Agenda CAC

Citizens Advisory Committee

IN-PERSON MEETING

Transportation Management Services Department
SOUTH CONFERENCE ROOM
2885 South Horseshoe Dr.
Naples, FL, 34104

September 22, 2025, 2:00 P.M.

1. **Call to Order**
2. **Roll Call**
3. **Approval of the Agenda**
4. **Approval of the August 25, 2025 Meeting Minutes**
5. **Open to Public for Comments Items Not on the Agenda**
6. **Agency Updates**
   A. FDOT
   B. MPO Executive Director
7. **Committee Action**
   A. Review and Comment on the Draft Transit Development Plan, Major Update, for 2026-2035
   B. Endorse the Final Draft Bicycle and Pedestrian Master Plan
   C. Endorse the Final Draft Comprehensive Safety Action Plan
   D. Endorse the 2050 LRTP Revised Draft Evaluation Matrix/Project Ranking and Revised Draft Cost Feasible Roadway Projects
8. **Reports & Presentations (May Require Committee Action)**
9. **Member Comments**
10. **Distribution Items**
    A. Administrative Modification #1 to the FY 2026-30 Transportation Improvement Program (Updated Transit Safety Targets)
11. **Next Meeting Date**
    October 27, 2025
12. **Adjournment**

PLEASE NOTE:

The meetings of the advisory committees of the Collier Metropolitan Planning Organization (MPO) are open to the public and citizen input is encouraged. Any person wishing to speak on any scheduled item may do so upon recognition of the Chairperson. Any person desiring to have an item placed on the agenda should contact the MPO Director at least 14 days prior to the meeting date. Any person who decides to appeal a decision of the advisory committee will need a record of the proceedings pertaining thereto, and therefore may need to ensure that a verbatim record of the proceeding is made, which record includes the testimony and evidence upon which the appeal is to be based. In accordance with the Americans with Disabilities Act, any person requiring special accommodations to participate in this meeting should contact the Collier Metropolitan Planning Organization 72 hours prior to the meeting by calling (239) 252-5814. The MPO's planning process is conducted in accordance with Title VI of the Civil Rights Act of 1964 and Related Statutes. Any person or beneficiary who believes that within the MPO's planning process they have been discriminated against because of race, color, religion, sex, age, national origin, disability, or familial status may file a complaint with the Collier MPO Title VI Coordinator, Ms. Suzanne Miceli (239) 252-5814 or by email at: Suzanne.Miceli@colliercountyfl.gov, or in writing to the Collier MPO, attention: Ms. Miceli, at 2885 South Horseshoe Dr., Naples, FL 34104.

CITIZENS ADVISORY COMMITTEE of the
COLLIER METROPOLITAN PLANNING ORGANIZATION
MEETING MINUTES
August 25, 2025, 2:00 p.m.

1. Call to Order

Ms. Homiak called the meeting to order at 2:01 p.m.

2. Roll Call

Ms. Hansen called the roll and confirmed a quorum was present.

CAC Members Present
Karen Homiak, Chair
Dennis Stalzer
Kevin Dohm
Michelle Arnold
Misty Phillips
Becky Irwin
Neal Gelfand

CAC Members Absent
Fred Sasser, Vice Chair
Dennis DiDonna
Josh Rincon
Harry Henkel

MPO Staff
Anne McLaughlin, MPO Executive Director
Dusty Hansen, Senior Planner
Suzanne Miceli, Operations Support Specialist II

Others Present
Marcellus Evans, FDOT
Kathy Eastley, Collier County Transportation Planning
Sonal Dodia, Jacobs Engineering
Lorraine Lantz, Collier County Transportation Planning *(arrived at item 7.C.)*

Others Present Via Zoom
Michael Baker, Jacobs Engineering
Michael Alvino, TY Lin

3. Approval of the Agenda

Ms. Phillips *moved to approve the agenda.* ***Mr. Dohm*** *seconded. Carried unanimously.*

4. Approval of the May 19, 2025 Meeting Minutes

Ms. Arnold *moved to approve the May 19, 2025 Meeting Minutes.* ***Mr. Gelfand*** *seconded. Carried unanimously.*

5. Public Comments for Items not on the Agenda

None.

6. Agency Updates

A. FDOT

Mr. Evans said there were no public meetings scheduled and no projects updates.

B. MPO

Ms. McLaughlin said she had nothing to add to the agenda and mentioned that all of the plans are related to the Long-Range Transportation Plan (LRTP).

7. Committee Action

A. Endorse Amendment Incorporating the Roll Forward Report in the FY 2026-2030 Transportation Improvement Program

Ms. McLaughlin said the FDOT Work Program office annually provides the MPO with a Roll Forward report that includes projects from the previous state fiscal year not processed before the June 30th fiscal year end, which are continued into the current state fiscal year's MPO Transportation Improvement Program (TIP).

Mr. Dohm *moved to endorse the TIP Amendment.* ***Ms. Irwin*** *seconded. Carried unanimously.*

B. Endorse Amendment 3 to the FY24/25 – 25/26 Unified Planning Work Program

Ms. Hansen said the current Unified Planning Work Program (UPWP) directs the MPO's budget and planning activities for two Fiscal Years (FY) beginning July 1, 2024 through June 30, 2026, and that FDOT informed Collier MPO of an additional $16,922 in transit planning funds and $557,071 in unspent planning funds from the MPO's FY22-24 UPWP due to delayed plans, which must be incorporated into the current UPWP.

Ms. Hansen reviewed the FY25-26 Planning Fund Allocation Changes for UPWP Amendment 3 table (which can be viewed in the August 25, 2025 CAC Agenda), showing additional funds being directed toward tasks like staff salaries, website hosting, and consultant services (including possible funding for the next phase of the Collier-Lee MPO consolidation study).

Mr. Dohm *moved to endorse UPWP Amendment 3.* ***Ms. Arnold*** *seconded. Carried unanimously.*

C. Endorse 2050 LRTP Roadway Needs List, Revised Evaluation Criteria and Financial Resources; Review and Comment on Draft Evaluation Matrix and Cost Feasible Roadway Projects

Ms. Dodia provided a presentation on the 2050 LRTP Roadway Needs List, Revised Evaluation Criteria and Financial Resources, Draft Evaluation Matrix and Cost Feasible Roadway Projects (which can be viewed in the August 25, 2025 CAC Agenda), explaining that alternative roadway needs were modeled, financial resources and project costs identified, and project evaluation criteria refined. The travel demand modeling process helped to identify a cost feasible roadway network. The multimodal component plans were nearing completion and would be presented for review and comment separately from the LRTP.

A group discussion followed, and it was noted that the plan is guided by a combination of public input, the Committees and the MPO Board, and that one of the project prioritization evaluation criteria was projects that had been partially funded. Collier County Transportation had submitted questions regarding some of the cost feasible projects so there might be further revisions.

Ms. Irwin requested that more transit options within Marco Island and connections to regional destinations be considered.

Ms. McLaughlin mentioned that the Technical Advisory Committee (TAC) had endorsed all three items in 7.C. as one motion, and that if CAC wanted to do the same, that would work.

Ms. Arnold *moved to endorse the 2050 LRTP Roadway Needs List, Revised Evaluation Criteria and Financial Resources.* ***Mr. Dohm*** *seconded. Carried unanimously.*

D. Review and Comment on Draft Bicycle and Pedestrian Master Plan

Ms. McLaughlin provided a presentation on the draft Bicycle and Pedestrian Master Plan (BPMP) (which can be viewed in the August 25, 2025 CAC Agenda). Revisions to the draft BPMP included replacing environmental justice language with safety and education to comply with federal mandates and align with Collier County's recent bike/ped Ordinance, expanding and refining evaluation criteria, and updating census data. The BPMP Update is guided by the previous BPMP, bike/ped plans of the local jurisdictions, and the draft Comprehensive Safety Action Plan (CSAP). The BPMP is an important multimodal component of the LRTP.

A group discussion followed, and the idea of a light rail with shared-use path was discussed, how designs for bike/ped safety would be different than for vehicles, and how the High Injury Network is factored into the evaluation criteria.

E. Review and Comment on Draft Comprehensive Safety Action Plan

Mr. Alvino provided a presentation on the draft Comprehensive Safety Action Plan (CSAP) (which can be viewed in the August 25, 2025 CAC Agenda), mentioning that the purpose and benefits of the CSAP are to establish a framework for strategies to reduce fatal and serious injury crashes, an opportunity to make revisions to existing policies and procedures, as well as to provide guidance for project prioritization and funding. The Plan identifies a High Injury Network (HIN) to focus on roadways where safety improvements were most needed, describes the root causes of crashes, and ways to improve safety year round.

A group discussion followed regarding the length of time for the plan and projects to be implemented. It was noted that short-term projects were anticipated to be completed within a year, medium-term projects between 1-3 years, and long-term projects in 4 years or more. The question was raised whether automated vehicle technology was considered in the plan, and **Mr. Alvino** responded that it was not included because the Plan focuses on elements the MPO has some control over.

F. Endorse the 2026 MPO Meeting Schedule

Ms. McLaughlin said the 2026 MPO Meeting Schedule was being presented for Committee endorsement.

Ms. Phillips *moved to endorse the 2026 MPO Meeting Schedule.* ***Mr. Dohm*** *seconded. Carried unanimously.*

8. Reports & Presentations (May Require Committee Action)

None.

9. Member Comments

None.

10. Distribution Items

None.

11. Next Meeting Date

September 22, 2025, 2:00 p.m. –Transportation Management Services Bldg., South Conference Room, 2885 S. Horseshoe Dr., Naples, FL, 34104 – in person.

12. Adjournment

Ms. Homiak adjourned the meeting at 3:42 p.m.

EXECUTIVE SUMMARY
COMMITTEE ACTION
ITEM 7A

Review and Comment on the Transit Development Plan, Major Update, for 2026-2035

OBJECTIVE: For the Committee to review and comment on the Transit Development Plan (TDP), Major Update, for the 2026-2035 time period.

CONSIDERATIONS: The Florida Department of Transportation requires each transit agency to develop a Transit Development Plan (TDP) Major Update every five years and an annual update/progress report for all other years in order to be eligible to receive State Block Grant Funds for transit system operations. This year, the requirement is to develop a Major Update.

The TDP sets the strategic guidance for public transportation in the community over the next 10 years. The plan identifies community mobility needs, includes cost and revenue projections, makes recommendations for improvements to transit, and contains a 10-year implementation plan of proposed transit projects.

Stantec Consulting has been retained to assist the Public Transit & Neighborhood Enhancement and Collier Metropolitan Planning Organization (MPO) staff with the development of the TDP Major Update. Stantec Consulting will provide a presentation on the draft TDP at the meeting (**Attachment 1**).

As MPO funds were expended in developing the TDP, the Technical and Citizens Advisory Committees are being asked to review and comment on the draft TDP Major update for 2026-2035, and the MPO Board will be asked to accept the TDP (**Attachment 2**), to ensure consistency with the MPO's Long Range Transportation Plan, and to allow for opportunities for comments and feedback as part of the public involvement process.

The TDP will be presented to the MPO Board for review, comment and acceptance on October 10. Comments received throughout the presentation process will be evaluated and incorporated into the final draft TDP as appropriate. A minimum 30-day public comment period for the TDP will be issued prior to adoption. The proposed TDP will then ultimately be presented to the Collier Board of County Commissioners for approval, along with any additional comments received, on December 9, 2025.

Digital versions of the draft TDP and draft Appendix are accessible at the following links:

TDP Major Draft
Appendix to TDP Major Draft

STAFF RECOMMENDATION: That the Committee review and comment on the current draft TDP Major Update for 2026-2035.

Prepared By: Dusty Hansen, Senior Planner

ATTACHMENTS:
1. Stantec Presentation on Draft TDP Major 2026-2035
2. 2025 Executive Summary, Draft TDP Major 2026-2035

7A Attachment 1
TAC/CAC 9/22/2025

cat COLLIER AREA TRANSIT

Transit Development Plan

2026 - 2035



TDP Review



PTAC

CAT's Public Transit Advisory Committee

TAC

Collier MPO Technical Advisory Committee

CAC

Collier MPO Citizens Advisory Committee

MPO

Collier MPO Board

BOCC

Collier County Board of County Commissioners

Ongoing Public Engagement

Adopted 10-year Plan

30 Day Public Comment Period to Open in early November

TDP Major Components

Data Driven

Data collected and examined in Situational Appraisal. Establishes baseline conditions and ridership demand, considers regional factors, uses peer comparison.

Public Involvement

Engage customers, riders, visitors, residents and policy makers through in-person and virtual outreach and stakeholder interviews. Coordinate with FDOT, Collier Workforce Development Board, County Departments, LeeTran, monitor ongoing comments on CAT website.

Coordination

Aligns with MPO Planning Processes and Committees, coordinates existing plans, especially the LRTP, and Land Use, Urban Design and Corridor Development Assessments.

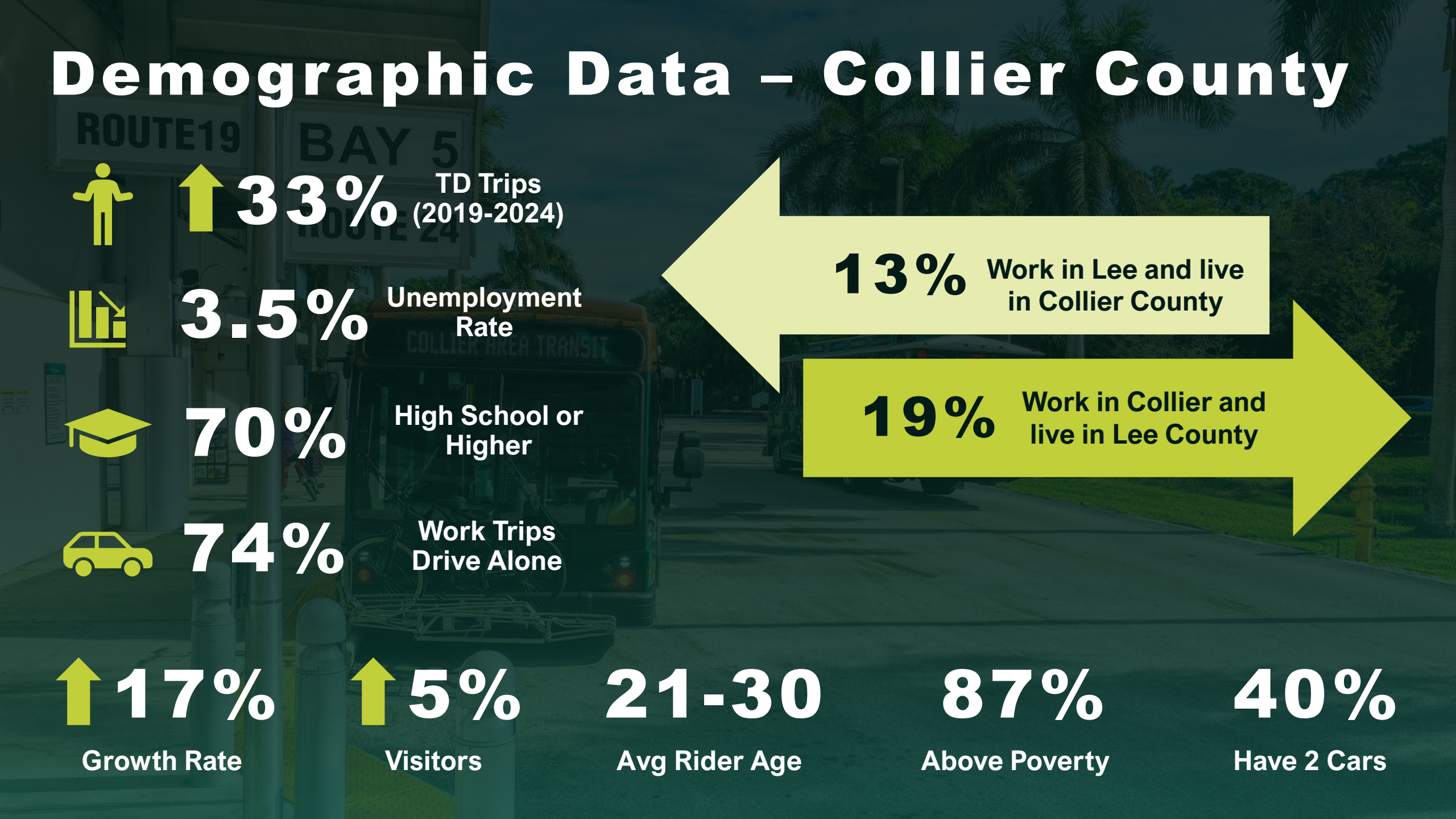
Recommendations

Examine gaps, evaluate alternatives, develop recommendations based on stakeholder input and evaluation criteria. Monitor conditions, develop options.

Implementation

Review and adoption of recommendations, align community plan objectives. Provides a schedule of projects, finance plan, and list of priority projects. Aligns and informs the LRTP.

Demographic Data – Collier County



↑ 33% TD Trips (2019-2024)

3.5% Unemployment Rate

70% High School or Higher

74% Work Trips Drive Alone

13% Work in Lee and live in Collier County

19% Work in Collier and live in Lee County

↑ 17% Growth Rate

↑ 5% Visitors

21-30 Avg Rider Age

87% Above Poverty

40% Have 2 Cars

CAT Peer Evaluation

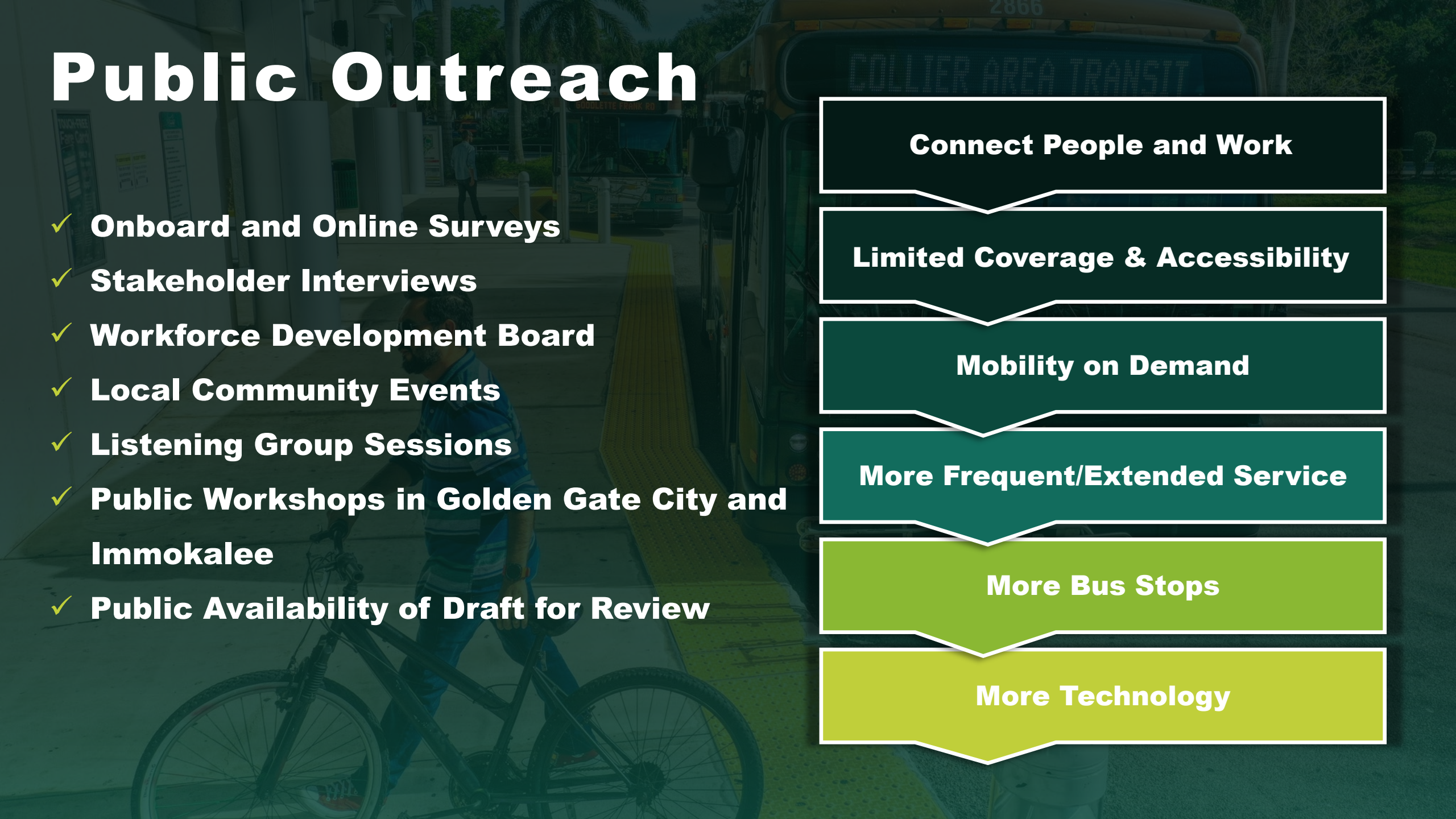
Peer Agency	Selection Criteria/Likeness Score
Breeze Transit (Sarasota, FL)	Performance, Efficiency, Florida based (6.98)
LeeTran (Fort Myers, FL)	All measures, Florida based (7.80)
Bayway (Panama City, FL)	Efficiency, Effectiveness, Florida based (6.03)
ECAT (Pensacola, FL)	All measures, Florida based (6.05)
CCRTA (Hyannis, MA)	Performance, Efficiency, Effectiveness (6.30)
CARTA (Charleston, SC)	Efficiency, Effectiveness (6.06)
Citrus Connection (Lakeland, FL)	Performance, Florida based (5.68)
The Wave (Wilmington, NC)	Performance (5.49)
Wave Transit (Mobile, AL)	Performance, Efficiency, Effectiveness (6.81)
PCPT (New Port Richey, FL)	Performance, Efficiency, Effectiveness (6.35)

CAT's Performance Compared to Peers

- High Vehicle Utilization
- Operating Costs Below Peer Avg
- Operating Costs Increasing
- Ridership Increasing
- Amount of Service Provided below Peers
- Higher Density Near Existing Network
- Aspirational Peers – Testing/Pilots
- Average Fare Comparable to Peer Agencies

Public Outreach

- ✓ Onboard and Online Surveys
- ✓ Stakeholder Interviews
- ✓ Workforce Development Board
- ✓ Local Community Events
- ✓ Listening Group Sessions
- ✓ Public Workshops in Golden Gate City and Immokalee
- ✓ Public Availability of Draft for Review



Connect People and Work

Limited Coverage & Accessibility

Mobility on Demand

More Frequent/Extended Service

More Bus Stops

More Technology

Evaluation Methodology

- ✓ Evaluated route alignments, route patterns, bus stop locations, service spans, existing service frequency
- ✓ Assessment of current demand and expected demand
- ✓ Assessment of Transit Markets
  - ✓ Traditional – percent serving poverty communities
  - ✓ Employment – percent of countywide employment market served
- ✓ Assessment of Productivity/Efficiency
  - ✓ Productivity – trips per hour (TBEST software)
  - ✓ Cost Efficiency – Cost per trip
- ✓ Considered public comment and policy directives
- ✓ Recommendations developed based on assessments, policy directives and evaluation criteria



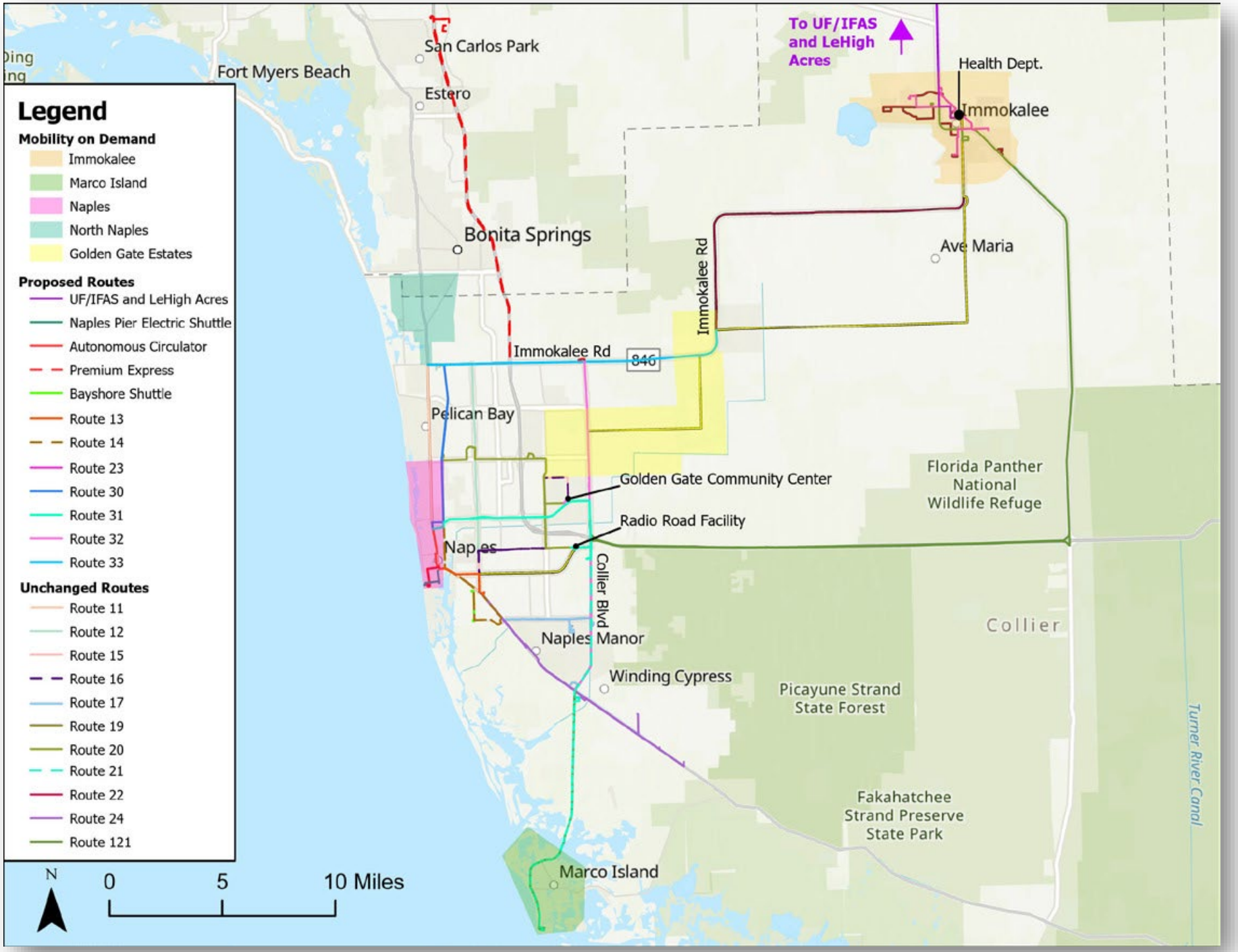
Factors Considered in Prioritizing Recommendations

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

Rankings are from 1 to 4, with 1 having the highest ranking.

Proposed Transit Enhancements

- ✓ **2026 – 2035**
- ✓ **Enhances current CAT services**
- ✓ **Extends service to previously unserved areas**
- ✓ **Shows Mobility on Demand Areas**
- ✓ **New Service**
  - ✓ UF/IFAS/Lehigh Acres
  - ✓ Naples Pier Shuttle
  - ✓ Downtown Naples Circulator
  - ✓ I-75 Premium Express
  - ✓ Bayshore Shuttle



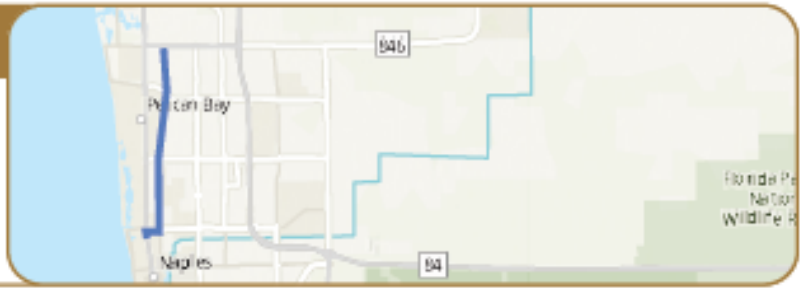
Proposed New Split Routes

- To Provide Connectivity to Key Destinations and Other Routes

- Rankings:
  - Route 30: 3
  - Route 31: 1
  - Route 32: 2

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.



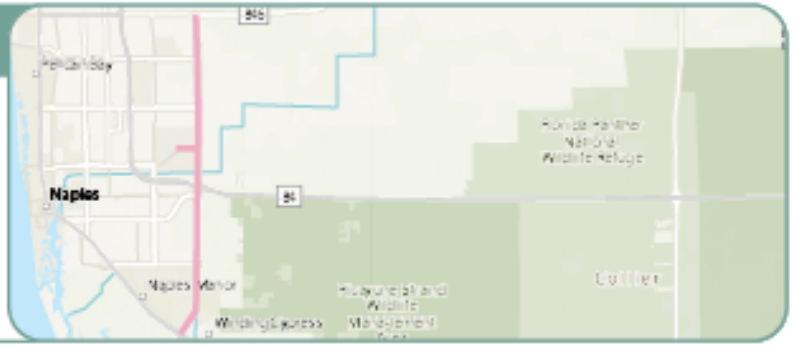
ROUTE 31

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 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.



Proposed New Split Routes and New Service Routes

- UF/IFAS and Lehigh Acres route from Immokalee Health Department Transfer Facility to LeeTran's Lehigh Acres Park-and-Ride Facility

- Rankings:
  - Route 33: 2

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.



Proposed New Service Routes

- **Rankings:**
  - **I-75: 4**
  - **Bayshore: 1**

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.



Proposed New Service Routes

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 are.



ELECTRIC NAPLES PIER SHUTTLE

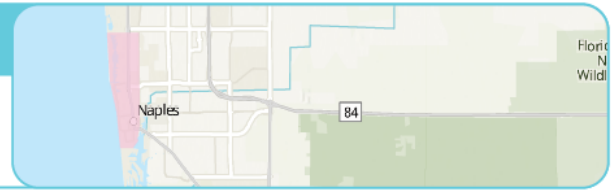
The electric shuttle concept was developed as part of an effort to create a conceptual roadmap for CAT's sustainable future and to alleviate congestion and demand for parking in downtown Naples. The shuttle would make stops at the Naples Pier, Crayton Cove, as well as shops and restaurants within the 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.



Mobility on Demand Recommendations

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

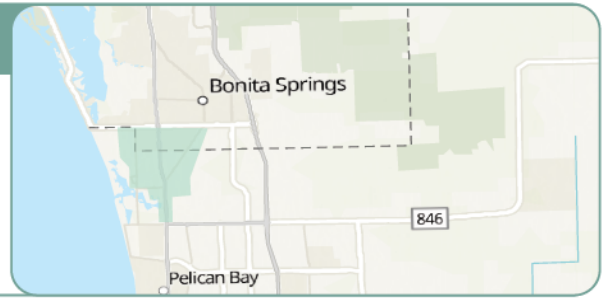
This microtransit service would serve Marco Island. This service would likely require more than one vehicle, as it would continue to provide connections to other routes in the CAT network, requiring drivers to leave the island.



Immokalee MOD
Ranking: 1

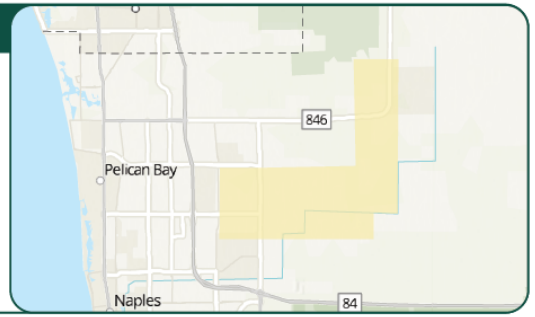
NORTH NAPLES

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.

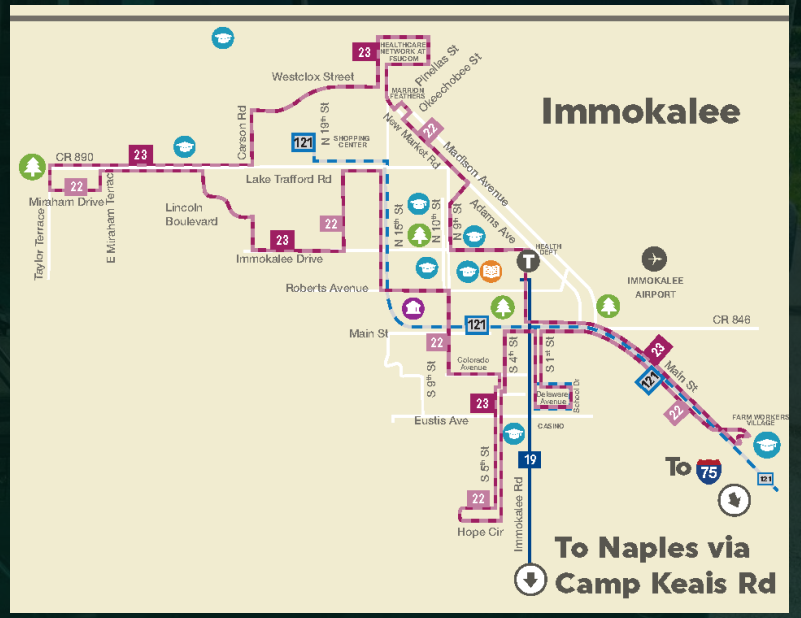


GOLDEN GATE ESTATES

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.



Later Service/Frequency Improvements



Extend Service Until 10 P.M.

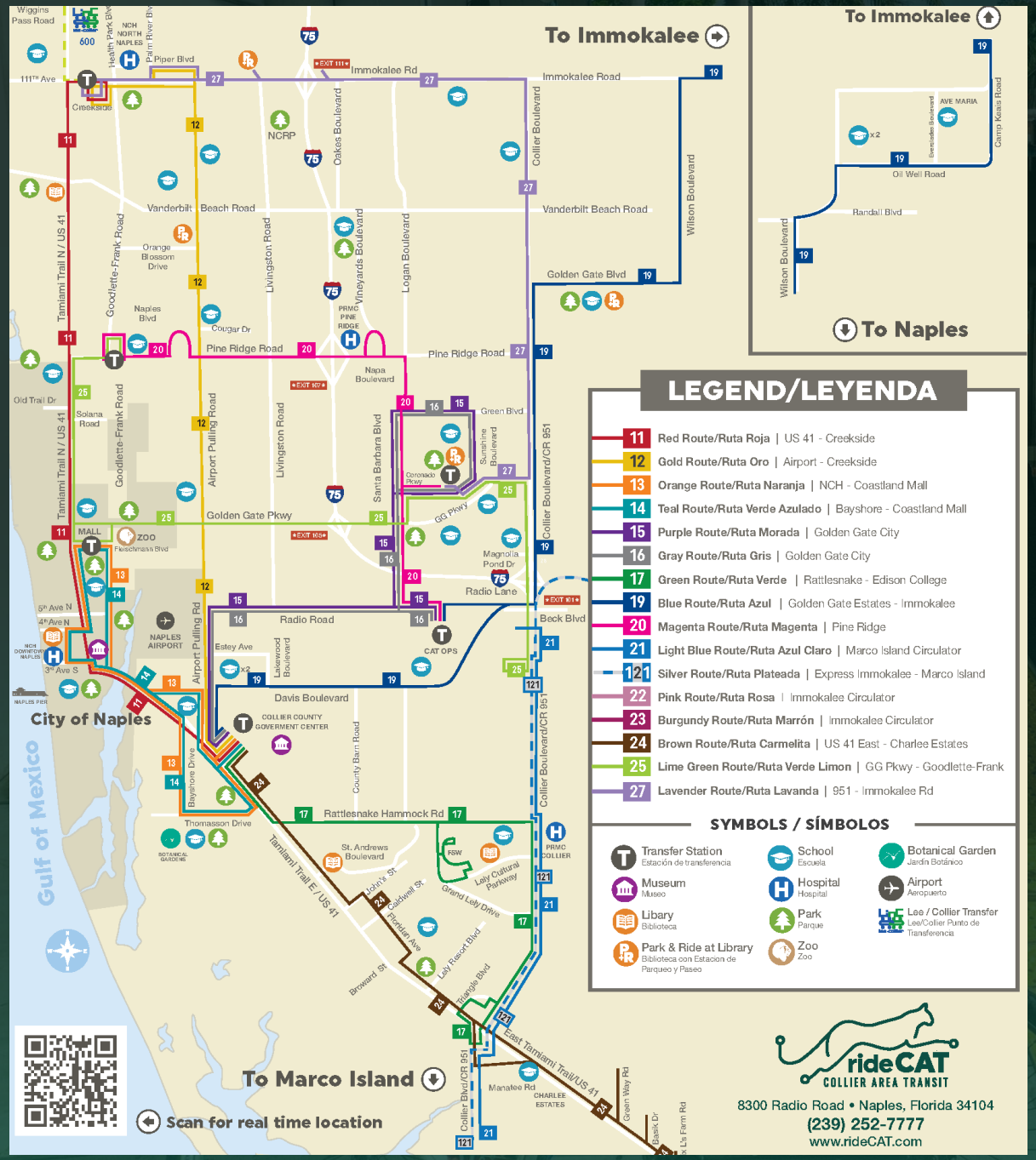
- Routes 11, 14, 15, 17, 19 and 24

Reduce Headway/Increase Frequency

- Routes 11, 12, 15, 16, 17 and 121

Realignment and Reduce Headway

- Routes 13, 14 and 23



Other Recommendations

- ✓ **Additional Bus Shelters**
- ✓ **Continued evaluation and implementation of technology, including updated app features, use of AI, data collection, and alternative fuels as warranted and when efficient**
- ✓ **Future Studies**
  - ✓ **Fare Evaluation (every 5 yrs.), Immokalee Road Corridor, MOD Demand and Operations Requirements Pilot Projects, I-75, and a Comprehensive Operational Analysis in between major TDP updates (appx. every 7 yrs.)**
- ✓ **Expansion of Park-and-Ride lots/system**



10-Year Implementation Plan Cost Estimate Overview

CAT receives grant revenues that offset costs.

	Maintain Existing Services	Route Network & New Service	Frequency Improvements	Later Service	Other Improvements
	Constrained/Existing Funds	Unfunded	Unfunded	Unfunded	Mostly Funded
	Maintain existing services, replace aging vehicles, bus shelter rehab, safety/security program, critical infrastructure	Bayshore shuttle service, New Split Routes and New Routes, Immokalee MOD - Regional Service	Frequency improvements to reduce headways to no greater than 45 minutes	Extend service on select routes to 10 p.m.	Studies, facility improvements, new bus shelters, downtown Naples circulator, Pier Shuttle, pilot projects
Operating	$185 M	$ 41 M	$49 M	$4 M	$5 M
Capital	$36 M	$3 M	$4	$0	$36 M
Total	$221 M	$44 M	$53 M	$4 M	$41 M
Annual Cost	**$22 M**	**$4.4 M**	**$5.3 M**	**$0.4 M**	**$4.1 M**

TDP/LRTP Coordination

- ✓ Coordination with MPO data and use of LRTP socio-economic forecasts for baseline and future year data in the TDP
- ✓ Consistency between TDP and LRTP goals, objectives and transit projects
- ✓ TDP revenue estimates through 2035 extended to 2050 for use in the 2050 LRTP
- ✓ Developing transit cost estimates through 2050 for use in the LRTP Cost Feasible Plan



Collier MPO 2050 Long Range Transportation Plan



Thank You!
Questions or Comments?

cat COLLIER AREA TRANSIT

mpo COLLIER Metropolitan Planning Organization

Stantec

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

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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)*



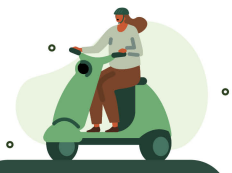
Housing/ Community

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

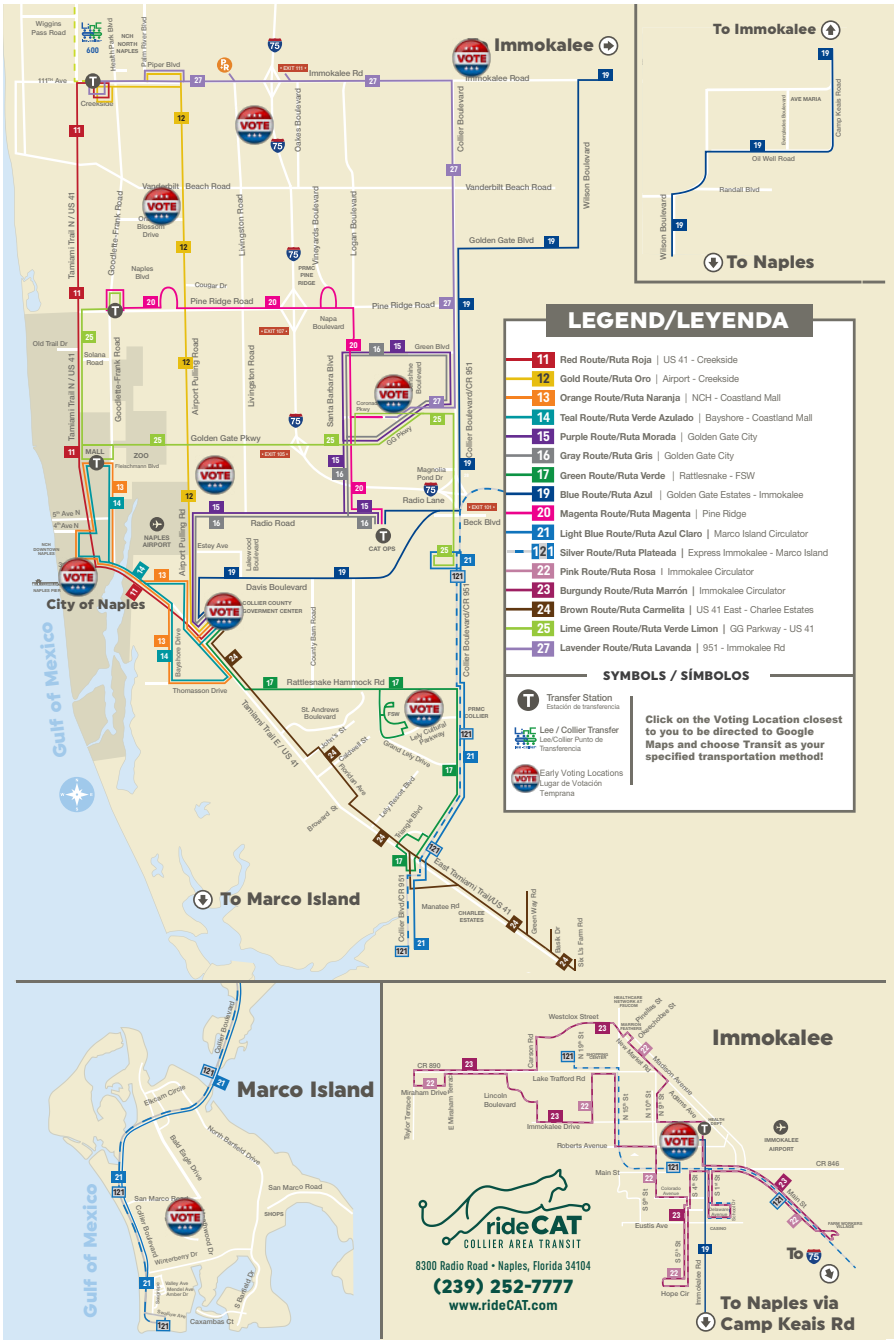
3

Workforce Development Board Meetings



EXISTING CAT SERVICES

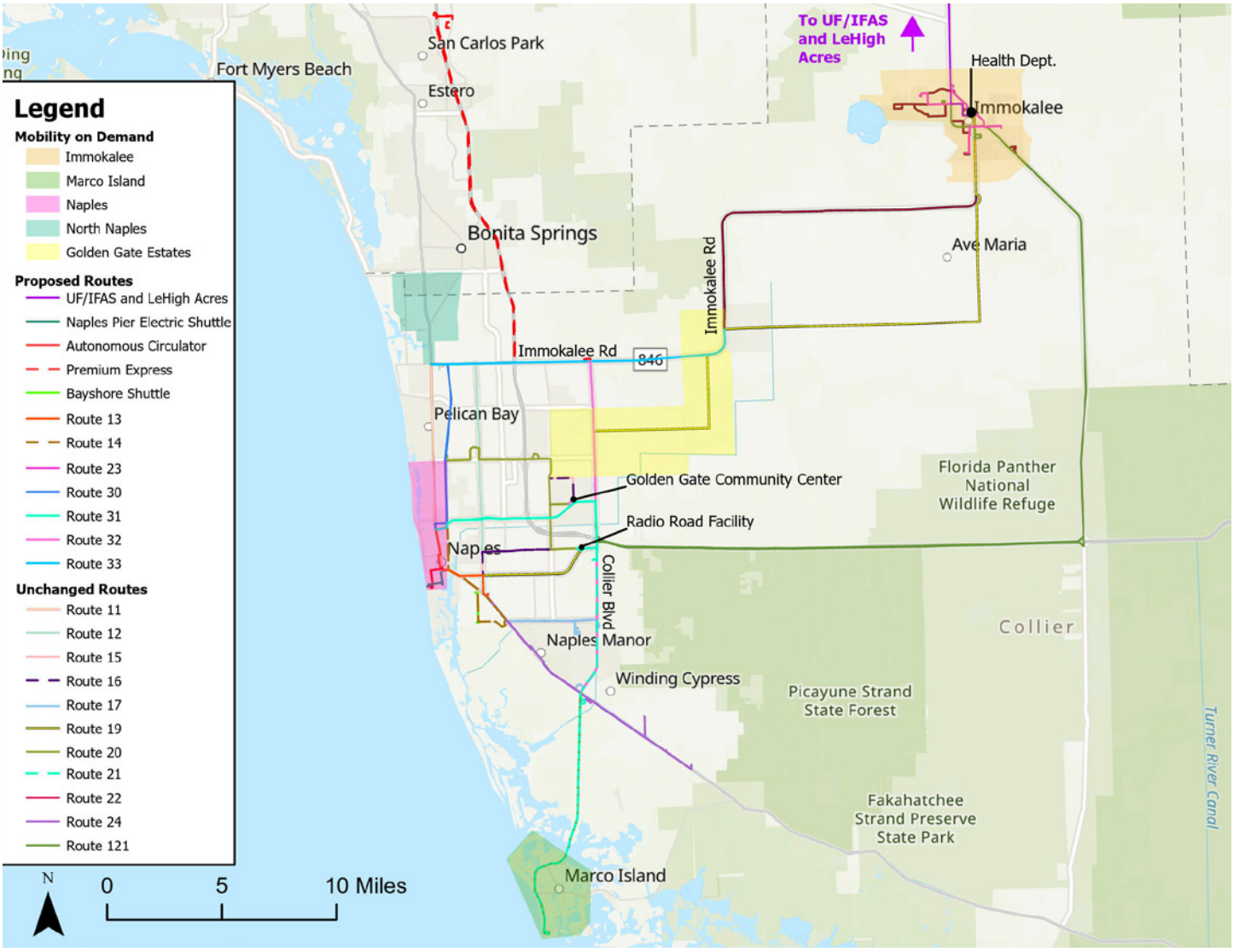
Collier Area Transit (CAT) operates 16 bus routes throughout Collier County, Florida, serving areas including Naples, Marco Island, Golden Gate, and Immokalee. These routes connect key destinations such as government centers, shopping districts, educational institutions, and residential neighborhoods.



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

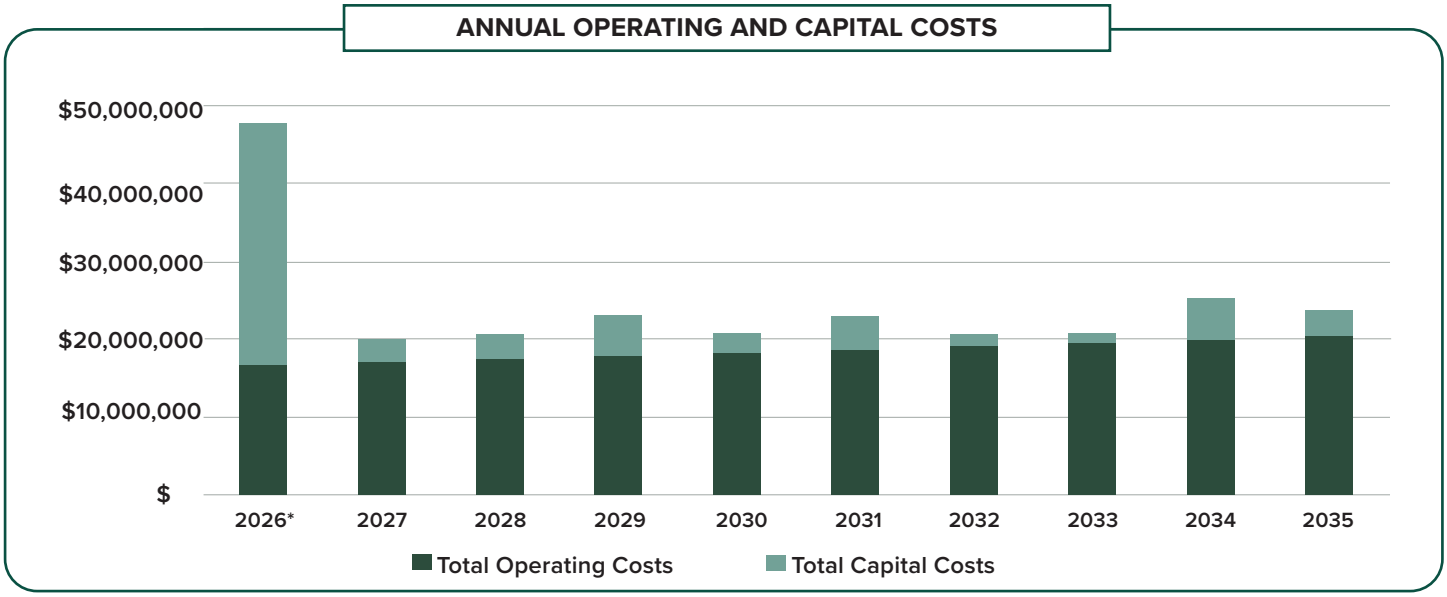
The table below summarizes the implementation plan and the funded and unfunded transit improvements in the adopted 10-Year TDP. Shown for each are the proposed year, the 10-year Year of Expenditure (YOE) operating and capital costs, and the anticipated funding source. Transit improvements may be advanced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

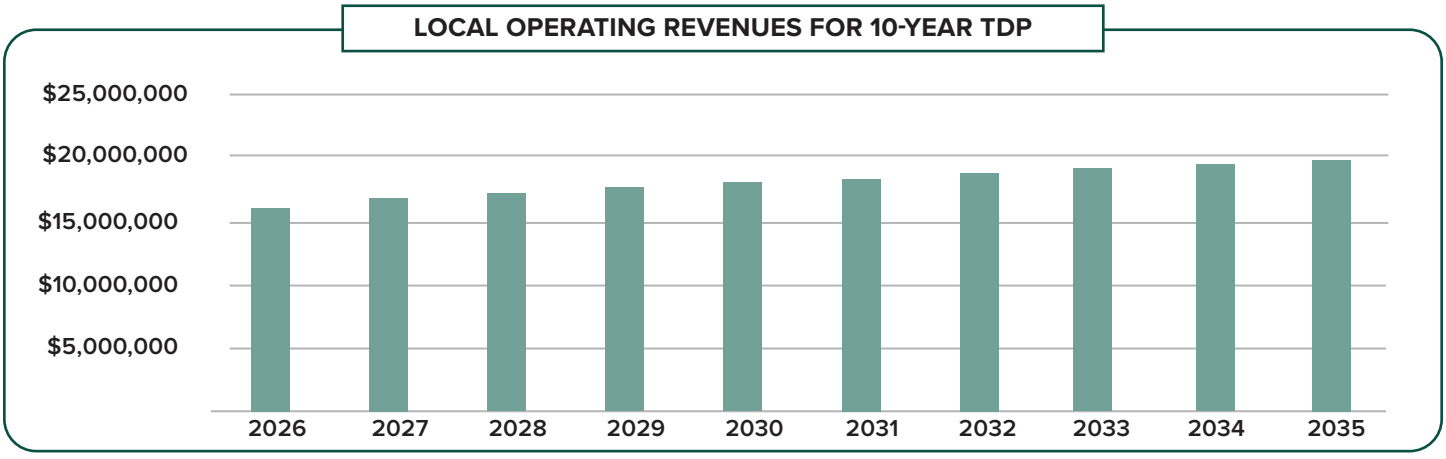
Service Improvements	Proposed Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
Frequency Improvements				
Route 15 from 90 to 45 min	2027	$2,759,543	$603,402	Unfunded
Route 121 - add one AM, one PM	2027	$1,546,739	$603,402	Unfunded
Route 11 from 30 to 20 min	2027	$8,025,908	$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**	

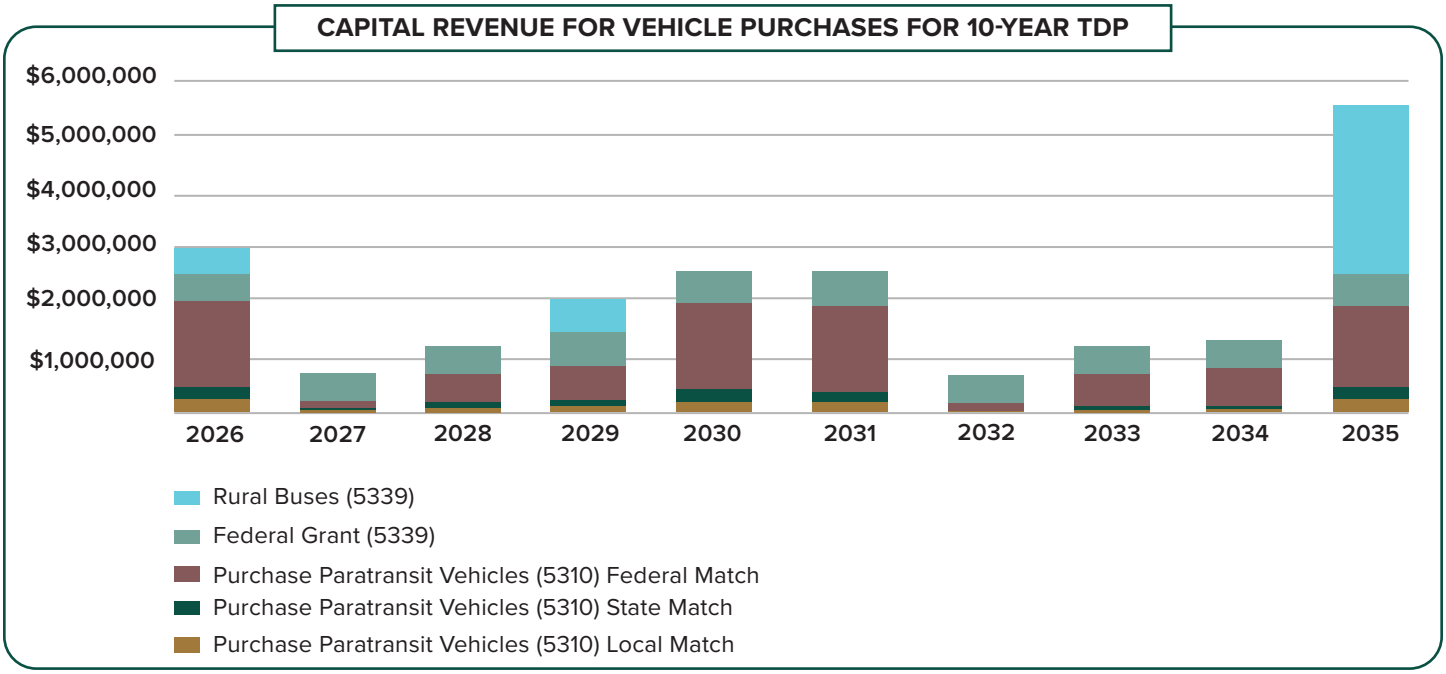
TRANSIT COSTS & REVENUES

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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14
BAYSHORE TO
COASTLAND MALL

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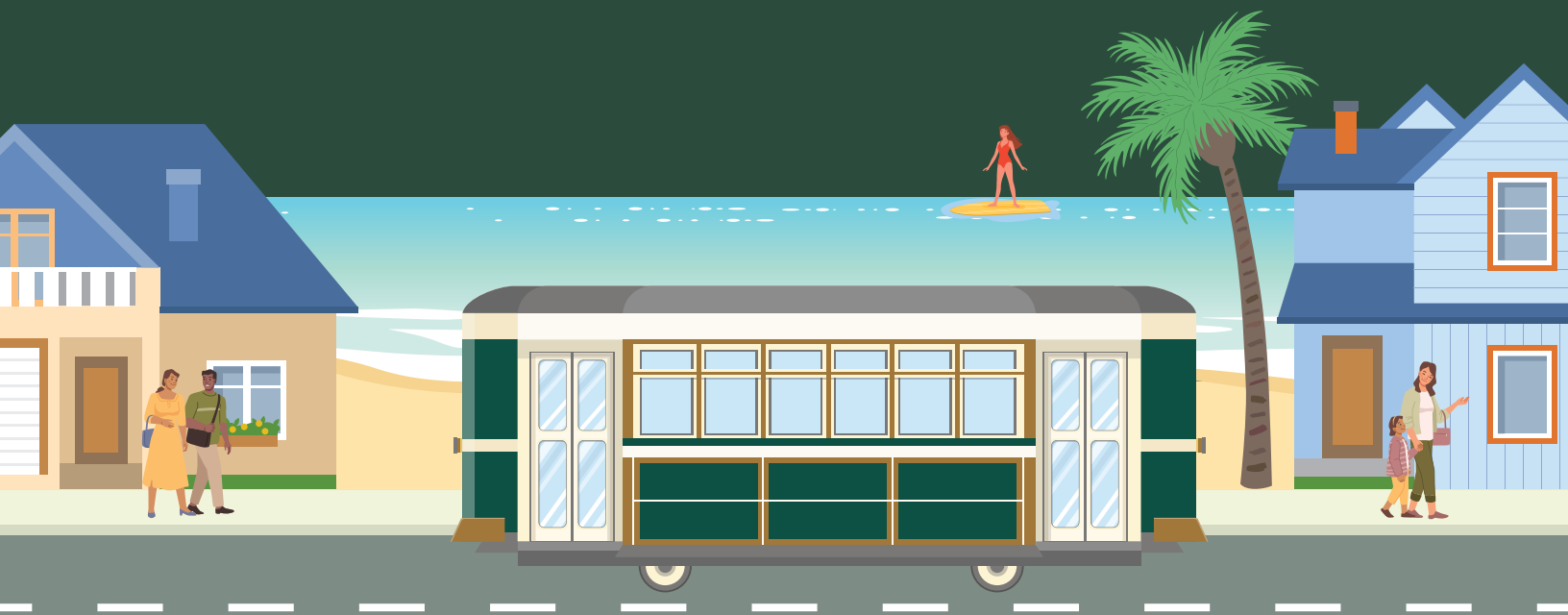

1 INTRODUCTION

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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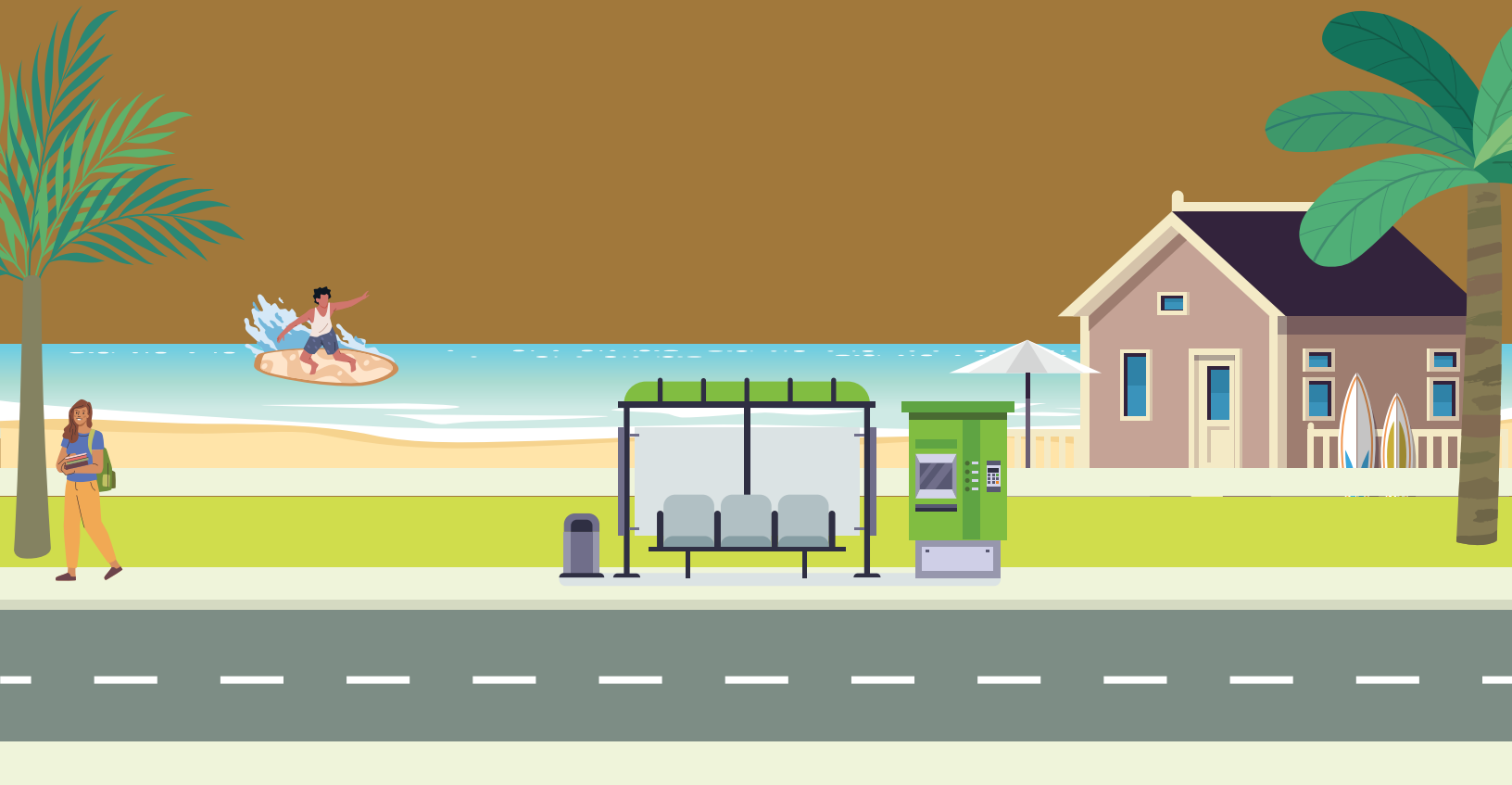

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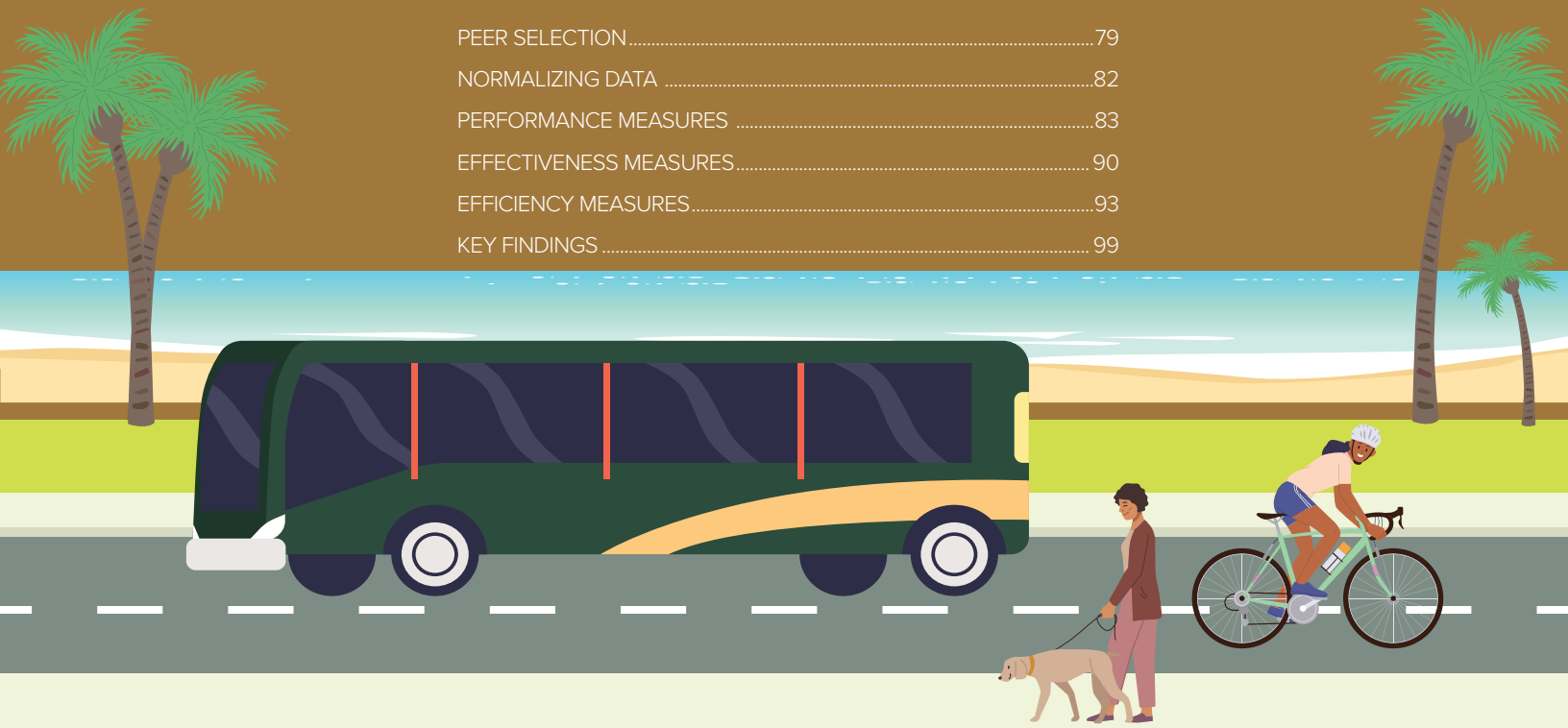

2 SITUATIONAL APPRAISAL

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.

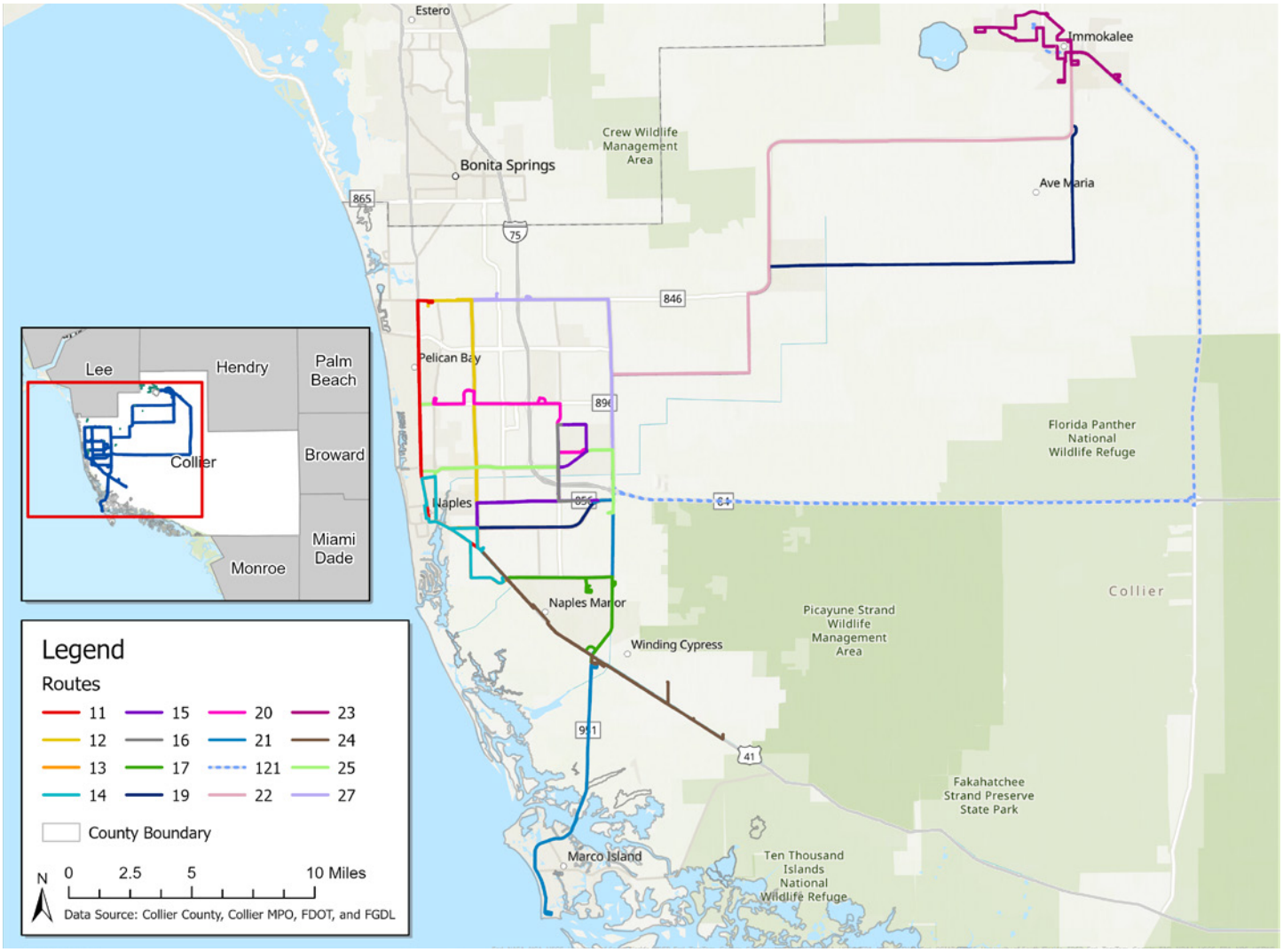

FIGURE 2-1: STUDY AREA

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.

