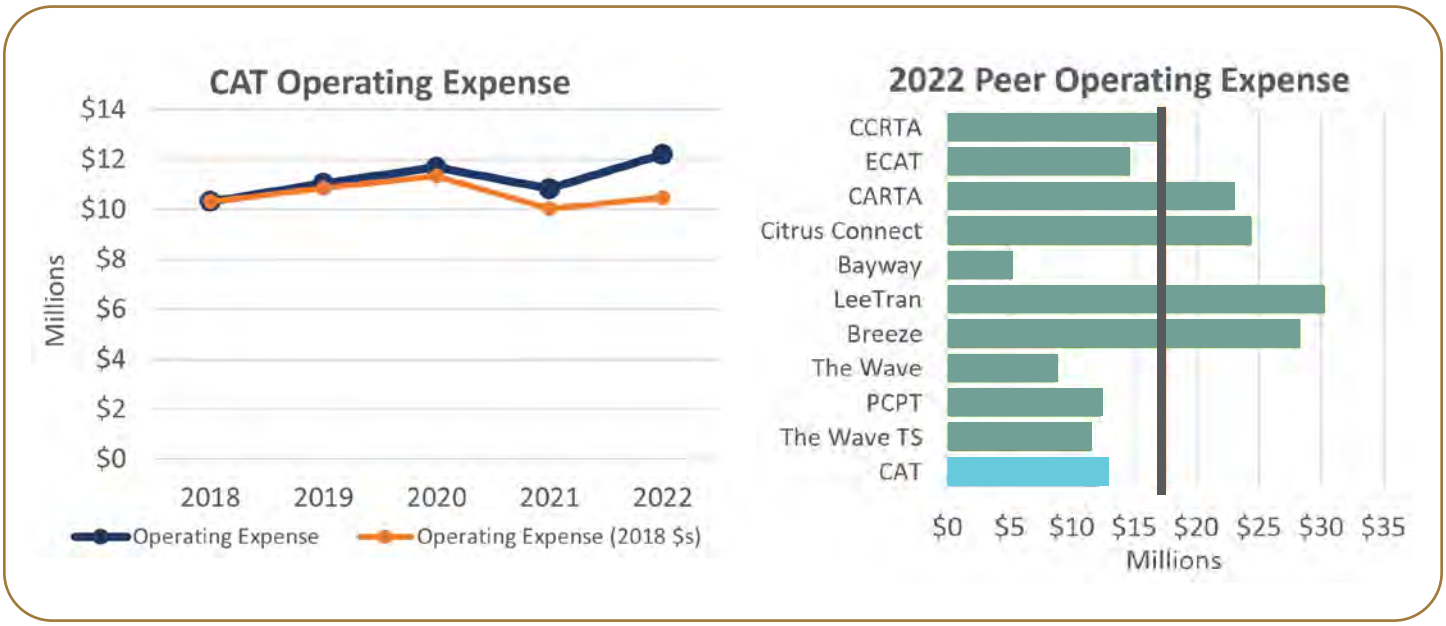

FIGURE 2-47: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE

FARE REVENUE

Fare revenue is the total amount of revenue generated from fare-paying transit service users. Again, the CAT trend chart includes a secondary data series reflecting the revenue data in 2018-dollar values, depicting the impacts of inflation over the years (shown in **Figure 2-48**). Post-pandemic, CAT fare revenue has been steadily increasing which would be in line with passenger trips also increasing. As with operating expense, fare revenue is most useful when analyzed in relation to operating expense and farebox recovery rates. CAT fare revenue is below the peer average, indicating that CAT receives less revenue from rider fares compared to other agencies, especially CARTA with a significantly higher fare revenue value.

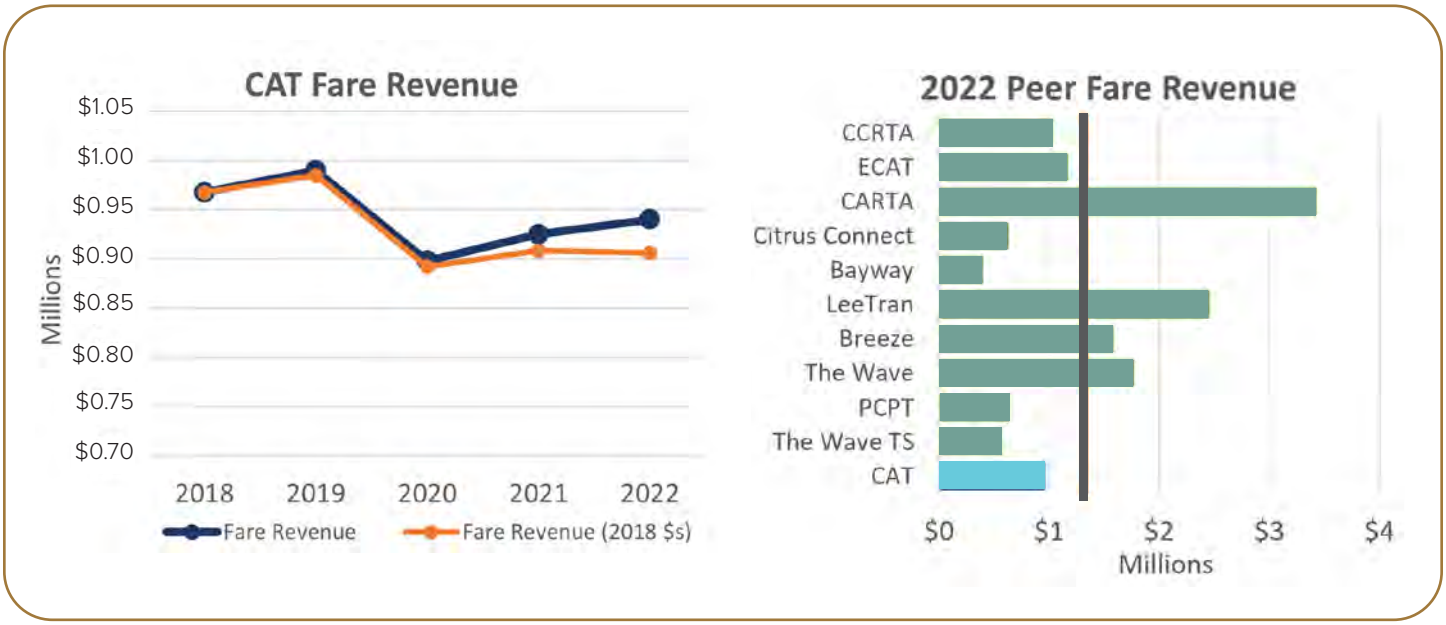

FIGURE 2-48: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR FARE REVENUE

EFFECTIVENESS MEASURES

Service effectiveness is represented by performance characteristics in relation to the population, as the selected indicators demonstrate to what extent service-related goals are being achieved. This includes service supply, service consumption, and quality of service. Effectiveness measure values are obtained or derived from NTD data and reflect total values for all modes.

UNLINKED PASSENGER TRIPS/ PASSENGER MILES TRAVELED PER CAPITA

UPT per capita is calculated by dividing UPT by the service area population, measuring transit usage within the service area. Similarly, PMT per capita is derived from dividing PMT by the service area population. Higher values represent a greater utilization of service. CAT UPT and PMT per Capita values have been decreasing over the years, with a steeper decrease towards 2020, likely due to people taking transit less during the pandemic. There was a small increase from 2021 to 2022 as ridership began to improve back towards pre-pandemic levels. CAT UPT per capita is below the peer average (shown in **Figure 2-49**) and PMT per capita just slightly below, demonstrating that service utilization is less effective compared to other agencies, especially CARTA with a significantly higher value (shown in **Figure 2-50**).

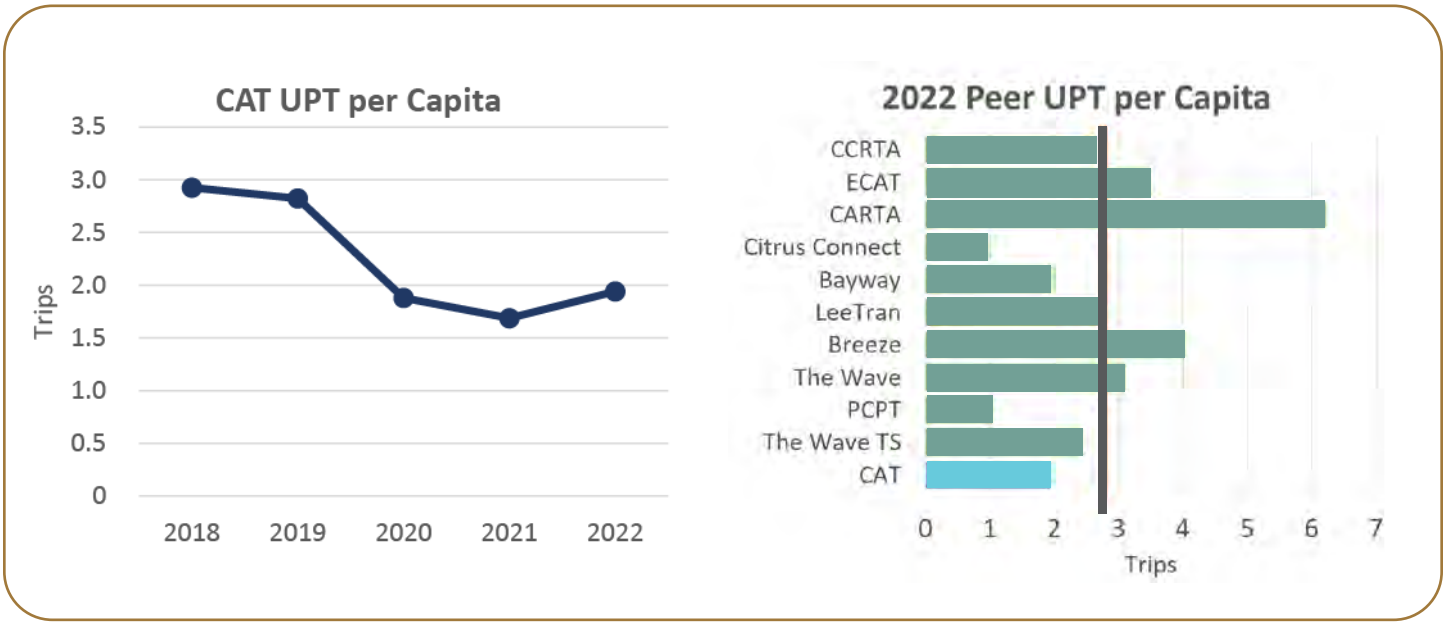

FIGURE 2-49: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED PASSENGER TRIPS PER CAPITA

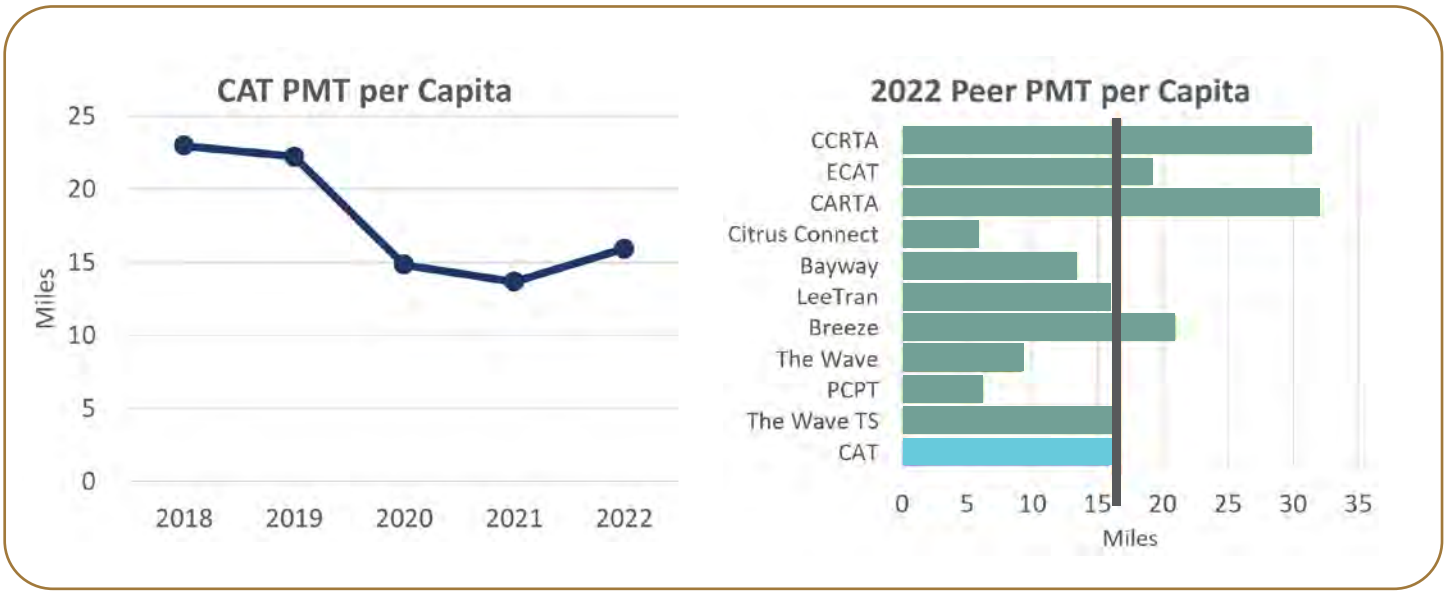

FIGURE 2-50: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR PASSENGER MILES TRAVELED PER CAPITA

VEHICLE REVENUE MILES PER CAPITA

VRM per capita is calculated from the dividing VRM by the service area population, measuring the supply of service provided based on the population of the service area. There was a significant decrease in VRM per capita from 2019 to 2020, likely due to reduced service as a result of the pandemic (shown in **Figure 2-51**). Values stayed relatively steady after 2020, but still slightly decreasing. The 2022 CAT value is just below the peer average.

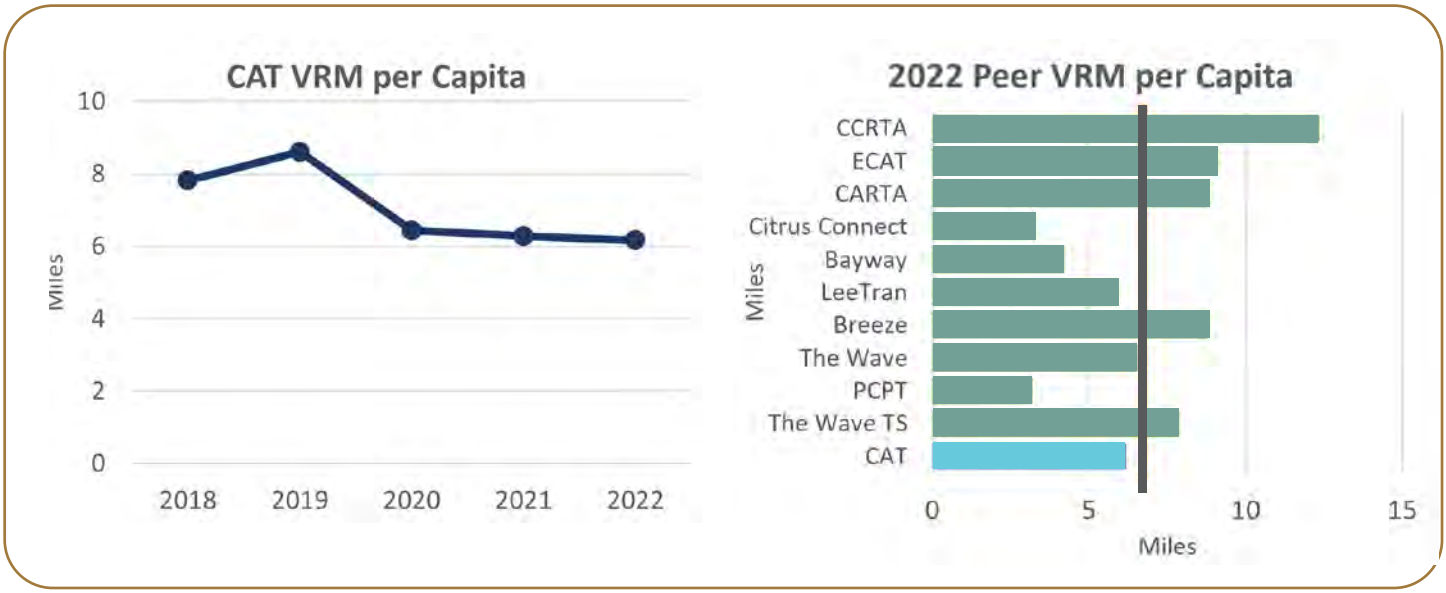

FIGURE 2-51: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE MILES PER CAPITA

UNLINKED PASSENGER TRIPS PER VEHICLE REVENUE MILE/ VEHICLE REVENUE HOUR

Dividing UPT by VRM or VRH can serve as other indicators for productivity and service consumption, measuring the utilization rates per unit of provided service. Higher values are desirable as it reflects that there is greater utilization of service. CAT UPT (shown in **Figure 2-52**) per VRM values stayed consistent for four years after a decrease from 2018 to 2019, while UPT per VRH values decreased over the years and only increased from 2021 to 2022. CAT UPT per VRM is below average and UPT per VRH is average amongst the peers (shown in **Figure 2-53**).

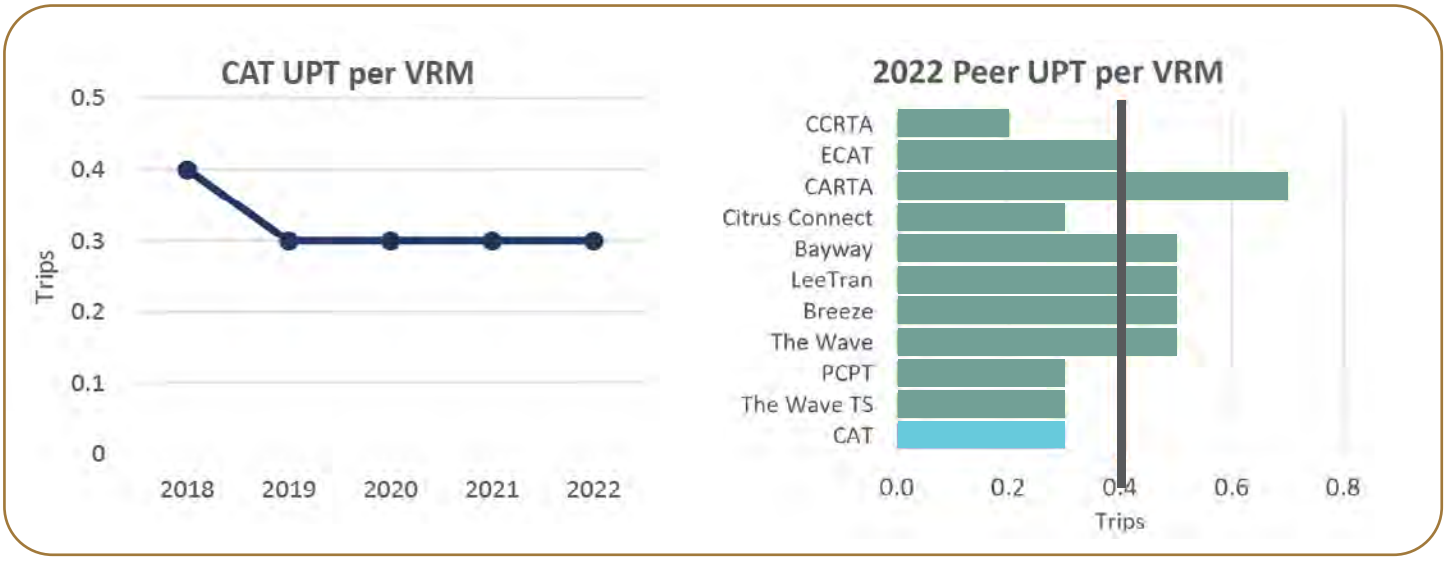

FIGURE 2-52: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED TRIPS PER VEHICLE REVENUE MILE

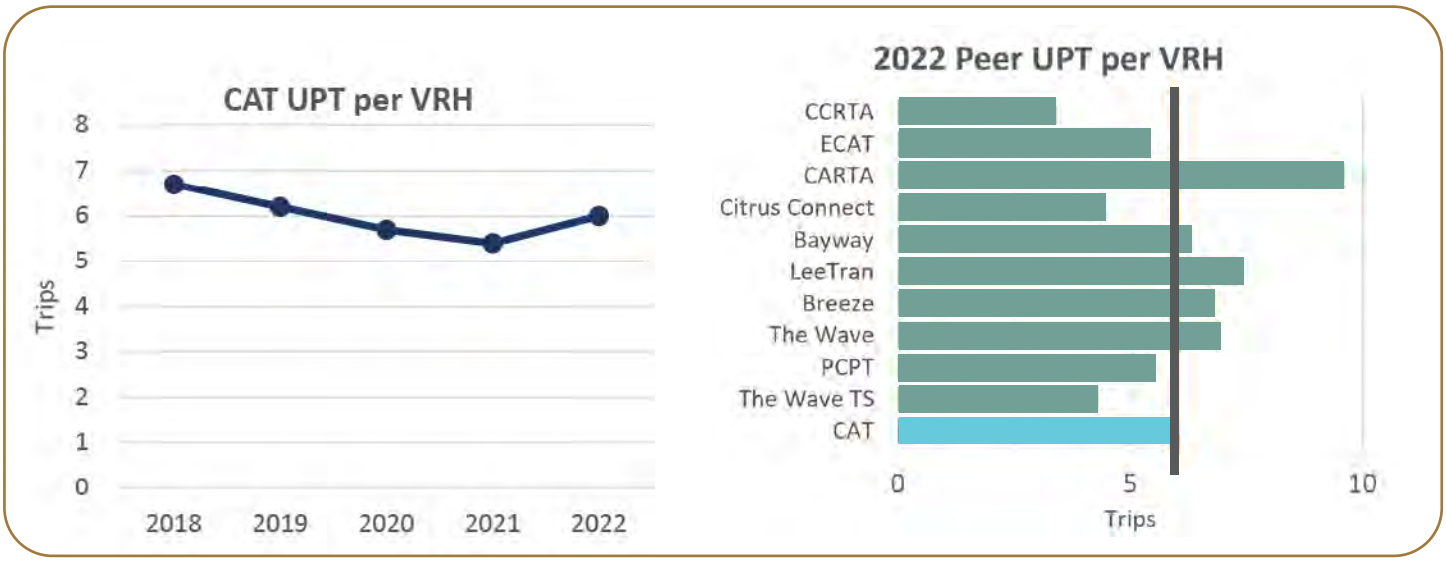

FIGURE 2-53: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED TRIPS PER VEHICLE REVENUE HOUR

EFFICIENCY MEASURES

Service efficiency revolves mostly around operating expenses and a few other indicators, in essence, how much it costs to provide and run the service. Most of the efficiency measures are derived from ratios between two performance measures, and again reflect total values for all modes. The data values for all measures involving operating expense were recalculated for the peer comparison charts to account for differences in labor costs across different geographical regions. The trend charts include secondary data series reflecting the cost data in 2018-dollar values, depicting the impacts of inflation over the years.

OPERATING EXPENSE PER CAPITA

Operating expense per capita reflects the total investment spent on provided transit services in relation to the service area population. The metric itself reflects greater investment in transit with higher values, however, there are many additional underlying considerations including productivity, demand, and utilization. Operating expense per capita decreased from 2019 to 2021, possibly due to lowered costs from less service during the pandemic, then increased in 2022. CAT's operating expense per capita value is below the peer average, indicating that it spends less per capita to operate compared to other agencies (shown in **Figure 2-54**).

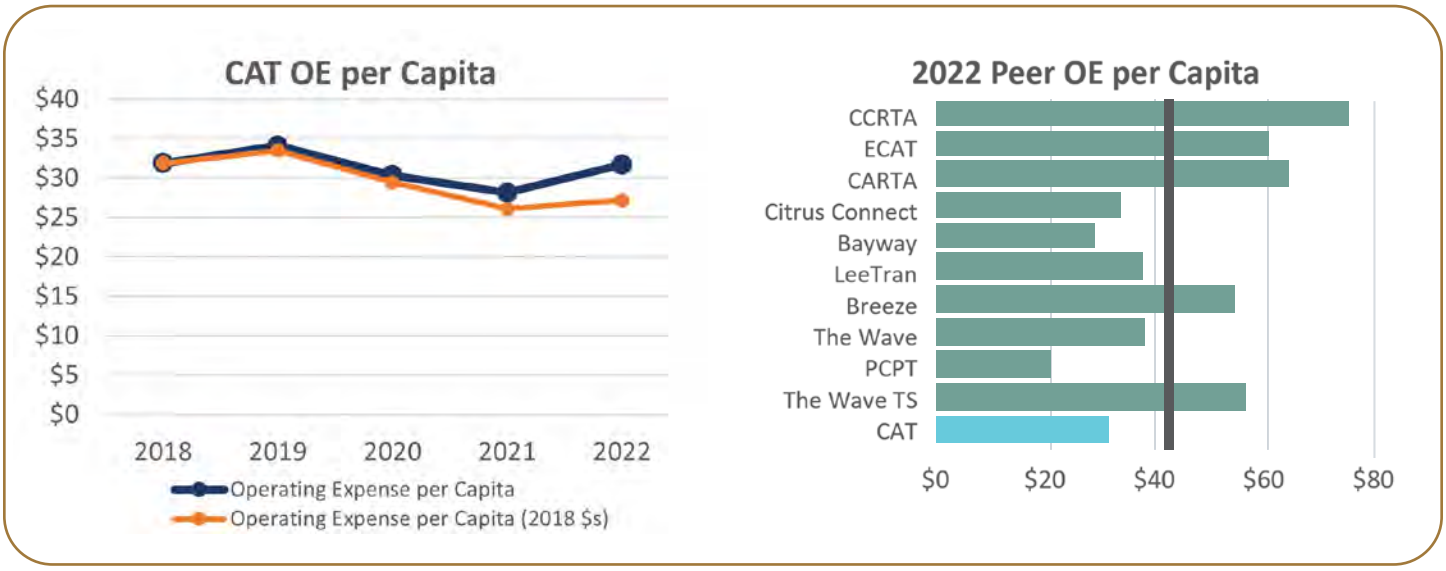

FIGURE 2-54: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER CAPITA

OPERATING EXPENSE PER UNLINKED PASSENGER TRIP/PASSENGER MILE TRAVELED

Operating expense per UPT/PMT indicate the average cost to provide service for each unlinked trip or passenger mile, showcasing the market demand for the service and how service is delivered. The lower these values, the better, as it is ideal to minimize cost per trip/mile. The trends for operating expense per UPT/PMT are identical; increasing up to 2021 and slightly decreased in 2022 (shown in **Figures 2-55** and **Figure 2-56**). The increase from 2020 to 2021 was mostly due to inflation as the trends decreased from 2020 to 2022 in 2018-dollar values. The operating expense per UPT/PMT values for CAT are below the peer averages, meaning that it costs less to operate per trip/mile compared to other agencies.

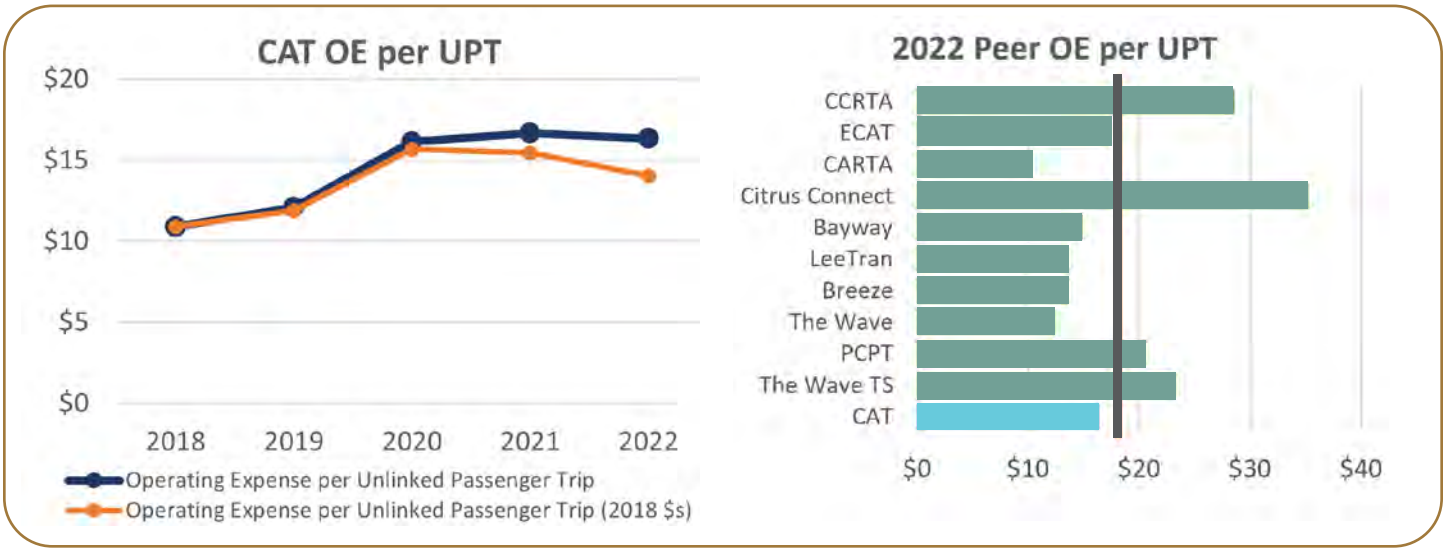

FIGURE 2-55: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER UNLINKED TRIP

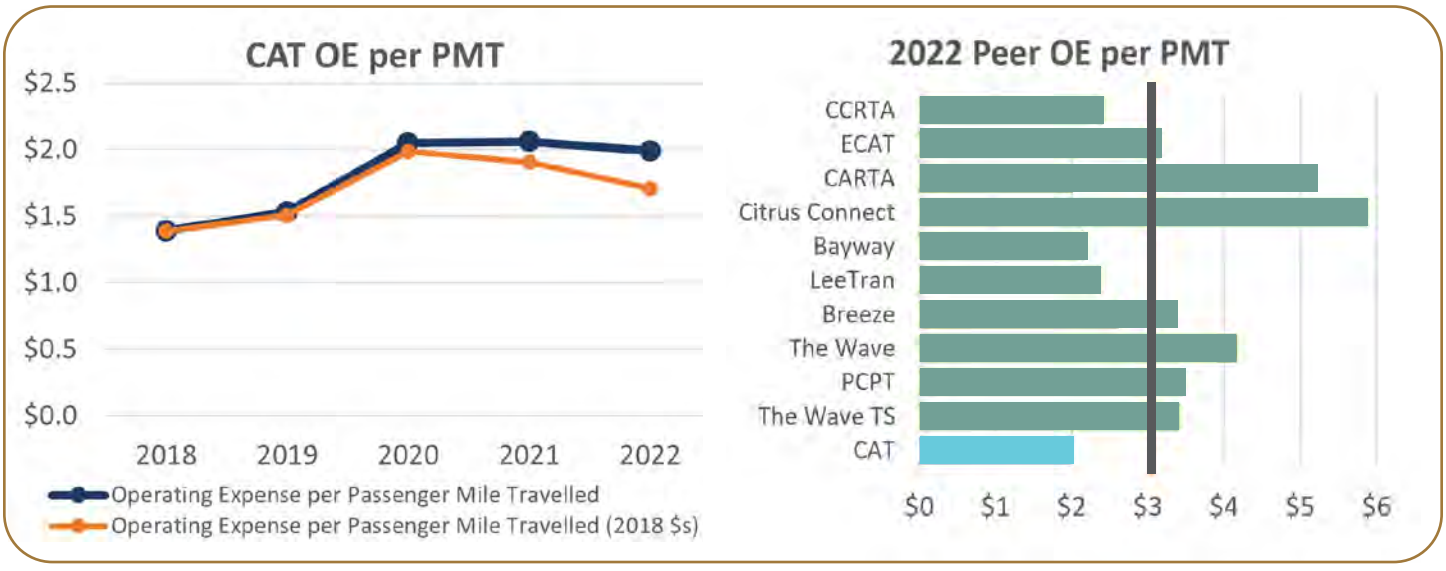

FIGURE 2-56: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER PASSENGER MILE

OPERATING EXPENSE PER VEHICLE REVENUE MILE/ VEHICLE REVENUE HOUR

Operating expense per VRM/VRH are average cost calculations for every service mile or hour, evaluating the efficiency of transit service delivery. Lower values are ideal to minimize the cost per mile/hour. CAT operating expense and vehicle revenue miles have been consistently increasing, except for a slight decrease from 2020 to 2021. Apart from Citrus Connect, the operating expense per VRM/VRH values are close together across the agencies. CAT's values are below the peer averages, demonstrating that it costs less to operate per mile/hour compared to other agencies (shown in **Figures 2-57** and **2-58**).