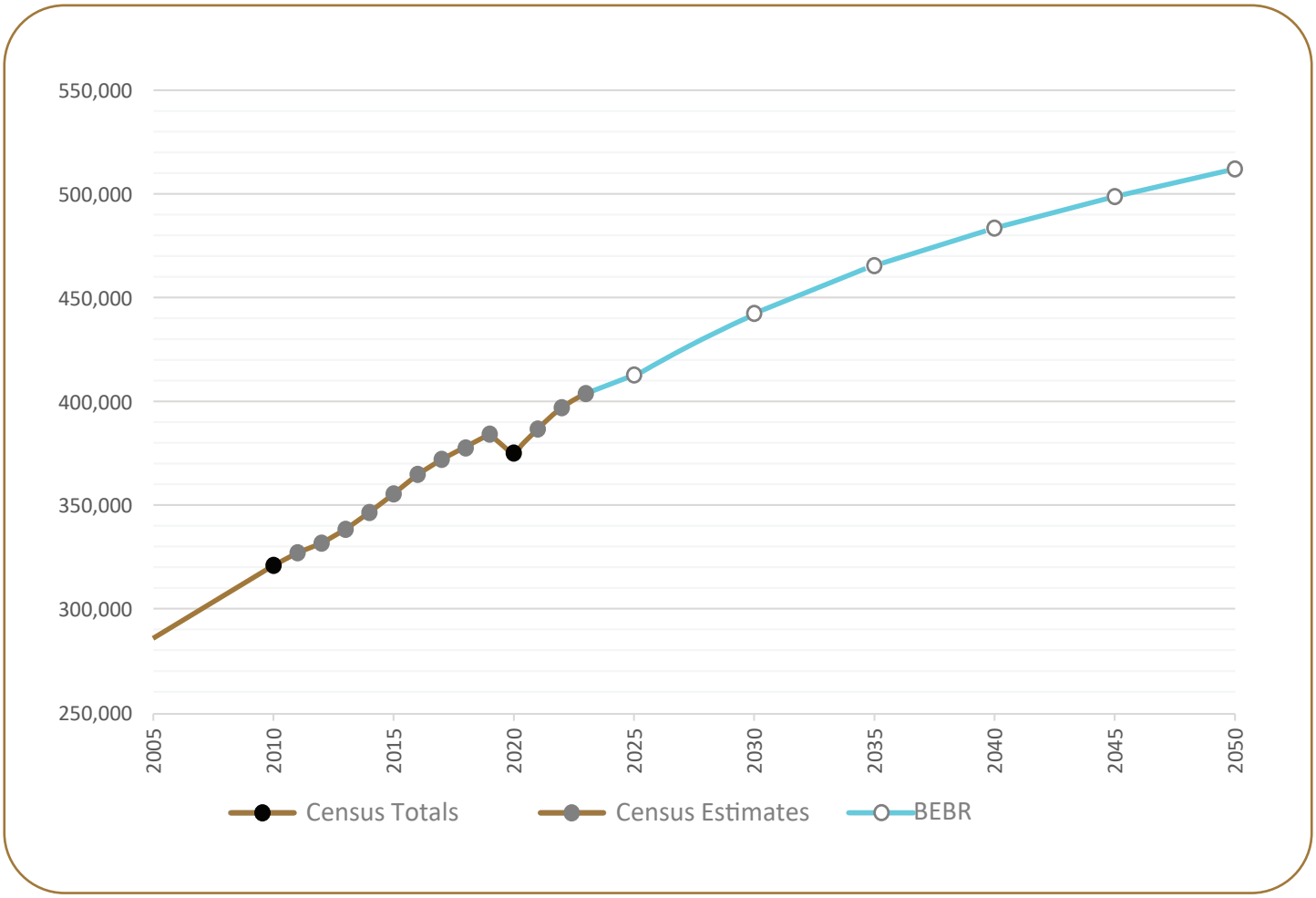

FIGURE 2-2: COLLIER POPULATION TOTALS, ESTIMATES, AND PROJECTIONS
(Source: US Census Bureau and BEBR)

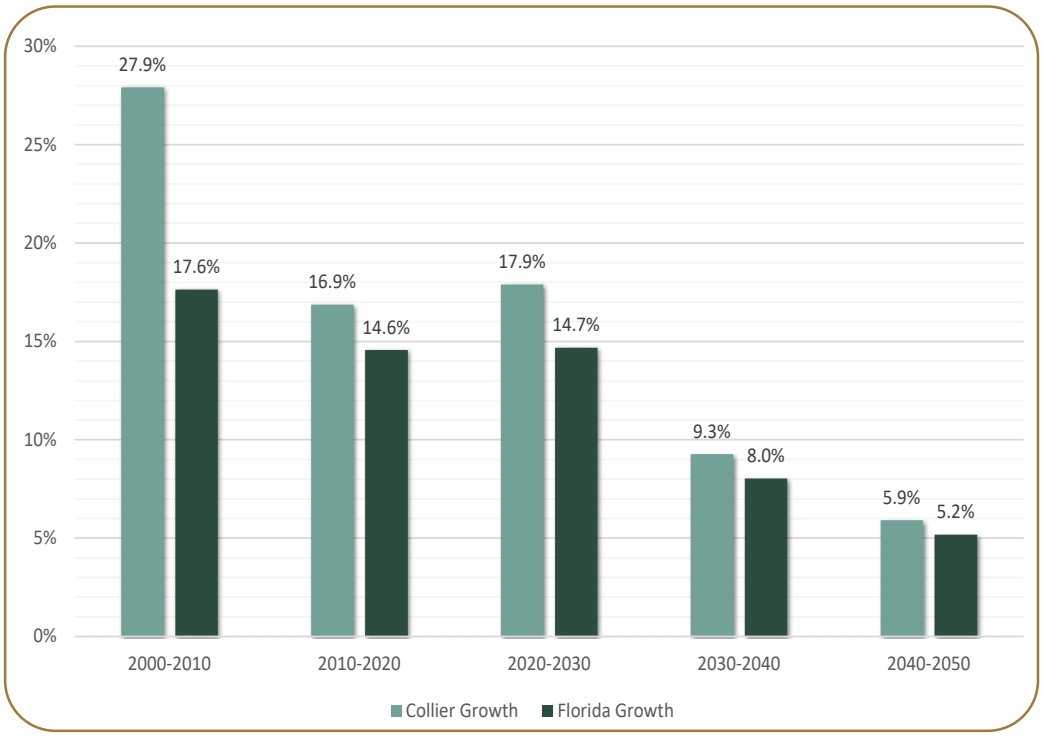

FIGURE 2-3: HISTORICAL AND PROJECTED DECENNIAL POPULATION GROWTH RATES
(Source: US Census Bureau)

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**.

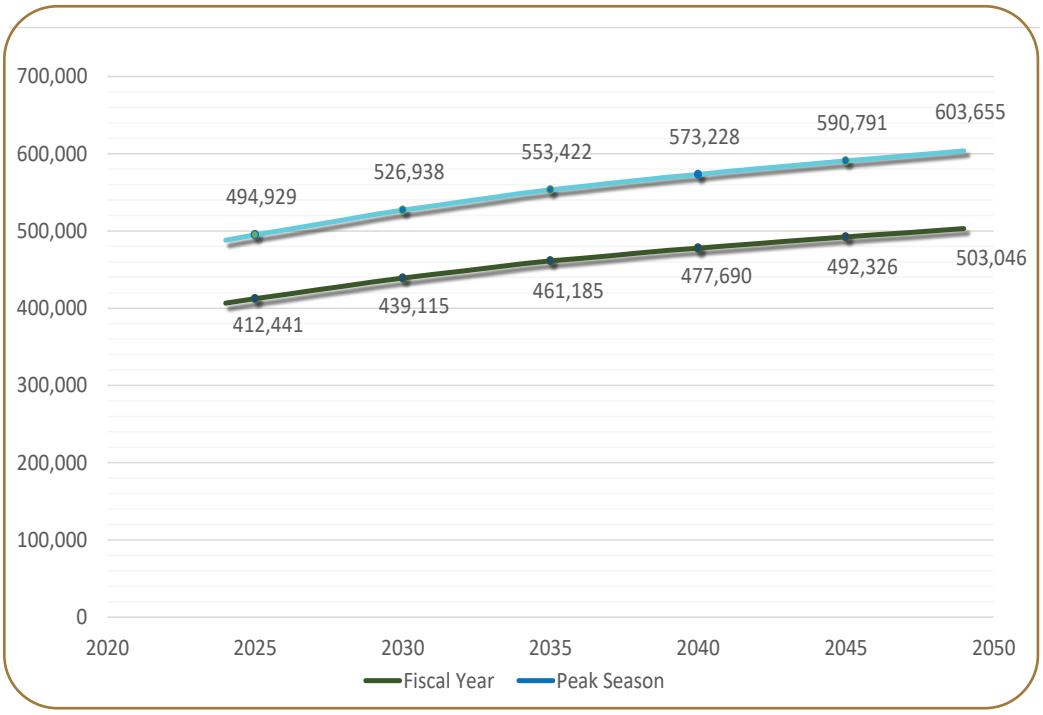

FIGURE 2-4: COLLIER COUNTY YEAR BY YEAR POPULATION PROJECTIONS
(source: Collier County Government)

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.

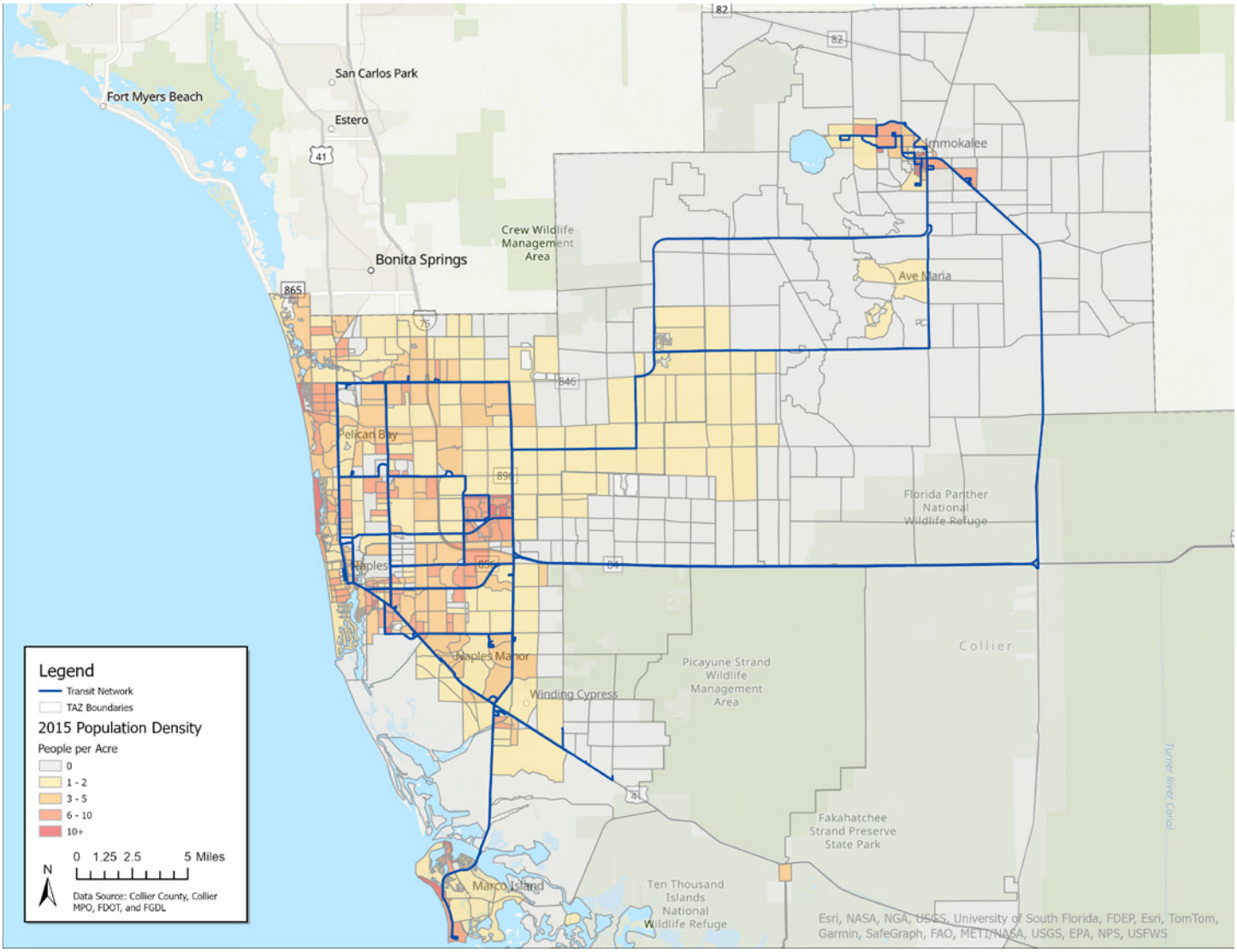

FIGURE 2-5: COLLIER COUNTY PROJECTED POPULATION DENSITY BY TAZs IN 2015

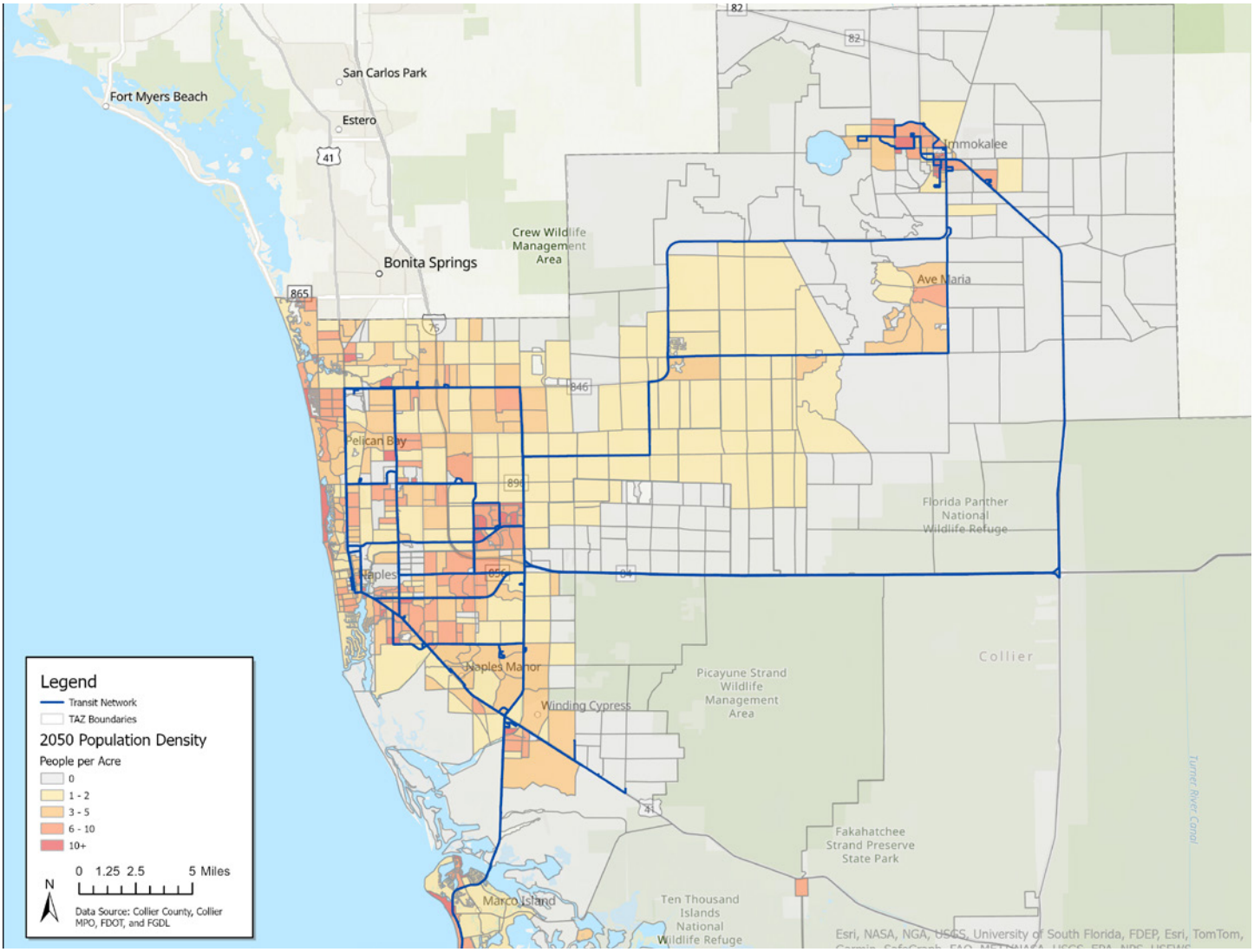

FIGURE 2-6: COLLIER COUNTY PROJECTED POPULATION DENSITY BY TAZs IN 2050

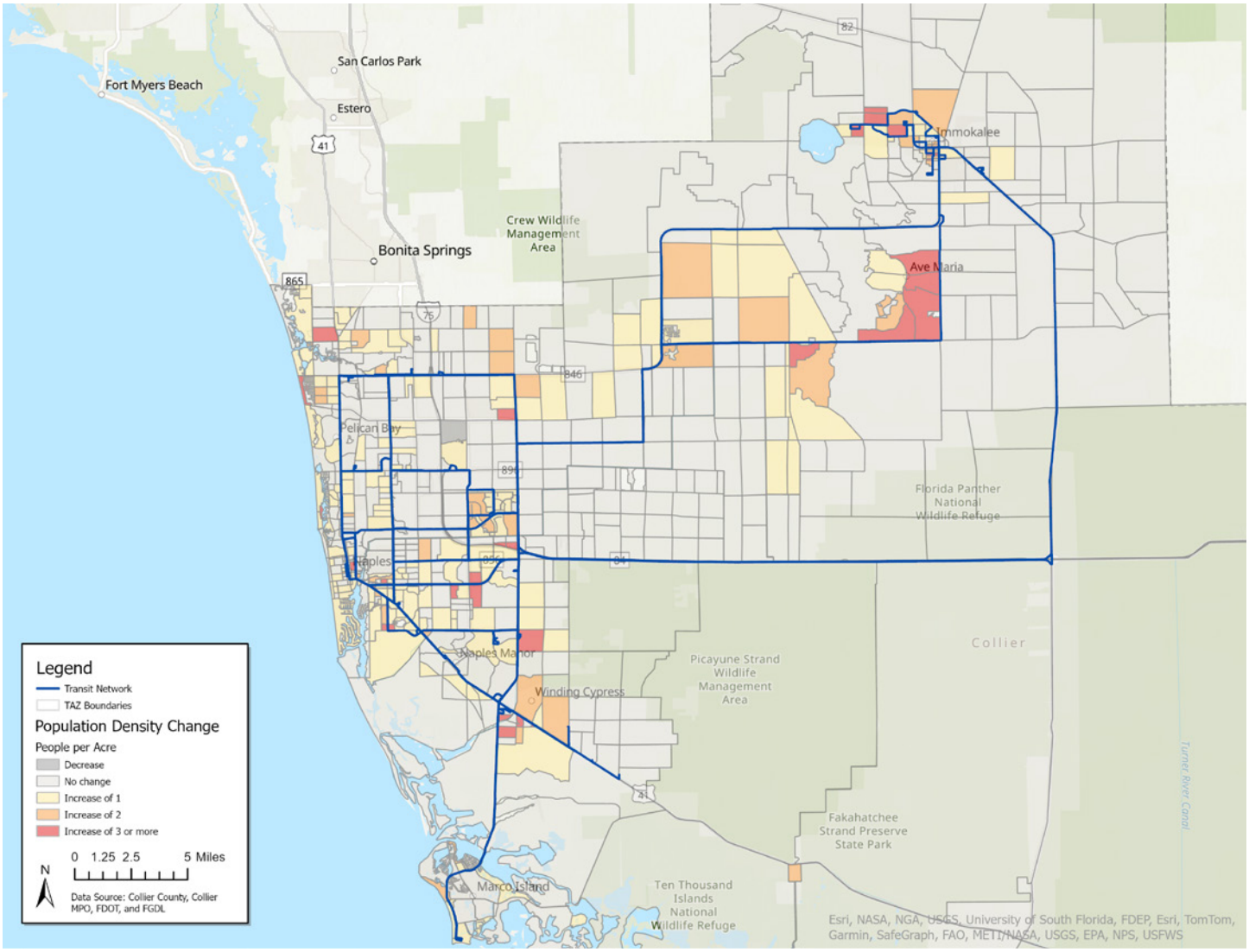

FIGURE 2-7: COLLIER COUNTY POPULATION DENSITY GROWTH PER TAZ FROM 2015-2050

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.

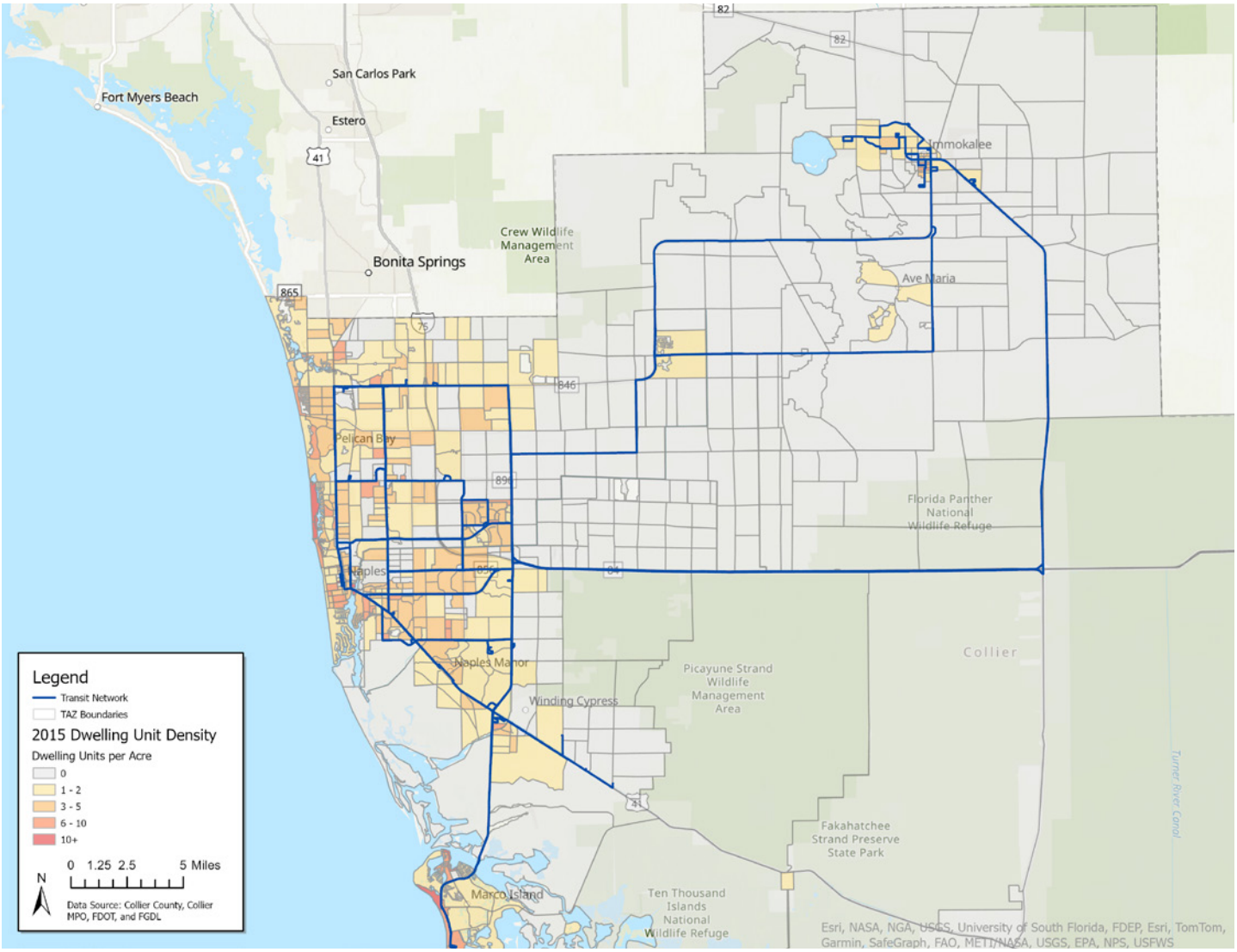

FIGURE 2-8: COLLIER COUNTY ESTIMATED DWELLING DENSITY PER TAZ IN 2015

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.

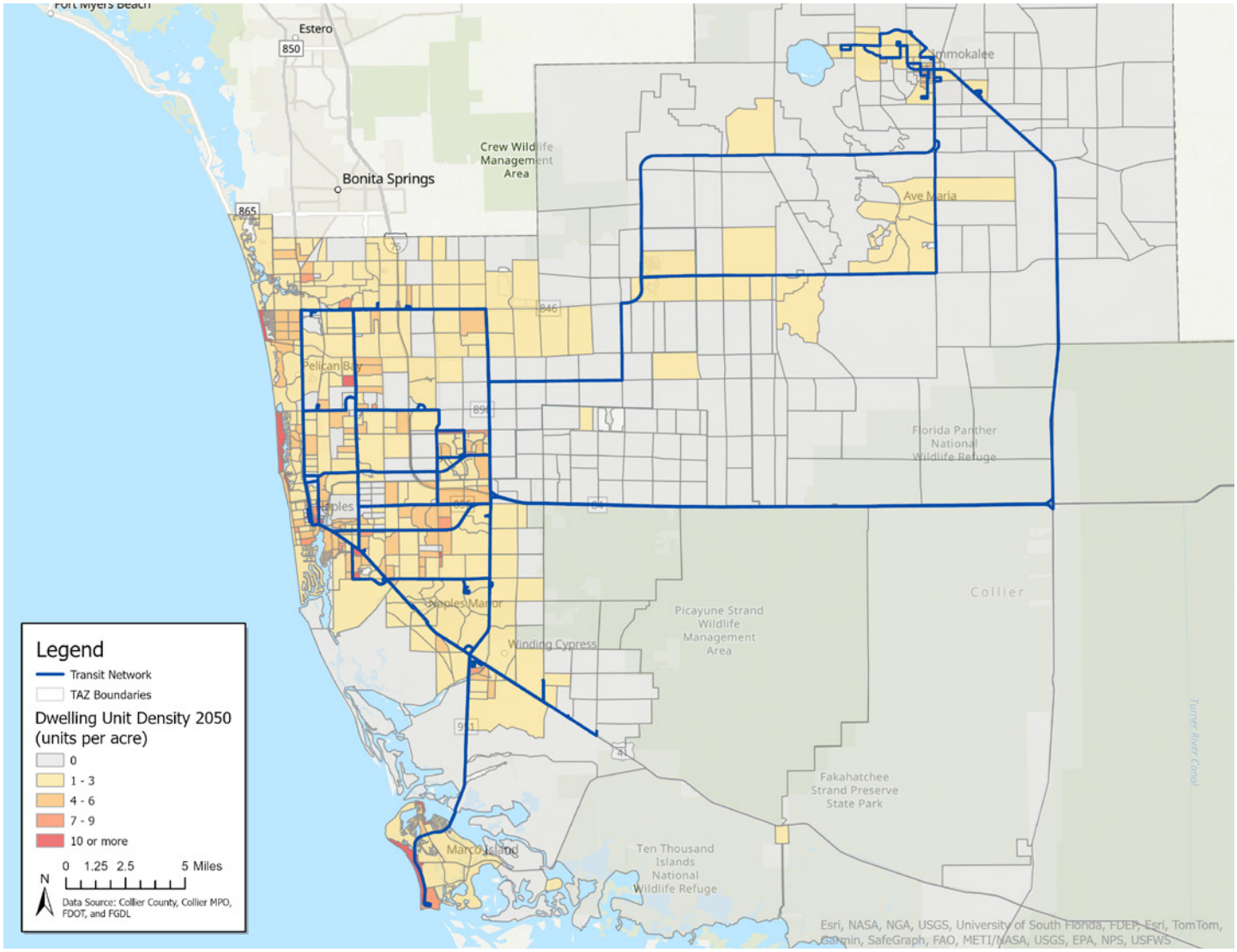

FIGURE 2-9: COLLIER COUNTY PROJECTED DWELLING UNIT DENSITY PER TAZ IN 2050

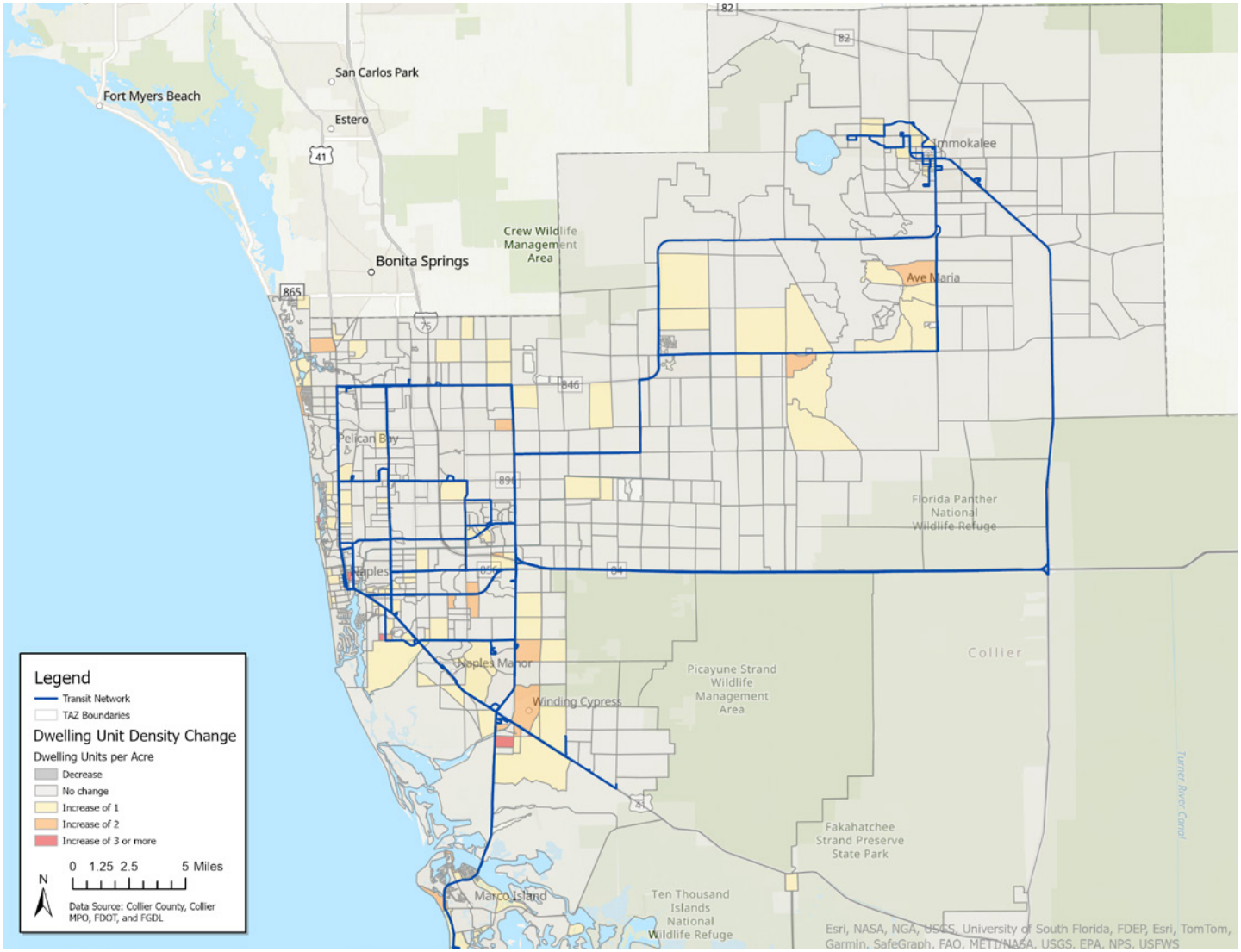

FIGURE 2-10: COLLIER COUNTY DWELLING UNIT DENSITY INCREASE BY TAZ FROM 2015 TO 2050

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

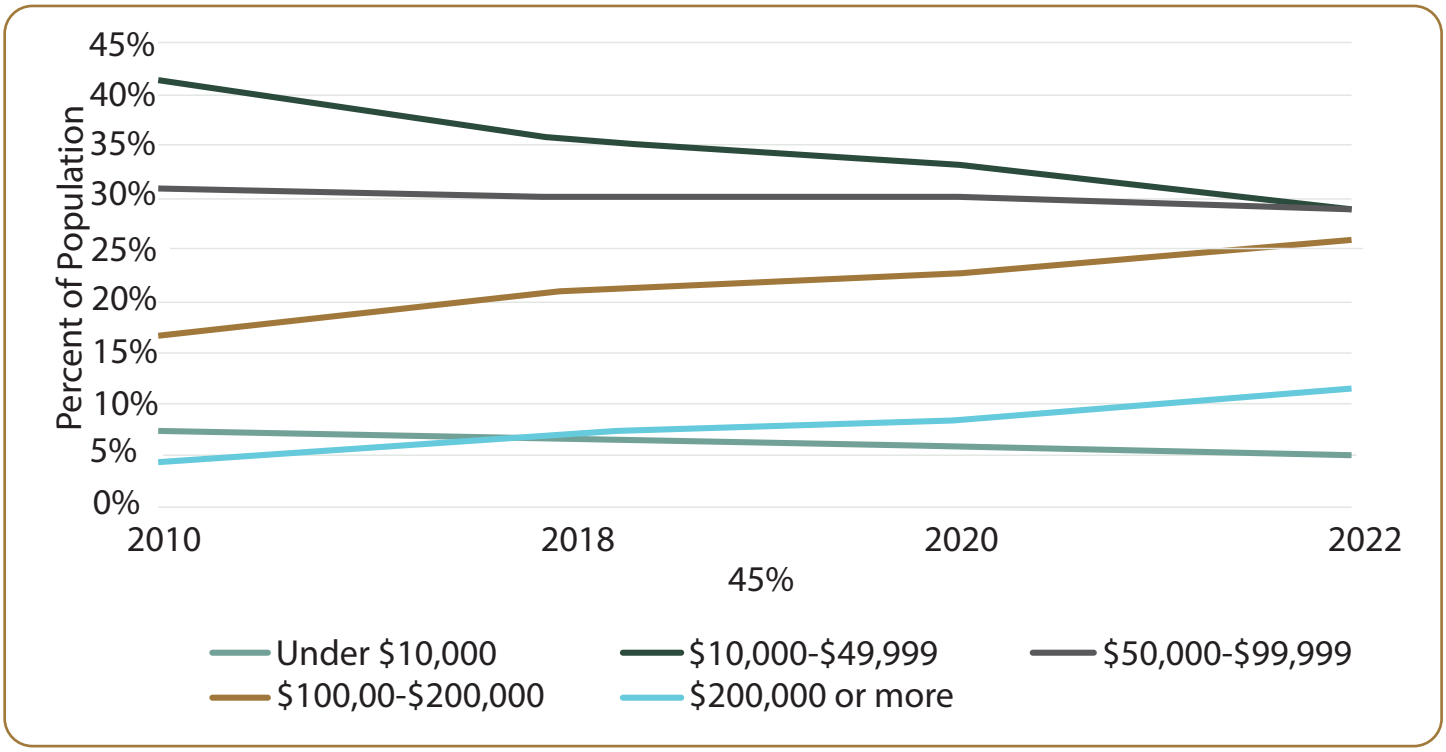

FIGURE 2-11: HOUSEHOLD INCOME OVER TIME IN COLLIER COUNTY
(Source: 2010 American community survey 5-year estimates, 2018 ACS 5-year estimates, 2020 ACS 5-year estimates, 2022 ACS 5-year estimates)

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.

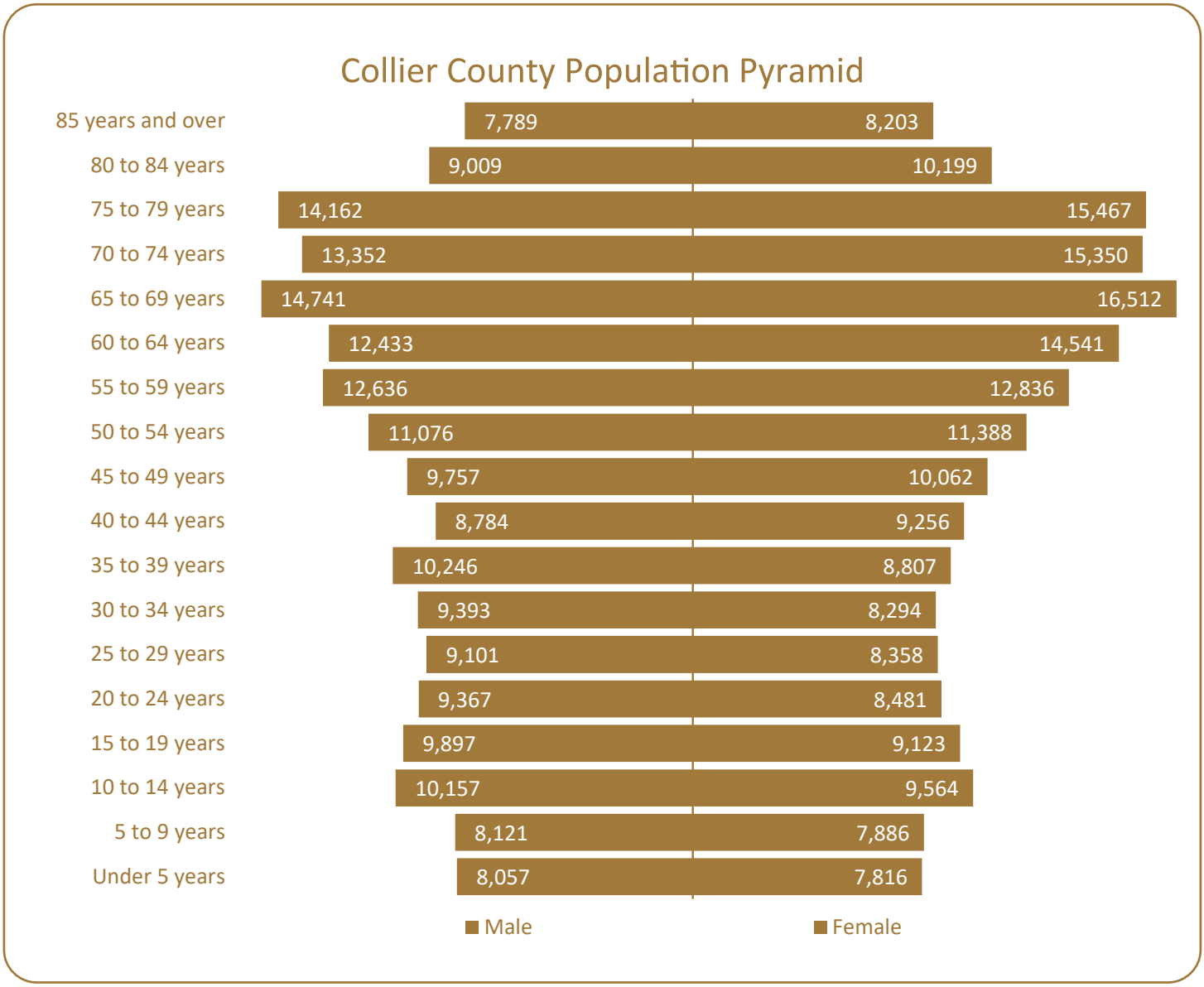

FIGURE 2-12: POPULATION AGE DISTRIBUTION IN COLLIER COUNTY

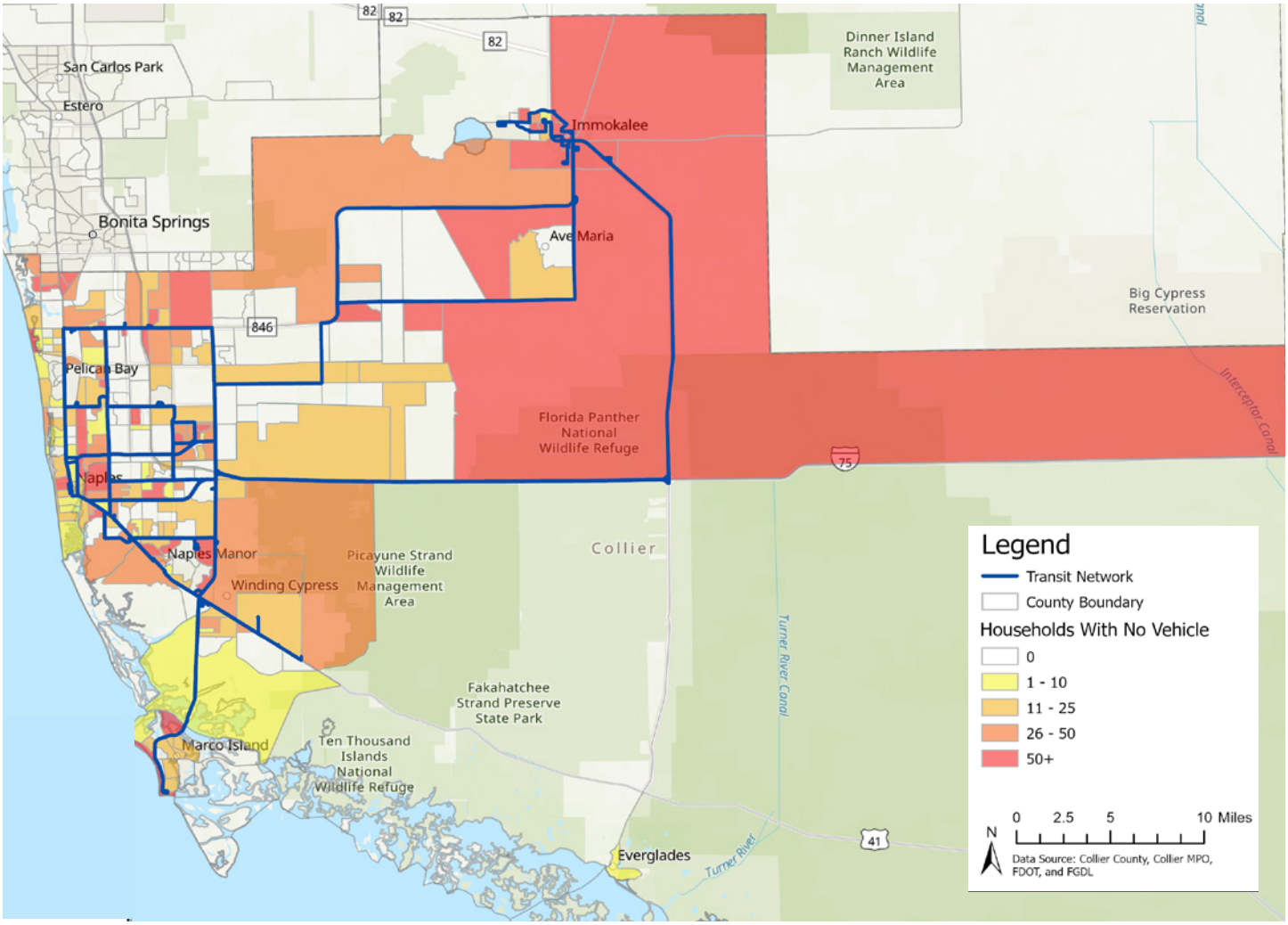

FIGURE 2-13: DISTRIBUTION OF HOUSEHOLDS WITH NO VEHICLE IN COLLIER COUNTY IN 2022

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.

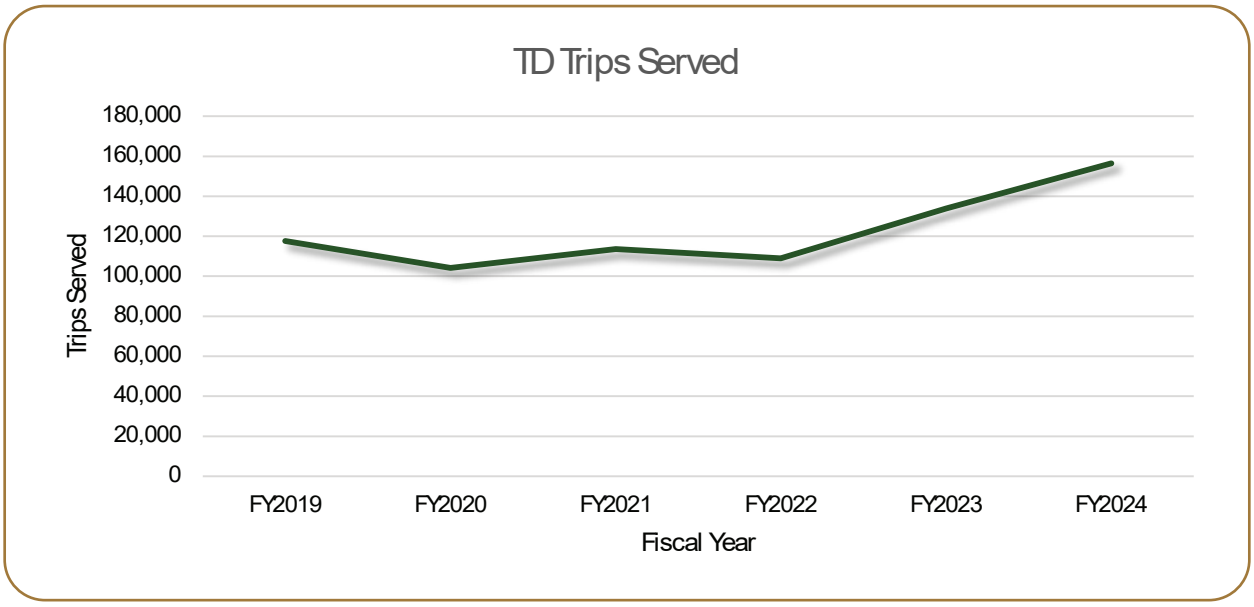

FIGURE 2-14: COLLIER COUNTY TRANSPORTATION DISADVANTAGED TRIPS, 2019-2024
(Source: Collier County Community Transportation Coordinator's Annual Operating Reports, Fiscal Years 2019-2024)

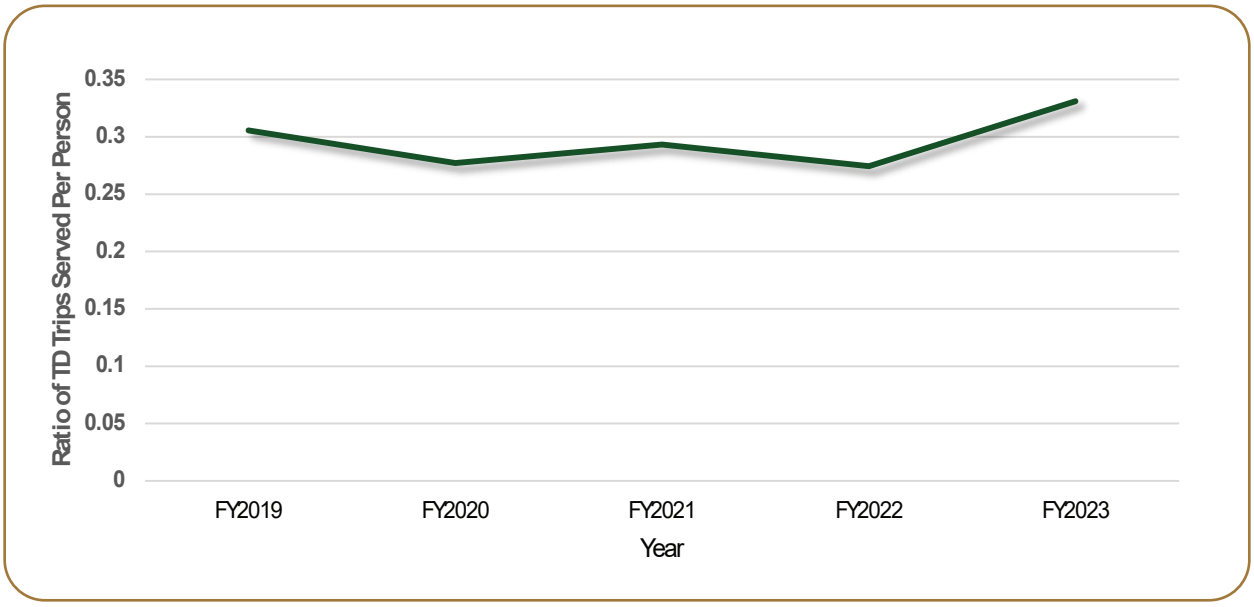

FIGURE 2-15: RATIO OF TD TRIPS TO TOTAL POPULATION

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.

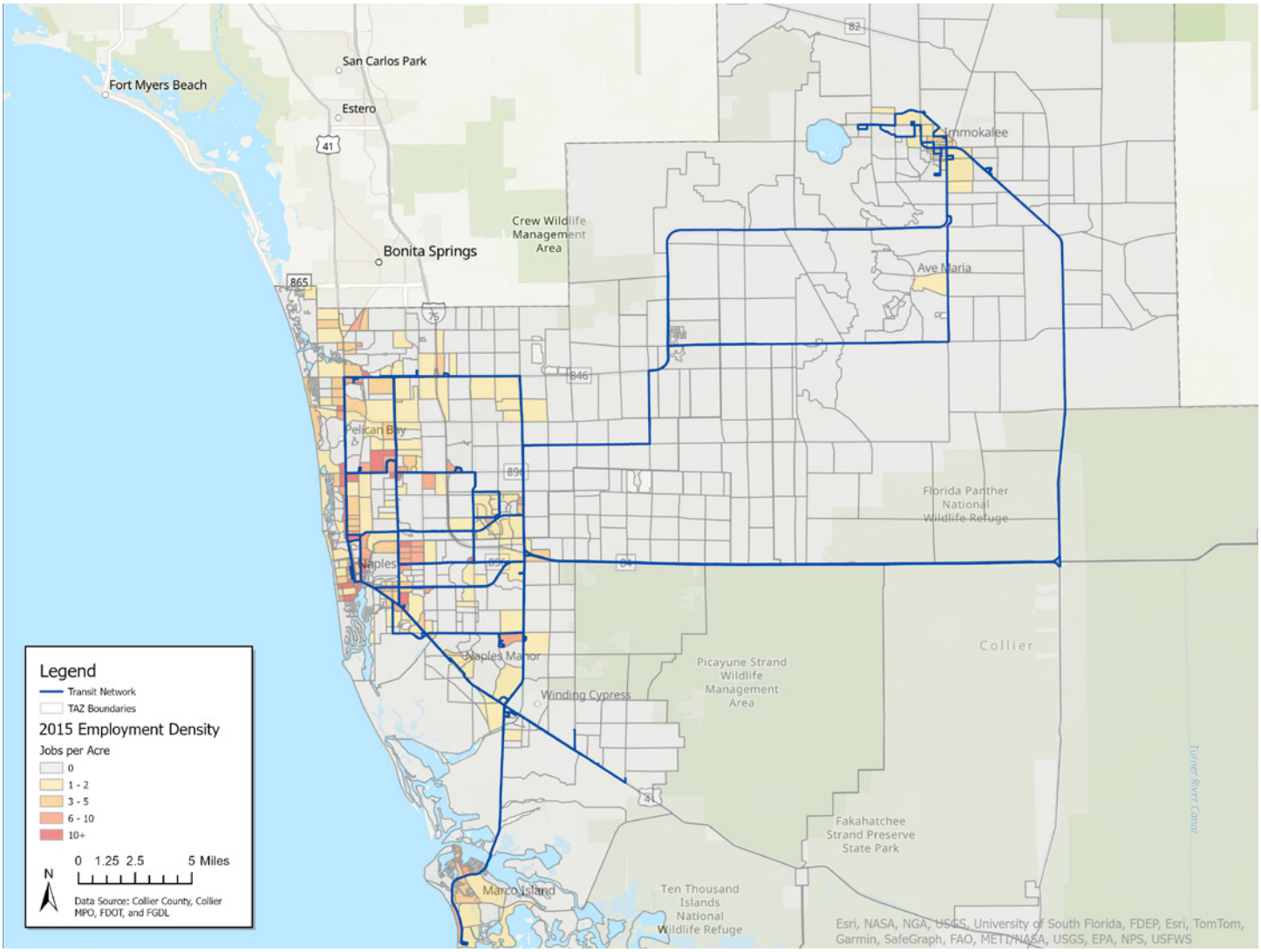

FIGURE 2-16: COLLIER COUNTY ESTIMATED EMPLOYMENT DENSITY BY TAZs IN 2015

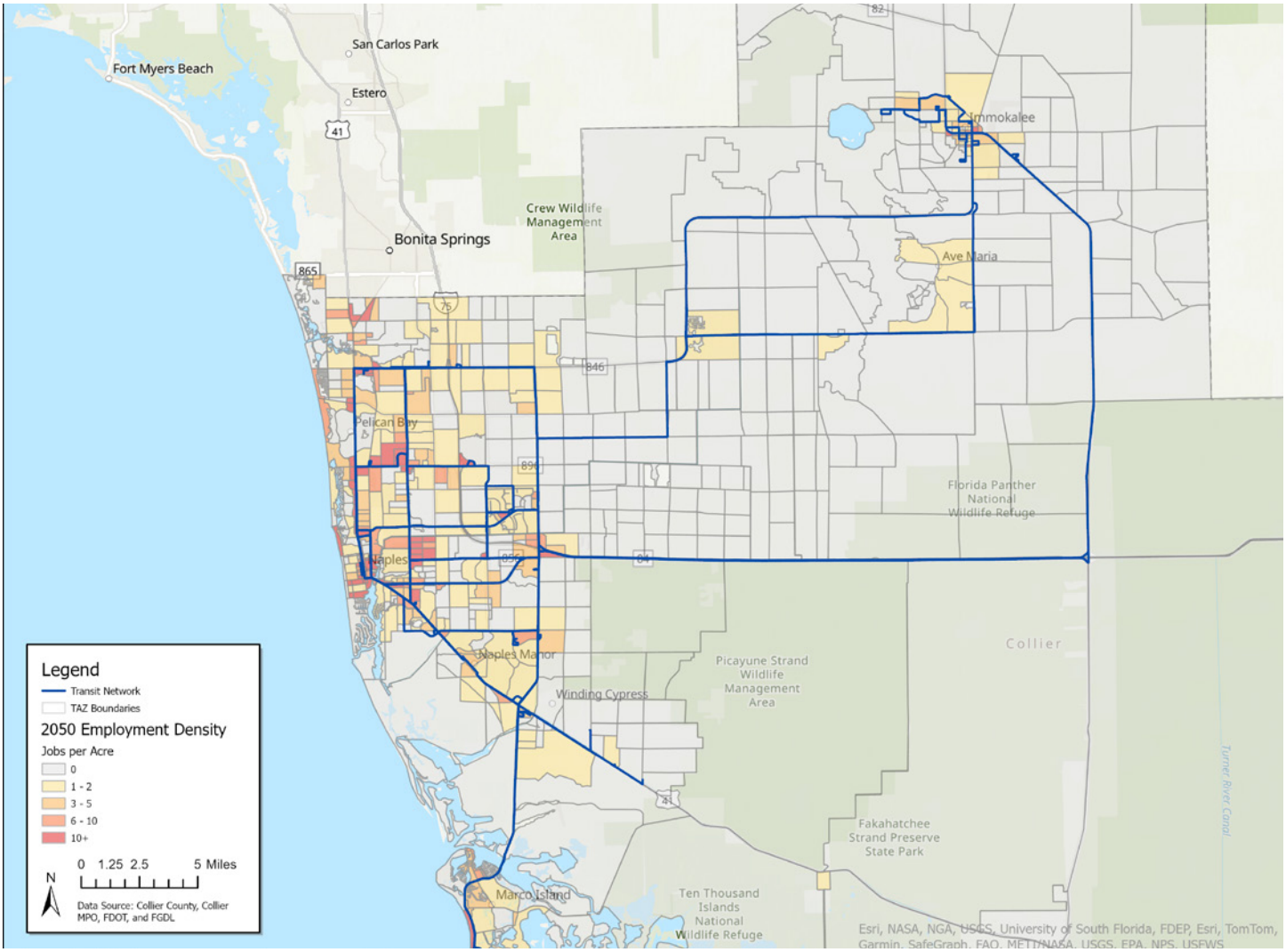

FIGURE 2-17: COLLIER COUNTY PROJECTED EMPLOYMENT DENSITY BY TAZs IN 2050

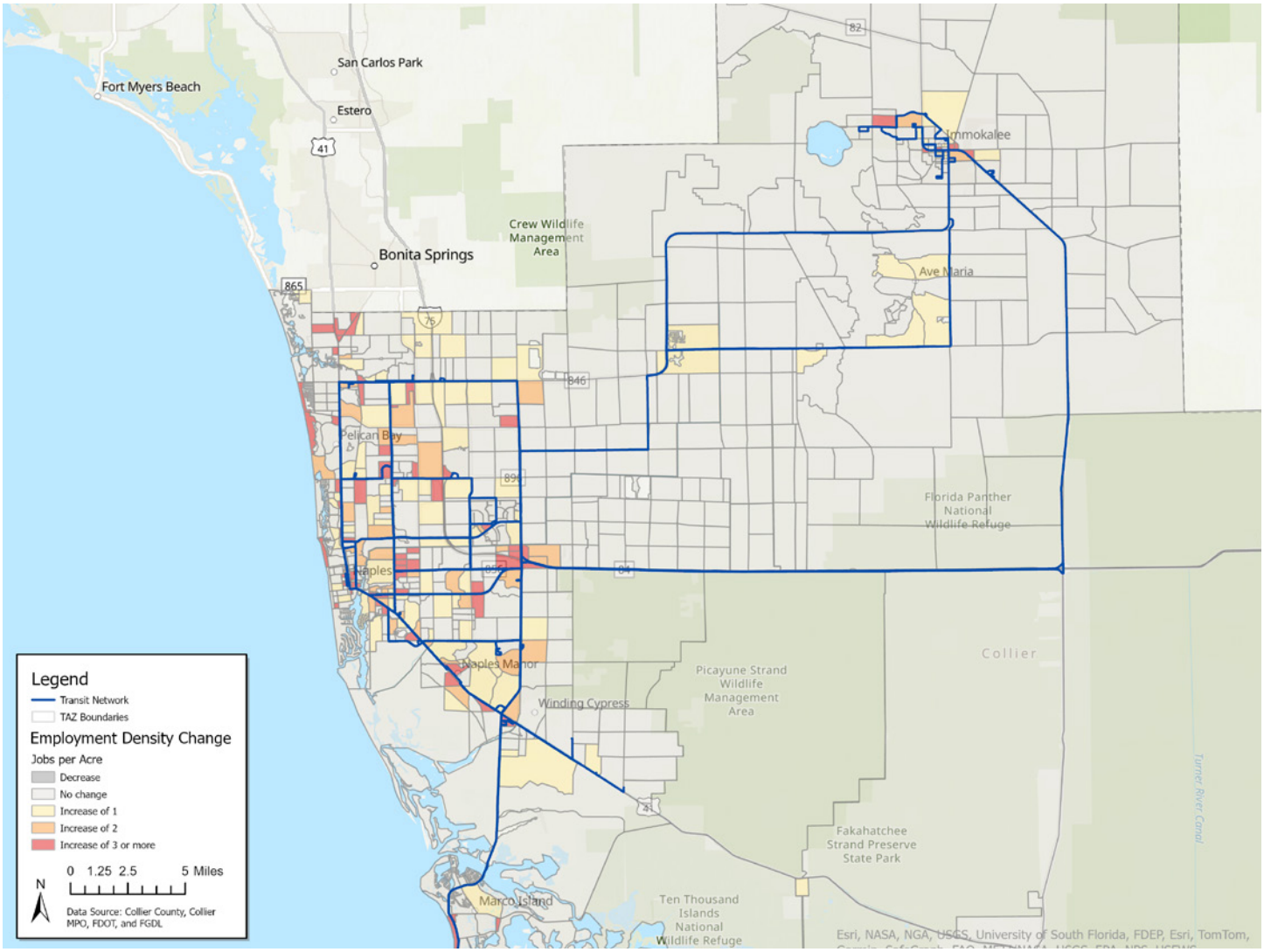

FIGURE 2-18: COLLIER COUNTY EMPLOYMENT DENSITY GROWTH BY TAZs FROM 2015 TO 2050

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.

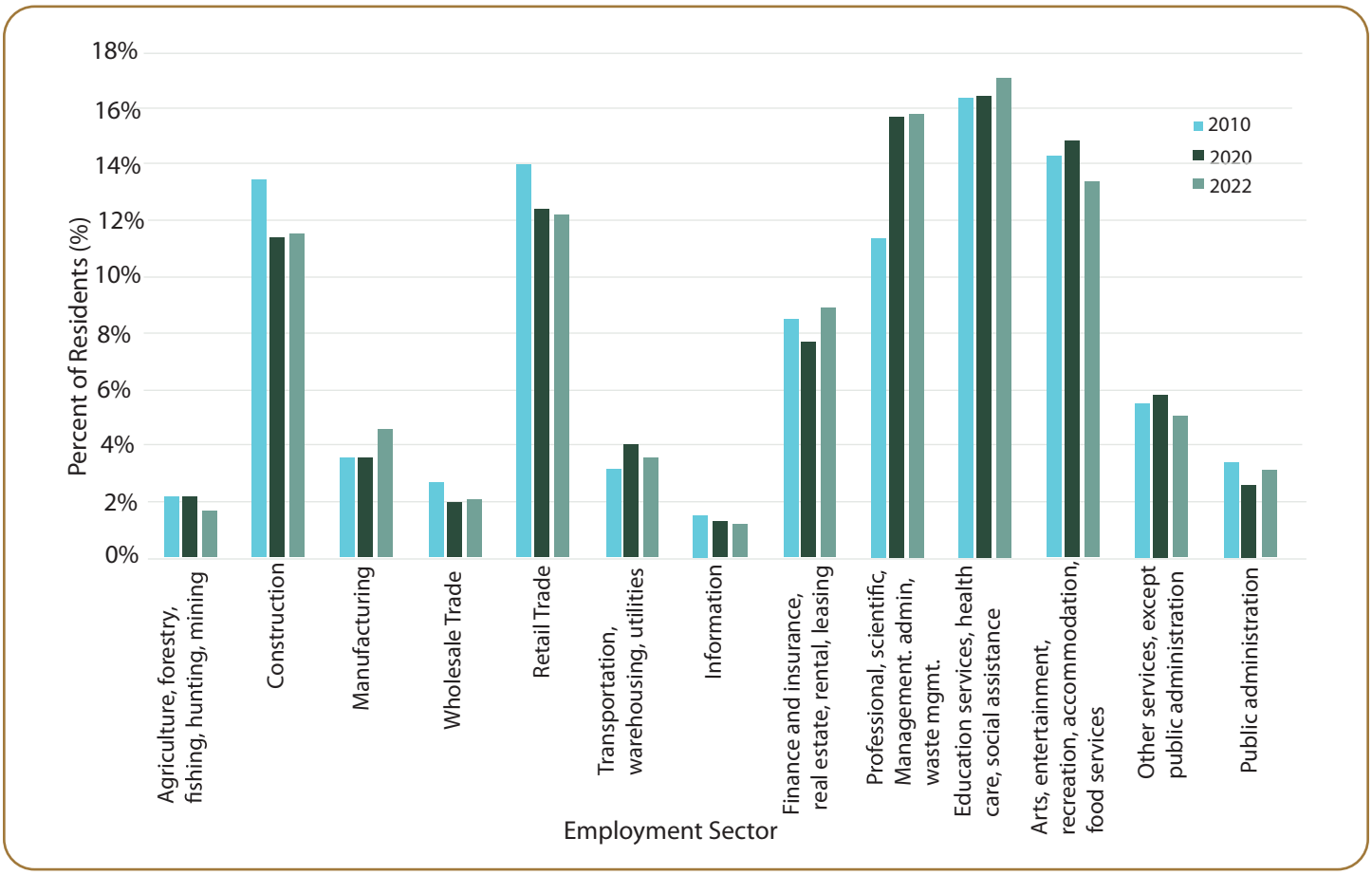

FIGURE 2-19: COLLIER COUNTY LABOR FORCE DISTRIBUTION BY SERVICE AREA, 2010, 2020, AND 2022

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.

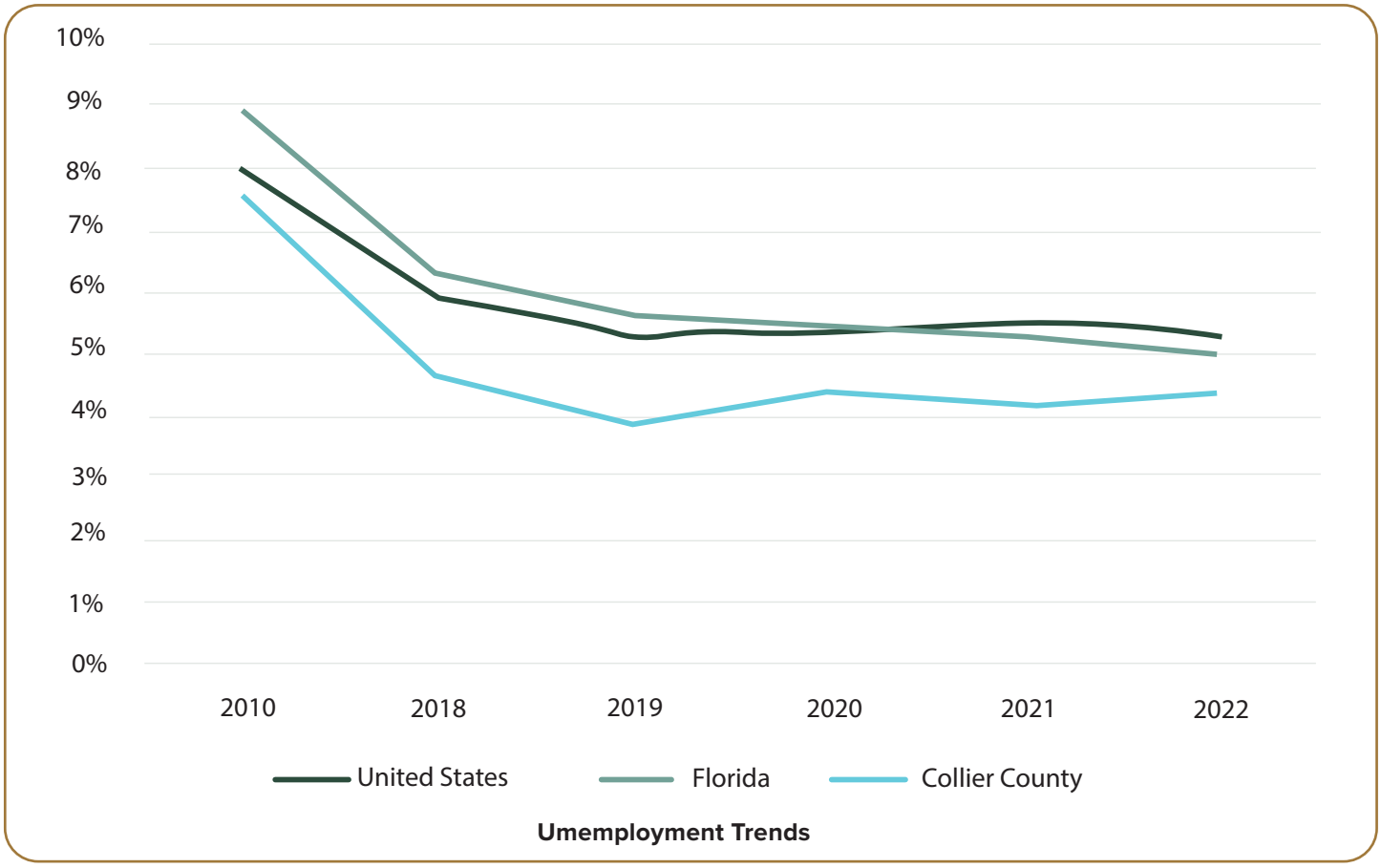

FIGURE 2-20: NATIONAL, STATE, AND COUNTY UNEMPLOYMENT

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.

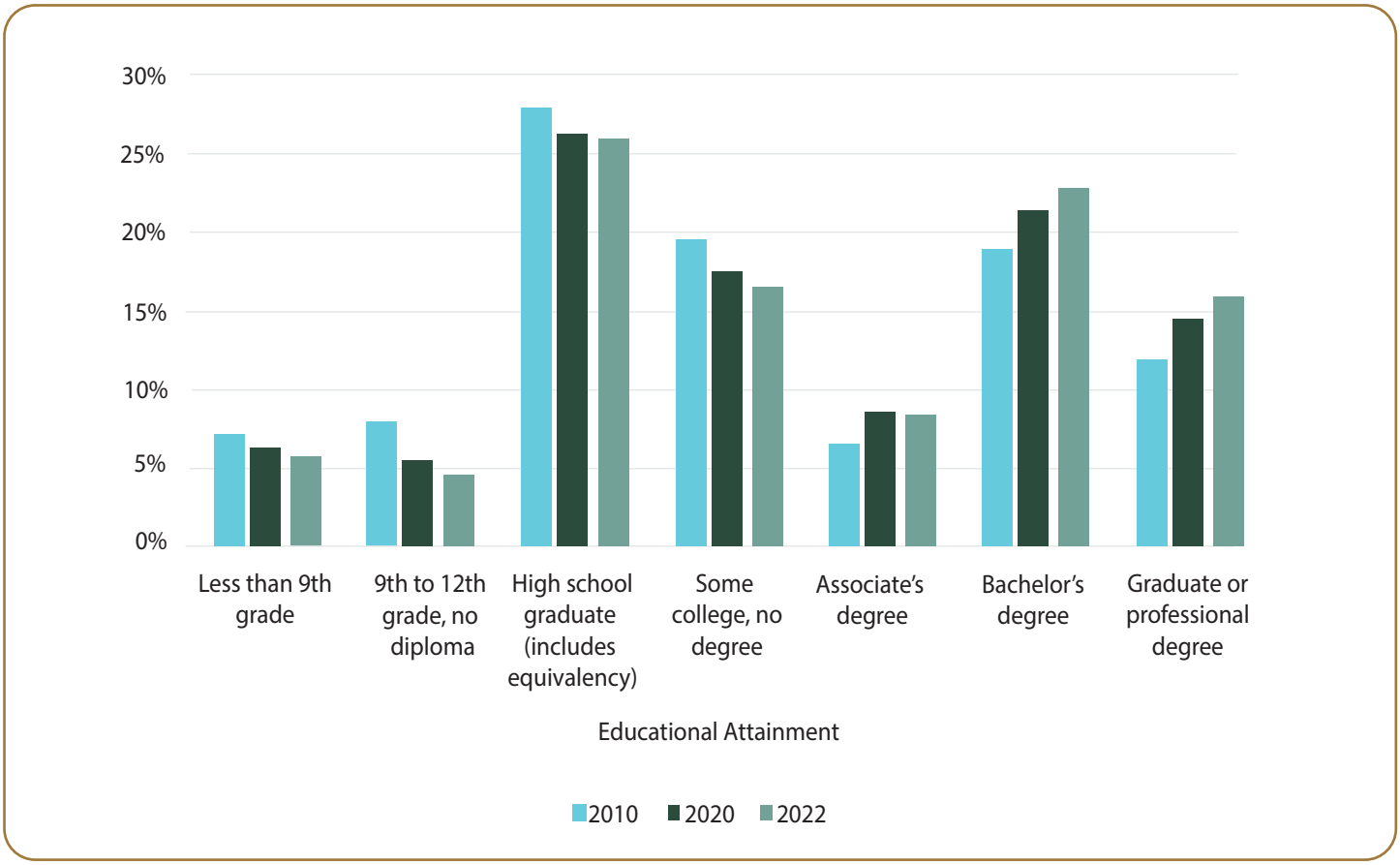

FIGURE 2-21: EDUCATIONAL ATTAINMENT IN COLLIER COUNTY

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.

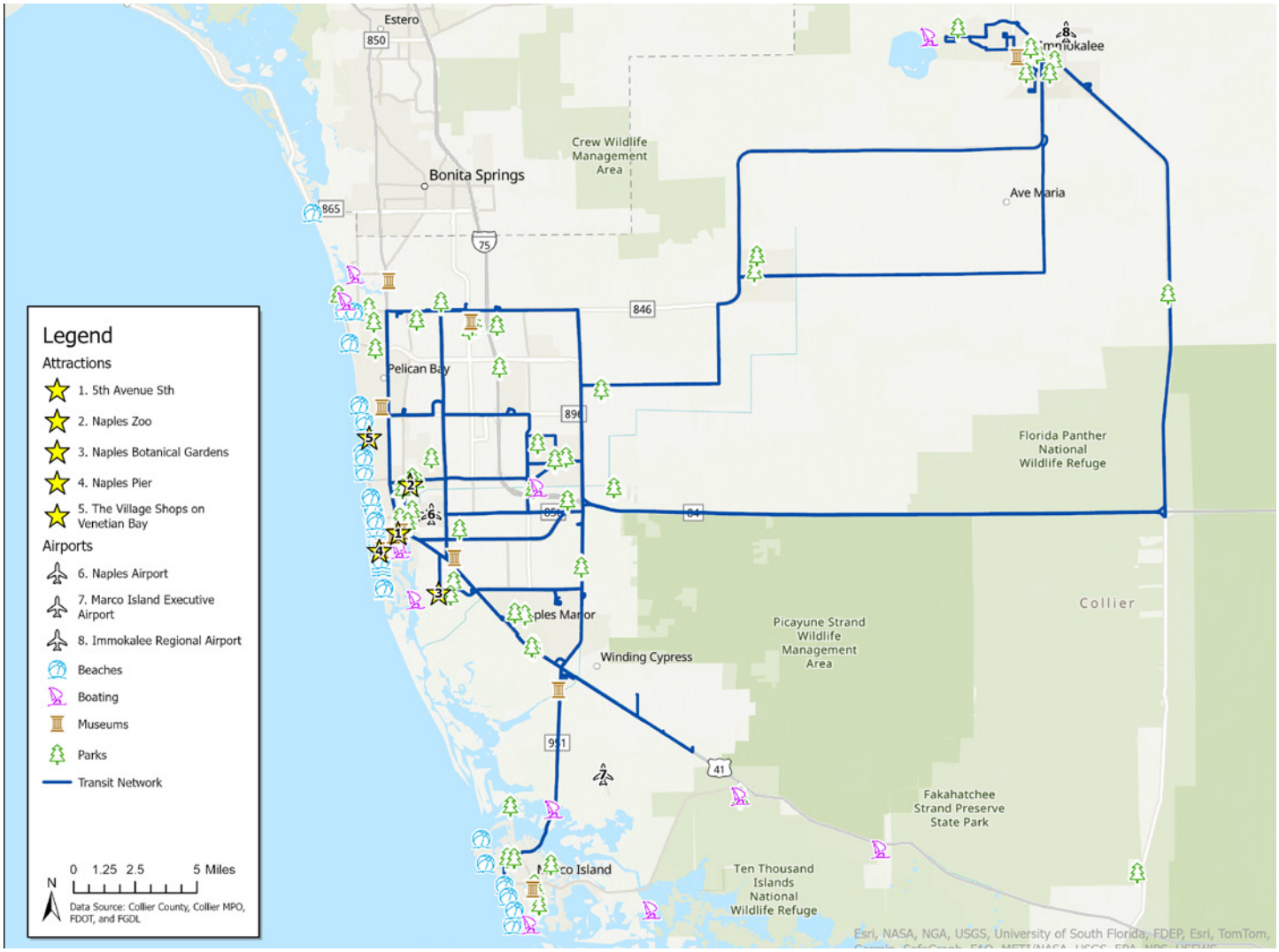

FIGURE 2-22: TRANSIT ACCESS TO POINT OF INTEREST DESTINATIONS IN COLLIER COUNTY

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.

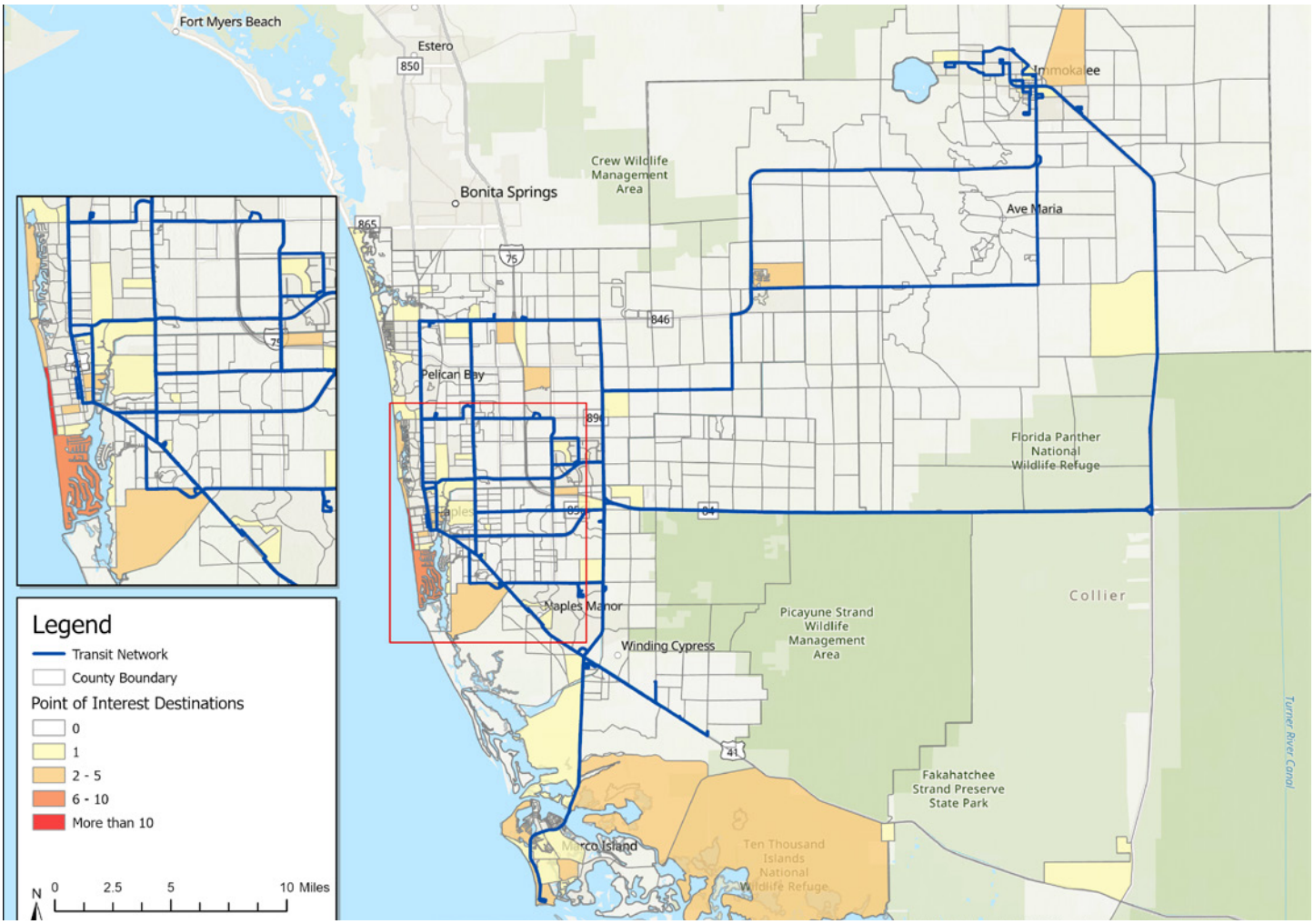

FIGURE 2-23: DENSITY MAP OF POINT OF INTEREST DESTINATIONS BY TAZ

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

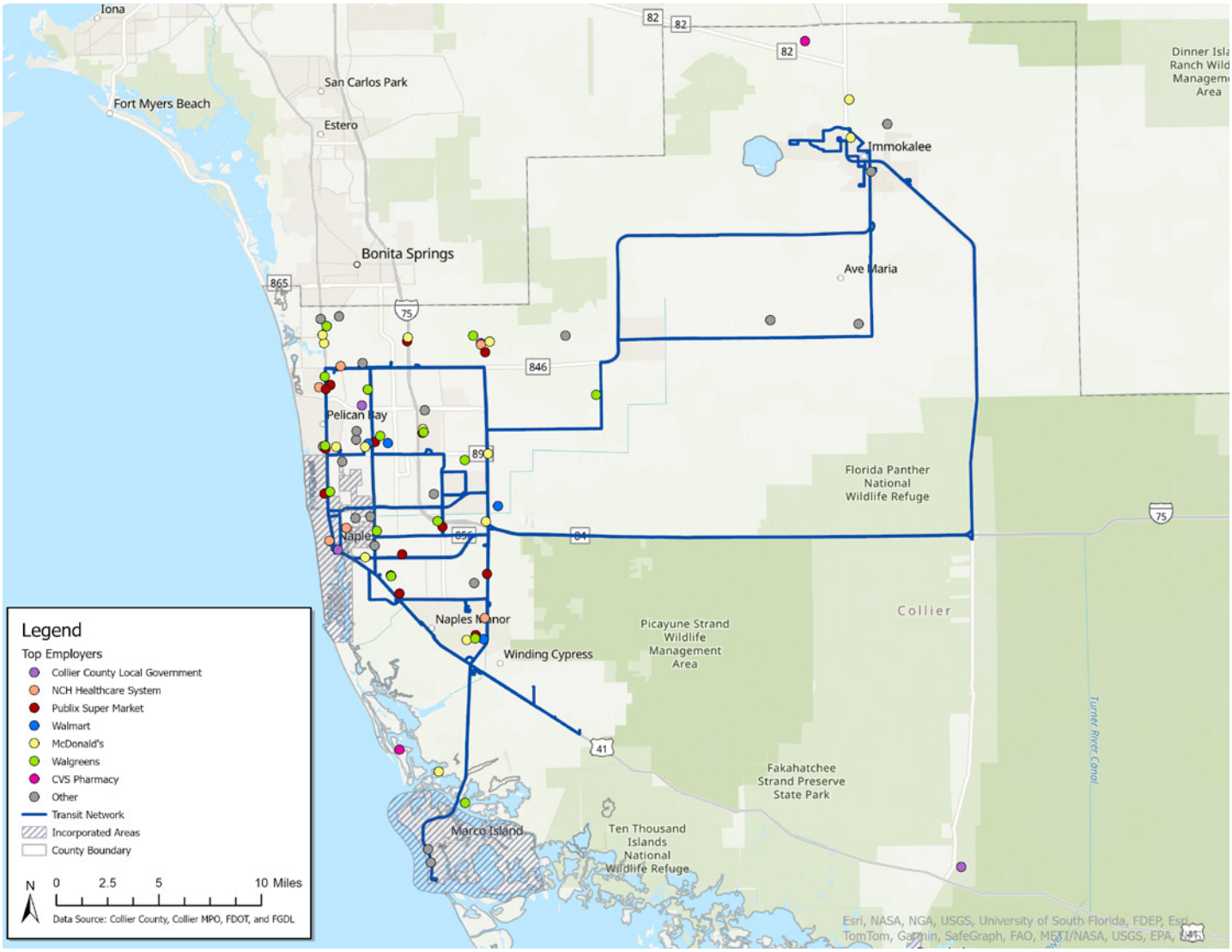

FIGURE 2-24: TRANSIT ACCESS TO TOP EMPLOYERS IN COLLIER COUNTY IN 2023

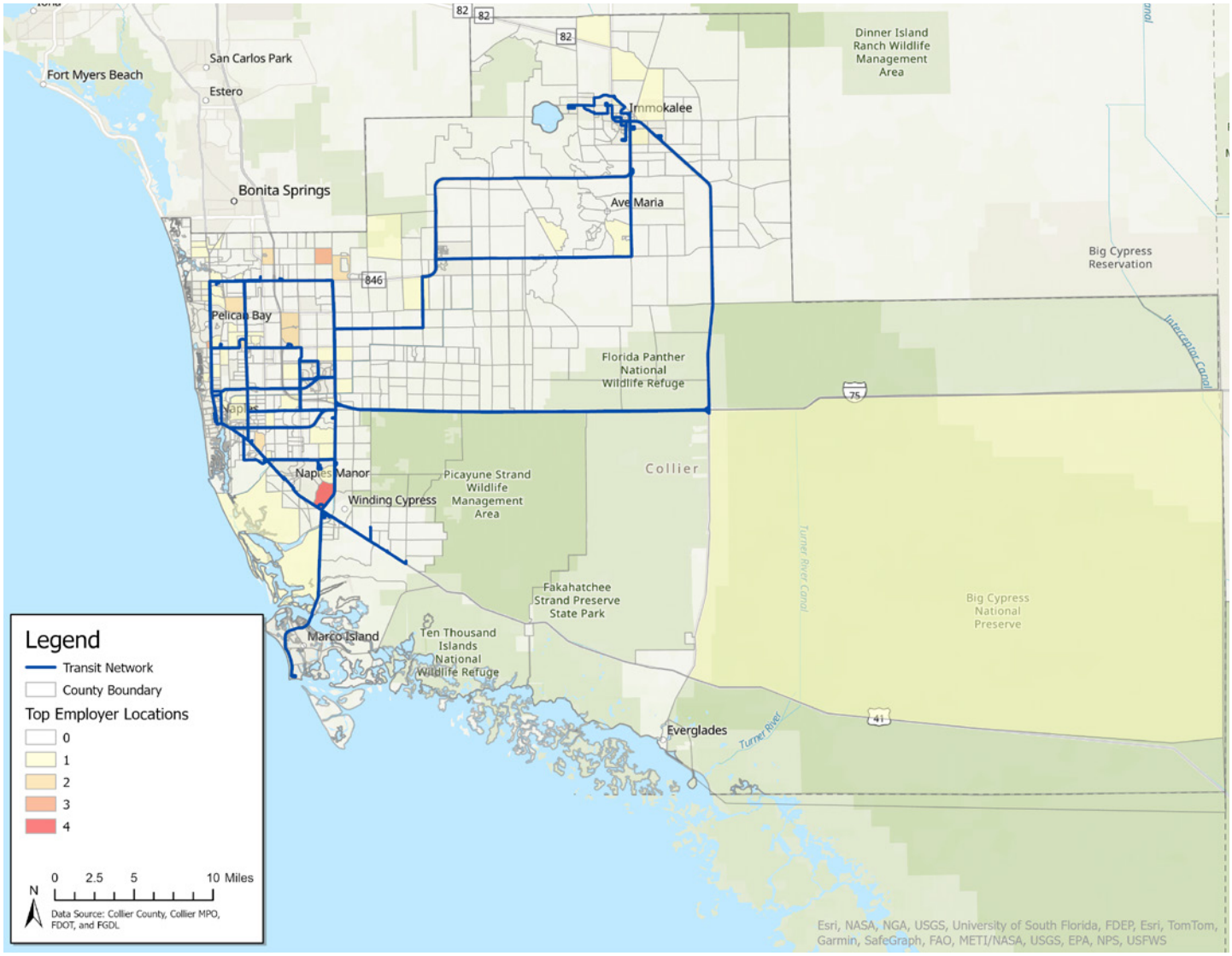

FIGURE 2-25: DENSITY MAP OF TOP EMPLOYER LOCATIONS BY TAZ

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.

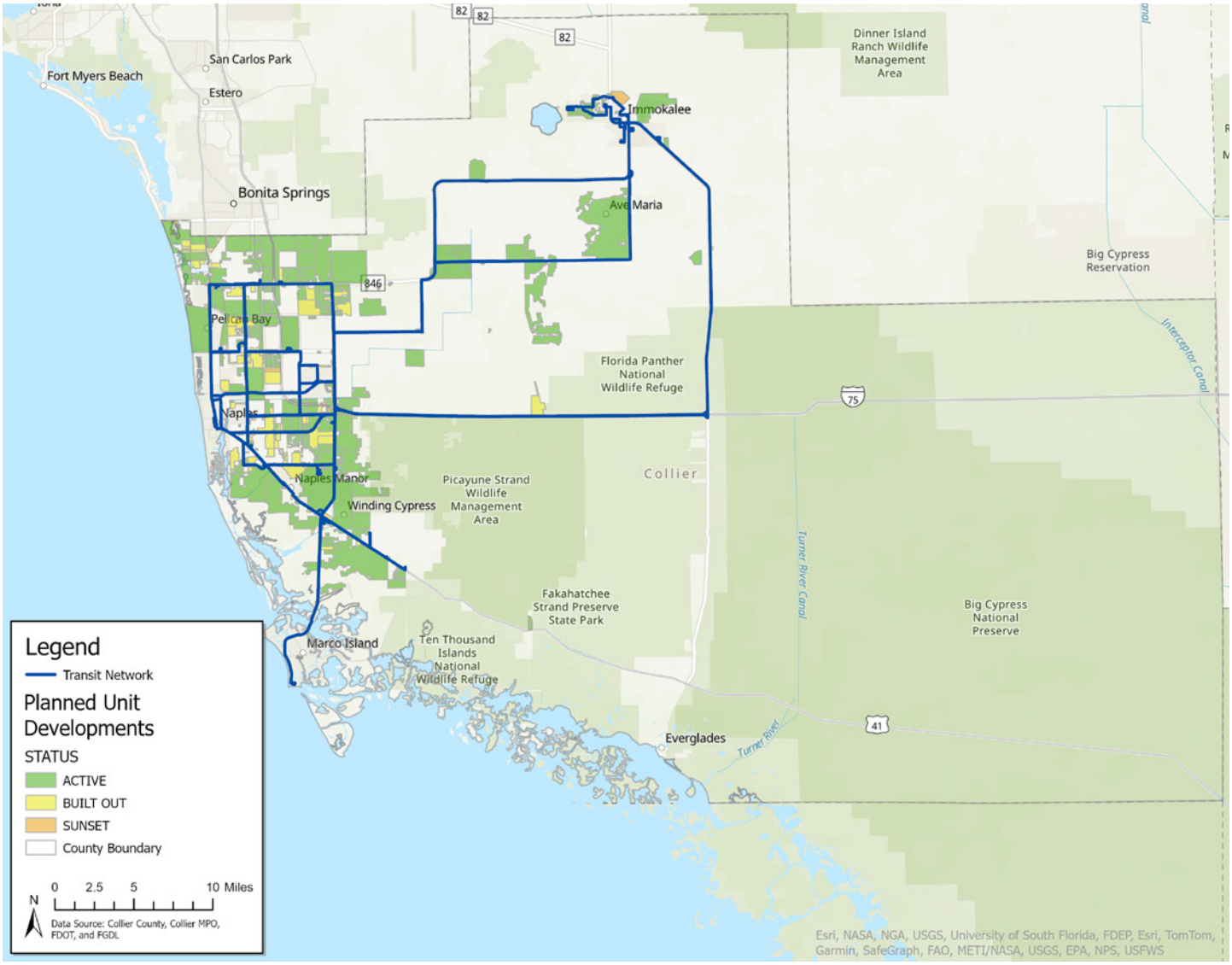

FIGURE 2-26: STATUS OF PLANNED UNIT DEVELOPMENTS IN COLLIER COUNTY

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.

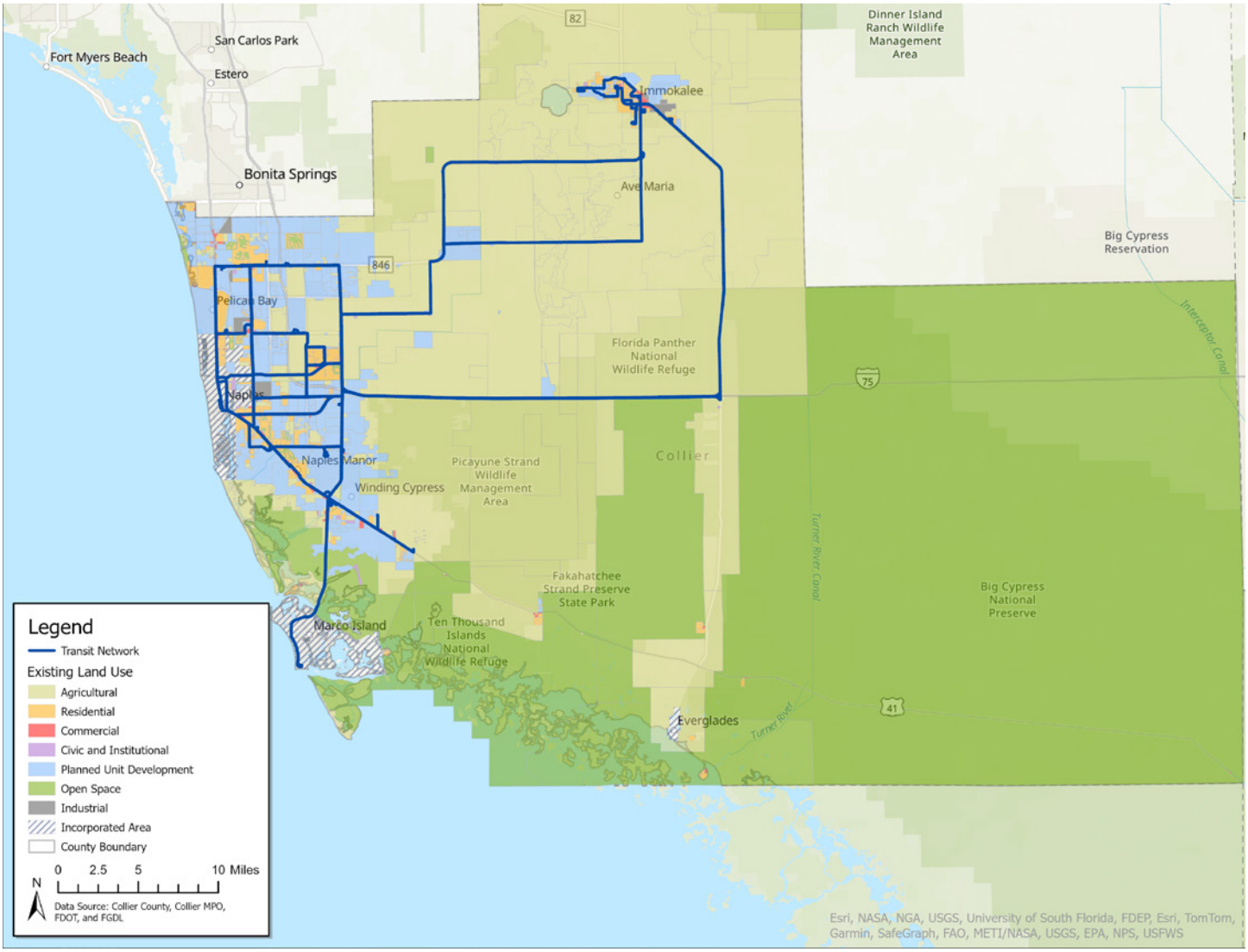

FIGURE 2-27: EXISTING LAND USE ZONING AREAS IN COLLIER COUNTY

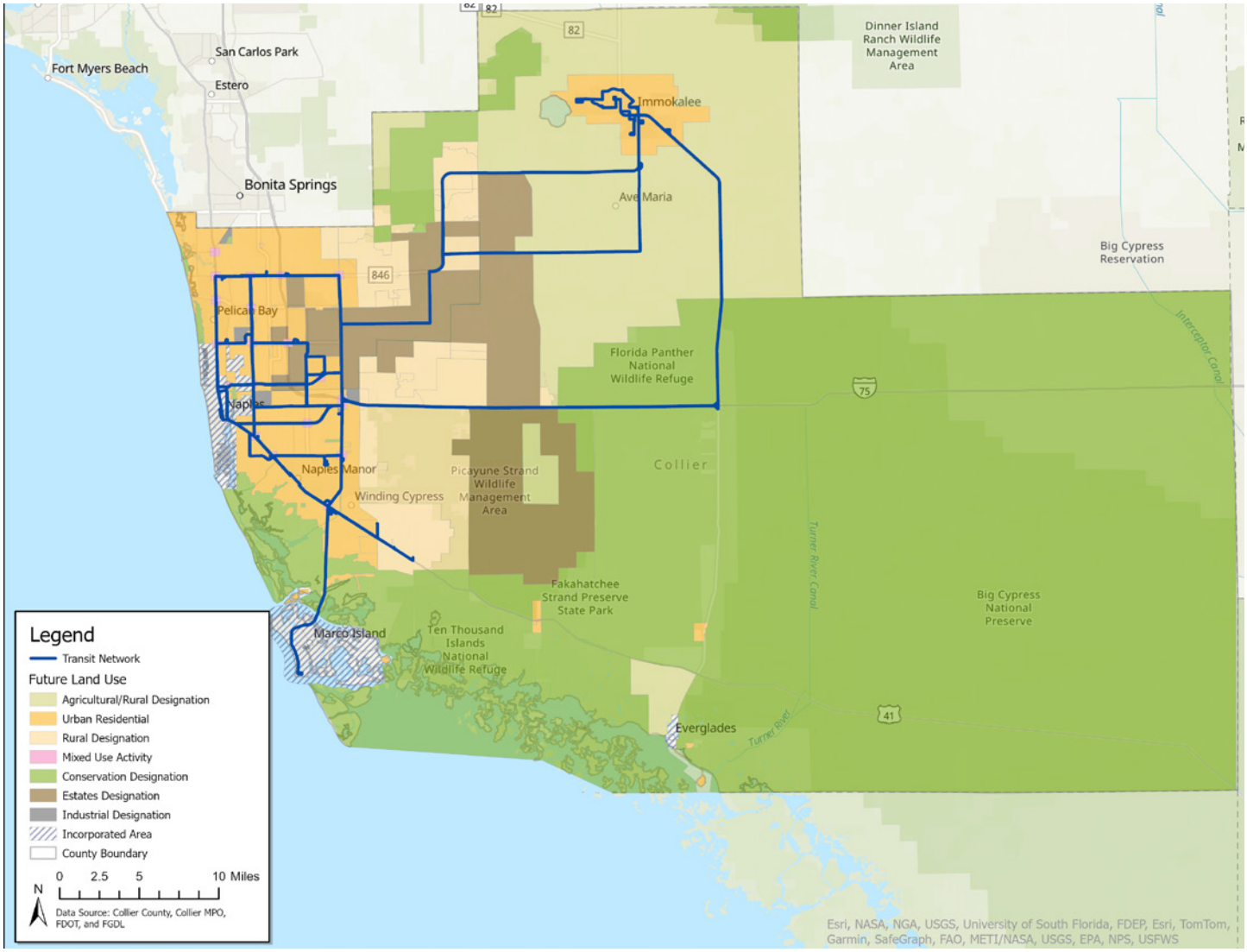

FIGURE 2-28: FUTURE LAND USE DESIGNATION IN COLLIER COUNTY AS OF 2024

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.

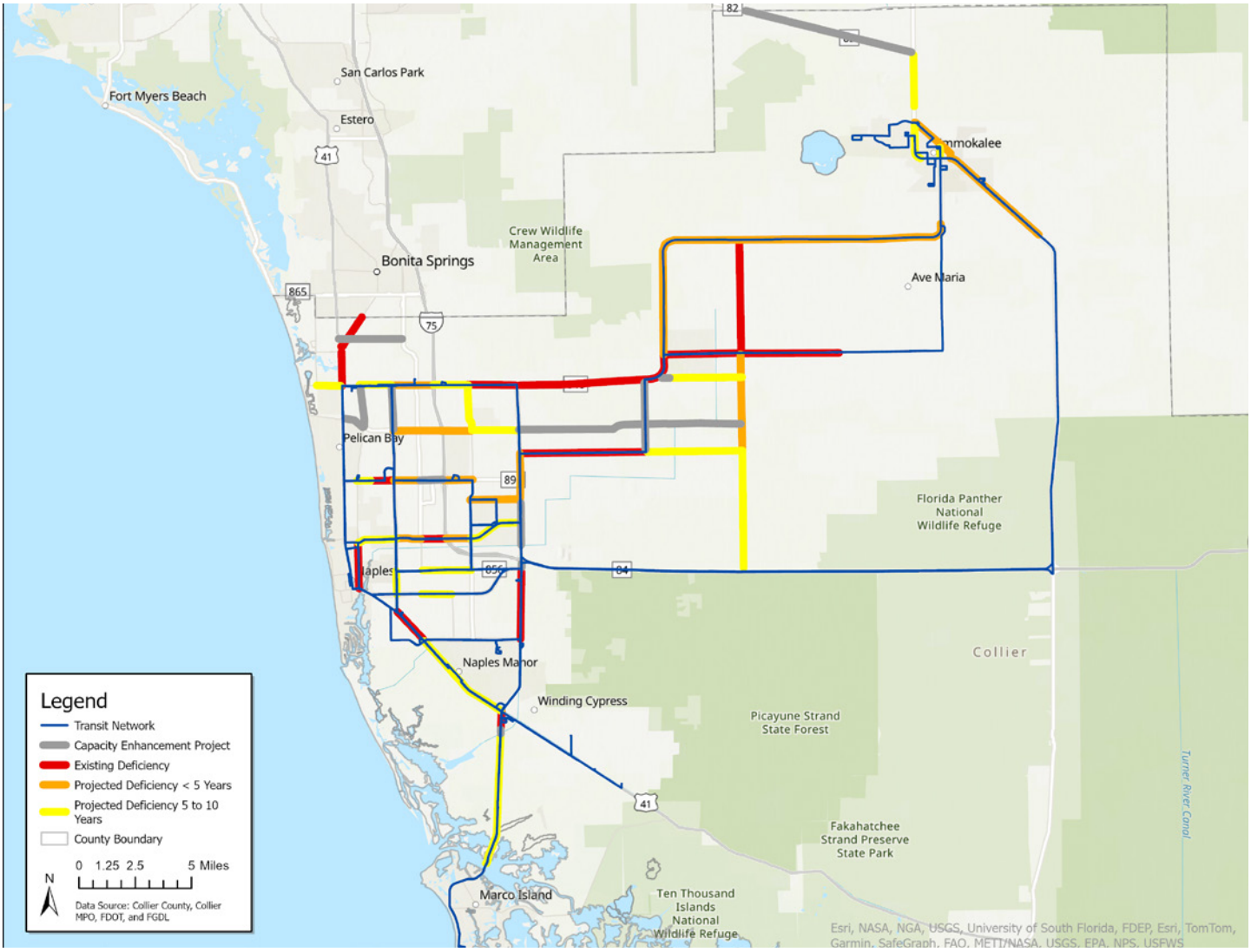

FIGURE 2-29: EXISTING AND PROJECTED DEFICIENCY OF COLLIER COUNTY ROADS
(Source: Collier County 2024 Annual Update and Inventory Report (AUIR))

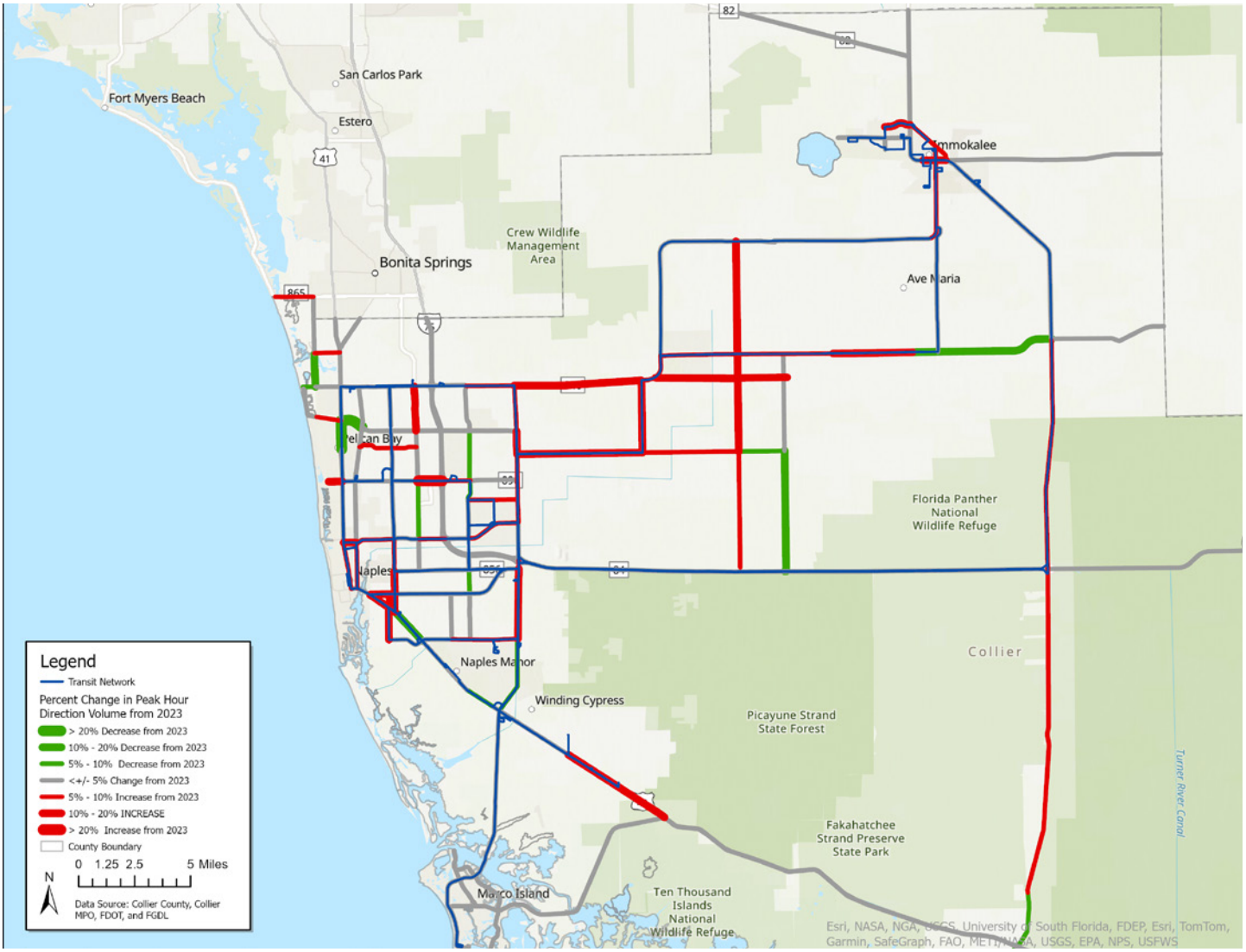

FIGURE 2-30: PERCENT CHANGE IN PEAK HOUR DIRECTION VOLUME ON MAJOR ROADS IN COLLIER COUNTY FROM 2023 TO 2024
(Source: Collier 2024 AUIR)

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.

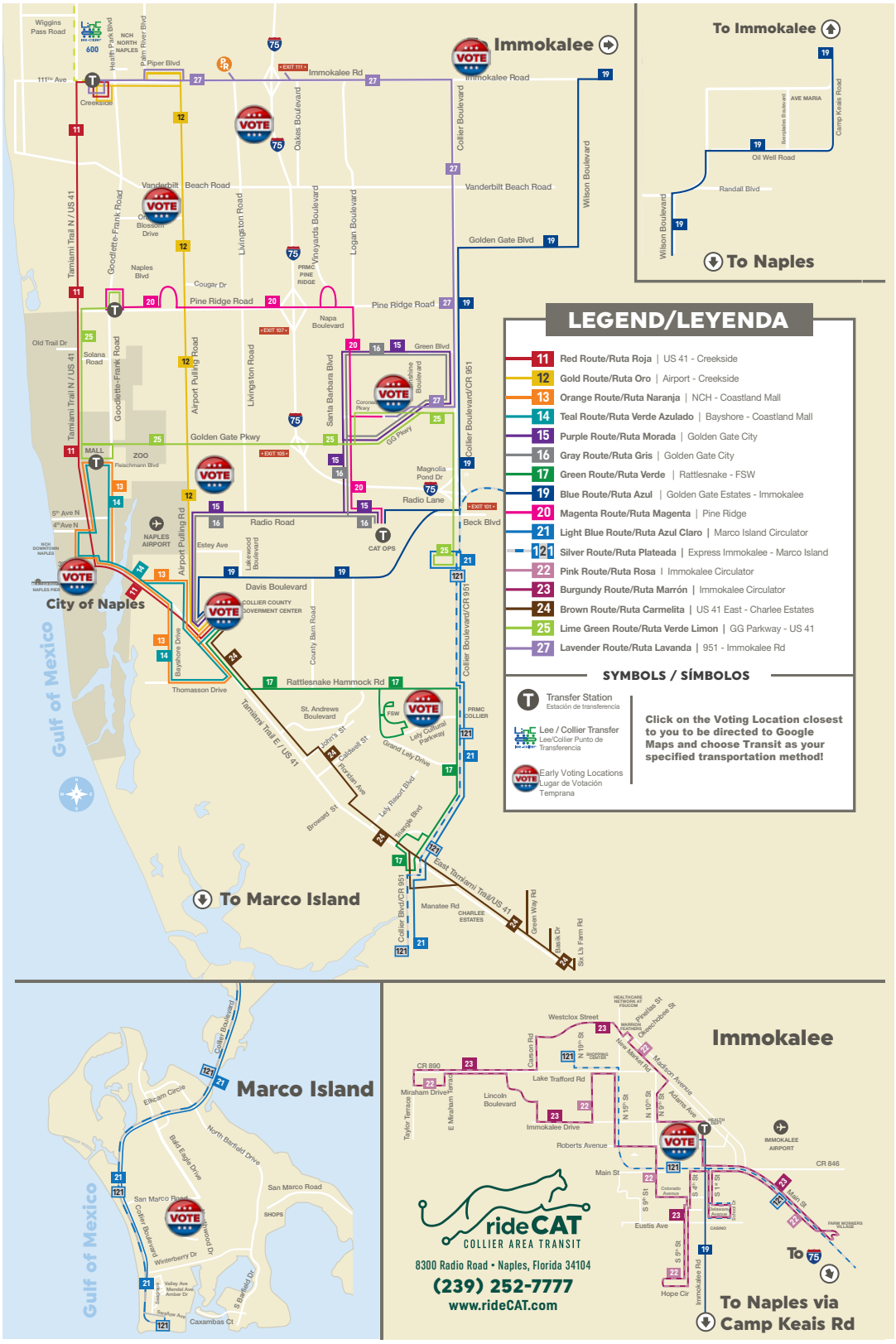

FIGURE 2-31: EXISTING CAT SERVICES

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.

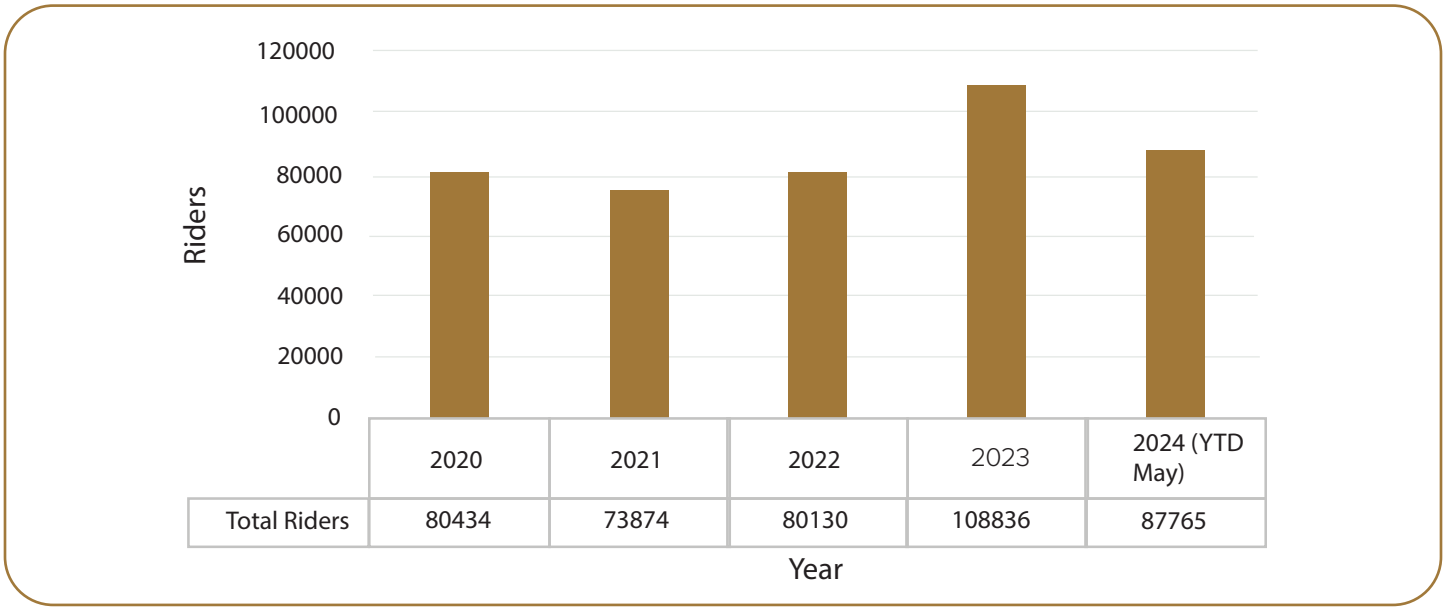

TABLE 2-8: PARATRANSIT RIDERSHIP

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

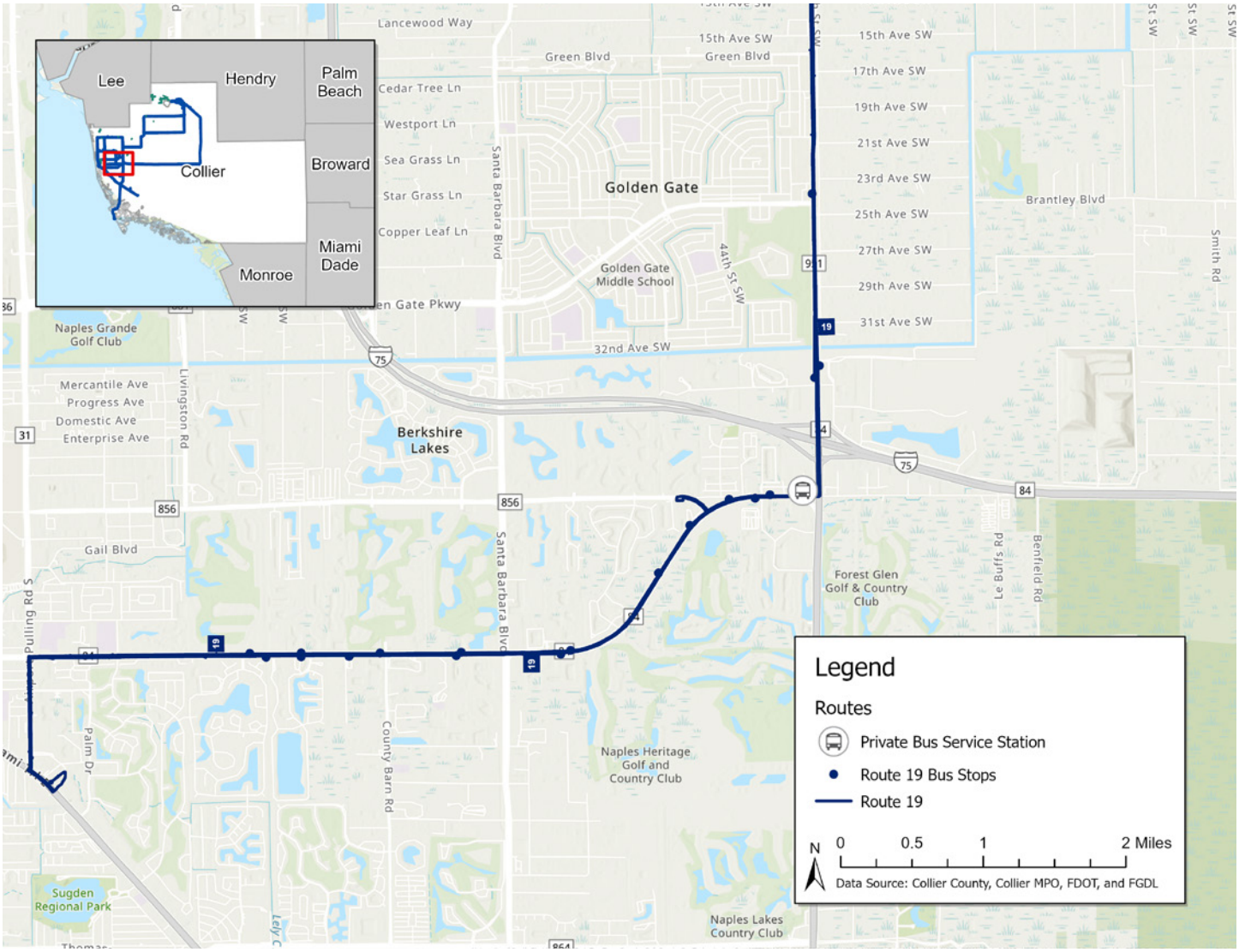

FIGURE 2-34: STATION LOCATION FOR PRIVATE BUS SERVICE AND PARK AND RIDE LOCATIONS ALONG TRANSIT NETWORK

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.

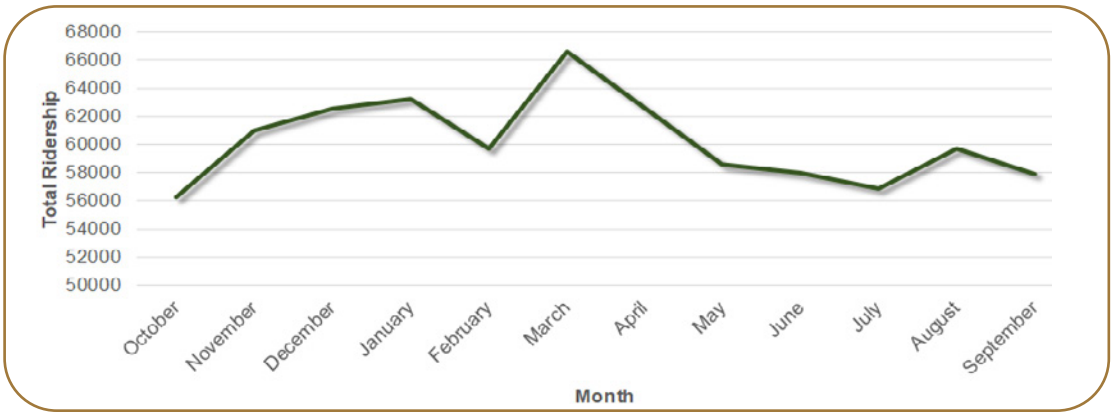

FIGURE 2-35: TOTAL MONTHLY RIDERSHIP IN COLLIER COUNTY DURING FY 2023

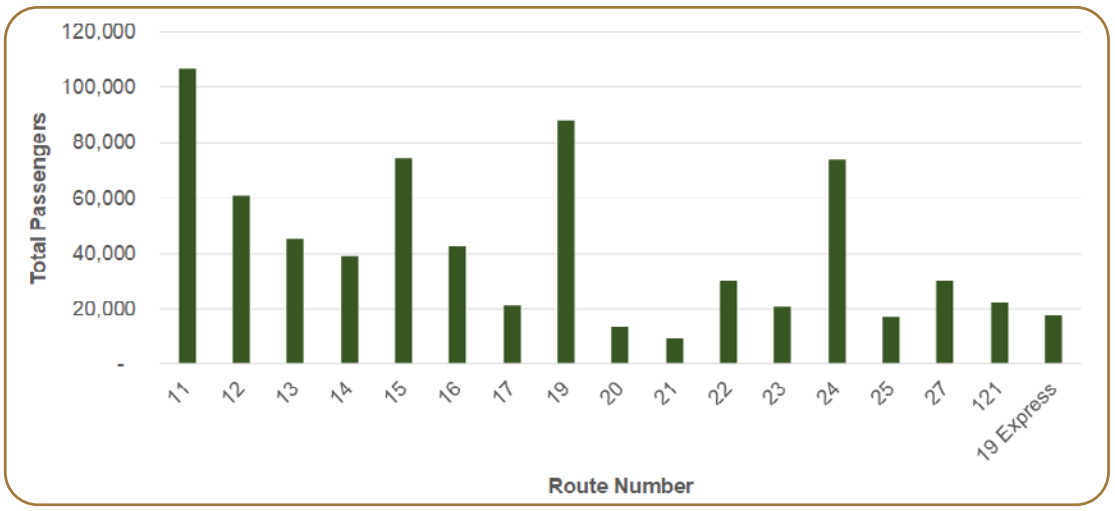

FIGURE 2-36: TOTAL PASSENGERS PER ROUTE IN COLLIER COUNTY DURING FY 2023

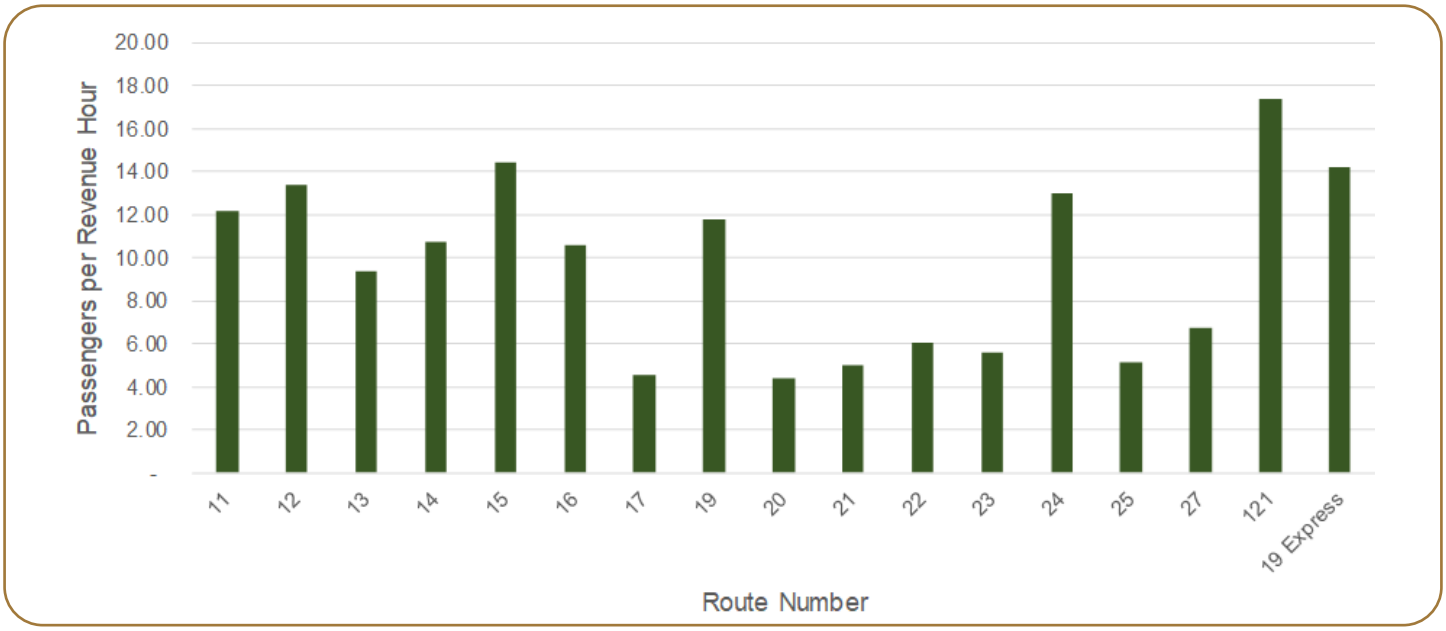

FIGURE 2-37: PASSENGERS PER REVENUE HOUR IN COLLIER COUNTY DURING FY 2023

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.

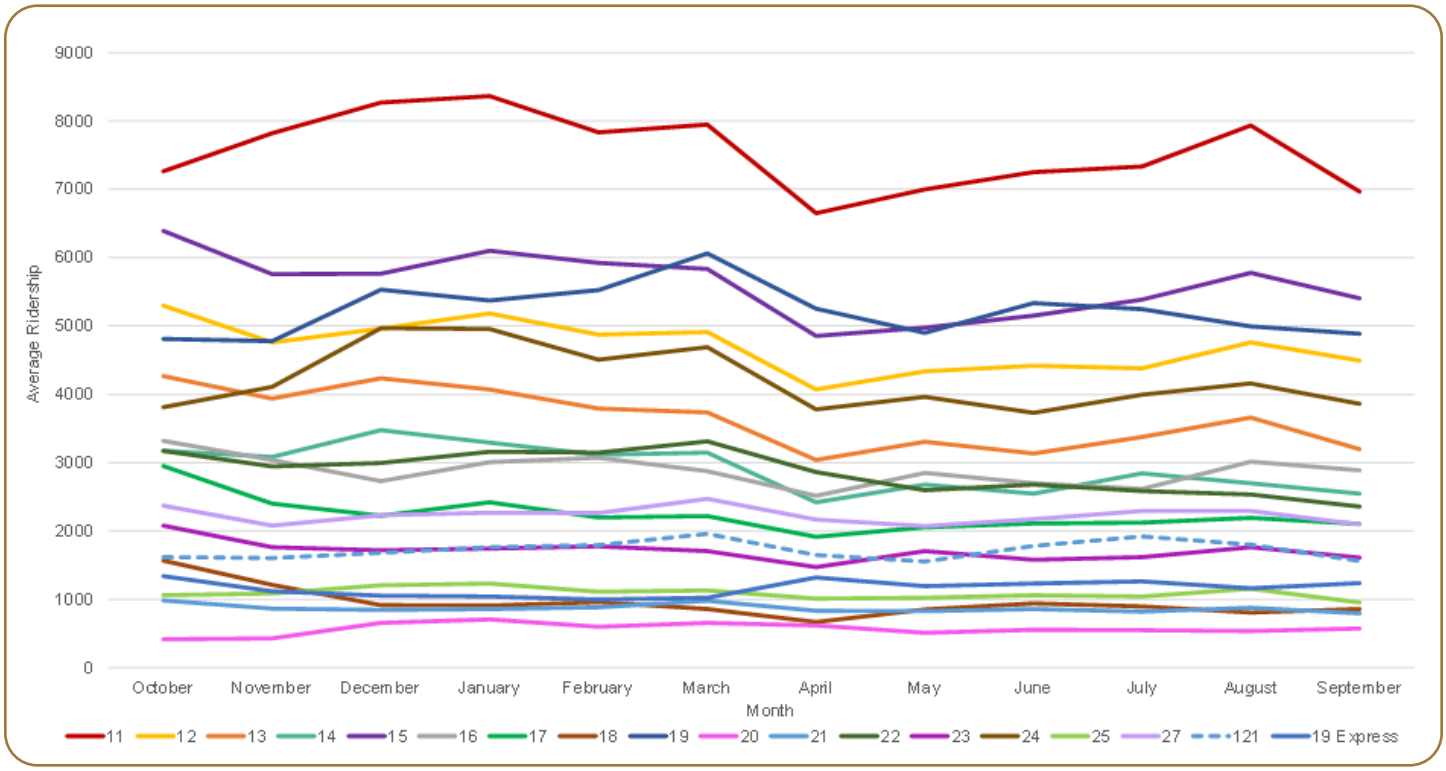

FIGURE 2-38: SEASONAL VARIATION OF AVERAGE MONTHLY RIDERSHIP

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.

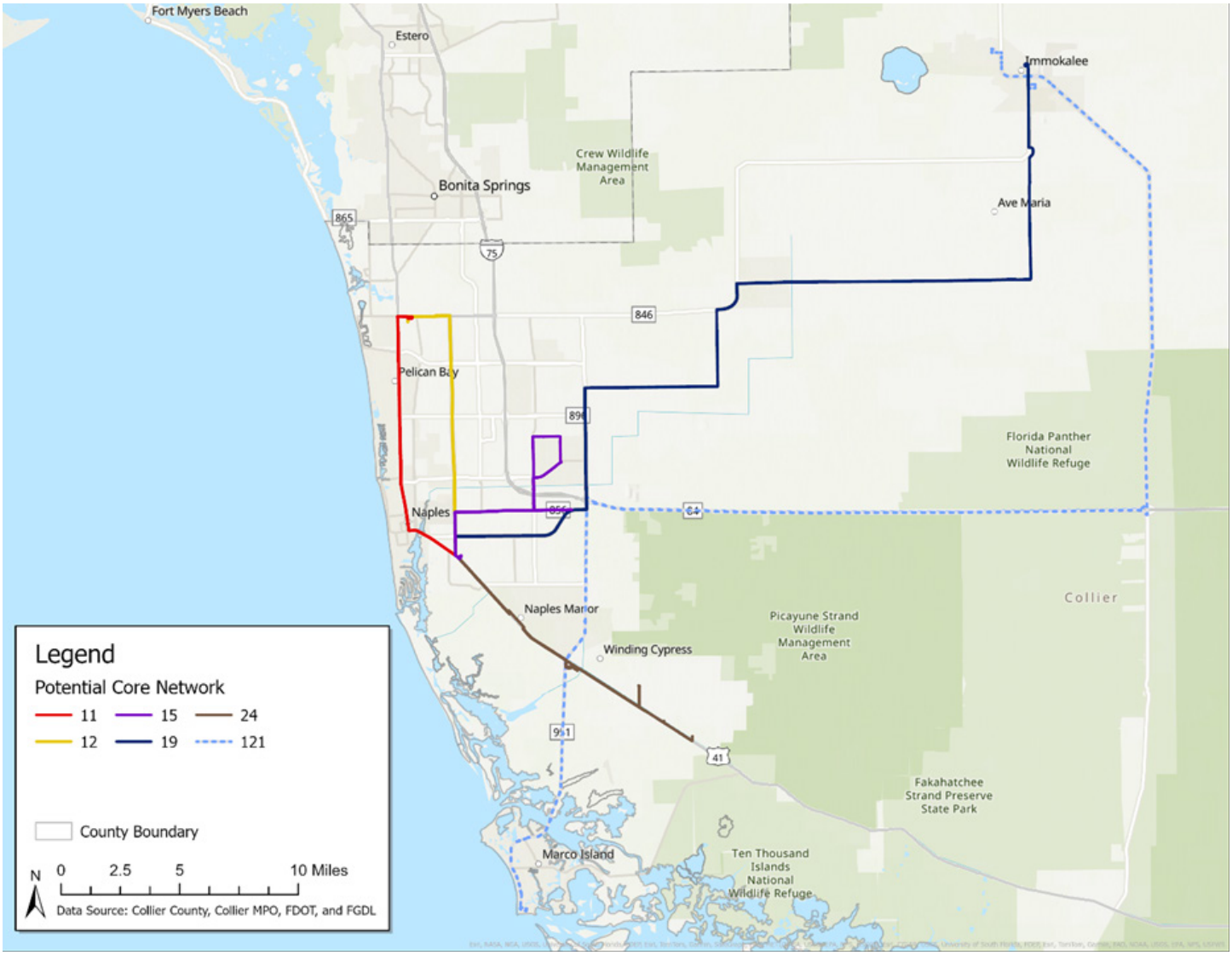

FIGURE 2-39: TOP RIDERSHIP ROUTES IN COLLIER COUNTY IN FY 2023

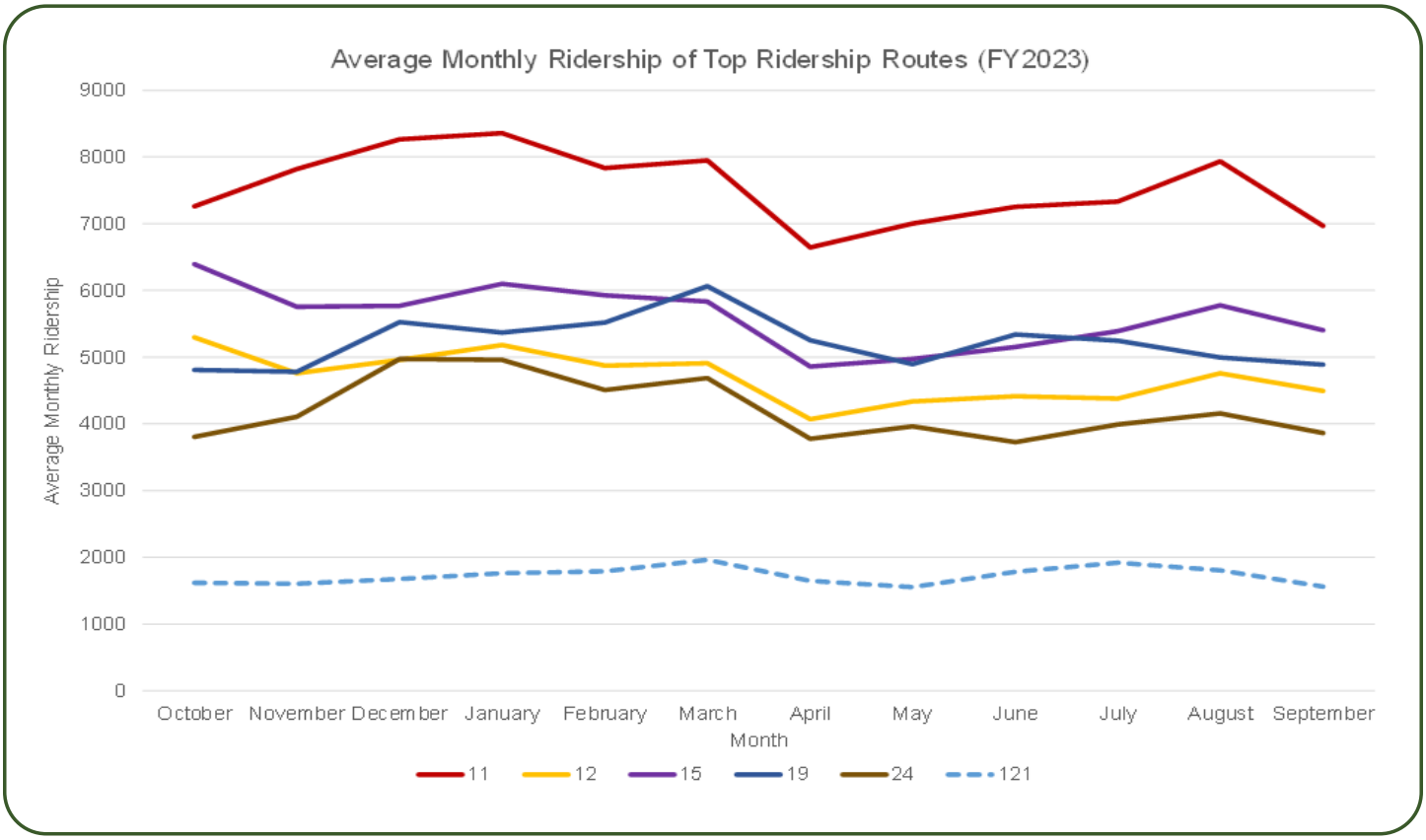

FIGURE 2-40: AVERAGE MONTHLY RIDERSHIP OF TOP RIDERSHIP ROUTES IN COLLIER COUNTY IN FY 2023

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.

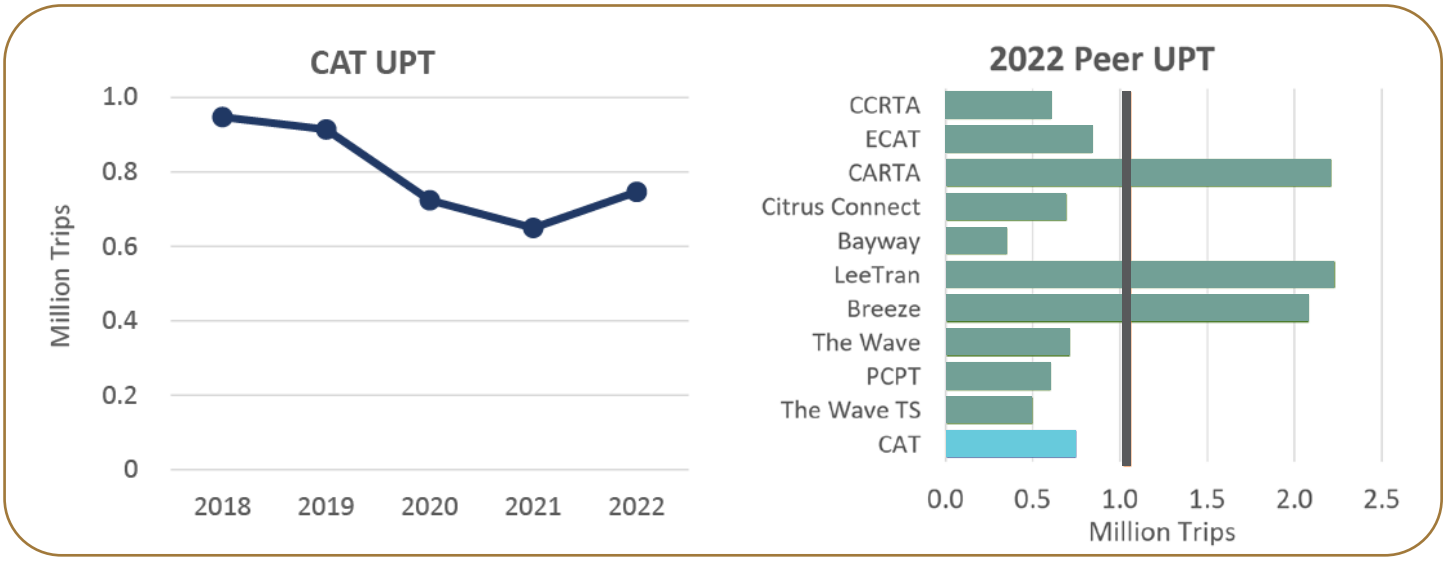

FIGURE 2-41: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED PASSENGER TRIPS

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.