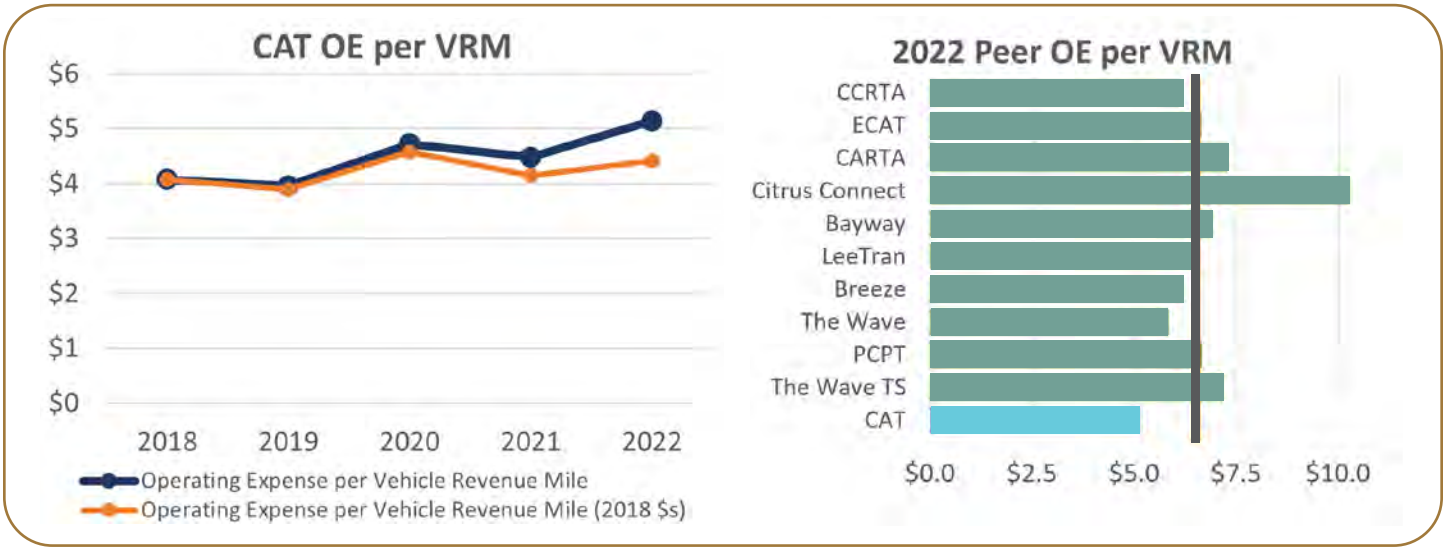

FIGURE 2-57: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER REVENUE MILE

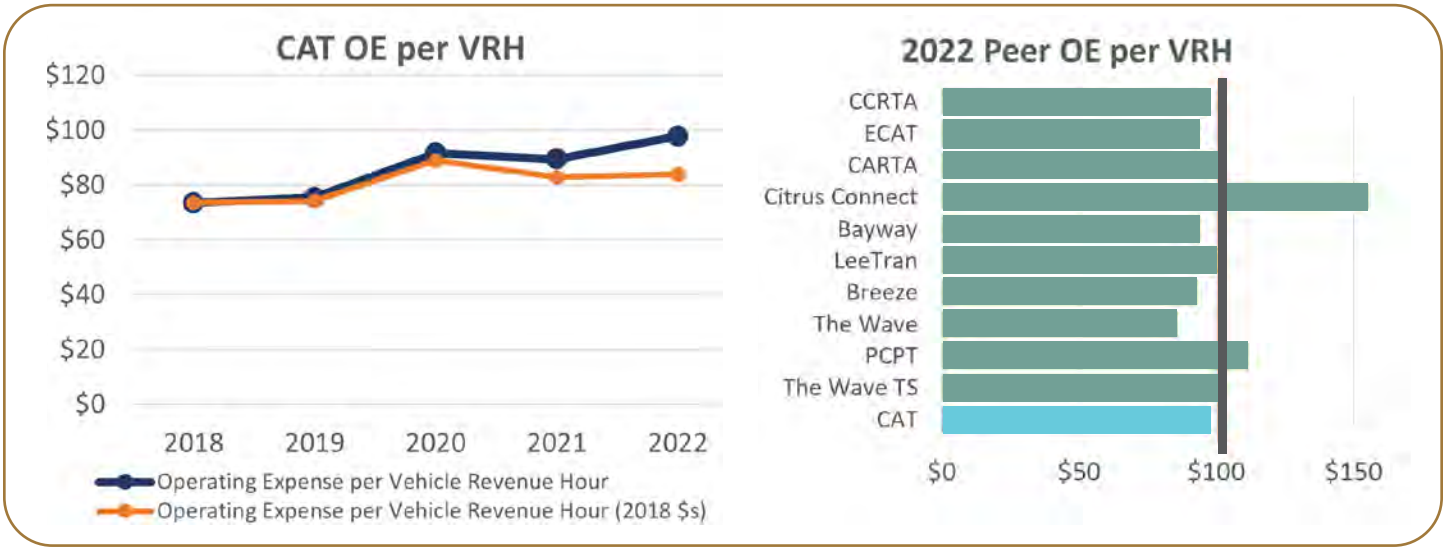

FIGURE 2-58: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER REVENUE HOUR

VEHICLE REVENUE MILES PER VEHICLE

VRM per vehicle is the average service provided by each vehicle in operation during maximum service, derived from dividing VRM by VOMS. It is an indication of vehicle utilization, but there are other contextual considerations to be made including fleet size and age. VRM per vehicle values decreased from 2019 to 2021, likely due to lowered vehicle utilization during the pandemic. CAT has the highest VRM per vehicle value compared to the other peer agencies, indicating high vehicle utilization (shown in **Figure 2-59**). The increase is also a reflection of congestion as a result of the growth within the county, causing longer travel times for the same distances compared to the previous year.

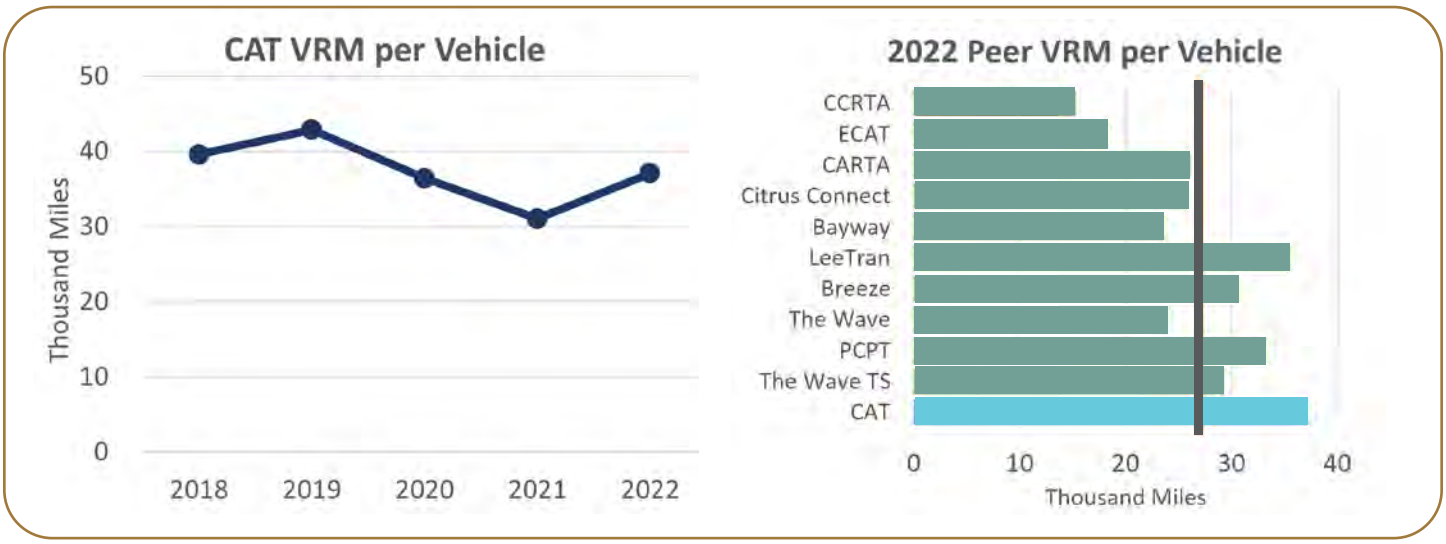

FIGURE 2-59: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE MILE PER VEHICLE

FAREBOX RECOVERY RATIO

Farebox recovery ratio is the percentage of the total operating expenses that are funded by total fare revenue from service users, equating fare revenue over operating costs. Higher farebox recovery is desired as that means a greater percentage of the operating costs are covered by passengers compared to other funding sources. The farebox recovery ratio of approximately 8% in 2022 demonstrates a low level of recovery and therefore indicating that the transit network is heavily reliant on other funding sources. However, CAT is performing below but near the peer mean which suggests that it is performing at an average level in comparison to other agencies, many of whom are performing worse (shown in **Figure 2-60**).

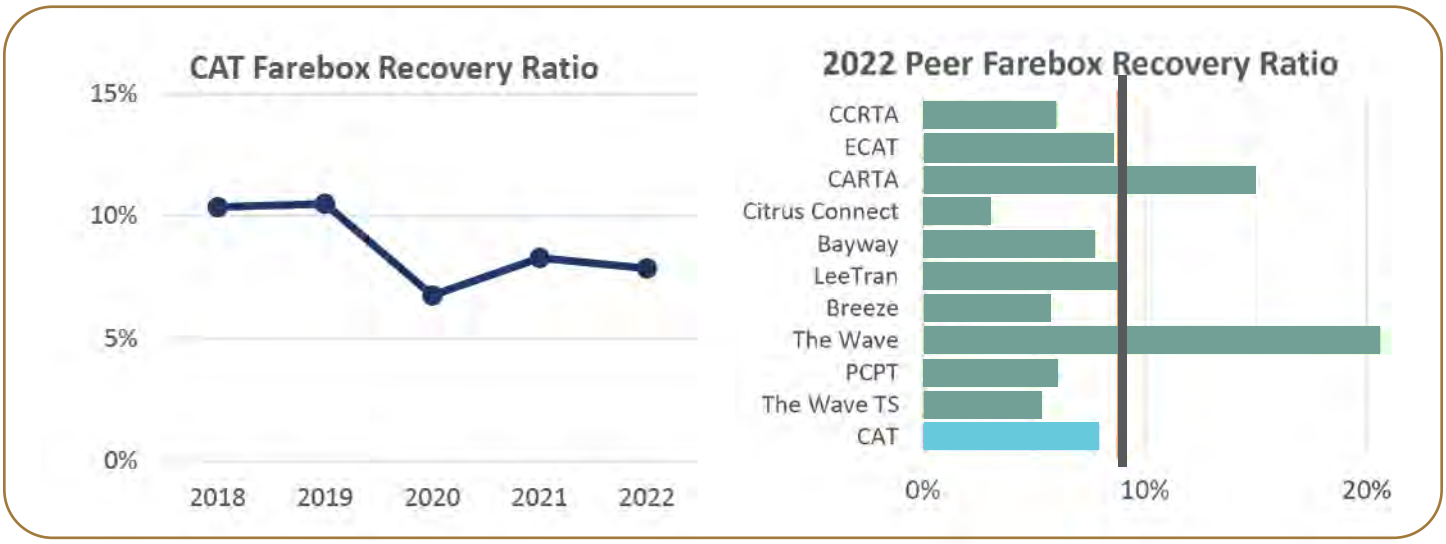

FIGURE 2-60: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR FAREBOX RECOVERY RATIO

AVERAGE FARE

Average fare is the average amount paid per passenger per trip and is calculated by dividing fare revenue by UPT. The metric itself is not necessarily indicative of performance but is a good comparison to other transit systems in terms of fare cost. CAT's average fare value is right at the peer average, showing that the fares implemented by CAT are comparable to the other agencies, other than The Wave, which has a much higher average fare (shown in **Figure 2-61**).

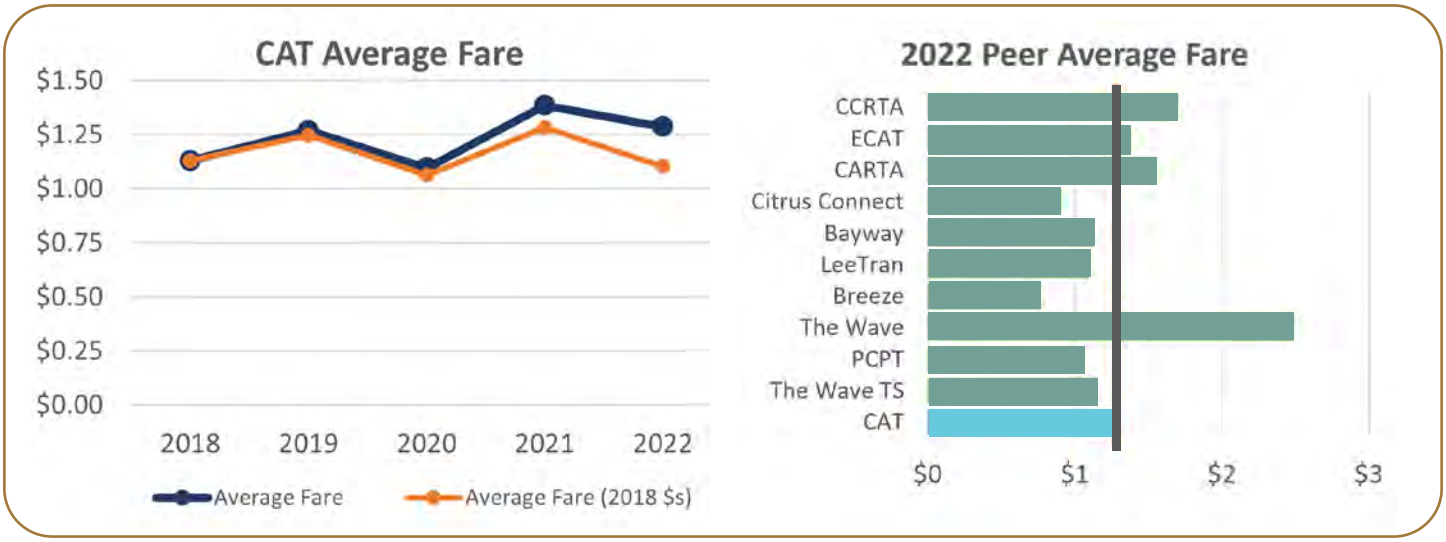

FIGURE 2-61: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR AVERAGE FARE

KEY FINDINGS

Over the past five years, a clear trend has emerged across most performance measures. From 2018 to 2021, values declined, with the most significant drop occurring between 2019 and 2020, likely due to the onset of the COVID-19 pandemic, which severely impacted the CAT transit system. By 2022, performance measures began to recover, possibly reflecting adaptations by the transit systems to pandemic-related challenges and a gradual return of riders. Rising costs and inflation since the pandemic have likely driven up operating expenses, affecting service delivery. Despite the removal of the last loop for Routes 11, 12, 13, 14, and 17, as per the FY 2024 update of the TDP, ridership increased during the peak season between FY 2023 and FY 2024.

Overall, the indicators for CAT are mostly below the peer averages. This has different meanings and implications for the various measures. For the general performance measures, it indicates that CAT provides less service and there may be less transit demand compared to other agencies. The charts showed that CAT values were actually quite close to most of the other agencies in the peer group aside from CARTA, LeeTran, and Sarasota Breeze, which are larger transit agencies that serve a larger population size. For the effectiveness measures, CAT values falling lower than the peer average demonstrates that the transit system may not be as effective as other agencies, as the utilization of service is lower. On the other hand, lower than average values for the efficiency measures indicates that CAT is doing better than the peer agencies, as it costs less for CAT to operate per capita, trip, mile, or hour.

In general, the analysis of CAT trends over the years and comparing CAT to other peer agencies helps to identify how CAT is performing in its operations. Seeing how other agencies perform can assist with identifying where CAT can improve its existing system.


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COLLIER AREA TRANSIT

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PUBLIC OUTREACH

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3 PUBLIC OUTREACH

This section summarizes public outreach activities conducted as part of the TDP. The TDP's Public Involvement Plan (PIP) provided a plan for creating meaningful public engagement which considers comments by the public, stakeholders, policymakers, and others when making recommendations. The TDP PIP is built on and incorporated adopted public engagement strategies and approaches developed in the Collier MPO Public Participation Plan and Collier Area Transit's public engagement plans. Thus, several public involvement sessions were planned such as, stakeholder interviews, an online survey, two Listening Sessions, and two Public Workshops.

PUBLIC INVOLVEMENT PLAN IMPLEMENTATION

By design, implementation plans serve as strategic plans, outlining actions to be undertaken to achieve previously identified goals and objectives. This implementation plan section describes the activities undertaken under the Collier Area Transit TDP Public Involvement Plan (PIP). The PIP was designed to aid internal coordination with stakeholders and public outreach activities.

The development of the TDP requires a separate plan for defining a public involvement process that meets specific objectives or the use of the MPO's Public Participation Plan. The TDP's PIP sets forth a plan for creating meaningful public engagement and considers comments by the public, stakeholders, policymakers, and others when making recommendations in the TDP. The PIP considers the following factors:

- Define a process to reach all demographic groups including commuters, students, transportation disadvantaged, senior citizens, and persons with disabilities;
- Solicit input from riders whose primary transportation is transit, riders who may use transit occasionally for certain trips, non-riders that would like to use transit at least for some trips, and those who do not consider transit an option to meet their transportation needs;
- Ensure that questions raised throughout the process are considered, responded to, documented, and synthesized; and
- Complies with federal civil rights and environmental laws and regulations.

The PIP was developed by Stantec, CAT and the MPO, submitted for public comment and for FDOT review and approval. FDOT approved the TDP PIP on March 29, 2024. The PIP is included as **Appendix B**.

ON-BOARD SURVEYS DESIGN CONSIDERATIONS

CAT conducts surveys frequently with a target of every two years to evaluate the existing system and provided service, as well as soliciting suggestions and feedback. Surveys are conducted to better understand the needs and concerns of current users, welcoming CAT riders to provide feedback on how they think service can be improved.

Two past surveys were developed and conducted to gather information on how the existing system is perceived and what services are in demand. These are the CAT Sticker Survey conducted in November 2022 and the Baseline CAT Survey. The CAT Sticker Survey explores how riders use CAT service and the rideCAT mobile app. The Baseline CAT Survey delves more into the demand for services in addition to service satisfaction. This survey has a lot more responses compared to the previous survey.

The results from these surveys provide a better understanding of the attitudes, habits, and preferences of riders as survey responders indicate their common trip routes and purposes. This helps to show the gaps in the existing transit service and potential for service improvements based on demand.

SURVEY CHARACTERISTICS

The surveys consisted of questions regarding passenger socio-demographics, travel behavior and characteristics, and rider satisfaction. The information gathered included:

- Socio-demographics
  - Age
  - Gender
  - Education Attainment
- Travel Behavior and characteristics
  - Commonly taken bus routes
  - Trip purpose for transit trips
  - Length of time using CAT services
  - Method for receiving service alerts
  - rideCat mobile app usage
- Rider satisfaction
  - How well various services meet transportation needs
  - Ease of usage for various services
  - Service improvement importance rankings
  - Cleanliness of transportation infrastructure
  - Overall experience ratings
  - Satisfaction of service

PASSENGER DEMOGPRAHIC INFORMATION

The CAT Sticker Survey asked riders for demographic information including age, gender, and highest level of education attained. From the results, it appears that most of the survey respondents were young adults aged between 21-30. There were a few more male respondents than female respondents. The results can be seen in the graphs below.

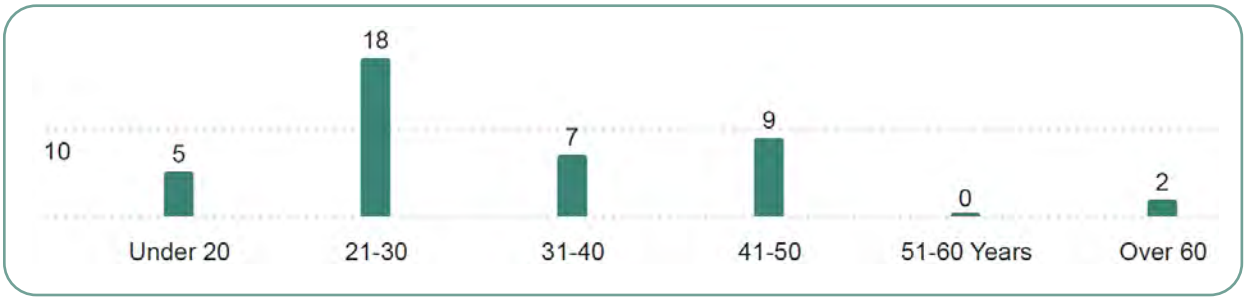

FIGURE 3-1: DISTRIBUTION OF RESPONDENT AGE FROM CAT STICKER SURVEY RESPONSES

FIGURE 3-2: DISTRIBUTION OF RESPONDENT GENDER FROM CAT STICKER SURVEY RESPONSES

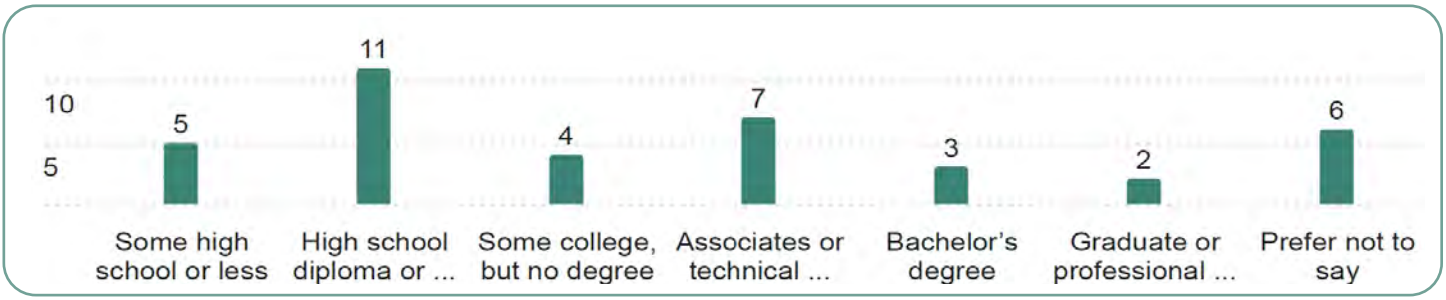

FIGURE 3-3: DISTRIBUTION OF RESPONDENT EDUCATIONAL ATTAINMENT FROM CAT STICKER SURVEY RESPONSES

PASSENGER TRAVEL BEHAVIOR AND CHARACTERISTICS

Survey respondents were asked which routes they usually ride, and the results are shown in the graph below. The top routes were the 11, 12, and 19.

Additionally, respondents were asked to indicate which destinations they take transit to get to. The top trip purpose for transit trips was to go to work, followed by shopping, and the remaining trip purposes had a fairly even distribution of responses.

Other survey questions include how long the rider has been a user of CAT and how they receive CAT service alerts. A majority of the survey respondents indicated that they have only taken CAT for a year or less (20 responses), others were riding CAT for the first time (10 responses), a few had been riding with CAT for over 5 years (7 responses), and very few between 1 to 5 years (5 responses in total). The majority of respondents find out about CAT service alerts through the website at rideCAT.com (28 responses), some through rideCAT social media (10 responses), and a few through subscription text alerts (6 responses). These results are shown in the graphs in **Figure 3-6** and **Figure 3-7**.

The survey also includes a few questions about the rideCAT mobile app such as if riders are aware of the app, if they use it, or what prevents them from using it. Majority of the responders said that they are aware of the app and use it (38 and 31 respectively), however, 9 were not aware of the app and 17 did not use it. The answers to why the respondents do not use the app include that they did not know about it, do not know how to use it, or just have no need for it.

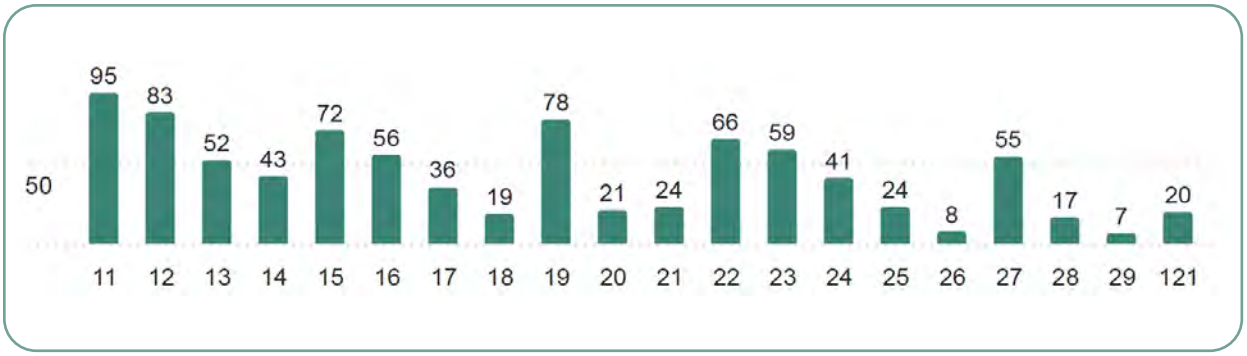

FIGURE 3-4: DISTRIBUTION OF MOST FREQUENTED ROUTES FROM BASELINE CAT SURVEY RESPONSES

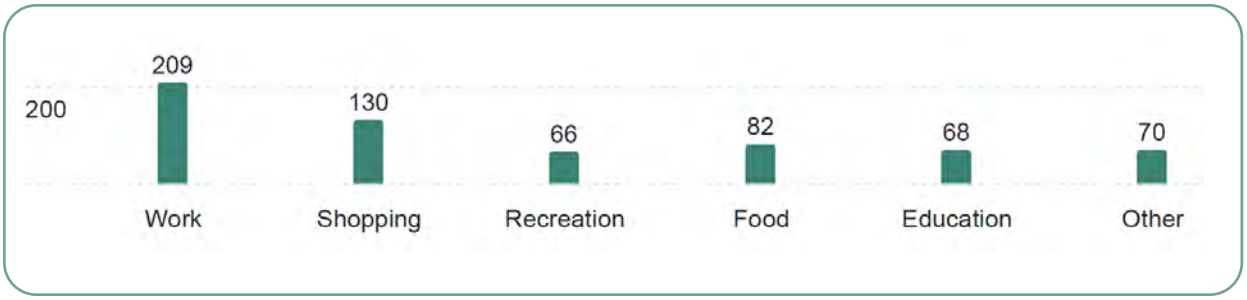

FIGURE 3-5: DISTRIBUTION OF TRIP DESTINATIONS FROM BASELINE CAT SURVEY RESPONSES

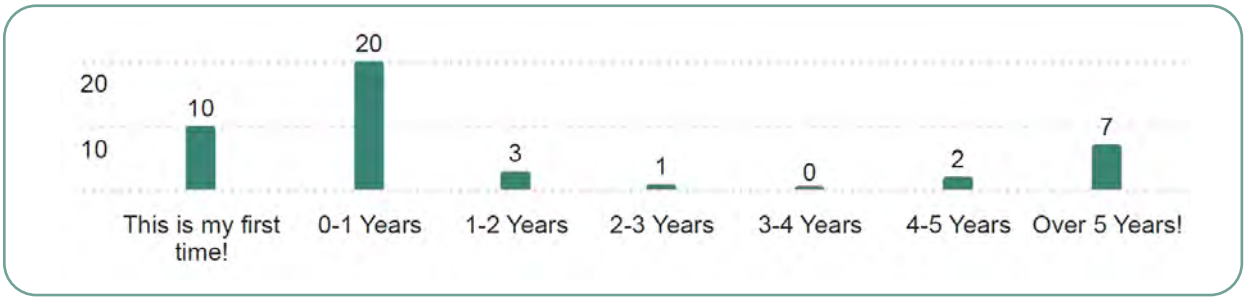

FIGURE 3-6: DISTRIBUTION OF AMOUNT OF TIME RIDING WITH CAT FROM CAT STICKER SURVEY RESPONSES

FIGURE 3-7: DISTRIBUTION OF METHOD FOR RECEIVING SERVICE ALERTS FROM CAT STICKER SURVEY RESPONSES

PASSENGER SATISFACTION

Survey responders were asked to rate how well different aspects of the service met their transportation needs, overall ease of use for various services, cleanliness of the different transit infrastructure, the service they received, and their overall experience with CAT.

The responses to this question varied between the CAT Sticker Survey and the Baseline CAT Survey. The graph for the CAT Sticker Survey results shows a positive skew where the majority of responses were very satisfied and very few were very dissatisfied, as seen in **Figure 3-8**. The graph for the Baseline CAT Survey results in **Figure 3-9** shows that most riders just feel neutral about CAT service, many are satisfied with their experience, and an almost equal amount of people are very dissatisfied or very satisfied.

Both surveys also asked how likely the rider would be to recommend CAT services to a friend or colleague. The responses for both surveys followed a similar trend where a majority said they would recommend CAT. The results from both surveys are shown in **Figure 3-10** and **Figure 3-11**.

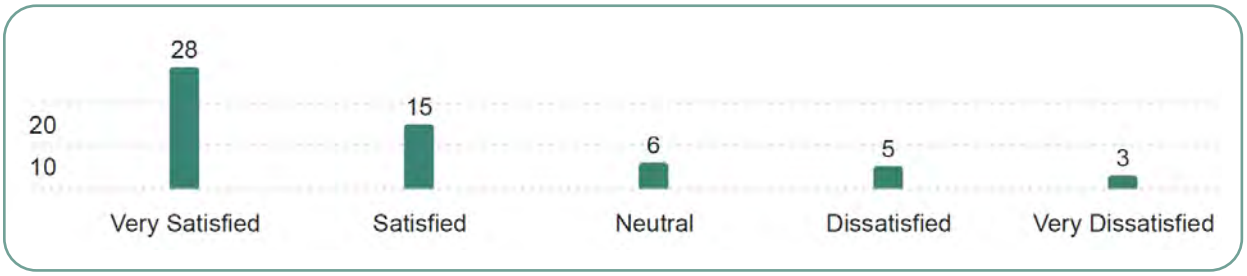

FIGURE 3-8: DISTRIBUTION OF RESPONDENT AGE FROM CAT STICKER SURVEY RESPONSES

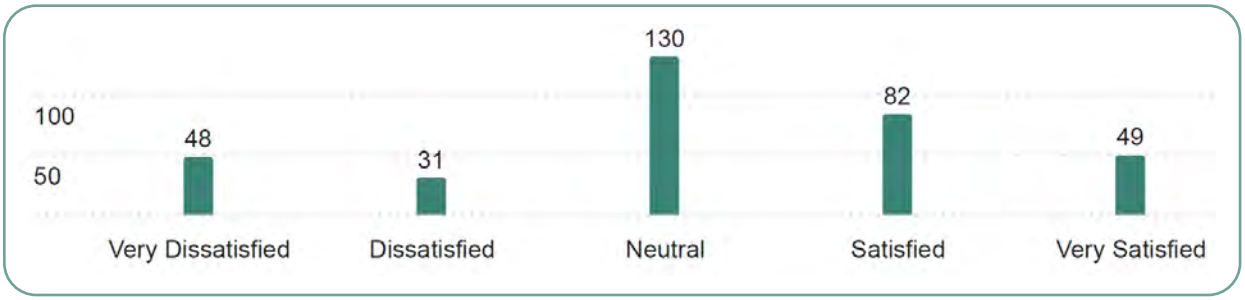

FIGURE 3-9: DISTRIBUTION OF SATISFACTION LEVEL WITH CAT SERVICE FROM BASELINE CAT SURVEY RESPONSES

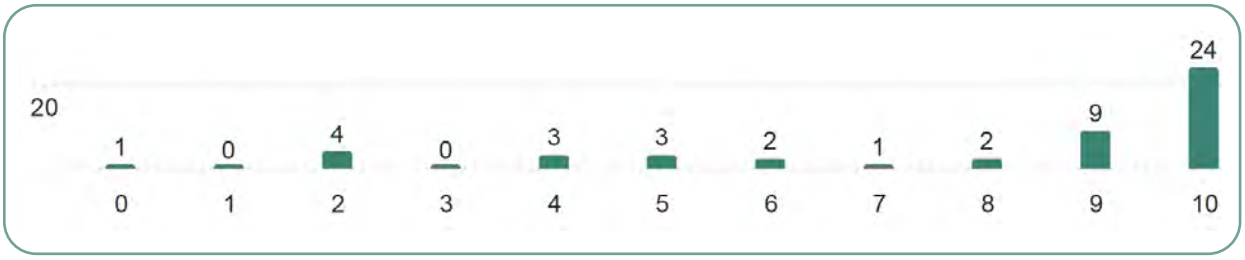

FIGURE 3-10: DISTRIBUTION OF LIKELINESS TO RECOMMEND CAT FROM CAT STICKER SURVEY RESPONSES

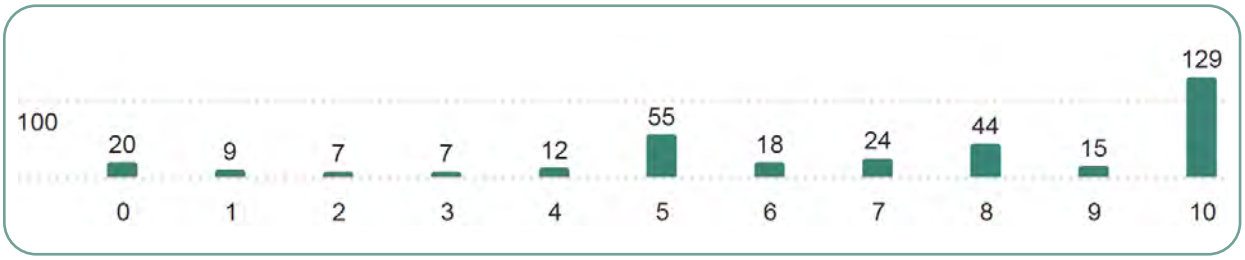

FIGURE 3-11: DISTRIBUTION OF LIKELINESS TO RECOMMEND CAT FROM BASELINE CAT SURVEY RESPONSES

STAKEHOLDER INTERVIEWS

Collier MPO and Public Transportation and Neighborhood Enhancement (PTNE) staff identified key policy makers and community partner stakeholders to interview as part of the PIP. Stakeholder interviews were held in person, through the telephone or virtually as necessary to facilitate participation.

PURPOSE

The purpose of stakeholder interviews was to gauge the policy, long-term strategies, goals, and objectives of key decision-makers and identify obstacles and opportunities in the development of recommendations and plans. Stakeholder participation was documented and is included in **Appendix D**.

LOCATION, DATE, AND TIME

Stakeholder interviews were held via telephone, in-person or online zoom between July 2, 2024, to August 22, 2024.

PARTICIPATION

Nine stakeholders participated in the interviews, all of which were policy makers.

REFERENCE MATERIALS AND HANDOUTS

Each stakeholder interviewee was asked the same 9 questions. During this initial introduction, all the policymakers interviewed were advised of the TDP process underway and how their responses would be used to develop and support recommendations. All respondents were provided a draft of their interview notes for review and edit.

Below is a summary of the responses.

1. How familiar are you with transit overall?

This question prompted responses on their overall familiarity with transit. Overall, most respondents stated they were very familiar with transit and commented on using transit in other places. Two (2) respondents stated they considered themselves less familiar with transit than other areas and one respondent indicated they were somewhat familiar. The respondents overwhelmingly indicated they were familiar with transit services.

2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise?

This question asked if there are any identified issues or topics directly associated with CAT that needed to be addressed. Respondents overwhelmingly focused on transit service including addressing paratransit, connectivity with micromobility, reaching underserved areas and providing passenger amenities. Two respondents noted the need for improved communication.

Respondents overwhelmingly identified issues related to challenges faced by CAT including providing service to underserved areas, operating challenges, along with coordination and communication.

3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Respondents were asked to rate their awareness specifically related to CAT.

Overall respondents acknowledged they were familiar with various aspects of CAT and transit services provided. Six respondents indicated they had a high level of familiarity with CAT through their roles in government and while serving on the MPO. Two (2) respondents indicated although familiar with CAT, they felt they did not have a significant understanding of CAT operations.

All policymakers interviewed were familiar with CAT operations.

4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Respondents were asked to identify the primary role of transit in Collier County. The discussion point was meant to capture community fit and identify focus areas.

All respondents agreed that all the identified roles were an important part of CAT's mission. Some respondents went on to clarify, stating that connecting the workforce with areas of employment opportunity was particularly important for their economic impact.

Respondents agreed CAT's role including a variety of services including connecting workers with jobs, serving the transit dependent, and addressing congestion were important.

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Respondents were asked to identify transit priorities and recommendations they would support.

Of respondents asked to identify what improvements should be prioritized, five (5) policymakers responded development of new services to underserved areas should be prioritized. This was followed by improving operational efficiency by adding more service hours. Two (2) respondents prioritized regional connectivity and overall improved connectivity between modes.

Respondents overwhelmingly agreed adding new service to underserved areas was an identified priority.

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

This question asked respondents to identify the primary customer base.

Most of the respondents agreed all of CATs customers, including transit dependent, businesses, and tourists, should be targeted as primary customers, without prioritizing any one group. Two (2) of the respondents stated transit-dependent persons should be prioritized.

Respondents agreed all CAT's customers should be treated as primary customers, refusing to prioritize one group over another.

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

This question asked respondents to identify and prioritize funding strategies and user groups which could be called on to finance transit in the future.

All respondents unanimously responded CAT should diversify its funding base, adding new financing strategies, rather than targeting or relying on any one area. This was the only question for which there was a unanimous answer.

All respondents agreed CAT should diversify its funding base by developing new revenue streams. This included revisiting past decisions on advertising revenue.

8. Would service expansion be considered if a municipality funded it?

This question looked to explore how policymakers may feel about some municipalities opting in for more services by funding it through CAT.

A majority of respondents agreed municipalities should be able to pursue funding additional transit service. Respondents cautioned against the unintended consequences of this approach including the challenge of determining cost-sharing, straining the core operations, and creating gaps or disjointed service. Two (2) of the respondents did not feel this was a viable option for every community. All the respondents express support for CAT to explore this funding option further. All of the respondents agreed, municipalities should be able to work with CAT to secure additional services. All of the respondents also cautioned, this option should be fully vetted to avoid impacts to the overall system.

9. Can you comment on the outlook for transit?

This question sought to understand how policy makers felt about the future of transit.

Three (3) of the respondents stated the outlook for CAT and transit in Collier County was best described as "under pressure." All of the respondents noted a variety of challenges including access to affordable housing, cost containment, and limited resources for needed expansion. Other policy makers characterized the outlook for transit as cautious, continued growth, transitioning, complicated, and promising.

Policy makers provided an overall positive outlook for transit, tempered by the challenges of limited resources, continued growth in outlying areas, and increasing costs.

Policy makers also made reference to challenges.

Policy makers are too focused on cost-cutting and operating efficiency. CAT should be prepared to provide information that supports a careful business plan.

CAT should continue to develop operational efficiencies that facilitate use of transit by residents and visitors including developing transit hubs, increased use of technology, and improved regional connectivity with Lee County.

Policy makers recommended improved communication to promote transit as an option.

Policy makers stressed the need for connectivity between modes, accommodating the use of micromobility including e-bikes, shared use paths, and bicycle and pedestrian walkways as means of supporting transit, its users, and operational efficiency.

WORKFORCE DEVELOPMENT BOARD

The working group formed a TDP Project Review Committee comprised of the TDP Working Group, CareerSource (the Workforce Development Board) and FDOT.

PURPOSE

The purpose of the TDP Project Review Committee was to provide context of the TDP, an opportunity to review the existing routes, the preliminary improvements, the evaluation criteria, evaluation process, the recommended routes and to comment on project activities to date.

LOCATION, DATE, AND TIME

The first virtual meeting was held on August 30, 2024, the second virtual meeting was held on April 17, 2025, and the final virtual meeting was held after substantial completion of the draft TDP.

REFERENCE MATERIALS AND HANDOUTS

- Welcome
- Agenda
- Introduction
- Collier County Strategic Plan 2024
- Transit Plans - Overview
- Workforce Development Board -Partnering
- Collier MPO
- Collier County - Community Profile
- Collier Area Transit
- CAT Challenges
- CAT Highlights
- Recommendations

TDP Project Review Committee materials are included in **Appendix E**.

PARTICIPATION

Two representatives from CareerSource and three representatives from FDOT attended the first meeting. Two representatives from CareerSource and three representatives from FDOT attended the second meeting. The third meeting is expected to take place in August, 2025.

ONLINE SURVEY

CAT conducted an online survey as part of their public involvement process to define CAT's vision to promote improvements that enhance mobility over the next decade, and to develop their ten-year transit plan to guide the future of mobility in the region.

PURPOSE

The survey aimed to engage the public in the planning process by collecting valuable feedback on local transit needs and priorities. The insights gathered will play a key role in shaping CAT long-term vision, ensuring that future improvements align with the community's expectations. This input will help guide the development of a comprehensive ten-year transit plan in collaboration with the Collier County MPO, fostering a more efficient and accessible transportation system for the region.

LOCATION, DATE, AND TIME

The survey was provided on the CAT Facebook page, the Collier County MPO's website and in the November issue of the Collier MPO monthly newsletters. The survey ran from November 2, 2024, to January 2, 2025.

REFERENCE MATERIALS AND HANDOUTS

The survey included the following questions:

1. What is your understanding of and experience with Collier County's existing public transportation (CAT) and related mobility services in the area?
2. What other forms of transportation do you use? Check all that apply.
3. In your opinion, how much awareness is there in Collier County about transit/public transportation
4. What is your opinion of transit services in Collier County?
5. What is your perception of transit's role in Collier County? Check all that apply.
6. What mobility improvements would you prefer to see in Collier County? Check all that apply.
7. In your opinion, who should benefit from mobility improvements?
8. In your opinion, what strategies should be used to pay for expanded mobility service? Check all that apply.
9. Please specify your level of satisfaction with each of the CAT services listed below.
10. Please rank the following transit improvements from highest to lowest in priority.
11. How often do you ride CAT?
12. What route(s) do you commonly take?
13. For what trip purpose(s) do you use CAT for? Check all that apply.
14. Do you have any other comments or suggestions that would help CAT improve mobility services? Please explain
15. Your Age
16. You are: - Selected Choice (Gender)
17. Your ethnic origin is... - Selected Choice
18. How many motor vehicles in your household are available for your use?
19. What was the range of your total household income for 2024?
20. Do you speak a language other than English at home?
21. Home ZIP code

PARTICIPATION

60 survey responses were received by January 2, 2025. However, some survey participants did not answer all the questions.

CAT Online Rider Survey January 2, 2025
Q1 – Understanding and Experience with CAT Services When asked about their familiarity with Collier Area Transit, 24 respondents indicated that they currently use or have used the bus system. Another 16 reported having seen the buses but not ridden them, while 9 said they know someone who uses CAT. Only 4 respondents had no knowledge of the system at all, and 1 selected "Other." **Conclusion:** Most respondents have at least some levels of exposure to CAT services, either through direct use or observation, with relatively few having no connection to the system.
Q2 – What other forms of transportation do you use? Respondents reported using a variety of transportation modes aside from CAT. The most common mode was personal vehicle use, selected by 40 participants, indicating high car dependency. Rideshare services such as Uber or Lyft were the second most used, with 16 selections. Carpooling or vanpooling was chosen by 7 respondents, showing some shared-ride behavior. Bicycles were used by 10 respondents, while only 2 reported using e-bikes. Taxi services were used by 6 respondents, and agency senior mobility services had no responses. Other modes were selected by 3 individuals, but details were not provided. **Conclusion:** While many respondents rely on personal vehicles, a significant number also use rideshare and active transportation options like biking. However, the low use of alternative mobility options such as e-bikes, taxis, and senior services suggests room to expand awareness or availability of non-driving transportation choices.
Q3 – Awareness of Public Transit in Collier County Respondents rated awareness levels as follows: 24 said there is “a little” awareness, 17 rated it as “a moderate amount,” and only 6 felt there was “a lot.” Meanwhile, 4 respondents felt there was no awareness at all. **Conclusion:** Public awareness of transit services in Collier County is generally perceived as limited, with most respondents seeing only minimal to moderate community knowledge of CAT.
Q4 – Opinion on Transit Services A large majority of respondents (46) believe that transit services must be provided. A small number (4) found it might be useful, while only 1 respondent each felt that it either does not matter, may not be useful, or is not needed. **Conclusion:** There is strong support for the necessity of public transit in Collier County, with very few expressing indifference or opposition.
Q5 – Perception of Transit’s Role When asked to define transit’s role, 47 respondents said it should serve workers and commuters, and 45 believed it should serve people without access to a vehicle. An additional 26 chose relieving parking and congestion, and 25 selected service for tourists and visitors. One person selected “Other.” **Conclusion:** Transit is primarily viewed as an essential service for workers and those without personal vehicles, with secondary benefits in easing congestion and supporting tourism.

TABLE 3-1: ONLINE SURVEY RESPONSES SUMMARY

Q6 – Preferred Mobility Improvements The most favored improvements included more bus service (40 responses), expanded service hours (39), and higher-frequency buses (35). Other suggestions included enhanced infrastructure (33), improved customer amenities (29), more transfer hubs (26), mobility-on-demand services (27), and more Park & Ride facilities (18). Lower on the list were additional scooter/bike options (15). In the open-text section, respondents requested routes to area beaches like Clam Pass and Vanderbilt, better timing between buses to facilitate transfers, and improved driver communication in English. There was also a call for service between Immokalee and Florida SouthWestern State College (FSW). **Conclusion:** Respondents prioritized comprehensive service enhancements, particularly in frequency, operating hours, and infrastructure. Comments reflect frustration with scheduling, language barriers, and coverage gaps.
Q7 – Who Should Benefit from Mobility Improvements The majority (40 respondents) believed that mobility improvements should benefit everyone. A smaller portion (8) focused on those without a vehicle, while 5 thought it should support those who are transit-dependent for work. Two selected "Other." **Conclusion:** There is a strong preference for equitable, countywide transit improvements that are not limited to specific user groups.
Q8 – Strategies to Fund Expanded Service Respondents supported several funding strategies: 32 chose using revenue from other sources, 28 each supported user fees and advertising, 27 recommended roadway funds, 23 supported creating partnerships, and 16 were in favor of increasing local taxes. Two chose "Other." In the open responses, some called for better use of existing state, federal, and local resources, especially given Collier County's wealth. One person suggested grants as an appropriate funding source. **Conclusion:** The preferred funding approach relies on optimizing existing revenue streams and forming partnerships rather than imposing new taxes.
Q9 – Service Satisfaction Ratings (Scale 1–5) Among various service elements, "Service Frequency" received the highest mean rating of 3.16, followed by "Route Service Areas" (2.90), "Information Sharing/Public Notices" (2.80), "Bus Stop Locations" (2.82), and "Bus Schedules" (2.73). "Customer Service/Driver Interactions" (2.66), the "CAT Mobile App" (2.65), and "Signage/Way-finding" (2.38) followed. The lowest-rated element was the "CAT Website" at 2.16. **Conclusion:** Respondents were generally neutral to dissatisfied with CAT services, especially regarding digital and communication tools, although service frequency and coverage received relatively better marks.

TABLE 3-1 (CONTINUED): SURVEY RESPONSES SUMMARY

Q10 – Transit Improvement Priorities (Ranked 1=Highest) Connecting services to sidewalks, bike paths, and multi-use trails had the highest average rank (4.80), closely followed by mobility-on-demand (4.76). Bus stop improvements such as shelters and benches ranked third (3.98), followed by extended service hours (2.90), increased service area (2.37), and increased service frequency (2.20). **Conclusion:** Respondents prioritized pedestrian integration and flexible options like on-demand services over frequency and geographic expansion
Q11 – Frequency of CAT Use Ten respondents indicated they never use CAT. Weekly use patterns showed some variability: 4 use it once a week, 9 use it 2–3 times per week, 4 use it 4–6 times per week, and another 4 use it daily. **Conclusion:** A significant portion of respondents are infrequent or non-users of CAT, suggesting a need for service improvements to attract regular ridership.
Q12 – Common Routes Used The most commonly mentioned routes were Route 10, Route 6, and Route 4. Route 19 also received several mentions, along with less frequent mentions of other routes. **Conclusion:** Several key routes see regular use, with Route 10 being especially prominent, indicating priority corridors for targeted improvements.
Q13 – Trip Purposes Personal trips (18) and work commutes (16) were the top reasons for using CAT. Medical appointments (9), shopping (10), and leisure (8) followed. No one selected “Other.” **Conclusion:** Transit is most commonly used for daily necessities such as work, errands, and medical visits.
Q14 – Final Comments & Suggestions Numerous respondents raised concerns about poor customer service, unsafe or reckless bus driving, and a lack of English communication from drivers. Some called for connections to Lehigh Acres and Lee County, better service for Immokalee residents (especially students and healthcare access), and partnerships with institutions like FGCU. Many emphasized the need for longer hours, more shelters, and better coordination between land use planning and transit. One person suggested exploring trains. Others voiced frustration with recent route cuts and questioned eligibility for door-to-door services. **Conclusion:** Feedback emphasizes serious operational and service quality concerns, while also highlighting broad support for better coordination, accessibility, and equity across the system.
Q15 – Age **Conclusion:** The summary shows the distribution of counts across age groups, with 25 - 34 and 55 - 64 being the largest groups, followed by 35 - 44 and 45 - 54. 12 responded “prefer not to say.”

TABLE 3-1 (CONTINUED): SURVEY RESPONSES SUMMARY

Q16 – Gender Of the respondents, 30 identified as female and 20 as male. No one selected non-binary or "prefer not to say." **Conclusion:** The survey sample was predominantly female, with a decent gender mix overall.
Q17 – Ethnic Origin Thirty respondents identified as White/Caucasian, 16 as Hispanic/Latino, 2 as Black/African American, and 1 as Two or More Races. No respondents selected Asian/Pacific Islander or American Indian. Two chose "Other." **Conclusion:** The survey captured a racially and ethnically diverse population, with a strong representation of Hispanic/Latino participants.
Q18 – Vehicles in Household 22 respondents reported having one vehicle, 18 had two, and 11 had no vehicle. No one reported having three or more. **Conclusion:** A notable portion of respondents rely on limited or no access to personal vehicles, underscoring the need for robust transit options.
Q19 – Household Income (2024) Responses varied across income brackets. The largest group fell in the $20,000–$29,999 range (7 respondents), followed by $100,000–$149,999 (6) and <$10,000 (4). Other groups ranged between 1 and 5 responses. **Conclusion:** The survey reflects a broad range of income levels, with many respondents falling in lower- to middle-income brackets.
Q20 – Language Spoken at Home 21 respondents reported speaking a language other than English at home, while 31 said they speak only English. **Conclusion:** Over 40% of respondents speak a non-English language at home, reinforcing the need for multilingual transit communication.
Q21 – ZIP Codes ZIP codes reported include a concentration from 34142 (several mentions), as well as 34116, 34112, 34110, 34120, 34113, and others including 33972, 33991, and 34114. **Conclusion:** Responses reflect a geographically diverse range of residents across Collier County and nearby areas.

TABLE 3-1 (CONTINUED): SURVEY RESPONSES SUMMARY

Summary of Question 14 from the On-Line CAT Survey
Q14 – Do you have any other comments or suggestions that would help CAT improve mobility services? Respondents shared a range of comments—many expressing frustrations with current conditions while others offered constructive suggestions and long-term ideas. The feedback can be grouped into key themes:
1. Poor Customer Service and Communication • Several respondents complained that CAT customer service rarely answers the phone, and when it does, callers are either redirected to voicemail or treated rudely. • Multiple comments criticized drivers for poor communication, especially due to **limited English proficiency**, which causes misunderstandings and difficulties for non-Spanish-speaking riders. • There were also concerns that **drivers are unprofessional**, with complaints that they drive too fast, brake hard, and don't make an effort to help passengers make transfers. Some believe drivers intentionally delay routes to earn overtime. *This suggests systemic issues in customer relations and operator training, particularly in safety, language access, and responsiveness.*
2. Service Coverage and Route Expansion Needs • A major concern was the lack of service to key areas. Respondents emphasized the need to: » Connect Immokalee to major destinations such as **FSW (Florida SouthWestern State College)** and **Naples**. » Extend service to **Lehigh Acres in Lee County**, including cross-county coordination. » Improve connectivity to **universities like FGCU**, medical centers, and job sites. • **Route 19** was called out specifically for needing more checkpoints due to its long span. • One commenter noted that many people can't access essential services such as dental care due to a lack of transportation from rural areas. *These responses highlight major geographic gaps in service, especially for students, workers, and low-income residents.*
3. Scheduling and Accessibility Barriers • Several riders noted the difficulty in coordinating schedules to make connections—either due to inconsistent timing or lack of frequent service. • The lack of **evening service** was mentioned by a working senior (age 68), who asked about eligibility for door-to-door CAT CONNECT due to the cancellation of an evening route. • One respondent criticized CAT's **para-transit service**, stating it's hard to get to work on time and suggesting a **formal agreement with Lee County** to assist those crossing county borders for employment. *Unreliable scheduling and limited hours are a barrier to access, particularly for workers and seniors.*

TABLE 3-1 (CONTINUED): SURVEY RESPONSES SUMMARY

4. Bus Stop Conditions and Rider Experience

- Respondents expressed concern over the **lack of shelters and benches**, especially during the rainy season and hot summer months.
- One person emphasized the dignity issue, stating they would never let their mother ride the bus because it's degrading to stand at a pole with no cover.
- Others noted the **physical discomfort and exposure** as a major deterrent to using CAT, particularly for vulnerable populations.

Inadequate bus stop amenities significantly impact the safety, comfort, and public image of transit service.

5. Public Awareness and Outreach

- Several respondents admitted they had little or no knowledge about CAT services, including **routes, pricing, or how the system works.**
- There was a call for improved **advertising and public education,** especially in underserved communities like Immokalee.

Greater investment in outreach, signage, and digital presence is needed to increase ridership and understanding.

6. Long-Term Vision and Planning

- Some provided forward-looking suggestions, such as:
  - » Incorporating **multi-modal planning** to support healthy, sustainable growth.
  - » Aligning **land use policies** with transit development instead of suburban sprawl.
  - » Exploring **rail or train options** for future connectivity.

Strategic planning and vision are seen as crucial to making transit viable in a growing county.

7. Mixed Opinions on Funding and Priorities

- One respondent expressed that **too much is already spent** on transit and implied that most riders don't pay taxes.
- This contrasts with other responses advocating for expanded services and better funding.

There's some ideological division among residents about the role and scale of public investment in transit.

Conclusion:

The feedback in Question 14 presents a detailed and often critical look at CAT's operations. Common concerns include poor communication, unreliable service, limited geographic coverage, and uncomfortable bus stop conditions. At the same time, many respondents voiced strong support for system expansion, better coordination with land use and regional partners, and equitable access for underserved populations. The comments reflect a mix of immediate needs (e.g., driver training, evening service, physical shelters) and broader aspirations (e.g., countywide connectivity, intermodal planning, and better access to services, education, and employment for underserved communities).

TABLE 3-1 (CONTINUED): SURVEY RESPONSES SUMMARY

PUBLIC WORKSHOPS AND LISTENING GROUP SESSIONS

The Listening Sessions took place on January 28, 2025, and January 31, 2025, both were held as an online format. The Public Workshops were held in-person on February 6, 2025, at the Golden Gate Community Center and February 12, 2025, at the Immokalee Community Park.

PURPOSE

Listening Sessions form part of the overall consultation plan for the project and are designed to involve key stakeholders such as business groups, partner agencies, and human services providers.

Public Workshops provide the opportunity for the public to comment and to receive feedback on existing services, gap identification and recommendations.

The purpose of both the listening sessions and public workshops was to provide the public and stakeholders with an opportunity to review the existing routes, the preliminary improvements, the evaluation criteria, evaluation process, the recommended routes and to comment on project activities to date.

LOCATION, DATE, AND TIME

The listening sessions consisted of an online presentation for the social service agencies on January 28, 2025, at 10:00 am and the workforce partners on January 31, 2025, at 11:00 am, hosted on TEAMS by Stantec, Collier Area Transit (CAT) and Collier Metropolitan Planning Organization (MPO). Comments related to the online listening session were requested by March 2025.

The public workshops were held in-person at Golden Gate Community Center on February 6, 2025, at 5:30 to 7:30 pm and at Immokalee Community Park on February 11, 2025, at 5:30 to 7:30 pm.

NOTIFICATION

An email was sent 2 weeks in advance of the listening session notifying the respective social services agencies and workforce partners of the date and time.

Flyers in English and Spanish advertising of the two public workshops were created and announced to the MPO Website (Collier Website) on January 31, 2025. Announcements of the workshops were included in the MPO's January 2025 newsletter, flyers were posted at the venue sites and distributed to the MPO Board and advisory committees, the MPO's adviser network, and distributed to CareerSource and Immokalee CRA. The flyers were also included in CAT's digital advertising and on its Facebook page.

The flyers provided information about the in-person public workshops, including their purpose, date, time, and location, as well as ways to provide feedback without attending the workshops.

Comments regarding the Workshop presentation were requested to be submitted by March 6, 2025.

REFERENCE MATERIALS AND HANDOUTS

The following displays were presented as part of the online listening session presentation:

- Welcome
- Agenda
- Presenters
- Meeting objectives
- Collier County Strategic Plan 2024
- Collier Area Transit
- Transit Development Plans – Overview
- Stakeholder Involvement
- Collier MPO Planning and Coordination
- Collier County – Community Profile
- Collier Area Transit – Bus Maps
- Collier Area Transit – System Profile
- CAT Highlights

- CAT Challenges
  - » Recommendations
  - » Recommendations Implementation Years
  - » Recommendations Proposed Routes
  - » Next Steps
  - » Comments
  - » Contact Information
  - » Thank you

Comment forms were provided at the in-person public workshops.

The following displays were presented as part of the in-person public workshop:

- Welcome
- Agenda
- Presenters
- Meeting objectives
- Collier County Strategic Plan 2024
- Collier Area Transit
- Transit Development Plans – Overview
- Stakeholder Involvement
- Collier MPO Planning and Coordination
- Collier County – Community Profile
- Collier Area Transit – Bus Maps
- Collier Area Transit – System Profile
- CAT Highlights
- CAT Challenges
- Recommendations
- Questions for agencies and stakeholders
- Next Steps
- Contact Information
- Thank you

Public outreach materials are included in **Appendix C**.

FORMAT

As noted, the Listening Sessions were online through TEAMS. The presentations were recorded for note taking and provided an overview of the project existing conditions, challenges, opportunities and a list of questions for the social service agencies and workforce partners to answer.

The Public Workshops were in-person with a presentation by Stantec at the start of the meeting. The presentations provided an overview of the existing conditions and proposed changes. Members of the public were encouraged, after the presentations, to complete comment forms, contact the project team to ask questions and/or provide feedback to the study and provide comments on the presentation.

Comment forms were provided at the in-person public workshops.

PARTICIPATION

A total of 13 people attended the two Listening Sessions. Discussion did occur within the listening sessions and a summary of comments are provided in **Table 3-2**.

Two people (exclusive of Stantec, CAT and MPO staff) attended each of the public workshops. A total of 2 comment sheets were submitted in person.

COMMENTS RECEIVED

No comments were received through the online website survey stemming from the public workshops and Listening Sessions. The online website survey was provided as a QR code for the in-person Public Meeting presentation.

An overview of the comments received during the in-person Public Meeting is provided in **Table 3-3**.

Common Themes	Summary of Comments
Limited Coverage & Accessibility	Transit service is restricted to certain areas, making it difficult for workers and residents without cars to easily commute, particularly from the Immokalee area to other portions of the County to access jobs, such as North Naples.
Need for More Routes & Frequent Service	Expanding routes, increasing bus frequency, and extending service hours were widely supported to make transit more viable.
Mobility on Demand – Potential & Challenges	Mobility-on-demand services could improve accessibility but are costly and difficult to implement at scale.
Workforce & Economic Impact	Limited transit options affect jobs for employees and employee retention for small-business owners, especially for those who cannot afford a car. Employer-supported transit and vanpools were discussed as potential solutions.
Infrastructure & Bus Stop Improvements	Participants prioritized more bus shelters, transfer hubs, and reliable stops. Some felt park-and-ride locations and bike infrastructure are adequate, while others emphasized the need for pedestrian and micromobility improvements.
Alternative & On-Demand Transit Options	Carpooling, employer vanpools, and microtransit were suggested as solutions, but affordability and logistical challenges remain.
Community Engagement & Awareness	Improving outreach through partnerships with businesses, schools, and organizations was emphasized. Suggestions included social media engagement, advertising, and rider education on paratransit.
Technology & Accessibility Improvements	Participants supported real-time tracking apps, enhanced reliability, and better accessibility features, such as wheelchair access and audio/visual aids.

TABLE 3-2: LISTENING SESSION INPUT RECEIVED

Common Themes	Summary of Comments
Upgrade Navigation System	Better system tracking and fareboxes need to be replaced.
Increase Bus Stops	New affordable housing development being constructed in Immokalee near SR29 increase bus stops to accommodate this new development.

TABLE 3-3: PUBLIC WORKSHOP INPUT RECEIVED

PUBLIC COMMENT PERIOD

As required by the PIP, a minimum 30-day public comment period was issued prior to BCC adoption of the TDP. The public comment period notice documents are included in **Appendix H** and included the following:

- Legal advertisement in Naples Daily News.
- Email blasts to CAT's Transit Advisory Network and the MPO's Adviser Network.
- Latest News Article on the MPO's website and an article in the MPO's September 2025 newsletter.
- Distribution of copies of the TDP and notice of the comment period to a total of 17 public government offices and local libraries for the members of the public to access and review.

Comments received during the public comment period are included in **Appendix I**.

COORDINATION WITH LOCAL GOVERNMENT PLANNING DEPARTMENTS

Throughout the development of the TDP, CAT and the MPO coordinated with the local Workforce Board and various local government planning agencies. CAT also presented the recommended transit improvements to the Immokalee Community Redevelopment Agency on March 19, 2025. Written notice of the opportunity to comment on proposed projects, the ten-year implementation program, and the draft TDP, along with notice of the public meetings where the draft TDP was to be presented and discussed, was also provided (included in **Appendix G**).

PRESENTATIONS TO ADVISORY COMMITTEES AND BOARDS

The draft TDP was presented to CAT's Public Transit Advisory Committee, the MPO's Technical and Citizens Advisory Committees, and the MPO Board prior to being presented to the Collier Board of County Commissioners for adoption.

SECTION 4
ALTERNATIVE ANALYSIS

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4 ALTERNATIVE ANALYSIS

TRANSIT DEMAND ANALYSIS

A key part of the Collier Area Transit (CAT) Transit Development Plan (TDP) is comparing the current transit service with the two main rider markets: the discretionary market and the traditional market. The discretionary market is analyzed using a Density Threshold Assessment (DTA) based on socio-economic data from the Florida Department of Transportation (FDOT) District One Regional Planning Model (D1RPM), while the traditional market is evaluated through a Transit Propensity Score using Census demographics. Ridership projections are calculated using FDOT's Transit Boardings Estimation and Simulation Tool (TBEST). These tools help determine whether the existing transit routes effectively serve areas with characteristics supportive of transit. This section explains how these tools identify service gaps, which will guide future adjustments or new services.

Historically, CAT has used similar analysis in previous transit development plans to determine needs and examine market conditions under which it is operating. Market conditions continue to be similar, supporting the analysis of trends and conditions assessed and providing confidence in the assumptions made to support recommended strategies for meeting Collier County's needs.

DISCRETIONARY MARKET ASSESSMENT

The discretionary market describes potential passengers residing in densely populated regions within the service area who may opt for transit as a commuting or transportation option but have other alternatives available to fulfill their mobility requirements. While discretionary markets may not be representative of the typical CAT rider, it is useful to pinpoint areas with higher population density that may attract additional choice riders. The DTA used industry-standard benchmarks to identify regions in the CAT service area that exhibit transit-friendly levels of residential and employee density. The assessment set three density thresholds to evaluate whether an area has enough population or employment density to support fixed-route transit services. Results categorize areas into three levels of transit investment: Minimum, High, or Very High, based on their ability to sustain different levels of service.

- Minimum Investment – reflects minimum dwelling unit or employment densities to consider basic fixed-route transit services (i.e., local fixed-route bus service).
- High Investment – reflects increased dwelling unit or employment densities that may be able to support higher levels of transit investment (i.e., increased frequencies, express bus) than areas meeting only the minimum density threshold.
- Very High Investment – reflects very high dwelling unit or employment densities that may be able to support higher levels of transit investment (i.e., premium transit services) than areas meeting the minimum or high-density thresholds.

Level of Transit Investment	Dwelling Unit Density Threshold	Employment Density Threshold
Minimum Investment	4.5-5 Dwelling units/acre	4 Employees/acre
High Investment	6-7 Dwelling units/acre	5-6 employees/acre
Very High Investment	>8 Dwelling units/acre	>7 Employees/acre

TABLE 4-1: TRANSIT SERVICE DENSITY THRESHOLDS

Interpolated socio-economic data from a FDOT District One Regional Planning Model base year of 2015 and a horizon year of 2045 produce DTA estimates for a 2026 TDP base year and a 2035 planning horizon year. **Figure 4-1** depicts the 2026 base year results, indicating that the employment-based discretionary transit market is concentrated in areas throughout the CAT service area. Major concentrations of employment-related transit investments are found both east and west of Naples Airport, as well as around Pine Ridge Road and US 41. Other areas of "High" to "Very High" employment-related transit investments are located in Immokalee and along Tamiami Trail.

Household unit-based discretionary areas with transit investment opportunities are fewer but follow the same densities as employment-based discretionary areas. The areas that meet or surpass the "High" threshold are located along the coastal area which includes the City of Naples, Marco Island, north of Pine Ridge Road, south of Pine Ridge Road, along US 41, around Immokalee Road west of Logan Boulevard, and in Immokalee west of CR 846.