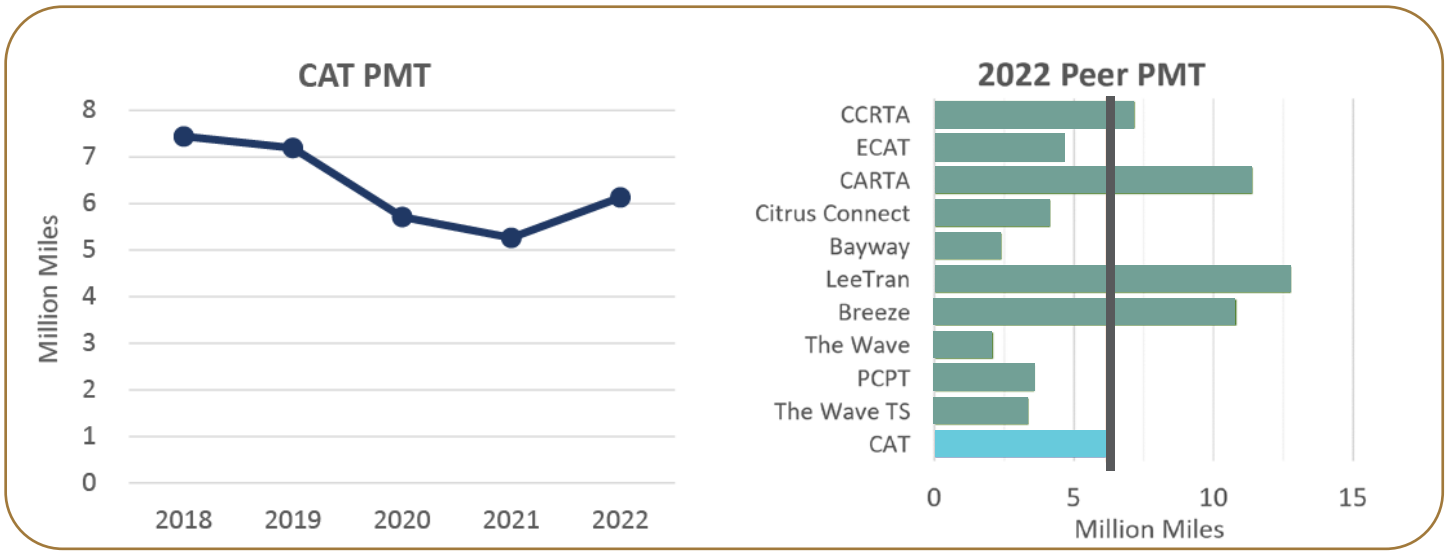

FIGURE 2-42: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR PASSENGER MILES TRAVELED

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.

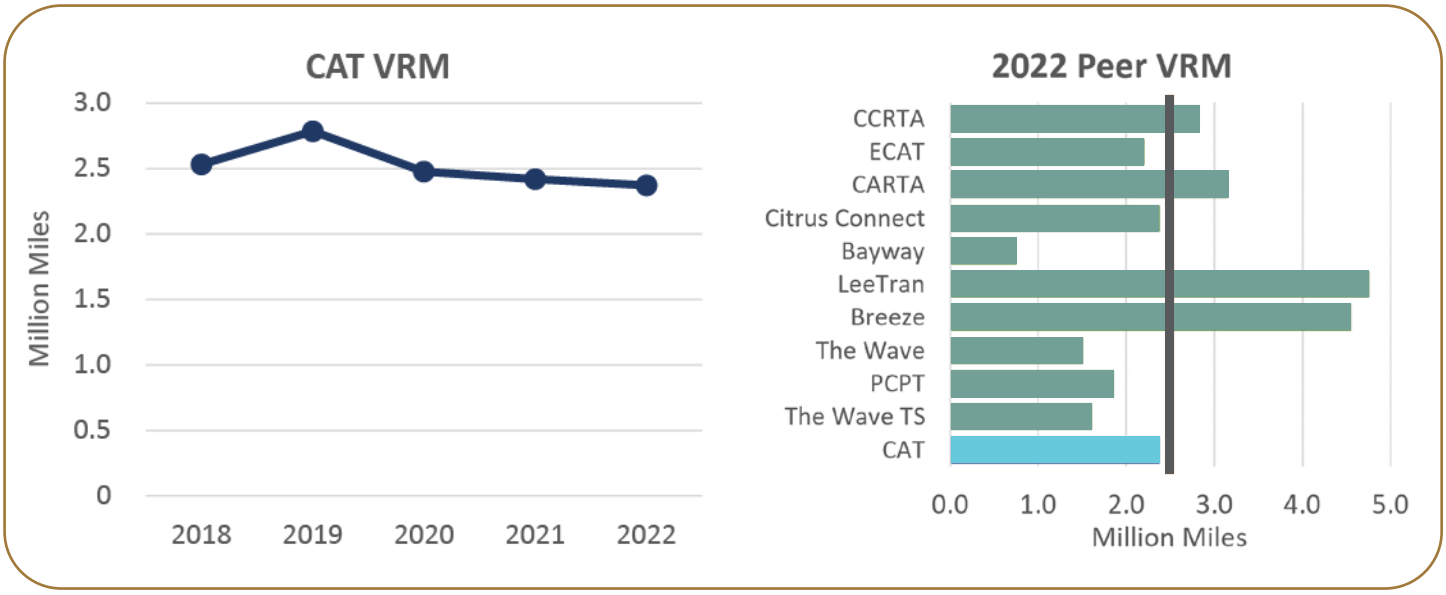

FIGURE 2-43: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE MILES

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.

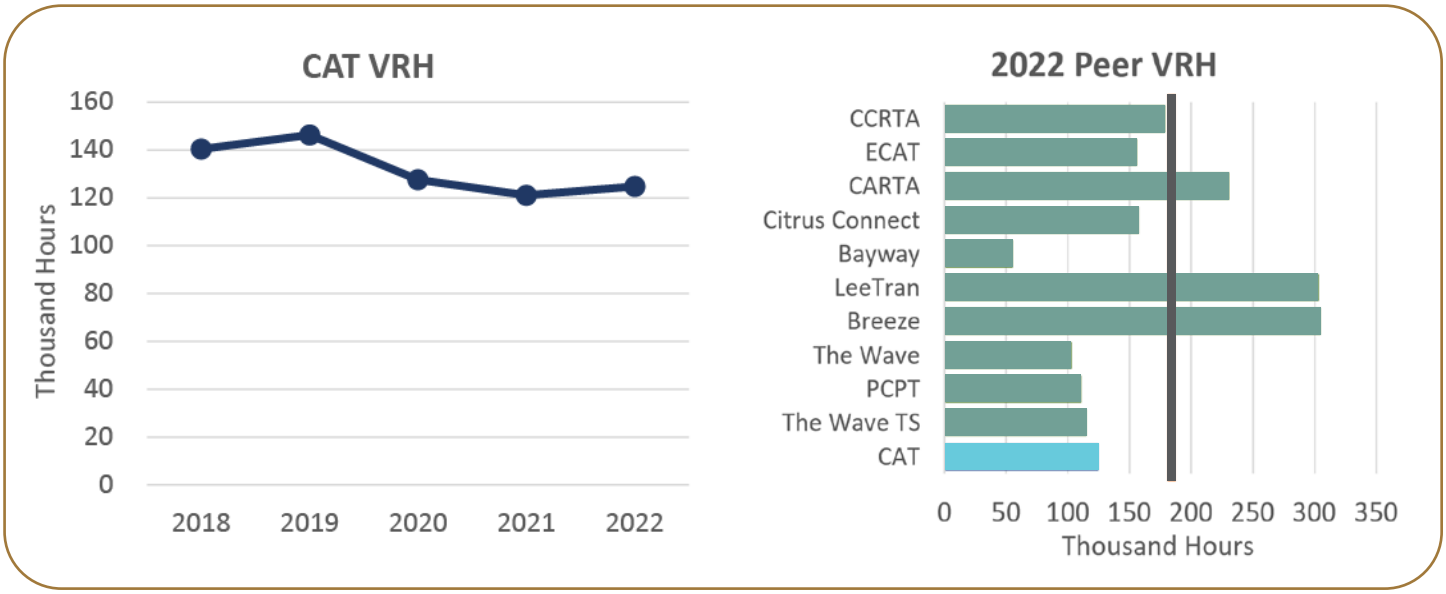

FIGURE 2-44: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE HOURS

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.

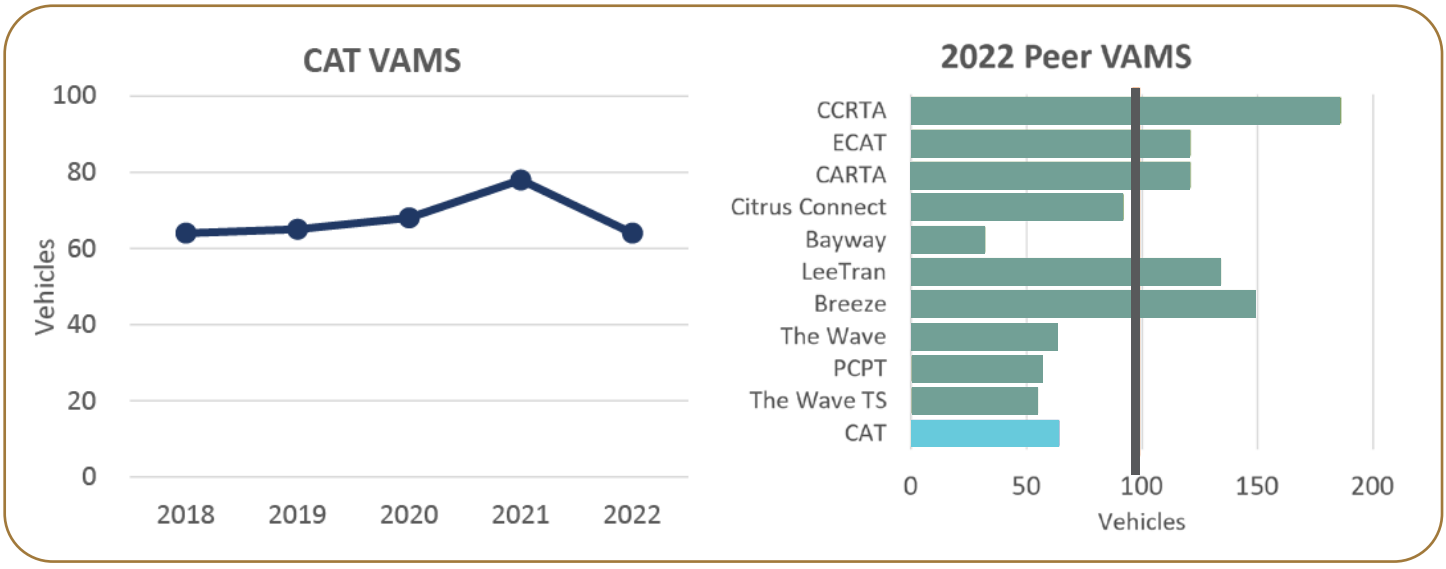

FIGURE 2-45: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLES AVAILABLE AT MAXIMUM SERVICE

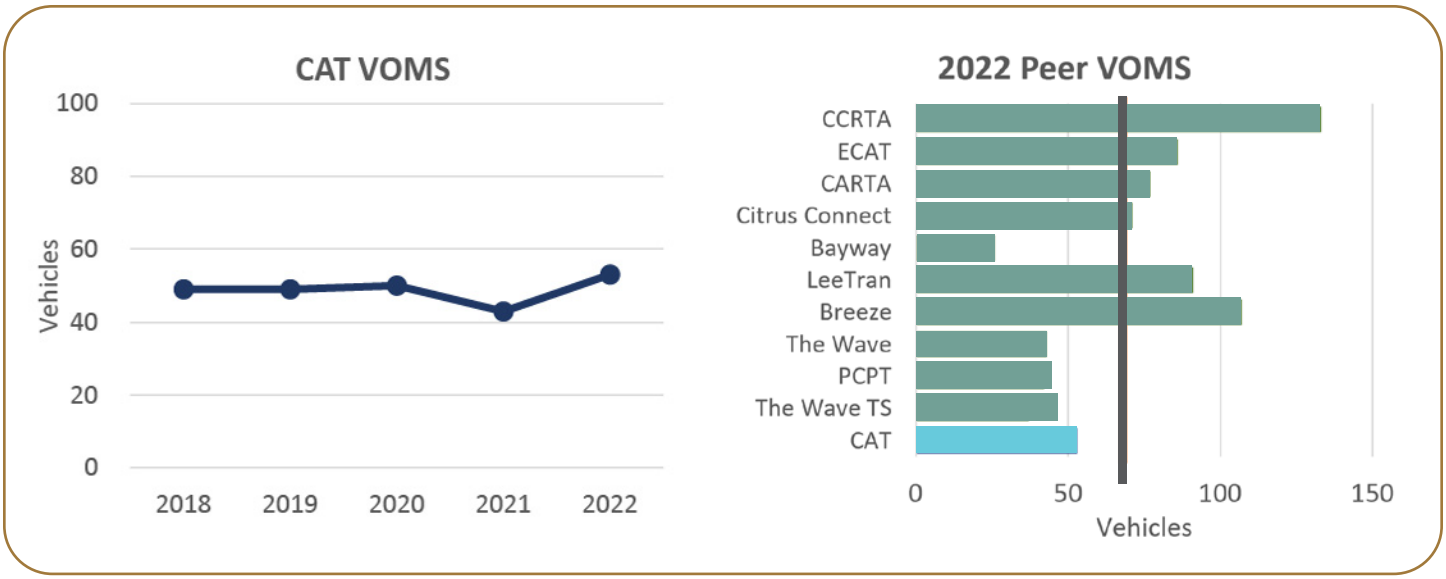

FIGURE 2-46: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLES OPERATING AT MAXIMUM SERVICE

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.

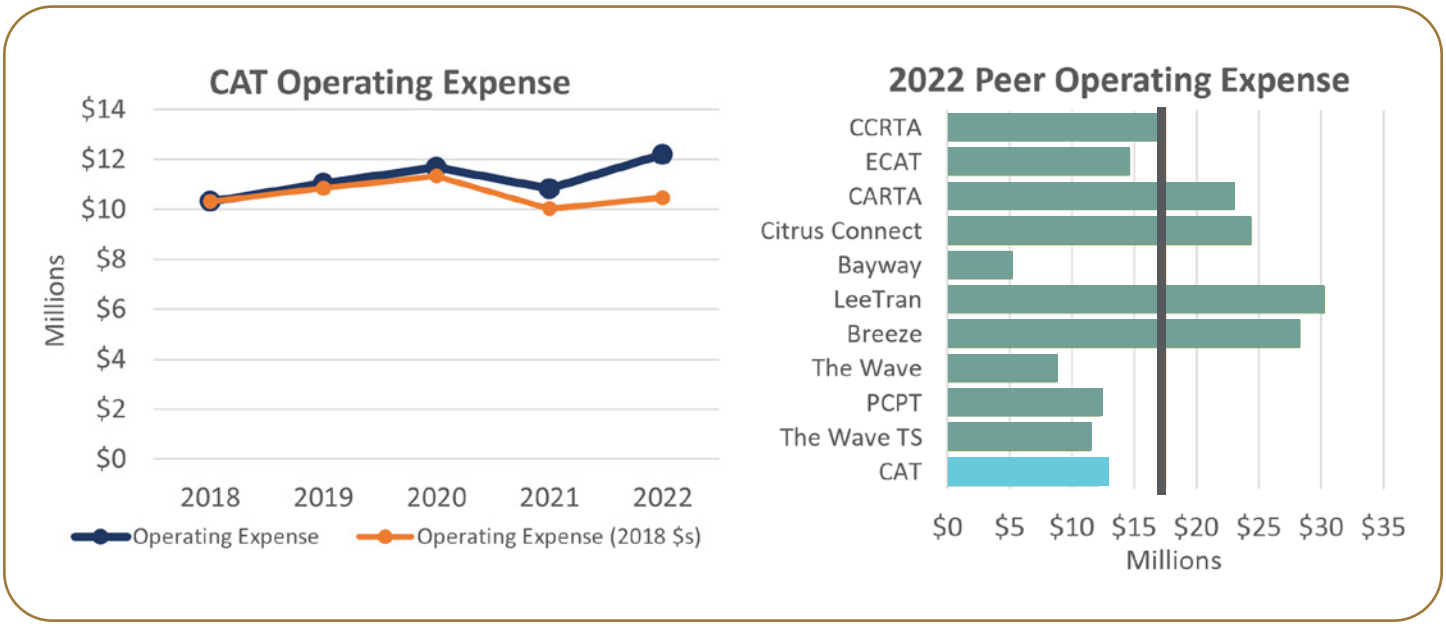

FIGURE 2-47: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE

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.

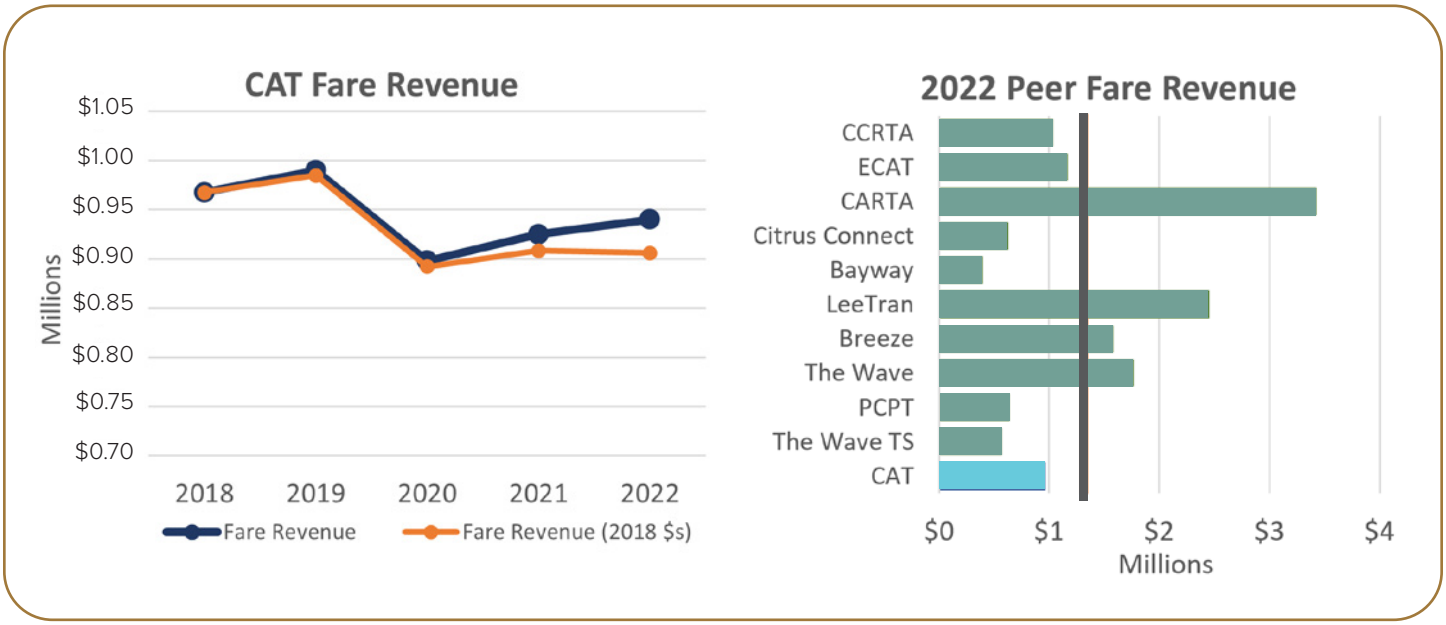

FIGURE 2-48: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR FARE REVENUE

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**).

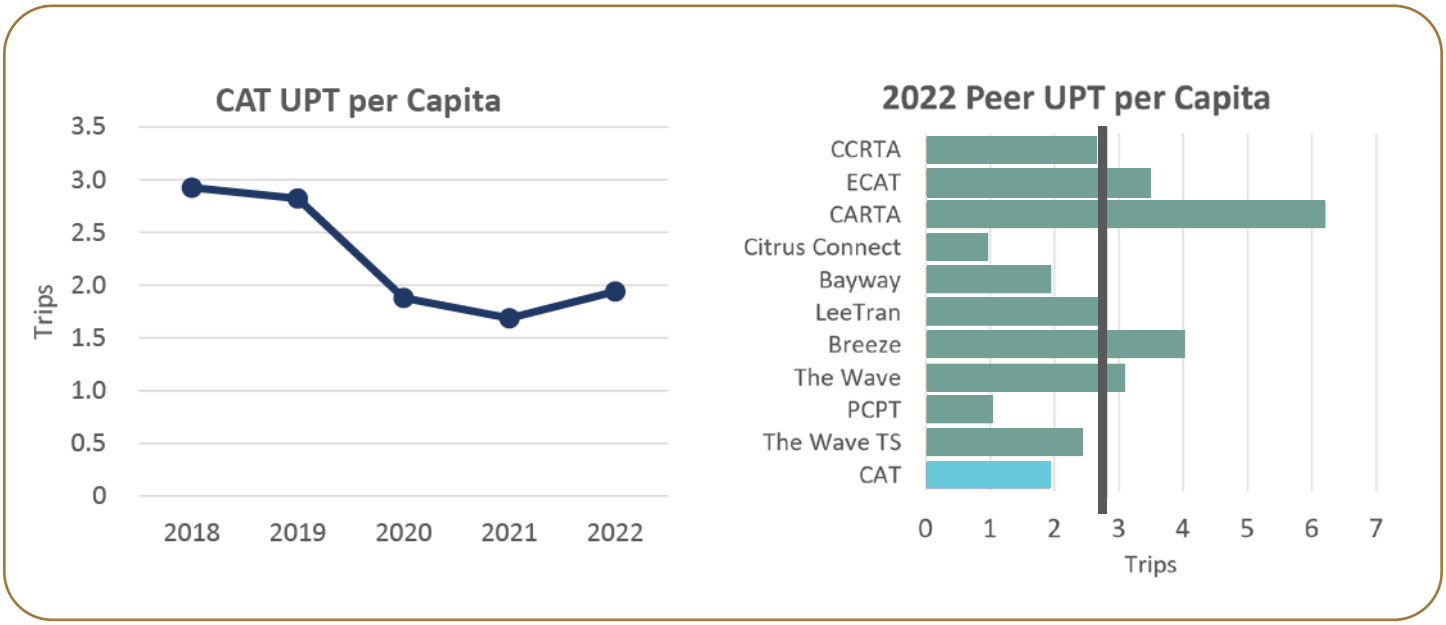

FIGURE 2-49: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED PASSENGER TRIPS PER CAPITA

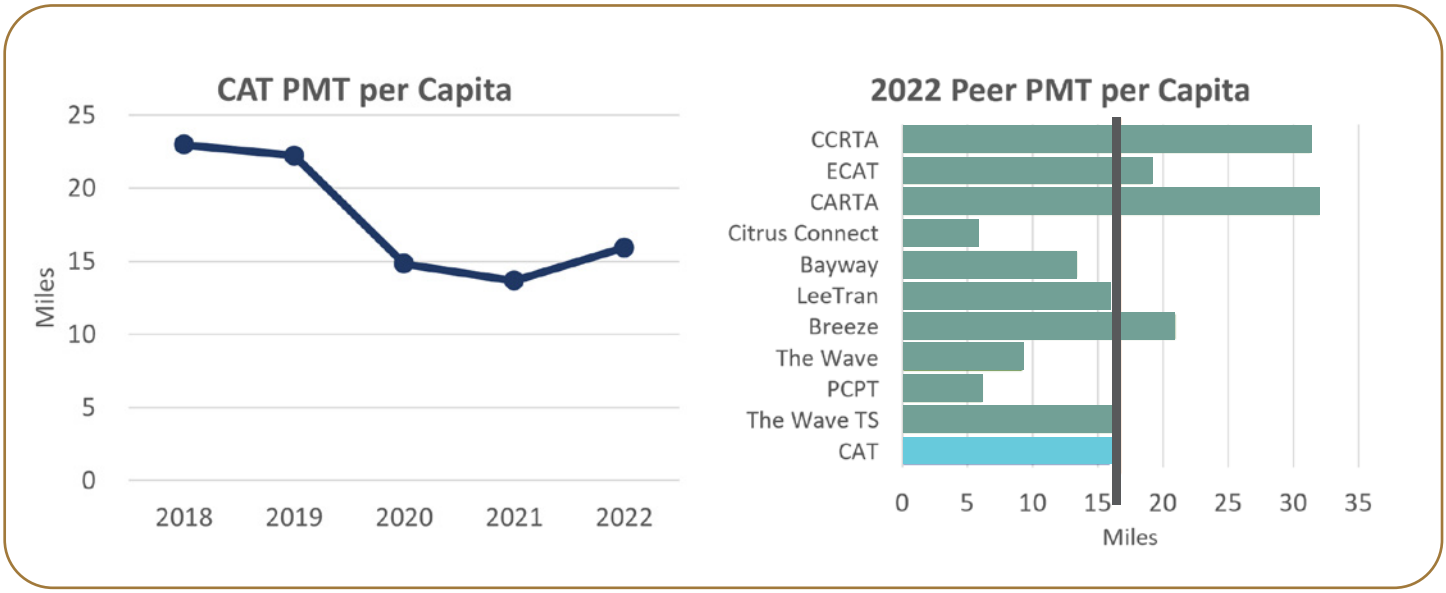

FIGURE 2-50: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR PASSENGER MILES TRAVELED PER CAPITA

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.

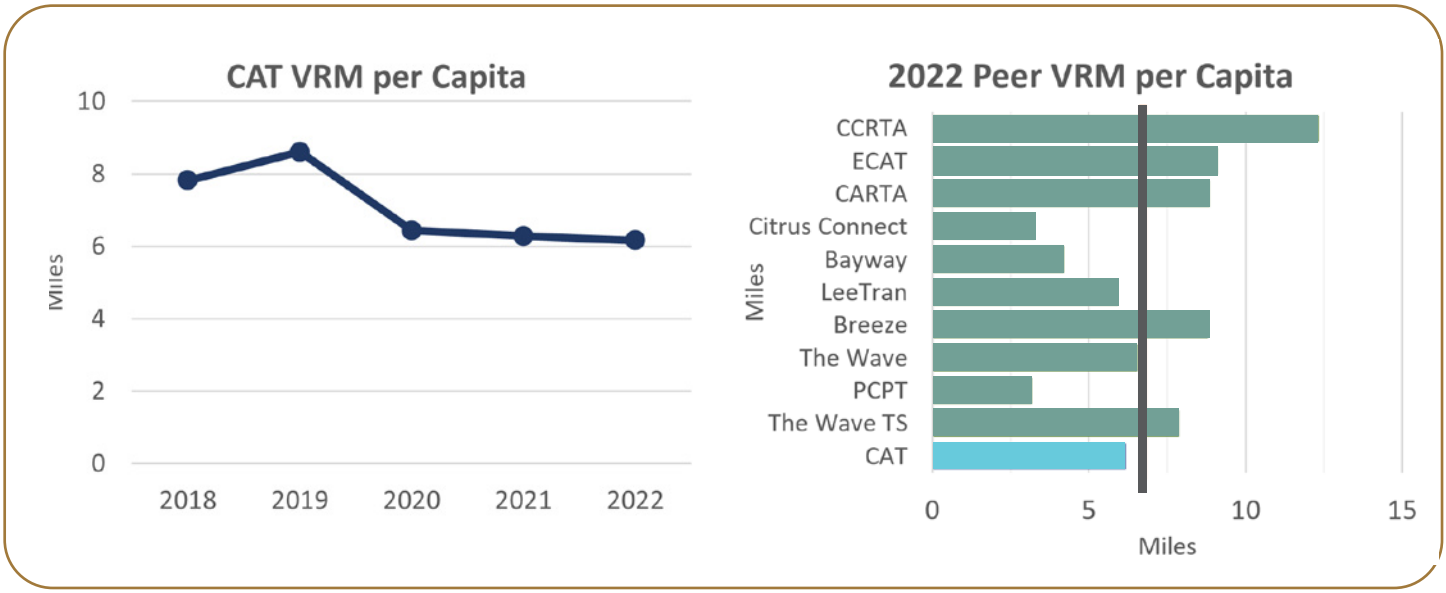

FIGURE 2-51: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE MILES PER CAPITA

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**).

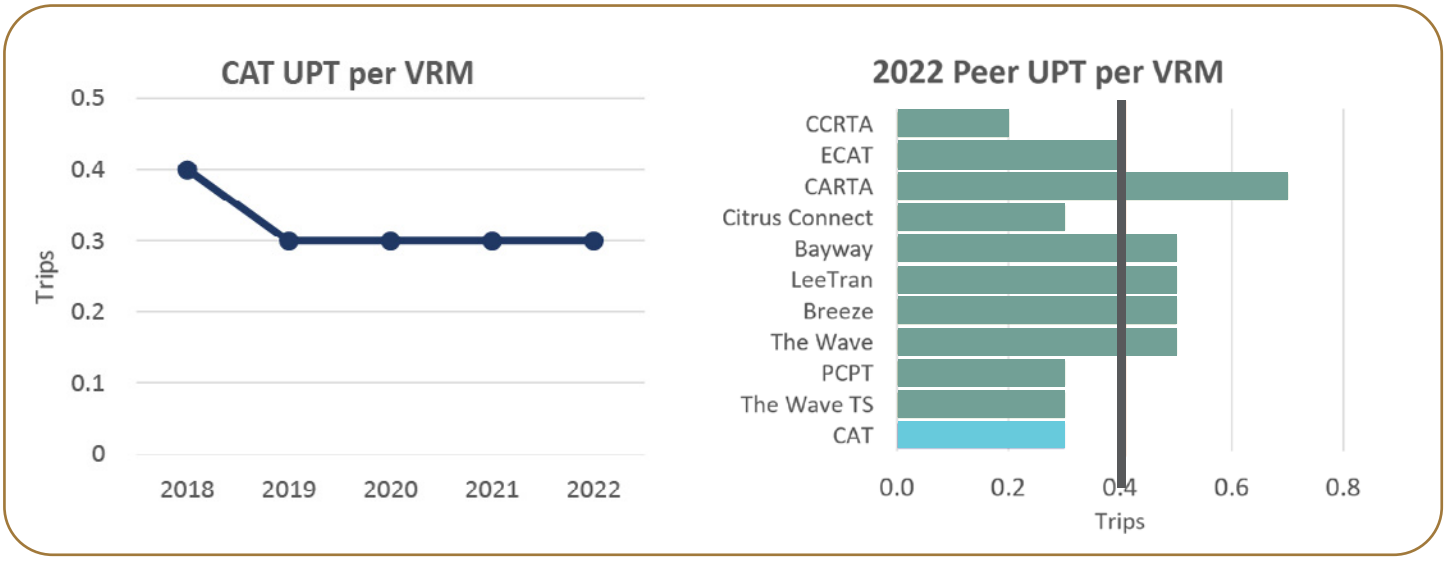

FIGURE 2-52: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED TRIPS PER VEHICLE REVENUE MILE

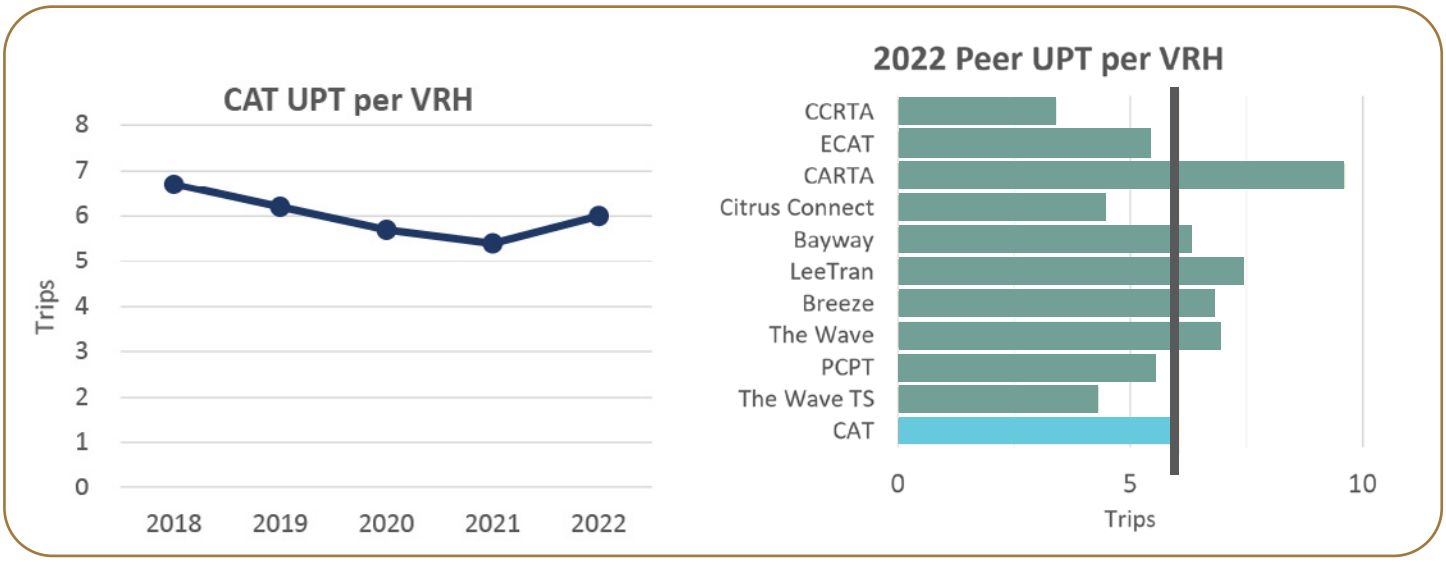

FIGURE 2-53: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED TRIPS PER VEHICLE REVENUE HOUR

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**).

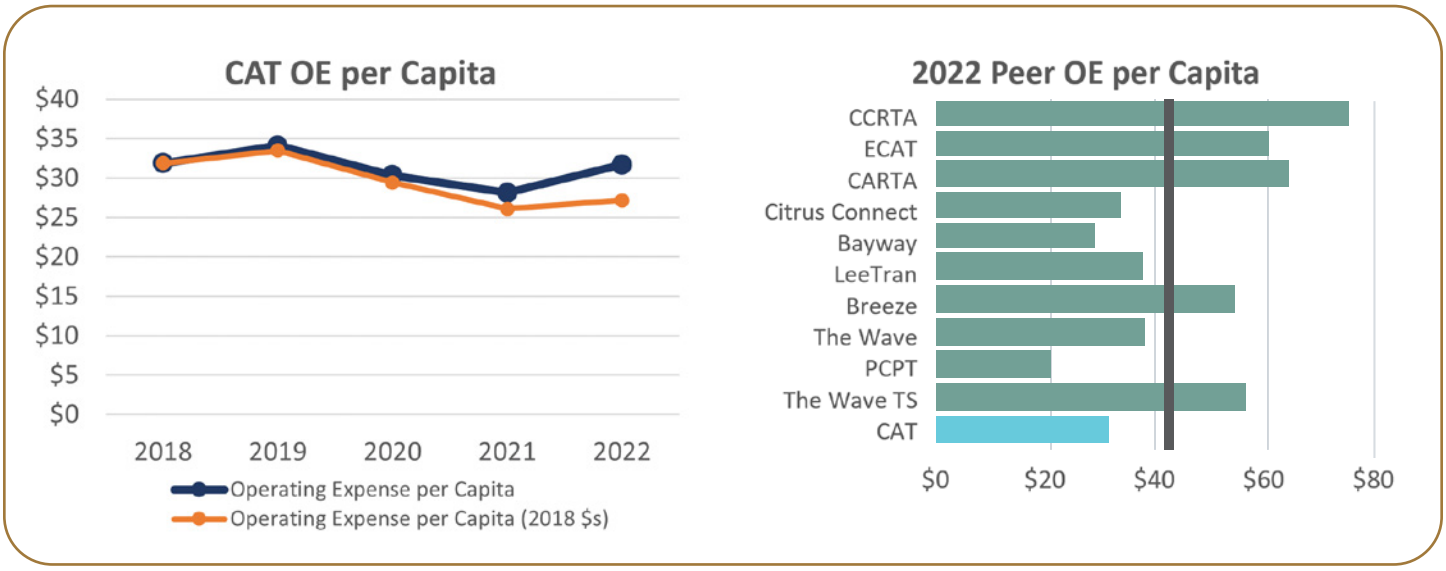

FIGURE 2-54: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER CAPITA

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.

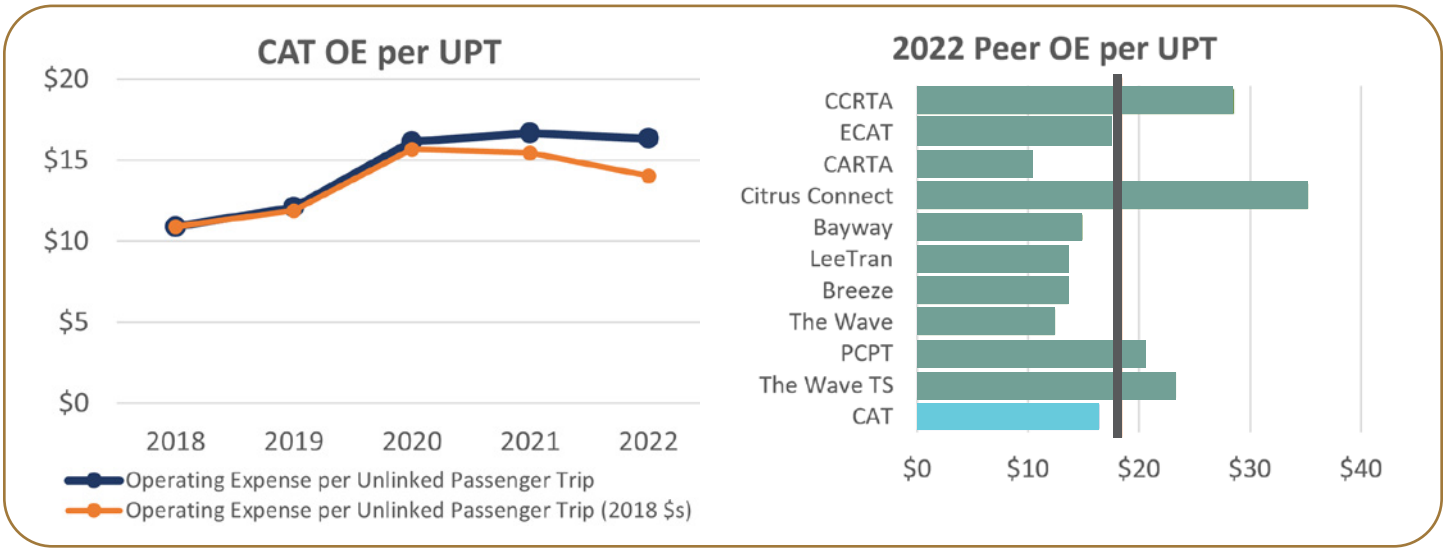

FIGURE 2-55: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER UNLINKED TRIP

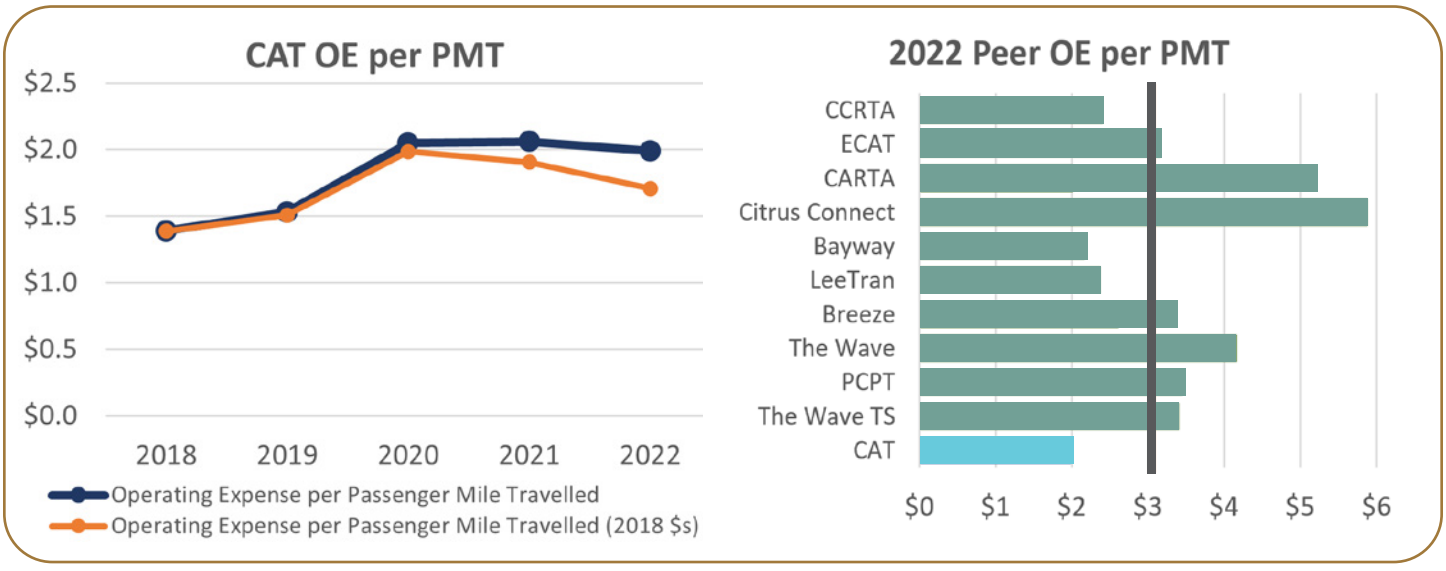

FIGURE 2-56: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER PASSENGER MILE

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**).

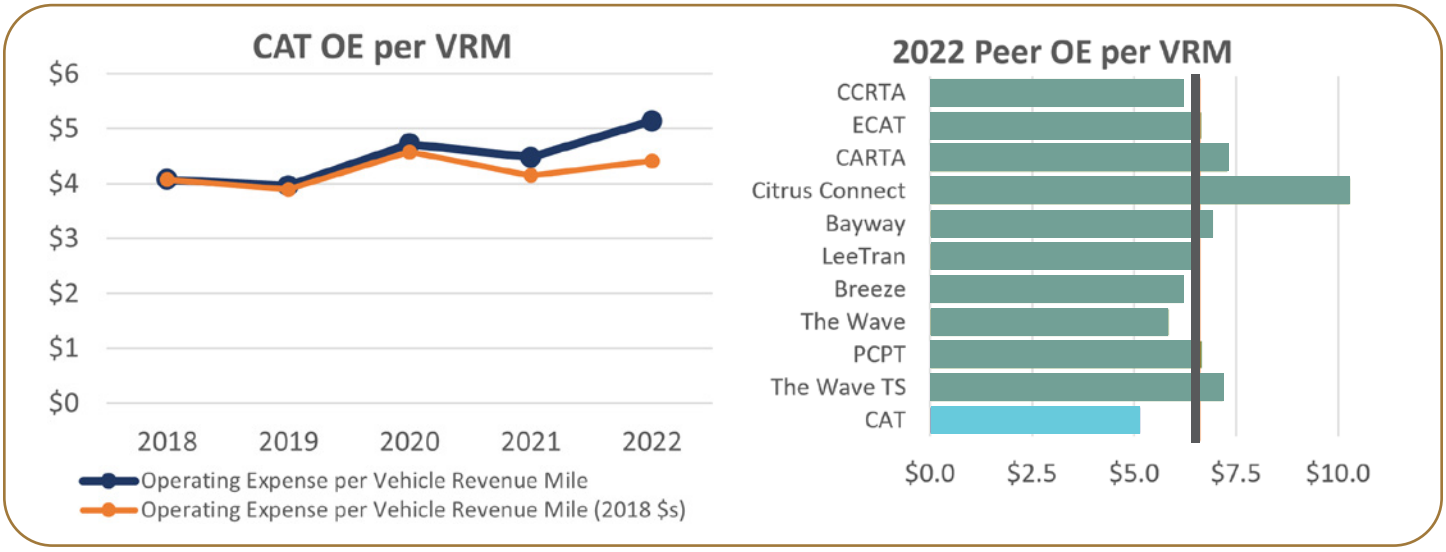

FIGURE 2-57: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER REVENUE MILE

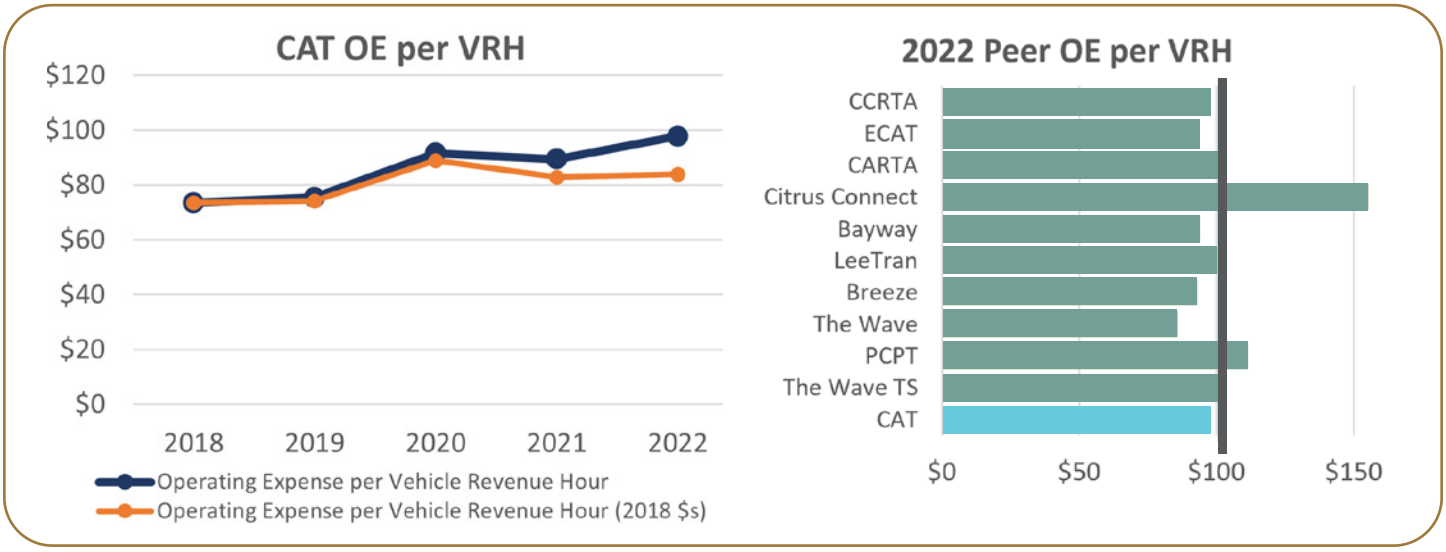

FIGURE 2-58: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER REVENUE HOUR

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.

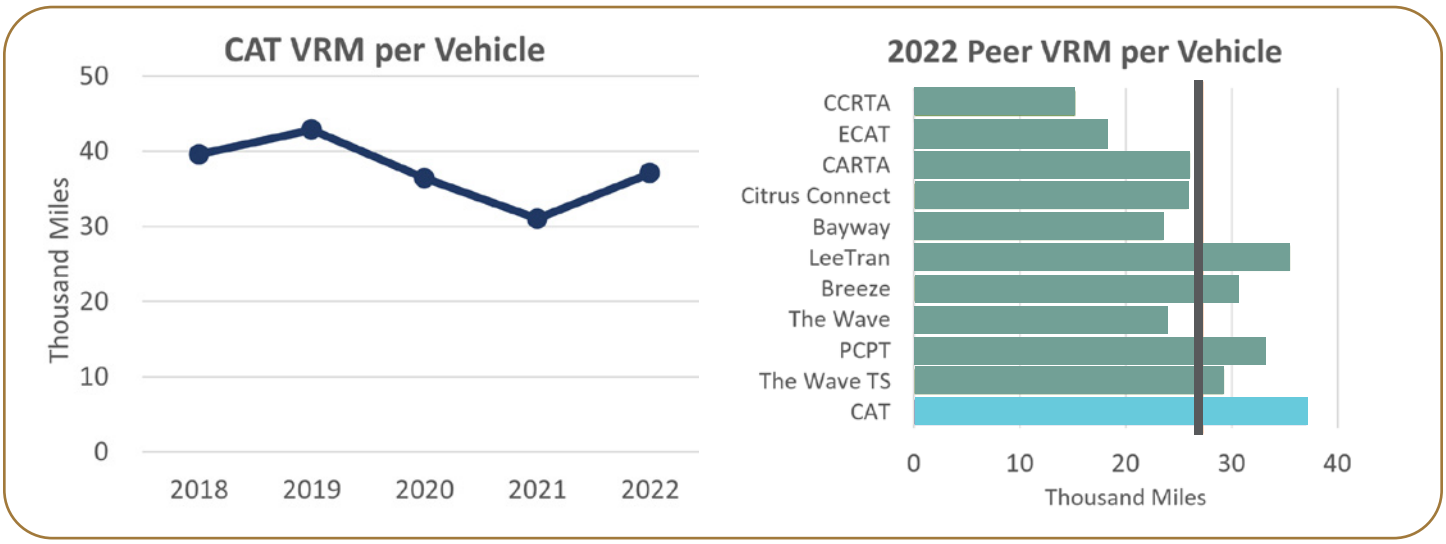

FIGURE 2-59: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE MILE PER VEHICLE

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**).

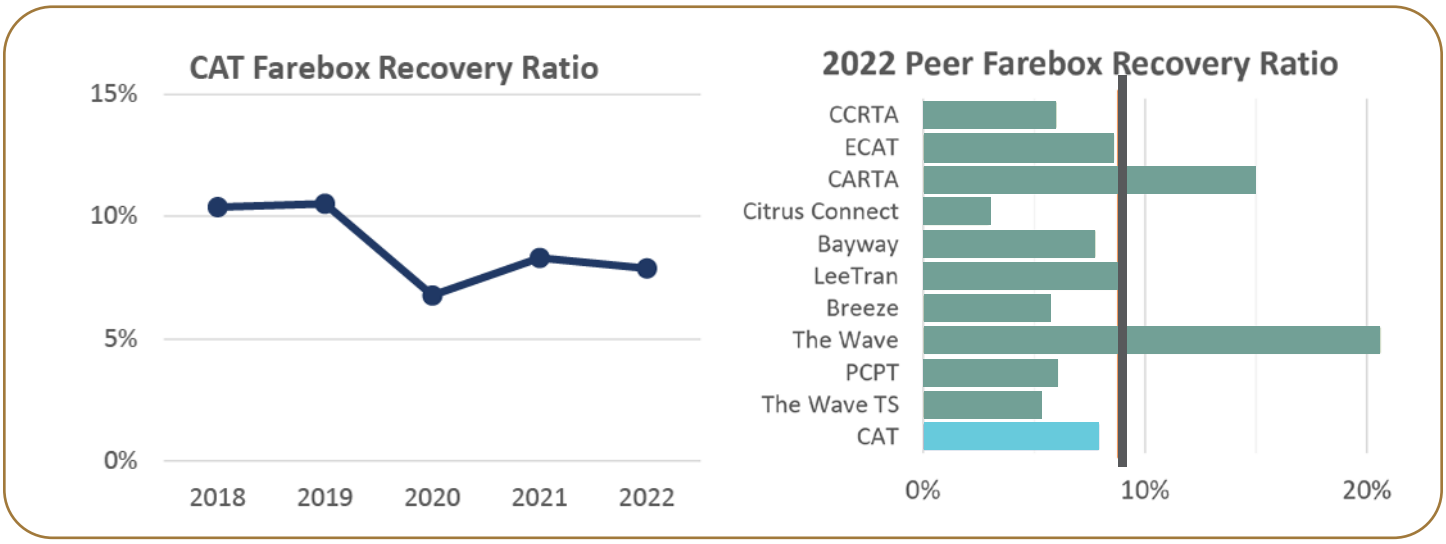

FIGURE 2-60: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR FAREBOX RECOVERY RATIO

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**).

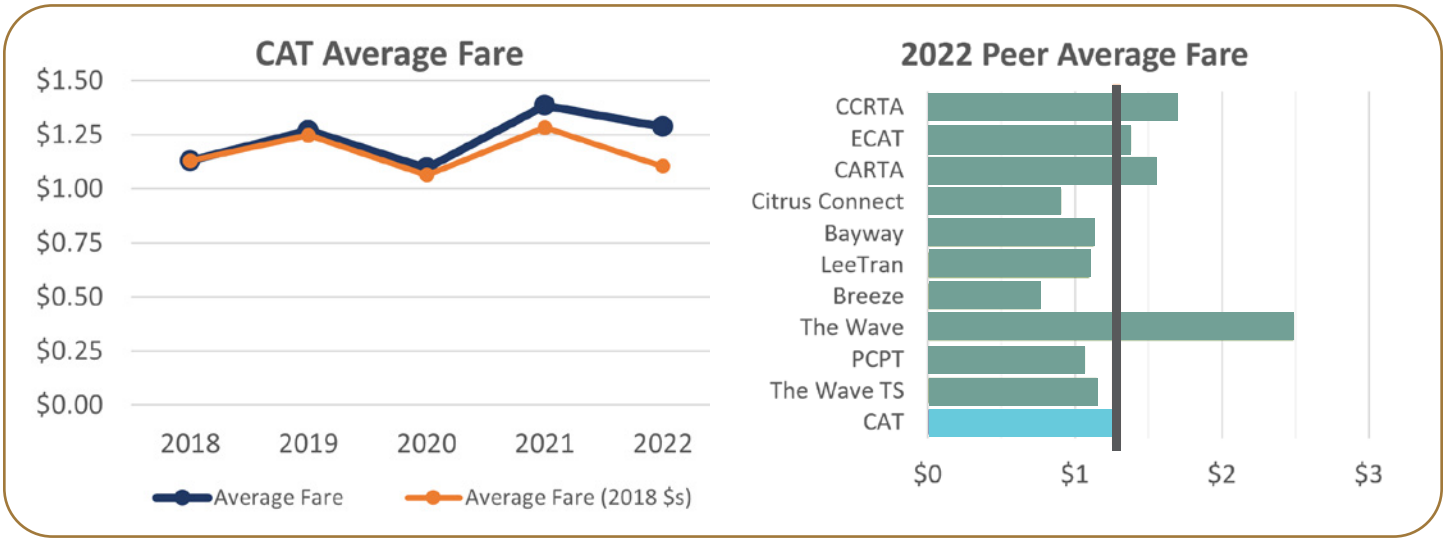

FIGURE 2-61: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR AVERAGE FARE

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.




Schedules
& Real Time
Routes
Stops
INFORMATION
rideCAT
COLLIER AREA TRANSIT

SECTION 3
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.

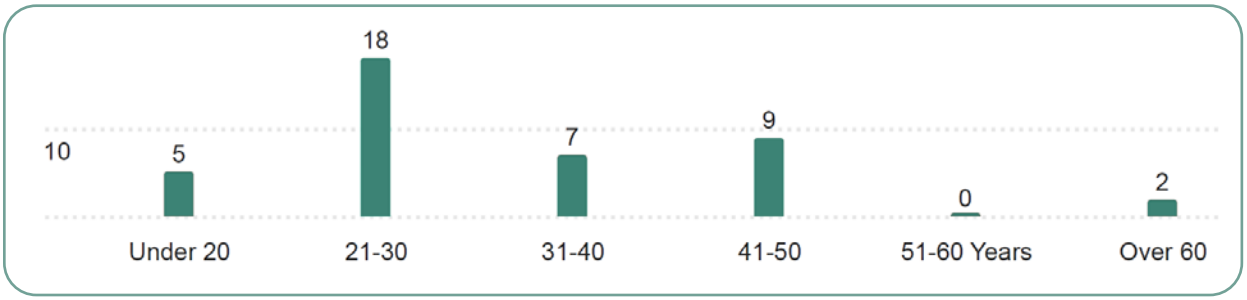

FIGURE 3-1: DISTRIBUTION OF RESPONDENT AGE FROM CAT STICKER SURVEY RESPONSES



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

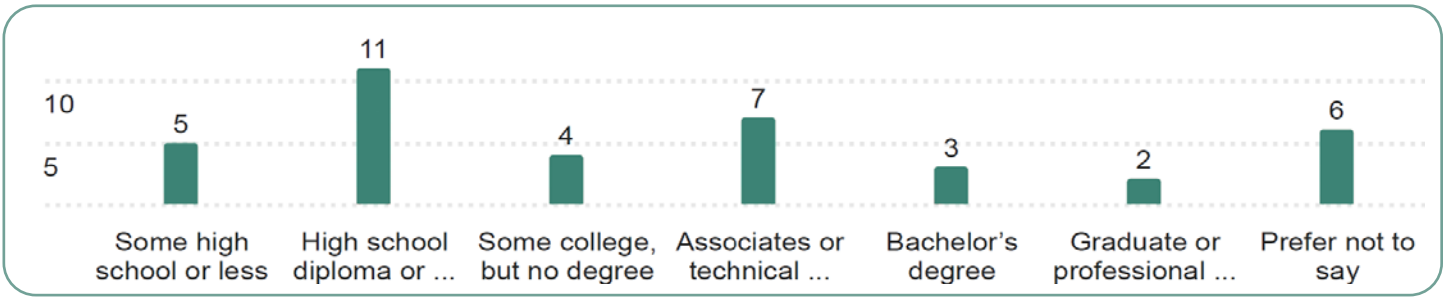

FIGURE 3-3: DISTRIBUTION OF RESPONDENT EDUCATIONAL ATTAINMENT FROM CAT STICKER SURVEY RESPONSES

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.

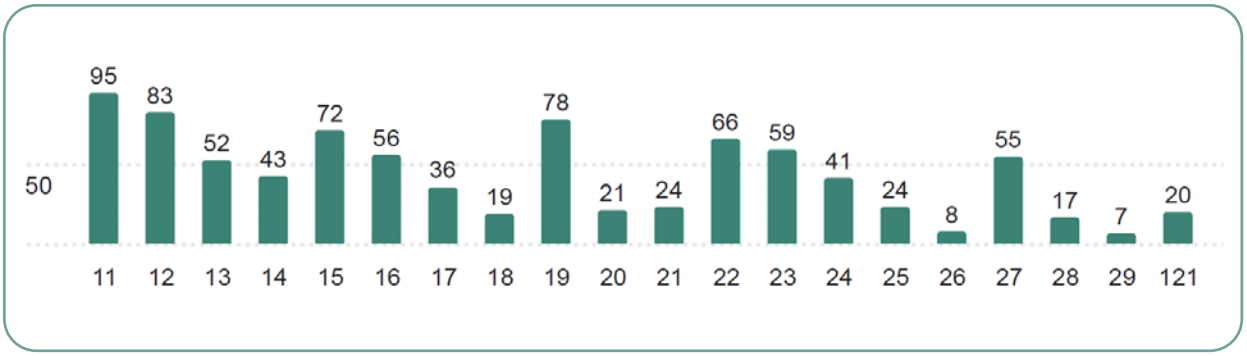

FIGURE 3-4: DISTRIBUTION OF MOST FREQUENTED ROUTES FROM BASELINE CAT SURVEY RESPONSES

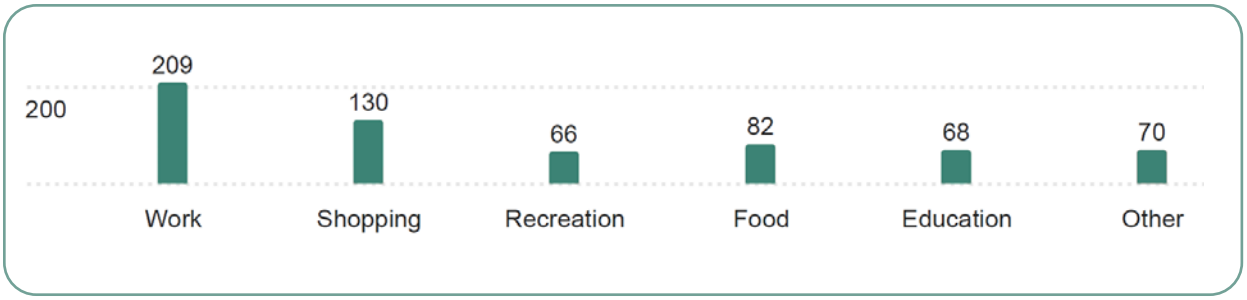

FIGURE 3-5: DISTRIBUTION OF TRIP DESTINATIONS FROM BASELINE CAT SURVEY RESPONSES

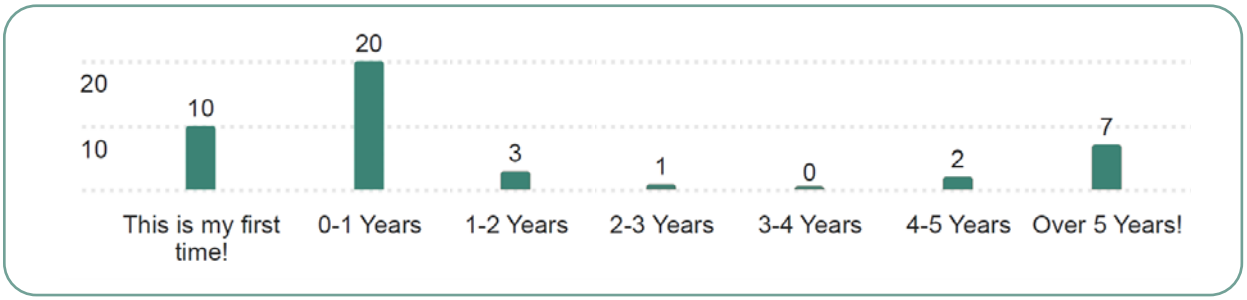

FIGURE 3-6: DISTRIBUTION OF AMOUNT OF TIME RIDING WITH CAT FROM CAT STICKER SURVEY RESPONSES



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**.

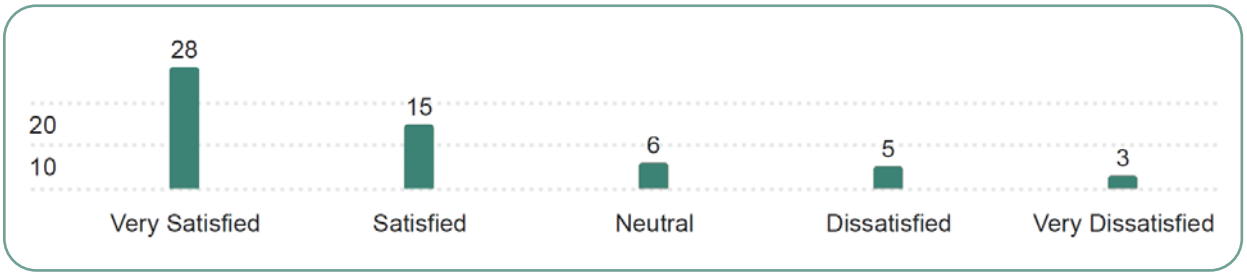

FIGURE 3-8: DISTRIBUTION OF RESPONDENT AGE FROM CAT STICKER SURVEY RESPONSES

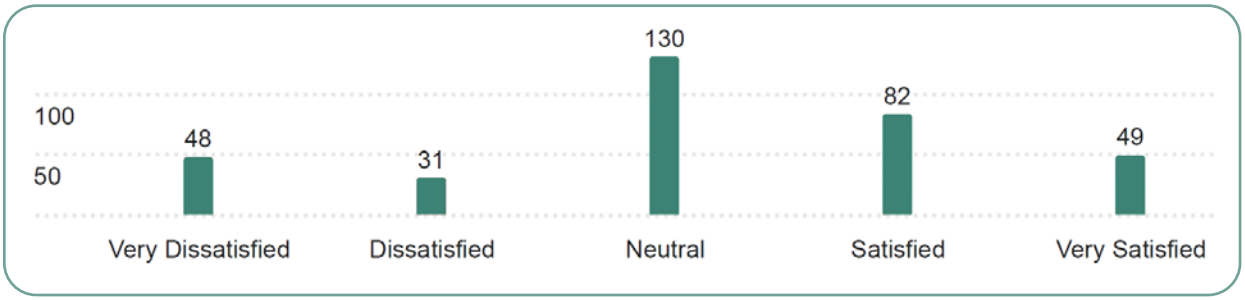

FIGURE 3-9: DISTRIBUTION OF SATISFACTION LEVEL WITH CAT SERVICE FROM BASELINE CAT SURVEY RESPONSES

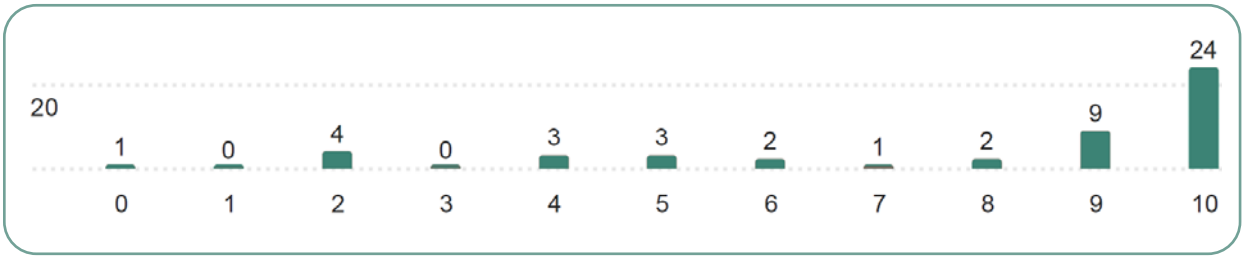

FIGURE 3-10: DISTRIBUTION OF LIKELINESS TO RECOMMEND CAT FROM CAT STICKER SURVEY RESPONSES

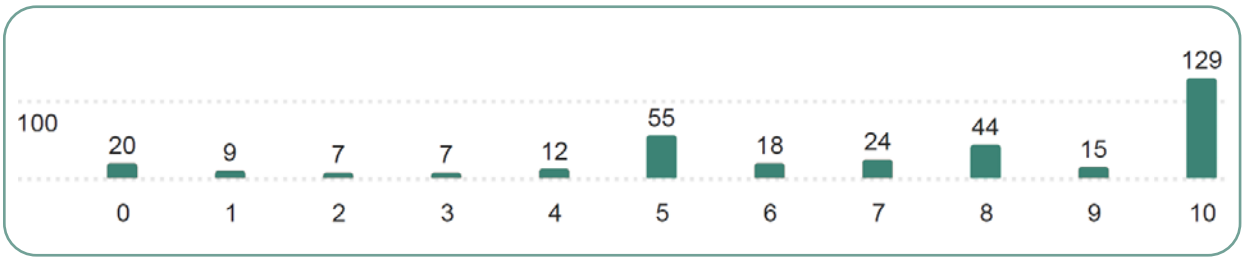

FIGURE 3-11: DISTRIBUTION OF LIKELINESS TO RECOMMEND CAT FROM BASELINE CAT SURVEY RESPONSES

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.

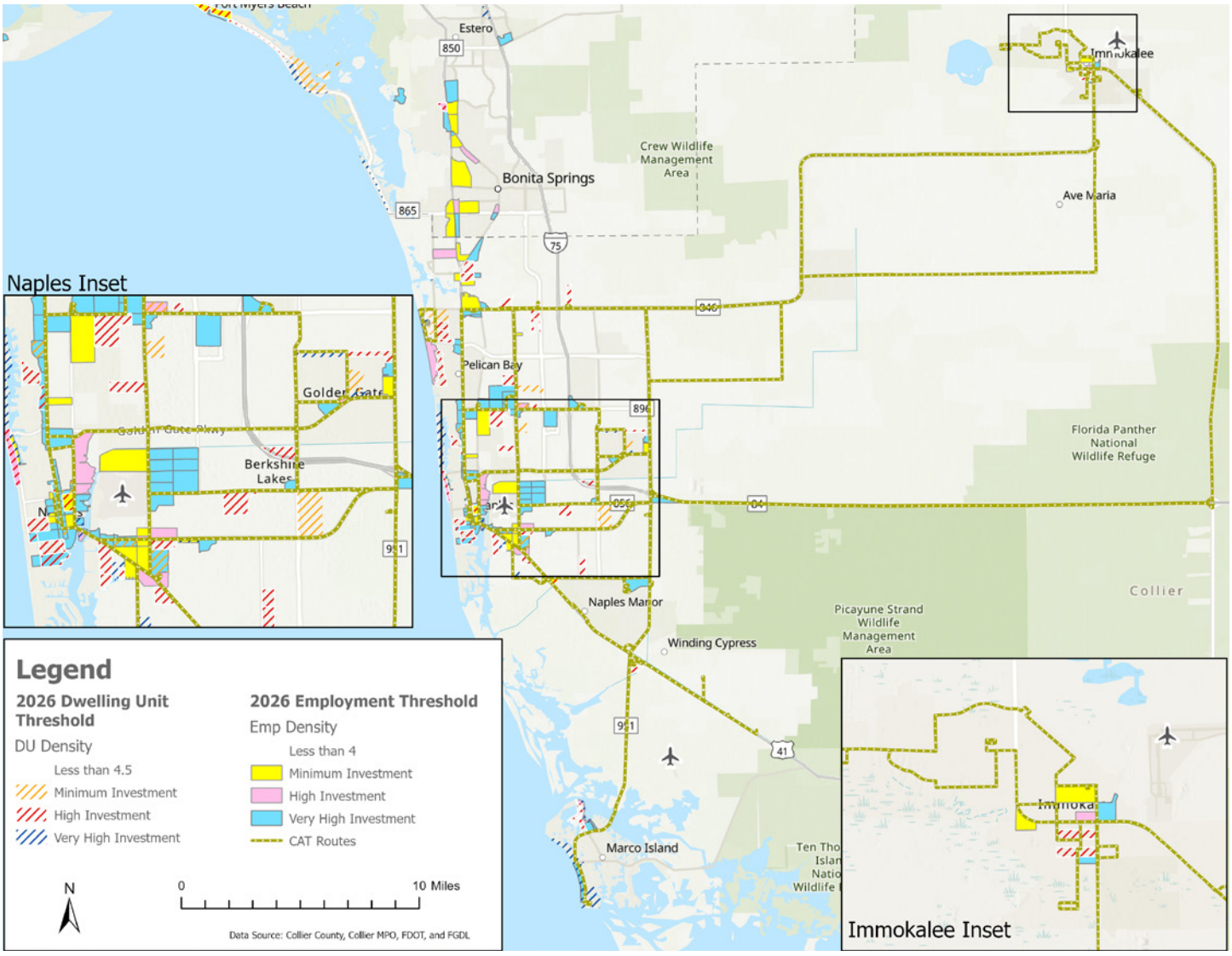


FIGURE 4-1: 2026 DENSITY THRESHOLD ASSESSMENT

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.