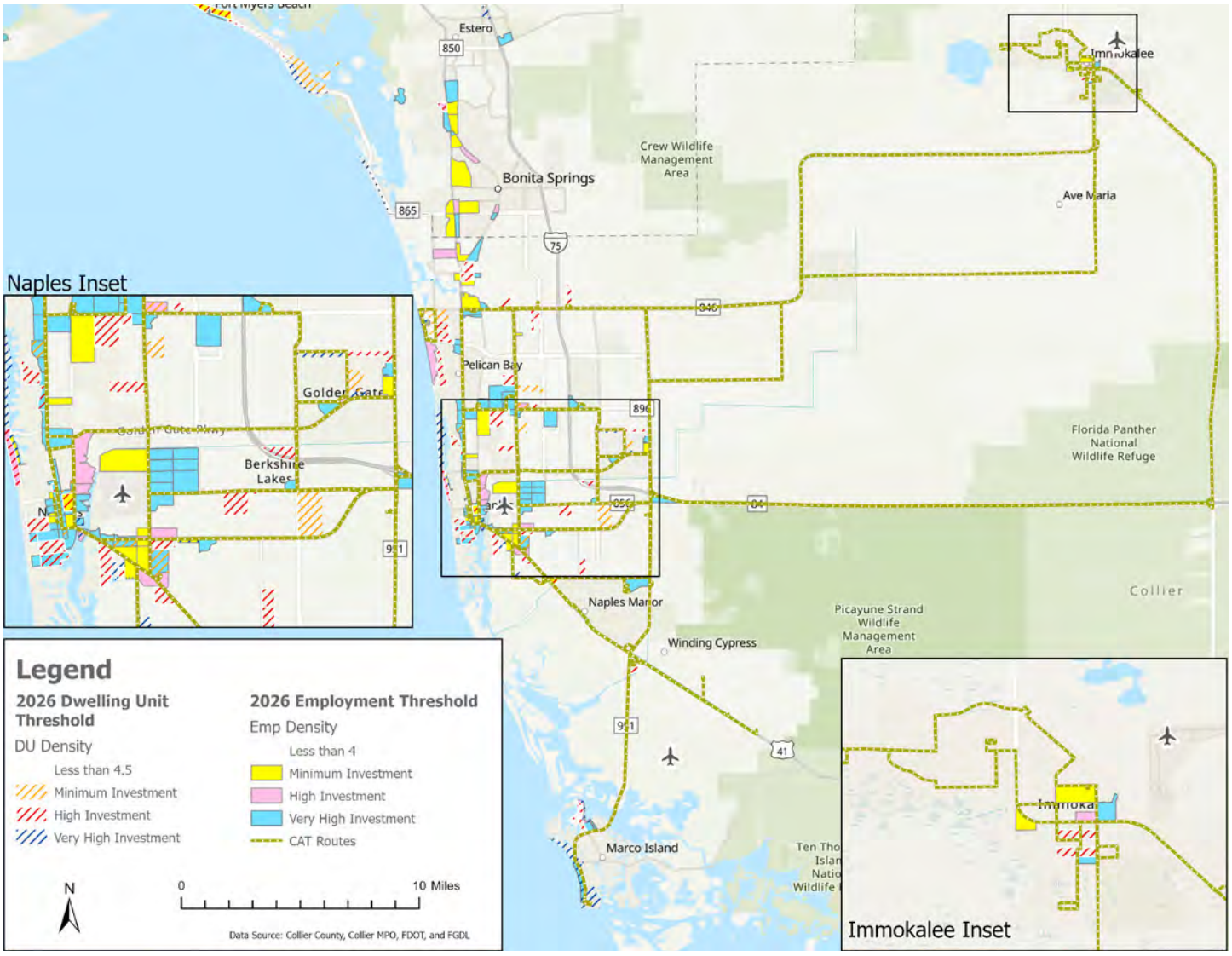


FIGURE 4-1: 2026 DENSITY THRESHOLD ASSESSMENT

Figure 4-2 displays the results of the 2035 DTA, which project growth in specific areas beyond the 2026 baseline. Notable growth is expected along the Naples coast, in Immokalee, south of the US 41 and Collier Boulevard intersection, and in areas adjacent to those already meeting the minimum transit investment threshold. Areas with a "High" to "Very High" employment-based discretionary transit market are concentrated near the airport, along Davis Boulevard, Pine Ridge Road, Goodlette-Frank Road, portions of US 41 from north of Bonita Springs in Lee County south to Naples, the coastal areas of North Naples and Marco Island, around SR 29 in Immokalee, and near Collier Boulevard and I-75.

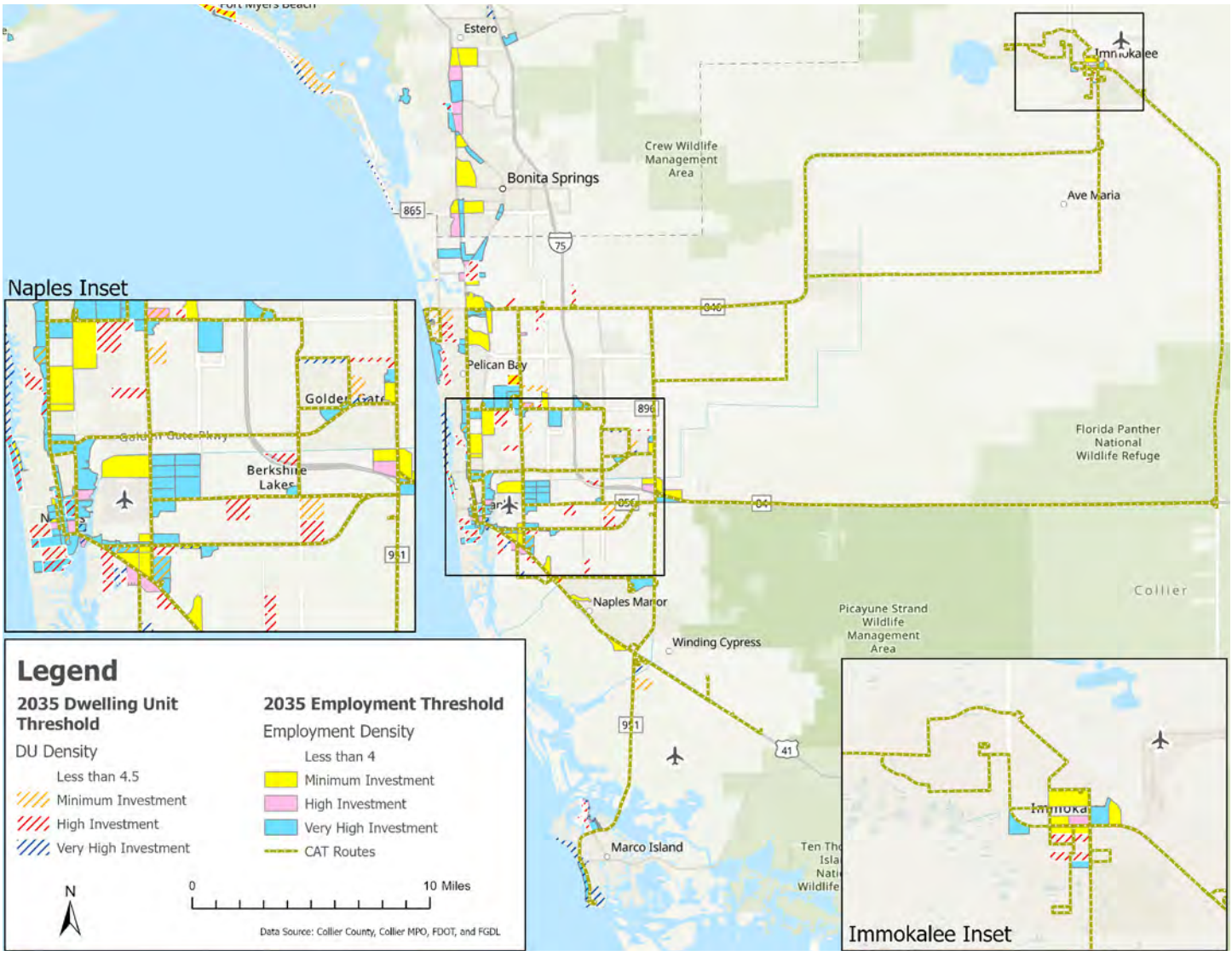


FIGURE 4-2: 2036 DENSITY THRESHOLD ASSESSMENT

TRADITIONAL MARKET ASSESSMENT

A secondary assessment used demographics to measure transit usage propensity. Analysis integrated American Community Survey (ACS) data at the census block group level reflecting concentrations of those too young to drive, those transitioning from driving due to old age, those in low-income groups, and identified households with no access to a personal vehicle. Blending the demographic factors created a composite ranking for each block group corresponding to a level of transit use propensity and market potential (**Figure 4-3**). Graphic depiction of the results includes existing transit routes to show whether CAT currently serves these areas.

The CAT service area includes block groups with significant transit-dependent populations. Areas north-west of Naples airport, east of Collier Boulevard near US 41 and near Lee County show “High” and “Very High” transit propensity scores due to higher concentrations of older adults, youths, younger adults, and low-income households. In addition, identified block groups in Immokalee also show “High” to “Very High” transit propensity scores supported by high concentrations of zero-vehicle households, older adults, youths, and younger adult populations. It is important to recognize that some low-density suburban and rural areas, especially around Immokalee, may be classified as having "High" or "Very High" transit propensity. However, this does not necessarily indicate a strong need for traditional fixed-route service. These areas might be better served by a more economical and flexible form of public transportation such as on-demand transit options instead.

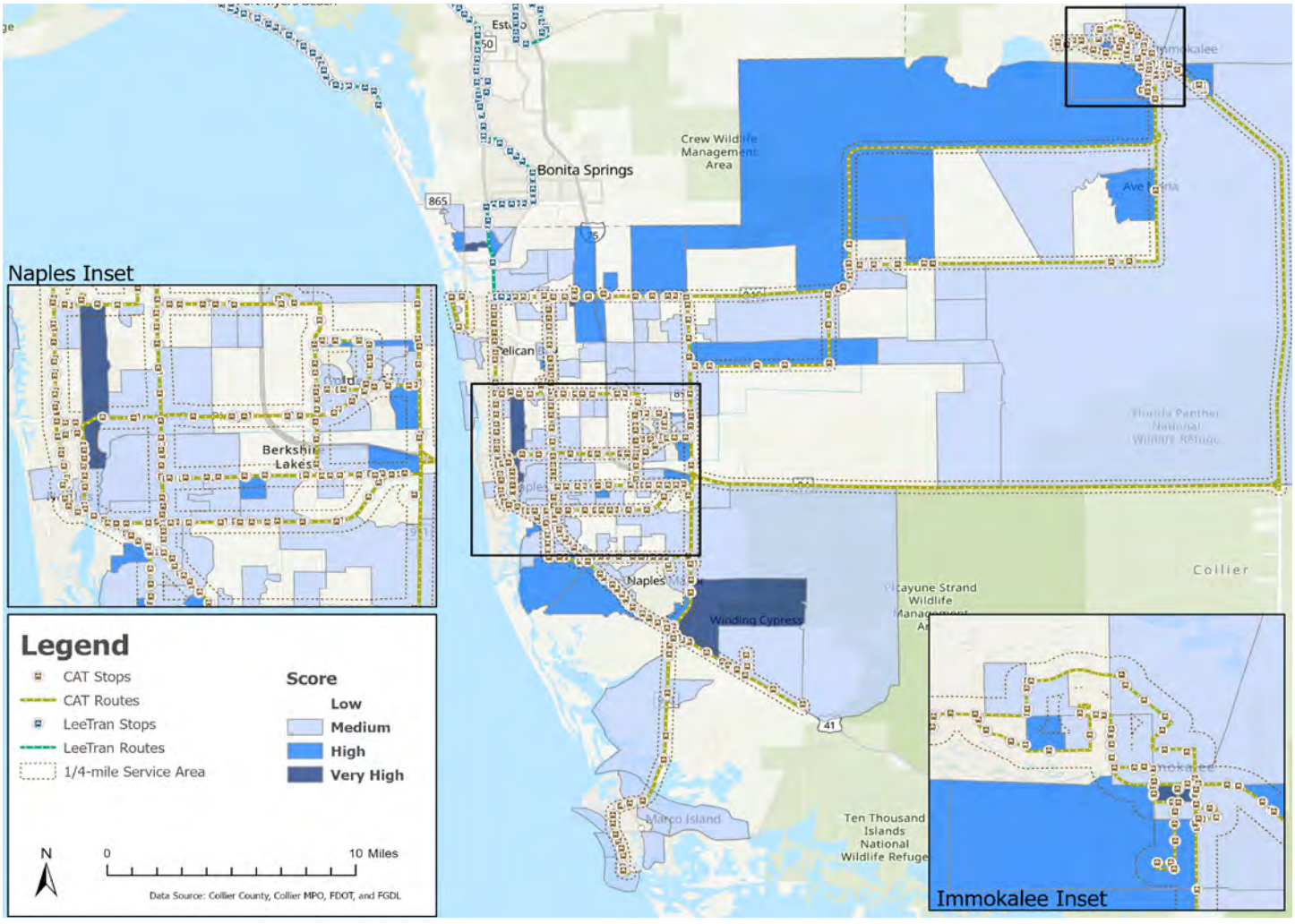


FIGURE 4-3: TRANSIT PROPENSITY SCORE

GAP ANALYSIS OVERVIEW

The gap analysis is an evaluation process that compares existing service coverage to potential need using the traditional market assessment analysis results. It serves to identify geographical gaps in public transit where transit needs may be high but service is considered insufficient.

The gap analysis involves a visual comparison of the "High" and "Very High" transit propensity block groups from the traditional market assessment along with a ¼-mile buffer of existing transit routes and stops. The analysis considers any "High" and "Very High" transit propensity areas that do not intersect the transit service buffer to be potential gaps in transit service. A more detailed analysis follows the determination of potential gaps as some block groups are large and unevenly proportioned. Supplementary aerial photography assessment helps to verify if an area within a potential transit service gap is supported by the needed land uses and density that can support transit service.

As shown in **Figure 4-3**, areas that have noticeable potential to support augmented transit service are located west and east of US-41 but south of Bonita Beach Road. Other major areas that may be underserved include North Naples, Immokalee, Collier Boulevard between Rattlesnake Hammock Road and Radio Road and areas east of Goodlette-Frank Road.

Following the completion of the gap analysis, service planning was implemented to formulate strategies aimed at addressing the identified service deficiencies, particularly in regions with elevated transit propensity scores. CAT has various alternatives for addressing specific service gaps, which may involve alterations to current routes, such as modifying route alignments, adjusting service spans, increasing service frequencies, and employing Mobility-on-Demand (MOD) strategies.

FUTURE TRANSIT DEMAND MODELING

Forecasting transit demand is an important aspect of transportation planning. Rule 14-73.001, F.A.C. states that an FDOT-approved transit demand estimation technique/ software must be used to estimate the current and potential 10-year transit demand. The projections were prepared using the Transit Boardings Estimation and Simulation Tool Version 4.8, the FDOT-approved ridership estimation software for the following scenarios:

- "2026 – No Improvements" – projects ridership demand to 2026 with the current transit system
- "2035 – No Improvements" – projects ridership demand to 2035 with the current transit system

Transit Boarding Estimation and Simulation Tool (TBEST) is a transit analysis and ridership-forecasting model capable of estimating travel demand at the route level. The program was developed to offer accurate forecasts of transit ridership in the near and mid-term, aligning with the requirements of transit operational planning and TDP development. When generating model outputs, TBEST also takes transit network connectivity, service frequency, distance between stops, and time of day into account.

MODEL INPUTS/ ASSUMPTIONS AND LIMITATIONS

TBEST uses a combination of demographic information and transit network data for its modeling inputs. The assumptions and inputs used in modelling the regionally significant routes in TBEST are outlined below. The regional model is based on the TBEST Land Use Model 2023 structure, which is backed by parcel-level data sourced from the Florida Department of Revenue (DOR) statewide tax database. It is important to highlight that the model does not interact with roadway network conditions. As a result, ridership predictions will not reflect changes in roadway traffic conditions, speeds, or roadway connectivity.

TRANSIT NETWORK

CAT staff created the base transit system analysis environment using General Transit Feed Specification (GTFS) data designed to reflect 2024 conditions, the model's validation year. GTFS data includes:

- Route alignments
- Route patterns
- Bus stop locations
- Service spans
- Existing service frequency headways during peak and off-peak periods

The study team verified, validated, and made necessary edits to GTFS data to ensure accurate representation of up-to-date bus service spans and headways.

SOCIOECONOMIC DATA

Analysts derived the socioeconomic data used as the base input for the TBEST model from the District One Regional Planning Model (D1RPM) Version 2 and ACS 5-Year Estimates. Using the data inputs listed above, the model captures market demand (population, demographics, employment, and land use characteristics) within ¼-mile radius of each transit stop.

TBEST uses a socioeconomic data growth function to project population and employment data. Using 2045 socioeconomic forecasts from the D1RPM v2, population and employment growth rates were applied at a Traffic Analysis Zone (TAZ) level. Population and employment data are hard coded into the model and cannot be modified by end-users. As applied, the growth rates do not reflect fluctuating economic conditions as experienced in real time.

TBEST MODEL LIMITATIONS

While TBEST offers ridership projections at the route and bus stop levels, its primary value lies in comparisons of route productivity. The output from TBEST should not be seen as exact predictions of ridership numbers. Instead, it should be used to compare and assess different routes to guide decisions about actual service implementation. TBEST results are estimations and as such should be interpreted to represent potential future growth requiring solid planning, judgment, and experience.

POTENTIAL FUTURE TRANSIT DEMAND RESULTS

The TBEST model was validated using the inputs, assumptions, and ridership data at the route level from February 2024. By extrapolating from the validated model, the ridership forecasts were established for the TDP Update's 2026 baseline and 2035 horizon years. These annual ridership forecasts indicate the anticipated level of service usage, assuming no modifications are made to any of the fixed-route services, in accordance with F.A.C. Rule 14-73.001. **Table 4-2** presents the projected demand in terms of the number of annual riders by route for the years 2026 and 2035, along with the ridership growth rates for the intervening period, as derived from the TBEST model.

POTENTIAL FUTURE TRANSIT DEMAND ANALYSIS

Based on the TBEST model results shown in **Table 4-2**, demand for transit will experience a moderate increase for all routes over time, particularly for routes 21, 23, 27, 29 and 121. Projections expect overall average annual ridership to increase by 11.85% by 2035, an annual growth rate of about 1.3%. The model results show that the most significant absolute increase in demand in the network will occur within the next 10 years on routes 11, 19, and 24.

Growing Collier County's transit market share requires strategic implementation of a combination of service efficiency and expansion in areas experiencing growth. The service enhancements outlined in this plan, along with other transit planning initiatives will collectively result in improved transit services for the area. The strategies proposed are supported by public comments collected throughout the planning cycle.

Route	2026 Average Annual Ridership	2035 Average Annual Ridership	2026-2035 Absolute Change	2026-2035 Average Growth Rate
11	133,083	149,106	16,023	12.04%
12	71,636	78,108	6,472	9.03%
13	53,944	60,451	6,507	12.06%
14	45,155	50,810	5,655	12.52%
15	87,628	95,448	7,820	8.92%
16	50,935	55,304	4,369	8.58%
17	28,256	31,430	3,174	11.23%
19	112,352	126,605	14,253	12.69%
20	23,402	25,700	2,298	9.82%
21	13,261	15,289	2,028	15.29%
22	35,986	40,281	4,295	11.94%
23	27,832	31,491	3,659	13.15%
24	97,743	109,635	11,892	12.17%
25	22,957	25,820	2,863	12.47%
27	39,467	45,354	5,887	14.92%
29	25,696	29,195	3,499	13.62%
121	26,731	32,181	5,450	20.39%
Totals	896,064	1,002,208	106,144	11.85%

TABLE 4-2: POTENTIAL DEMAND AND GROWTH RATES WITH NO IMPROVEMENTS, 2026–2035

SYSTEM ENHANCEMENT STRATEGIES

Potential transit enhancements for CAT's 10-year TDP represent area transit needs for the next 10 years and were developed without considering funding constraints. Instead, CAT sought to develop a strategic business plan approach to identifying priorities and recommendations that reflected the Board of County Commissioners' approach to careful and targeted investments that support robust economic growth and opportunities. To accomplish this, the study team identified and prioritized service improvements using an evaluation process that considered input from the community and the technical analyses that identified potential transit service gaps. The resulting prioritized list of improvements were used to develop 10-year implementation and financial plans. As Collier County and the communities within the county continue to grow, these prioritized transit needs will assist CAT in prioritizing, selecting, and implementing service improvements as funding becomes available.

The proposed transit network is shown in **Figure 4-4** below.

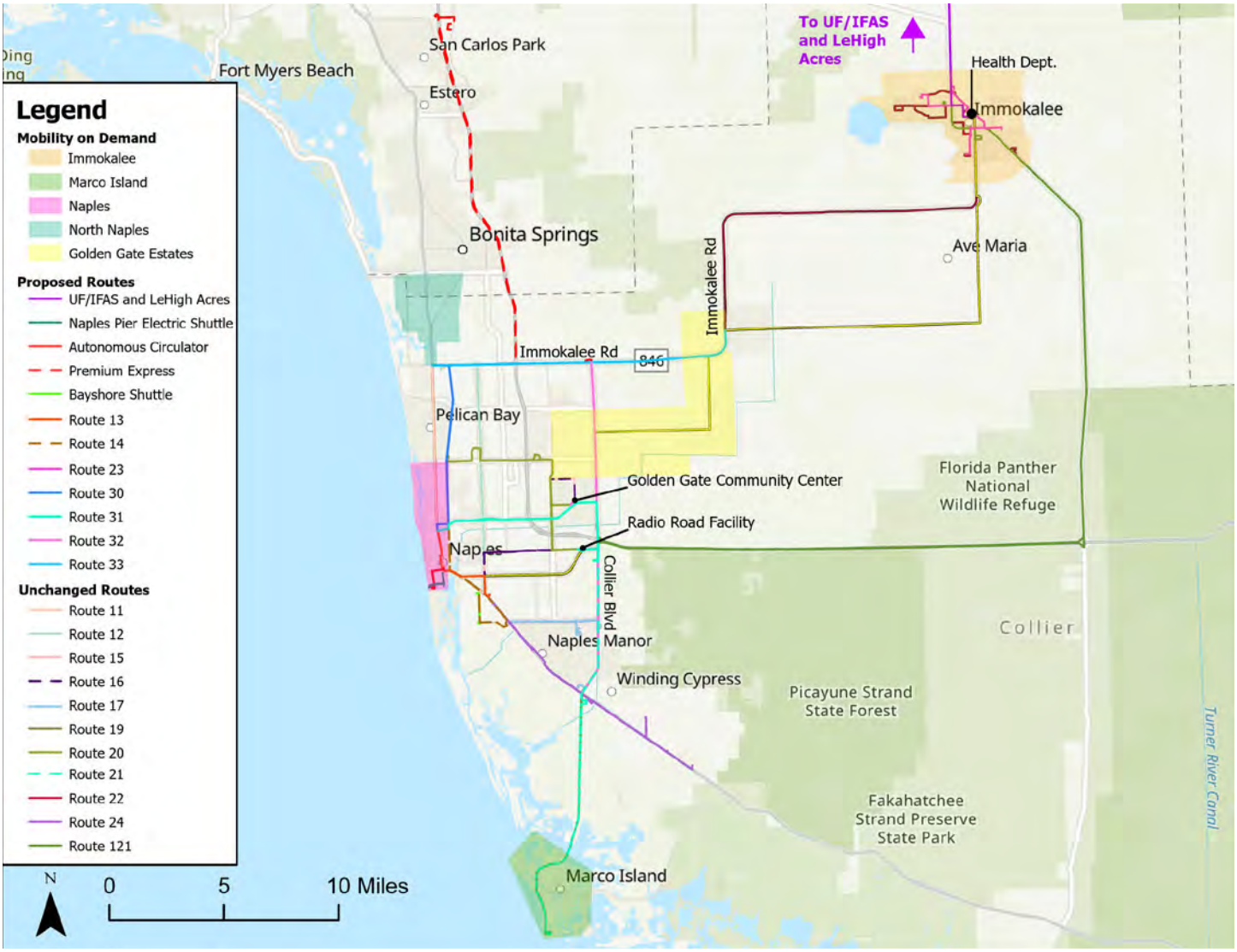


FIGURE 4-4: PROPOSED TRANSIT NETWORK

PROPOSED TRANSIT SERVICE STRATEGIES

The transit system enhancements proposed for 2026-2035 aim to enhance current CAT services and extend transit coverage to previously unserved areas. These strategies are designed to address the community's transit requirements and have been formulated using data collected through public outreach, the transit demand assessment presented herein, and the Situational Appraisal.

The identified actions have been categorized into three distinct groups based on these methodologies:

- Service Improvements
- Capital/Infrastructure
- Policy/Other

Additional detail regarding specific improvements identified in each category describe how each strategy contributes to an envisioned service network (**Figure 4-4**).

SERVICE IMPROVEMENTS

Enhancements to service include improvements to existing routes concerning network design, frequency, extended operational hours, and/or the addition of service days. This category further includes the expansion of services, which involves the introduction of new routes or modes.

EXISTING ROUTE MODIFICATION

There is a significant need to extend service hours, increase service frequency, and realign certain current bus routes.

FREQUENCY ENAHANCEMENTS

Analysis and assessment results inform the proposal of the following headway reductions to improve service effectiveness:

- Route 13: Reduce headway from 60 minutes to 40 minutes (includes realignment)
- Route 15: Reduce headway from 90 minutes to 45 minutes
- Route 16: Reduce headway from 90 minutes to 45 minutes
- Route 17: Reduce headway from 90 minutes to 45 minutes
- Route 14: Reduce headway from 60 minutes to 30 minutes
- Route 11: Reduce headway from 30 minutes to 20 minutes
- Route 12: Reduce headway from 90 minutes to 45 minutes
- Route 23: Reduce headway from 60 minutes to 40 minutes (includes realignment)
- Route 121: Add one additional trip during the a.m. and one during the p.m.

SERVICE SPAN EXPANSION

Based on the availability of funding and demand for service, the study team proposes and recommends extending service hours for routes 11, 14, 15, 17, 19, and 24 until 10:00 p.m.

REALIGN ROUTES

To enhance service efficiency, reduce network redundancy, improve travel times, and simplify route information, several route and network modifications are proposed. The objective of these recommendations is to streamline the route and network structure while being better able to accommodate the anticipated population and employment growth identified in the Transit Demand Analysis. The route extensions and realignments work in tandem with other route improvements, and several route pairs proposed

below combine separate one-directional routes to serve as single bidirectional routes. The proposed changes include:

- Realign Routes 13 and 14 – Currently operating as a one-way pair, Routes 13 and 14 would be restructured into two bidirectional routes. This change would simplify the routes for riders and improve frequency on a shortened Route 13. The routes would operate between Coastland Center and the Government Center. Route 13 would operate along 9th Street/Tamiami Trail to Davis Blvd to the Government Center every 40 minutes. Route 14 would operate along Goodlette-Frank Road to Tamiami Trail to Bayshore Dr to Thomason Dr to Tamiami Trail north to the Government Center. In the alternatives evaluation, the realignment for Route 13 includes a 60 to 40-minute reduction in headway.
- Route 23 – Potential realignment of Route 23 would provide direct connections between residential areas to several destinations while expanding the service area. The route would connect the westernmost residential cluster on Lake Trafford Road to the County Health Department, several packing houses along New Harvest Road, and finally to the easternmost residential cluster on Farm Worker Way. A deviation to provide service to the Roberts Center is recommended as an alternative. Comments requesting incorporating the Habitat for Humanity Kai Casa into Route 22 and Route 23 were received from the public workshop on February 11, 2025. In the alternatives evaluation, this realignment includes a 60 to 40-minute reduction in headway.

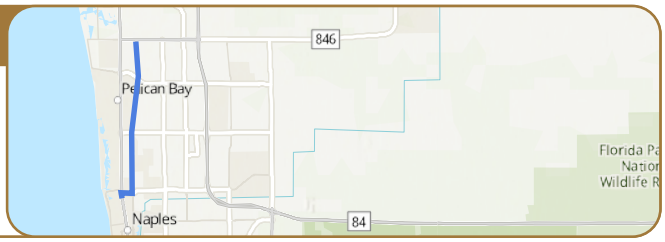
NEW TRANSIT ROUTES AND SERVICES

Proposed new services, depicted in **Figure 4-5** below, seek to address specific mobility, parking, congestion concerns while piloting and testing the application of new technologies and emerging mobility concepts.

The proposals would split and extend Routes 25 and 27 to create Routes 30, 31, 32 and 33 – Routes 25 and 27 provide service in both the north-south and east-west directions. To create a more grid-like network, close gaps in transit service, simplify navigation for riders, and to better accommodate employment growth along Collier Boulevard and Immokalee Road, the study team proposes splitting the routes where they change directions and extend them to provide better connectivity to key destinations and other routes.

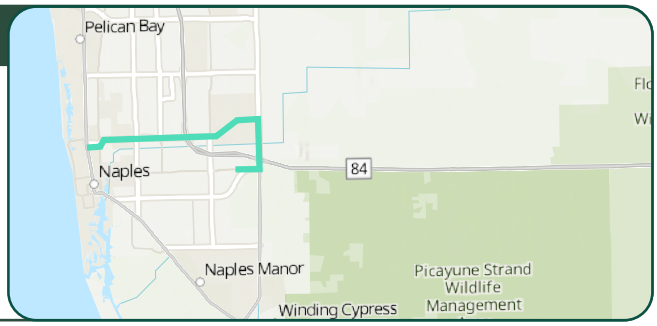
ROUTE 30

Previously named Route 25 North-South (Goodlette-Frank Road), this alignment would provide service along Goodlette-Frank Road from Immokalee Road to the Coastland Center Mall.



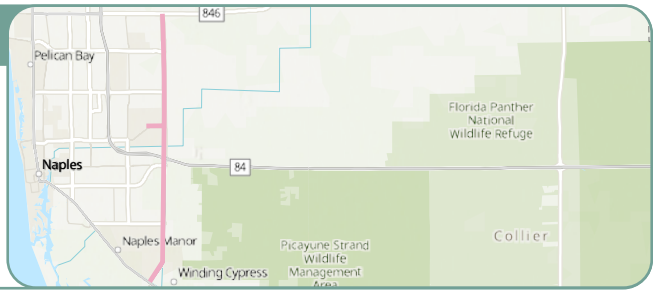
ROUTE 31

Previously named Route 25 East-West (Golden Gate Parkway), this alignment would connect Coastland Center Mall to the Golden Gate Community via Golden Gate Parkway before turning south on Collier Boulevard, where it would service Walmart and the CAT Radio Road Facility.



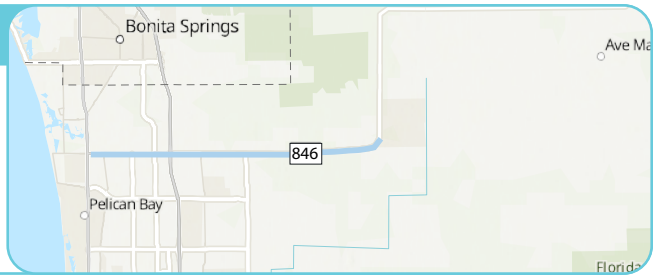
ROUTE 32

Previously named Route 27 North-South (Collier Boulevard), this alignment would provide service along Collier Boulevard from Immokalee Road to Tamiami Trail with a deviation to the Golden Gate Community Center on Golden Gate Parkway.



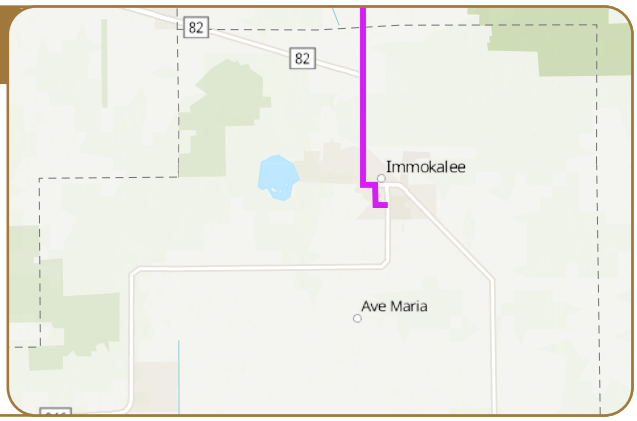
ROUTE 33

Previously named Route 27 East-West (Immokalee Road), this alignment would provide service along Immokalee Road from Walmart on Tamiami Trail to the Publix at the intersection of Immokalee Road and Randall Boulevard.



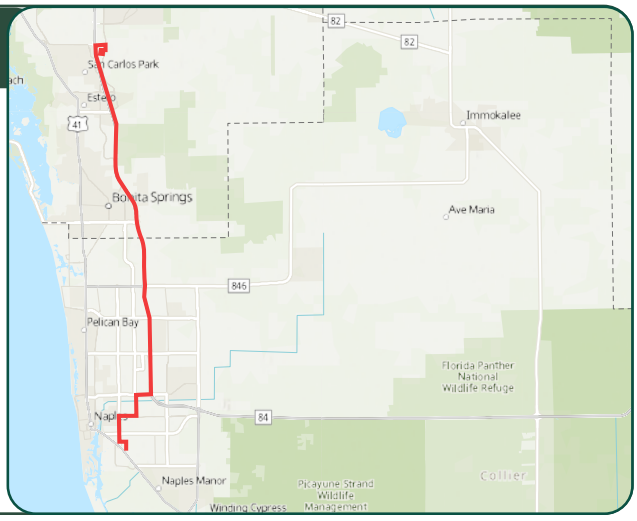
UF/IFAS AND LEHIGH ACRES ROUTE

A need to connect Immokalee to the University of Florida/IFAS satellite campus and Lehigh Acres was identified in a 2024 Regional Service and Regional Fare Study conducted by CAT and the MPO. The study identifies a proposed route to connect Collier and Lee Counties through a proposed UF/IFAS Immokalee to Lehigh Acres route. The route would require one vehicle. The Regional study recommended service from approximately 6 a.m. to 6 p.m. daily.



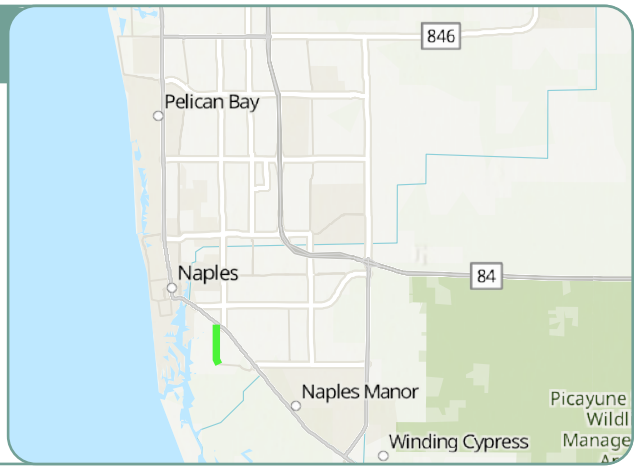
I-75 PREMIUM EXPRESS

It is envisioned that this route would be a premium express commuter service operating on I-75. The Route would begin service at the Government Center, head north on Airport Pulling Road, turn east on Radio Road, north on Livingston Road, east on Golden Gate Parkway and go north on I-75 before ending in the vicinity of the Florida Gulf Coast Town Center. The northern terminus and operating plan require coordination with LeeTran. The route would require one vehicle to provide a 90-minute headway service from 6 a.m. to 8 p.m.



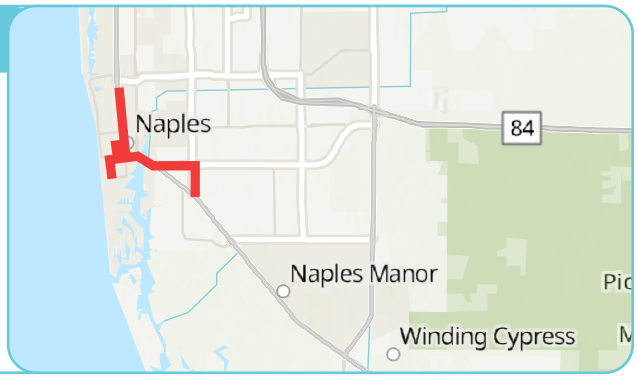
BAYSHORE DRIVE ELECTRIC SHUTTLE

The Bayshore Community Redevelopment Agency (CRA) has requested that CAT help mitigate parking needs by operating two shuttles within the Bayshore CRA. A survey was conducted by the Bayshore CRA to introduce the proposed service and vehicle, gauge community support, and identify the most visited destinations in the Bayshore Area. The route would require one vehicle but would likely need two vehicles to provide 15-minute headways from Weeks Avenue to the Naples Botanical Garden from 11:00 a.m. to 9:00 p.m.



DOWNTOWN AUTONOMOUS CIRCULATOR

The downtown autonomous circulator concept was developed as part of an effort to create a conceptual roadmap for CAT's sustainable future and to address congestion and the parking shortage in downtown Naples. The current alignment of the circulator runs along 4th Ave S and 3rd St S to connect Downtown Naples to the 3rd St S shopping area.



ELECTRIC NAPLES PIER SHUTTLE

The electric shuttle concept was developed as part of an effort to create a conceptual roadmap for CAT's sustainable future and to alleviate congestion and demand for parking in downtown Naples. The shuttle would make stops at the Naples Pier, Crayton Cove, as well as shops and restaurants within the area south of 6th Avenue South. CAT Staff will coordinate with merchants and representatives with the City of Naples to determine the final route alignment for the Shuttle.

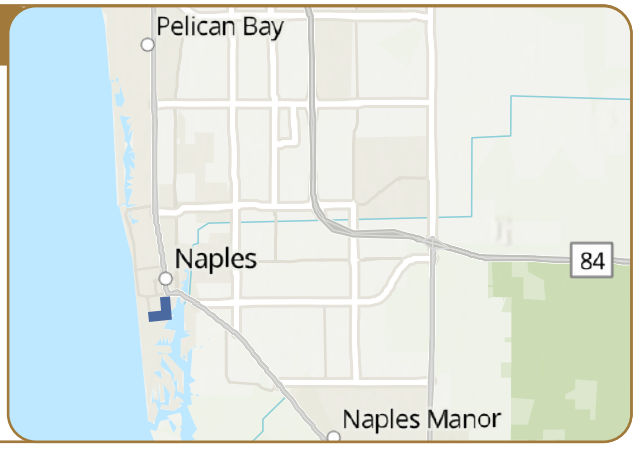


FIGURE 4-5: NEW TRANSIT ROUTES AND SERVICES DESCRIPTIONS AND MAPS

MOBILITY-ON-DEMAND SERVICE INTRODUCTION

Mobility-on-demand (MOD) services use on-demand information, real-time data, and predictive analytics to provide travelers with transportation choices that best serve their needs and circumstances. MOD service could be requested via a mobile app, on the CAT website or by telephone. MOD service is designed to localize mobility (i.e., home to grocery store) and to provide connections to the fixed-route transit network for longer trips (i.e., home to bus stop to catch a bus downtown). MOD works best in areas in which fixed-route service may not be nearby, where customers have limited mobility access to bus stops, or where the necessary infrastructure is not available for safe or convenient access to bus stops. MOD service operates as a point-to-point system, responding to either immediate customer requests or those scheduled for a future time. Travel can be accommodated within a MOD zone and overlap into adjacent zones to complete short trips that cannot be served conveniently by fixed-route service. MOD may supplement transit in areas of reduced service due to lower demand.

The creation of a MOD service recommendation considered input from public involvement, demographic characteristics, and the nature of the existing route network. Many neighborhoods in proposed MOD zones have dead-ends and non-uniform street grids, thereby diminishing connectivity of transit routing as well as walkability to bus stops. MOD zones are intended to fulfill unmet needs in these areas and better operate within the constraints posed by land use decisions. In addition, MOD service improves accessibility, including for transportation disadvantaged persons. Therefore, the MOD is recommended as an innovative service approach that can be used to meet growing demand for CAT Connect service, replacing traditional paratransit service for certain trip types.

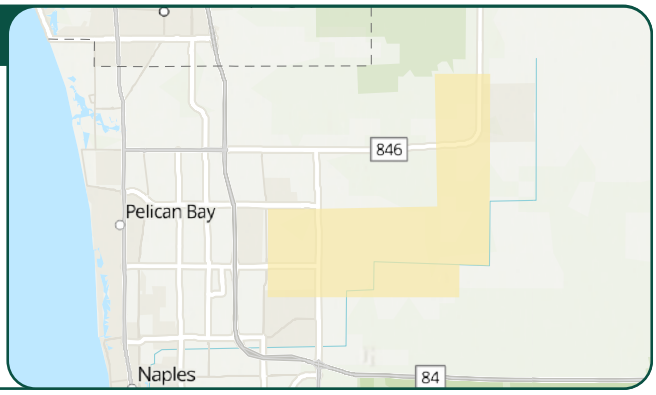
Recommended operation requires a Software-as-a-Service (SaaS) cloud-based platform that enables an extension of the existing CAT Connect dial-a-ride service. CAT may also elect to assess options to contract MOD operations as Mobility-as-a-Service (MaaS) with a third party. However, contracting may limit potential for CAT to leverage MOD to supplement or transition paratransit demand from CAT Connect to MOD.

The below potential MOD zones (**Figure 4-6**) were identified.

Implementation is recommended to be further studied to develop operating concepts and requirements for each proposed MOD zone prior to finalization and deployment of any service.

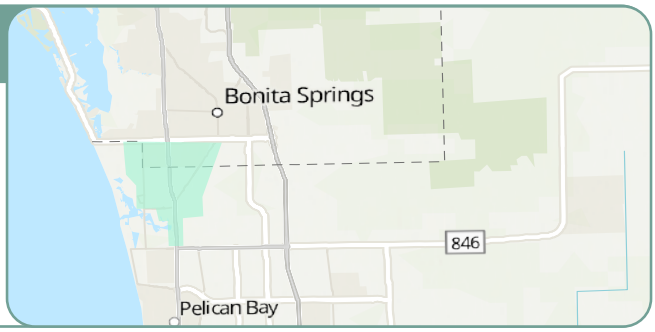
GOLDEN GATE ESTATES

This MOD zone would include areas of Golden Gate Estates, an expansive rural neighborhood east of I-75. This zone currently has a high demand for paratransit service and would provide transit service to areas currently underserved by fixed-route transit; most are low-density and may require three vehicles in the peak and two during the off-peak to operate due to poor roadway connectivity and large service area.



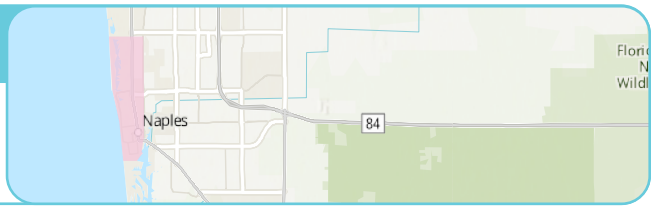
NORTH NAPLES

This zone would cover the northwest quadrant of Collier County. The zone borders Bonita Beach Road and extends as far south as Immokalee Road and would serve areas east and west of US-41 as well as areas east and west of Old US- 41 Road.



NAPLES ZONE

This MOD zone would cover the beach from Broad Avenue to Pine Ridge Road as far east as Goodlette-Frank Road.



IMMOKALEE

This zone would encompass the entirety of the Immokalee area from Lake Trafford in the west to Immokalee Regional Airport and Farm Worker Village in the east. It extends north to the Isabel Collier Read Medical Campus and south to Stockade Road.

MARCO ISLAND

This microtransit service would serve Marco Island. This service would likely require more than one vehicle, as it would continue to provide connections to other routes in the CAT network, requiring drivers to leave the island.

FIGURE 4-6: NEW MOBILITY ON-DEMAND SERVICE DESCRIPTIONS AND MAPS

CAPITAL & INFRASTRUCTURE IMPROVEMENTS

The Immokalee Transfer Station facility is currently under construction and is on track to be completed in the summer of 2025. CAT is building a bus transfer station adjacent to the Collier County Health Department and Immokalee Branch Library. The station will include new bus bays, passenger transfer shelter, and other amenities including benches, vending machines, and restrooms.

CAT has recently completed a series of on-board technology upgrades including Automated Vehicle Location (AVL) replacement, Automated Passenger Counters (APCs), on-board announcers, and on-board information media. A farebox replacement project is currently underway.

It is recommended CAT implement an end-to-end trip planning software that fully integrates with a mobile pay application. This app should allow the rider to plan trips using any of CAT's services, including fixed route and MOD, but also connects to other third-party applications, allowing the rider "first and last mile" options including park-and-ride, ride share, microtransit, and micromobility.

Artificial Intelligence (AI) is a rapidly developing technology that is automating complex tasks and proving to be beneficial in synthesizing large amounts of data. It is recommended that CAT begin to explore and research opportunities to implement it to improve rider experience such as predictive scheduling to reduce wait times and provide detailed recommendations for multi-modal trip planning. It can also assist with paratransit and microtransit dispatch, reducing the time needed to book a trip and making the service more convenient and easier to access for the rider. AI can also assist in other facets of transportation planning and operations including developing real-time information systems, improving demand forecasting, identifying fuel efficiency, and providing predictive maintenance.

CAT is exploring technology to partner with merchants and employers to pay down fares for patrons and employees using smart cards and/or mobile pay applications. A project to explore the use of account-based payment systems to reload smart cards and other fare media as part of a SaaS or MaaS platform is underway and may provide an opportunity to implement cost and time saving efficiencies. This effort could facilitate compatible fare policy and fare technology with LeeTran better supporting the regional collaboration between Lee and Collier Counties. This smart card technology could track detailed rider usage (boardings and alightings) for more accurate bus stop activity data when combined with APC data and also provide rider origin and destination information.

A park-and-ride study completed in 2020 documented and prioritized sites providing implementation strategies by locating potential lots near multimodal facilities. The identified facilities were adjacent to transit, pathways, sidewalks, or bike lanes, and provided access to sustainable transportation modes. These sites were identified as a starting point as opportunities arise in the county for the development of Park and Ride Facilities. Continued identification of sites and recommendations should be considered as opportunities for implementation arise.

Collier County is advancing its transit infrastructure with key investments, including the construction of a new Operations and Maintenance Facility and enhancements to transit stops. In parallel, Collier County will continue reallocating awarded grant funds to support the project, ensuring financial readiness. The design process commenced in 2024 with an estimated $18 million dollars in project costs. The new facility will be built on the existing site while current operations continue, minimizing disruptions to transit services.

POLICY & OTHER IMPROVEMENTS

CAT collaborates with the Collier MPO to conduct various studies to advance transportation, mobility and transit in Collier County. These various studies develop data-driven recommendations which support the Board of County Commissioners' directives as well as the County Manager's goals. The following efforts have been identified and are planned areas of studies to support transit in Collier County.

- **The I-75 Express Study:** This study aims to assess the feasibility of express bus service on I-75. This study would include coordination with FDOT.
- **Zero/Low Emissions Vehicles & Infrastructure:** CAT, in collaboration with Collier MPO, developed a zero emission fleet transition plan. The Plan was completed and approved by the Board in May of 2025. The Plan recommends that from 2025-2029, CAT purchase one battery electric bus (BEB) and two overnight chargers and evaluate operating and maintenance issues. From 2029-2032, that CAT purchase of a second BEV and revisit further changes to the implementation of alternative fuel technology in the next TDP Major update in 2031. From 2032-2034, that CAT purchase and implement six hybrid electric buses and evaluate operating and maintenance issues.
- **Transit Fare Study:** It is recommended that CAT conduct a fare study approximately every five years to assess fare structures and determine whether modification to its fares is warranted. CAT has recently initiated a fare study with an estimated completion date of spring 2026.
- **MOD Demand Study and Operations Requirements Pilot Project:** The MOD Study is recommended to be conducted prior to the 2031 Pilot Project to align with and support the Immokalee MOD and the Pilot Project, also scheduled for 2031. It is recommended that MOD service pilot projects be pursued to address first-mile/last-mile connectivity to existing fixed routes where gaps in access to transit exist. Pilot projects can also determine if expanded door-to-door services provide enhanced workforce mobility options on a cost/benefit basis.
- **Immokalee Road Corridor Study:** A feasibility study to determine demand for transit service throughout the corridor and address connectivity.
- **Comprehensive Operations Analysis (COA) Study** – Implementing a comprehensive operations analysis every seven years starting in 2028 ensures long-term system efficiency, responsiveness to changing travel patterns, and alignment with evolving community needs. This regular evaluation supports data-driven decision-making and helps prioritize improvements for optimal service delivery.

STRATEGY EVALUATION & PRIORITIZATION METHODOLOGY

This section summarizes the evaluation process for the service enhancement strategies developed and recommended in this CAT TDP. A variety of actions have been identified, ranging from expansion of existing routes to implementation of new routes. CAT will prioritize these improvements to effectively plan and implement them within the next 10 years using existing and/or new funding sources.

STRATEGY EVALUATION AND PRIORITIZATION CRITERIA

Through a thorough evaluation of recommendations, CAT can more effectively prioritize and schedule proposed initiatives. Assessment of the advantages of each improvement in relation to the others through an objective prioritization methodology is required to most effectively distribute project funding. Major evaluation categories utilized to prioritize the service enhancements include Public Outreach, Transit Markets, and Productivity/Efficiency. Scored criteria comprise each broader category, each of which measures an enhancement's effectiveness or ability to serve an identified demand market. Criteria weighting produces a comprehensive score for each proposed strategy (Table 4-3). By assigning weights to the criteria, it becomes possible to assess the relative significance of each criterion within the group to which it applies.

Category	Criteria	Measure of Effectiveness	Relative Weighting	Overall Category Weight
Public Outreach	Public Input	Level of Interest in specific system changes (Very High, High, Moderate, Low)	40%	40%
Transit Markets	Traditional Market	Percent serving poverty communities	15%	30%
	Proximity to Employment Market	Percent of countywide employment market served	15%	
Productivity/ Efficiency	Productivity	Trips per hour (TBEST-generated trips and revenue hours of service)	15%	30%
	Cost Efficiency	Cost per trip (including new trips)	15%	

TABLE 4-3: STRATEGY EVALUATION MEASURES

PUBLIC OUTREACH

Public outreach spans the entire development of the TDP. As a critical component of the TDP, it is used to support the development of key components of the plan including providing direction on the development of enhancement strategies and supporting recommendations. In November 2024, CAT published a public engagement survey in the Collier MPO monthly newsletter and other online resources.

Public engagement survey responses directly inform the strategy evaluation process. The survey specifically asked respondents to rank transit improvements from highest to lowest priority. The transit improvements included both infrastructure and service improvements. Two infrastructure improvement types ranked first and third, connecting service to sidewalks, bike paths, and multi-use paths, and bus stop improvements (shelters, benches, etc.) respectively. The alternatives analysis is focused on service improvements; thus, the infrastructure improvements were not included in this evaluation. Mobility-on-Demand service ranked second but was also not evaluated because of the limitations in the ridership estimation model (TBEST).

The three service improvement categories included (Increased Service Area (New Service and Realignments), Increased Service Frequency, and Extended (Later) Service). The survey results ranked Extended Service the highest, Increased Service area second, and Increased Service Frequency third.

TRANSIT MARKETS

The evaluation process identifies two transit markets: the traditional market and the employment market.

- Traditional Market – Certain demographic groups with a history of relying on public transportation, such as those living below the federal poverty line, are more likely to use or depend on transit for their travel requirements. For each route, the analysis calculated the percentage serving poverty communities using 2023 ACS 5-year estimates imported into ArcGIS.
- Proximity to Employment Market – The total number of private jobs countywide served by each potential service option, determined from information produced using ArcGIS and interpolated 2026 socio-economic data from the D1RPM version 2 model.

PRODUCTIVITY AND EFFICIENCY

Productivity is assessed based on ridership levels. Transit agencies utilize service efficiency as a metric to evaluate the effectiveness of their current resources. Both measures contribute to the agency's success, and services that demonstrate strong performance in productivity and efficiency are recommended to be prioritized accordingly. This assessment relies on projected figures for ridership, revenue hours, and operating costs for each specific system enhancement.

- Ridership productivity is measured in terms of annual passenger trips per revenue hour of service. To provide for an equal comparison between system modifications, passenger trips and revenue hours of service were generated using output from TBEST 2035 ridership projection data.
- Cost efficiency is evaluated for each enhancement using the standard transit industry efficiency measure of operating cost per passenger trip. Operating costs used are calculated using operating cost per trip based on CAT performance data and TBEST 2035 ridership projection data.

SCORING THRESHOLD

The evaluation calculated scores using a chosen measure of effectiveness or the informed judgment of the analyst. Potential scores were then allocated based on how the given transit enhancement strategy compares to others in relation to a specific criterion. The computation-based criteria thresholds were established by calculating the average of the complete data set and then adding or subtracting one standard deviation from the average. A higher score indicates a higher ranking for the strategy being assessed in terms of the criterion under consideration (**Table 4-4**).

The study team proceeded to evaluate each proposed strategy using the previously described process. From this process, each evaluated strategy received a score. Enhancements were then separated by improvement type (i.e., route network/new service, frequency enhancements, service span extensions) and ranked based on their respective score to create a prioritized list of improvements resulting from this process (**Table 4-6**).

Note that improvements like mobility-on-demand zones, the Naples Pier Electric Shuttle, a new UF/IFAS and Lehigh Acres Route, and a Downtown Autonomous Circulator were not included in the technical analysis due to limitations in the ridership estimation model.

Category	Criteria	Measure of Effectiveness
Public Input (Interest in Improvement)	None	1
	Moderate	3
	High	5
	Very High	7
Traditional Market Potential (% Serving poverty)	Less than (Average -1 STDEV)	1
	Between (Average -1 STDEV) to Average	3
	More than Average to (Average + 1 STDEV)	5
	More than (Average +1 STDEV)	7
Proximity to Employment (Total Number of Private Jobs)	Less than (Average -1 STDEV)	1
	Between (Average -1 STDEV) to Average	3
	More than Average to (Average + 1 STDEV)	5
	More than (Average +1 STDEV)	7
Productivity (Trips per Hour)	Less than (Average -1 STDEV)	1
	Between (Average -1 STDEV) to Average	3
	More than Average to (Average + 1 STDEV)	5
	More than (Average +1 STDEV)	7
Cost Efficiency (Operating Cost per Trip)	Less than (Average -1 STDEV)	1
	Between (Average -1 STDEV) to Average	3
	More than Average to (Average + 1 STDEV)	5
	More than (Average +1 STDEV)	7

TABLE 4-4: MEASURE OF EFFECTIVENESS THRESHOLDS AND POINTS ASSIGNMENT

Evaluation Criteria		New Bayshore Shuttle	Express Premium Route to Lee County	Realign Route 13 Shorten to 40 min headway	Realign Route 14, operate at 60 min headway	Realign Route 23 headway 60 to 40 min	New Route 31 (Golden Gate Pkwy) (Route 25 EW)	Route 30 (Goodlette Frank Rd) (Split Route 25 NS)	New Route 33 (Immokalee Rd) (Split Route 27 EW)	Route 32 (Collier Blvd) (Split Route 27 NS)	Route 15 from 90 to 45 min	Route 16 from 90 to 45 min	Route 121 - add one AM, one PM	Route 14 from 60 to 30 min	Route 17 from 90 to 45 min	Route 11 from 30 to 20 min	Route 12 from 90 to 45 min	Route 13 from 40 to 30 min	Route 17 - extend to 10:00 PM	New Route 19 /28- extend to 10:00 PM	Route 24 - extend to 10:00 PM	Route 11 - extend to 10:00 PM	Route 14 - extend to 10:00 PM	Route 15 - extend to 10:00 PM
Public Involvement	Level of Support	High	High	High	High	High	High	High	High	High	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Very High	Very High	Very High	Very High	Very High	Very High
	Score	5	5	5	5	5	5	5	5	5	3	3	3	3	3	3	3	3	7	7	7	7	7	7
	Weight	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Traditional Market	**% Poverty**	**14.6%**	**8.4%**	**8.8%**	**10.3%**	**10.0%**	**11.4%**	**9.2%**	**8.3%**	**8.8%**	**11.3%**	**9.2%**	**11.3%**	**10.1%**	**8.3%**	**11.3%**	**11.4%**	**13.92%**	**10.9%**	**16.5%**	**15.26%**	**11.5%**	**13.9%**	**10.3%**
	Score	**7**	**1**	**3**	**3**	**3**	**5**	**3**	**1**	**3**	**5**	**3**	**5**	**3**	**1**	**5**	**5**	**7**	**3**	**7**	**7**	**5**	**7**	**3**
	Weight	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**
Employment Market	Private Jobs	1,263	9,134	9,766	12,876	19,147	29,559	8,992	40,001	21,319	29,563	8,992	16,399	7,075	40,001	29,563	29,559	26,604	8,470	12,606	8,068	41,597	26,558	11,544
	Score	1	3	3	3	3	5	3	7	5	5	3	3	1	7	5	5	5	3	3	3	7	5	3
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Ridership Per Hour	**Trip/Hour**	**21**	**3.5**	**12.4**	**12.8**	**8.8**	**4.2**	**15.2**	**4**	**2.6**	**17.5**	**12.5**	**25.9**	**13.1**	**7.4**	**13.1**	**16.1**	**10.2**	**9.1**	**17.9**	**14.6**	**16.4**	**15.3**	**18.4**
	Score	**7**	**1**	**3**	**5**	**3**	**1**	**5**	**1**	**1**	**5**	**3**	**7**	**5**	**3**	**5**	**5**	**3**	**3**	**5**	**5**	**5**	**5**	**5**
	Weight	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**
Operating Cost per New Trip	Cost/Trip	$7.90	$47.80	$13.50	$13.10	$19.00	$39.50	$11.00	$41.90	$63.70	$9.60	$13.30	$6.50	$12.70	$22.50	$12.80	$10.40	$16.40	$18.30	$9.40	$11.40	$10.20	$10.90	$9.00
	Score	3	7	3	3	5	7	3	7	7	3	3	3	3	5	3	3	3	3	3	3	3	3	3
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Total Score		**4.7**	**3.8**	**3.8**	**4.1**	**4.1**	**4.7**	**4.1**	**4.4**	**4.4**	**3.9**	**3**	**3.9**	**3**	**3.6**	**3.9**	**3.9**	**3.9**	**4.6**	**5.5**	**5.5**	**5.8**	**5.8**	**4.9**

TABLE 4-5: STRATEGY EVALUATION

Proposed Improvement	Score	Rank
Route Network and New Service		
New Bayshore Shuttle	4.7	1
New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W)	4.7	1
New Route 33 (Immokalee Rd) (Split Route 27 E-W)	4.4	2
Route 32 (Collier Blvd) (Split Route 27 N-S)	4.4	2
Realign Route 14 to operate at 60 min. headway	4.1	3
Realign Route 23 headway 60 to 40 minutes	4.1	3
Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)	4.1	3
Express Premium Route to Lee County	3.8	4
Realign Route 13 shorten to 40 min. headway	3.8	4
Frequency Improvements		
Route 15 from 90 to 45 min	3.9	1
Route 121 - add one AM, one PM	3.9	1
Route 11 from 30 to 20 mins	3.9	1
Route 12 from 90 to 45 mins	3.9	1
Route 13 from 40 to 30 min	3.9	1
Route 17/18 from 90 to 45 minutes	3.6	2
Route 16 from 90 to 45 min	3.0	3
Route 14 from 60 to 30 min	3.0	3
Later Service		
Route 11 - Extend to 10:00 PM	5.8	1
Route 14 - Extend to 10:00 PM	5.8	1
Route 19 - Extend to 10:00 PM	5.5	2
Route 24 - Extend to 10:00 PM	5.5	2
Route 15 - Extend to 10:00 PM	4.9	3
Route 17 - Extend to 10:00 PM	4.6	4

TABLE 4-6: RANKING TABLE

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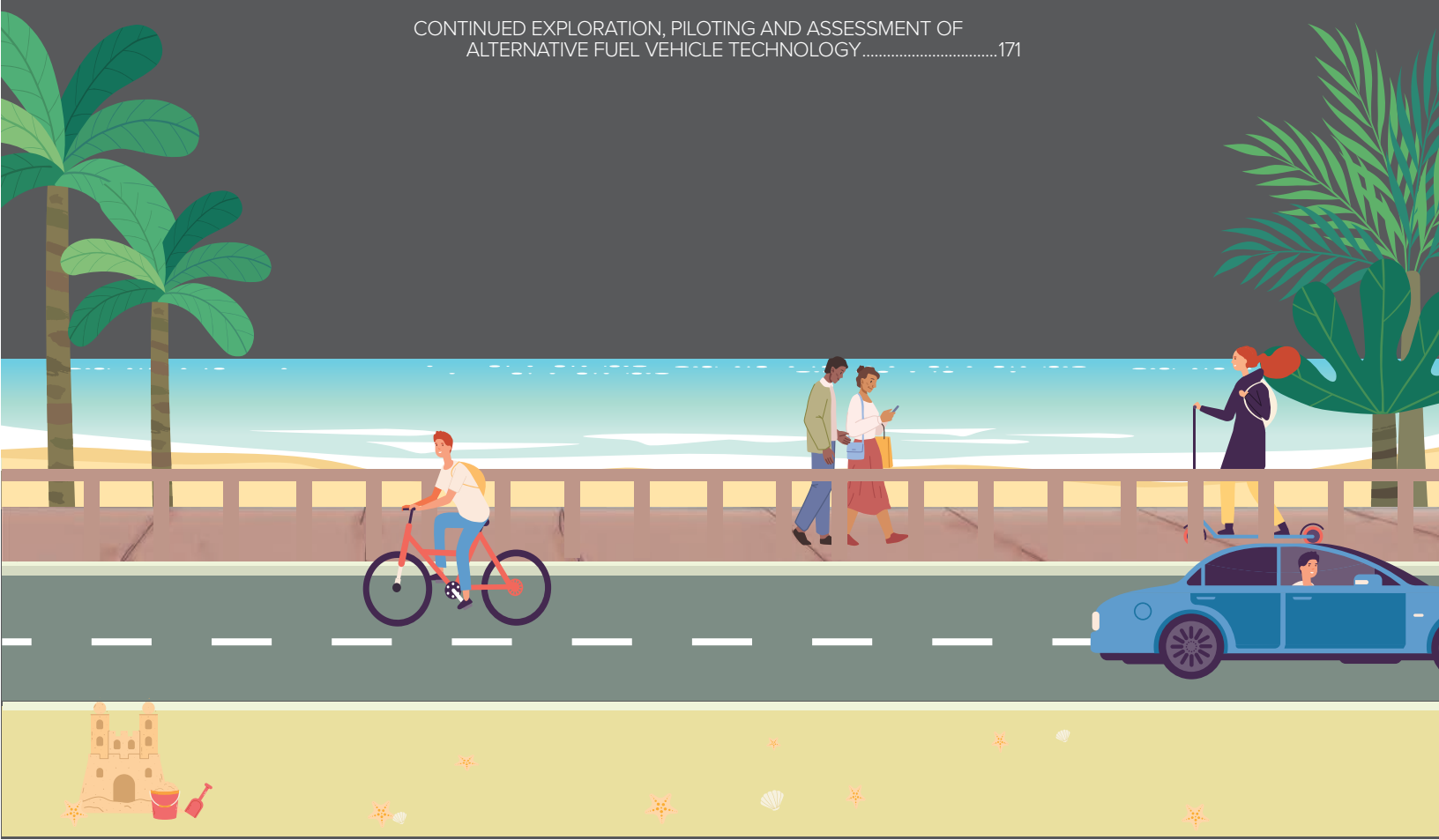


5 TEN-YEAR ENHANCEMENT IMPLEMENTATION PLAN

This section outlines the proposed 10-year transit plan, encompassing financial strategies and implementation details. Initially, the transit service, capital/infrastructure projects, technology upgrades, and policy enhancements are categorized as either unconstrained or constrained. Following this, an overview of the assumptions regarding capital and operating costs, as well as revenue projections used in creating the TDP, is provided. Finally, the financial plan for the 10-year timeframe is presented, along with the implementation program for the CAT TDP.

TRENDS, PROJECTIONS AND POLICY

The landscape of transit services in Collier County is evolving rapidly, influenced by both emerging trends and existing challenges. This memo outlines the key trends shaping the future of transit, including technological advancements, shifts in market demands, and operational strategies. These trends present both positive opportunities and significant obstacles for the county's transit system. On the one hand, innovations like Artificial Intelligence (AI), Internet of Things (IoT), and Electric Vehicles (EVs) promise increased efficiency, reliability, and sustainability. On the other hand, challenges such as funding constraints, fluctuating demand, and infrastructure limitations could hinder the county's ability to fully leverage these advancements. This section examines these trends, exploring the ways in which they will influence service delivery, operational efficiency, and customer experience, while also addressing the opportunities and challenges that Collier County must navigate to improve its transit system.

MARKET TRENDS AND INFLUENCES

Transit planning in Collier County is poised to evolve under the influence of economic growth, housing trends, and residual impacts of the COVID-19 pandemic. Housing trends further underscore the need for strategic transit investments. As of October 2024, the median listing price for homes in Collier County was $739,000, a 10.9% decrease from the previous year, while the median sale price increased by 3% to $648,714. These dynamics suggest a complex housing market where affordability challenges persist, potentially driving some workers to live farther from employment centers. Transit systems must address this disparity by ensuring connectivity between suburban or exurban areas and key job hubs.

The COVID-19 pandemic has also left a lasting impact on transit needs in the county. In 2022, 11.7% of workers telecommuted, making it the second most common work mode after driving alone. This trend toward remote work, which emerged during the pandemic, could result in sustained reductions in peak-hour transit demand. However, it may also necessitate greater flexibility in transit operations to cater to sporadic, off-peak travel. Despite the changes brought about by COVID-19, there is still a need for service workers, particularly in the western portion of the county. Telecommuting represents a potential transportation demand management (TDM) strategy to reduce congestion and environmental impact in Collier County. These factors collectively call for adaptive, forward-thinking transit planning that balances immediate needs with long-term sustainability.

BUSINESS CLIMATE AND SOCIOECONOMIC ANALYSIS

BUSINESS CLIMATE

Since December 2020, when the 2021-2030 CAT 10-Year Transit Development Plan was developed, the Consumer Price Index (CPI) grew from 1.4% to a peak of 9.1% in June 2022 (source: US Bureau of Labor Statistics, BLS). The CPI has since dropped to 2.4% as of September 2024. While the CPI has dropped, it is an index, so it measures change over time; thus, actual costs have remained elevated cumulatively 25.74% since 2021. The current operational contract for transit services with MV Transportation, CAT's current transportation operator, was in-place before 2021 and is scheduled to be re-advertised for a new contract. It should be expected that bids will likely reflect the higher operational costs relative to inflation.

SERVICE AND OPERATIONAL STRATEGY

MOBILITY-ON-DEMAND (MOD)

Microtransit and Mobility on Demand (MOD) services are transforming public transportation, offering flexible alternatives to fixed-route buses. Providers like VIA Transportation, Inc and the Spare mobility operations platform are revolutionizing public transportation by offering flexible, on-demand options that go beyond traditional fixed-route and paratransit offerings. These services allow transit agencies to replace inefficient fixed routes with dynamic, demand-responsive transportation, providing cost-effective alternatives, especially in low-density areas or during off-peak times. By using real-time scheduling and route optimization, agencies can improve service efficiency, reduce operational costs, and better match supply with demand, ultimately offering a more flexible, user-friendly experience.