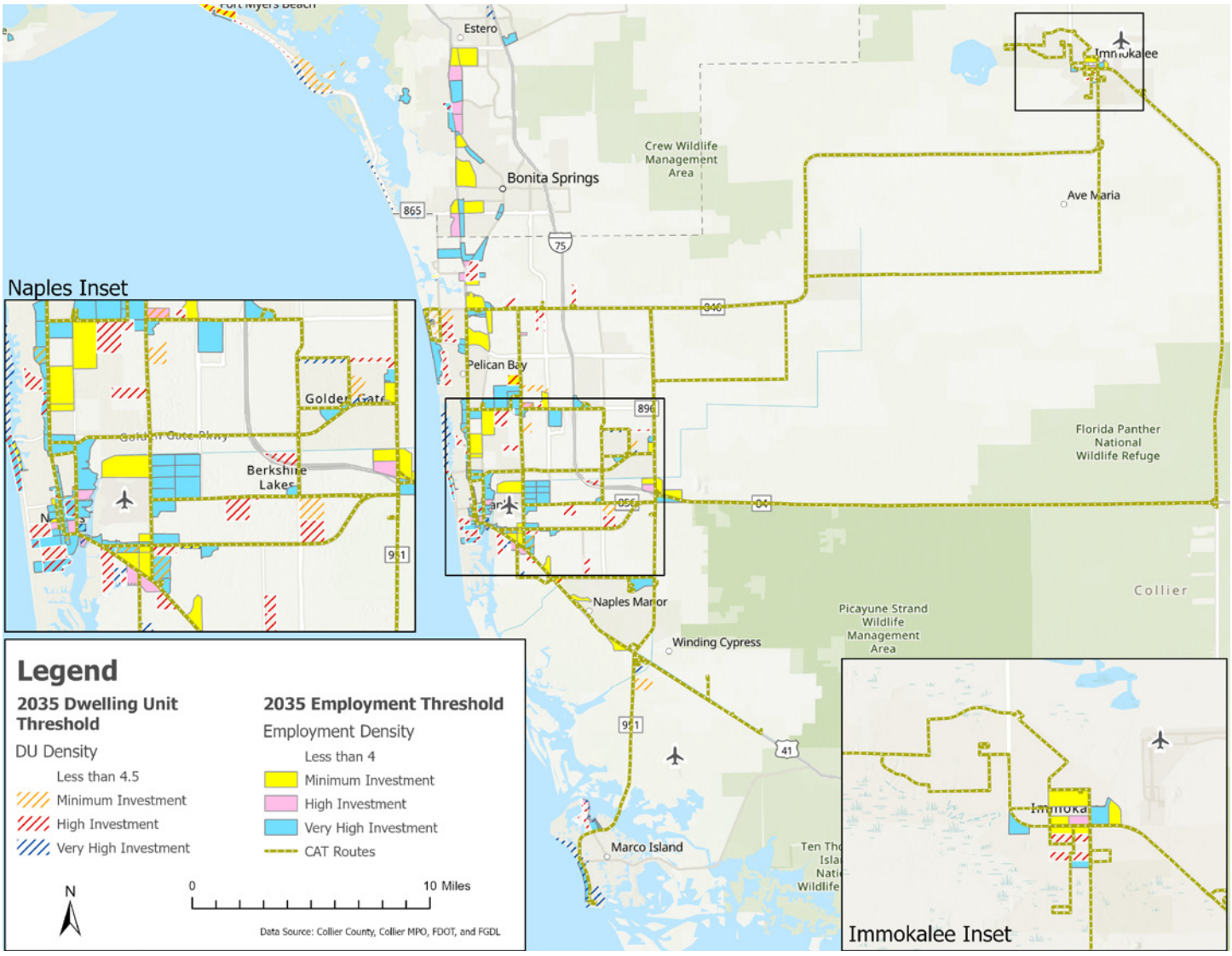


FIGURE 4-2: 2036 DENSITY THRESHOLD ASSESSMENT

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.

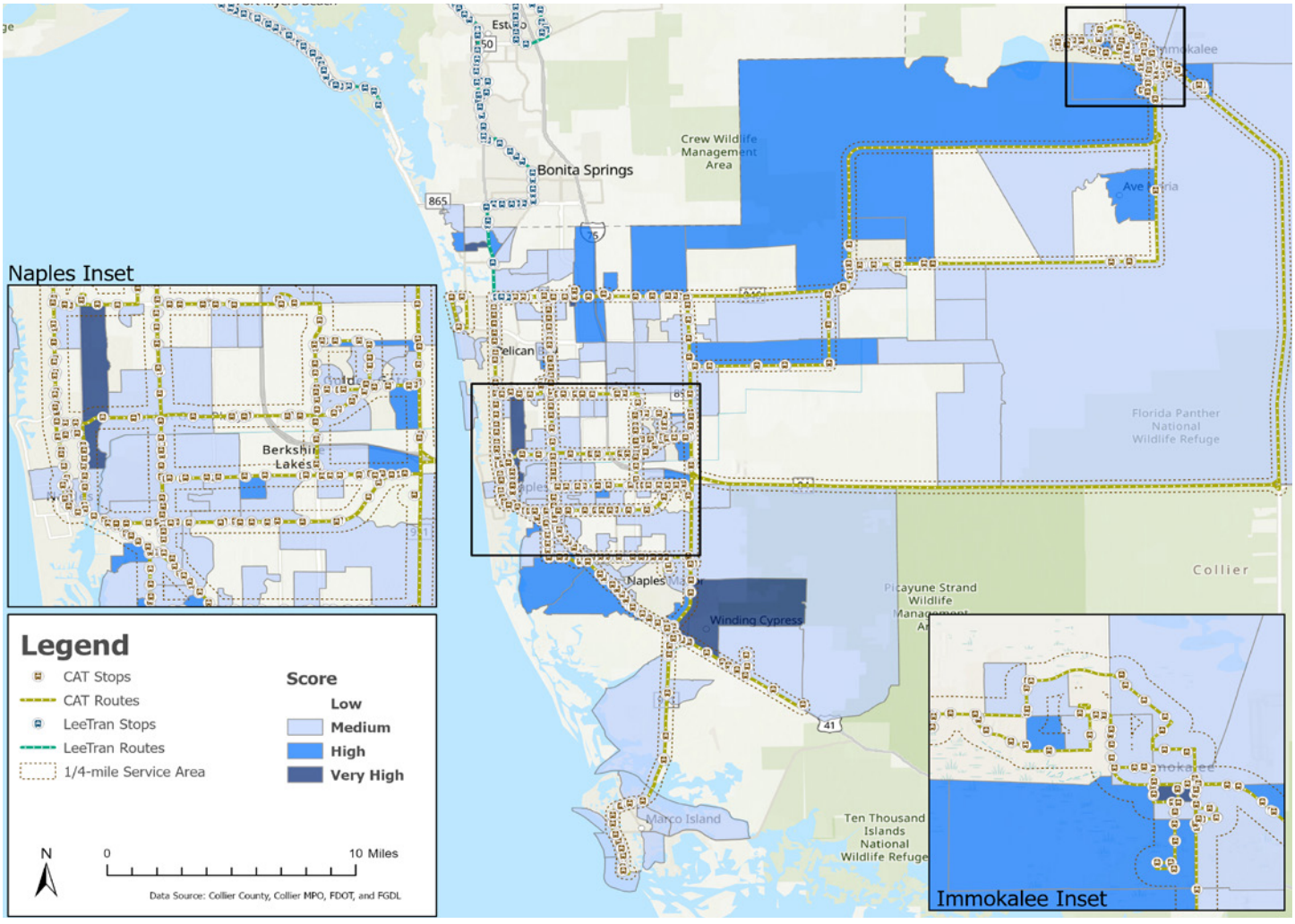


FIGURE 4-3: TRANSIT PROPENSITY SCORE

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.

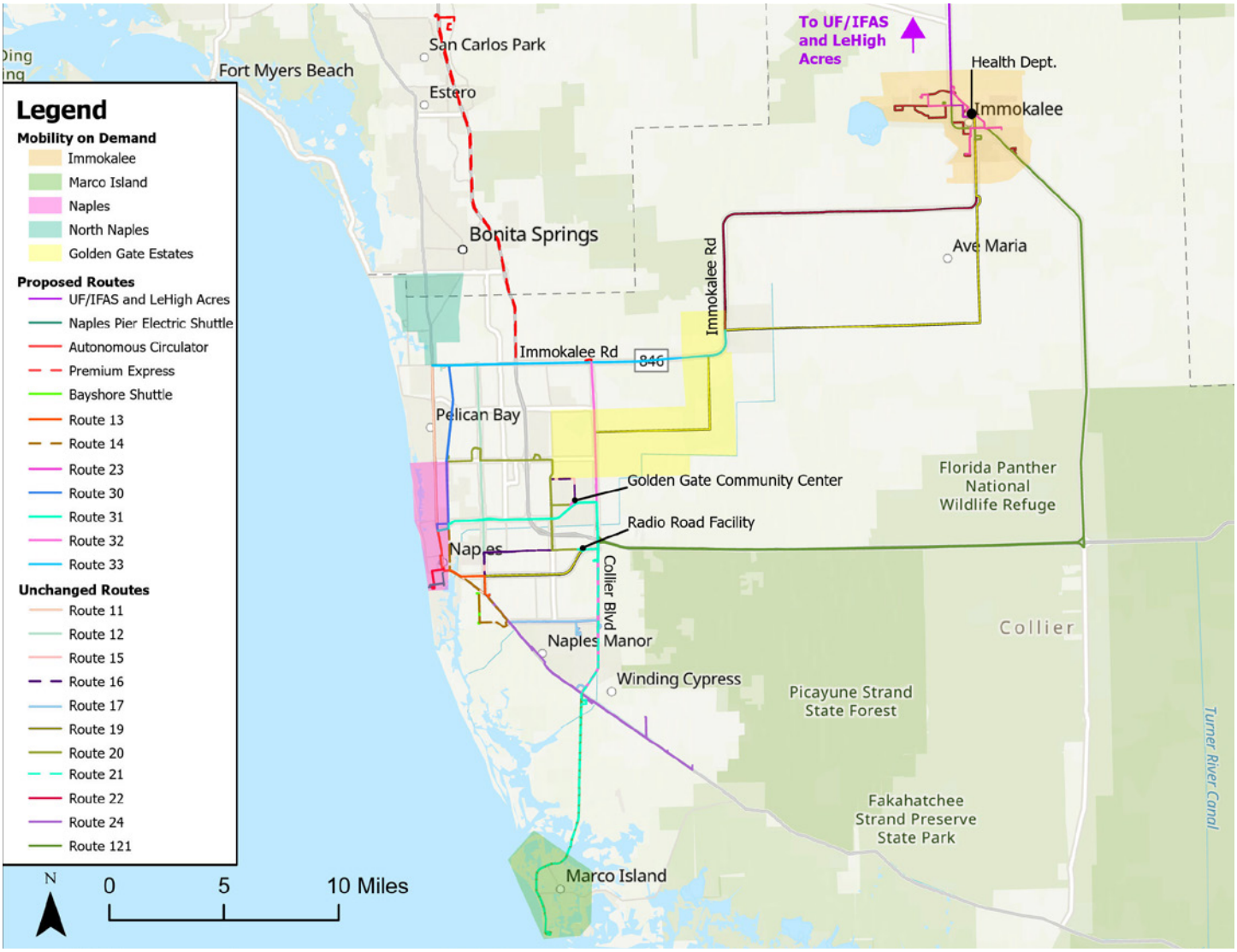


FIGURE 4-4: PROPOSED TRANSIT NETWORK

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.

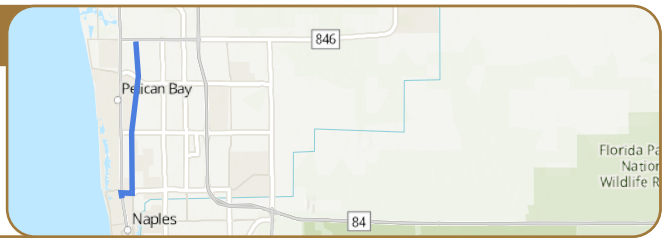
NEW TRANSIT ROUTES AND SERVICES

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.

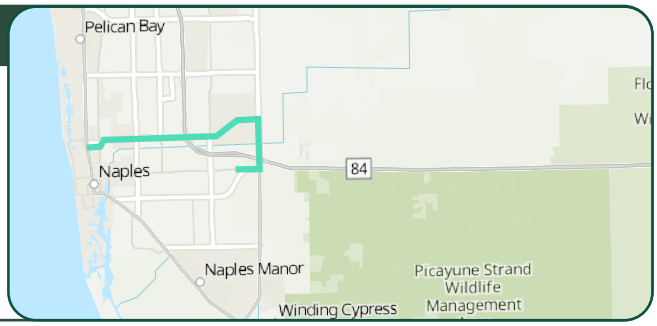
ROUTE 30

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.



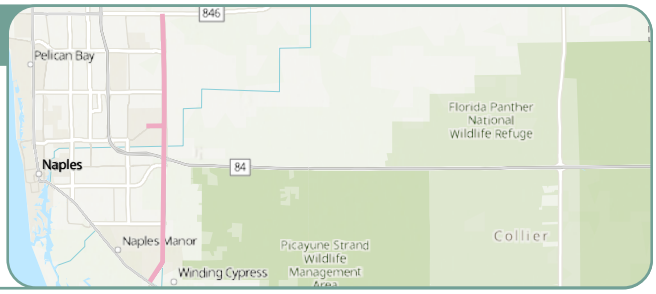
ROUTE 31

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.



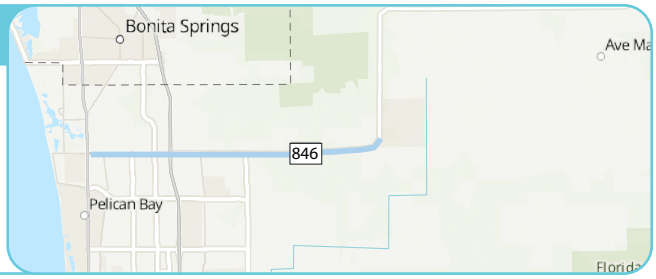
ROUTE 32

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.



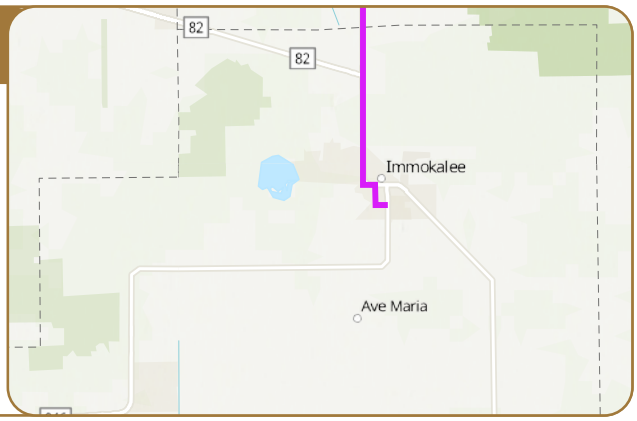
ROUTE 33

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.



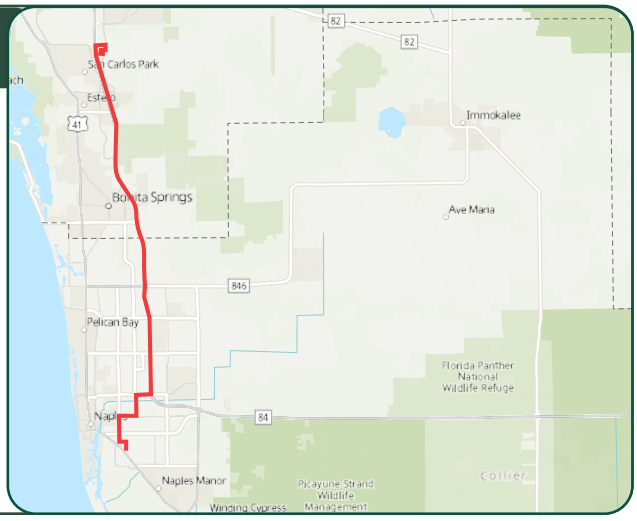
UF/IFAS AND LEHIGH ACRES ROUTE

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.



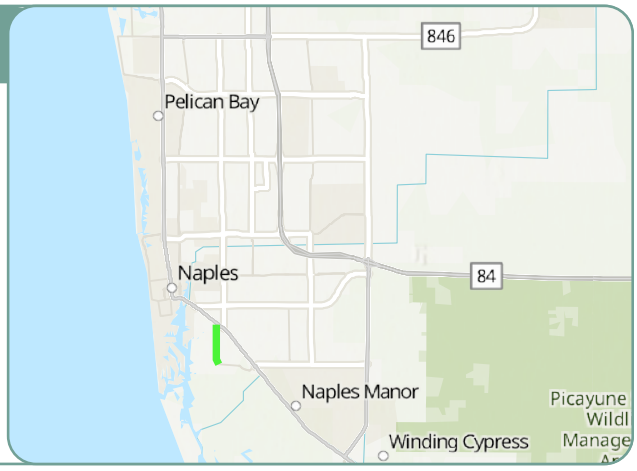
I-75 PREMIUM EXPRESS

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.



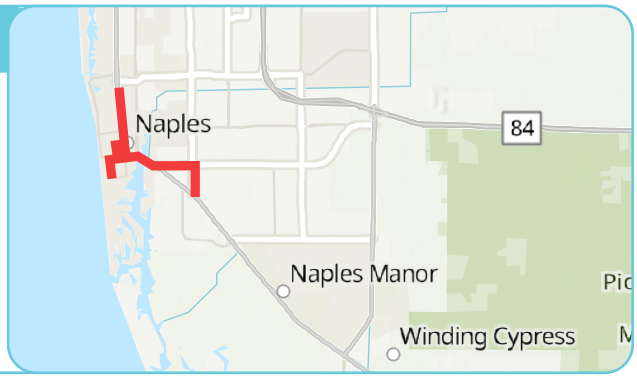
BAYSHORE DRIVE ELECTRIC SHUTTLE

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.

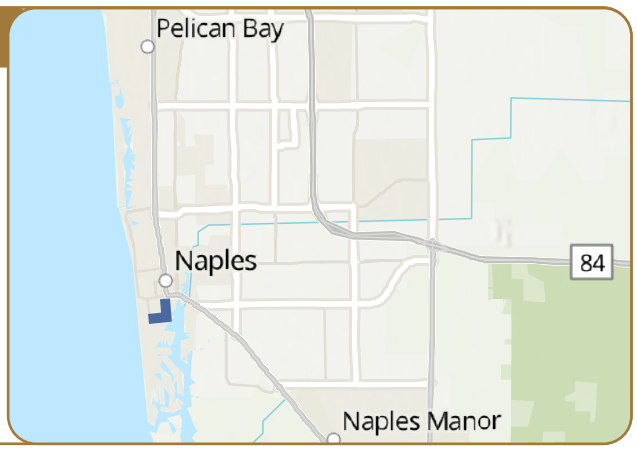


FIGURE 4-5: NEW TRANSIT ROUTES AND SERVICES DESCRIPTIONS AND MAPS

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.

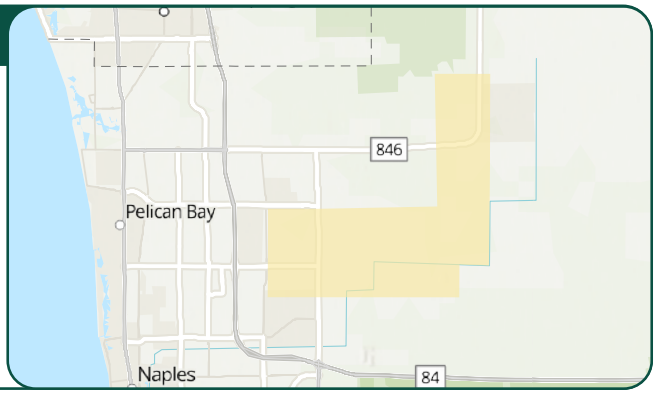
Recommended operation requires a Software-as-a-Service (SaaS) cloud-based platform that enables an extension of the existing CAT Connect dial-a-ride service. CAT may also elect to assess options to contract MOD operations as Mobility-as-a-Service (MaaS) with a third party. However, contracting may limit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

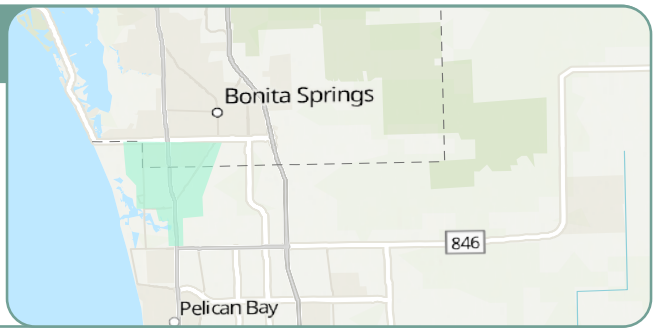
GOLDEN GATE ESTATES

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.



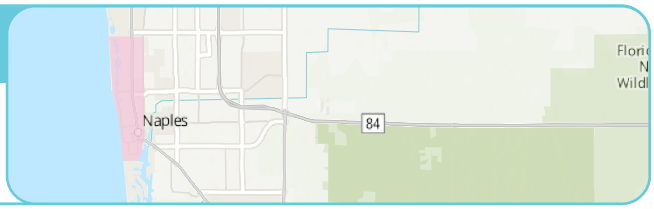
NORTH NAPLES

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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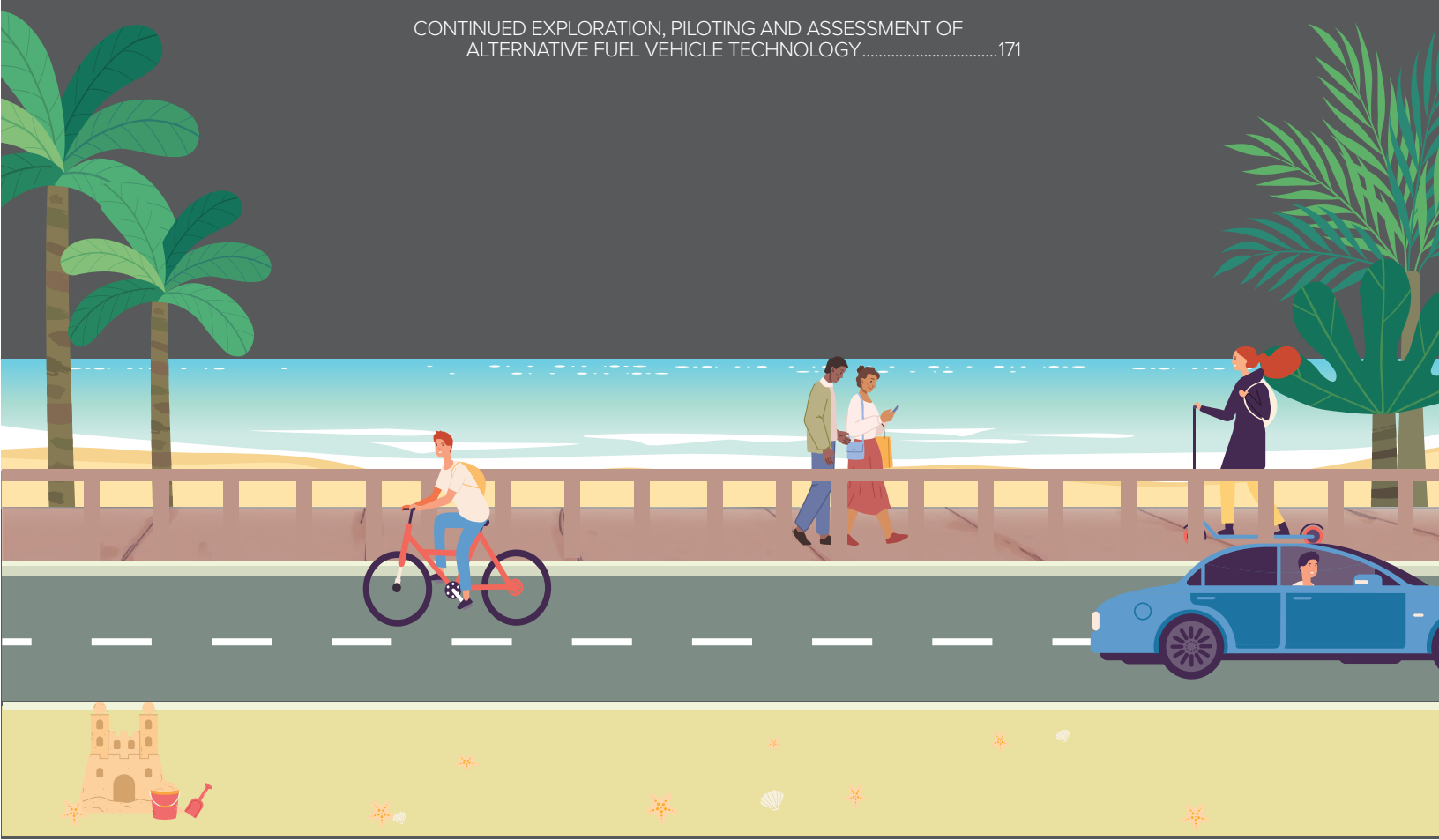

5 TEN-YEAR ENHANCEMENT IMPLEMENTATION PLAN

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.

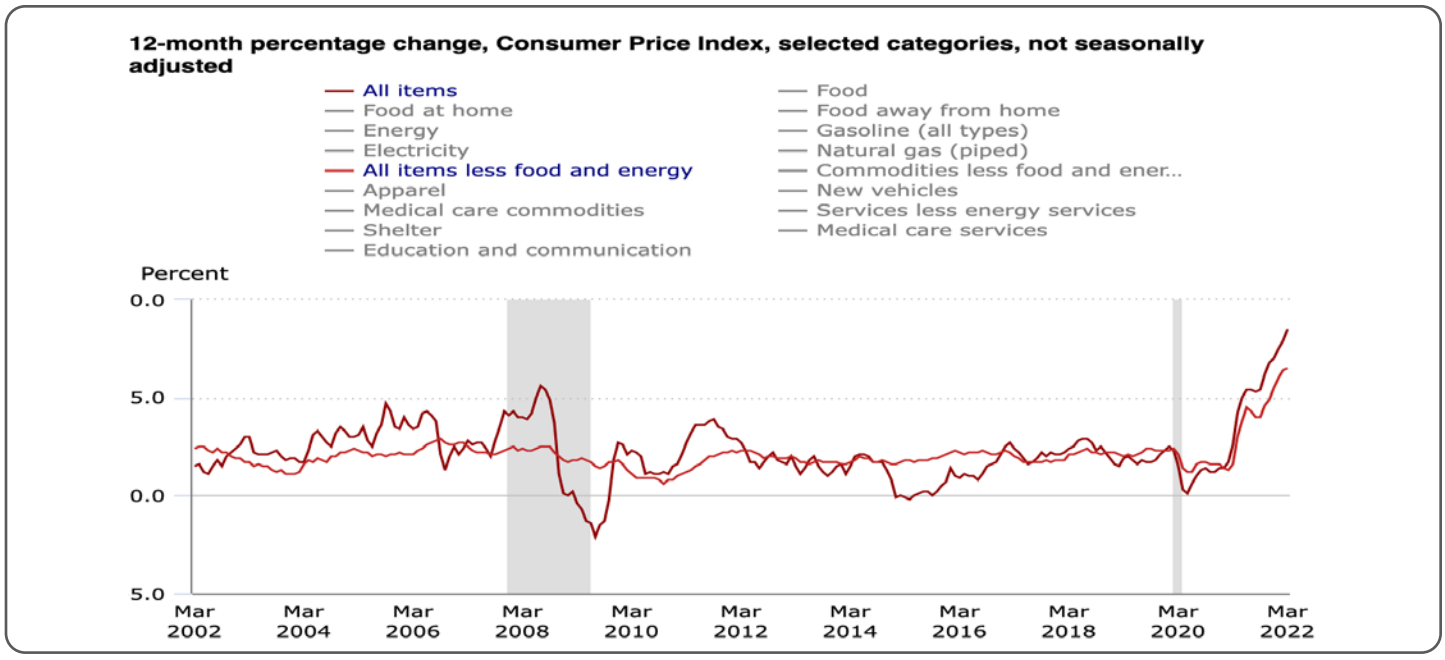

FIGURE 5-1: ANNUAL CPI PERCENTAGE CHANGES

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.

CAT Public Transit Vision

Collier Area Transit provides effective and efficient multimodal mobility services to meet the mobility needs of workers, residents, and visitors, to support economic, environmental, and community benefits.

CAT Public Transit Mission

To provide safe, accessible, reliable, convenient and courteous mobility services to our customers.



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.

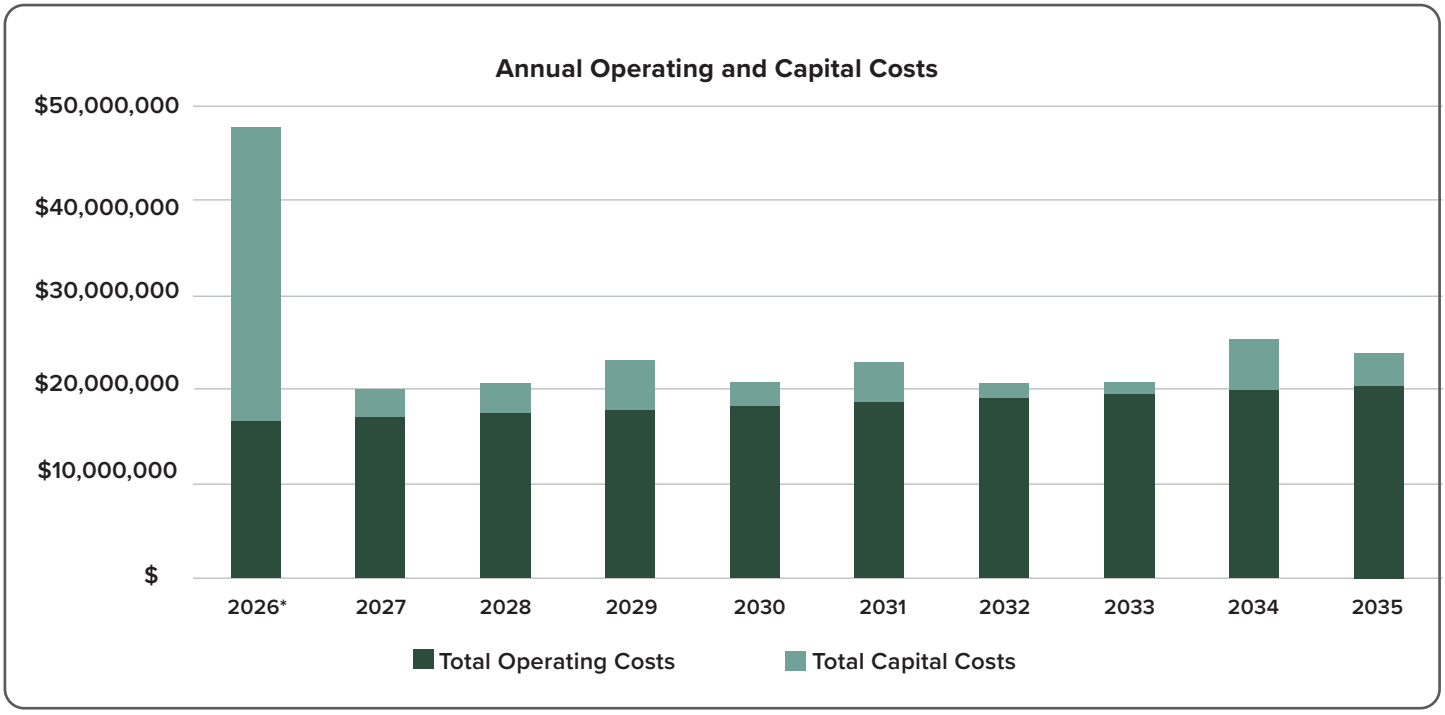

FIGURE 5-2: ANNUAL ESTIMATED OPERATION AND CAPITAL COSTS BY YEAR*
*Note: The major 2026 capital cost is associated with the maintenance facility.

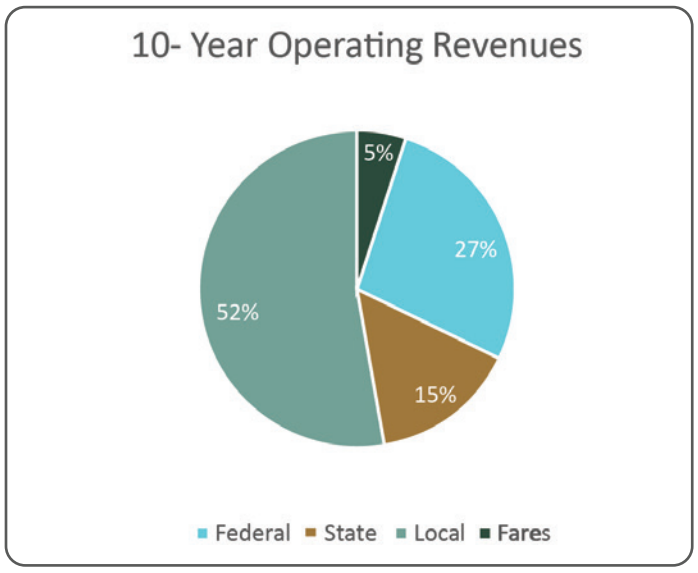

FIGURE 5-3: ESTIMATED 10-YEAR OPERATING REVENUES SOURCES

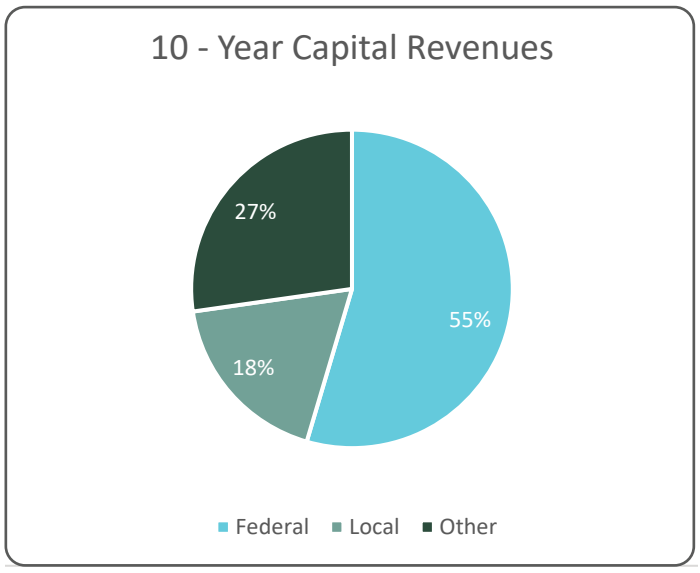

FIGURE 5-4: ESTIMATED 10-YEAR CAPITAL REVENUES SOURCES

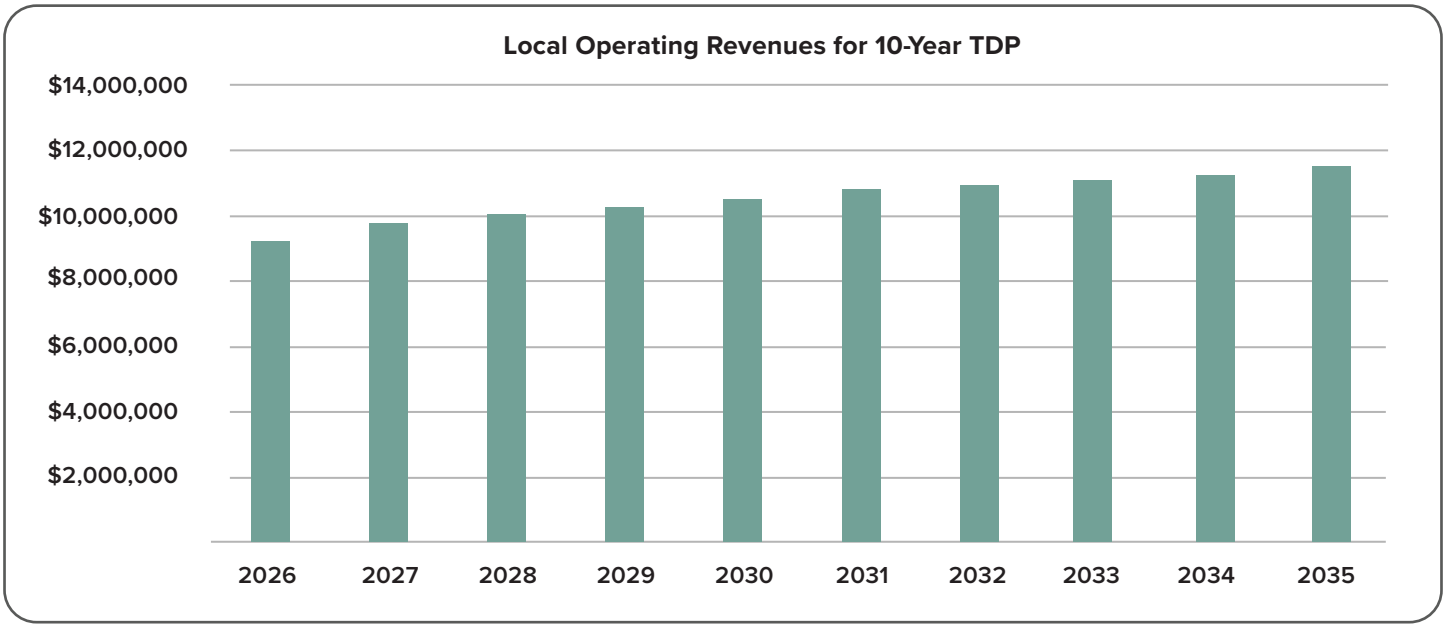

FIGURE 5-5: LOCAL OPERATING REVENUES

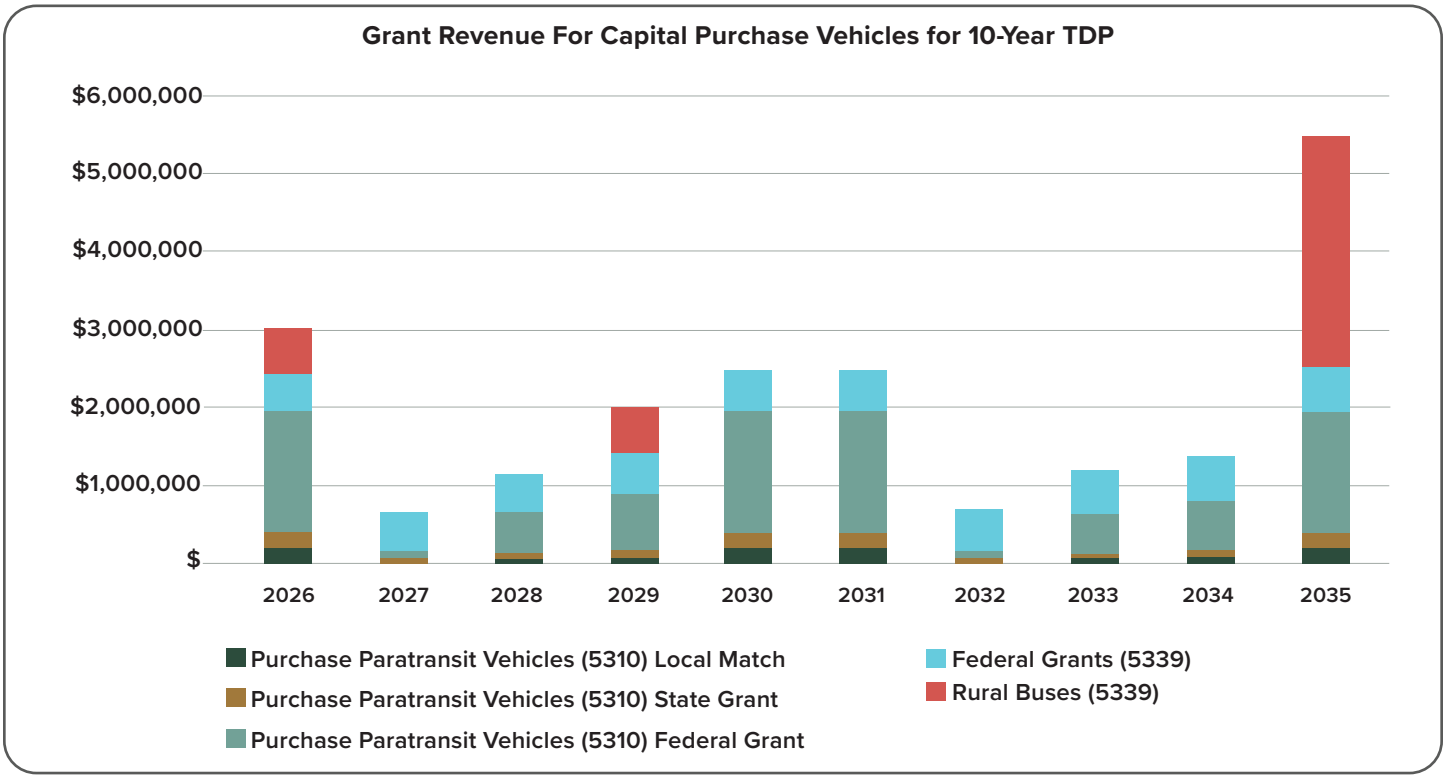

FIGURE 5-6: PLANNED CAPITAL TRANSIT PURCHASES (VEHICLES) FOR 10 YEARS

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,

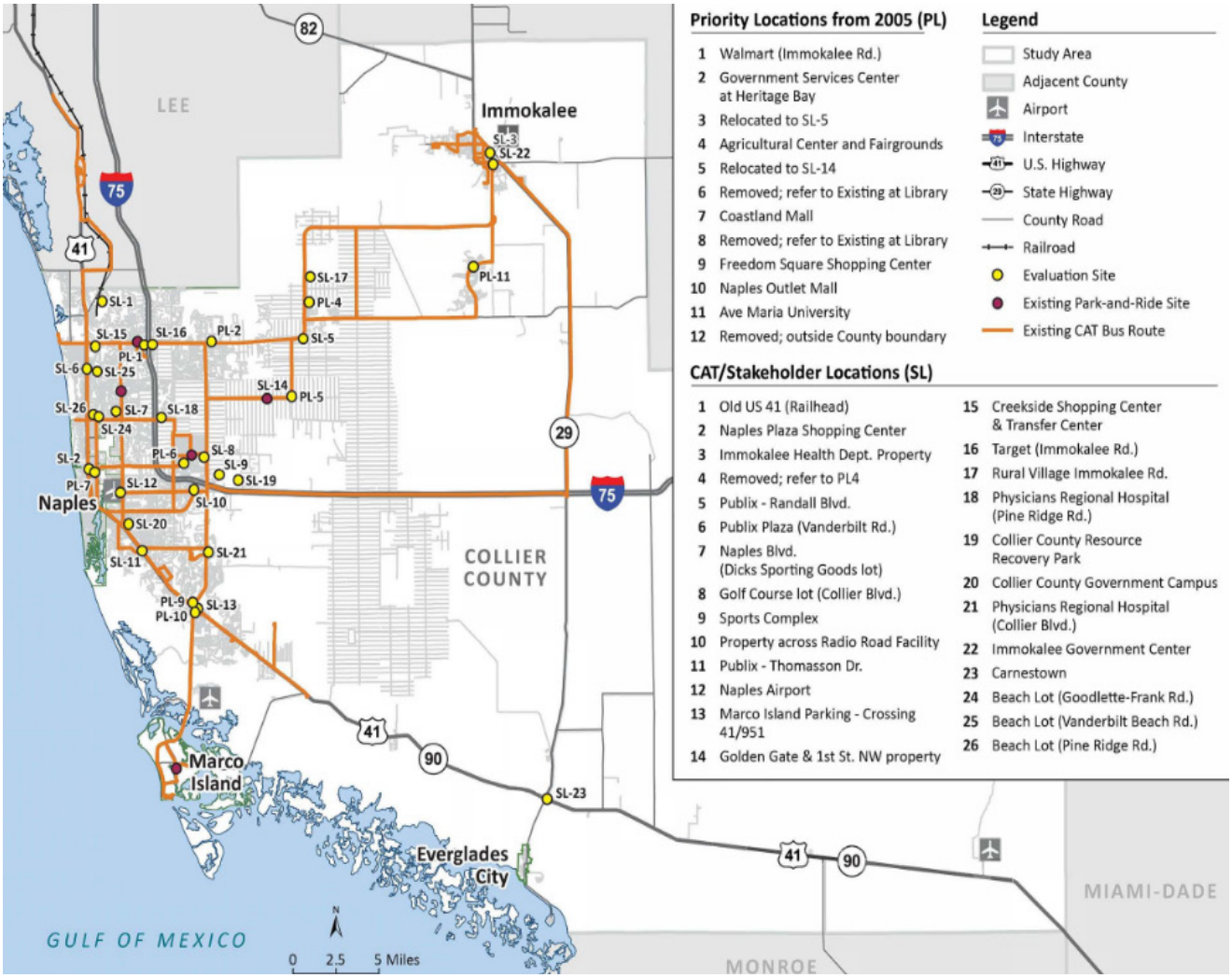

FIGURE 5-7: RECOMMENDED PRIORITY SITES PARK AND RIDE

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**

Stantec

EXECUTIVE SUMMARY
COMMITTEE ACTION
ITEM 7B

Bicycle and Pedestrian Master Plan (BPMP) – Endorse Final Draft

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OBJECTIVE: For the Committee to endorse the BPMP final draft.

CONSIDERATIONS: Capital Consulting Solutions has revised the draft BPMP in response to comments received from County Transportation Planning and MPO staff. The revisions were minor modifications to clarify the text. The PowerPoint presentation shown in **Attachment 1** and the draft BPMP shown in **Attachment 2** were viewed by the MPO Board on September 12th. MPO staff will present the PowerPoint to the Committee and a report on any comments received during the Board meeting.

The evaluation criteria point systems have also been revised based on comments received and follow-up discussions with County Transportation Planning. The revisions are intended to streamline the application submittal requirements. The revisions will be presented to BPAC on September 16 for endorsement and incorporated into the document the MPO Board votes on in October. A redline track changes version is included as **Attachment 3** for committee review and endorsement. A clean version is shown in **Attachment 4**.

Next Steps:

Meeting Date	Meeting Body	Member action or presentation (where member action may not be required)
9/16/25	Bicycle and Pedestrian Advisory Committee (BPAC)	Endorsement
9/17/25	Congestion Management Committee (CMC)	Presentation to committee
9/22/25	Technical and Citizens Advisory Committees (TAC & CAC)	Endorsement
10/10/25	MPO Board	Adoption

STAFF RECOMMENDATION: Provided for Committee endorsement of the draft BPMP shown in **Attachment 2** and the revisions to the evaluation criteria point systems shown in **Attachment 3.**

Prepared By: Sean Kingston, AICP, PMP, CFM, Principal Planner

ATTACHMENTS:

1) September 12, 2025 Presentation to MPO Board
2) BPMP final draft
3) Revised BPMP Evaluation Criteria Track Changes
4) Revised BPMP Evaluation Criteria Clean Version

COLLIER MPO
BICYCLE-PEDESTRIAN MASTER PLAN
2025 DRAFT

TAC/CAC MEETING SEPTEMBER 22, 2025

CAPITAL

COLLIER
Metropolitan Planning Organization

Collier MPO
BICYCLE-PEDESTRIAN
MASTER PLAN 2025

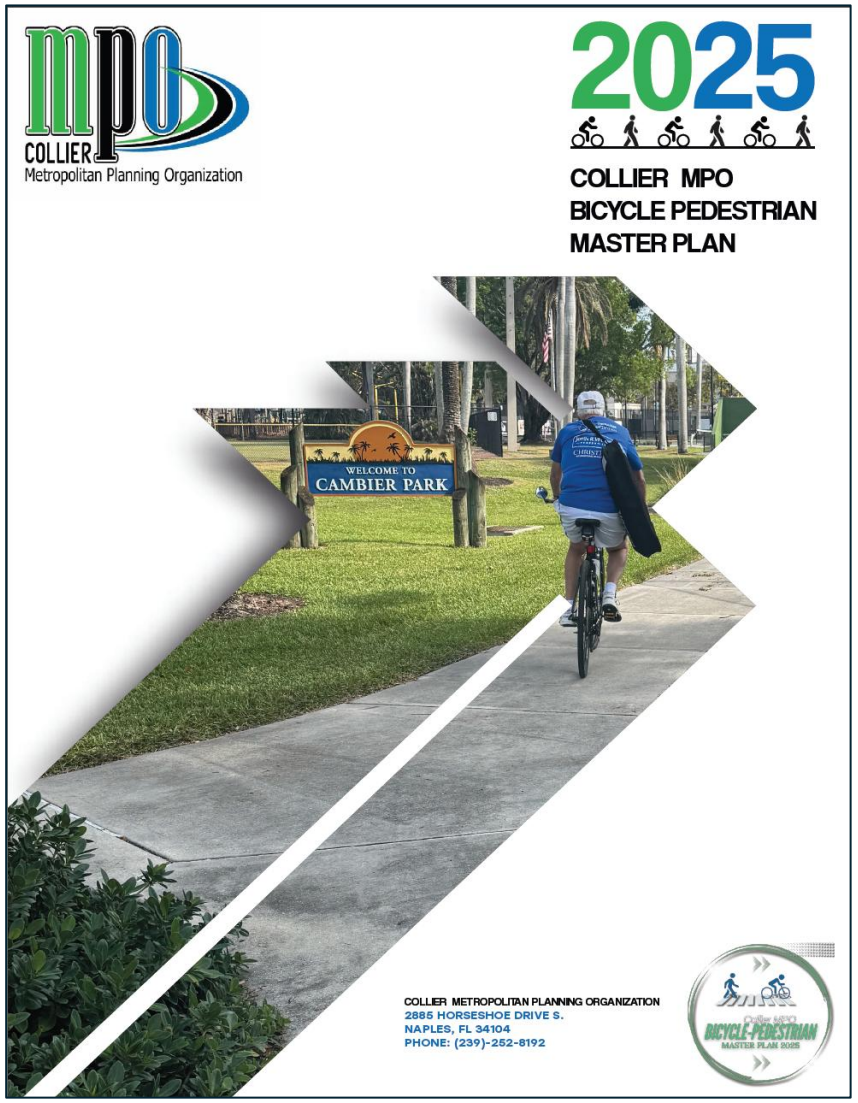
INTRODUCTION & BACKGROUND

The MPO updates the Bike-Ped Master Plan every 5 years for inclusion into the LRTP as a key multimodal element along with the Airport Capital Improvement Programs (CIPs), updates to the Transit Development Plan (TDP), Congestion Management Process (CMP), and Comprehensive Safety Action Plan (CSAP).

PROJECT DEVELOPMENT TIMELINE

- 9/19/23 Kick-off Meeting with BPAC*
- Preliminary review of first draft by BPAC, TAC, and CAC in February and March of 2025
- First review of complete draft plan by BPAC, TAC, and CAC in August of 2025
- 9/12/25 MPO Board review of complete draft Plan

**a total of 9 meetings have been held with BPAC to-date*



I: INTRODUCTION
II: BACKGROUND
III: PUBLIC INVOLVEMENT
IV: LOCAL AND REGIONAL PLAN
V: UPDATE POLICIES
VI: UPDATE CALL FOR PROJECTS
VII: UPDATE SCORE CRITERIA
VII: UPDATE THE DATABASE/MAPS
IX: SCHEDULE

SCOPE OF WORK - PRIMARY PURPOSE

1) Establish a methodology by which MPO member governments can submit stand-alone bike/ped projects for the MPO's SU Box and TA fund formula funds.

→

2) Establish a methodology to support projects that connect to, or are part of, the Regional SUN Trail Network.

→

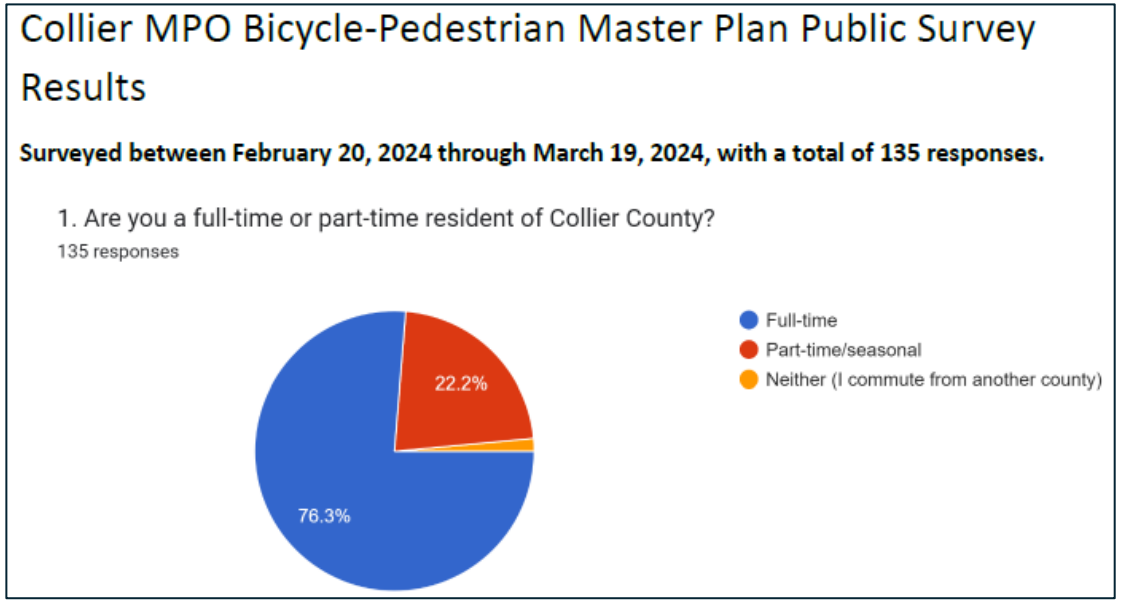
3) Incorporate the Updated BPMP into the 2050 LRTP.

2050 LONG RANGE TRANSPORTATION PLAN

I: INTRODUCTION
II: BACKGROUND
III: PUBLIC INVOLVEMENT
IV: LOCAL AND REGIONAL PLAN
V: UPDATE POLICIES
VI: UPDATE CALL FOR PROJECTS
VII: UPDATE SCORE CRITERIA
VII: UPDATE THE DATABASE/MAPS
IX: SCHEDULE

PUBLIC INVOLVEMENT – Scope Requirements

1) Compliance with MPO's Public Participation Plan
2) Address seasonal fluctuations in residency
3) Stakeholder identification and outreach
4) Close coordination with BPAC



PUBLIC INVOLVEMENT ACTIVITIES

- Held two virtual public workshops on 10/29/24 and 5/6/25
- Held two tribal meetings on the BPMP, CSAP, and LRTP with
  - Miccosukee on 10/17/24 & 4/2/25
  - Seminole on 10/18/24 & 4/8/25
- Outreach via MPO's eNewsletter & County's Social Media
- Interactive Online Map
- Conducted two Online Surveys in early and late 2024
- MPO staff hosted booth and distributed maps, flyers and surveys at County outreach events

***Online Surveys**: "Overall, respondents rated the active transportation facilities in Collier County as fair but expressed ongoing **safety concerns** for both cyclists and pedestrians. A total **of 316 responses** were received."*

***Three top priorities**: More dedicated and **protected bike lanes** (76%), increased **education and awareness campaigns** (40%), and additional connecting **sidewalks** (32%)*

PUBLIC INVOLVEMENT – Interactive Map – Public Comments

Table 6: Public-Requested Bicycle and Pedestrian Facilities with MPO Responses and Updates

Road	From	To	Distance (mi)	Facility Type	Sourced	MPO Analysis & Response
Pine Ridge Rd	Logan Blvd S	Collier Blvd	1.89	Bike Lane	Public Comment	TRIP/CIGP applications 2025
Goodlette-Frank Rd	Pine Ridge Rd	Orange Blossom Dr	1.52	Bike Lane	Public Comment	Existing facilities, high-cost improvement, consider all options if road widened in future
San Marco Rd	Goodland Dr	US-41	6.57	Bike Lane	Public Comment	Collier to Polk PD&E
SR 29	US-41	New Market Rd E	37.11	Bike Lane	Public Comment	
Vanderbilt Dr	111th Ave N	Woods Edge Pkwy	3.02	Bike Lane	Public Comment	Existing facilities: shoulders and SUP on west side; Will consider all options if the road is widened in the future

I: INTRODUCTION
II: BACKGROUND
III: PUBLIC INVOLVEMENT
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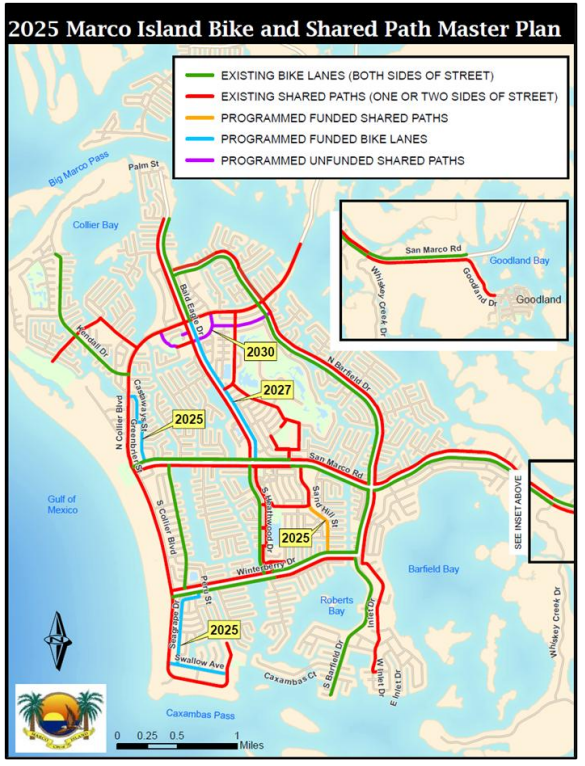
LOCAL AND REGIONAL PLAN UPDATES

The 2025 BPMP Update incorporates the investment priorities identified in the following adopted plans and approved regional trail alignments, inclusive of future updates and amendments:

1) City of Naples Pedestrian and Bicycle Master Plan (2022)
2) City of Marco Island Bike Path Master Plan (2025)
3) City of Everglades City Bike/Pedestrian Master Plan (2020)
4) Naples Pathways Coalitions Paradise Coast Trail Feasibility Study (2022)
5) MPO Walkable Community Plans and Studies:
    a. Bayshore Gateway Triangle CRA/Bayshore Beautification MSTU (2010)
    b. Golden Gate City Walkable Community Study (2019)
    c. Immokalee Walkable Community Study (2011)
    d. Naples Manor Walkable Community Study (2010)
6) Collier County Community Redevelopment Agency Plans
7) MPO's Draft Comprehensive Safety Action Plan (pending Board approval 2025)
8) Gulf Coast and Collier to Polk SUNTrail alignments
9) U.S. Bike Route 15 Alignment
10) FDOT's Target Zero Florida Pedestrian and Bicycle Strategic Safety Plan (2021)
11) FDOT D1 Active Transportation Plan (2022)



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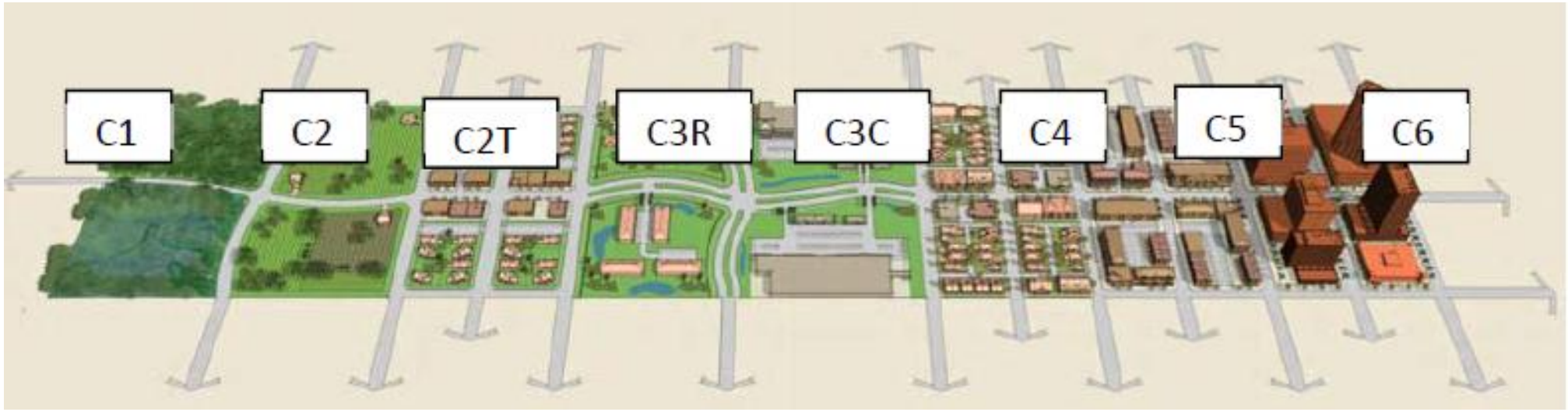
UPDATED POLICIES

The Draft 2025 BPMP references FDOT's current Design Manual and Context Classification System, the Infrastructure Investment and Jobs Act (IIJA)/Bipartisan Infrastructure Law (BIL) formula funds and discretionary grant program planning criteria. Introduces new policies related to regional connectivity.



CAPITAL

Collier MPO BICYCLE-PEDESTRIAN MASTER PLAN 2025

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CALL FOR PROJECTS

The Call for Projects submittal process has been updated to reflect the draft 2050 LRTP Cost Feasible Plan, revised evaluation criteria and scoring matrices for local and regional projects. The Project Scope called for working closely with BPAC and member governments' technical staff to consider the following:

- Cost
- ADA improvements
- Multimodal and regional connections
- Robust public involvement and support
- Safety
  - Safe Routes to Schools
  - Crash data analysis
  - Safety improvements
  - Safe System Approach
  - Public education component
- Micromobility
- Economic Development, Revitalization, Tourism

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UPDATED EVALUATION CRITERIA & SCORING MATRICES – additional draft revisions are going to advisory committees in September

LOCAL

- Safety
- Multimodal & Regional Connections
- Cost Comparison among Applications
- Public Education
- Public Outreach & Support
- Economic Development
- Micromobility

REGIONAL

Safety

Connectivity within Regional Network

Cost per population within 5 miles

Project Feasibility

Project Phase

Economic Development

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Collier MPO BICYCLE-PEDESTRIAN MASTER PLAN 2025

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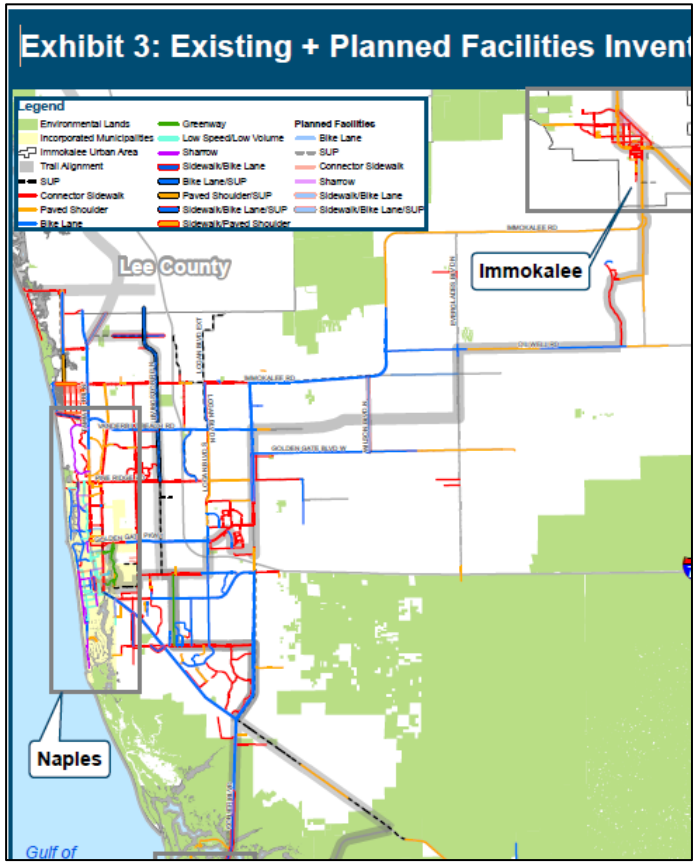
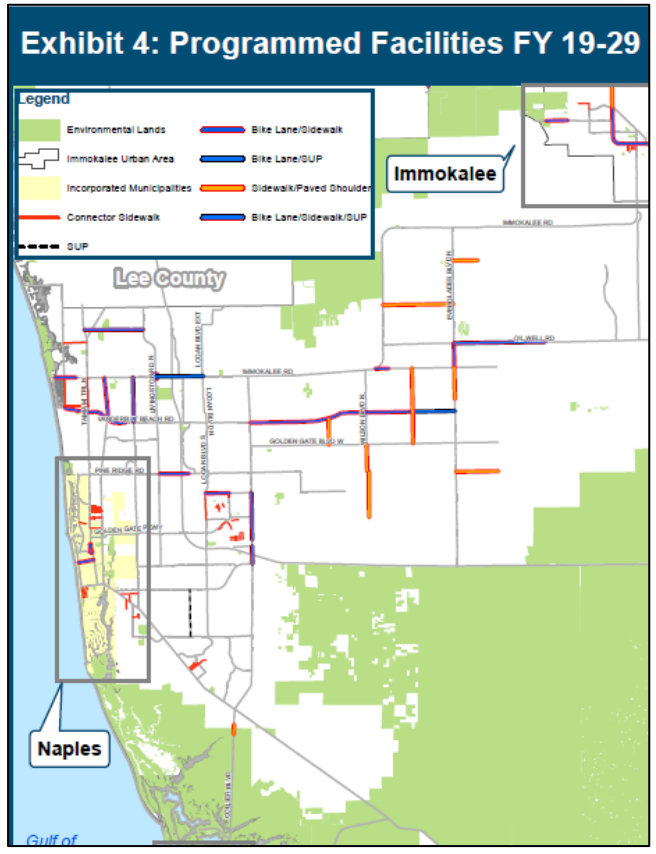
UPDATED GIS DATABASE/MAPS





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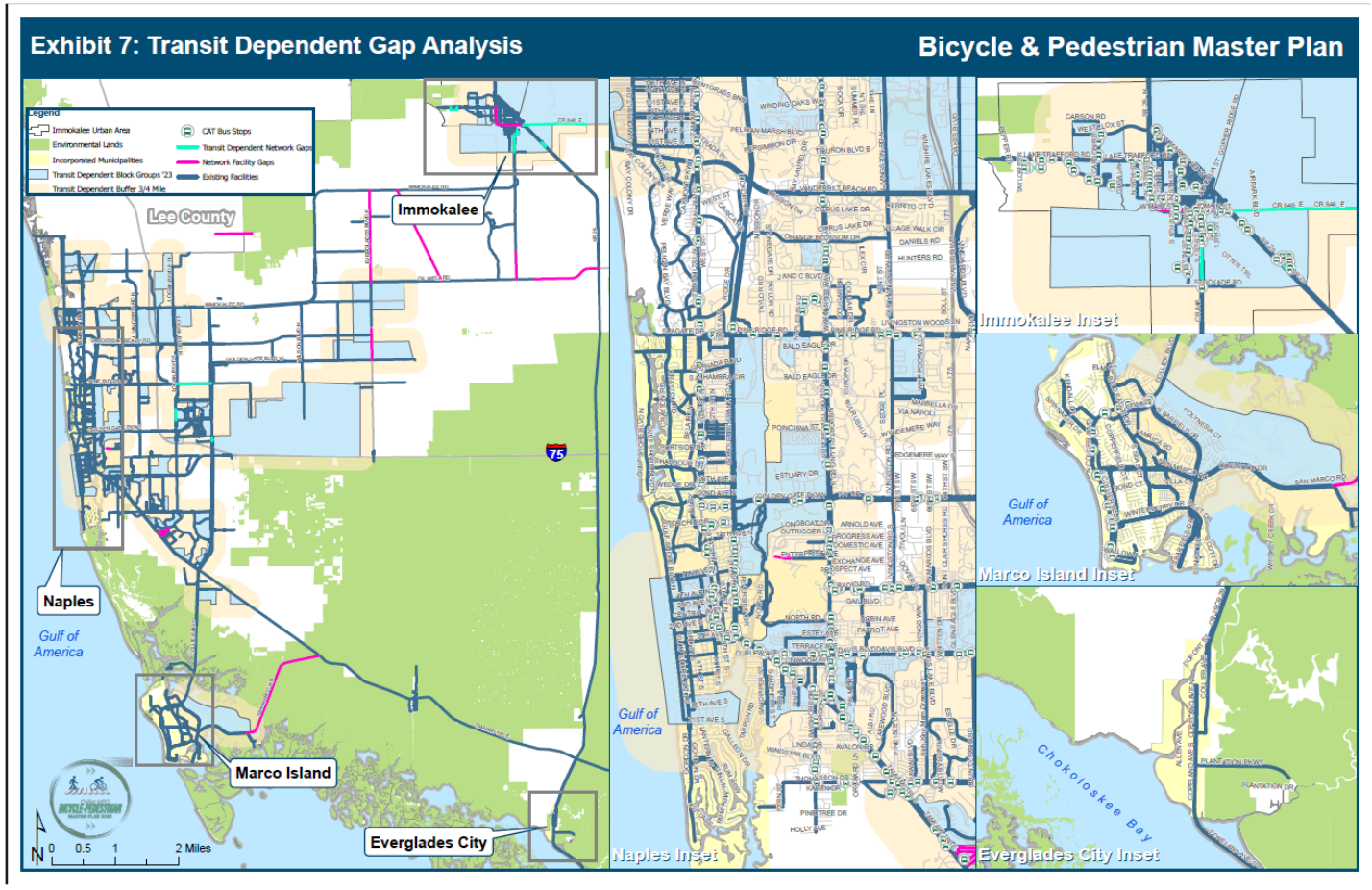
GIS Gap Analysis – Transit Dependent Populations



Objective: to identify bike-ped facility gaps within areas of influence near transit stop locations.

Map Layers:

- ACS 2023 Transit Dependent Block Groups
- ¾-mile buffer
- Transit stop locations

Legend

- Bike-Ped Facilities – dark blue
- Transit dependent gaps – turquoise
- Other network facility gaps - pink

Comprehensive Safety Action Plan*/BPMP - Integration of the High Injury Network (HIN)

High Injury Network (HIN) Integration

As part of the Collier MPO Safety Action Plan (SAP), the High Injury Network (HIN) identifies the top 20% of roadway segments and intersections with the highest rates of fatal and serious injury crashes involving bicyclists and pedestrians.

This network includes:

- 103.5 miles of roadway and 48 intersections
- 46% of all bike/ped KSI crashes occur on just 3.8% of roadways
- Tier I captures 30% of KSI crashes on only 0.6% of road mileage

Purpose in the BPMP

The HIN is fully integrated into the Bicycle & Pedestrian Master Plan (BPMP) to:

- Prioritize safety improvements on high-risk corridors
- Target limited resources for the greatest impact
- Inform project scoring: Proposed projects on or benefiting Tier I/II HIN segments are assigned higher evaluation scores
- Align with federal funding opportunities like the Safe Streets and Roads for All (SS4A) program

A full HIN analysis is available in the Collier MPO SS4A Safety Action Plan.

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* Map & analysis conducted by TY Lin for the MPO's CSAP

TYLin

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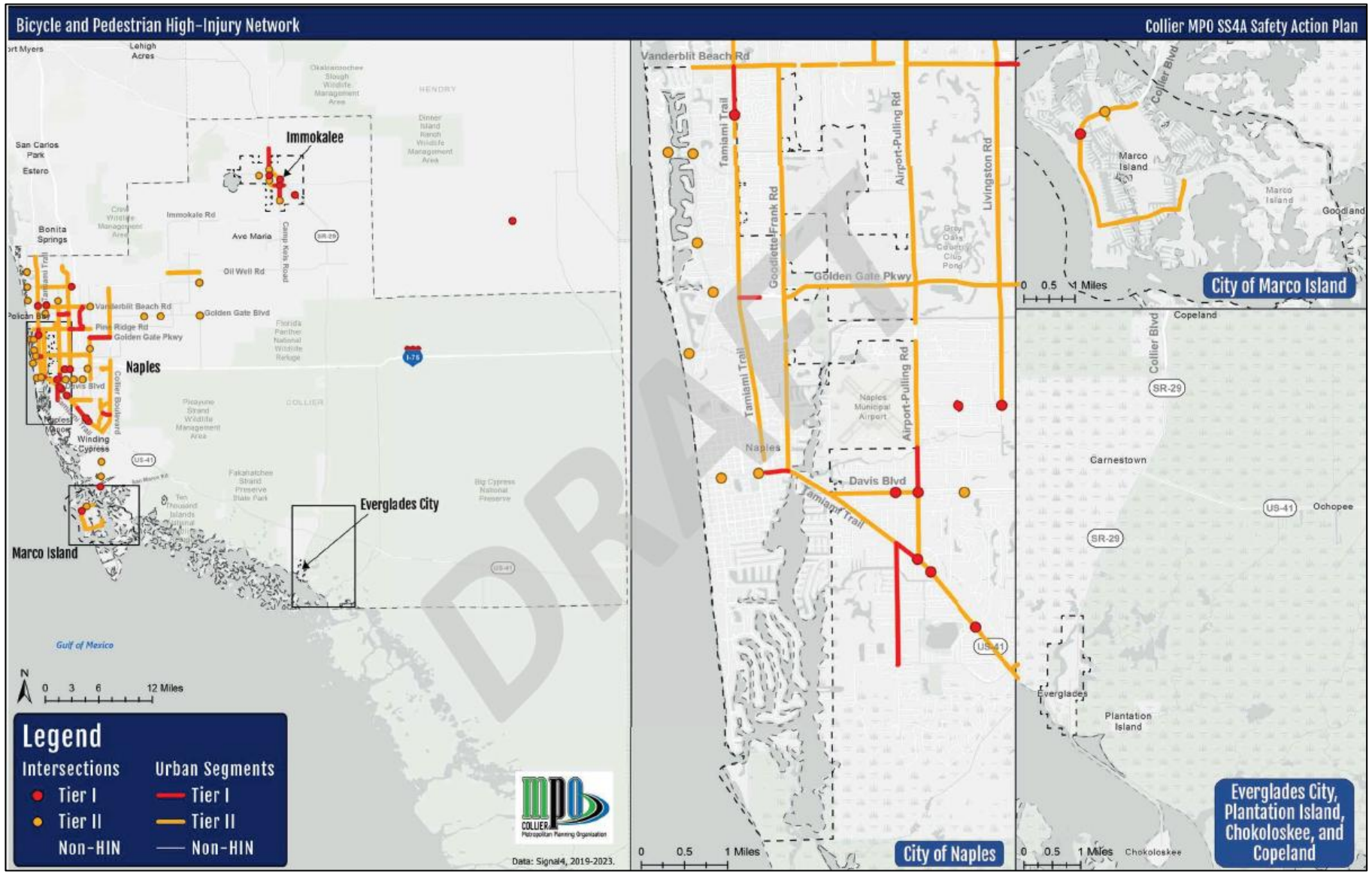
Collier MPO BICYCLE-PEDESTRIAN MASTER PLAN 2025

CSAP Bike-Ped High Injury Network (HIN)



TY Lin

Map & analysis conducted by TY Lin for the MPO's CSAP

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CURRENT SCHEDULE - DELIVERABLES

✓Updated Bike-Ped Facility Database and Map

- Overlays of Existing, Programmed and Planned Facilities

✓Interactive Map of GIS Transportation Facilities (for public review and comment)

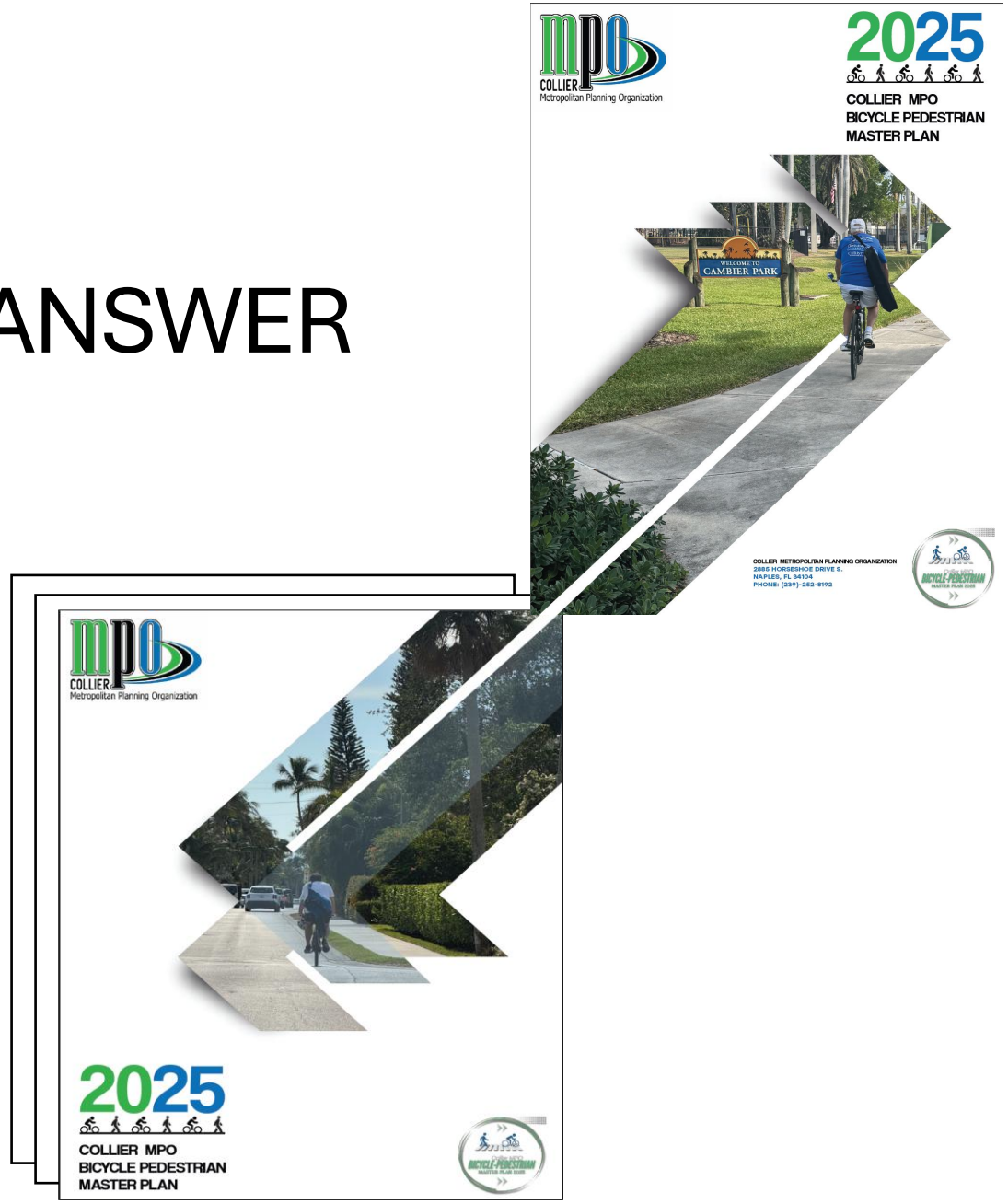
✓Revised Evaluation and Scoring Matrix

✓Draft Bicycle & Pedestrian Master Plan

❑Final Bicycle & Pedestrian Master Plan

- Pending final advisory committee endorsements and Board approval (**October 2025**)

DISCUSSION, QUESTION & ANSWER



BPMP Latest Draft Plan



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Collier MPO
BICYCLE-PEDESTRIAN
MASTER PLAN 2025

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7B Attachment 2
TAC/CAC 9/22/25



MPO
Board
Review
Draft
9/12/25

2025

COLLIER MPO BICYCLE PEDESTRIAN MASTER PLAN

Collier MPO
BICYCLE-PEDESTRIAN
MASTER PLAN 2025

ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

The 2025 Collier Metropolitan Planning Organization (MPO) Bicycle and Pedestrian Master Plan provides a strategic framework to expand and improve active transportation infrastructure and guide future funding decisions across Collier County. Building on previous efforts, the plan aims to create a safer, more connected, and accessible network for pedestrians, cyclists, and micromobility users. It emphasizes regional connectivity, supports sustainable travel options, and aligns with local, state, and federal goals to improve mobility and quality of life.

Developed over nearly two years with extensive public engagement and collaboration among advisory committees, local agencies, and tribal nations, the plan advances prior mapping efforts by identifying additional network gaps and incorporating future planned improvements. It introduces two distinct scoring criteria to evaluate and prioritize local and regional projects, helping ensure that investments reflect community needs and strategic objectives. A data driven focus on safety includes detailed crash analysis and highlights high injury corridors identified in the MPO's Comprehensive Safety Action Plan. Public input emphasized the need for protected bike lanes, shared-use paths, lighting, shade, and improved maintenance priorities that are central to the plan's recommendations.

To support future implementation and unlock funding opportunities, the plan aligns with the statewide SUN Trail network and federal initiatives such as the Safe Streets for All program. It establishes clear goals and prioritization strategies to guide coordinated, long-term investment in bicycle and pedestrian infrastructure throughout the region.

INTRODUCTION

The 2025 Collier MPO Bicycle-Pedestrian Master Plan builds upon a longstanding commitment to improving active transportation infrastructure within Collier County. Since its inception, the Collier MPO has prioritized creating a safer and more connected network for bicyclists and pedestrians. Past iterations of the Bicycle-Pedestrian Master Plan laid the foundation for many successful projects, addressing critical safety needs, filling infrastructure gaps, and promoting alternative transportation options. These efforts have played a vital role in fostering a community that supports healthy, active lifestyles while reducing reliance on motor vehicles.

This 2025 plan represents the next chapter in that ongoing effort, advancing the goals of previous plans while responding to evolving needs, emerging trends, and new opportunities. It builds on the successes of past projects by refining strategies, identifying new priorities, and incorporating innovative tools and technologies to enhance mobility for all. By addressing key challenges such as safety, connectivity, and equity, this plan ensures that Collier County can continue to grow as a model for active transportation in Southwest Florida.

Through nearly two years of planning, collaboration, and public engagement, this updated Master Plan serves as a comprehensive guide for future improvements. It reflects the collective vision of local stakeholders, state and tribal partners, the Bicycle-Pedestrian Advisory Committee, and the broader

community. With a focus on inclusivity and sustainability, the 2025 Bicycle-Pedestrian Master Plan will help Collier County achieve its goal of a safer, more accessible, and interconnected transportation network for generations to come.

PURPOSE

The purpose of the Bicycle-Pedestrian Master Plan is to create a comprehensive framework that continuously improves and builds upon prior efforts to enhance the safety, accessibility, and connectivity of bicycle and pedestrian infrastructure throughout the region. This plan aims to promote active transportation options, reduce reliance on single-occupancy vehicles, and foster healthier, more sustainable communities. By addressing the evolving needs of residents and visitors, the plan seeks to facilitate safe and efficient mobility for all users, including pedestrians, cyclists, and those utilizing micromobility options. The Master Plan is not intended to conflict or supplant other existing local plans or ongoing projects but to unify planning efforts and influence facility improvement priorities countywide.

The Master Plan serves as a strategic guide for local governments, stakeholders, and community members to collaboratively prioritize investments in infrastructure, encourage public engagement, and ensure equitable access to transportation resources. Through ongoing assessment and community input, this plan will adapt to changing conditions and best practices, ensuring that our efforts align with the broader goals of environmental sustainability, public health, and economic vitality.

VISION

The Vision of the Plan was crafted through extensive collaboration and input from the Bicycle-Pedestrian Advisory Committee (BPAC), stakeholders, and MPO staff, and was ultimately approved and adopted by the MPO Board. It emphasizes the safety and connectivity of active transportation facilities to encourage the use of alternative modes of transportation, enhancing the overall well-being of the community and regional connectivity.

"To create a safe and connected network of active

transportation facilities in Collier County that promotes

and encourages the use of bicycle and pedestrian

pathways which support business and recreation

for community access and well-being."

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GOALS AND STRATEGIES

Building on the goals and strategies outlined in the 2019 plan, these updated strategies maintain similar objectives related to Safety, Connectivity, Economy, Equity, and Health, but have been refined to address the current needs and challenges facing the region. Through extensive discussions and guidance from the Bicycle-Pedestrian Advisory Committee (BPAC), the strategies to achieve these goals were developed by incorporating their input and concerns. Additionally, enhancing the Environment and integrating an Interactive Map have emerged as key goals for this plan.

Goal	Strategy
Safety	Promote education and enforcement as the primary strategies, followed by engineering solutions, to enhance safety for cyclists, pedestrians, and micromobility users.
Connectivity	Develop a seamless network that connects key points of interest, ensuring accessibility and ease of use for all modes of transportation.
Economy	Develop bicycle-pedestrian facilities to support local businesses, attract tourists, and provide affordable transportation options, contributing to economic growth and community vitality.
Education	Promote awareness, responsible use, and knowledge of bicycle and pedestrian facilities through educational programs, outreach efforts, and community engagement, empowering users with the knowledge to navigate the network confidently and effectively.
Efficiency	Support the design, implementation, and ongoing maintenance of bicycle and pedestrian facilities that encourage shifts in travel behavior, reduce dependence on motor vehicles, and alleviate roadway congestion by promoting walking and biking as preferred modes of transportation.
Health	Design pathways that encourage active transportation and support public health initiatives.
Interactive Map	Create and maintain a continuously updated, interactive map that is accessible for cyclists and pedestrians to download and share, serving as a valuable resource for navigation and planning.

PLAN DEVELOPMENT

The development of the 2025 Collier MPO Bicycle-Pedestrian Master Plan began on August 23, 2023, and spanned nearly two years, resulting in a comprehensive and community-driven plan. From the outset, the process emphasized collaboration and inclusivity, with significant engagement from the Bicycle-Pedestrian Advisory Committee (BPAC), which provided continuous feedback and valuable insights throughout the plan's development. Public involvement played a critical role, with over 200 responses collected through surveys designed to capture the perspectives of local stakeholders, highlighting priorities and concerns that shaped the plan's recommendations. An innovative feature of the process was the use of an interactive map, which provided residents with a resource to visually explore the proposed network with greater clarity than conventional maps could offer. This tool allowed stakeholders to actively participate by mapping their own infrastructure requests and documenting specific concerns, aiding the consulting team in pinpointing precise locations and ensuring their incorporation into the plan. In addition to this, two public workshops were held during key phases of the project to present plan components, share preliminary findings, and receive feedback. These workshops fostered meaningful dialogue and ensured that the community's voice was integral to the plan. Groundbreaking collaboration with the Seminole and Miccosukee Tribes of Florida also set a precedent for inclusive planning and emphasized the importance of tribal perspectives in shaping the vision for the future. Although the plan started slowly, it rapidly gained momentum as public involvement deepened, evolving into a dynamic narrative that reflected the collective aspirations and priorities of the community. The result is a forward-thinking plan that integrates a range of voices and provides a safer, more connected, and accessible future for Collier County.

MAJOR COMPONENTS OF THE PLAN

The key components of the plan are outlined in the table of contents. Below is a high-level overview of the role each component plays in the plan:

- **Existing Conditions**: Building on the foundation of the previous plan, this section provides a benchmark for inventing existing facilities. GIS software was used to expand and update the database, offering a solid starting point for identifying needs and priorities.

- **Public Input:** Public engagement is vital to the plan's development. This section summarizes feedback gathered through surveys, workshops, and stakeholder meetings, ensuring the plan reflects the needs and priorities of residents, local organizations, and interest groups. Expanding on the 2019 plan, which mapped public comments, this plan includes an interactive map that allows the public to actively highlight priorities.

- **Vision, Goals, Objectives & Strategies:** Developed with input from advisory committees and public outreach, this section outlines the vision, goals, objectives, and strategies that shape the plan. It serves as a roadmap for the plan's development.

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- **Needs Analysis**: Using data from existing conditions and public input, this analysis identifies critical gaps and areas where improvements are most needed. It informs the prioritization of projects and resource allocation to address community needs effectively.

- **Design Guidelines:** This section provides guidelines and design standards for creating safe, accessible, and connected bicycle and pedestrian infrastructure. These guidelines ensure consistency across future projects and promote a high-quality, user-friendly network.

- **Guidelines and Policies:** The plan establishes planning guidelines to encourage the inclusion of bicycle and pedestrian facilities along all collector and arterial roads, formalizes the applicability of design guidelines, adopts FDOT's Complete Streets policy (as did the 2019 BPMP), identifies high-priority corridors, and outlines MPO priorities for funding improvements. It also commits MPO staff to report on performance measures and targets to the MPO Board annually.

- **Appendices**: The appendices contain a collection of advisory committee and public comments, as well as the tools used in developing the plan, including online surveys and the interactive map.

    - Appendix A – Documented Public Comments During Plan Development
    - Appendix B – Summary of Public Survey Results
    - Appendix C – Eligible Local Streets from the 2019 Bicycle-Pedestrian Master Plan
    - Appendix D – Additional Network Maps
    - Appendix E – Project Scoring Matrix Example

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SECTION 1- EXISTING CONDITIONS

Demographics

At the time of this plan's development, the most recent data from the U.S. Census Bureau's 2023 American Community Survey (ACS) 5 Year Estimates reports that Collier County, Florida, has a population of approximately 387,681. This represents an increase of roughly 11% from the 2016 ACS estimate of 348,236, as cited in the 2019 MPO Bicycle and Pedestrian Master Plan (BPMP). The county consists of three incorporated municipalities: Everglades City, Marco Island, and Naples, along with several Census Designated Places (CDPs) within unincorporated areas, including Immokalee, Golden Gate, and Naples Manor. Comparative demographic data among these municipalities, the larger CDPs, the county overall, and the State of Florida highlight notable socioeconomic diversity.

While the county's average household income surpasses the state average and the poverty rate is lower than Florida's overall, certain areas like Immokalee, Golden Gate City, and Naples Manor face significantly lower incomes, higher poverty levels, and limited vehicle access compared to county and state averages. Residents in these areas are more reliant on walking, biking, and public transit for daily transportation.

Additionally, Collier County hosts a significant number of seasonal residents and visitors who use bicycle and pedestrian networks for recreation, errands, and commuting to local destinations. These factors underscore the critical role of multimodal transportation systems in meeting the diverse mobility needs of the county's population.

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Table 1: Vehicle Availability, Income, Means of Transportation to Work

Area	Occupied Housing Units with No Vehicles Available (Source – 2023 ACS)[1]	Mean Travel Time to Work (Minutes), Workers Age 16+ (2019–2023)[2]	Percent of Population Who Walk, Bike, or Use Public Transportation to Commute to Work[3]	Persons in Poverty[3]	Mean (Average) Per Capita Income in Past 12 Months (in 2023 Dollars), 2019–2023[3]	Median Household Income (in 2023 Dollars), 2019–2023[3]
Florida	5.9%	28.0	3.4%	12.3%	$41,055	$71,711
Collier County	4.5%	25.4	3.5%	10.5%	$59,973	$86,173
Everglades City[4]	5.5%[5]	29.0[3]	5.9%	5.3%[6]	$45,958[7]	$75,163[8]
Marco Island	2.9%	23.7	4.5%	6.3%	$97,179	$104,105
Naples	5.1%	22.3	3.6%	7.1%	$151,564	$140,833
Golden Gate CDP	8.2%	22.9	1.4%	12.9%	$25,843	$64,767
Immokalee CDP	19.0%	35.5	4.6%	24.9%	$18,694	$46,143
Naples Manor CDP	7.7%	21.0	4.0%	18.2%	$22,388	$63,142

[1] U.S. Census Bureau. *Vehicles Available and Electric Vehicles.* American Community Survey (ACS), 2023.
[2] U.S. Census Bureau. *QuickFacts: Population 5,000 or More.* https://www.census.gov/quickfacts/
[3] U.S. Census Bureau. *S0801: Commuting Characteristics by Sex,* ACS 2023 5-Year Estimates.
[4] Note: Some data are based on small statistical samples with high margins of error, indicating estimates may be unreliable.
[5] U.S. Census Bureau. *DP04: Selected Housing Characteristics,* ACS 2023 5-Year Estimates.
[6] U.S. Census Bureau. *S1701: Poverty Status in the Past 12 Months,* ACS 2023 5-Year Estimates.
[7] U.S. Census Bureau. *S1902: Mean Per Capita Income in the Past 12 Months,* ACS 2023 5-Year Estimates. (Margin of error: ±$22,584)
[8] U.S. Census Bureau. *Everglades City, Florida Profile,* ACS 2023 5-Year Estimates.

According to the U.S. Census Bureau's 2023 American Community Survey (ACS) 5-Year Estimates[9], approximately 33.0% of Collier County's population is age 65 or older, representing a notable increase from 30.0% in 2016. This proportion is significantly higher than the statewide average of approximately 21.0% for the same period. The continued growth of the senior population has important implications for transportation planning, particularly in the provision of non-driving options such as public transit, walking, and bicycling.

In addition to demographic shifts, Collier County is projected to experience substantial population growth in the coming decades. The 2020 Decennial Census reported a population of 375,752. According to the University of Florida's Bureau of Economic and Business Research (BEBR)[10], the county's population is projected to increase to approximately 413,300 by 2025 and to exceed 500,000 by 2050 under the medium growth scenario. This anticipated growth of more than 125,000 residents underscores the importance of proactive, multimodal transportation planning. Continued investment in bicycle and pedestrian infrastructure will be essential to managing future congestion, enhancing mobility options, and improving overall quality of life.

Bicycle and Pedestrian Infrastructure

In Collier County, bicyclists and pedestrians are allowed to use most roads, sidewalks, and shared-use paths, except for limited-access facilities like Interstate 75 (I-75), as permitted under Florida law. This accessibility necessitates a comprehensive approach to infrastructure planning, ensuring compliance with the Americans with Disabilities Act (ADA), improving intersections, and developing corridors that prioritize safe walking and cycling.

As shown in **Table 2** on the following page, Collier County has approximately 1,683 centerline miles of roadways maintained by both county and state agencies. A recent inventory of arterial and collector roads identified the following bicycle and pedestrian facility types:

[9] U.S Census Bureau. DP05: Demographic and Housing Estimates, ACS 2023 5-Year Estimates.
[10] University of Florida, Bureau of Economic and Business Research. *Projections of Florida Population by County, 2025–2050, with Estimates for 2023.* Bulletin 198, January 2024. Available at: https://bebr.ufl.edu/wp-content/uploads/2024/01/projections_2024.pdf

Table 2: Existing Facilities Inventory by Centerline Miles

Facility Type	Centerline Miles
Bike Lane	228
Bike Lane & Shared Use Path	10
Sidewalk	195
Greenway	8
Low Speed / Low Volume	15
Paved Shoulder	210
Paved Shoulder & Shared Use Path	2
Sharrow	12
Sidewalk & Bike Lanes	11
Sidewalk & Paved Shoulders	2
Shared Use Path	63

Collier County has programmed several projects for completion within fiscal years 2019–2029, as shown in **Table 3**. These projects have secured funding and are advancing toward construction. A recent gap analysis (detailed in Section 5) revealed approximately 76 miles of arterial and collector roads without any bicycle-pedestrian facilities, as well as 210 miles with inadequate facilities, such as narrow paved shoulders. Addressing these deficiencies remains a county priority, with significant resources directed toward closing network gaps.

Table 3: Programmed Facilities Inventory by Centerline Miles

Facility Type	Centerline Miles
Bike Lane & Sidewalk	27
Bike Lane, Sidewalk, & Shared Use Path	12
Bike Lane & Shared Use Path	4
Sidewalks	26
Sidewalk & Paved Shoulder	28
Shared Use Path	4

The current bicycle and pedestrian network in the Collier MPO area is well-connected, especially in urban centers like Naples and Marco Island; planned and programmed facilities in Immokalee and Everglades City will substantially improve their networks and enhance connectivity. Existing facilities include

sidewalks, bike lanes, shared use paths (SUPs), and greenways that support non-motorized transportation. However, rural and less developed areas still experience connectivity gaps. Strengthening these connections is essential to creating a safer, more accessible network for all users.

Beyond facility availability, factors like traffic volume, speed, and facility design impact usage and perceptions of safety. Best practices recommend physically separating bike lanes from vehicular traffic on high-speed, high-volume roads to enhance cyclist safety and comfort. Expanding the network's quality, safety, and connectivity is crucial to making bicycling a viable and attractive transportation option countywide.

Improving the sidewalk and pathway network is key to supporting pedestrian mobility and safety. Efforts include constructing new infrastructure in high-demand areas and ensuring seamless integration with existing facilities. FDOT and Collier County have placed greater emphasis on providing shared use paths adjacent to arterial roads in recent years. Strategies for reducing conflicts include designing dedicated, physically separated bike lanes where there is right of way (ROW) to accommodate, shared uses paths, and paved shoulders. Dedicated bike lanes provide an alternative location for micromobility uses that can ease pressure on sidewalks, especially along road segments that receive heavy pedestrian use. Retrofitting existing roadways with paved shoulders is another critical strategy, offering additional infrastructure options for riders by converting these shoulders into dedicated bike lanes. These improved safer strategies align with Collier County's broader planning objectives to establish a more inclusive, multimodal transportation system that meets the needs of all users.

Other Bicycle and Pedestrian Plans

The cities of Naples, Marco Island, and Everglades City, alongside Collier County, continue to prioritize improvements to bicycle and pedestrian infrastructure. Their respective master plans align closely with the Collier Metropolitan Planning Organization (MPO) to enhance safety, connectivity, and accessibility. The MPO's Bicycle and Pedestrian Master Plan integrates these municipal priorities to ensure a coordinated regional approach.

<u>Naples</u>

The City of Naples has adopted its updated Pedestrian and Bicycle Master Plan, emphasizing infrastructure enhancements such as installing bike lanes where feasible, adding shared-lane markings, incorporating green bike boxes, and implementing bike lane striping during pavement resurfacing projects. These measures aim to further support the city's vibrant walking and biking culture. The updated plan aligns with ongoing evaluations in this Collier MPO plan, showcasing the city's commitment to safety and multimodal accessibility.

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Marco Island

Marco Island's Bicycle and Shared Use Path Master Plan is updated annually to meet its vision of facilitating cycling for riders of all skill levels. Projects funded for completion within the next five years include upgraded pathways and designated bike lanes to encourage recreational and commuter use. The MPO plan incorporates Marco Island's evolving priorities to ensure county-wide connectivity.

Everglades City:

Recognized as a Florida Trail Town by the Florida Department of Environmental Protection, Everglades City adopted its first Bicycle and Pedestrian Master Plan in August 2020. Phase 1 improvements have been completed and phases 2, 3, 4 are currently programmed in the MPO's Transportation Improvement Program (TIP). Collier County has supported the city's effort by approving the use of its ROW and agreeing to maintain improvements on CR 29 (Collier Ave.). FDOT has been proactive in supporting the city's master plan by serving as the lead agency on these projects. Phase 5, which proposes creating a linear park along Chokoloskee Causeway, remains in the concept development phase.

County Initiatives:

Collier County has made significant strides in equity-focused projects, particularly through implementing Community Walkability Studies Completed for Golden Gate City, Naples Manor, Immokalee, and collaborations with Community Redevelopment Agencies (CRAs). A $13 million federal RAISE (formerly TIGER) grant is funding substantial infrastructure improvements in Immokalee, including 20 miles of new sidewalks, upgraded intersections, and enhanced transit facilities. These advancements support broader MPO goals of increased multimodal transit access and connectivity, especially in underserved areas.

Several Improvements are programmed in the MPO's TIP at the request of the Bayshore Gateway Triangle CRA. For more detailed updates and information about ongoing initiatives, you can review the Collier MPO's recent agendas and Bicycle & Pedestrian Master Plan updates on their official site.

Walkability Studies

The Collier MPO has completed several Walkability Studies requested by Collier County to assess and prioritize walking infrastructure needs in various communities across the County. These studies—covering Bayshore, Naples Manor, Immokalee, Naples Park, and Golden Gate City—help identify the key areas in need of improvement, have assisted in the planning efforts, and have contributed to the evaluations and analysis of the existing infrastructure gaps and safety concerns. The results from these studies have been integrated into the broader plan for bicycle and pedestrian infrastructure development.

For example, the Bayshore and Naples Manor studies (conducted in 2010) highlighted issues such as gaps in sidewalks and unsafe pedestrian crossings. Similarly, the Immokalee and Golden Gate City studies emphasized areas where pedestrians face challenges in terms of connectivity and safety. These recommendations have been added to the MPO's priority list for future infrastructure improvements.

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Additionally, the Collier MPO has been actively addressing pedestrian and cyclist safety needs through various studies, including the Golden Gate City Walkability Study, which was last completed in 2019.

For more detailed information, please refer to the Collier MPO's reports and appendices in the documents provided by their official publications.

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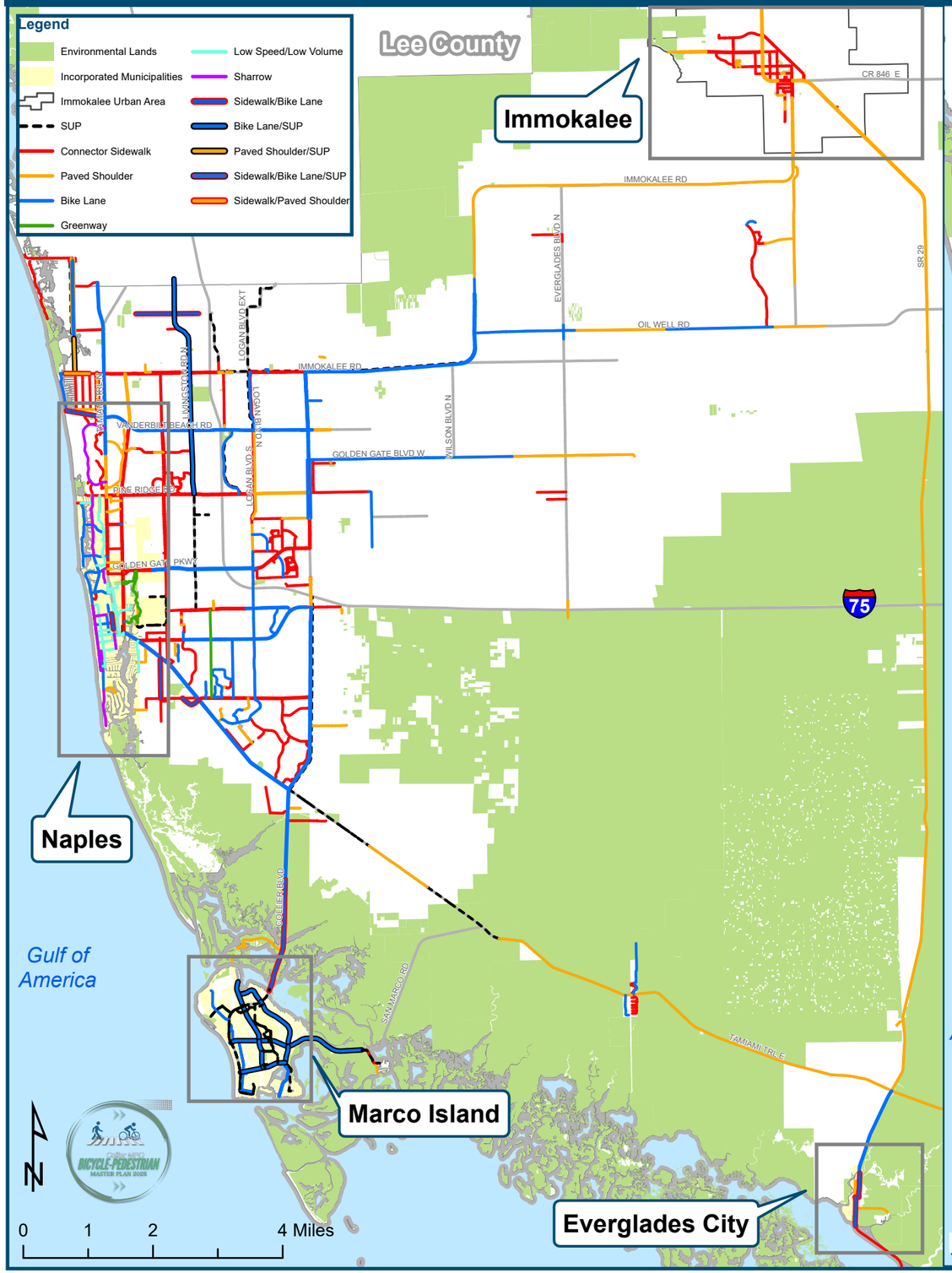
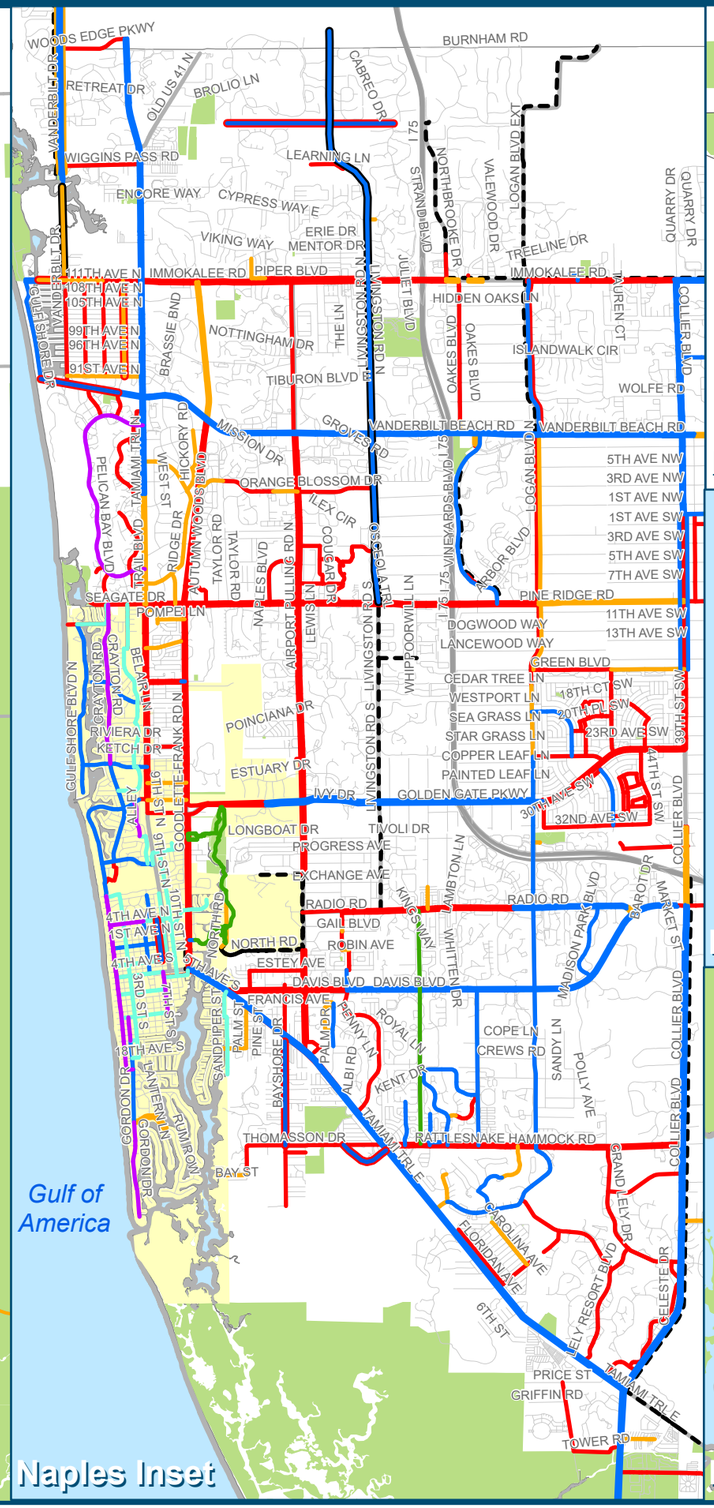
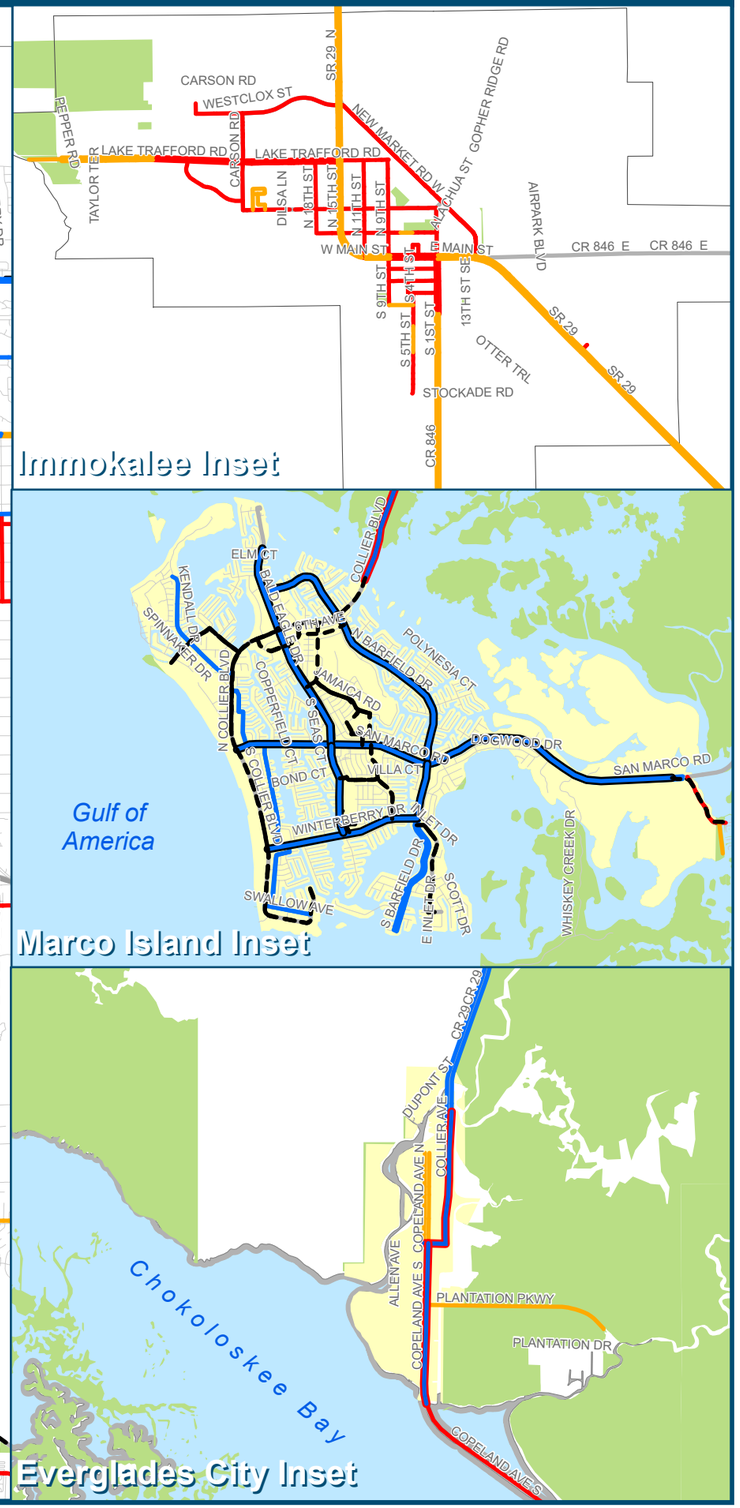
Exhibit 1: Existing Facilities Inventory

Bicycle & Pedestrian Master Plan







SECTION 2 - CRASH ANALYSIS AND SAFETY FOCUS

The Crash Analysis and Safety Focus section of the Collier MPO Bicycle-Pedestrian Master Plan (BPMP) builds on data and insights from the Comprehensive Safety Action Plan (CSAP), which is supported by the federal Safe Streets and Roads for All (SS4A) grant. This analysis examines the severity and distribution of crashes involving vulnerable road users, such as pedestrians and cyclists, which represent a disproportionate percentage of severe traffic incidents in Collier County. By focusing on high-risk corridors, crash trends, and contributing factors, the analysis provides a clear understanding of which bicycle-pedestrian facilities should be prioritized for improvement. The findings also inform the design of targeted enforcement campaigns aimed at reducing unsafe driving behaviors and promoting safer interactions between motorized and non-motorized users. For a broader scope of crash data, including countywide trends beyond bicycle and pedestrian incidents, the CSAP can be reviewed on the MPO website and is anticipated to be completed by October 2025. Through these efforts, the BPMP aims to implement data-driven safety strategies that enhance infrastructure, fill in gaps, increase visibility, and foster safer conditions for all road users.

Crash Severity and Vulnerable Road Users

Although crashes involving pedestrians and cyclists account for only 4% of all traffic incidents in Collier County, they represent 23% of all severe crashes—those resulting in fatalities or serious injuries (KSI). Pedestrians account for 11% of all KSI incidents, and cyclists account for 12%. These figures underscore the heightened vulnerability of non-motorized users in a predominantly motorized environment. **Figure 1**, "People Killed or Seriously Injured by Mode," highlights this disproportionate impact, serving as a call to action for targeted investments in infrastructure and policy measures designed to protect these road users.

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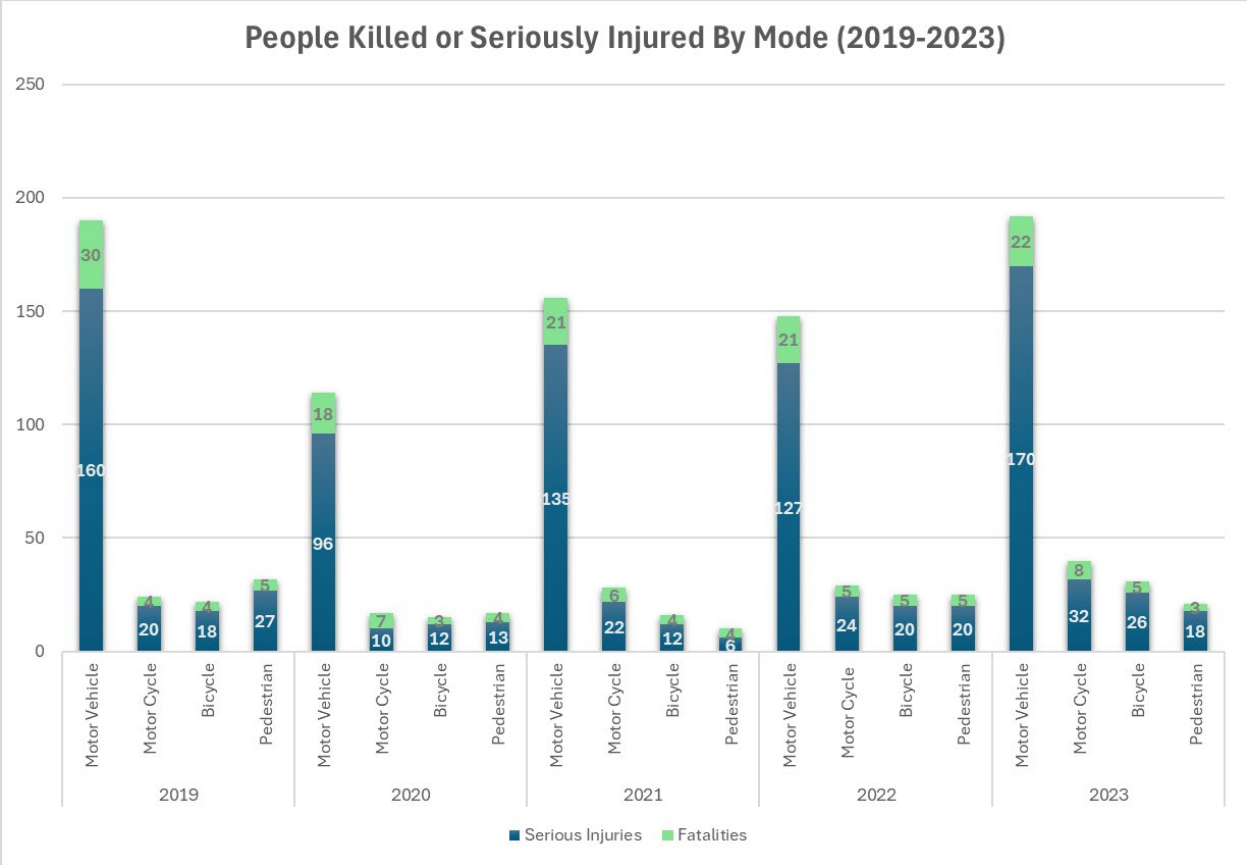


Figure 1: KSI Crashes by Mode (2019-2023), Source Collier MPO SS4A CSAP

The analysis reveals shifts in crash patterns. Crashes involving pedestrians and cyclists returned to and exceeded pre-pandemic levels after an initial decline. This resurgence underscores the necessity for proactive, long-term safety strategies, including the implementation of robust infrastructure improvements and community education campaigns.

Geographic Distribution and Crash Trends

Severe crashes are highly concentrated along major arterial roadways, such as Immokalee Road, Pine Ridge Road, Airport-Pulling Road, and US-41. These corridors, characterized by high traffic volumes, high posted speeds (45-55 mph), and limited infrastructure for non-motorized users, pose significant risks for pedestrians and cyclists. **Figure 2**, the "Bicycle and Pedestrian KSI Crash Density Heat Map," illustrates these hotspots, highlighting areas in need of further analysis to determine potential bicycle and pedestrian safety improvements.

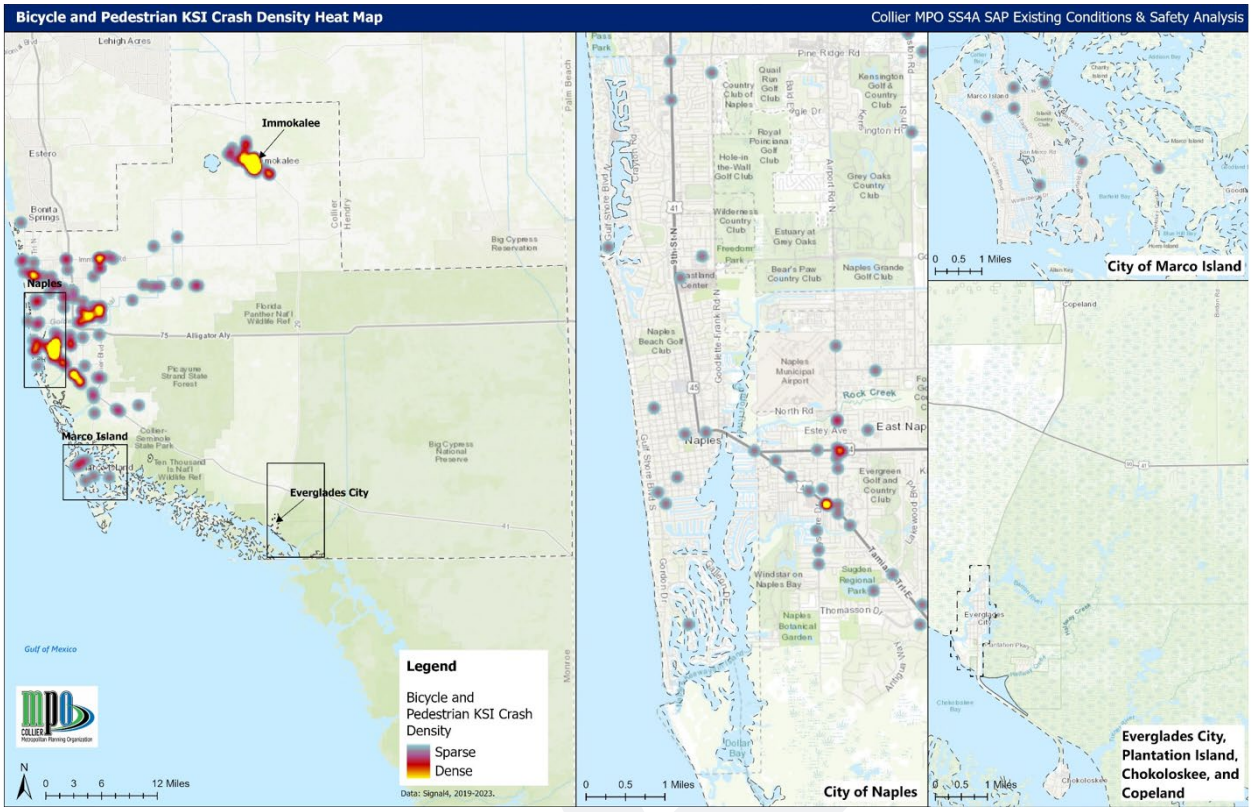
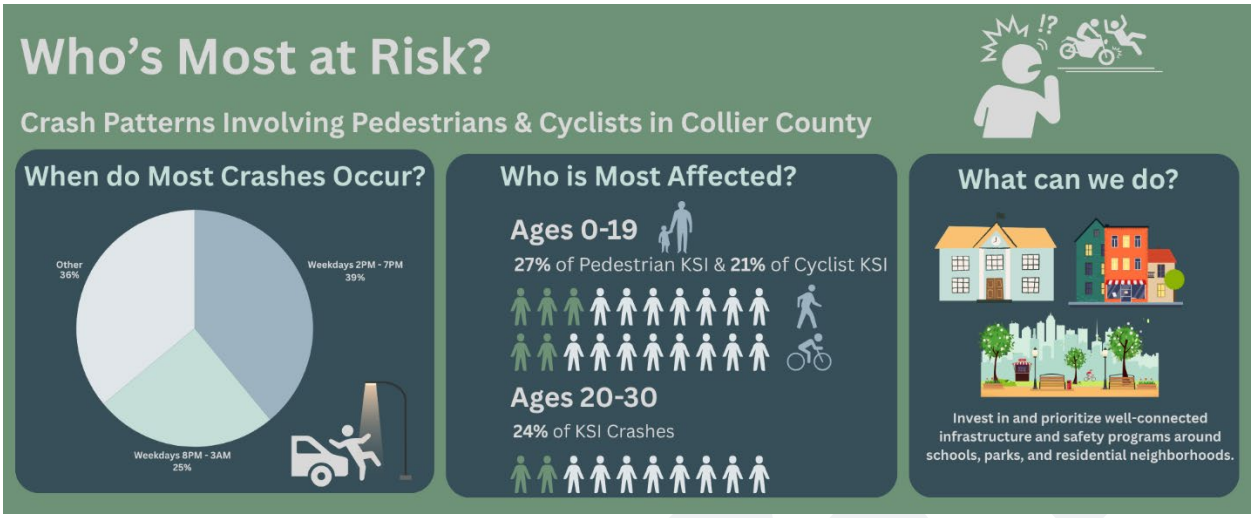


Figure 2: Bicycle and Pedestrian KSI Crash Density Heat Map, Source Collier MPO SS4A CSAP

Crash Trends by Day, Time, and Age of Victim

Demographic and timing analyses provide critical insights into crash patterns. Nearly 70% of KSI crashes involving pedestrians and cyclists occur on weekdays, with the highest concentration (39%) occurring between 2 PM and 7 PM. Evening and late-night hours (8 PM to 3 AM) account for 25% of severe crashes, pointing to the need to promote the use of bicycle lights or flashlights, light colored and retroflected clothing and gear by pedestrians and cyclists during low light conditions. Improved street lighting may be appropriate in high use locations.

Demographically, individuals aged 20 to 30 years account for 24% of KSI crashes, a disproportionately high share given that this age group comprises only 9% of the county's population. Pedestrians aged 0 to 19 represent 27% of all KSI crashes; and 21% of cyclists in KSI crashes. These findings highlight the critical need for child-friendly infrastructure and safety programs targeting schools, parks, and residential neighborhoods.



Traffic Speed and Crash Severity

Arterial roadways, which serve as the backbone of Collier County's transportation network, are designed to facilitate the efficient movement of people and goods. However, their high-speed limits (typically 45 mph or greater), wide intersections, and lack of sufficient infrastructure for non-motorized users make them particularly hazardous for pedestrians and cyclists. Research from the 2023 Pedestrian Safety Month Resource Guide[11] consistently shows that vehicle speed is a critical factor in the severity of crashes. As vehicle speeds increase, the likelihood of a fatal or serious injury rises dramatically. **Figure 3** illustrates the correlation between vehicular speed and pedestrian survival rates, reinforcing the importance of speed management strategies.

[11] https://www.trafficsafetymarketing.gov/safety-topics/pedestrian-safety#1886

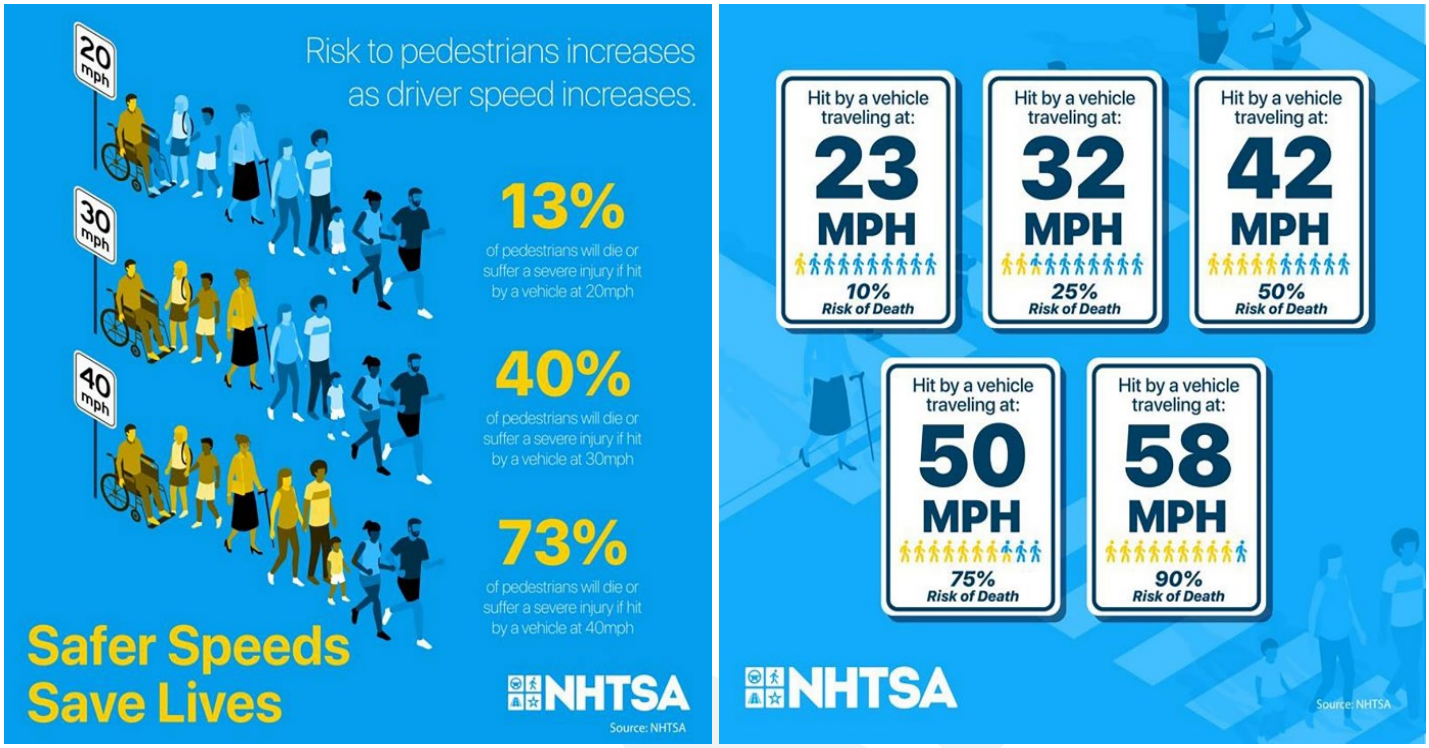


Figure 3: Vehicular Speed and Pedestrian Survival Rates (NHTSA)

To address these risks, speed limit reduction may be an appropriate traffic management strategy to consider in high pedestrian and cyclist use areas. Additionally, public awareness campaigns can emphasize the life-saving benefits of reducing vehicle speeds.

Contributing Factors and High-Crash Corridors

Behavioral and environmental factors play a significant role in crash occurrences. As seen in **Figure 4**, reckless driving, failure to yield, roadway departure, and speeding collectively account for the majority of KSI crashes. Additionally, parking lots, despite being low-speed environments, contribute to 10% of pedestrian and cyclist KSI crashes, highlighting the need for safety measures in these areas.

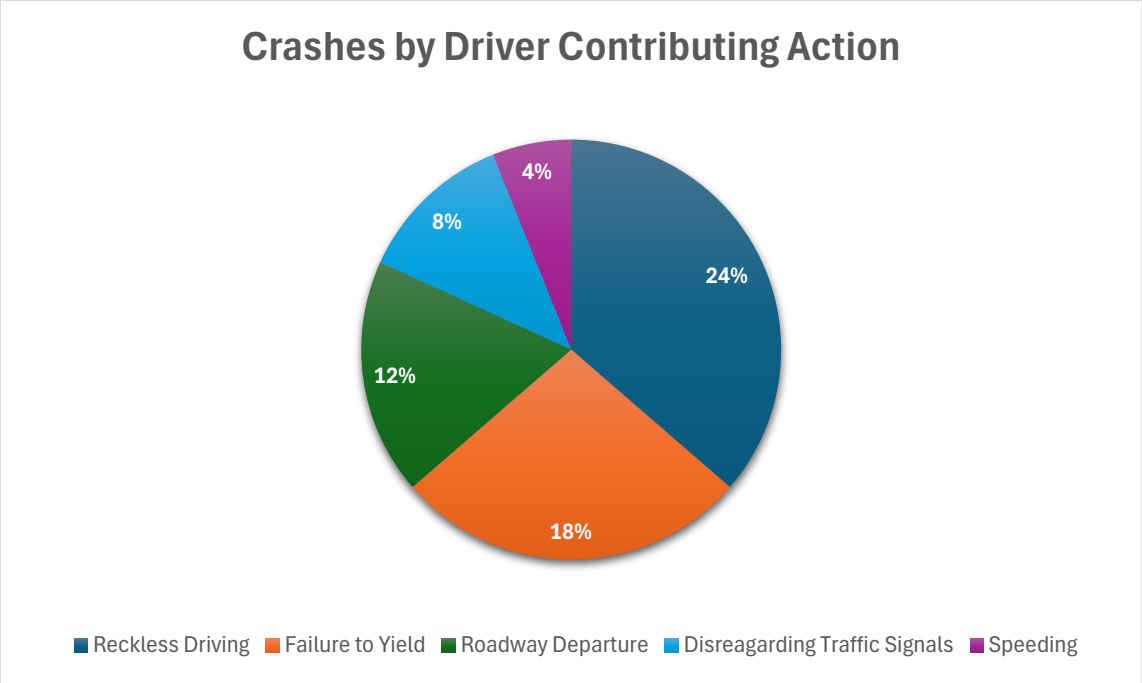


Figure 4: KSI Crashes by Driver Contributing Action

High-Crash Corridors in Collier County

As Collier County continues to experience population growth and increased development, pedestrian and cyclist safety remains a critical concern. The Florida Department of Transportation (FDOT) has identified Collier County as a high-priority area for improving safety infrastructure. According to the *FDOT 2021 Florida Pedestrian and Bicycle Safety Plan*[12], Collier County ranks 25th among Florida counties for pedestrian crashes. While this places it at the lower end of the top 25, the ranking highlights the need for proactive measures to reduce crashes and enhance safety for vulnerable road users.

The *FDOT District One Active Transportation Plan (2022)*[13] identifies specific high-crash corridors in Collier County that pose significant risks to pedestrians and cyclists. These corridors, assigned crash index scores of 81-100 (the highest in the region), include:

- US-41 between Davis Boulevard and Collier Boulevard: A heavily trafficked urban corridor that connects residential areas with commercial hubs and serves as a critical route for both local and regional travel.

[12] FDOT (2021). *Florida Pedestrian and Bicycle Safety Plan*
[13] FDOT (2022). *District One Active Transportation Plan*

- SR-29 between North 11th Street and New Market Street: A key route through Immokalee that serves as an essential connection for residents, many of whom rely on walking and biking to access nearby amenities.

These corridors, which serve as vital links for both motorized and non-motorized users, present significant opportunities for safety enhancements. Targeted interventions, such as upgraded crossings, signalization improvements, and dedicated infrastructure for pedestrians and cyclists, are essential to reducing crash frequency and severity.

High Injury Network (HIN)

As part of the Collier MPO's Comprehensive Safety Action Plan (CSAP), a detailed High Injury Network (HIN) was developed to identify roadway segments and intersections with the highest incidence of serious and fatal crashes involving bicyclists and pedestrians. This analysis serves as a critical input into the BPMP by guiding where targeted safety improvements should be prioritized to have the greatest impact.

Two tiers of priority locations were identified for the Bicycle and Pedestrian High Injury Network (BP HIN). Cumulatively, the Tier I and Tier II BP HIN captures 46% of BP KSI crashes on just 3.8% of roadway miles. These findings reinforce that a relatively small subset of roadways and intersections are responsible for a disproportionate share of the region's most severe bicycle and pedestrian crashes.

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Table 4: Bicycle and Pedestrian HIN Tier I Intersections

Location	Planning Community	KSI	Rank
Airport Rd & Tamiami Trl	East Naples	2	1
Pelican Bay Blvd & Tamiami Trl	North Naples	2	2
Radio Rd & Livingston Rd	East Naples	1	3
Kendall Dr & N Collier Blvd	City of Marco	1	4
Vanderbilt Beach Rd & N Goodlette Frank Rd	North Naples	1	5
Davis Blvd & Airport-Pulling Rd S	East Naples	1	6
Immokalee Rd & Strand Blvd	Urban Estates	1	7
Tamiami Trl & Whistlers Cove Blvd	South Naples	1	8
Tamiami Trl & Broward St	South Naples	1	9
Tamiami Trl & Lakewood Blvd	East Naples	1	10
Tamiami Trl & Espinal Blvd	East Naples	1	11
Davis Blvd & Shadowlawn Dr	East Naples	1	12
Neapolitan Way & Tamiami Trl	City of Naples	1	13
New Market Rd W & Charlotte St	Immokalee	1	14
State Road 29 S & Farm Worker Way	Immokalee	1	15
Lake Trafford Rd & State Road 29 N	Immokalee	1	16
Main St & 1st St	Immokalee	1	17
Isle of Capri Blvd & Collier Blvd	Royal Fakapalm	1	18
Radio Rd & Industrial Blvd	East Naples	1	19

Table 5: Bicycle and Pedestrian HIN Tier I Roadway Segments

Segment Name	Segment Start	Segment End	Planning Community	Miles	Bicycle & Pedestrian KSI	Rank
Tamiami Trl	Bayshore Dr	Airport Rd	East Naples	0.25	5	1
W Main St	N 9th St	N 1st St	Immokalee	0.45	6	2
Airport Rd	Estey Ave	North Rd	East Naples	0.21	2	3
Pine Ridge Rd	I-75 West Ramp	I-75 East Ramp	Urban Estates	0.13	1	4
E Main St	N 1st St	New Market Rd E	Immokalee	0.35	1	5
S 1st St	Stockade Rd	Main St	Immokalee	1.47	4	6
Pine Ridge Rd	I-75 E Onramp	Napa Blvd	Urban Estates	0.19	1	7
5th Ave S	9th St S	S Goodlette Frank Rd	City of Naples	0.2	1	8
Airport Rd	Davis Blvd	Estey Ave	East Naples	0.2	1	9
Bayshore Dr	Thomasson Dr	Tamiami Trl	East Naples	1.37	3	10
Pine Ridge Rd	Livingston Rd	Whippoorwill Ln	Urban Estates	0.43	2	11
State Road 29 N	New Market Rd W	Johnson Rd	Corkscrew	1.97	3	12
Grand Lely Dr	Lely Resort Blvd	Collier Blvd	South Naples	0.67	1	13
Tamiami Trl	Granada Blvd	Pine Ridge Rd	Central Naples	0.51	2	14
Orange Bossom Dr	Airport Rd	Livingston Rd	North Naples	0.96	1	15
Green Blvd	Logan Blvd S	Collier Blvd	Golden Gate	1.95	2	16
Golden Gate Pkwy	Tamiami Trl	Tamiami Trl	City of Naples	0.18	1	17
Tamiami Trl	St Andrews Blvd	Broward St	South Naples	1.25	4	18
Vineyards Blvd	Pine Ridge Rd	Vanderbilt Beach Rd	Urban Estates	2.42	1	19

Integrating the HIN into the BPMP

To improve safety outcomes, the BPMP emphasizes the importance of prioritizing projects that align with the HIN. By identifying these high-risk corridors and intersections, the MPO can focus on limited resources where they are needed most and where they will have the greatest impact on reducing severe and fatal crashes.

Accordingly, the project evaluation criteria within this Plan will assign higher scores to proposed bicycle and pedestrian improvements located on or directly benefiting an identified Tier I or Tier II HIN segment or intersection. This approach ensures that the selection and funding of future projects are guided by data-driven safety priorities that directly address the most pressing needs. Incorporating the HIN into the BPMP also positions the Collier MPO and its partners to utilize and be eligible for federal implementation grants through the Safe Streets and Roads for All (SS4A) program, which supports projects that directly address identified safety concerns.