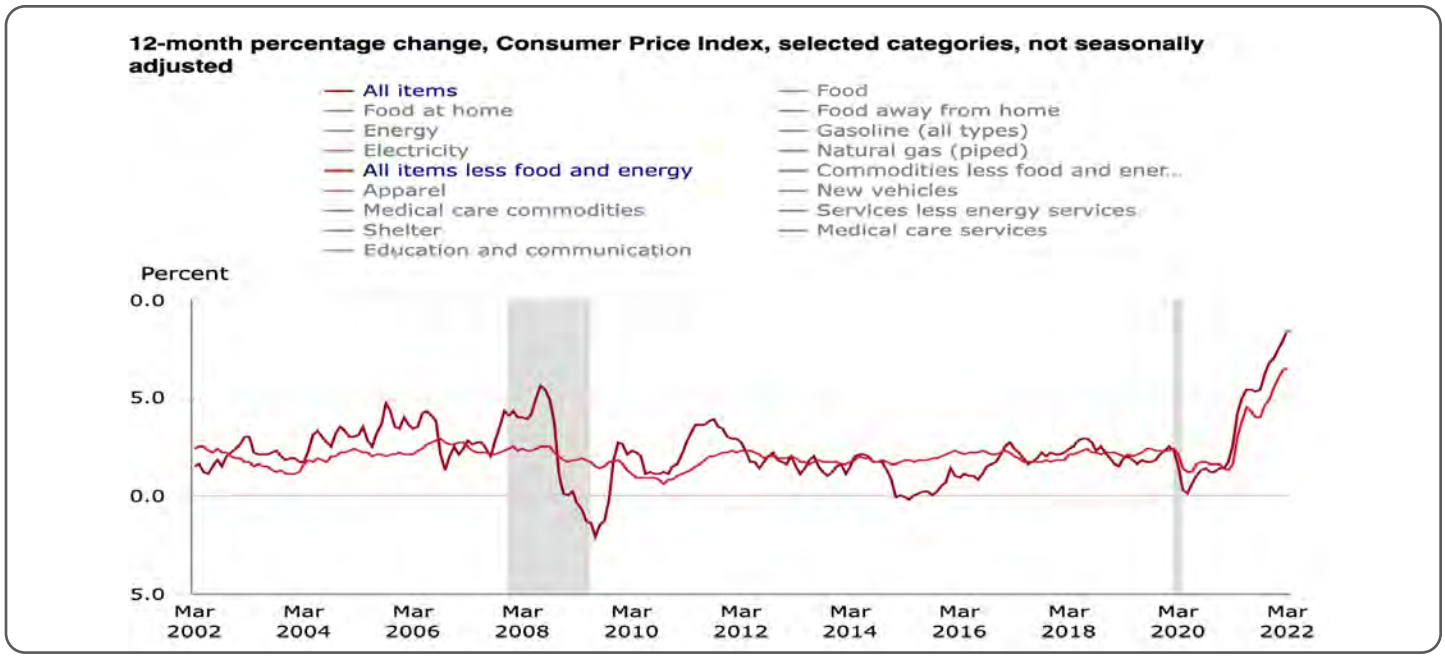


FIGURE 5-1: ANNUAL CPI PERCENTAGE CHANGES

Agencies are increasingly adopting these solutions to address underperforming fixed routes, reducing the financial burden while improving rider satisfaction. For example, in Sarasota, Breeze Transit replaced two poor performing suburban fixed routes with MOD microtransit (North Port and Venice/Englewood). These routes provided service between two communities separated by longer distances. The use of MOD in place of these fixed routes served nearly 300,000 trips in 2023 at a cost per passenger comparable to a historically well-performing route. With the success of pilot projects, such as Breeze Transit OnDemand service in Sarasota, and LeeTran's Ultra service in Lee County, microtransit is proving to be an effective tool for transit agencies. By integrating technologies similar to ride-hailing apps, like Uber and Lyft, these services enhance accessibility, streamline operations, and demonstrate the potential of mobility on demand as a sustainable transportation model for the future.

The use of MOD is being pursued at a national level. In North Carolina, 11 communities throughout the state applied for a three-year grant, the Rural Surface Transportation Grant, to pilot MOD microtransit services. The strategy of submitting a multi-community grant application may increase the likelihood of securing funding for innovative transit solutions. As of October 2023, these communities are at different stages of implementation. The City of Wilson has successfully launched its service and is in the revenue phase, while Alamance County Transportation Authority, City of Sanford, Kerr Area Regional Transit, McDowell County Transportation, Johnston County Area Transit, Randolph County, Rockingham, Salisbury Transit System, Tar River Transit, and Wave Transit remain in the planning phase. NCDOT continues to support these communities to ensure long-term sustainability and assess service effectiveness.

Lessons from pilots underscore the importance of conducting feasibility studies to assess local needs and service applicability. Additionally, diversifying funding sources is crucial to sustaining microtransit without negatively impacting existing demand-response services. The pilot also highlighted the need for early and inclusive stakeholder engagement, particularly with disadvantaged communities, to ensure equitable service planning. Selecting the right service model—whether Transportation-as-a-Service (TaaS), Software-as-a-Service (SaaS), or technology acquisition—depends on agency resources and operational experience. Successful implementation requires careful vendor selection, detailed contract expectations, and strong marketing efforts, such as branded vehicles, to enhance visibility and public adoption. A key challenge remains balancing user convenience with operational efficiency. Notably, pilot programs revealed latent demand for transit, which could serve as a foundation for future fixed-route services.

PUBLIC VS. PRIVATE

Collier County, Florida, can enhance its transit system by integrating public oversight with private sector efficiencies in specific operational areas. One best practice approach is leveraging private partnerships for transit-oriented development (TOD), which focuses on transit and urban efficiency. TOD prioritizes a "transit first" philosophy, creating mixed-use facilities near transit hubs to improve ridership, reduce reliance on single-occupancy vehicles, and generate revenue for reinvestment into the transit system. This approach, as seen in Miami-Dade County with the "Transit Village" concept, promotes urban growth that aligns with public transportation needs, benefiting both infrastructure and community development.

Beyond TOD, Collier County could explore community-oriented development (COD), an emerging strategy designed to address community needs and equity. COD focuses on a "people first" philosophy, emphasizing community well-being, inclusivity, and long-term social benefits. By prioritizing affordable housing, local business support, and community engagement, COD ensures that development fosters economic growth while maintaining equity and preventing displacement. This approach provides a best practice for Collier County, promoting

inclusive development and maximizing the benefits of transit-oriented projects for all residents.

OPERATIONAL ALTERNATIVE FUEL TECHNOLOGIES

Municipalities and corporations are increasingly exploring various alternative fuel technologies outside of traditional diesel fuel. By evaluating and potentially adopting similar strategies, Collier County can modernize its transit system, reduce carbon emissions, align with federal and state goals for expanding clean energy transportation, and be eligible for related federal grant funding. Since the initial roll out of battery electric vehicles (EV), the industry has developed technology evaluation tools that assist fleet managers in determining what alternative fuel source makes sense from a cost-benefit perspective. After assisting in selection of a technology, they also can help plan the re-fueling network based upon geographic demand and site availability.

Hydrogen is one example of the various emerging alternative fuel technologies. Hydrogen offers promoting advantages, such as zero emissions, faster refueling and longer range than EV vehicles, is particularly suited for heavy-duty and transit vehicles, and addresses challenges associated with EV charging infrastructure. California serves as an exemplified leader in advancing hydrogen fuel infrastructure. The state is working on expanding its "Hydrogen Highway," a network of hydrogen fueling stations across the state to support hydrogen-powered vehicles, including buses and trucks. Cities like Long Beach and Sacramento have deployed hydrogen fuel cell buses, while San Francisco is focusing on hydrogen-powered trucks for port operations. Alternative fuel technologies are being contemplated by CAT as discussed in the 2025 Zero Emission Fleet Transition Plan.

TECHNOLOGY AND INNOVATION IN TRANSIT

BUS SHELTER TECHNOLOGY

Integrating advanced shelter technology for bus stops in Collier County can enhance the transit experience by providing solar lighting, real-time arrival displays, USB charging ports, and interactive kiosks for safety and convenience. These features offer schedule updates and route information while improving visibility and security at night. Incorporating weather protection, or climate-controlled environments could make public transit a more attractive option. For example, the Pinellas Suncoast Transit Authority (PSTA) in St. Petersburg has successfully implemented eco-friendly shelters with similar features, demonstrating the potential to modernize transit systems. Collier County, which has begun installing solar lighting, can implement these advancements to align with its efforts to enhance infrastructure, improve rider satisfaction, and increase transit usage throughout the region.

APPS

In Collier County, advanced transit technologies like ride-hailing apps, car-sharing platforms, and tools like the rideCAT Mobile App, rideCAT Connect Mobile App (paratransit), and the Transit App can improve transportation accessibility and efficiency. The rideCAT App allows users to buy bus passes, plan trips, find bus stops, track buses in real-time, provide rider feedback, and access Collier 311 (connects users to local government services). The rideCAT Connect App allows users to manage trips and track their bus in real-time. The Transit app provides the same features as the rideCAT app, excluding access to Collier 311, and even allows the user to navigate other transit systems within the Transit App, promoting regional connections. There is potential to expand these features to integrate ride-hailing, dynamic trip planning, and multi-modal travel options into a unified

platform, which could streamline services. Enhancing user experience with personalized notifications and service alerts could further improve convenience, helping Collier County create a more connected and adaptive transit system.

ARTIFICAL INTELIGENCE (AI)

AI is enhancing transit services by improving operational efficiency and accuracy. Key applications include predictive maintenance, where AI analyzes data to forecast equipment failures and minimize downtime. AI also supports real-time tracking and route optimization, ensuring timely and efficient service. In addition, AI powers dynamic pricing, adjusting fares based on demand and other factors to optimize revenue. The rise of self-driving shuttles, using AI for navigation, is further streamlining operations and reducing costs. By leveraging AI for predictive applications, transit services can enhance both operational efficiency and customer experience.

INTERNET OF THINGS (IOT)

IoT is revolutionizing transit services by providing real-time data for improved decision-making and service delivery. Sensors and smart devices installed on vehicles and infrastructure track vehicle location, passenger load, and operational health, enabling better route planning and reducing delays. IoT also supports predictive maintenance, allowing for proactive vehicle servicing. Additionally, IoT enhances the customer experience by delivering accurate, real-time updates through mobile apps and digital displays. Through seamless connectivity, IoT improves operational efficiency and reliability, creating a smarter, more responsive transit system.

ALTERNATIVE FUEL TECHNOLOGY

As discussed in the 2025 Zero Emission Fleet Transition Plan, CAT is piloting a Battery Electric Bus (BEB) and will evaluate operational and cost effectiveness, with plans to pilot a second BEB between 2029-2032. Further analysis of alternative fuel technology is expected with the next TDP Major update in 2031. From 2032-2034, CAT plans to replace six diesel buses that have met their useful life (and two support vehicles) with hybrid electric models and evaluate operational and cost effectiveness.

POLICY PRIORITIES

STAKEHOLDER INPUT

As part of the public engagement process for the new TDP update, several community leaders and decision-makers were interviewed for their perspective and insights as a stakeholder.

The role of transit in Collier County was viewed primarily as a service for workers to access jobs and to serve persons without access to a vehicle, and secondarily as a service to help relieve parking and roadway congestion, or in certain locations, as a service for visitors. However, all interviewed stakeholders agreed that all CAT customers should be treated as primary customers and no one group should be prioritized over another.

In general, all the interviewed stakeholders expressed a need for more transit service and service options in Collier County. They all shared the sentiment that improving transit services and adding more mobility options would be good for the community and the local economy.

VISION AND MISSION STATEMENT

As part of the Transit Development Plan update process, several plans and studies in relation to transportation in Collier County were examined for relevant key findings, as discussed in the Policy Consistency sub-section above. This included local plans, policies, and programs that would help to form the recommendations developed in the updated Transit Development Plan. Based on valuable stakeholder input and existing policy review, the following public transit vision and mission statement, and goals and objectives were developed:

Mission, Goals, and Objectives

The vision, mission, goals, and objectives of Collier Area Transit serve an important part of the Transit Development Plan, serving as guidance in the decision-making

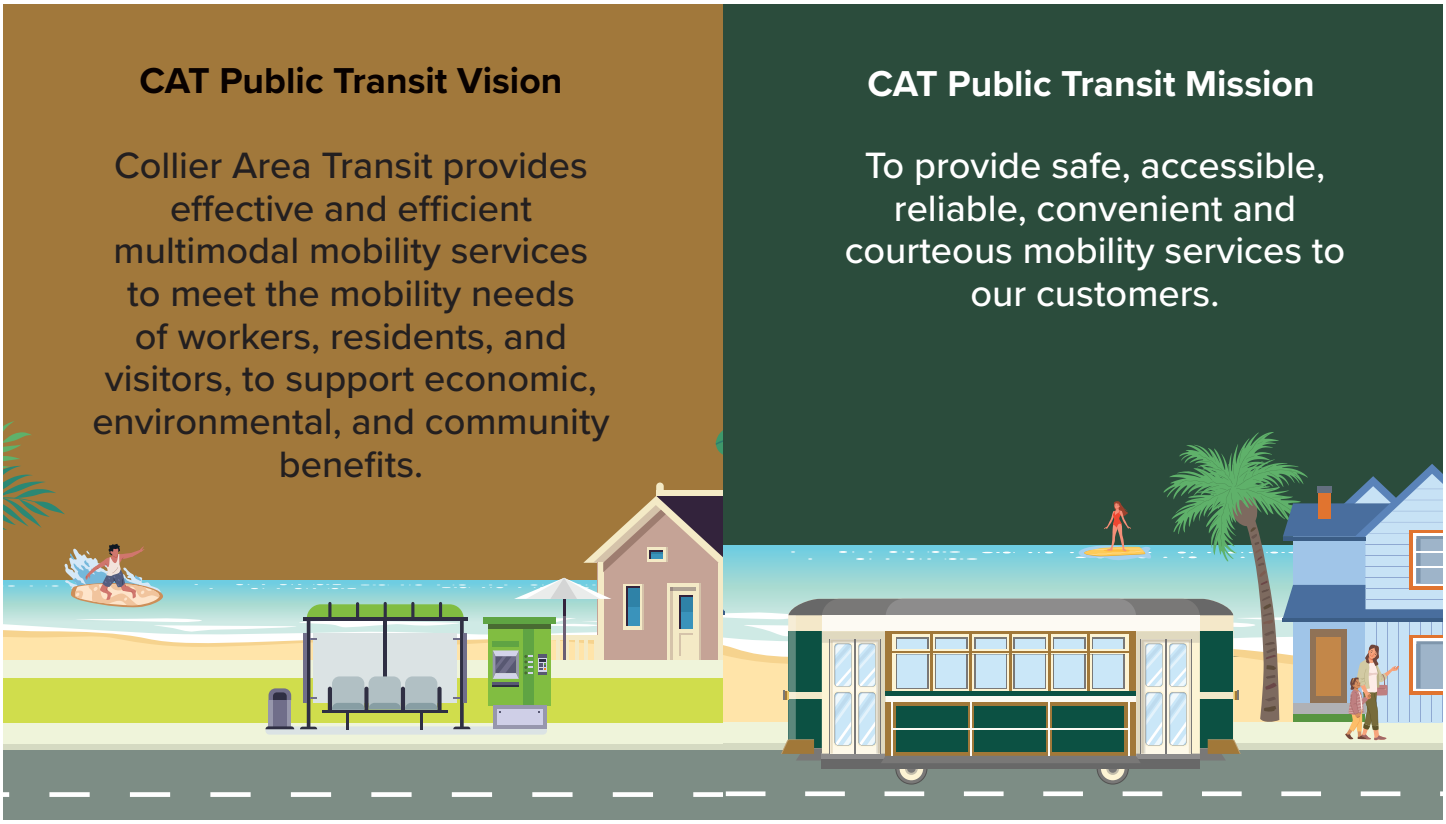
processes, informing construction of long-term plans, and in consideration of allocating limited resources. Individually, the vision, mission, goals, and objectives serve distinct functions in this guidance. They create an operating framework where the guidance starts with the overarching direction in the vision and mission, identified goals and specific objectives, leading to detailed individual initiatives.

In this major update of the Transit Development Plan, each goal, objective, and initiative has been reviewed and updated. These updates reflect CAT's continued development and efforts towards improving the efficiency and effectiveness of the transit services provided to the residents, visitors, and public in Collier County.

CAT's mission statement provides a direct and concise description of CAT's purpose and principal functions. At the highest level, it provides the largest view of CAT's commitment to its customers and clients, policymakers, and stakeholders. Every decision, plan, and goal reflect CAT's mission and serves to direct the everyday workings of the agency.

CAT's vision statement supports its mission with a forward-looking focus, reflecting the next five to ten years. The vision statement sets the pace and focus directing staff and resources aligning larger policy goals, preparing for emerging trends, and providing a framework for long term investments. Both the mission and vision provide a view of CAT's directives and most importantly, provide the framework for the development of recommendations in this plan. Building on the framework provided by the vision and mission, goals and objectives provide more specificity, adding measurable steps and actions necessary to achieve those goals.

Together, the mission, vision, goals, and objectives provide a necessary evaluation of CAT performance and support comparisons in peer analysis. The goals and objectives provide context for evaluation and support comparisons with similar focus.



How Goals and Objectives are Developed

CAT relies on goals and objectives to aid in the decision-making process. In order to do this, the goals and objectives must remain relative and reflect the current conditions of Collier County and align with the course set by policy makers. Goals and objectives are reviewed annually and updated as needed.

GOAL 1: Operate reliable, convenient, and cost-effective mobility services that safely and efficiently meet the mobility needs of Collier County's workers, residents, and visitors.

- **OBJECTIVE 1.1: Improve efficiency, service quality, and level of service to adequately serve workers, residents, and visitors while contributing to the economic vitality of the county.**
  - **Initiative 1.1.1:** Operate east/west corridor service to provide access to jobs, education, healthcare, community services, and recreation.
  - **Initiative 1.1.2:** Operate north/south corridor service to provide alternative access to jobs, education, healthcare and community services, and recreation.
  - **Initiative 1.1.3:** Improve peak weekday service frequency to 45 minutes or better on CAT routes.
  - **Initiative 1.1.4:** Evaluate the feasibility of premium transit services within corridors where density of demand and activity warrants frequent service.
  - **Initiative 1.1.5:** Provide mobility-on-demand service in areas with lower density of demand than is productive for fixed route service and to access areas that are not able to be served by fixed route.
- **OBJECTIVE 1.2: Provide adequate bus stop amenities at all stops according to bus stop threshold and accessibility guidelines within available fiscal capacity.**
  - **Initiative 1.2.1:** Pursue funding and partnership opportunities to maintain and improve existing bus stops. Build on needs plans including the Immokalee Transportation Network Plan which identify gaps.
  - **Initiative 1.2.2:** Install and maintain bus stop amenities in accordance with Title VI Equity Analysis, ADA compliant Passenger Amenities Program and Bus Stop Amenities Guidelines.
  - **Initiative 1.2.3:** Install a minimum of ten ADA-compliant, accessible bus stop shelters per year. Explore opportunities to use tools such as Cartegraph Overall Condition Rating as a measure.
  - **Initiative 1.2.4:** Coordinate and partner with Collier County and local governments to include sidewalks and bus stop shelters in design and construction of roadway projects and new developments.
  - **Initiative 1.2.5:** Monitor and implement the recommendations from the CAT Bus Stop ADA Assessment.
- **OBJECTIVE 1.3: Structure transit service with a focus on providing job access for workforce and access to mobility for persons with no or limited access to a private automobile.**
  - **Initiative 1.3.1:** Improve transit service for areas with high mobility needs per the transit orientation index (TOI) as identified, updating as census data becomes available.
  - **Initiative 1.3.2:** Provide efficient transit and mobility access to major employment centers, development corridors, and other significant activity centers as funding allows, coordinating with major employers.
  - **Initiative 1.3.3:** Focus transit and mobility services in areas with high employment, and with high dwelling unit densities with connections to targeted job-housing locations to serve the workforce, including Golden Gate Estates and areas located in the eastern portion of the county.

- **Initiative 1.3.4:** Focus improved service frequency on transit routes that serve high mobility needs communities; target service frequency of hourly or better where demand and fiscal capacity allow; apply mobility on demand solutions for areas with lower population densities and where fixed-route service is not productive and cost-effective.

- **OBJECTIVE 1.4: Create an optimized interconnected multimodal mobility network designed to fit the range of needs and conditions for the service market.**
  - **Initiative 1.4.1:** Coordinate with FDOT Commuter Services to promote, enhance and expand carpool and vanpool strategies and services to connect workforce communities with employment locations within the service area; identify properties for park-and-ride in areas with high mobility demand as funding is available. Implement recommendations from the current park-and-ride study.
  - **Initiative 1.4.2:** Coordinate with the CAT Connect paratransit program to identify and target areas with high transportation disadvantaged (TD) ridership and lower density of demand and develop programs to shift TD riders to a mobility on demand for all solutions with connections to the fixed-route network.
  - **Initiative 1.4.3:** Require local governments and FDOT to provide accessible sidewalks, bus stops, and other bus stop improvements within roadway projects and all new developments.
  - **Initiative 1.4.4:** Coordinate with community improvement organizations that support investments in enhanced mobility such as: the Immokalee CRA, Bayshore Gateway Triangle CRA, Naples CRA, Opportunity Naples, Golden Gate Estates Civic, Immokalee Chamber of Commerce, and the Greater Naples Chamber of Commerce to affect improvements in mobility through increased funding participation, roadway and sidewalk improvements, new developments, to assure transit and mobility services are integral to economic development planning and decision-making.
  - **Initiative 1.4.5:** Make transit and mobility reviews a part of the development and redevelopment review and approval process within the county and cities. Require development community, as part of the development review and approval process, follow guidelines on bus stop siting and design, land use, and roadway design factors that affect transit design; and to coordinate with CAT for transit services during the development process. Include CAT as a reviewing agency within the development review and approval process. Consider adding a transit component to traffic impact studies.
  - **Initiative 1.4.6:** Develop and adopt a transit level of service (LOS) policy and guidance to provide a framework and metrics for improving, modifying, and funding transit services through coordination with the Growth Management Division.

- **OBJECTIVE 1.5**: **Provide coordinated transportation services between Collier and adjacent counties to support workforce commutes to major employment centers and facilitate connections to both transit networks in support of regional economic and community benefits.**
  - **Initiative 1.5.1:** Identify high travel volumes between Collier and adjacent counties; develop regional services for travel markets that have high transit propensity and support regional community and economic benefits, including Immokalee and East Naples communities, key destinations in Lee County including Southwest Florida International Airport (RSW) and Veteran's Affairs facilities.
  - **Initiative 1.5.2:** Coordinate with LeeTran and FDOT to identify funding for expanding cross-county public transportation services.

- **OBJECTIVE 1.6:** Enhance transit services targeted at tourists, seasonal residents, and the workforce that supports this market.
  - **Initiative 1.6.1:** Broadcast CAT television commercials, radio advertisements, digital advertisements, and social media advertising, monitor ridership in relation to marketing and advertising efforts to determine ridership increases attributable to marketing efforts.
  - **Initiative 1.6.2:** Develop CAT branded services and amenities within the coastal markets to better attract ridership by visitors, seasonal residents, and workers.
- **OBJECTIVE 1.7:** Enhance awareness of CAT services and accessibility to service information for riders, workers, residents, and visitors.
  - **Initiative 1.7.1** Continue to leverage technology applications to increase and enhance awareness of CAT services and to connect riders with CAT services.
  - **Initiative 1.7.2** Obtain professional services for a market study and development of marketing strategies and best practices to increase awareness of CAT, CAT services, CAT image, and increase market share in terms of model split ridership. This effort should leverage use of technology, social media, transitional media, branding, and develop and provide strategies to attract interest in CAT to build choice ridership and build the image of CAT as a service.
  - **Initiative 1.7.3** Continue to partner with the Chamber of Commerce to develop and disseminate information and materials to businesses, residents, and visitors about the value of CAT services, the benefits of riding CAT, and information about how to access and use CAT services.
  - **Initiative 1.7.4:** Provide travel training for persons interested in using the CAT system. Develop a train-the-trainer program to create ambassadors for transit services.
  - **Initiative 1.7.5:** Conduct outreach activities at community events, schools, and other organizations to teach students and the public how to use CAT and the benefits of CAT services.
  - **Initiative 1.7.6:** Coordinate with County Public Information to garner relationships with local media and news outlets to keep the community aware and involved.

GOAL 2: Increase the resiliency of Collier County, protecting our infrastructure and natural resources, by providing attractive and convenient mobility alternatives that will reduce adverse environmental impacts within our communities.

- **OBJECTIVE 2.1:** Provide services and programs to reduce vehicle miles traveled with Collier County.
  - **Initiative 2.1.1:** Coordinate with the Collier MPO's Bicycle and Pedestrian Advisory Committee and local non-profit and for-profit groups to expand the use of bicycles as a commute and mobility option, including bicycle share programs.
  - **Initiative 2.1.2:** Coordinate with Collier County Driver License and Motor Vehicle Service Centers to promote CAT fixed-route services to persons unable to obtain a driver's license or with an unsafe and/or inoperable vehicle.
  - **Initiative 2.1.3:** Encourage and support partnerships with stakeholders, including employers and conduct outreach at major activity centers (educational, government, healthcare, retail, residential, commercial) to provide education and awareness of CAT services and benefits, and incentives to use CAT services rather than drive.

- **OBJECTIVE 2.2** Improve resiliency for extreme weather events and changing environment, supporting emergency preparedness and resiliency.
  - » **Initiative 2.2.1:** Use electric vehicles as back-up power for emergency facilities.
  - » **Initiative 2.2.2:** Explore solar powered canopies to energize the maintenance building and buses and provide shade.

GOAL 3: Build meaningful partnerships that increase awareness and education of and about mobility options and increase the viability of mobility services to promote livability and enhance economic and social well-being.

- **OBJECTIVE 3.1:** Develop marketing strategies to increase awareness of CAT services and to increase ridership.
  - » **Initiative 3.1.1:** Participate in local job fairs and outreach/partnerships with employers to increase knowledge about the transit system and to encourage use.
  - » **Initiative 3.1.2:** Develop marketing materials and programs to demonstrate the value and role of transit as a mobility option, including benefits accruing to personal finances, access to opportunities, and reduction of regional carbon emissions.
  - » **Initiative 3.1.3:** Continue CAT outreach strategies including public relations campaigns, television, radio, and social media advertisements, designed to promote transit ridership along service corridors and promote sustainability, enhancing CAT visibility.
  - » **Initiative 3.1.4:** Conduct an on-going program of outreach and education targeted at governments, employers, community organizations, community services, healthcare services to build and foster partnership to provide, fund, and support mobility services.
- **OBJECTIVE 3.2** Focus intergovernmental relationships to improve and expand regional mobility.
  - » **Initiative 3.2.1:** Continue to coordinate and partner with LeeTran to improve and expand cross-country mobility services to support workforce travel demand with a focus on commuter express routes, connecting workers to employment, and provide connections strategically to the transit networks in Lee and Collier counties to facilitate access to key activity centers.
  - » **Initiative 3.2.2:** Coordinate with FDOT Commuter Services to enhance and expand carpool, vanpool and other strategies and services to connect workforce communities with employment locations within the region; identify properties for park-and-ride lots in areas with high mobility demand as funding is available.

GOAL 4: Coordinate the development and provision of mobility services with local, regional, state planning efforts and through public and private partnerships.

- **OBJECTIVE 4.1** Coordinate integrated land use and transportation planning efforts to incorporate transit needs into the development review and approval process.
  - » **Initiative 4.1.1:** Work with Collier County to implement recommendations listed in the Collier County Transit Impact Analysis.
  - » **Initiative 4.1.2:** Participate in planning and development review meetings to ensure that county and city policies support transit services and funding needs.
  - » **Initiative 4.1.3:** Meet quarterly with staff from the Collier County Transportation Engineering and Planning departments to identify upcoming utilities, roadway, and/or stormwater projects, planning studies, and site developments that will affect the provision of transit services.

- **Initiative 4.1.4:** Coordinate with Community Development to draft a Transit Element or a transit sub-element within the Transportation Element or incorporated alternative means of transportation into the Growth Management Plan through other appropriate modifications.

GOAL 5: Use technologies and innovation in service delivery to improve productivity, efficiency, reliability, and cost-effectiveness of mobility services and operations.

- **OBJECTIVE 5.1:** Explore, monitor, test, and deploy technology applications to enhance mobility services, increase awareness of CAT services and ease of access to CAT services.
  - **Initiative 5.1.1:** Improve customer information systems, including at kiosks and on the CAT website, through directly curated and through available mobile applications, to enhance availability of and access to CAT service information and trip planning, to support increased ridership.
  - **Initiative 5.1.2:** Explore and acquire cloud-based Software as a Service (SaaS) and/or Mobility as a Service (MaaS) functionalities to support mobility on demand services, directly operated and/or operated through contract or partnership, to serve the public and augment or replace ADA paratransit services where and when warranted based on costs, productivity, and service quality.

GOAL 6: Monitor and improve mobility service quality and service standards.

- **OBJECTIVE 6.1:** Develop ongoing processes to measure and monitor service quality.
  - **Initiative 6.1.1:** Use a Route Monitoring System to examine fixed-route services on an annual basis and make revisions to low-performing services as needed, including transition to mobility on demand solutions where and when warranted.
  - **Initiative 6.1.2:** Conduct surveys at least every two years to obtain passenger information including user demographics, travel behavior characteristics, transfer activity, and user satisfaction.
  - **Initiative 6.1.3:** Maintain an ongoing public involvement process to solicit and assess input through online reviews, calls/comment cards, discussion groups, surveys, and CAT booths at community events.
  - **Initiative 6.1.4:** Maintain on ongoing process for operators to communicate transit service comments and suggestions to identify passenger needs and improve services and service performance; comments to be reviewed monthly by service planning and operations.
  - **Initiative 6.1.5:** Manage the CAT fleet of fixed-route vehicles to maintain an average fleet age per the Transit Asset Management (TAM) Plan and the FTA useful life benchmark by vehicle type.
  - **Initiative 6.1.6:** Maintain an ongoing process for operators to communicate potential vehicle maintenance problems to be logged with the preventive maintenance program to identity and resolve problems early.

GOAL 7: Maximize the use of all funding sources available, including through partnerships with businesses, employers, and other institutions to increase and improve access to mobility services and mobility workers, residents, visitors.

- **OBJECTIVE 7.1:** Increase and expand revenue sources.
  - **Initiative 7.1.1:** Explore opportunities for generating advertising revenue on and inside the buses.
  - **Initiative 7.1.2:** Educate the public and local decision-makers on the importance of public transportation and the need for financial support.

- **Initiative 7.1.3:** Submit grant applications available through federal, state, local, and private sources.
- **Initiative 7.1.4:** Annually seek to identify and obtain available alternative revenue sources for the provision of new and improved transit services.
- **Initiative 7.1.5:** Serve on and coordinate with the Collier County Tourist Development Council (TDC) and to explore the potential for using tourist development tax revenue to expand and improve transit service for Collier County's tourists and visitors, help enhance awareness of CAT services, develop public-private partnerships to design and fund transit services that serve visitors and employees.
- **Initiative 7.1.6:** Explore and advocate for opportunities to leverage and enhance share of funding from existing taxes and fees to be assigned to transit. Explore means to secure impact fees, development fees, and new taxes to be secured for supporting transit, maintenance, and expansion of transit services.
- **Initiative 7.1.7:** Partner with a local non-profit organization to raise funds, underwrite costs of adopting infrastructure for the purpose of "adopting a shelter" or "adopting a rider."

FINANCIAL PLAN ASSUMPTIONS

A financial plan was created to support the implementation of improvements outlined in this TDP, which details the cost, revenue, and policy assumptions that informed its development, followed by a summary of estimated cost and revenue projections for CAT under both unconstrained and constrained scenarios. This summary highlights the annual costs associated with service enhancements and technology/capital projects slated for implementation over the next decade, along with the anticipated revenues expected to fund them. Spreadsheets detailing the projections relied upon for both constrained and unconstrained scenarios in development of the financial plan are included in the last four pages of this TDP.

OPERATING COST ASSUMPTIONS

Numerous cost assumptions were made to forecast transit costs for 2026 through 2035. These assumptions are based on a variety of factors, including service performance data from CAT and information from other recent Florida TDPs. These assumptions are summarized as follows:

- Annual operating costs for fixed-route and paratransit services are based on the most recent adopted budget (FY25). These costs include the cost to operate and maintain existing services and facilities, such as administrative buildings, maintenance facilities, and transit hubs.
- An annual inflation rate of 2.28 % was used for all operating cost projections, based on the average Consumer Price Index (CPI) as used in the 2024 TDP Annual Progress Report (Progress Report).
- Annual operating costs for future service enhancements are based on the projected annual service hours and cost per revenue hour of $118 for fixed route service.

CAPITAL COST ASSUMPTIONS

Several assumptions were developed to project the costs for capital needs identified previously and are summarized as follows:

- New vehicles planned to be purchased include those necessary to replace vehicles within the existing fleet that have reached the end of their useful life and vehicles to implement the new service.
- Vehicles are assumed to cost $576,800.60 for a fixed route bus, $158,653.28 for paratransit vehicles, and $45,000 for support vehicles, based on information provided by CAT. The fixed route cost was derived by averaging the total net value of 30-40’ fixed route buses from 2024 purchase orders and the total net cost of paratransit use to determine the cost of one bus. 32 fixed route buses, 8 support vehicles, and 68 paratransit vehicles will need to be purchased between 2026 and 2035.
- An annual inflation rate of 2.28% was used for capital cost projections, based on average CPI as used in the 2024 TDP Annual Progress Report.
- The useful life for motor bus replacement is assumed to be 12 years. The useful life for paratransit vehicle replacement is assumed to be 5 years, reduced by 2 years from the previous TDP.

CONSTRAINED FINANCIAL PLAN

The constrained financial plan reflects a scenario in which available funding limits the scope of service expansions and capital investments, i.e. no new services or projects. Under this scenario, only the highest-priority projects and essential operational needs can be accommodated within projected revenue constraints. The plan prioritizes maintaining existing services, replacing aging vehicles, and addressing critical infrastructure improvements while deferring or scaling back lower-priority enhancements. Funding limitations may require adjustments to service levels, project timelines, or alternative financing strategies to ensure financial sustainability over the next decade.

An overview of the estimated annual operating and capital costs for CAT by year are included in **Figure 5-2**.

REVENUE ASSUMPTIONS

Revenue assumptions for fixed route service are based on information from several state and local agencies. Assumptions for different revenue sources, including annual operating revenues are from the CAT FY 2024 TDP Annual Progress Report, the Collier County Government FY 2025 adopted budget, FDOT's Work Program for FY2025-2029, FDOT's draft tentative Work Program for FY2026-2030, and the CAT maintenance and operational facility funding document. **Figure 5-3** shows the ratio of anticipated operating revenue sources, while **Figure 5-4** shows the ratio of anticipated capital revenue sources.

Local revenues for CAT are anticipated to increase at an annual inflation rate of 2.28% starting in 2026 tracking with the inflation rate. **Figure 5-5** shows estimated local operating revenues from 2026 through 2035.

Figure 5-6 provides an overview of planned capital transit purchases, including paratransit vehicle investments over the next 10 years. These purchases provide a reliable fleet and support riders who depend on CAT's paratransit services. Due to financial constraints, capital investments must be carefully planned, balancing the need for new vehicle acquisitions with available funding sources to support long-term operational efficiency.

The following information and assumptions were considered when developing the revenue estimates:

- Federal Grants 5307 and 5311 for operating assistance reflect the FY 2025 adopted budget.
- Federal Grant and Local Match 5307 ADA – Operating anticipates no further allocation to these two funds for operations in the future.
- Federal Grant 5307 PM – Operating anticipates further allocation to these funding in the future.
- Federal Grants 5307, 5339 and 5324 for capital, reflects the CAT maintenance and operational facility funding.
- Grants 5310 for capital reflects the cost of paratransit vehicles. 10% of the funding is derived each from State and Local Match, while 80% is from Federal Match.
- Based on vehicle information provided by CAT staff, a total of $18.8 million in capital funds was assumed in the 10-year plan to fund the existing fixed-route bus replacement program and $11 million for paratransit vehicles.
- Projected fare revenues for existing services are based on FY 2024 YTD Route Statistics data provided by CAT, with a conservative 1.3% annual growth rate applied.
- State Block Grant – the formula to allocate Block Grant funds for operating is based on three components: population of service area, ridership and revenue miles. Block grant revenues are approximate based on the information that was provided.

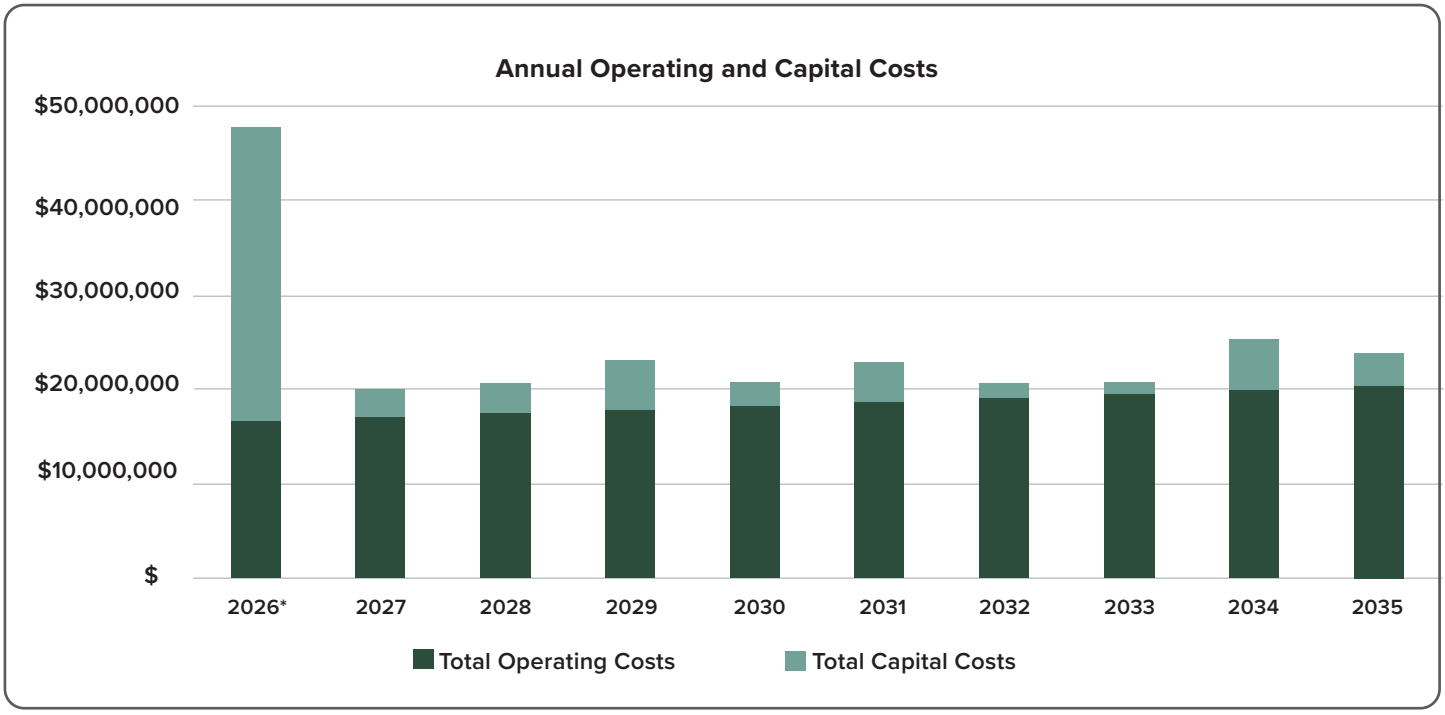


FIGURE 5-2: ANNUAL ESTIMATED OPERATION AND CAPITAL COSTS BY YEAR*
*Note: The major 2026 capital cost is associated with the maintenance facility.

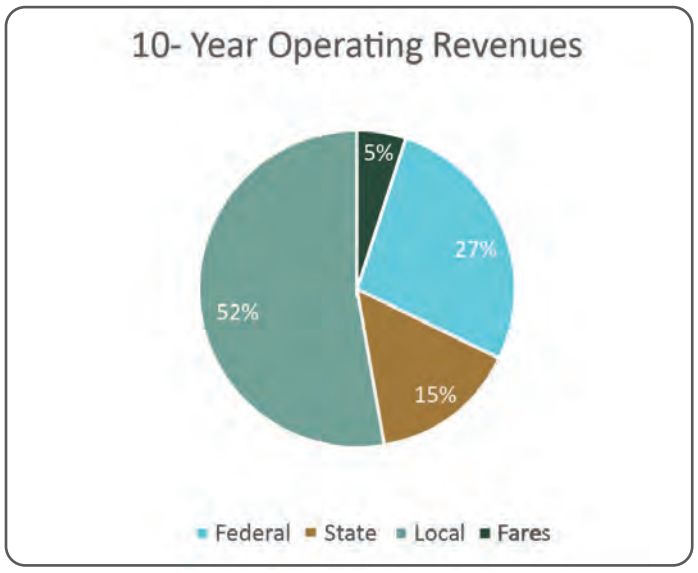


FIGURE 5-3: ESTIMATED 10-YEAR OPERATING REVENUES SOURCES

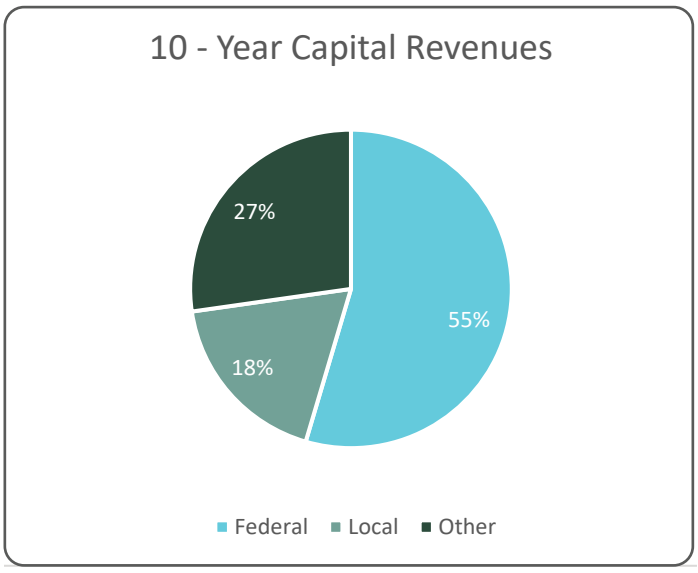


FIGURE 5-4: ESTIMATED 10-YEAR CAPITAL REVENUES SOURCES

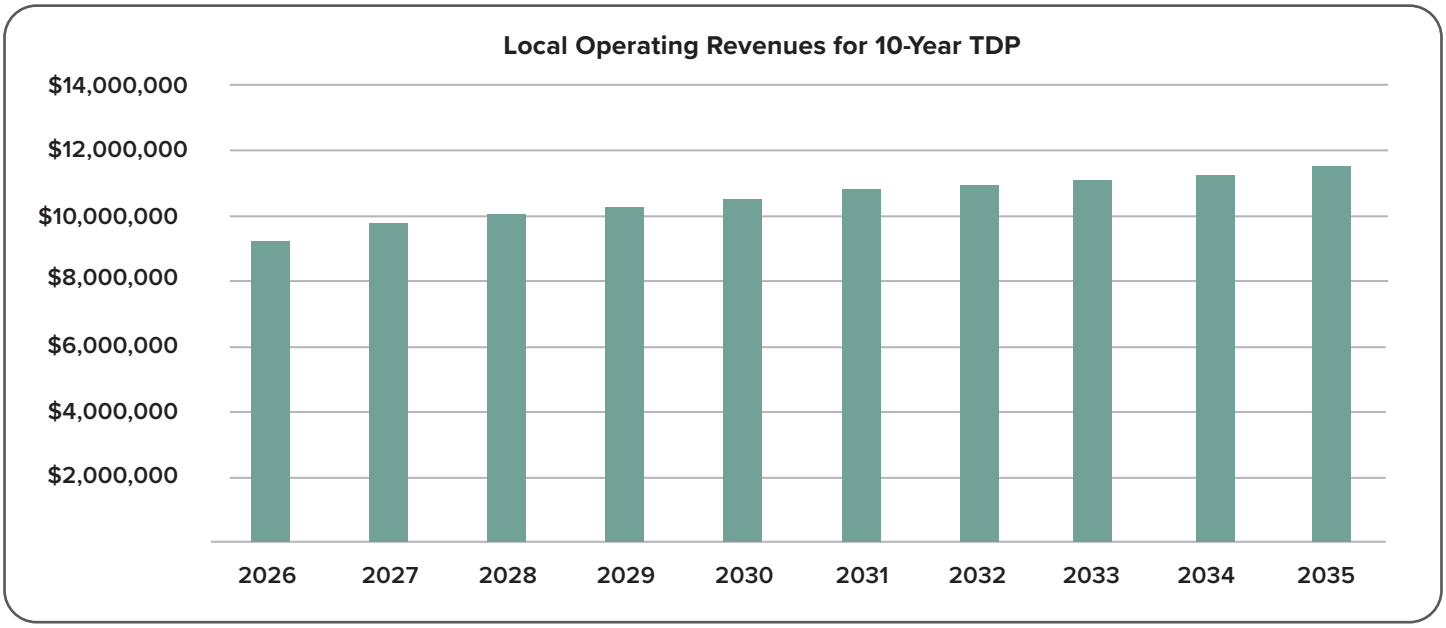


FIGURE 5-5: LOCAL OPERATING REVENUES

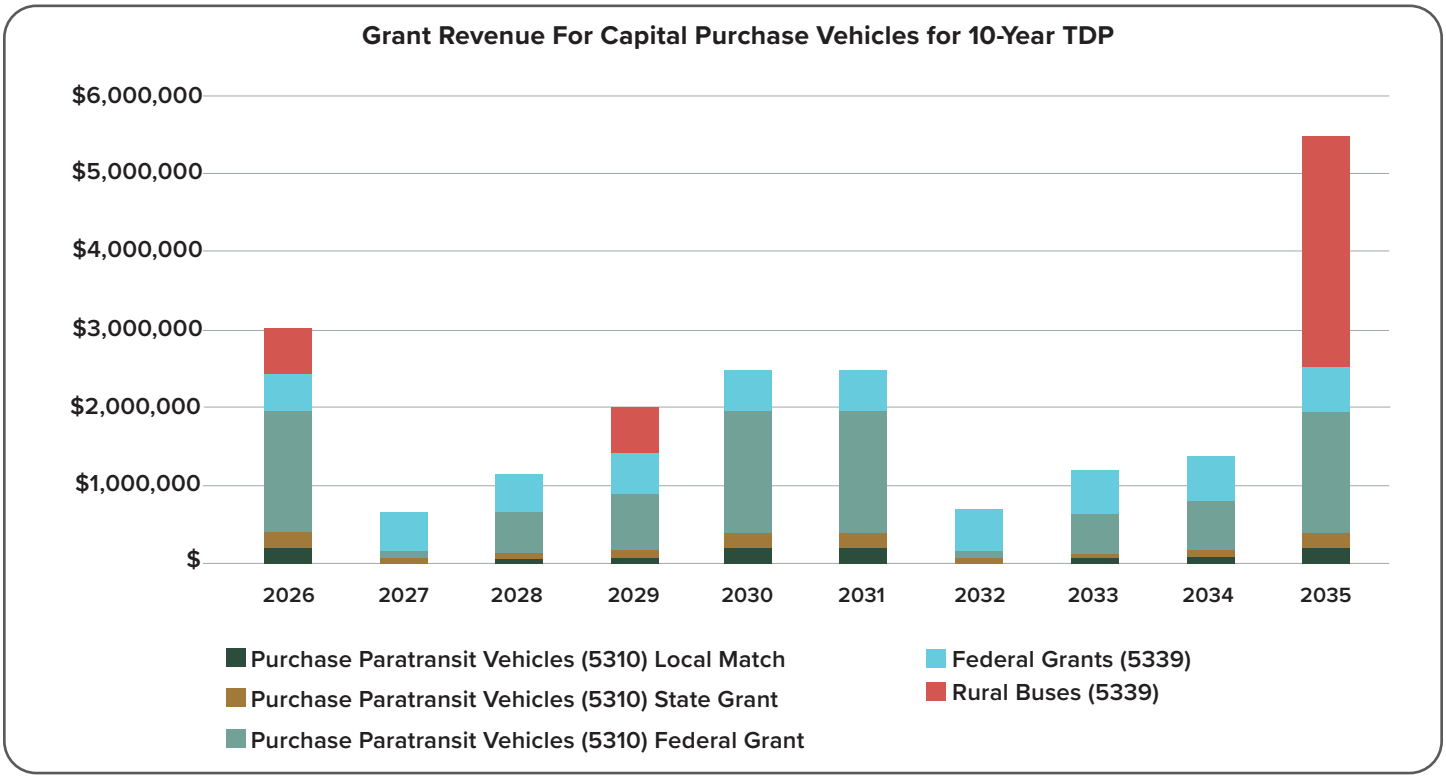


FIGURE 5-6: PLANNED CAPITAL TRANSIT PURCHASES (VEHICLES) FOR 10 YEARS

10-YEAR TDP IMPLEMENTATION PLAN AND UNFUNDED NEEDS

Significant progress has been made on many of the goals and the implementation plan outlined in the previous TDP. Several technological enhancements have been implemented to improve service efficiency and passenger experience. These upgrades include Automatic Passenger Counters (APC) for precise ridership data collection, an onboard surveillance system to enhance safety, and paratransit scheduling and dispatching software for optimized service coordination. Additionally, a Transit Signal Priority (TSP) system has been deployed along key corridors like U.S. 41 and Collier Boulevard, reducing bus delays by allowing priority at intersections. CAT has also introduced an Interactive Voice Response (IVR) system, providing automated trip reminders and real-time bus arrival alerts for paratransit riders (rideCAT). Lastly, an onboard information media system now delivers real-time updates to passengers during transit, ensuring better communication and accessibility.

However, some route changes, frequency enhancements, and service expansions have been delayed due to funding constraints. These adjustments are reflected in the implementation plan below. The implementation plan detailed in **Table 5-7** outlines both funded and unfunded service and capital improvements. It specifies the implementation timeline, operating and capital expenses for each improvement, and identifies whether the funding is expected from existing or new revenue sources. These enhancements stem from a public engagement effort and an analysis of data. They are listed along with their anticipated implementation year and grouped into four key categories: Route Network and New Services, Frequency Improvements, Later Service, and Other Improvements. It should be noted that the timeline presented in **Table 5-7** is flexible, allowing for projects to be accelerated or postponed as priorities shift. Adjustments to the schedule will be made in response to the availability of funding.

Service Improvements	Proposed Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
Maintain Existing Service				
Maintain Existing Fixed-Route Service	2026	$105,095,886	$21,883,191	Existing
Maintain Existing Paratransit Service	2026	$79, 585,921	$12,637,003	Existing
Replacement Support Vehicles	2026	$0	$314,261	Existing
Bus Shelter Rehab	2026	$0	$464,100	Existing
Safety & Security Program	2026	$0	$1,109,094	Existing
Route Network and New Service				
New Bayshore Shuttle	2027	$4,480,750	$165,970	Unfunded
New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W)	2027	$6,945,109	$0	Unfunded
Realign Route 14 operate at 60 min. headway	2027	$319,523	$0	Unfunded
Realign Route 23 headway 60 to 40 minutes	2028	$5,321,808	$0	Unfunded
Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)	2027	$6,178,440	$0	Unfunded
Route 32 (Collier Blvd) (Split Route 27 N-S)	2029	$4,961,028	$631,231	Unfunded
Express Premium Route to Lee County	2029	$5,277,761	$631,231	Unfunded
UF/IFAS and Lehigh Acres	2031	$1,348,673	$660,343	Unfunded
New Route 33 (Immokalee Rd) (Split Route 27 E-W)	2031	$3,506,569	$660,343	Unfunded
Immokalee MOD	2031	$3,035,294	$181,632	Unfunded
Frequency Improvements				
Route 15 from 90 to 45 min	2027	$2,759,543	$603,402	Unfunded
Route 121 - add one AM, one PM	2027	$1,546,739	$603,402	Unfunded
Route 11 from 30 to 20 min	2027	$8,025,908	$603,402	Unfunded
Route 12 from 90 to 45 min	2027	$9,822,575	$0	Unfunded
Realign Route 13 shorten to 40 min headway	2027	$5,295,288	$0	Unfunded
Route 17 from 90 to 45 min	2027	$7,944,903	$603,402	Unfunded
Route 16 from 90 to 45 min	2029	$5,020,662	$631,231	Unfunded
Route 13 from 60 to 30 min	2029	$4,151,101	$0	Unfunded
Route 14 from 60 to 30 min	2031	$4,269,564	$660,343	Unfunded

TABLE 5-1: 10 YEAR IMPLEMENTATION PLAN, 2026-2035

Service Improvements	Proposed Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
Later Service				
Route 19 - Extend to 10:00 PM	2029	$607,255	$0	Unfunded
Route 11 - Extend to 10:00 PM	2031	$587,636	$0	Unfunded
Route 14 - Extend to 10:00 PM	2031	$533,689	$0	Unfunded
Route 24 - Extend to 10:00 PM	2031	$620,390	$0	Unfunded
Route 15 - Extend to 10:00 PM	2031	$185,282	$0	Unfunded
Route 17 - Extend to 10:00 PM	2031	$1,303,742	$0	Unfunded
Other Improvements				
Transit Fare Study	Beginning 2025 and every 5 years	$0	$118,258	Unfunded
Zero/Low Emissions Vehicles & Infrastructure	2025	Ongoing		Existing
Facilities Improvements	2026	$0	$29,437,469	Existing
Bus Shelters	2026	$0	$5,586,428	Existing
I-75 Express Study	2031	$0	$50,000	Existing
Study: Immokalee Road Corridor	2026	$0	$75,000	Existing
Downtown Autonomous Circulator	2031	$1,965,220	$0	Unfunded
Electric Naples Pier Shuttle	2031	$3,082,699	$181,632	Unfunded
MOD Demand and Operations Requirements Pilot Projects	2031	$0	$50,000	Existing
COA Study	Beginning 2028 & every 7 years	$0	$348,427	Unfunded
Total		**$283,778,959**	**$78,890,796**	
Total Funded Projects & Maintenance of Existing Service		**$184,681,807**	**$71,606,547**	
Total Unfunded Projects		**$99,097,152**	**$7,284,249**	

TABLE 5-1 (CONTINUED): 10 YEAR IMPLEMENTATION PLAN, 2026-2035

NEXT STEPS 10 YEARS

UF/IFAS LEHIGH ACRES ROUTE

With the completion of the Collier Area Transit Regional Service and Regional Fare Study (2024), the UF/IFAS Lehigh Acres Route ranked the highest for the regional routes studied based upon origin-destination data, population that use transit and the high reduction of travel time. Public and Stakeholder feedback strongly supported this regional route because it addresses an existing and growing workforce need. LeeTran also identified this route as a need in their TDP. The next steps for this route are:

- Work jointly with LeeTran to obtain funding and approve an agreement on route operation building upon the already established regional service agreement.
- Pursue a separate fee structure with CAT operating the route.
- Charge CAT fares aboard the regional bus with CAT retaining all revenue.
- Determine demand by collecting feedback on desired times of service, frequency and stops.

SEASONAL DEMAND / PARK-AND-RIDE

The occurrence of the seasonal population growth and visitors from winter to spring is typical in Florida but magnified in southwest Florida. Strongly concentrated closer to the coast, the high consumption of roadway capacity coupled with the parking deficit on the barrier islands creates special event scenarios, generating traffic similar to larger concert or sports venues that last for months. This has lasting effects on existing residents' quality of life, the visitors experience and the commute time for workforce resulting in negative impacts to businesses. An integrated approach that blends parking infrastructure, transit services and technology together to improve the overall daily travel experience would be beneficial. Studies such as the Park-and-Ride Study (November 2020) have led to implementation of a mobile payment system (PayByPhone) that is also used by the City of Naples as well as identifying funding strategies for park-and-ride lots as prioritized in **Figure 5-7**.

To further address these seasonal challenges, securing funding and fostering public-private partnerships are important for the development and expansion of park-and-ride lots. These partnerships can help maximize available resources, identify optimal locations for facilities,

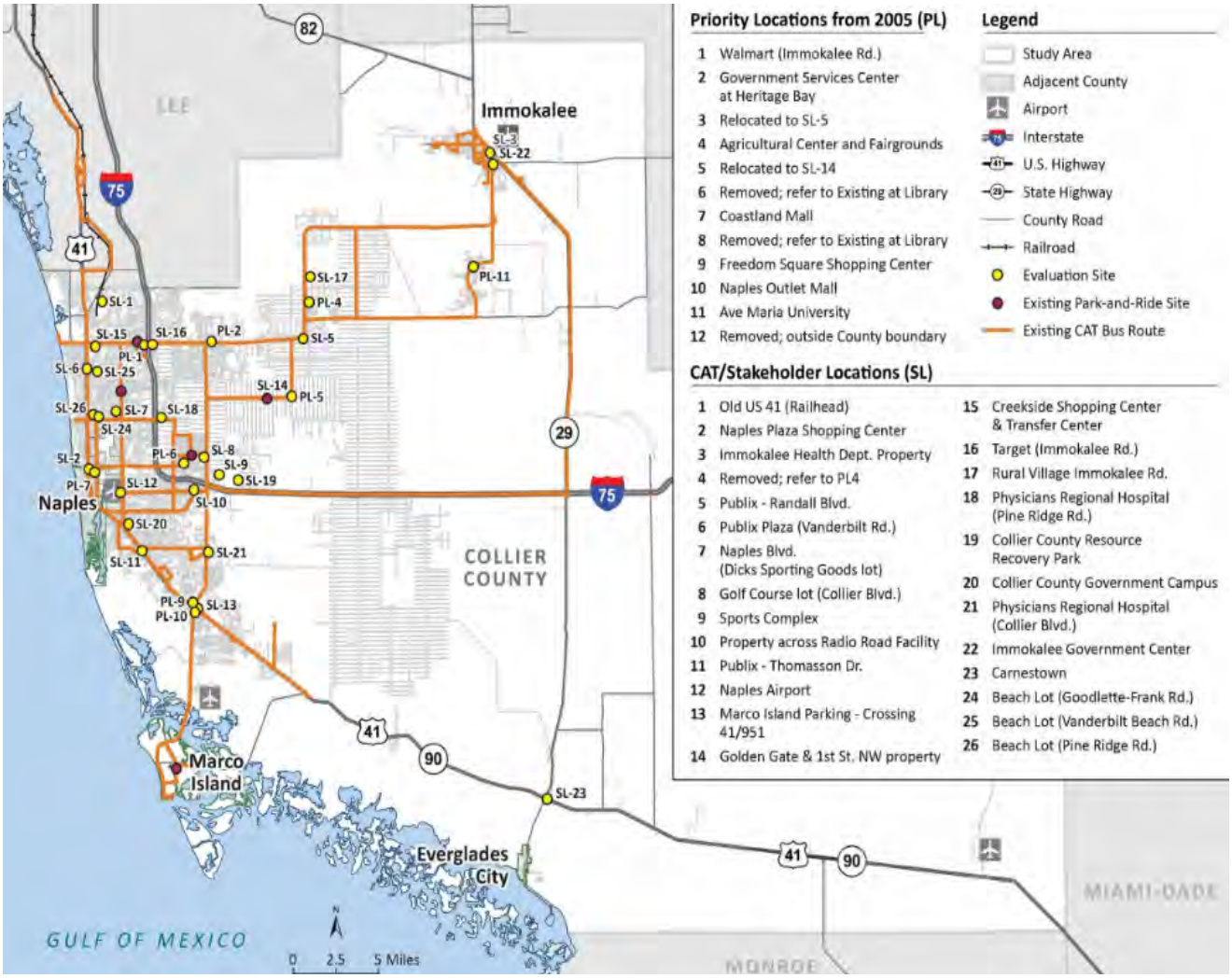


FIGURE 5-7: RECOMMENDED PRIORITY SITES PARK AND RIDE

and ensure long-term sustainability. By collaborating with private businesses and transit agencies, Collier County can create a well-integrated network that supports increased demand for parking and transit services during peak tourist seasons.

CAT currently has four park and ride locations: Livingston Rd/Immokalee Rd (Across from Seed to Table); Orange Blossom Drive Library; Golden Gate Public Library; and (Golden Gate) Estates Library. CAT also offers free parking at its Radio Road Headquarters Station and the Government Center Intermodal Transfer Station.

Federal funding opportunities are available through the Federal Transit Administration (FTA) to support projects that enhance transportation infrastructure and reduce congestion. The Congestion Mitigation and Air Quality (CMAQ) Improvement Program provides funding for initiatives that aim to decrease traffic congestion and improve air quality, making it a suitable option for park-and-ride facilities that help alleviate roadway congestion. Additionally, the Surface Transportation Block Grant (STBG) offers financial assistance for a range of transit and infrastructure projects, including the development of park-and-ride lots, ensuring that these facilities can be effectively integrated into the broader transportation network.

At the state level, the Florida Department of Transportation (FDOT) administers programs designed to enhance public transportation options. The FDOT Park-and-Ride Lot Program provides both funding and technical support for establishing new park-and-ride facilities, helping to address the region's seasonal transportation demands. By leveraging these federal and state funding sources, Collier County and the City of Naples can expand park-and-ride infrastructure, improving mobility options for both residents and visitors while reducing roadway congestion during peak travel seasons.

In addition to traditional payment platforms, leveraging technology to enhance user convenience and efficiency is crucial. Integrating real-time tracking of parking space availability into a trip planning application and online tool would allow residents and visitors to easily locate open spaces or even reserve a space, reducing congestion and frustration. This data should also be linked to public transit schedules, rideshare services, and alternative transportation options, creating a seamless and connected mobility experience.

To further support seasonal mobility needs, developing a mobility-on-demand service with designated service zones connecting park-and-ride lots to key destinations should be considered. This service could include shuttle buses, microtransit, or rideshare partnerships tailored to high-traffic areas such as downtown Naples, beaches, and shopping districts. Implementing such a system would alleviate parking shortages, improve access/reliability for residents and visitors, and help reduce congestion, ultimately enhancing the overall travel experience.

TROLLEYS

To address transportation needs and revenue potential, Collier County should look into expanding its trolley system where acceptable by residents and stakeholders. Exploring new routes that connect popular tourist attractions, commercial hubs, and residential areas could increase ridership and make trolleys a more viable revenue source. Trolleys have been found to be more cost effective when deployed on barrier islands or as connectors to barrier islands. The county might also assess the feasibility of introducing nominal fares or securing sponsorships and advertising opportunities to offset operating costs.

SMART TECHNOLOGY

The incorporation of smart technology into Collier County's parking and transportation systems is another avenue worth pursuing. Implementing smart parking meters, dynamic pricing models, and mobile app integrations could enhance convenience for users while increasing revenue. These advancements would position Collier County as a forward-thinking community, offering modernized services that cater to both residents and visitors while boosting overall efficiency.

CAPITAL INFRASTRUCTURE IMPROVEMENTS

Collier County is advancing its transit infrastructure with key investments, including the construction of a new Operations and Maintenance Facility and enhancements to transit stops. In parallel, Collier County will continue reallocating awarded grant funds to support the project, ensuring financial readiness. The design process began in 2024 with an estimated $18 million dollars in project costs. The new facility will be built on the existing site while current operations continue, minimizing disruptions to transit services.

In addition to the new facility, Collier County is prioritizing upgrades to transit stops to enhance accessibility, safety, and passenger experience. Planned improvements include the installation of shelters, lighting, seating, and ADA-compliant infrastructure to better serve the community. The county will assess high-traffic locations and areas of critical need to ensure that enhancements align with ridership demand. Coordination with stakeholders, including local agencies and community partners, will be essential in finalizing design elements and construction schedules. By advancing these infrastructure projects, Collier County is strengthening its transit network, improving operational efficiency, and ensuring long-term sustainability in public transportation.

MOBILITY-ON-DEMAND (MOD)

To improve public transit accessibility and efficiency, Collier County should move forward with evaluating and implementing Mobility on Demand (MOD) and first-mile/last-mile (FMLM) solutions. These efforts will foster greater connectivity, especially in underserved areas, and complement existing transit services, enhancing overall mobility for both residents and visitors.

Collier County has an opportunity to optimize its public transportation network by adopting MOD services, which can replace underperforming fixed routes, particularly in low-density areas and during off-peak hours. MOD aligns transit services with actual demand, making them more efficient and responsive. Integrating FMLM solutions will close the gap between transit stations and riders' final destinations, improving system accessibility and convenience. A feasibility study to identify locations where MOD and FMLM can replace, or supplement current services, is a crucial first step.

To ensure success, Collier County should explore successful case studies such as Breeze Transit in Sarasota and consider partnerships with MOD technology providers for real-time scheduling and route optimization. A pilot program incorporating FMLM solutions, such as microtransit or bike-sharing services, should follow to further enhance connectivity. Engaging with the community throughout the process will ensure that these solutions effectively meet residents' needs.

By advancing MOD and FMLM solutions, Collier County can strengthen its transportation network, improve accessibility, and enhance the efficiency and reliability of public transit services to better serve its growing population. These steps will pave the way for a more seamless, responsive transit system that benefits the entire community.

To increase funding opportunities and improve regional connectivity, Collier County could explore additional partnerships with neighboring entities, such as Lee County, to jointly apply for federal and state transportation grants. Similar to North Carolina’s success in securing funding from the New Rural Surface Transportation Grant Program for on-demand transit services across multiple rural communities, a collaborative regional approach can increase the competitiveness of grant applications, leverage shared resources and expand mobility solutions for residents across county lines.

NEXT STEPS 15 YEARS

2050: EXPAND REGIONAL SERVICES

The demand for regional services should be considered for expansion in multiple corridors. The UF-IFAS/Lehigh Acres route is already recommended for implementation in the next 10 years. With 20% of Collier County's workforce living in Lee County and the high interaction between the counties beyond workforce, other services such as I-75 express bus service to RSW (folded into managed lanes if implemented) and Urban Estates; Regional Service from Urban Estates and Bonita Springs. The demand for these regional travel patterns is anticipated to grow over time addressing workforce needs and other connections such as air travel.