A full and detailed analysis of the High Injury Network can be found in the Collier MPO SS4A Safety Action Plan.

Pedestrian and Bicycle Safety Audits

A Pedestrian and Bicycle Safety Audit (PBSA) is a specialized evaluation of roadways and intersections designed to identify safety challenges and opportunities to improve conditions for pedestrians and bicyclists. By leveraging crash data, observing traffic patterns, and assessing infrastructure design, PBSAs offer actionable recommendations to improve safety and accessibility for non-motorized users. These audits are essential as communities work to develop safer, more inclusive transportation systems, particularly in response to growing urbanization and increasing demand for pedestrian and bicycle infrastructure. Looking ahead, PBSAs will be pivotal in advancing long-term safety initiatives like Target Zero by addressing high-risk locations, mitigating traffic speed risks, and promoting equitable access to safe travel. As mobility trends evolve, the role of continuous evaluations and forward-thinking planning becomes increasingly critical to building resilient and user-friendly transportation networks.

Bicycle Crash Trends

- While bicycle crashes make up only 2% of all crashes, they account for 12% of KSI (Killed or Seriously Injured) crashes, with 1 in 9 resulting in a fatality or serious injury.
- Serious bicycle crashes are more common in winter and spring, making up 66% of incidents, likely due to seasonal population increases and favorable biking conditions.
- The most dangerous locations for cyclists are large urban intersections with six or more lanes and moderate to high traffic volumes, emphasizing the need for improved infrastructure.

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Pedestrian Crash Trends

- Although pedestrian crashes represent only 2% of total crashes, they account for 11% of all KSI crashes, with 1 in 10 resulting in a fatality or serious injury.
- Many serious pedestrian crashes occur at smaller, low-traffic signalized intersections, highlighting the need for enhanced pedestrian safety measures.
- Despite being low-speed environments, parking lots contribute to 10% of serious pedestrian crashes, a significantly higher proportion than for other road users, indicating a need for better design and safety interventions.

These findings highlight specific safety concerns, such as driveway and intersection design, driver awareness of non-motorized users, and pedestrian signal compliance. Addressing these issues through targeted infrastructure improvements, education, and enforcement remains critical to reducing crashes and improving safety for pedestrians and bicyclists in Collier County.

Street and Sidewalk Lighting

Lighting is a critical safety feature that enhances visibility for motorists, pedestrians, and bicyclists, significantly reducing the risk of crashes during low-light conditions. Incorporating adequate lighting is essential during the design and construction of bicycle and pedestrian infrastructure to ensure safety and accessibility for all users. Public feedback frequently highlights the connection between safety and proper lighting, emphasizing its importance in creating a secure walking and biking environment. As part of the public outreach efforts for this Plan, a survey was conducted to understand the factors influencing perceptions of safety or feelings of being unsafe while walking or biking. The survey results, presented in the Appendix, indicated that 21% of respondents identified lighting as a primary concern contributing to these feelings. This feedback highlights the importance of prioritizing investments in street lighting, especially in high-crash and poorly lit areas, to enhance safety and build confidence among pedestrians and bicyclists.

Safety Performance Targets

The Florida Department of Transportation (FDOT) has embraced Target Zero, a program committed to achieving zero traffic fatalities or severe injuries across the state. In alignment with this goal, the Collier MPO adopted FDOT's safety performance targets beginning in February 2018 and has continued to do so on an annual basis. This adoption allows the MPO to leverage FDOT's annual reporting to the Federal Highway Administration (FHWA) through the Statewide Transportation Improvement Program (STIP), streamlining reporting for the MPO's Transportation Improvement Program (TIP) and Long-Range Transportation Plan (LRTP).

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Target Zero and Safety Performance Targets

Safety remains a top priority for the MPO and is the first national goal outlined in the Fixing America's Surface Transportation (FAST) Act. Under the FAST Act, the FHWA mandates that state Departments of Transportation (DOTs) and MPOs adopt five safety performance targets, which Collier MPO originally endorsed in February 2018 and readopts on an annual basis. These targets focus on reducing fatalities and serious injuries, including those involving non-motorized road users.

The five safety-performance measures include:

- Number of fatalities
- Rate of fatalities per 100 million vehicle miles traveled (VMT)
- Number of serious injuries
- Rate of serious injuries per 100 million VMT
- Number of non-motorized fatalities and serious injuries

In 2023, FDOT reported significant progress toward Target Zero[14]:

- A 10% reduction in total traffic fatalities statewide compared to 2021.
- A decline in non-motorized fatalities and serious injuries, with a combined total of 750, down from 820 in 2020.
- A continued focus on high-risk areas and vulnerable road users through data-driven interventions.

Collier MPO's Safety Efforts

The Collier MPO integrates this safety performance targets into its plans and projects, prioritizing non-motorized safety improvements. As part of its ongoing commitment, the MPO emphasizes infrastructure upgrades, education campaigns, and enforcement measures to reduce risks for pedestrians and bicyclists. Referenced in the LRTP, Policy and Implementation, outlines the framework for monitoring and reporting progress on these targets.

By aligning with Target Zero and adopting FDOT's targets, Collier MPO reinforces its dedication to creating a safer transportation network, fostering a culture of safety, and advancing the goal of eliminating severe injuries and fatalities on Florida's roadways.

[14] Florida Department of Transportation (FDOT), Safety Performance Measures and Progress Report (2023).

SECTION 3 - PUBLIC ENGAGEMENT

Community Engagement Overview

The development of this Plan employed an enhanced community engagement process designed to maximize participation and gather diverse input from residents and stakeholders. Traditional outreach methods—such as workshops, committee meetings, and open houses—were supplemented with innovative efforts to ensure broader involvement. Key highlights include:

- **Engagement with Tribal Nations**: Meetings were held with the Seminole Tribe of Florida and the Miccosukee Tribe to incorporate their perspectives.
- **Participation at Non-MPO Meetings**: Outreach extended to non-MPO gatherings to reach broader audiences.
- **Interactive Online Map**: The Collier MPO website featured an interactive map that allowed residents to pinpoint specific locations and submit comments directly.
- **Community Surveys**: Surveys were offered online and distributed widely, with outreach events promoting participation.

The public engagement process generated over nearly **350** comments, as illustrated in the Public Engagement Responses chart (**Figure 5**). These comments, outlined below and included in the appendices, highlighted several recurring themes:

- Enhance safety for pedestrians and cyclists.
- Address gaps in sidewalks, bike lanes, and paths, prioritizing regional connections.
- Improve maintenance of existing bicycle and pedestrian facilities.
- Develop shared use paths wherever feasible.
- Increase emphasis on protected and separated bike lanes.
- Install improved lighting in low-lit areas
- Provide increased shade along heavily used pedestrian corridors to improve comfort and usability.

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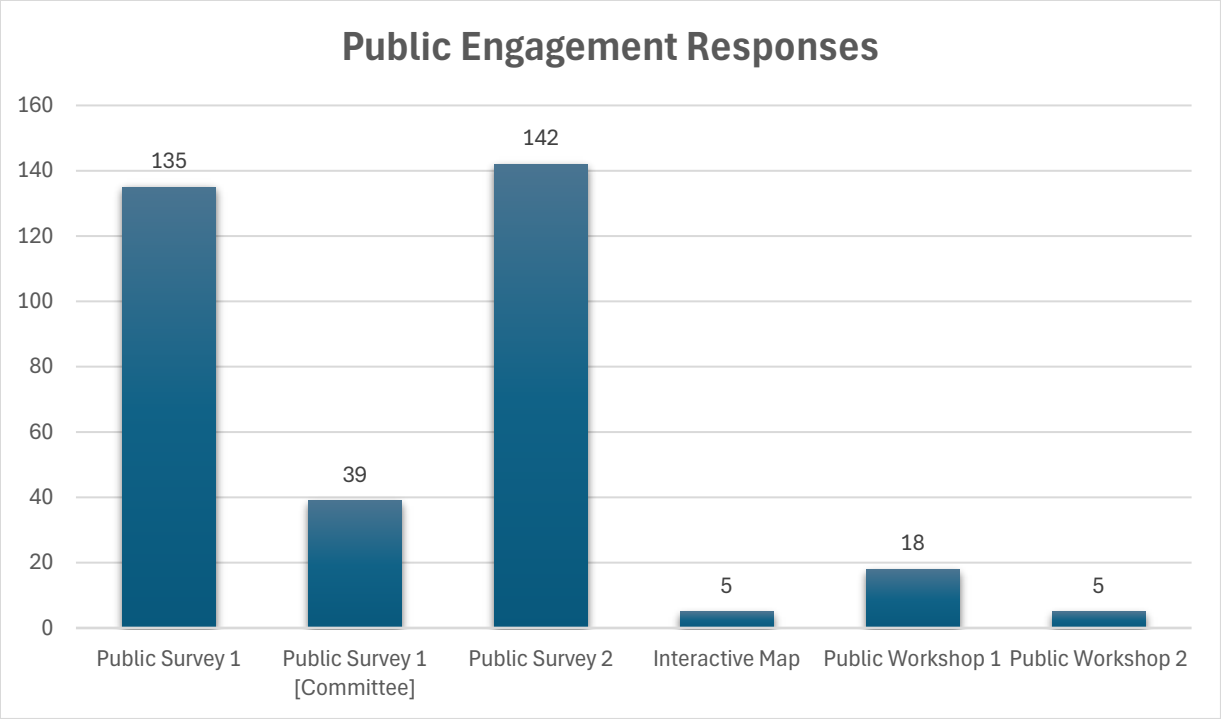

Figure 5: Public Engagement Response Count by Media Platform

Online Workshops

To ensure accessibility, two online open-house workshops were held after standard work hours during the Plan's development:

- **Initial Public Workshop**: Conducted early in the process in October 2024, this session gathered public input on plan goals, bicycle and pedestrian facility needs, and perceptions of the transportation system. Participants voted on goal statements, which helped shape the evaluation criteria. The workshop drew 35 participants, with additional five written comments submitted afterward.
- **Second Public Workshop**: Held in early May 2025, this workshop marked the first public unveiling of the draft master plan. The session was designed to validate prior community feedback, confirm public support, and collect additional input to refine the plan. Participants engaged with key components of the draft through interactive tools such as real-time discussion whiteboards, mapping exercises to identify facility gaps, voting on preferred elements, and submitting final recommendations. One key topic that emerged during the workshop was the opportunity to increase shade along major active transportation corridors. The event drew approximately 10 participants and generated valuable feedback both during and following the session.

Additional Community Feedback

Beyond workshops and surveys, the MPO received numerous emails, phone calls, and letters from citizens seeking information or providing comments on the Plan. These communications are cataloged in **Appendix A**, demonstrating the high level of public interest and engagement in shaping this Plan.

Tribal Community Outreach

Public outreach for the Bicycle-Pedestrian Master Plan marked a significant milestone, as it was the first time tribal communities were actively involved in the development of such a plan. Engagements included outreach to the Seminole Tribe of Florida's Immokalee Reservation and a virtual meeting with the Miccosukee Tribe, ensuring their unique perspectives and concerns were addressed and documented. This Bicycle-Pedestrian Master Plan serves as a pioneer in fostering collaboration with tribal communities, setting a precedent for future planning efforts to be more inclusive and reflective of the diverse needs of all stakeholders.

Interactive Map

Figure 6 shows a segment of an interactive web-based tool used to gather public input. Residents could submit comments regarding bicycle and pedestrian needs, challenges, required connections, safety issues, and potential destinations. This interactive map is available on the Collier MPO Bicycle-Pedestrian Master Plan homepage, where users can find the link to the map as well as additional resources, including a user manual that provides step-by-step instructions for documenting public feedback. The map serves as a visual aid, allowing the public to explore the active transportation network in Collier County. Upon completion of this plan, the MPO intends to keep the interactive map available on the homepage, allowing continued public access and engagement.

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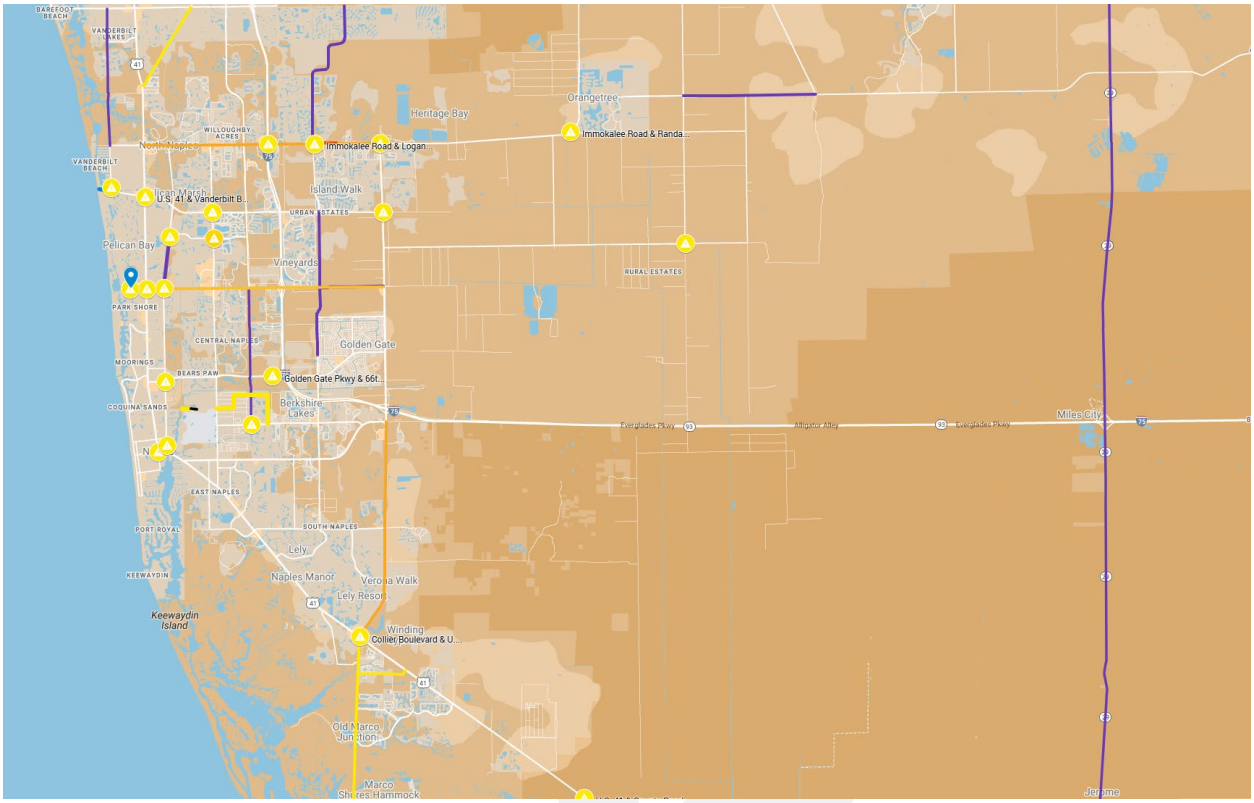

Figure 6: Interactive Map Showing Public Concerns from Survey 1

Online Survey

Two online surveys were conducted to assess the public's comfort level with walking and bicycling, as well as to identify areas of concern and desired improvements. The surveys featured a variety of questions related to bicycling and walking. Several allowed multiple responses and provided space for open-ended feedback. Overall, respondents rated the active transportation facilities in Collier County as fair but expressed ongoing safety concerns for both cyclists and pedestrians. A total of 316 responses were received.

One key question asked respondents to identify the most important improvements for making their community safer and more accessible for people walking and biking. The top three priorities were: more dedicated and protected bike lanes (76%), increased education and awareness campaigns (40%), and additional connecting sidewalks (32%), as shown in **Figure 7**.

Additional questions asked respondents to share their main concerns regarding the development of the plan, as shown in **Figure 8**. A total of 95% emphasized the need to prioritize and improve safety for cyclists and pedestrians in Collier County. The next most common concern was the maintenance of existing paths and pedestrian facilities (37%), followed by potential impacts on current vehicular traffic flow (25%).

As shown in **Figure 7**, approximately 16% of respondents prioritized the maintenance of existing facilities, making it the fifth-highest concern. However, maintenance emerged as a recurring theme in the open-ended responses, where many participants cited issues such as debris, potholes, and other deficiencies in existing bike lanes. While it ranked fifth in the closed-ended questions, the volume of detailed feedback in the open-ended section highlights the community's strong concern for infrastructure upkeep. This emphasis underscores the need for continued maintenance and improvements, even though it was not ranked as a top priority in the quantitative results.

Respondents were also asked to identify the types of facilities they believed should be prioritized in the plan. The top three responses were: dedicated bike lanes (73%), shared use paths (72%), and safe crossing points, including intersections and mid-block crossings (52%).

All survey results can be found in **Appendix B**.

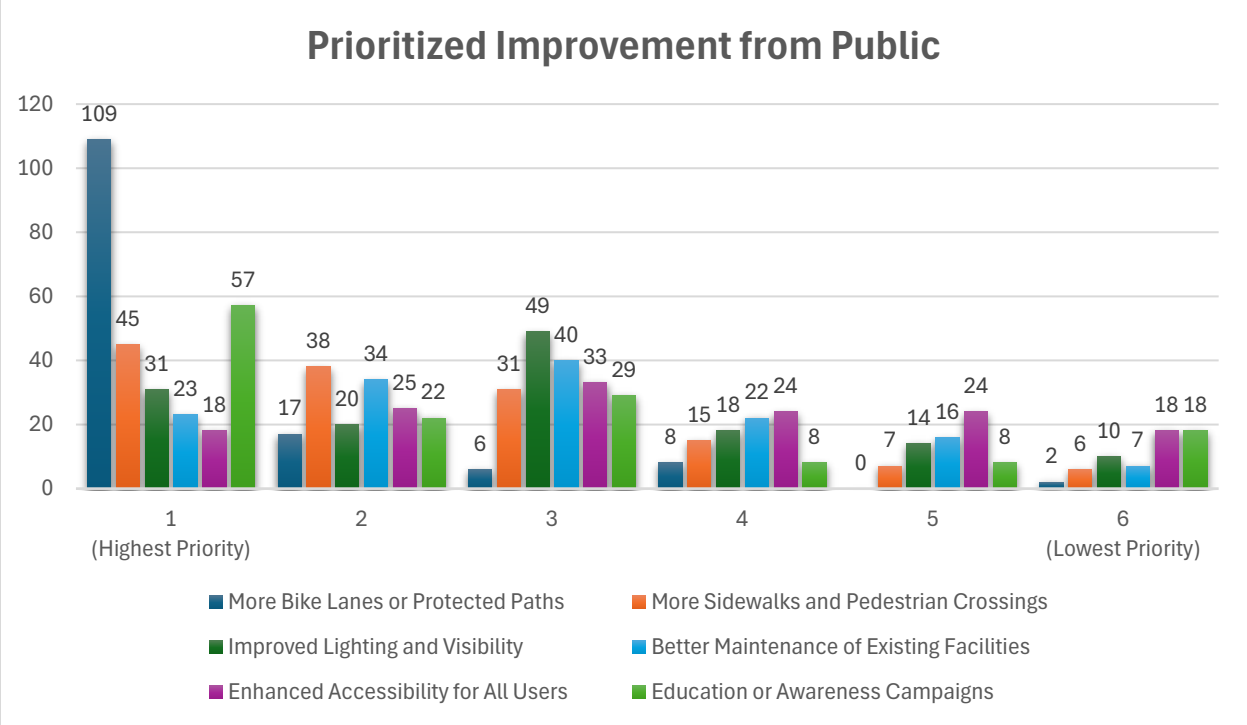

Figure 7: Prioritized Improvements Captured During a Public Survey

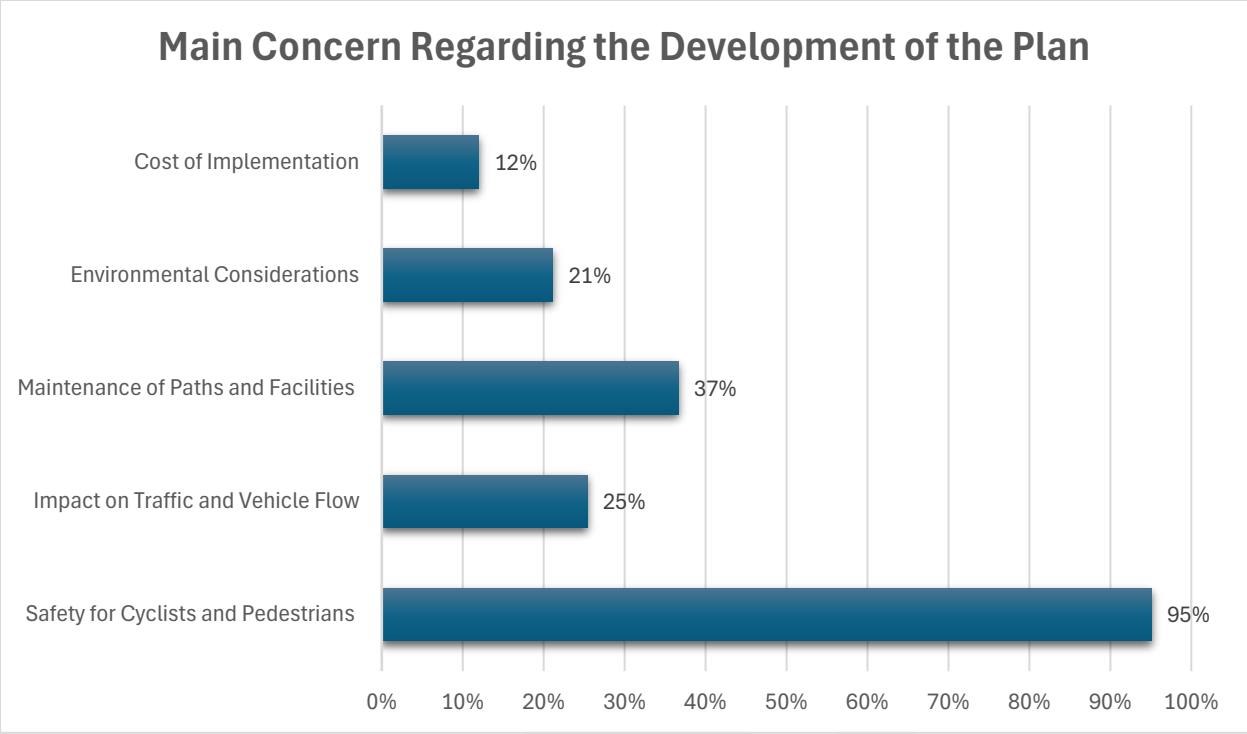

Figure 8: Main Concern for Master Plan Development Captured During a Public Survey

MPO Board and Advisory Committee Meetings

The MPO Board and its three advisory committees, the Technical Advisory Committee (TAC), Citizens Advisory Committee (CAC), and Bicycle and Pedestrian Advisory Committee (BPAC)—were actively involved throughout the Plan's development. These groups provided essential guidance and feedback during regular updates on the Plan's progress. All MPO meetings are open to the public, offering additional opportunities for public input during these sessions. Comments and recommendations from the advisory committees, as well as input from Collier County Transportation Planning, are documented and available for public viewing on the Collier MPO website, where all meeting records are accessible.

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SECTION 4 - VISION, GOALS, AND OBJECTIVES AND STRATEGIES

A clear vision is essential for guiding the plan's development, providing direction and purpose. It shapes the goals, objectives, and strategies, ensuring they align with the community's needs and priorities. To create this vision, the planning team reviewed the existing Bicycle-Pedestrian Master Plan (BPMP) as a baseline, explored similar local active transportation plans, and incorporated input from the public, MPO board, committees, and stakeholders. This collaborative process resulted in a vision that reflects a comprehensive approach to improving mobility and safety. The following section presents the vision and goals that will guide this plan.

Vision

"To create a safe and connected network of active transportation facilities in Collier County that promotes and encourages the use of bicycle and pedestrian pathways which support business and recreation for community access and well-being."

Safety, as emphasized in the 2019 plan, remains one of the most important areas of concern, with connectivity closely following as a key priority. These two pillars continue to serve as cornerstones for this plan, as public feedback indicated that improvements in these areas are still top priorities. Achieving a safe and well-connected network is essential to encouraging residents to utilize these facilities, providing direct benefits to users and creating broader community advantages. The vision, goals, and objectives outlined in this plan are consistent with priorities set forth in the 2045 Long-Range Transportation Plan (LRTP) and will be incorporated into the 2050 LRTP to ensure long-term alignment and support.

Goals

While considering the goals outlined in the 2019 Bicycle-Pedestrian Master Plan, the goals presented in **Table 6** were developed through a comprehensive review of existing resources and a collaborative effort. This process involved examining similar regional active transportation plans and incorporating feedback from BPAC committee members during workshop opportunities. Initial goals and priorities were gathered from their input, and the planning team refined and consolidated these into seven key goals. After further coordination with MPO staff and the BPAC committee, the final goals for this plan are as follows:

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Table 6: Bicycle & Pedestrian Master Plan Goals and Strategies

Goal	Strategy
Safety	Promote education and enforcement as the primary strategies, followed by engineering solutions, to enhance safety for cyclists, pedestrians, and micromobility users.
Connectivity	Develop a seamless network that connects key points of interest, ensuring accessibility and ease of use for all modes of transportation.
Economy	Develop bicycle-pedestrian facilities to support local businesses, attract tourists, and provide affordable transportation options, contributing to economic growth and community vitality.
Education	Promote awareness, responsible use, and understanding of bicycle and pedestrian facilities through educational programs, outreach efforts, and community engagement, empowering users with the knowledge to navigate the network confidently and effectively.
Efficiency	Support the design, implementation, and ongoing maintenance of bicycle and pedestrian facilities that encourage shifts in travel behavior, reduce dependence on motor vehicles, and alleviate roadway congestion by promoting walking and biking as preferred modes of transportation.
Health	Design pathways that encourage active transportation and support public health initiatives.
Interactive Map	Create and maintain a continuously updated, interactive map that is accessible for cyclists and pedestrians to download and share, serving as a valuable resource for navigation and planning.

Though there are similar goals in this plan compared to its predecessor, the importance of safety and connectivity still holds a prominent role. However, new strategies have been incorporated to address the needs and challenges of today, such as the inclusion of micromobility options. Additionally, this plan introduces a new goal: the creation of an interactive map. The purpose of this map is to enhance connectivity within the network while providing residents with easy access to valuable resources and information. To ensure its continued relevance, the map will be regularly updated, allowing for ongoing improvements and engagement with the active transportation infrastructure.

Objective and Strategies

Goals can be general and lofty, but objectives and strategies need to be specific enough to help make measurable progress toward meeting the goals. The following objectives and strategies were identified to help achieve the goals developed for this plan and to provide sufficient flexibility in the implementation of the plan.

1. **Safety -** Promote education and enforcement as the primary strategies, followed by engineering solutions, to enhance safety for cyclists, pedestrians, and micromobility users.

   Objectives:
   - Reduce the number of bicycles, pedestrian, and micromobility-related KSI crashes in high-risk areas.

   Strategies:
   - Prioritize shared use paths and separated bike lanes where feasible and continue improving bike-ped facilities through roadway improvement projects.
   - Increase lighting and visibility at intersections and crossings.
   - Conduct safety education campaigns targeting drivers, cyclists, and pedestrians.

2. **Connectivity -** Develop a seamless network that connects key points of interest, ensuring accessibility and ease of use for all modes of transportation.

   Objectives:
   - Create a well-connected network of facilities linking residential areas to schools, parks, businesses, and public transit.

   Strategies:
   - Identify and eliminate gaps in the existing network to improve access to key destinations
   - and enhance last mile connections to transit stops.
   - Establish clear wayfinding signage for all modes of active transportation.
   - Prioritize projects that improve connections between transit-dependent areas, transit stops,
   - and the broader bicycle and pedestrian network.

3. **Economy -** Develop bicycle-pedestrian facilities to support local businesses, attract tourists, and provide affordable transportation options, contributing to economic growth and community vitality.

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Objectives:

- Enhance economic activity by improving bicycle-pedestrian access and connectivity to business districts, commercial centers, and tourist destinations.

Strategies:

- Identify routes and select projects that connect cultural landmarks, shopping centers, and downtown areas to promote tourism.
- Collaborate with local businesses, community organizations, and agencies to identify opportunities to implement bicycle- and pedestrian-friendly amenities such as bike racks, seating, shade, and repair stations to enhance user experiences.
- Collaborate with local agencies to identify projects that improve pedestrian access to employment centers, recreational destinations, schools, and transit.

4. **Education –** Promote awareness, responsible use, and knowledge of bicycle and pedestrian facilities through educational programs, outreach efforts, community engagement, empowering users with the knowledge to navigate the network confidently and effectively.

Objectives:

- Reduce crashes and unsafe behaviors involving bicyclists and pedestrians by increasing user knowledge and awareness.

Strategies:

- Create simple, easy-to-understand age-appropriate safety materials and distribute them in schools, libraries, community centers, and online digital platforms.
- Partner with local organizations to deliver community-based education and outreach activities.
- Use social media, public signs, and outreach at community events to share safety material and messages and promote responsible behavior.

5. **Efficiency –** Support the design and implement accessible, connected, and well-maintained bicycle and pedestrians facilities that encourage shifts in travel behavior, reduce dependence on motor vehicles, and alleviate roadway congestion by promoting walking and biking as preferred modes of transportation.

Objectives:

- Encourage active transportation to decrease vehicle use, vehicle miles traveled (VMT), and enhance the overall performance of the transportation network.

Strategies:

- Identify, prioritize, and promote safe, connected, and attractive routes for walking, biking, and micromobility through planning and coordination efforts.
- Implement initiatives to reduce short car trips by enhancing and promoting alternative transportation options.

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- Promote the importance of maintaining and upkeeping county bicycle and pedestrian facilities to ensure the continued safety, accessibility, and effectiveness of the network.

6. **Health -** Promote pathways that encourage active transportation and support public health initiatives.

Objectives:

- Increase opportunities for residents to engage in active transportation and improve public health.

Strategies:

- Identify and prioritize bicycle and pedestrian infrastructure projects that foster connected, walkable and bicycle friendly communities, encouraging physical activity through accessible transportation options.
- Focus on closing gaps in pathways that connect residential areas to recreational areas, healthcare facilities, and schools, providing viable alternative travel options.
- Collaborate with health organizations to highlight the benefits of walking and bicycling with ad campaigning and outreach.

7. Interactive Map - Create and maintain a continuously updated, interactive map that is accessible for cyclists and pedestrians to download and share, serving as a valuable resource for navigation and trip planning.

Objectives:

- Provide residents and visitors with an accessible tool to navigate and plan routes on the bicycle-pedestrian network.

Strategies:

- Ensure interactive map layers are systematically maintained and regularly updated to provide accurate, reliable, and current information for all users.
- Incorporate data layers showcasing connectivity to public transit, schools, parks, and key destinations.
- Allow and encourage users to report issues or suggest improvements directly to MPO staff to support a continuously updated and responsive user experience.

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SECTION 5 - ASSESSMENT OF NEEDS

Identification of Network Needs

To develop a comprehensive understanding of the infrastructure gaps and needs within Collier County's bicycle and pedestrian network, a systematic approach was employed. This process focused on identifying deficiencies and opportunities along the county's collector and arterial roads through the methods described in the following paragraphs:

A thorough review of existing plans, policies, and studies was conducted to ensure alignment with local, regional, and state transportation goals. Key documents reviewed included the current municipal master plans for the City of Naples, Everglades City, and Marco Island, as well as the previous Bicycle and Pedestrian Master Plan. Additionally, the MPO's FY2025-2029 Transportation Improvement Program, along with the Capital Improvement Programs for the cities of Naples, Marco Island, and Everglades City, as well as Collier County's 2023 Annual Updated and Inventory Report and Capital Improvement Element for County Roads & Bridge Facilities, were reviewed to ensure that planned projects, which are those identified in a master plan approved by a local government, and programmed projects, which are those with a phase funded in FDOT's 5 year Work Program or in the local government's Capital Improvement Program, were considered and integrated into the overall planning process. This step provided a foundational understanding of existing priorities, identified planned projects, and ensured consistency with broader transportation objectives. Reviewing the previous master plan helped establish the baseline for the county's bicycle and pedestrian infrastructure and provided a better understanding of past prioritized locations.

An inventory of existing bicycle and pedestrian facilities along collector and arterial roads was completed to establish baseline conditions. This effort documented facility types, such as bike lanes, shared-use paths (SUPs), sidewalks, and paved shoulders. To achieve this, maps of the existing facilities were reviewed and commented on by local agencies, stakeholders, and the community through extensive public outreach. This iterative process ensured a thorough analysis of the existing network and provided a solid starting point for identifying gaps and deficiencies.

Engaging the community was a critical component of identifying needs and gaps. Input was gathered through public surveys, workshops, and stakeholder meetings to understand the concerns, preferences, and priorities of residents, business owners, and advocacy groups. This feedback provided valuable insights into barriers to walking and cycling, areas of high demand, and desired improvements, ensuring that the Master Plan reflects the needs of the community it serves.

Existing, Programmed and Planned Facilities Overlays

To comprehensively identify missing links and deficiencies in the bicycle and pedestrian network, GIS (Geographic Information System) software was used to analyze the county's infrastructure inventory. This process involved mapping **existing facilities,** including bike lanes, shared-use paths, sidewalks, and paved shoulders, across Collier County's arterial and collector roads.

A comprehensive analysis was conducted using data overlays to identify gaps in the bicycle-pedestrian network. This included mapping all existing bicycle-pedestrian facilities, as well as **programmed facilities** that are partially or fully funded in the MPO's Transportation Improvement Program (TIP) or local government Capital Improvement Programs (CIPs) and **planned future facilities**. This approach provides a clear understanding of current infrastructure and upcoming projects, helping to identify areas of deficiency and inform future planning efforts.

By using GIS tools, incorporating input from local agencies, stakeholders, and the community, and factoring in programmed facilities, a comprehensive and data-driven assessment of Collier County's bicycle and pedestrian infrastructure was conducted. This approach identified current deficiencies, highlighted gaps in connectivity, and accounted for planned improvements. The results of the gap analysis and public outreach are summarized below.

Identified Facilities Through Public Outreach

The identification of bicycle and pedestrian needs within the Collier County Bicycle-Pedestrian Master Plan is informed by a combination of public input, data analysis, and an updated gap assessment. The following list reflects locations and corridors frequently noted during public outreach as areas with potential for improved bicycle and pedestrian access, safety, or connectivity. While these locations were identified as important by the public, they do not represent committed projects.

To provide additional context, the accompanying table includes a column with MPO analysis to clarify the status of each location and how it relates to current plans, priorities, and existing infrastructure. These identified needs will be further evaluated using established criteria to determine their alignment with the goals of the Master Plan and their potential for inclusion in the prioritized project list as funding or opportunities become available.

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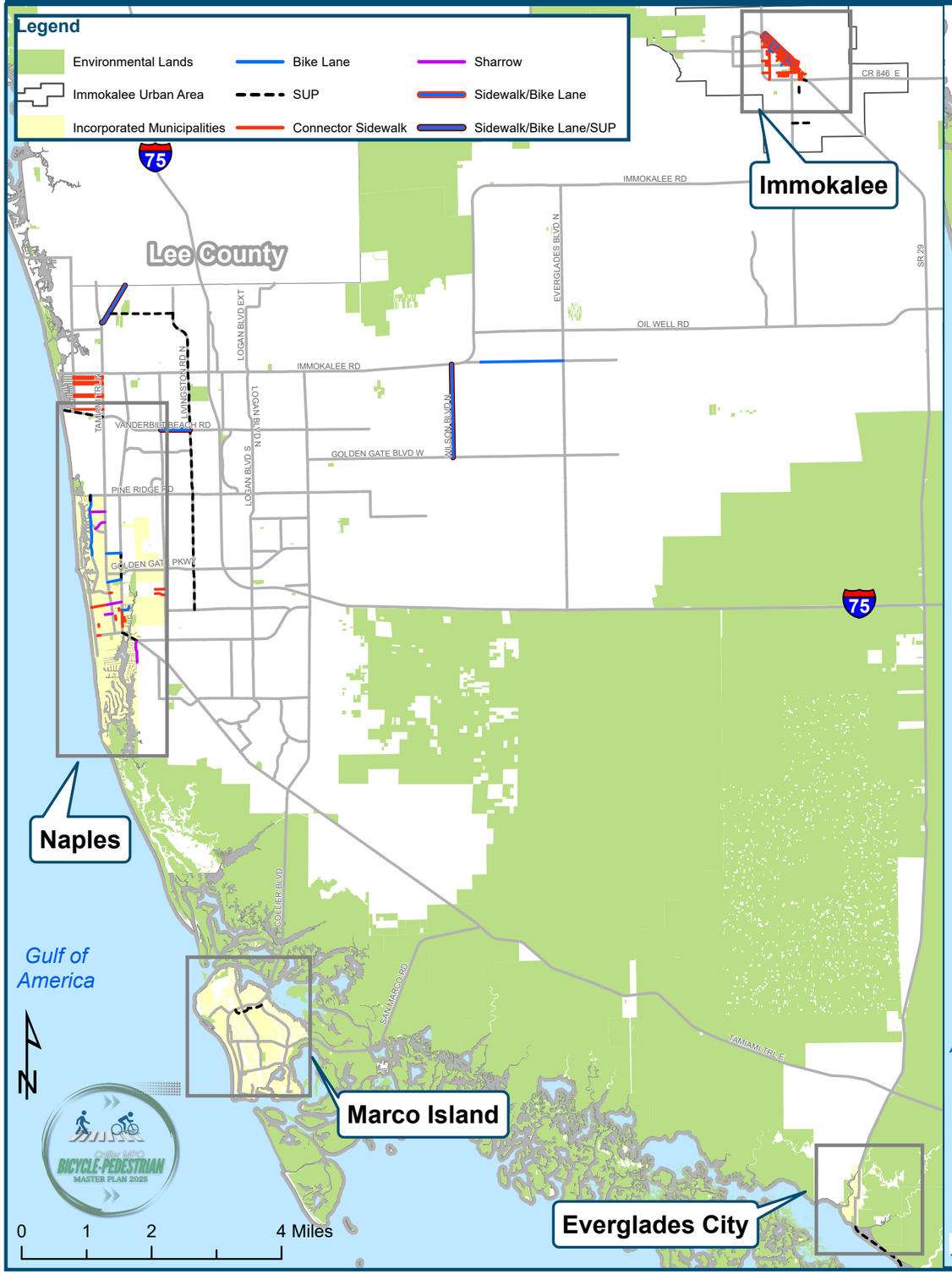
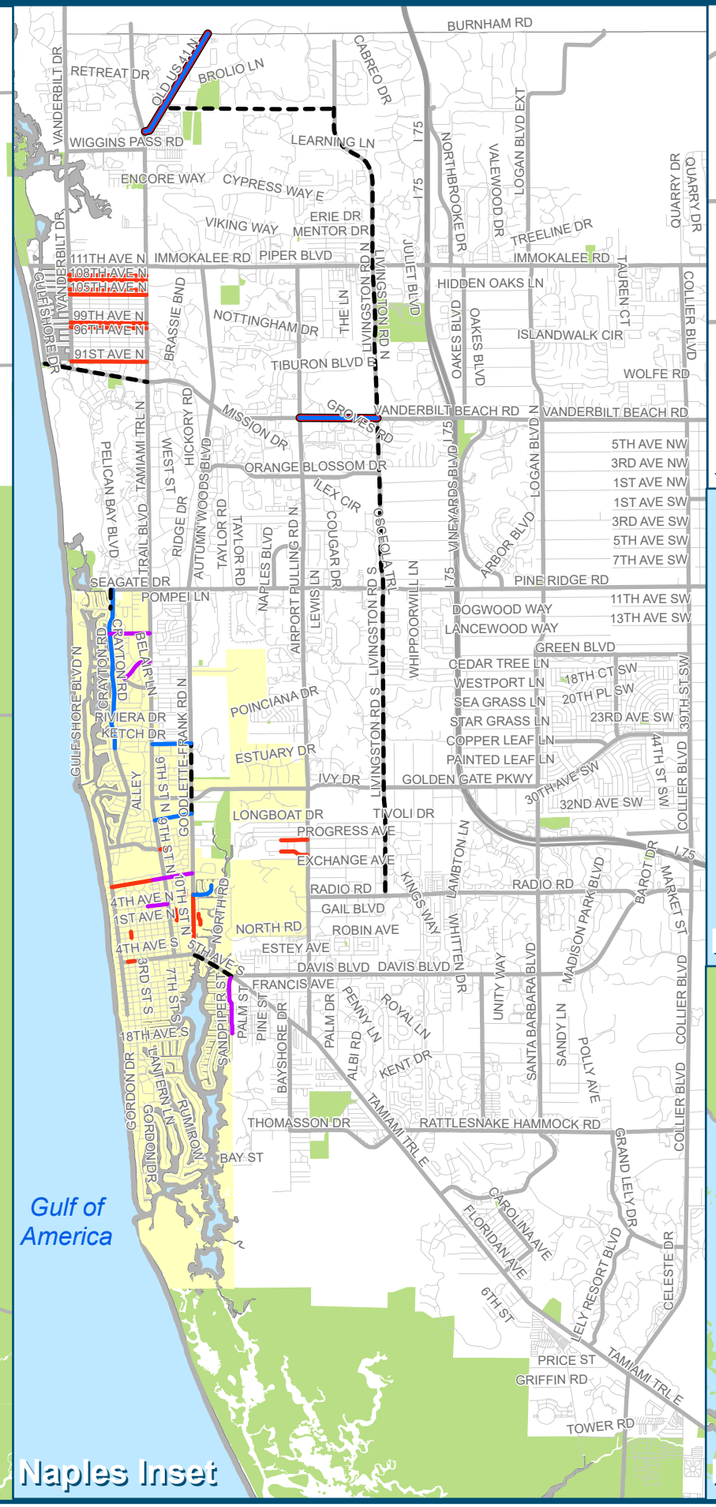
Exhibit 2: Planned Facilities Inventory

Bicycle & Pedestrian Master Plan





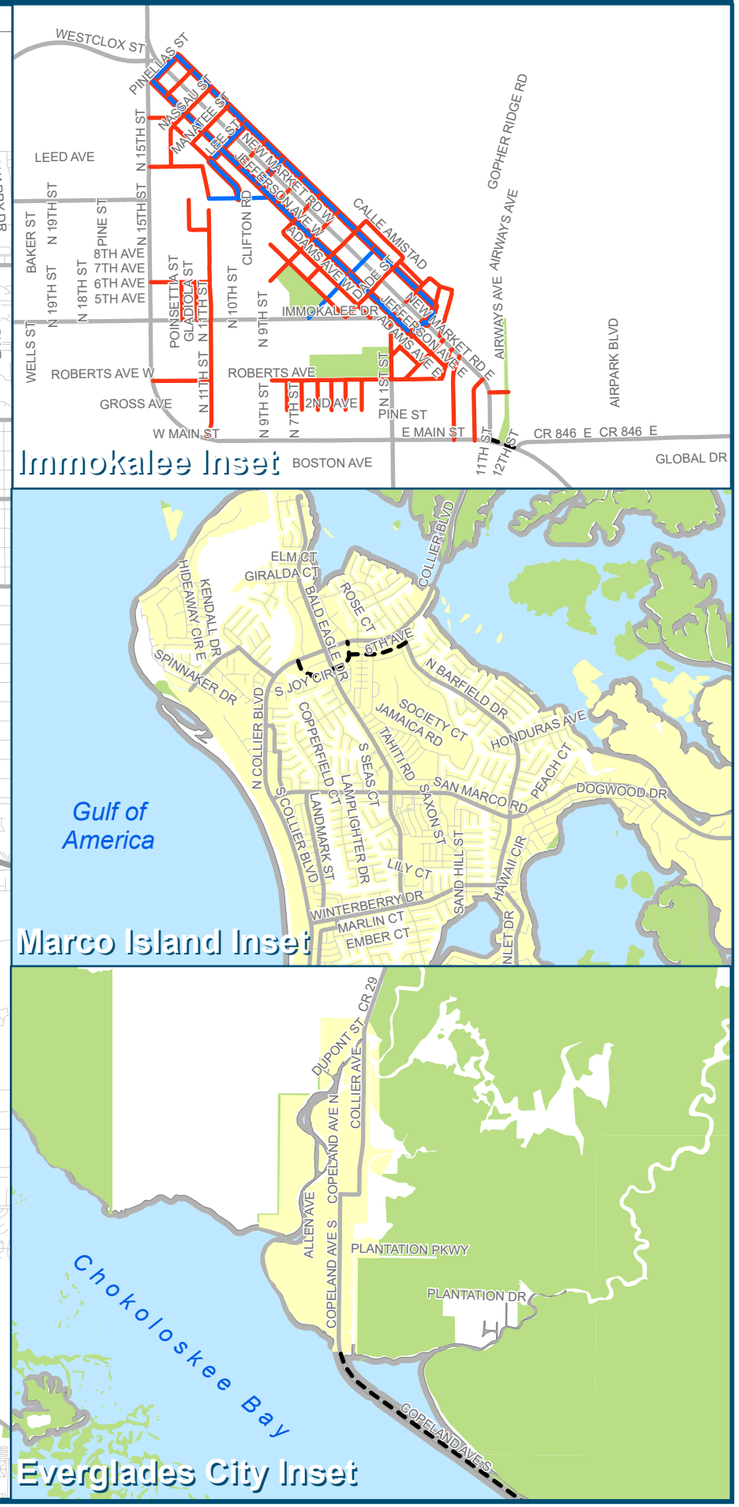
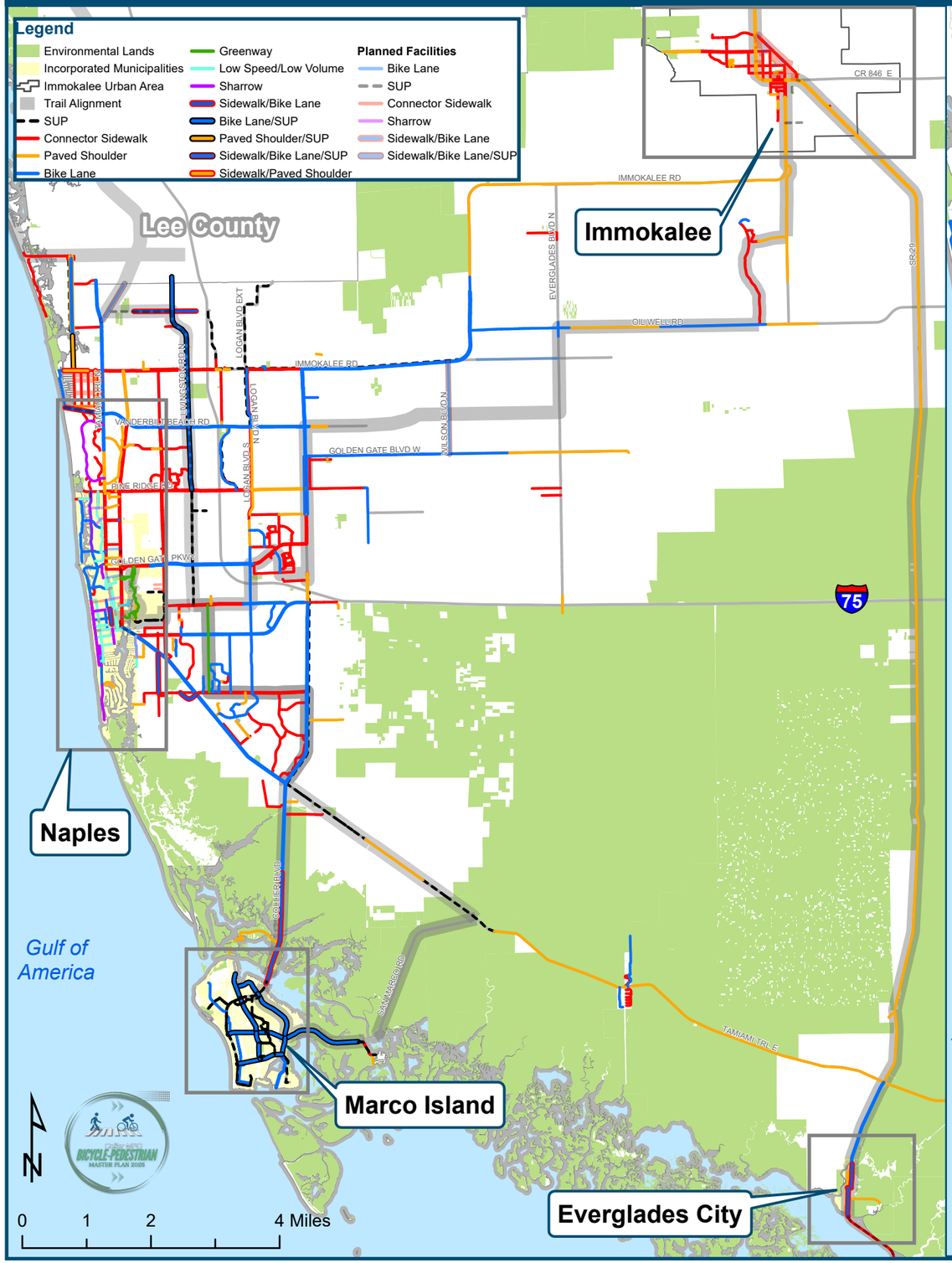
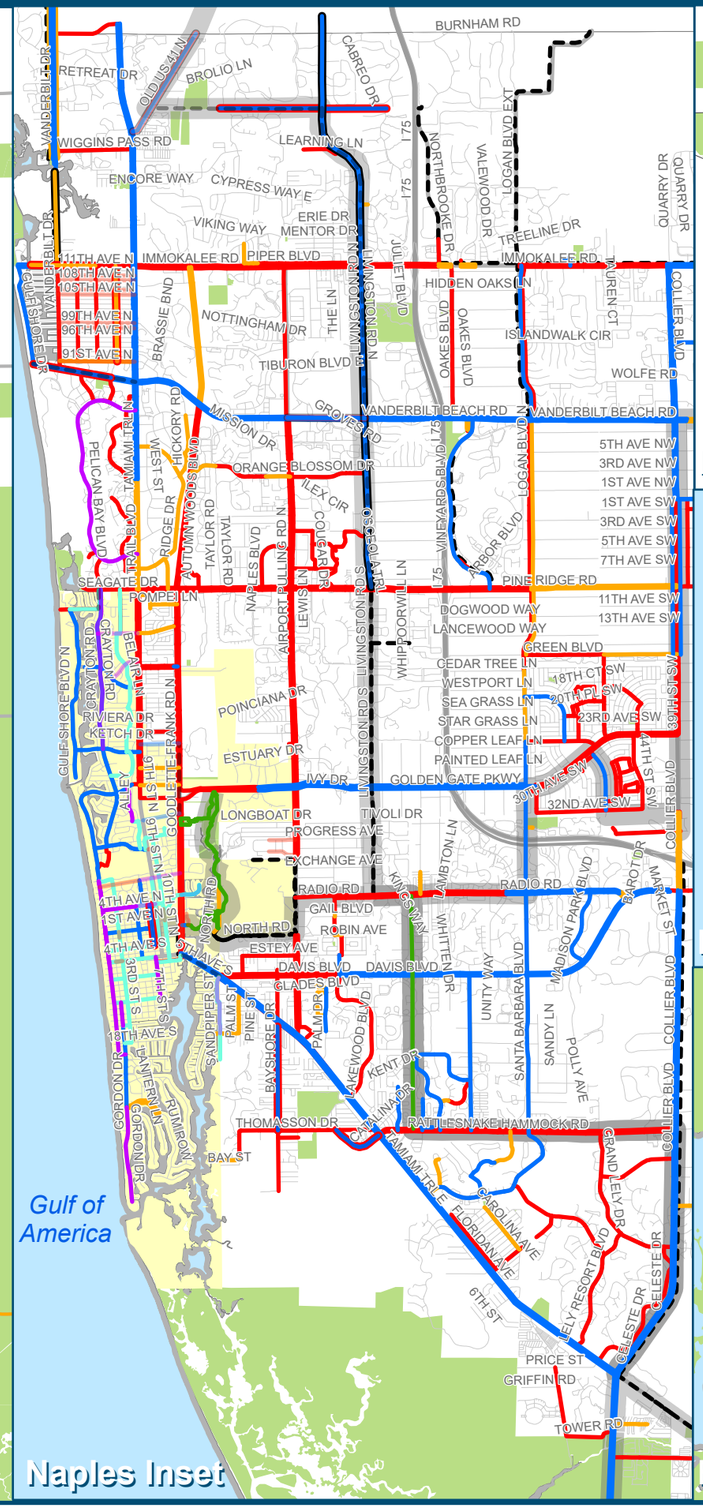


Exhibit 3: Existing + Planned Facilities Inventory

Bicycle & Pedestrian Master Plan





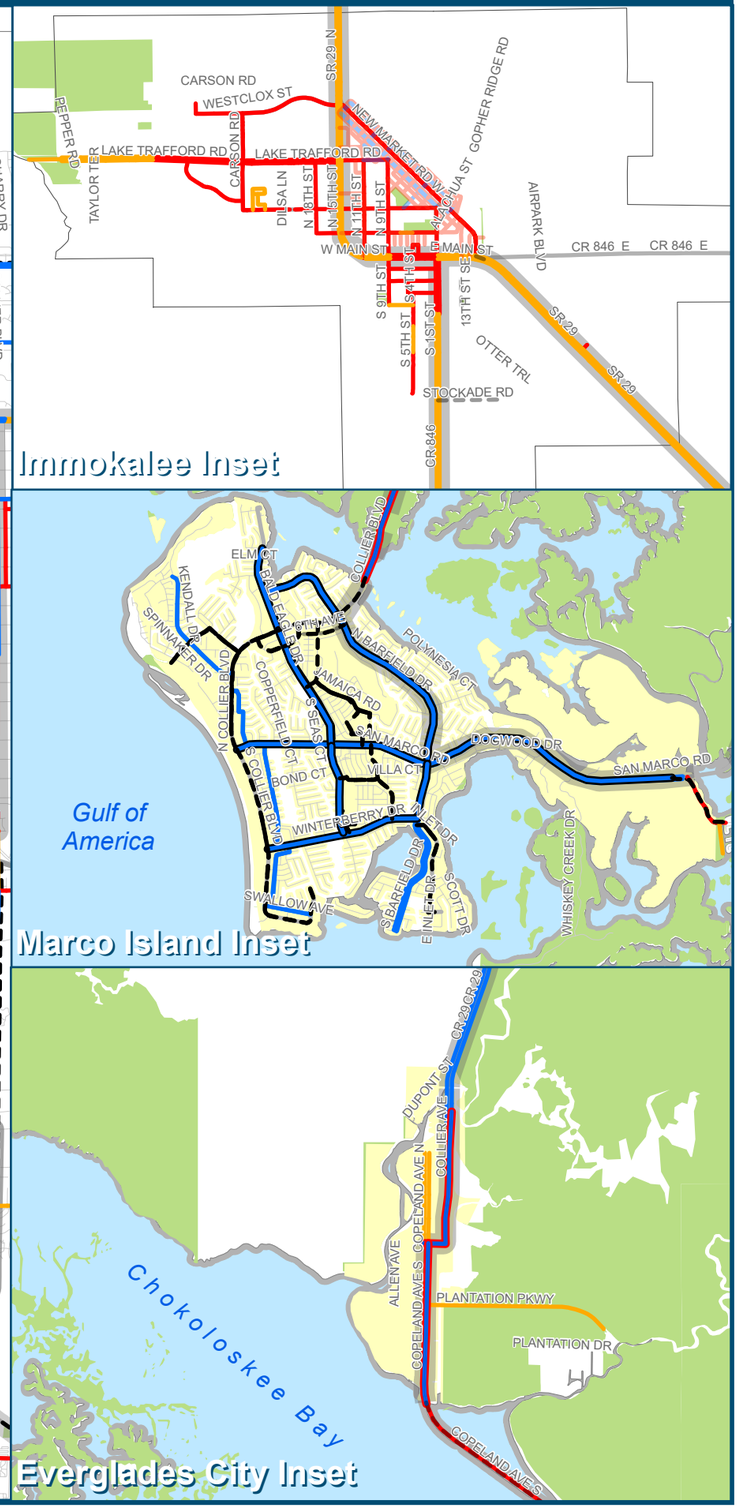
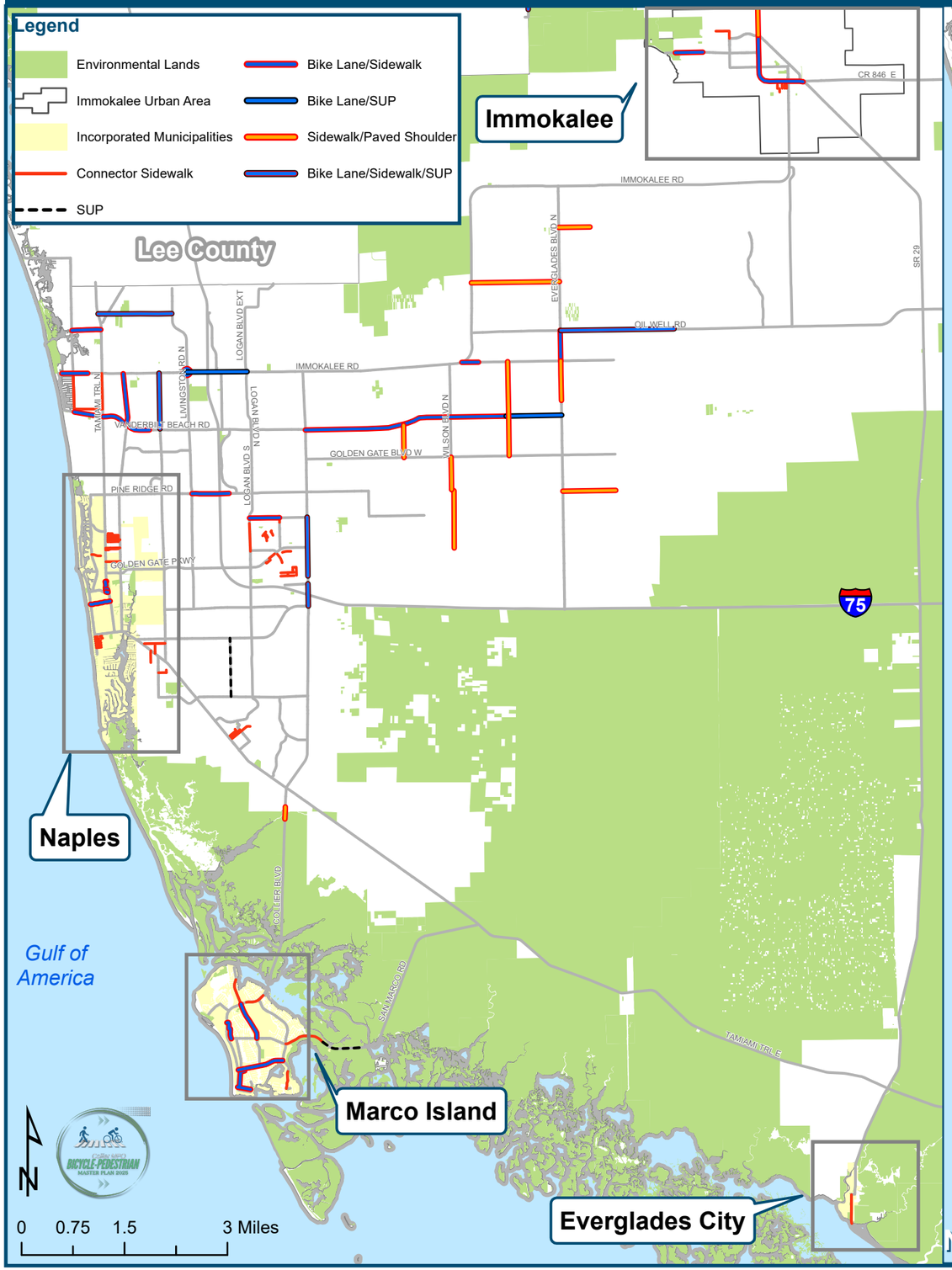
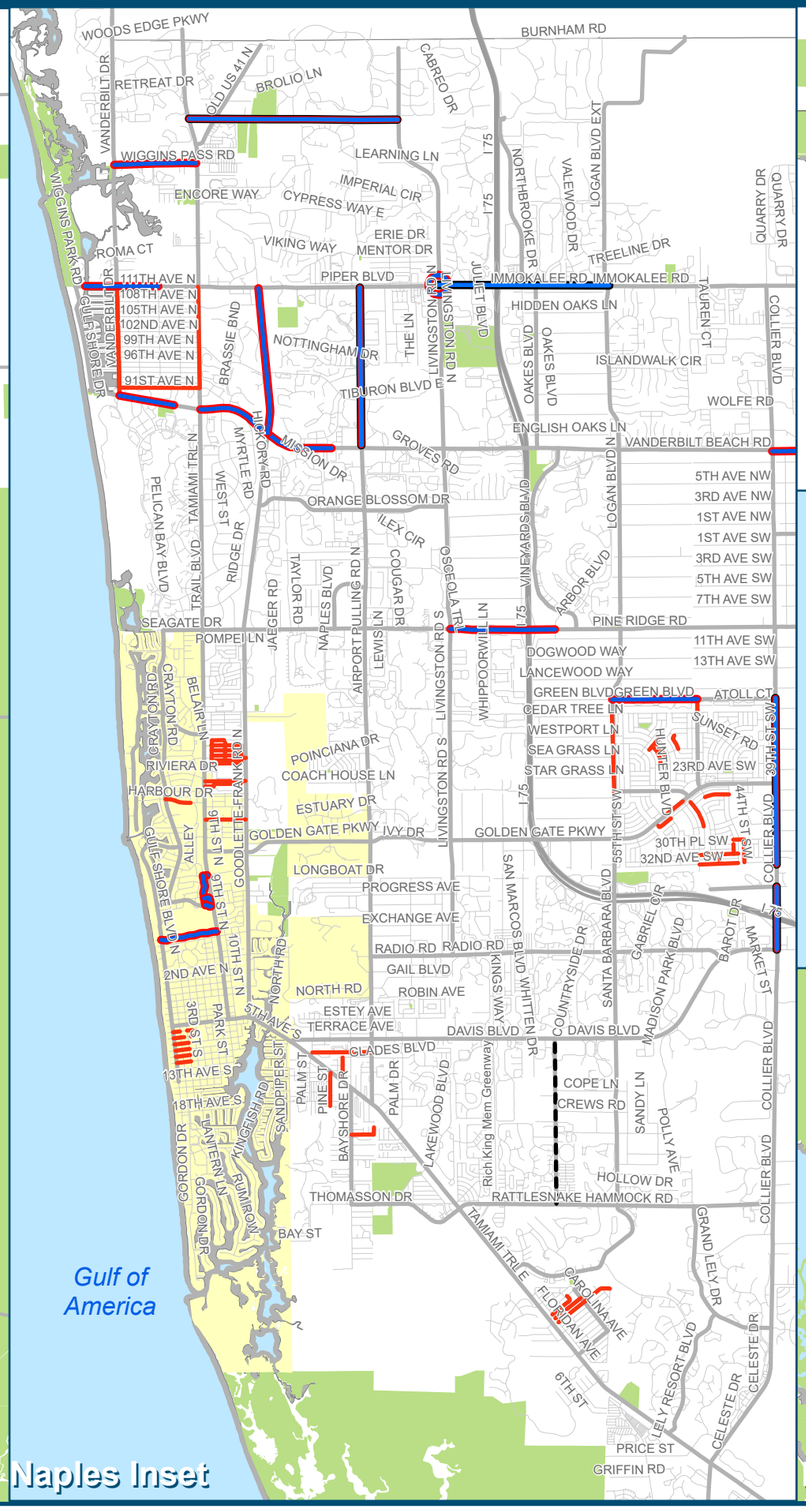


Exhibit 4: Programmed Facilities FY 19-29

Bicycle & Pedestrian Master Plan





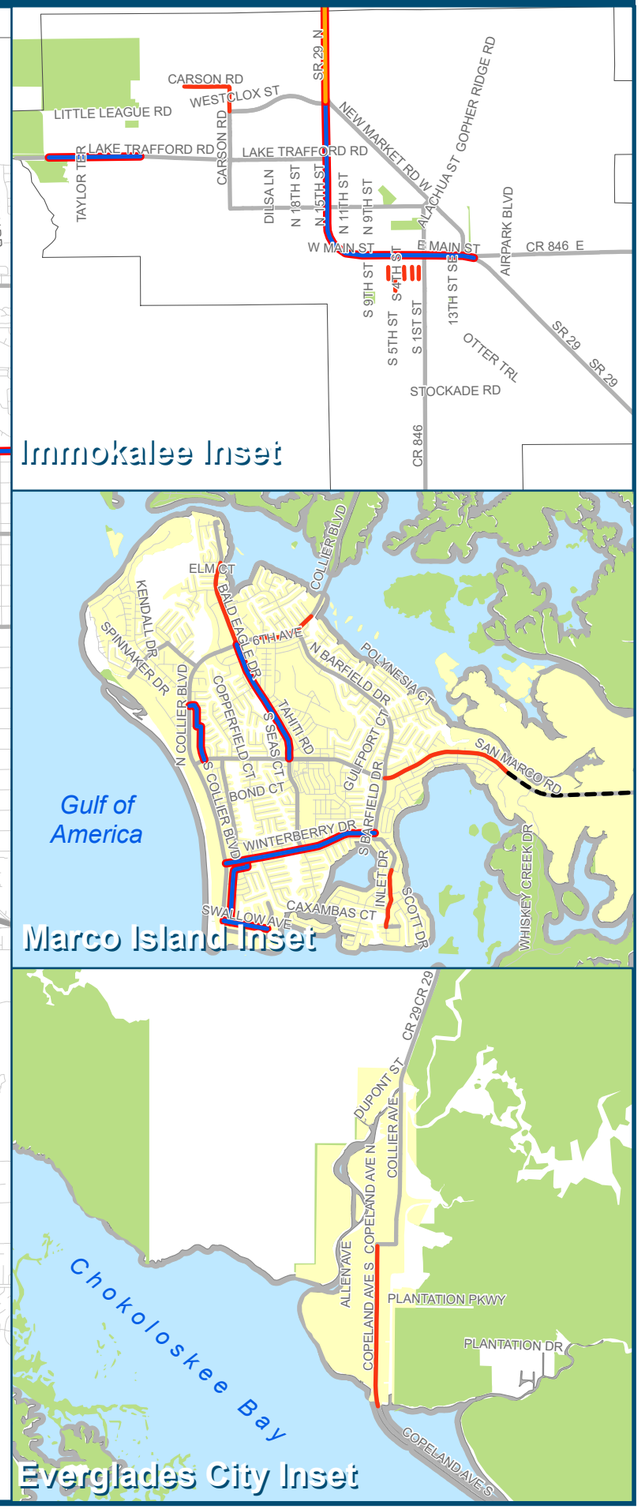


Table 7: Public-Requested Bicycle and Pedestrian Facilities with MPO Responses and Updates

Road	From	To	Distance (mi)	Facility Type	Source	MPO Analysis & Response
Pine Ridge Rd	Logan Blvd S	Collier Blvd	1.89	Bike Lane	Public Comment	TRIP/CIGP applications 2025
Goodlette-Frank Rd	Pine Ridge Rd	Orange Blossom Dr	1.52	Bike Lane	Public Comment	Existing facilities, high-cost improvement, consider all options if road widened in future
San Marco Rd	Goodland Dr	US-41	6.57	Bike Lane	Public Comment	Collier to Polk PD&E
SR 29	US-41	New Market Rd E	37.11	Bike Lane	Public Comment	
Vanderbilt Dr	111th Ave N	Woods Edge Pkwy	3.02	Bike Lane	Public Comment	Existing facilities: shoulders and SUP on west side; Will consider all options if the road is widened in the future
Logan Blvd	Immokalee Rd	Lee County Line	3.75	Bike Lane	Public Comment	Existing facilities, high-cost improvement, low priority, will consider all options if the road is widened in the future
Logan Blvd	Pine Ridge Rd	Vanderbilt Beach Rd	2.21	Bike Lane	Public Comment	
Santa Barbara Blvd	Coranado Pkwy	Green Blvd	1.13	Bike Lane	Public Comment	TRIP/CIGP applications 2025
Logan Blvd N	Green Blvd	Pine Ridge Rd	0.89	Bike Lane	Public Comment	TRIP/CIGP applications 2025
Livingston Rd	Radio Rd	Pine Ridge Rd	3.99	Bike Lane	Public Comment	Ongoing Livingston FPL Easement PD&E Study

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Oil Well Rd	Everglades Blvd	Oil Well Grade Rd	3.91	Bike Lane	Public Comment	B/P improvements included in County road widening project
S Collier Blvd	San Marco Rd	Swallow Ave	2.32	Bike Lane	Public Comment	Refer to Marco Island Section
Swallow Ave	S Collier Blvd	Collier Ct	0.48	Bike Lane	Public Comment	
Seagrape Dr	Swallow Ave	Cul-de-Sac	0.77	Bike Lane	Public Comment	
Bald Eagle Dr	N Collier Blvd	San Marco Rd	1.32	Bike Lane	Public Comment	
Manatee Rd	Collier Blvd	US-41	1.48	Bike Lane	Public Comment	Included in FDOT project (deferred); & Collier to Polk Trail PDE
Pine Ridge Rd	US-41	Logan Blvd S	5.14	Bike Lane	Public Comment	B/P improvements included in County and FDOT road widening project.
Vanderbilt Beach Rd	Gulfshore Dr	Vanderbilt Dr	0.35	Bike Lane	Public Comment	Wider SUP in DTWP FY26-30
Collier Blvd	City Gate Blvd	Golden Gate Blvd	1.1	Bike Lane	Public Comment	B/P facilities included in County road widening project
Collier Blvd	Golden Gate Blvd	Green Blvd	1.05	Bike Lane	Public Comment	B/P facilities included in County road widening project
Vanderbilt Dr	Vanderbilt Beach Rd	Bluebill Ave	1.34	Bike Lane	Public Comment	SW on east side in DTWP FY26-30
Green Blvd	Logan Blvd S	Collier Blvd	2	Bike Lane	Public Comment	Consider all options for future road widening
Orange Blossom	Goodlette-Frank Rd N	Airport-Pulling Rd N	1.36	Bike Lane	Public Comment	Cost prohibitive and unlikely to gain public support if addition requires widening road
Old US-41	US-41	Lee County Line	1.55	Bike Lane, SUP	Public Comment	Included in FDOT PDE & BERT ROW acquisition as part of SUN Trail Network

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95th Ave	Vanderbilt Dr	US-41	0.98	Sidewalk	Public Comment	New sidewalks in Naples Park remain controversial; lack broad public support. Additional engagements with residents and property owners may be required.
101st Ave N	Vanderbilt Dr	US-41	0.99	Sidewalk	Public Comment	
100th Ave N	Vanderbilt Dr	US-41	0.99	Sidewalk	Public Comment	
97th Ave N	Vanderbilt Dr	US-41	0.99	Sidewalk	Public Comment	
96th Ave N	Vanderbilt Dr	US-41	0.99	Sidewalk	Public Comment	
94th Ave N	Vanderbilt Dr	US-41	0.98	Sidewalk	Public Comment	
93rd Ave N	Vanderbilt Dr	US-41	0.98	Sidewalk	Public Comment	
92nd Ave N	Vanderbilt Dr	US-41	0.98	Sidewalk	Public Comment	
102nd Ave N	Vanderbilt Dr	US-41	1	Sidewalk	Public Comment	
103rd Ave N	Vanderbilt Dr	US-41	1	Sidewalk	Public Comment	
104th Ave N	Vanderbilt Dr	US-41	1	Sidewalk	Public Comment	
107th Ave N	Vanderbilt Dr	US-41	1.02	Sidewalk	Public Comment	
110th Ave N	Vanderbilt Dr	US-41	1	Sidewalk	Public Comment	

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US-41	San Marco Rd	Newport Dr	5.68	SUP	Public Comment	B/P safety improvements added to BPMP
Collier Blvd	Mainsail Dr	Manatee Rd	3.46	SUP	Public Comment	Collier to Polk Trail PD&E
Mercantile Ave	Livingston Rd	Industrial Blvd	0.39	SUP	Public Comment	Cyclists can ride in vehicular lane on low traffic, low speed roadways
Industrial Blvd	Mercantile Ave	Enterprise Ave	0.39	Shared/Low Speed	Public Comment	
Enterprise Ave	Industrial Blvd	Airport-Pulling Rd N	0.49	Shared/Low Speed	Public Comment	
Corporate Flight Dr	Airport-Pulling Rd N	End	0.73	SUP	Public Comment	Refer to City of Naples
SUP along Corporate Flight Drive	Corporate Flight Dr	Gordon River Greenway	0.24	SUP	Public Comment	
North of Wiggins Pass	Tarpon Cove	Gateway Shoppes North	0.16	Sidewalk	Public Comment	The need is evident, but adding a sidewalk on the north side may not be financially practical. A project in the TIP proposes adding bike lanes and reconstructing the sidewalk on the south side.
Agusta Blvd	Rattlesnake Hammock Rd	Gage Ln	0.04	Sidewalk	Public Comment	Potential sidewalk gap

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Identified Facilities Through Gap Analysis

The first grouping of identified facilities in the table below involves collector and arterial roadways—major corridors that connect multiple communities and support higher traffic volumes. This includes regionally identified facilities that serve as key connectors within the broader transportation network.