BROADER IMPLEMENTATION OF MOBILITY-ON-DEMAND (MOD)

The use of MOD provided by Transportation Network Companies (TNC) such as Uber and Lyft, are widespread today and have been accepted by the public. Across the US, public transit agencies are increasingly piloting MOD application to enhance mobility options. This service has the benefit of including door-to-door transportation, the convenient first-mile/last-mile transit and paratransit services.

In Collier County, pilot programs in Golden Gate Estates and Immokalee have already been recommended in the shorter term. Using the information learned from the pilots should provide insight into potential expansion into other areas and where additional targeted delivery will provide necessary connections and service gaps where latent demand may exist.

PARK & RIDE SYSTEM

The nature of Collier County's workforce and visitor travel patterns highlight a long-term necessity for a robust park & ride system. Park & ride lots can make fixed route service more viable for workforce travel while also addressing parking challenges for beachgoers. On the county's west coast near beach access points, limited parking capacity often leads to unnecessary roadway congestion. The provision of a convenient park & ride system would serve to both improve the beach experience while reducing the consumption of limited roadway capacity.

TRAVEL APPLICATION (APP)

With smart phone ownership nearly universal among Collier County's residents and visitors, the need for a fully-integrated, end-to-end travel application is clear. This app should support linked payment platforms for a wide range of mobility services including fixed route, MOD, private coach bus services and micro mobility options should be implemented. Rather than developing a standalone solution, Collier County could integrate with existing global companies who are providing these applications in other geographic locations and to ensure interoperability and seamless user experiences.

Artificial Intelligence (AI) should be leveraged to optimize travel based upon cost, time of travel and availability of mobility options. Additionally, the app could consider the incorporation of goods movement such as carrying packages on coach bus services such as Greyhound (FlixBus) and Red Coach. Space sharing at CAT facilities could provide temporary storage and a final pick-up location for certain types of goods , creating an additional revenue stream for CAT while enhancing regional logistics.

CONTINUED EXPLORATION, PILOTING AND ASSESSMENT OF ALTERNATIVE FUEL VEHICLE TECHNOLOGY

CAT's exploration and piloting of Alternative Fuel vehicles - whether electric, hydrogen fuel cell or a mix of fuel types- should continue. Diversification of CAT's fleet will help it be responsive to community needs and during times of emergency, such as diesel/gasoline shortages during hurricanes. As alternative fuel technology continues to evolve, assessment of the associated benefits, operational efficiencies, and potential cost savings should continue to be revisited. CAT should also actively track efficiency associated with its planned integration of battery electric buses and hybrid vehicles.

CAT TDP 10-YEAR CONSTRAINED COST AND REVENUE SUMMARY - CAPITAL

Capital Costs & Revenue											
Costs	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**	**10-Year Total**
Replacement Fixed Route Buses - Maintain Existing Service	$ 589,951	$ 1,810,206	$ 2,468,638	$ 3,787,384	$ 645,623	$ 1,981,029	$ 1,350,798	$ -	$ 6,358,933	$ 2,890,630	$ 21,883,191
Replacement Vans - Maintain Existing Paratransit Services	$ 1,947,247	$ 165,970	$ 679,018	$ 868,124	$ 2,131,002	$ 2,542,854	$ 185,774	$ 760,037	$ 971,707	$ 2,385,270	$ 12,637,003
Replacement of Support Vehicles	$ -	$ -	$ -	$ 49,247	$ 100,739	$ 51,518	$ -	$ -	$ -	$ 112,759	$ 314,261
Vehicle Replacement Subtotal	**$ 2,537,198**	**$ 1,976,176**	**$ 3,147,656**	**$ 4,704,755**	**$ 2,877,364**	**$ 4,575,401**	**$ 1,536,571**	**$ 760,037**	**$ 7,330,640**	**$ 5,388,658**	$ 34,834,456
Shelter Rehab	$ 41,845	$ 42,799	$ 43,775	$ 44,773	$ 45,794	$ 46,838	$ 47,906	$ 48,998	$ 50,115	$ 51,258	$ 464,100
Safety and Security Program	$ 100,000	$ 102,280	$ 104,612	$ 106,997	$ 109,437	$ 111,932	$ 114,484	$ 117,094	$ 119,764	$ 122,494	$ 1,109,094
Facility	$ 29,437,469	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,437,469
Bus Shelters	$ 503,693	$ 515,177	$ 526,923	$ 538,937	$ 551,225	$ 563,793	$ 576,647	$ 589,795	$ 603,242	$ 616,996	$ 5,586,428
Study Immokalee Road Corridor Hub	$ 75,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 75,000
I-75 Express Study	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Zero/Low Emissions vehicles & Infrastructure	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transit Fare Study	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -		$ -
COA Study	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -		$ -
MOD Demand and Operations Requirements Pilot Study	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Other Capital/Infrastructure	**$ 30,158,007**	**$ 660,256**	**$ 675,310**	**$ 690,707**	**$ 706,455**	**$ 822,562**	**$ 739,037**	**$ 755,887**	**$ 773,121**	**$ 790,748**	$ 36,772,092
Total Capital Costs	**$ 32,695,205**	**$ 2,636,432**	**$ 3,822,966**	**$ 5,395,462**	**$ 3,583,819**	**$ 5,397,963**	**$ 2,275,608**	**$ 1,515,924**	**$ 8,103,761**	**$ 6,179,406**	$ 71,606,547
Revenues											$ -
Federal Grant (5307) Facility	$ 8,658,678	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,658,678
Federal Grant (5307)	$ 500,999	$ 512,422	$ 524,105	$ 536,055	$ 548,277	$ 560,777	$ 573,563	$ 586,640	$ 600,016	$ 613,696	$ 5,556,549
Federal Grant (5339)b	$ 6,129,309	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,129,309
Federal Grant (5339)	$ 474,920	$ 485,748	$ 496,823	$ 508,151	$ 519,737	$ 531,587	$ 543,707	$ 556,103	$ 568,782	$ 581,751	$ 5,267,309
Rural Buses (5339)	$ 589,952	$ -	$ -	$ 589,952	$ -	$ -	$ -	$ -	$ -	$ 2,949,758	$ 4,129,662
Federal Grant (5324)	$ 10,699,969	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,699,969
Insurance	$ 130,596	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 130,596
Transit Infrastructure Grants-Community Project Funding/Congressionally Directed Spending	$ 4,285,532	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,285,532
Purchase Paratransit Vehicles (5310) Local Match	$ 194,725	$ 16,227	$ 64,908	$ 82,985	$ 194,725	$ 194,725	$ 16,227	$ 64,908	$ 81,135	$ 194,725	$ 1,105,290
Purchase Paratransit Vehicles (5310) State Match	$ 194,725	$ 16,227	$ 64,908	$ 82,985	$ 194,725	$ 194,725	$ 16,227	$ 64,908	$ 81,135	$ 194,725	$ 1,105,290
Purchase Paratransit Vehicles (5310) Federal Grant	$ 1,557,798	$ 129,816	$ 519,266	$ 746,867	$ 1,557,798	$ 1,557,798	$ 129,816	$ 519,266	$ 649,082	$ 1,557,798	$ 8,925,304
Total Capital Revenue	**$ 33,417,201**	**$ 1,160,441**	**$ 1,670,011**	**$ 2,546,994**	**$ 3,015,260**	**$ 3,039,611**	**$ 1,279,540**	**$ 1,791,826**	**$ 1,980,151**	**$ 6,092,452**	$ 55,993,487
Annual Revenues Minus Cost	721,996.53	(1,475,991.85)	(2,152,955.40)	(2,848,468.44)	(568,558.76)	(2,358,352.20)	(996,067.71)	275,901.86	(6,123,610.37)	(86,954.25)	
Rollover from Previous Year	1,370,329.00	2,092,325.53	616,333.68	(1,536,621.73)	(4,385,090.16)	(4,953,648.92)	(7,312,001.12)	(8,308,068.82)	(8,032,166.96)	(14,155,777.33)	
Capital Surplus/Shortfall (Cumulative)	**2,092,325.53**	**616,333.68**	**(1,536,621.73)**	**(4,385,090.16)**	**(4,953,648.92)**	**(7,312,001.12)**	**(8,308,068.82)**	**(8,032,166.96)**	**(14,155,777.33)**	**(14,242,731.58)**	

CAT TDP 10-YEAR CONSTRAINED COST AND REVENUE SUMMARY - OPERATING

Operating Costs & Revenue			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10-Year Total
Operating Costs													
Maintain Existing Service- Fixed Route	Existing		$ 9,475,833	$ 9,691,882	$ 9,912,857	$ 10,138,870	$ 10,370,036	$ 10,606,473	$ 10,848,301	$ 11,095,642	$ 11,348,622	$ 11,607,371	$ 105,095,886
Maintain Existing Service- Paratransit	Existing		$ 7,175,760	$ 7,339,368	$ 7,506,705	$ 7,677,858	$ 7,852,913	$ 8,031,960	$ 8,215,088	$ 8,402,392	$ 8,593,967	$ 8,789,909	$ 79,585,921
Realign Route 14 operate at 60 min. headway	Route Realignment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Realign Route 23 headway 60 to 40 minutes	Route Realignment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 32 (Collier Blvd) (Split Route 27 N-S)	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Express Premium Route to Lee County	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 11 from 30 to 20 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 12 from 90 to 45 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 13 from 40 to 30 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 14 from 60 to 30 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 15 from 90 to 45 mins	Increased Frequency		$ -										$ -
Route 16 from 90 to 45 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 17 -from 90 to 45 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Realign Route 13 shorten to 40 min headway	Route Realignment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 121 - add one AM, one PM	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 11 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 14 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 17 - Extend Hours to 10 :00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 15 - Extend to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 19- Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 24 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New UF/IFAS and Lehigh Acres Route	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Immokalee MOD	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Bayshore Shuttle	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W)	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Route 33 (Immokalee Rd)	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Autonomous Circulator	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Naples Pier Electric Shuttle	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Mobility on Demand - Golden Gate	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Mobility on Demand - North Naples	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Mobility on Demand - Naples	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Mobility on Demand - Marco Island	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Operating Costs			**$ 16,651,593**	**$ 17,031,249**	**$ 17,419,562**	**$ 17,816,728**	**$ 18,222,949**	**$ 18,638,433**	**$ 19,063,389**	**$ 19,498,034**	**$ 19,942,589**	**$ 20,397,280**	$ 184,681,807
Operating Revenues													
Federal Grant (5311)	Existing	Federal	$ 784,255	$ 802,136	$ 820,425	$ 839,130	$ 858,263	$ 877,831	$ 897,846	$ 918,316	$ 939,254	$ 960,669	$ 8,698,125
Local Match (5311)	Existing	Local	$ 784,255	$ 802,136	$ 820,425	$ 839,130	$ 858,263	$ 877,831	$ 897,846	$ 918,316	$ 939,254	$ 960,669	$ 8,698,125
Federal Grant (5307) Operating Assistance (Fuel)	Existing	Federal	$ 637,307	$ 651,837	$ 666,699	$ 681,900	$ 697,447	$ 713,349	$ 729,613	$ 746,249	$ 763,263	$ 780,665	$ 7,068,330
Local Match (5307)	Existing	Local	$ 637,307	$ 651,837	$ 666,699	$ 681,900	$ 697,447	$ 713,349	$ 729,613	$ 746,249	$ 763,263	$ 780,665	$ 7,068,330
Federal Grant 5307-Preventative Maintenance	New	Federal	$ 1,250,987	$ 1,279,509	$ 1,308,682	$ 1,338,520	$ 1,369,038	$ 1,400,252	$ 1,432,178	$ 1,464,832	$ 1,498,230	$ 1,532,389	$ 13,874,617
Federal Grant 5307 ADA	Existing	Federal	$ 1,027,914	$ 1,051,350	$ 1,075,321	$ 1,099,839	$ 1,124,915	$ 1,150,563	$ 1,176,796	$ 1,203,627	$ 1,231,069	$ 1,259,138	$ 11,400,532
Federal Grant 5307 ADA - Operating	Existing	Federal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Match (5307) ADA Operating	Existing	Local	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Federal Grant 5307 ADA -PM	Existing	Federal	$ 637,204	$ 651,733	$ 666,592	$ 681,790	$ 697,335	$ 713,235	$ 729,496	$ 746,129	$ 763,141	$ 780,540	$ 7,067,195
COLLIER AREA TRANSIT OPERATING ASSISTANCE CORRIDOR US 41	Existing	State	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 4,915,300
COLLIER AREA TRANSIT OPERATING ASSISTANCE CORRIDOR US 41- LOCAL MATCH	Existing	Local	$ -	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 4,423,770
FDOT Transit Block Grant Operating Assistance	Existing	State	$ 1,278,095	$ 1,313,107	$ 1,352,500	$ 1,393,076	$ 1,434,868	$ 1,467,583	$ 1,501,044	$ 1,535,268	$ 1,570,272	$ 1,606,074	$ 14,451,886
Local Match for FDOT Transit Block Grant	Existing	Local	$ 1,278,095	$ 1,313,107	$ 1,352,500	$ 1,393,076	$ 1,434,868	$ 1,467,583	$ 1,501,044	$ 1,535,268	$ 1,570,272	$ 1,606,074	$ 14,451,886
TD Funding	Existing	State	$ 782,749	$ 800,596	$ 818,849	$ 837,519	$ 856,614	$ 876,145	$ 896,121	$ 916,553	$ 937,450	$ 958,824	$ 8,681,420
Local TD Funding	Existing	Local	$ 87,040	$ 89,025	$ 91,055	$ 93,131	$ 95,254	$ 97,426	$ 99,647	$ 101,919	$ 104,243	$ 106,620	$ 965,358
Collier County CAT Enhancements Fund 4030: Contribution from General Fund	Existing	Local	$ 2,824,564	$ 2,888,965	$ 2,954,833	$ 3,022,203	$ 3,091,109	$ 3,161,587	$ 3,233,671	$ 3,307,399	$ 3,382,807	$ 3,459,935	$ 31,327,073
Collier County TD Fund 4033: Contribution from General Fund	Existing	Local	$ 2,434,673	$ 2,490,184	$ 2,546,960	$ 2,605,031	$ 2,664,425	$ 2,725,174	$ 2,787,308	$ 2,850,859	$ 2,915,858	$ 2,982,340	$ 27,002,812
Existing Paratransit Fare Revenue	Existing	Local	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 1,965,380
Fare Revenue from Existing Services	Existing	Fare	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 9,107,000
Other Local Revenues	Existing	Other Local Sources	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 400,000
Total Operating Revenue			**$ 16,083,213**	**$ 16,915,819**	**$ 17,271,838**	**$ 17,636,543**	**$ 18,010,145**	**$ 18,372,205**	**$ 18,742,521**	**$ 19,121,279**	**$ 19,508,674**	**$ 19,904,901**	**$ 181,567,138**
Annual Revenue Minus Costs			**(568,380)**	**(115,430)**	**(147,724)**	**(180,185)**	**(212,805)**	**(266,227)**	**(320,868)**	**(376,755)**	**(433,915)**	**(492,380)**	
FY 26 Estimate to Budget Reconciliation			**568,380**										
Rollover from Previous Year			923,134	923,134	807,704	659,980	479,794	266,990	763	(320,106)	(696,860)	(1,130,776)	
Operating Surplus/Shortfall (Cumulative)			**0**	**807,704**	**659,980**	**479,794**	**266,990**	**763**	**(320,106)**	**(696,860)**	**(1,130,776)**	**(1,623,155)**	

CAT TDP 10-YEAR UNCONSTRAINED COST AND REVENUE SUMMARY - CAPITAL

Capital Costs & Revenue	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10-Year Total
Cost/Revenue											
Replacement Fixed Route Buses - Maintain Existing Service	$ 589,951	$ 1,810,206	$ 2,468,638	$ 3,787,384	$ 645,623	$ 1,981,029	$ 1,350,798	$ -	$ 6,358,933	$ 2,890,630	$ 21,883,191
Replacement Vans - Maintain Existing Paratransit Services	$ 1,947,247	$ 165,970	$ 679,018	$ 868,124	$ 2,131,002	$ 2,542,854	$ 185,774	$ 760,037	$ 971,707	$ 2,385,270	$ 12,637,003
Replacement of Support Vehicles	$ -	$ -	$ -	$ 49,247	$ 100,739	$ 51,518	$ -	$ -	$ -	$ 112,759	$ 314,261
Preventative Maintenance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Vehicle Replacement Subtotal	**$ 2,537,198**	**$ 1,976,176**	**$ 3,147,656**	**$ 4,704,755**	**$ 2,877,364**	**$ 4,575,401**	**$ 1,536,571**	**$ 760,037**	**$ 7,330,640**	**$ 5,388,658**	**$ 34,834,456**
New Vehicles for Improved, MOD and New Services	$ -	$ 2,579,578	$ -	$ 1,893,692	$ -	$ 2,344,294	$ -	$ -	$ -	$ -	$ 6,817,564
New Service Improvements Subtotal	**$ -**	**$ 2,579,578**	**$ -**	**$ 1,893,692**	**$ -**	**$ 2,344,294**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,817,564**
Shelter Rehab	$ 41,845	$ 42,799	$ 43,775	$ 44,773	$ 45,794	$ 46,838	$ 47,906	$ 48,998	$ 50,115	$ 51,258	$ 464,100
Safety and Security Program	$ 100,000	$ 102,280	$ 104,612	$ 106,997	$ 109,437	$ 111,932	$ 114,484	$ 117,094	$ 119,764	$ 122,494	$ 1,109,094
Facility	$ 29,437,469	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,437,469
Bus Shelters	$ 503,693	$ 515,177	$ 526,923	$ 538,937	$ 551,225	$ 563,793	$ 576,647	$ 589,795	$ 603,242	$ 616,996	$ 5,586,428
Study Immokalee Road Corridor	$ 75,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 75,000
I-75 Express Study		$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Zero/Low Emissions vehicles & Infrastructure	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transit Fare Study	$ -	$ -	$ -	$ -	$ 55,800	$ -	$ -	$ -	$ -	$ 62,458	$ 118,258
COA Study	$ -	$ -	$ 160,496	$ -	$ -	$ -	$ -	$ -	$ -	$ 187,931	$ 348,427
MOD Demand and Operations Requirements Pilot Project	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Other Capital/Infrastructure	**$ 30,158,007**	**$ 660,256**	**$ 835,806**	**$ 690,707**	**$ 762,255**	**$ 822,562**	**$ 739,037**	**$ 755,887**	**$ 773,121**	**$ 1,041,137**	**$ 37,238,776**
Total Capital Costs	**$ 32,695,205**	**$ 5,216,010**	**$ 3,983,462**	**$ 7,289,155**	**$ 3,639,619**	**$ 7,742,257**	**$ 2,275,608**	**$ 1,515,924**	**$ 8,103,761**	**$ 6,429,795**	**$ 78,890,796**
Capital Revenues											
Federal Grant (5307) Facility	$ 8,658,678	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,658,678
Federal Grant (5307)	$ 500,999	$ 512,422	$ 524,105	$ 536,055	$ 548,277	$ 560,777	$ 573,563	$ 586,640	$ 600,016	$ 613,696	$ 5,556,549
Federal Grant (5339)b	$ 6,129,309	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,129,309
Federal Grant (5339)	$ 474,920	$ 485,748	$ 496,823	$ 508,151	$ 519,737	$ 531,587	$ 543,707	$ 556,103	$ 568,782	$ 581,751	$ 5,267,309
Rural Buses (5339)	$ 589,952	$ -	$ -	$ 589,952	$ -	$ -	$ -	$ -	$ -	$ 2,949,758	$ 4,129,662
Federal Grant (5324)	$ 10,699,969	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,699,969
Insurance	$ 130,596	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 130,596
Transit Infrastructure Grants-Community Project Funding/Congressionally Directed Spending	$ 4,285,532	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,285,532
Purchase Paratransit Vehicles (5310) Local Match	$ 194,725	$ 16,597	$ 67,902	$ 86,812	$ 213,100	$ 254,285	$ 18,577	$ 76,004	$ 97,171	$ 238,527	$ 1,263,700
Purchase Paratransit Vehicles (5310) State Match	$ 194,725	$ 16,597	$ 67,902	$ 86,812	$ 213,100	$ 254,285	$ 18,577	$ 76,004	$ 97,171	$ 238,527	$ 1,263,700
Purchase Paratransit Vehicles (5310) Federal Grant	$ 1,557,798	$ 132,776	$ 543,214	$ 694,499	$ 1,704,802	$ 2,034,283	$ 148,619	$ 608,030	$ 777,366	$ 1,908,216	$ 10,109,603
Total Capital Revenue	**$ 33,417,201**	**$ 1,164,140**	**$ 1,699,946**	**$ 2,502,281**	**$ 3,199,015**	**$ 3,635,218**	**$ 1,303,044**	**$ 1,902,781**	**$ 2,140,506**	**$ 6,530,475**	**$ 57,494,607**
Annual Revenues Minus Cost	$ 721,997	($4,051,870)	($2,283,516)	($4,786,873)	$ (440,603)	($4,107,039)	($972,565)	$386,857	($5,963,256)	$100,680	
Rollovers from Previous Years	$ 1,370,329	$ 2,092,325.53	$ (1,959,544.59)	$ (4,243,060.13)	$ (9,029,933.28)	$ (9,470,536.74)	$ (13,577,575.73)	$ (14,550,140.38)	$ (14,163,283.70)	$ (20,126,539.48)	
Capital Surplus/Shortfall (Cumulative)	**$ 2,092,326**	**$ (1,959,545)**	**$ (4,243,060)**	**($9,029,933)**	**($9,470,537)**	**($13,577,576)**	**($14,550,140)**	**($14,163,284)**	**($20,126,539)**	**($20,025,860)**	

CAT TDP 10-YEAR UNCONSTRAINED COST AND REVENUE SUMMARY - OPERATING

Operating Costs & Revenue			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10-Year Total
Operating Costs													
Maintain Existing Service- Fixed Route	Existing		$ 9,475,833	$ 9,691,882	$ 9,912,857	$ 10,138,870	$ 10,370,036	$ 10,606,473	$ 10,848,301	$ 11,095,642	$ 11,348,622	$ 11,607,371	$ 105,095,886
Maintain Existing Service- Paratransit	Existing		$ 7,175,760	$ 7,339,368	$ 7,506,705	$ 7,677,858	$ 7,852,913	$ 8,031,960	$ 8,215,088	$ 8,402,392	$ 8,593,967	$ 8,789,909	$ 79,585,921
Realign Route 14 operate at 60 mins headway	Route Realignment		$ -	$ 32,386	$ 33,125	$ 33,880	$ 34,652	$ 35,442	$ 36,251	$ 37,077	$ 37,922	$ 38,787	$ 319,523
Realign Route 23 headway 60 to 40 mins	Route Realignment		$ -		$ 613,935	$ 627,933	$ 642,250	$ 656,893	$ 671,870	$ 687,189	$ 702,857	$ 718,882	$ 5,321,808
Route 32 (Collier Blvd) (Split Route 27 N-S)	Add New Service		$ -	$ -	$ -	$ 661,698	$ 676,785	$ 692,216	$ 707,998	$ 724,141	$ 740,651	$ 757,538	$ 4,961,028
Express Premium Route to Lee County	Add New Service		$ -	$ -	$ -	$ 703,944	$ 719,994	$ 736,410	$ 753,200	$ 770,373	$ 787,938	$ 805,903	$ 5,277,761
Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)	Increase Frequency		$ -	$ 626,236	$ 640,514	$ 655,118	$ 670,054	$ 685,332	$ 700,957	$ 716,939	$ 733,285	$ 750,004	$ 6,178,440
Route 11 from 30 to 20 mins	Increase Frequency		$ -	$ 813,492	$ 832,040	$ 851,010	$ 870,413	$ 890,259	$ 910,556	$ 931,317	$ 952,551	$ 974,269	$ 8,025,908
Route 12 from 90 to 45 mins	Increase Frequency		$ -	$ 995,599	$ 1,018,299	$ 1,041,516	$ 1,065,262	$ 1,089,550	$ 1,114,392	$ 1,139,800	$ 1,165,788	$ 1,192,368	$ 9,822,575
Route 13 from 60 to 30 mins	Increase Frequency					$ 553,671	$ 566,295	$ 579,206	$ 592,412	$ 605,919	$ 619,734	$ 633,864	$ 4,151,101
Route 14 from 60 to 30 mins	Increase Frequency		$ -	$ -	$ -	$ -	$ -	$ 815,852	$ 834,453	$ 853,479	$ 872,938	$ 892,841	$ 4,269,564
Route 15 from 90 to 45 mins	Increase Frequency		$ -	$ 279,702	$ 286,080	$ 292,602	$ 299,274	$ 306,097	$ 313,076	$ 320,214	$ 327,515	$ 334,982	$ 2,759,543
Route 16 from 90 to 45 mins	Increase Frequency		$ -	$ -	$ -	$ 669,652	$ 684,920	$ 700,537	$ 716,509	$ 732,845	$ 749,554	$ 766,644	$ 5,020,662
Route 17 -from 90 to 45 mins	Increase Frequency		$ -	$ 805,282	$ 823,642	$ 842,421	$ 861,628	$ 881,273	$ 901,366	$ 921,918	$ 942,937	$ 964,436	$ 7,944,903
Realign Route 13 shorten to 40 mins headway	Route Realignment		$ -	$ 536,721	$ 548,958	$ 561,475	$ 574,276	$ 587,370	$ 600,762	$ 614,459	$ 628,469	$ 642,798	$ 5,295,288
Route 121 - add one AM, one PM	Increase Frequency		$ -	$ 156,775	$ 160,349	$ 164,005	$ 167,745	$ 171,569	$ 175,481	$ 179,482	$ 183,574	$ 187,760	$ 1,546,739
Route 11 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ 112,289	$ 114,849	$ 117,468	$ 120,146	$ 122,885	$ 587,636
Route 14 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ 101,980	$ 104,305	$ 106,684	$ 109,116	$ 111,604	$ 533,689
Route 17 - Extend Hours to 10 :00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ 249,126	$ 254,806	$ 260,616	$ 266,558	$ 272,636	$ 1,303,742
Route 15 - Extend to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ 35,405	$ 36,212	$ 37,038	$ 37,882	$ 38,746	$ 185,282
Route 19- Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ 80,995	$ 82,842	$ 84,731	$ 86,663	$ 88,638	$ 90,659	$ 92,726	$ 607,255
Route 24 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ 118,548	$ 121,250	$ 124,015	$ 126,842	$ 129,734	$ 620,390
UF/IFAS and Lehigh Acres Route	Add New Service		$ -	$ -	$ -	$ -	$ -	$ 257,712	$ 263,588	$ 269,598	$ 275,744	$ 282,031	$ 1,348,673
Immokalee MOD	Add New Service							$ 580,000.90	$ 593,225	$ 606,750	$ 620,584	$ 634,734	$ 3,035,294
Downtown Autonomous Circulator	Add New Service							$ 375,525.11	$ 384,087	$ 392,844	$ 401,801	$ 410,962	$ 1,965,220
Electric Naples Pier Shuttle	Add New Service							$ 589,059.16	$ 602,490	$ 616,226	$ 630,276	$ 644,647	$ 3,082,699
New Bayshore Shuttle	Add New Service		$ -	$ 454,161	$ 464,516	$ 475,107	$ 485,939	$ 497,019	$ 508,351	$ 519,941	$ 531,796	$ 543,921	$ 4,480,750
New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W)	Add New Service		$ -	$ 703,944	$ 719,994	$ 736,410	$ 753,200	$ 770,373	$ 787,938	$ 805,903	$ 824,277	$ 843,071	$ 6,945,109
New Route 33 (Immokalee Rd)	Add New Service		$ -	$ -	$ -	$ -	$ -	$ 670,055	$ 685,332	$ 700,958	$ 716,939	$ 733,286	$ 3,506,569
Total Operating Costs			**$ 16,651,593**	**$ 22,435,548**	**$ 23,561,013**	**$ 26,768,166**	**$ 27,378,480**	**$ 31,908,261**	**$ 32,635,769**	**$ 33,379,865**	**$ 34,140,925**	**$ 34,919,339**	**$ 283,778,958**
Operating Revenues													
Federal Grant (5311)	Existing	Federal	$ 784,255	$ 802,136	$ 820,425	$ 839,130	$ 858,263	$ 877,831	$ 897,846	$ 918,316	$ 939,254	$ 960,669	$ 8,698,125
Local Match (5311)	Existing	Local	$ 784,255	$ 802,136	$ 820,425	$ 839,130	$ 858,263	$ 877,831	$ 897,846	$ 918,316	$ 939,254	$ 960,669	$ 8,698,125
Federal Grant (5307) Operating Assistance (Fuel)	Existing	Federal	$ 637,307	$ 651,837	$ 666,699	$ 681,900	$ 697,447	$ 713,349	$ 729,613	$ 746,249	$ 763,263	$ 780,665	$ 7,068,330
Local Match (5307)	Existing	Local	$ 637,307	$ 651,837	$ 666,699	$ 681,900	$ 697,447	$ 713,349	$ 729,613	$ 746,249	$ 763,263	$ 780,665	$ 7,068,330
Federal Grant 5307-Preventative Maintenance	New	Federal	$ 1,250,987	$ 1,279,509	$ 1,308,682	$ 1,338,520	$ 1,369,038	$ 1,400,252	$ 1,432,178	$ 1,464,832	$ 1,498,230	$ 1,532,389	$ 13,874,617
Federal Grant 5307 ADA	Existing	Federal	$ 1,027,914	$ 1,051,350	$ 1,075,321	$ 1,099,839	$ 1,124,915	$ 1,150,563	$ 1,176,796	$ 1,203,627	$ 1,231,069	$ 1,259,138	$ 11,400,532
Federal Grant 5307 ADA - Operating	Existing	Federal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Match (5307) ADA Operating	Existing	Local	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Federal Grant 5307 ADA -PM	Existing	Federal	$ 637,204	$ 651,733	$ 666,592	$ 681,790	$ 697,335	$ 713,235	$ 729,496	$ 746,129	$ 763,141	$ 780,540	$ 7,067,195
COLLIER AREA TRANSIT OPERATING ASSISTANCE CORRIDOR US 41	Existing	State	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 4,915,300
COLLIER AREA TRANSIT OPERATING ASSISTANCE CORRIDOR US 41- LOCAL MATCH	Existing	Local		$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 4,423,770
FDOT Transit Block Grant Operating Assistance	Existing	State	$ 1,278,095	$ 1,313,107	$ 1,352,500	$ 1,393,076	$ 1,434,868	$ 1,467,583	$ 1,501,044	$ 1,535,268	$ 1,570,272	$ 1,606,074	$ 14,451,886
Local Match for FDOT Transit Block Grant	Existing	Local	$ 1,278,095	$ 1,313,107	$ 1,352,500	$ 1,393,076	$ 1,434,868	$ 1,467,583	$ 1,501,044	$ 1,535,268	$ 1,570,272	$ 1,606,074	$ 14,451,886
TD Funding	Existing	State	$ 782,749	$ 800,596	$ 818,849	$ 837,519	$ 856,614	$ 876,145	$ 896,121	$ 916,553	$ 937,450	$ 958,824	$ 8,681,420
Local TD Funding	Existing	Local	$ 87,040	$ 89,025	$ 91,055	$ 93,131	$ 95,254	$ 97,426	$ 99,647	$ 101,919	$ 104,243	$ 106,620	$ 965,358
Collier County CAT Enhancements Fund 4030: Contribution from General Fund	Existing	Local	$ 2,824,564	$ 2,888,965	$ 2,954,833	$ 3,022,203	$ 3,091,109	$ 3,161,587	$ 3,233,671	$ 3,307,399	$ 3,382,807	$ 3,459,935	$ 31,327,073
Collier County TD Fund 4033: Contribution from General Fund	Existing	Local	$ 2,434,673	$ 2,490,184	$ 2,546,960	$ 2,605,031	$ 2,664,425	$ 2,725,174	$ 2,787,308	$ 2,850,859	$ 2,915,858	$ 2,982,340	$ 27,002,812
Existing Paratransit Fare Revenue	Existing	Local	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 1,965,380
Fare Revenue from Existing Services	Existing	Fare	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 9,107,000
Other Local Revenues	Existing	Other Local Sources	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 400,000
Total Operating Revenue			**$ 16,083,213**	**$ 16,915,819**	**$ 17,271,838**	**$ 17,636,543**	**$ 18,010,145**	**$ 18,372,205**	**$ 18,742,521**	**$ 19,121,279**	**$ 19,508,674**	**$ 19,904,901**	**$ 181,567,138**
Annual Revenue Minus Costs			**($568,380)**	**$ (5,519,728)**	**($6,289,176)**	**($9,131,623)**	**($9,368,335)**	**($13,536,055)**	**($13,893,248)**	**($14,258,585)**	**($14,632,252)**	**($15,014,438)**	
FY 26 Estimate to Budget Reconciliation			**568,380**										
Rollover from Previous Year			$ 923,134	$ 923,134	$ (4,596,594)	$ (10,885,770)	$ (20,017,393)	$ (29,385,728)	$ (42,921,784)	$ (56,815,032)	$ (71,073,617)	$ (85,705,869)	
Operating Surplus/Shortfall (Cumulative)			**$0**	**($4,596,594)**	**($10,885,770)**	**($20,017,393)**	**($29,385,728)**	**($42,921,784)**	**($56,815,032)**	**($71,073,617)**	**($85,705,869)**	**($100,720,306)**	

TEN-YEAR TRANSIT DEVELOPMENT PLAN 2026-2035

COLLIER COUNTY AREA TRANSIT | **FLORIDA**

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