The second grouping includes residential streets that were identified as potential opportunities for bicycle and pedestrian improvements due to their proximity to schools, parks, and areas with higher reliance on public transportation. These locations offer opportunities to improve access to community destinations and enhance connectivity for pedestrians and bicyclists where implementation may be more feasible.

The third grouping includes segments located near or within a 0.75-mile radius of transit-dependent areas. These gaps were identified by mapping the influence areas around transit-dependent populations and evaluating the proximity of those areas to existing public bus stops. Segments were considered gaps if they lacked any existing bicycle or pedestrian facilities, or if the only facility present was a minimal paved shoulder.

In addition to the identified facilities in the table below for local roads in unincorporated Collier County, the local road needs assessment conducted as part of the 2019 Bicycle and Pedestrian Master Plan remains eligible for consideration and is included in **Appendix C**.

Table 8: Identified Facilities on Collector & Arterial Roadways through Gap Analysis

Road	From	To	Distance (mi)	Facility Type	Sourced
Everglades Blvd N	Oil Well Rd	Immokalee Rd	5	No Bike/Ped Facility	Gap Analysis
Oil Grade Rd	Oil Well Rd	Immokalee Rd	5.6	No Bike/Ped Facility	Gap Analysis
Camp Keais Rd	Oil Well Rd	Pacific Grade Rd	1.5	No Bike/Ped Facility	Gap Analysis
Oil Well Rd	Pacific Grade Rd	SR-29	3.7	No Bike/Ped Facility	Gap Analysis
Everglades Blvd N	14th Ave NE	Golden Gate Blvd E	1.8	No Bike/Ped Facility	Gap Analysis
E Main St	New Market Rd E	Lake Trafford Rd	2.28	No Bike/Ped Facility	CAC Comment

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Table 9: Regional Trail Connectivity Identified Facilities by Gap Analysis & Public Comment

Road	From	To	Distance (mi)	Facility Type	Sourced
SUP along Corporate Fight Drive	Corporate Flight Drive	Gordan River Greenway	0.2	SUP	Public Comment & Connects Gordon River/Rich King Greenways
Rich King Greenway Extension FPL easement	North of Radio Rd	Livingston Rd	1.3	SUP	Public Comment & Connects Gordon River/Rich King Greenways
Mercantile Ave	Livingston Rd	Industrial Blvd	0.4	Shared/Low Speed	Public Comment & Connects Gordon River/Rich King Greenways
Industrial Blvd	Mercantile Ave	Enterprise Ave	0.4	Shared/Low Speed	Public Comment & Connects Gordon River/Rich King Greenways
Enterprise Ave	Industrial Blvd	Airport-Pulling Rd N	0.5	Shared/Low Speed	Public Comment & Connects Gordon River/Rich King Greenways
Corporate Flight Dr	Airport-Pulling Rd	End of paved road	0.7	Shared/Low Speed	Public Comment & Connects Gordon River/Rich King Greenways

Collier Blvd	Mainsail Dr	Manatee Rd	3.5	SUP	Public Comment & Collier to Polk Trail Segment
Bonita Beach Rd	Old US-41	Bonita Beach in Lee County and Barefoot Beach in Collier County	4.1	Sidewalks only	Gap Analysis Gulf Coast Trail
US-41	San Marco Rd	SR/CR-29	52.0	Buffered bike lanes	Gap Analysis
San Marco Rd	Goodland Dr	US-41	6.5	No Bike/Ped Facility	Public Comment & Gap Analysis Collier to Polk Trail
SUP along Corporate Flight Dr	Corporate Flight Dr	River Reach Dr	0.25	SUP	CAC Comment
Elevated Boardwalk	CREW Bird Rookery Trail	Bonita Beach Rd	2.1	Elevated Boardwalk/Trail Connection	BPAC Comment

Table 10: Identified Facilities on Local (residential) Streets Through Gap Analysis

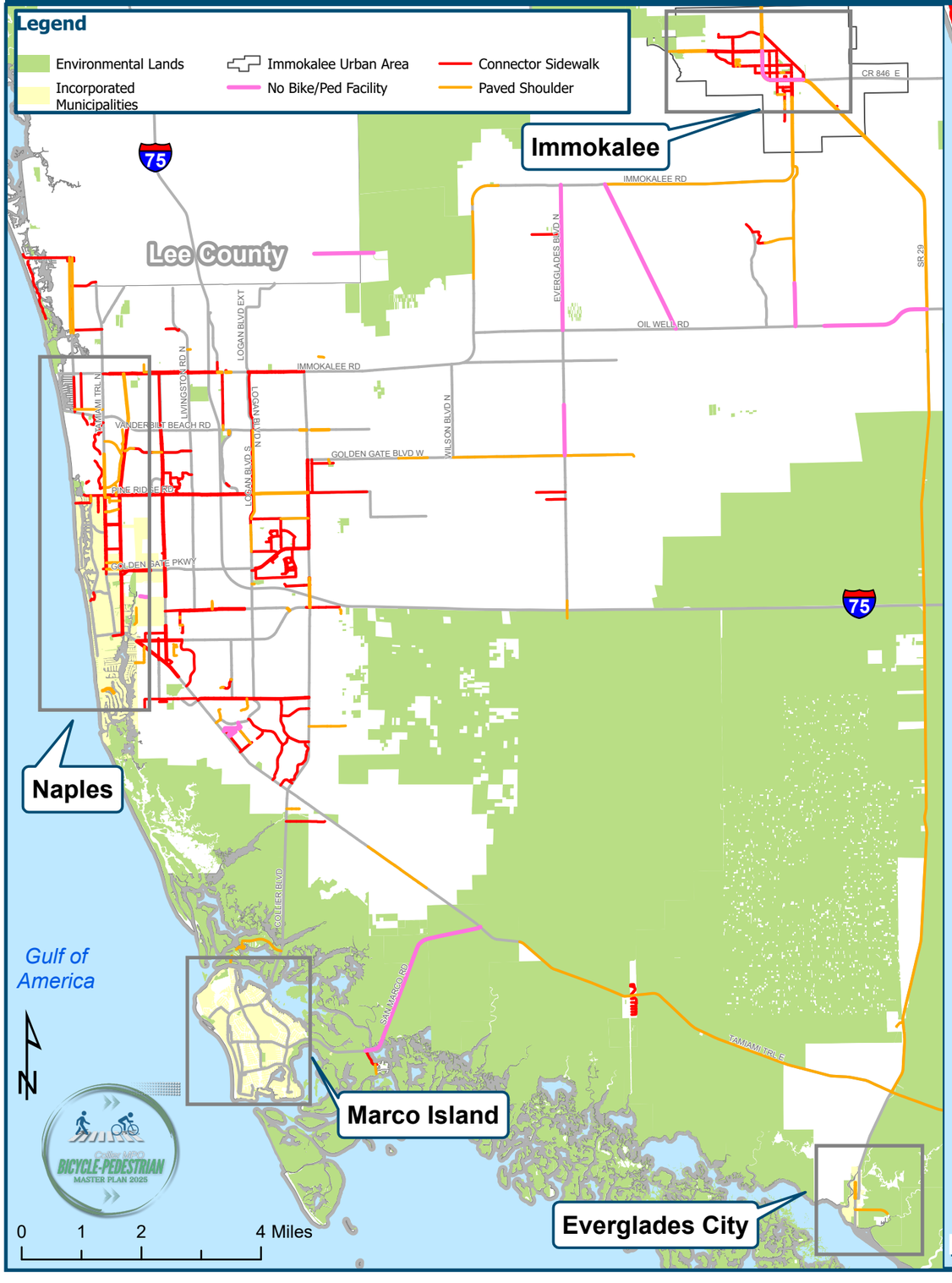
Road	From	To	Distance (mi)	Facility Type	Sourced
Confederate Dr	US-41	McCarty St	0.4	No Bike/Ped Facility	Gap Analysis
Alabama Ave	McCarty St	Warren St	0.1	No Bike/Ped Facility	Gap Analysis
Warren St	Floridian Ave	Alabama Ave	0.3	No Bike/Ped Facility	Gap Analysis
Warren St	Carolina Ave	St Andrews Blvd	0.3	No Bike/Ped Facility	Gap Analysis
McCarty St	Floridian Ave	Carolina Ave	0.4	No Bike/Ped Facility	Gap Analysis
Dixie Dr	Confederate Dr	Carolina Ave	0.5	No Bike/Ped Facility	Gap Analysis

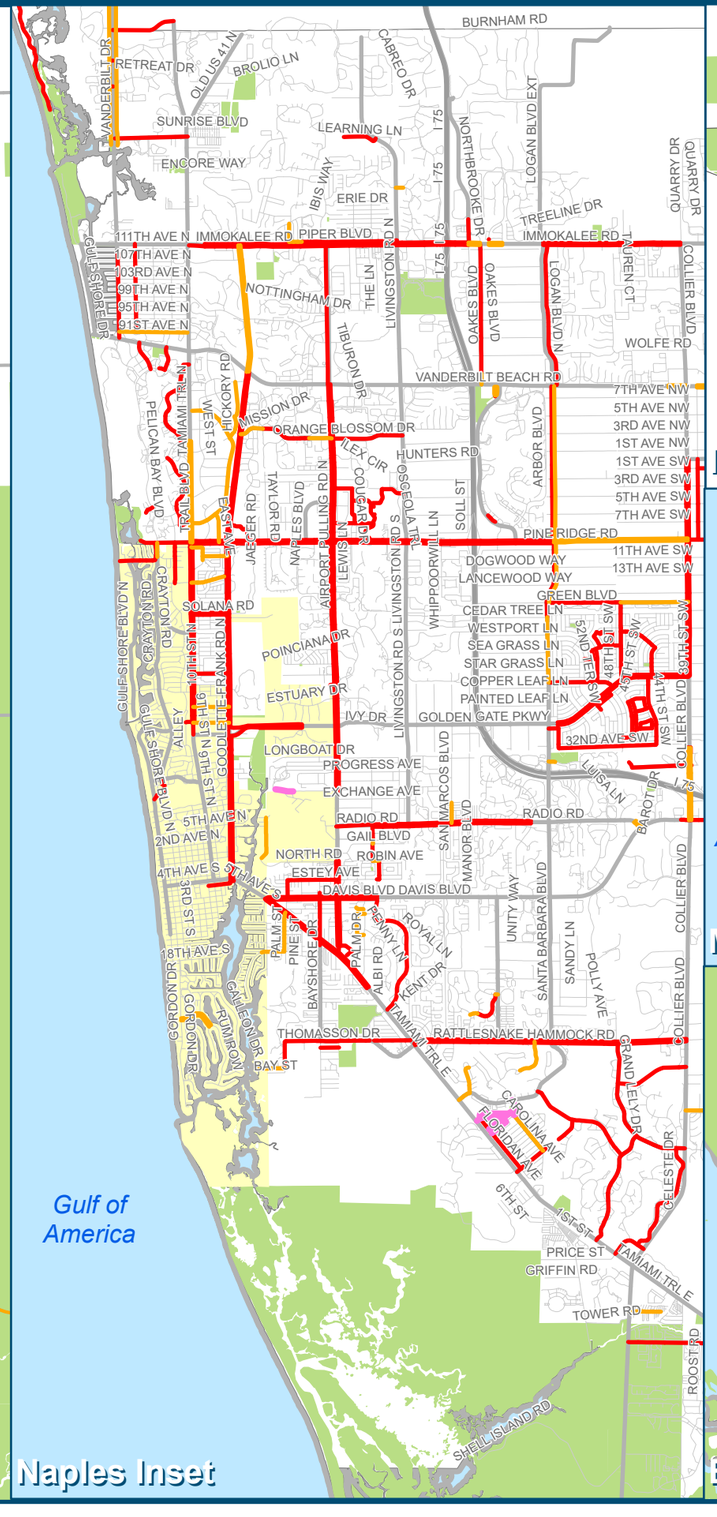
Table 11: Identified Network Gaps Near Transit-Dependent Areas (0.75 - Mile Radius)

Road	From	To	Distance (mi)	Facility Type	Notes
Taylor Ter	Lake Trafford Rd	Miraham Dr	0.19	No Bike/Ped Facility	Sidewalk Need
Miraham Dr	Taylor Ter	Miraham Ter	0.36	No Bike/Ped Facility	Sidewalk Need
Miraham Ter	Miraham Dr	Lake Trafford Rd	0.19	No Bike/Ped Facility	Sidewalk Need
CR 846	E Main St	Dupree Rd	3.51	No Bike/Ped Facility	Sidewalk Need
S 1st St	Carver Ave	School Rd	0.16	Paved Shoulder Only	Sidewalk Need
S 1st St	School Rd	Bethune Dr	0.25	Paved Shoulder Only	Sidewalk Need
S 1st St	Bethune Dr	Stockade Rd	0.5	Paved Shoulder Only	Sidewalk Need
SR 29	Farm Worker Way	Agriculture Way	0.33	Paved Shoulder Only	Sidewalk Need
Eustis Ave E	S 1st St	School Dr	0.25	No Bike/Ped Facility	Sidewalk Need
Jones St	Eustis Ave E	E Delaware Ave	0.15	No Bike/Ped Facility	Sidewalk Need
Collier Blvd	City Gate Dr	City Gate Blvd N	0.17	Paved Shoulder Only	Sidewalk Need
Santa Barbara Blvd	Coronado Pkwy	Hunter Blvd	0.58	Paved Shoulder Only	Sidewalk Need (East Side)
Pine Ridge Rd	Logan Blvd S	Collier Blvd	1.89	Paved Shoulder Only	Sidewalk or bike lane needed to access transit stops

Exhibit 5: Existing Network Gap Analysis

Bicycle & Pedestrian Master Plan





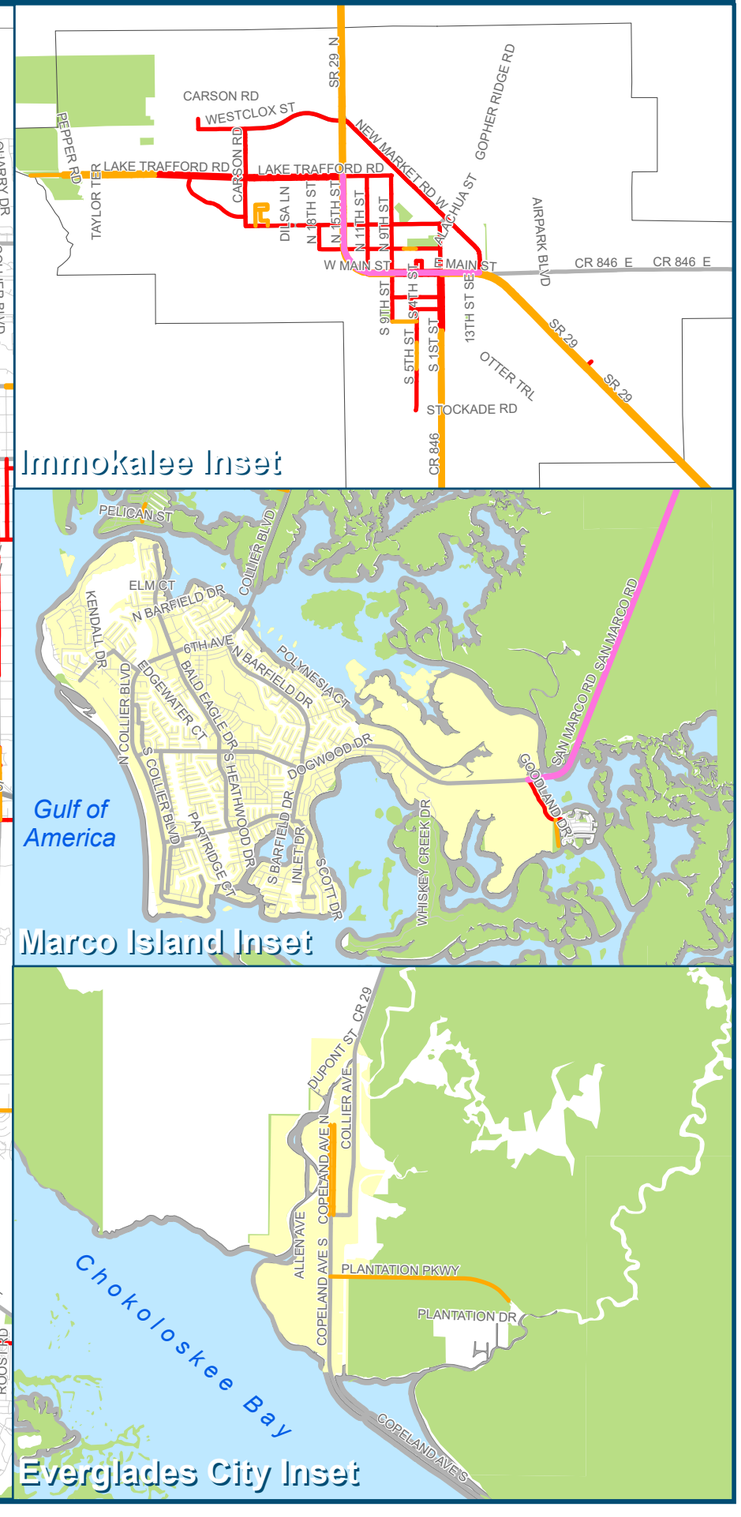
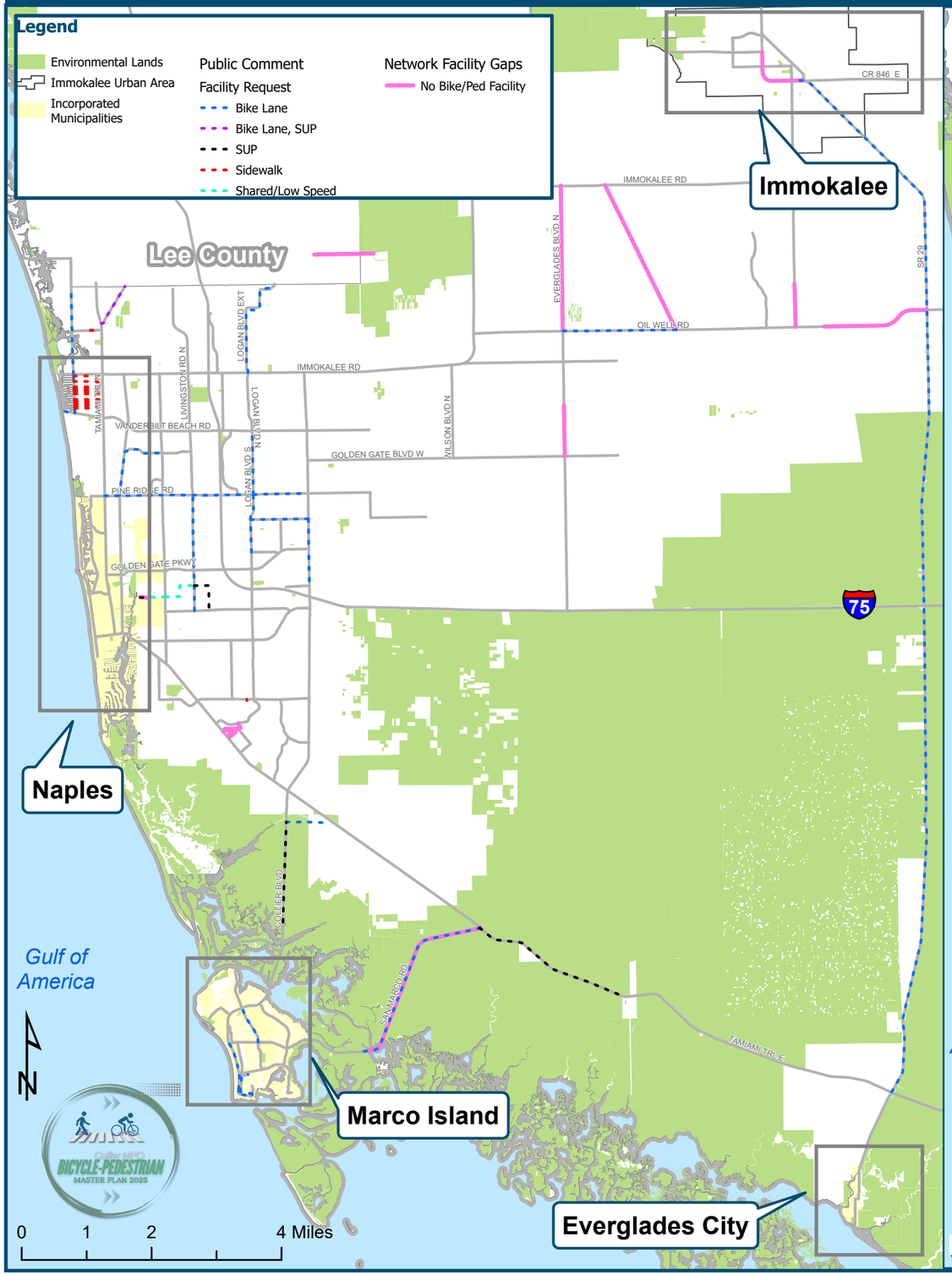


Exhibit 6: Existing Network Gap Analysis With Public Comment

Bicycle & Pedestrian Master Plan





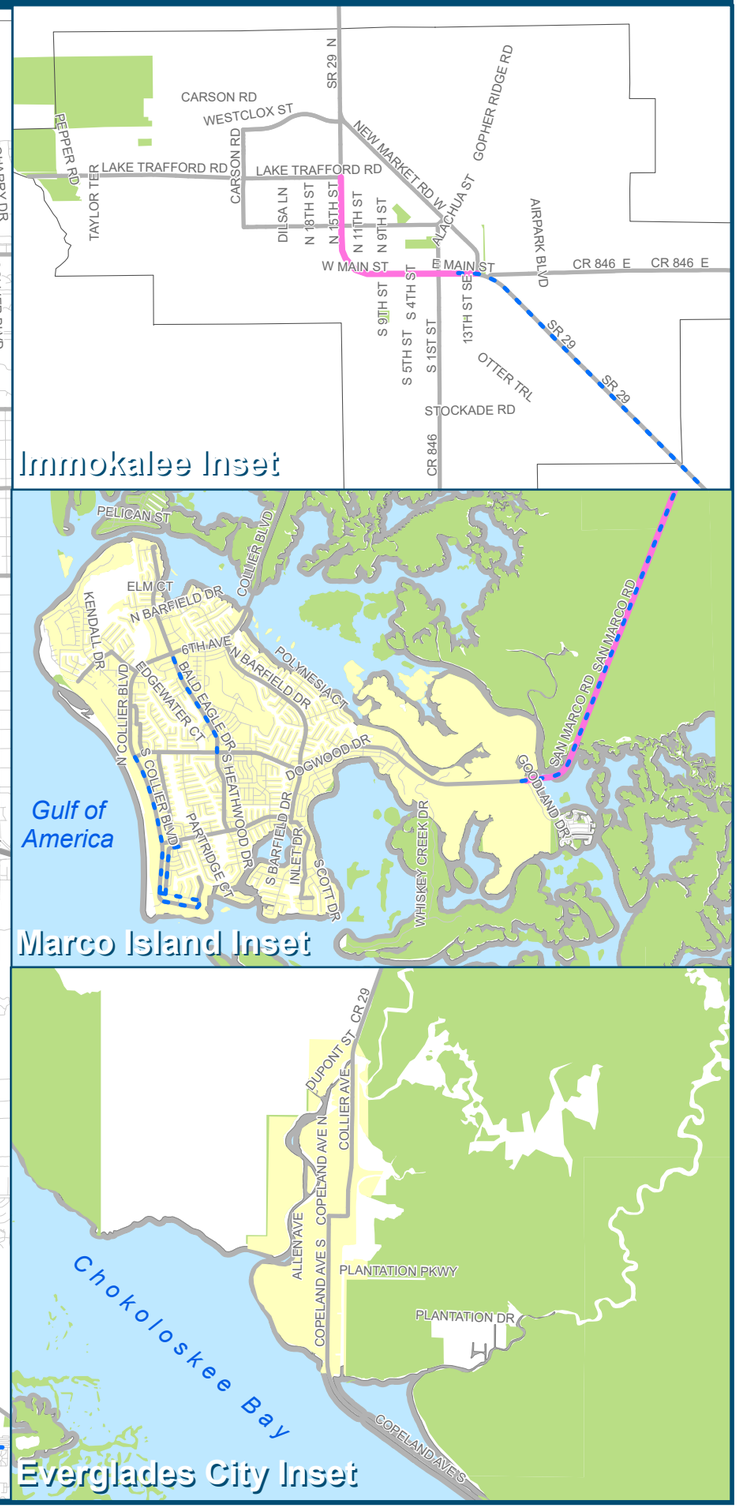
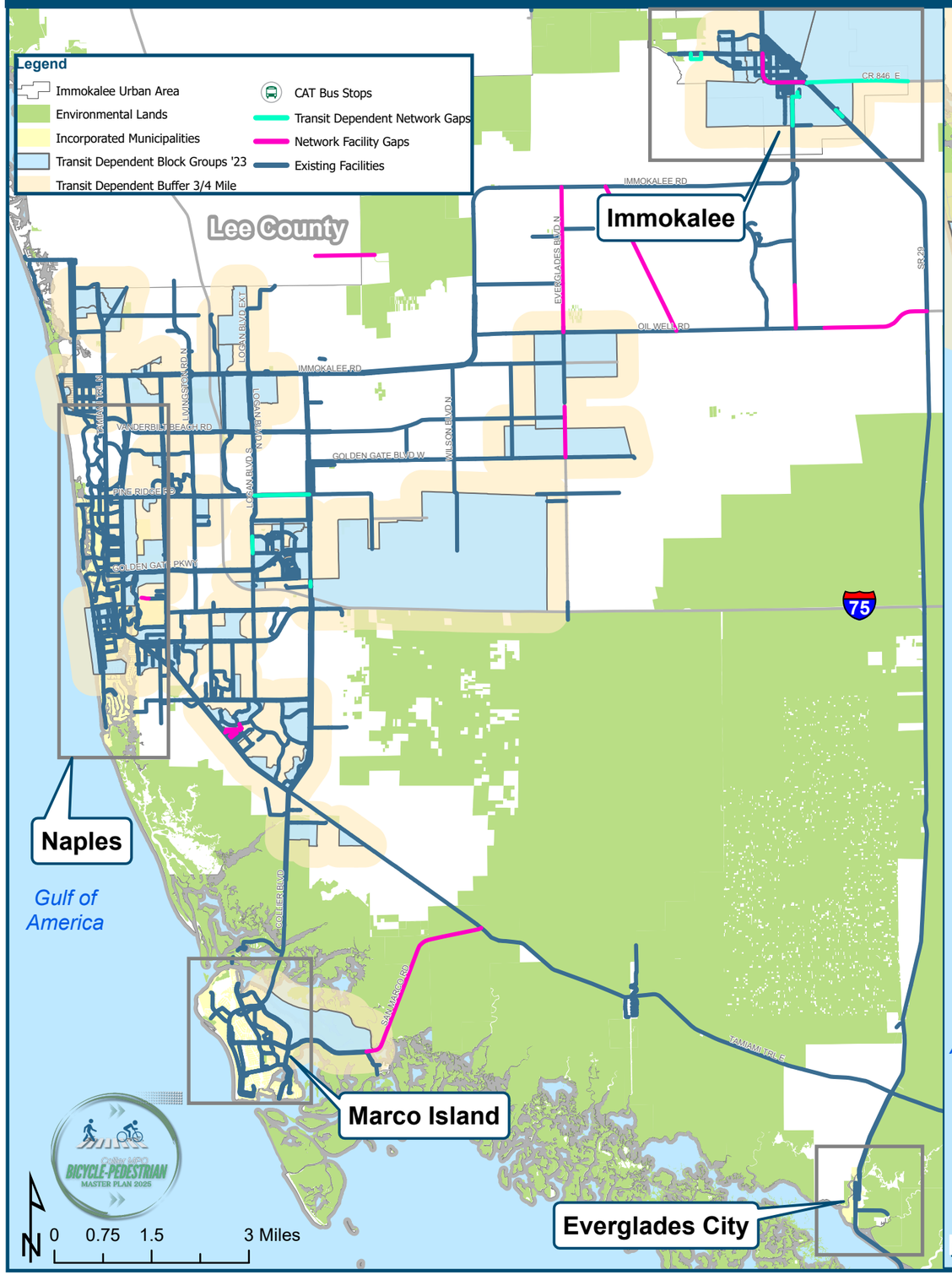
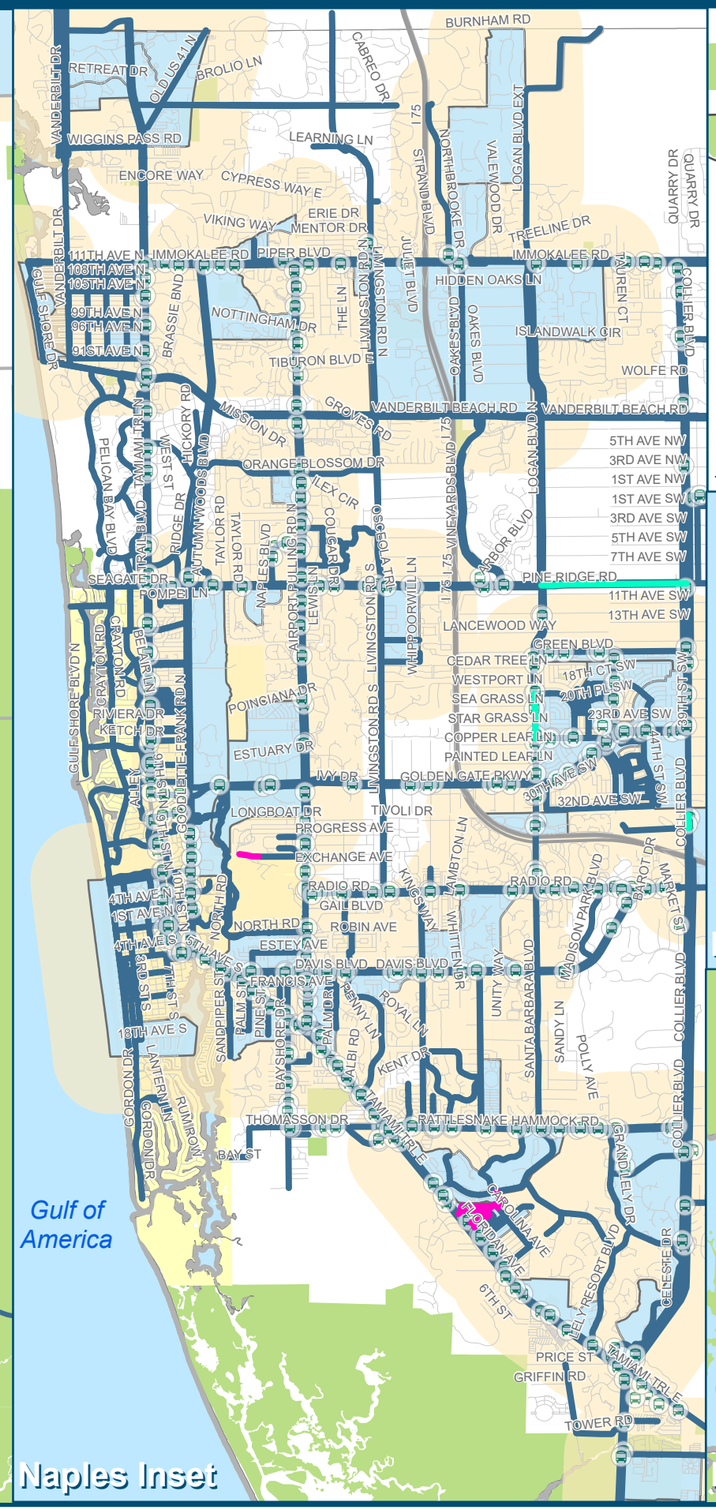
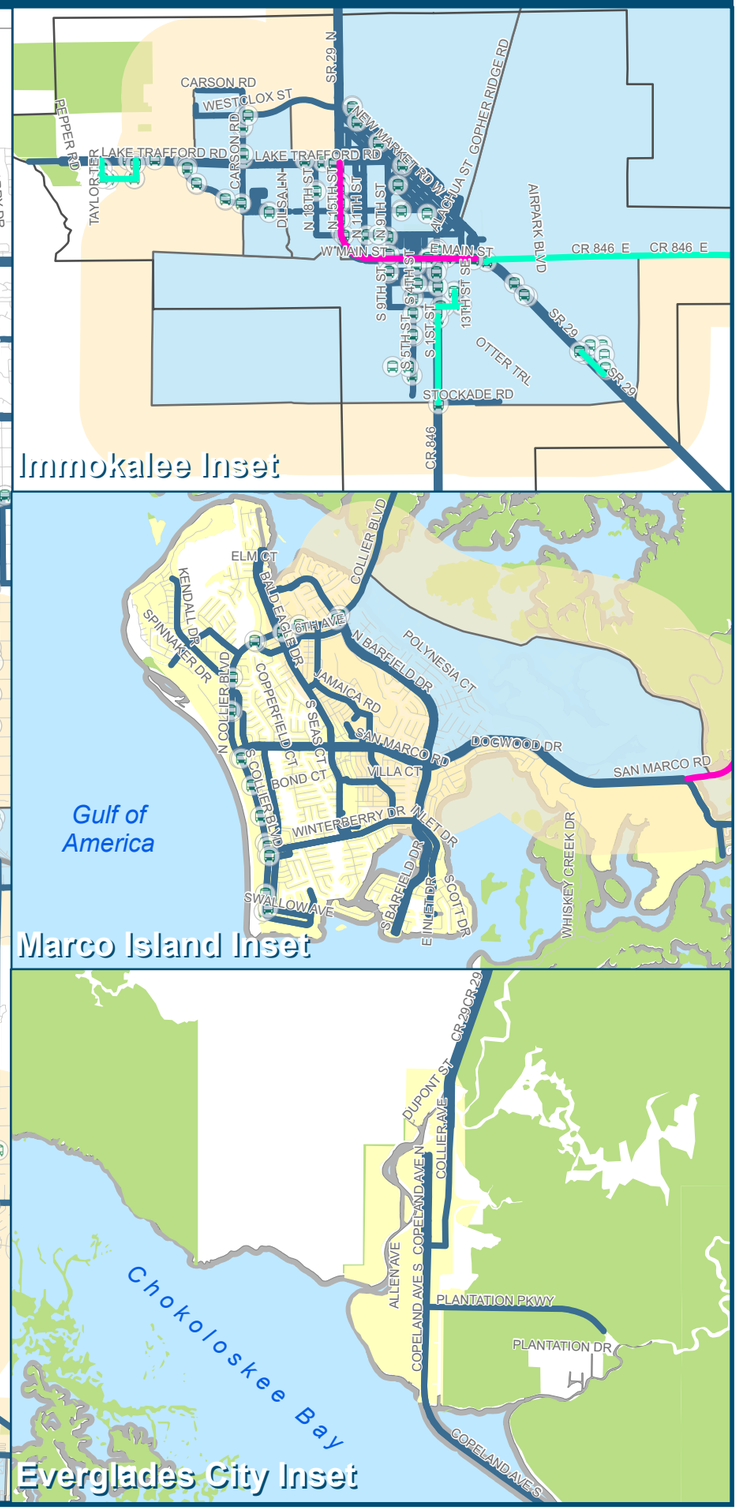


Exhibit 7: Transit Dependent Gap Analysis

Bicycle & Pedestrian Master Plan







Priority Projects

Unincorporated Collier County

Collier County submits projects for the MPO funding identified through various sources: the needs identified in this plan, CRA Master Plans, Walkability Studies, other community master plans, and the Regional SUN Trail Network, all of which are adopted by reference in this plan. These projects focus on closing the remaining gaps in the network, prioritizing key corridors, underserved communities, and locations with safety concerns. By prioritizing these initiatives, Collier County aims to create a more connected, equitable, and sustainable transportation system that accommodates the growing needs of cyclists and pedestrians across the region.

Collier MPO's member governments include the cities of Naples, Marco Island and Everglades City, each with its own master plan outlining prioritized projects to guide future development and infrastructure improvements. Below is an overview of these municipalities and their key initiatives.

City of Naples

The City of Naples' 2022 Master Plan focuses on improving traffic safety and access for bicyclists and pedestrians. It also aims to maintain safe and connected parks and open spaces while supporting the mobility and recreation needs of both residents and visitors. **Figure 9** highlights selected maps of the existing bicycle network; additional details can be found in the City of Naples Master Plan.

Priority Projects for the City of Naples:

- **Closing Network Gaps:** Installing sidewalks, bike lanes, and shared-use paths in priority areas like Downtown Naples, Gulf Shore Blvd N, and Crayton Rd to create a continuous network.
- **Addressing Crash Hotspots:** Improving safety at high-incident locations such as U.S. 41 near 5th Ave S and Goodlette-Frank Rd, and Crayton Rd intersections with high-visibility crosswalks, raised crosswalks, and pedestrian beacons.
- **Enhancing Multi-Use Trails:** Upgrading trails like the Gordon River Greenway and connections to Naples Pier with better lighting, pavement, and access.
- **Bicycle Safety:** Enhancing bike lanes with green boxes, adding bike detection and incorporating bike lanes where feasible
- **Traffic Calming:** Implementing speed humps, raised intersections, and roundabouts to improve neighborhood safety.
- **Connectivity to Schools and Parks:** Improving pedestrian and bicycle access to key locations like Fleischmann Park, Lowdermilk Park, and Naples High School.
- **Intersection Upgrades:** Increasing safety with communication to intersections were deficient. Improving visibility and ADA compliance at intersections

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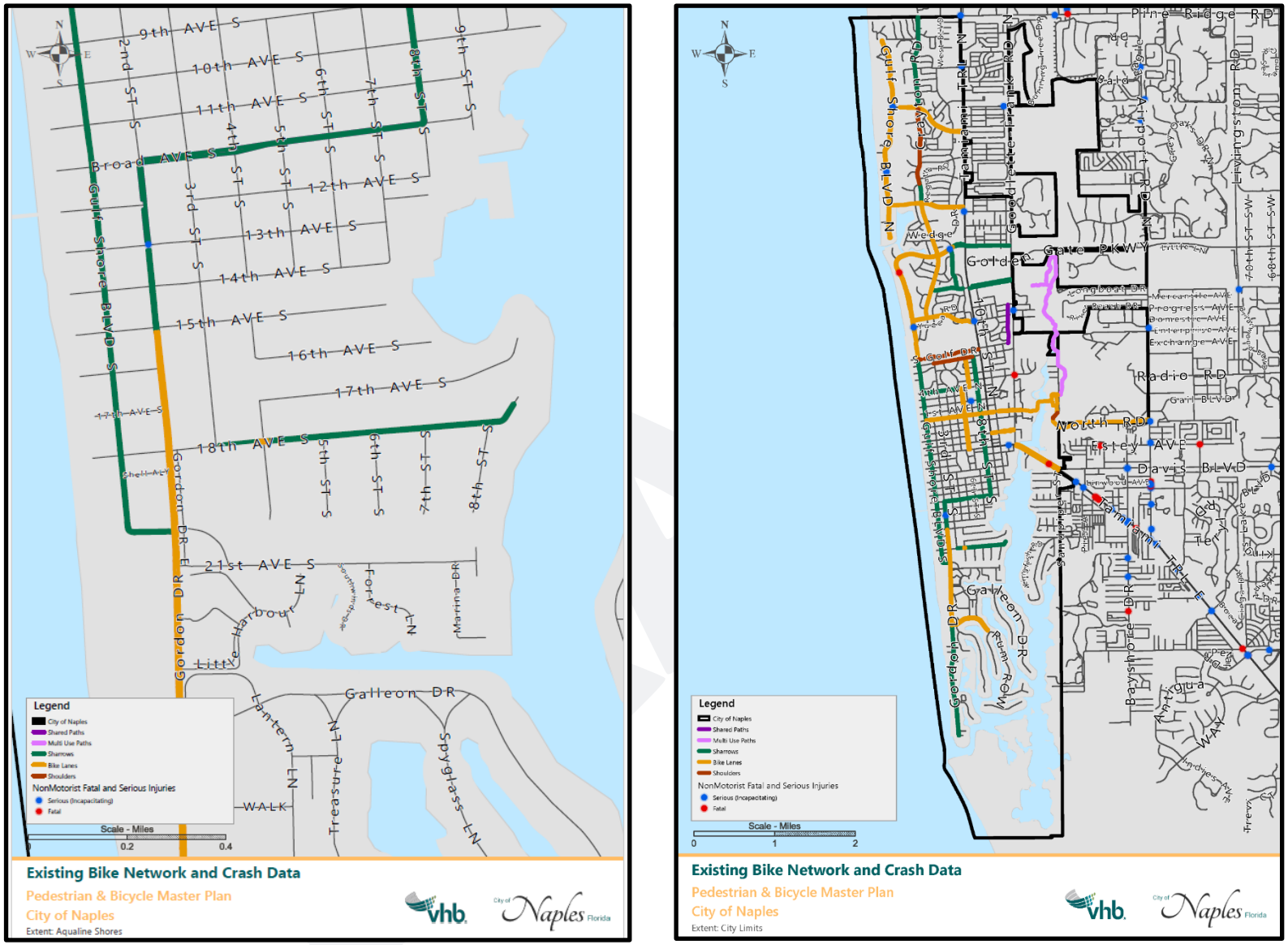

Figure 9: Maps of the Existing Bike Network from the City of Naples Bicycle-Pedestrian Master Plan

City of Marco Island

Marco Island is focused on enhancing its multimodal infrastructure to support a safe, connected, and sustainable network. As shown in **Figure 10**, priority projects have been identified to expand bike lanes, shared use paths, and other key transportation routes. These projects aim to improve connectivity across the island, close existing network gaps, and promote a more accessible environment for pedestrians and cyclists. Below are the key projects that are either funded or in the planning stages, reflecting ongoing efforts to improve transportation infrastructure.

Existing Bike Lanes:

Designated bike lanes currently exist along key corridors including San Marco Road, South Collier Boulevard, and Winterberry Drive. These routes provide critical local and regional connectivity for bicyclists.

Existing Shared Paths:

Shared-use paths are in place on multiple roadways, such as along North Collier Boulevard, providing multimodal access for pedestrians and cyclists and contributing to a safe and connected network.

Planned and Programmed Improvements

Programmed Funded Facilities:

- **Bald Eagle Drive:** Funded for construction in FY 2026/2027, this project will provide new bike lanes, enhancing connectivity between North Collier Boulevard and San Marco Road.
- **Seagrape Drive, Swallow Avenue, and Castaways Street:** These corridors are funded for bike lane installations, scheduled for construction by FY 2025. These improvements will enhance safety and close existing network gaps in southern Marco Island.
- **Sandhill Street (Leland Way to Winterberry Drive):** A shared-use path is programmed and funded for FY 2025, improving multimodal connectivity in the central portion of the island.

Programmed Unfunded Facility:

- **Elkam Circle Loop:** This future priority segment, connected to North Collier Boulevard and North Barfield Drive, remains unprogrammed currently but is recognized as an important extension of the island's multimodal network. It is planned for completion by FY 2030.

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Implementation Timeline

The City of Marco Island continues to implement a phased approach to multimodal infrastructure improvements. Projects are scheduled across FY 2025, FY 2027, and a longer-term target year of FY 2030. The city currently has one shared path project that remains unfunded, while additional programming is on hold until all active projects receive full construction funding. This strategy ensures that available resources are prioritized for the most impactful and near-term improvements.

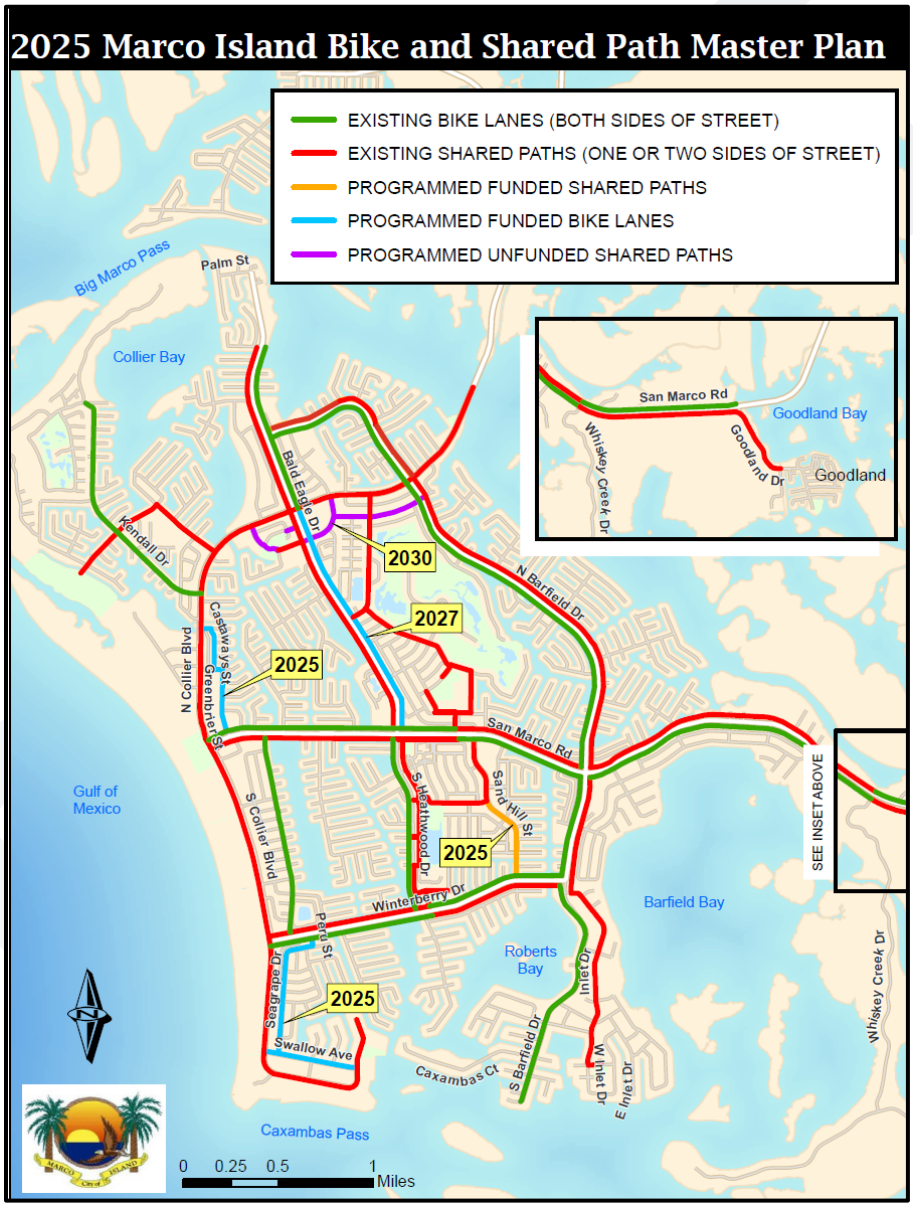

Figure 10: Marco Island Bike and Shared Path Master Plan

Everglades City

Everglades City has made significant strides in enhancing its transportation infrastructure for pedestrians and cyclists, starting with the adoption of its first Bicycle and Pedestrian Master Plan in 2022. A major milestone in the city's efforts came in 2019 when Everglades City was officially recognized as a Florida Trail Town, which further strengthened its commitment to improving non-motorized transportation options. This recognition sparked a more comprehensive effort to create a safe and well-connected network of bike lanes and pedestrian pathways throughout the city.

Priority Projects for Everglades City:

- **Everglades City Bike Lanes and Shared Paths:**
  - Expanding existing bike lanes along key corridors such as Broadway Avenue and Copeland Avenue provide safer routes for cyclists and pedestrians.
  - Development of shared-use paths to connect residential areas to the downtown district, local parks, and other key amenities.
- **Enhanced Safety Measures:**
  - Implementation of traffic calming measures, including improved crosswalks and pedestrian signals, particularly on high-traffic roads like State Road 29, to ensure the safety of vulnerable road users.
- **Connecting to Regional Networks:**
  - Developing connections to regional bicycle and pedestrian facilities, such as linking local routes to the SUN Trail Network, to allow seamless access for cyclists traveling through the area.
- **Everglades City Park Pathway:**
  - A proposed multi-use pathway around McLeod Park promotes walking and cycling while providing a safe and scenic route for local trips and recreational activities.

These efforts reflect Everglades City’s ongoing dedication to building a more sustainable and accessible environment for non-motorized users. Through the implementation of its Bicycle-Pedestrian Master Plan and the recognition as a Florida Trail Town, Everglades City has laid the groundwork for future improvements that will enhance both local mobility and regional connectivity.

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SUN Trail (Shared-Use Nonmotorized Trail) Network

The SUN Trail program is a statewide initiative aimed at developing a network of paved, shared-use paths for bicyclists and pedestrians across Florida, as shown in **Figure 11**, which maps the Statewide SUN Trail Network. This program seeks to promote safe, non-motorized transportation options while enhancing recreational opportunities throughout the state. The initiative connects communities, facilitates regional travel, and supports the growth of sustainable transportation networks.

Key Regional Trails Planned in Collier County: Gulf Coast Trail and Collier to Polk Trail

The Gulf Coast Trail and the Collier to Polk Trail are two pivotal components in the development of Collier County's regional bike and pedestrian infrastructure. These trails will not only serve as essential connectors within the local network but also integrate the county into broader statewide and national systems, enhancing mobility, access, and quality of life for all residents and visitors.

The Gulf Coast Trail is a crucial part of Florida's state trail network, extending along the coastline and offering a scenic and safe route for non-motorized users. As it weaves through Collier County, this trail will provide direct access to key destinations, improve connectivity within urban and rural areas, and promote sustainable transportation options. This trail is essential for fostering local tourism, encouraging outdoor recreation, and supporting economic development in the region.

The Collier to Polk Trail represents a transformative project that will connect Collier County with neighboring Polk County, offering a seamless and safe pathway for cyclists and pedestrians. This trail will bridge gaps in regional connectivity, linking communities, parks, and other critical infrastructure. Its completion is vital for encouraging cross-county travel, supporting regional tourism, and strengthening Collier County's position within Florida's statewide trail network.

Figure 11 Shows the planning status of major segments of the Gulf Coast Trail and the Collier to Polk Trail and demonstrates that the entire regional trail network is undergoing more detailed planning through a combination of SUN Trail funding, County and /or FDOT roadway plans.

Two potential gaps in the regional network have been identified: Bonita Beach Road West, from Old US-41 to Bonita Beach Road, and US-41 East, from San Marco Rd to SR-29.

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Figure 11: Statewide Map of the SUN Trail Network

Current Stage of Development

Gulf Coast Trail

Segments of the Gulf Coast Trail are currently at various stages of planning. The Lee MPO has submitted an application for discretionary grant funding to support the Bonita-Estero Rail Trail (BERT) acquisition, which is being negotiated by the Trust for Public Lands. Additionally, a PD&E study is underway for the Florida Power and Light (FPL) easement along Livingston Road. The connection between the BERT alignment and the FPL easement on Livingston Road will be facilitated by the Veterans Blvd Extension Project.

Collier to Polk Trail

FDOT is currently in the procurement phase for hiring a consultant to conduct a Project Development and Environment (PD&E) study for the Collier to Polk Trail. The PD&E phase is crucial for determining the final alignment, identifying environmental concerns, identifying priority segments eligible for the SUN Trail funding, right-of-way needs, and developing conceptual designs. The next stage will be preliminary Engineering (PE), detailed design and cost estimates prepared for priority segments, followed by Construction (CST). Funding needs will be identified at each stage and programming will occur through the MPO process, in coordination with FDOT and Collier County.

Importance of These Projects for Collier County

These two trails—the Gulf Coast Trail and the Collier to Polk Trail—provide a regional network of interconnected trails that is fundamental to the success of the Bicycle-Pedestrian Master Plan for Collier County. Having prioritized the development and enhancement of these trails, the Collier MPO is able to improve not only local transportation options but also to foster broader economic growth through increased tourism, outdoor recreation, and enhanced connectivity. Their completion will provide the region with more sustainable and safe travel options, ensuring a future where cycling and walking are central to daily life. These trails represent both a regional and state-wide vision for a more connected, sustainable, and healthy future, benefiting the people of Collier County for years to come.

Prioritization of SUN Trail Segments

The outcome of the PD&E studies for the Collier to Polk Trail and the FPL easement on Livingston Rd will provide guidance for prioritizing future phases of segments on the MPO's SUN Trail alignment. The Bicycle and Pedestrian Advisory Committee will be instrumental in determining priorities based on the evaluation criteria in this plan.

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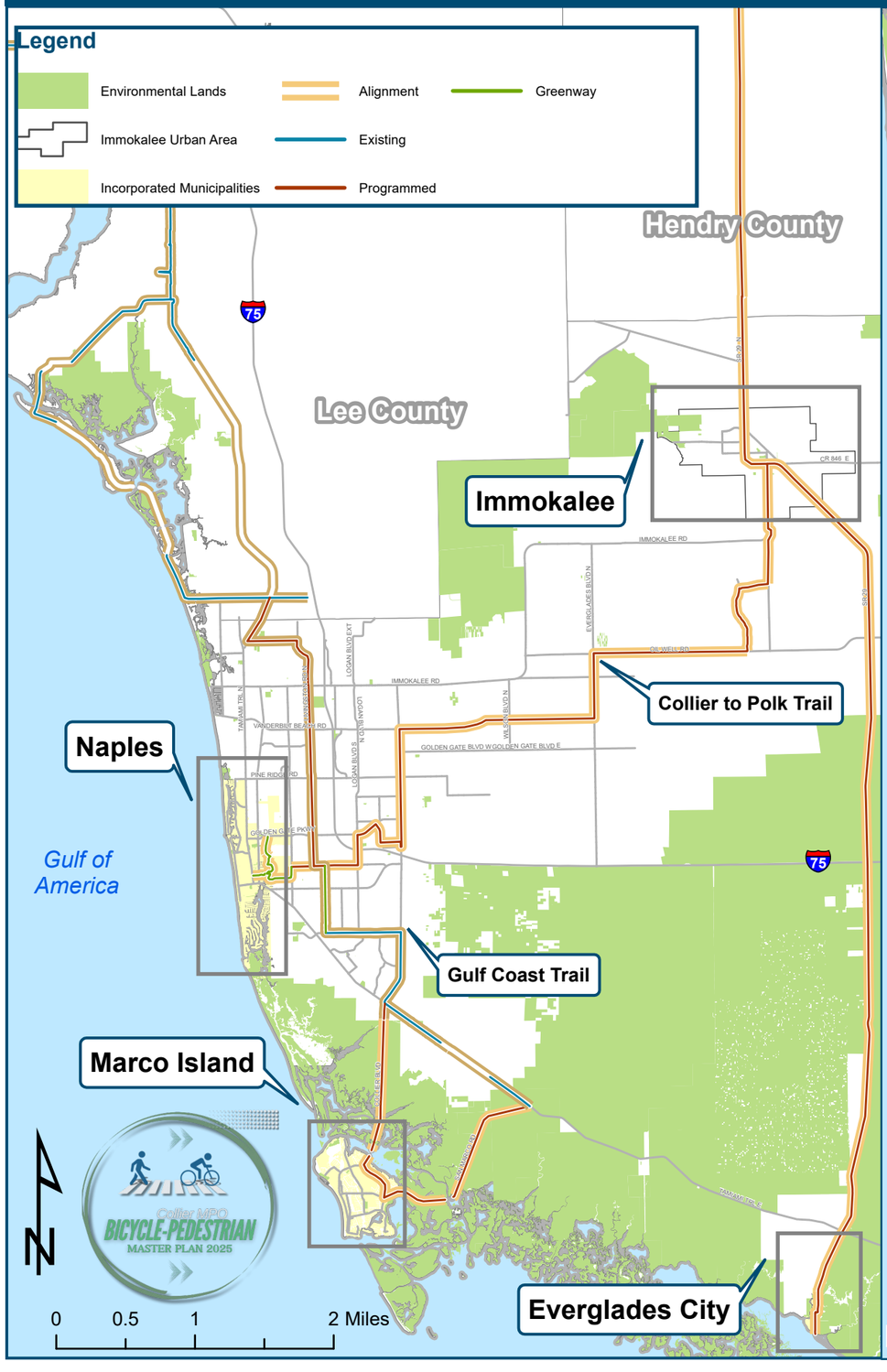
Exhibit 8: Sun Trail Regional Network

Bicycle & Pedestrian Master Plan





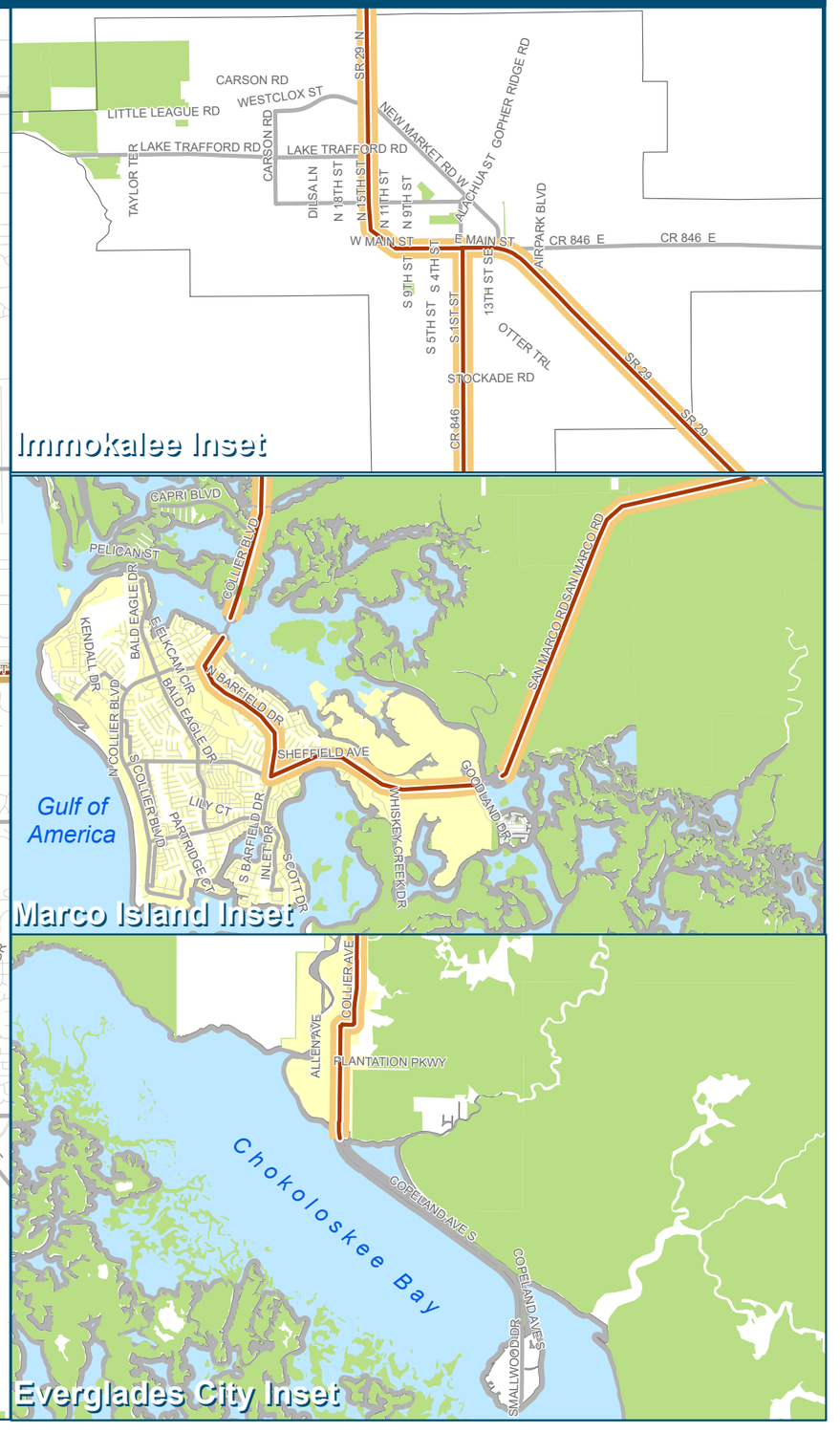
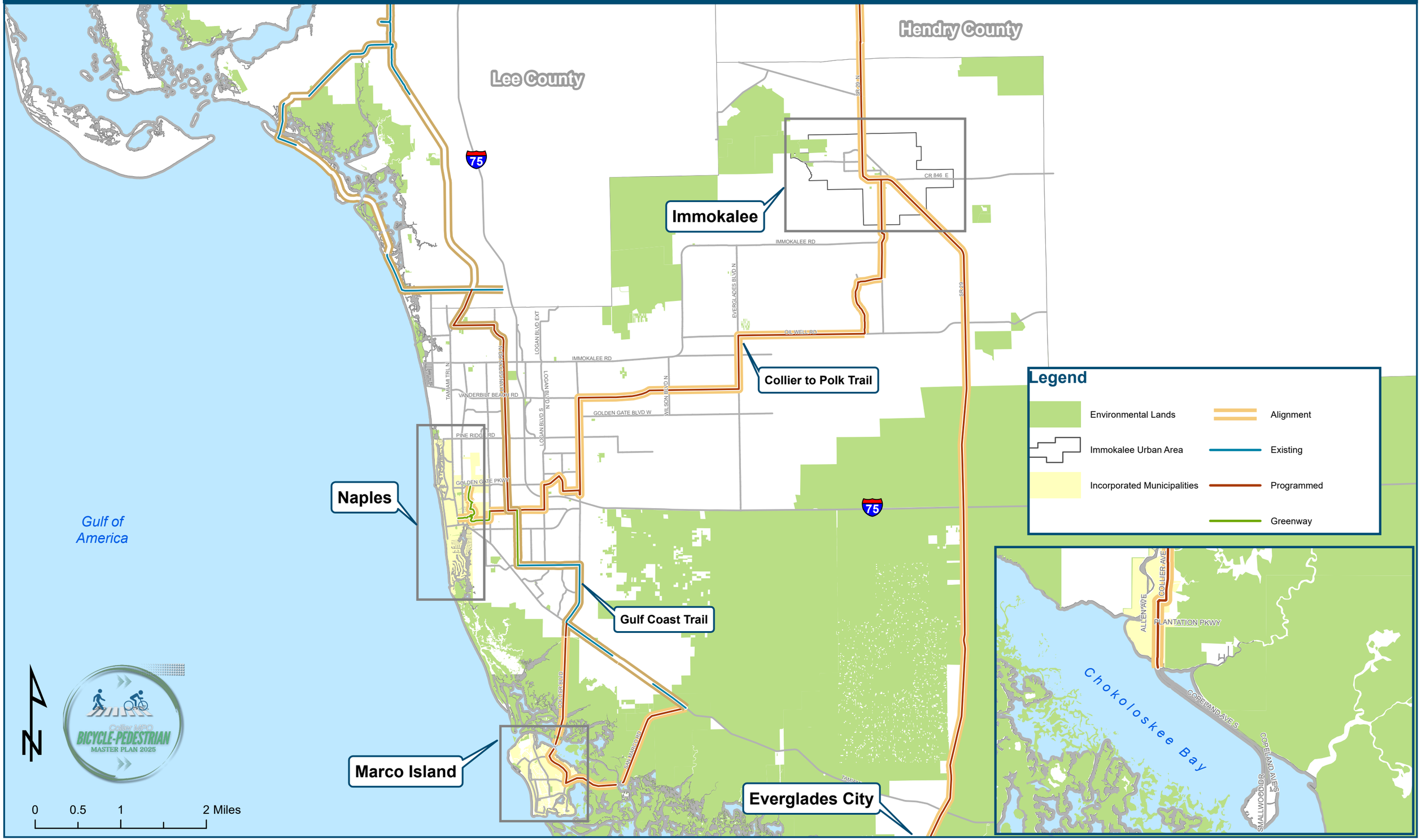


Exhibit 9: Sun Trail Regional Network

Bicycle & Pedestrian Master Plan



Priority SUN Trail Projects in Adjoining Counties

With the Gulf Coast Trail and Collier to Polk Trail enhancing regional connectivity within Collier County, several other upcoming projects in the surrounding counties are also programmed to improve Florida's statewide trail network. These projects will contribute to broader regional and state connectivity, helping to integrate Collier County's trails with the larger SUN Trail System. Below are a few other key upcoming projects in the surrounding counties:

Florida Gulf Coast Trail
Segment: John Yarborough Linear Park & Bridge (South of Colonial Blvd to Hanson St)
FM #: 4475151
Cost: $6.25M | Phase: Construction | Year: 2025

Collier to Polk Trail
Segment: Fort Fraser Trail Overpass at SR-60
FM #: 4406031
Cost: $3.90M | Phase: Construction | Year: 2025

Coast to Coast Trail (C2C)
Segment: Orange County Gap Segment 2 (Hiawassee Rd to North of SR-414)
FM #: 4364331
Cost: $8.65M | Phase: Construction | Year: 2025

Space Coast Trail
Segment: Merritt Island NWR to Kennedy Pkwy
FM #: 4370932
Cost: $7.54M | Phase: Construction | Year: 2025

East Coast Greenway
Segment: SR-A1A (Marineland to Fort Matanzas Inlet)
FM #: 4470641
Cost: $12.60M | Phase: Construction | Year: 2027

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Collier to Polk Regional Trail Corridor Status

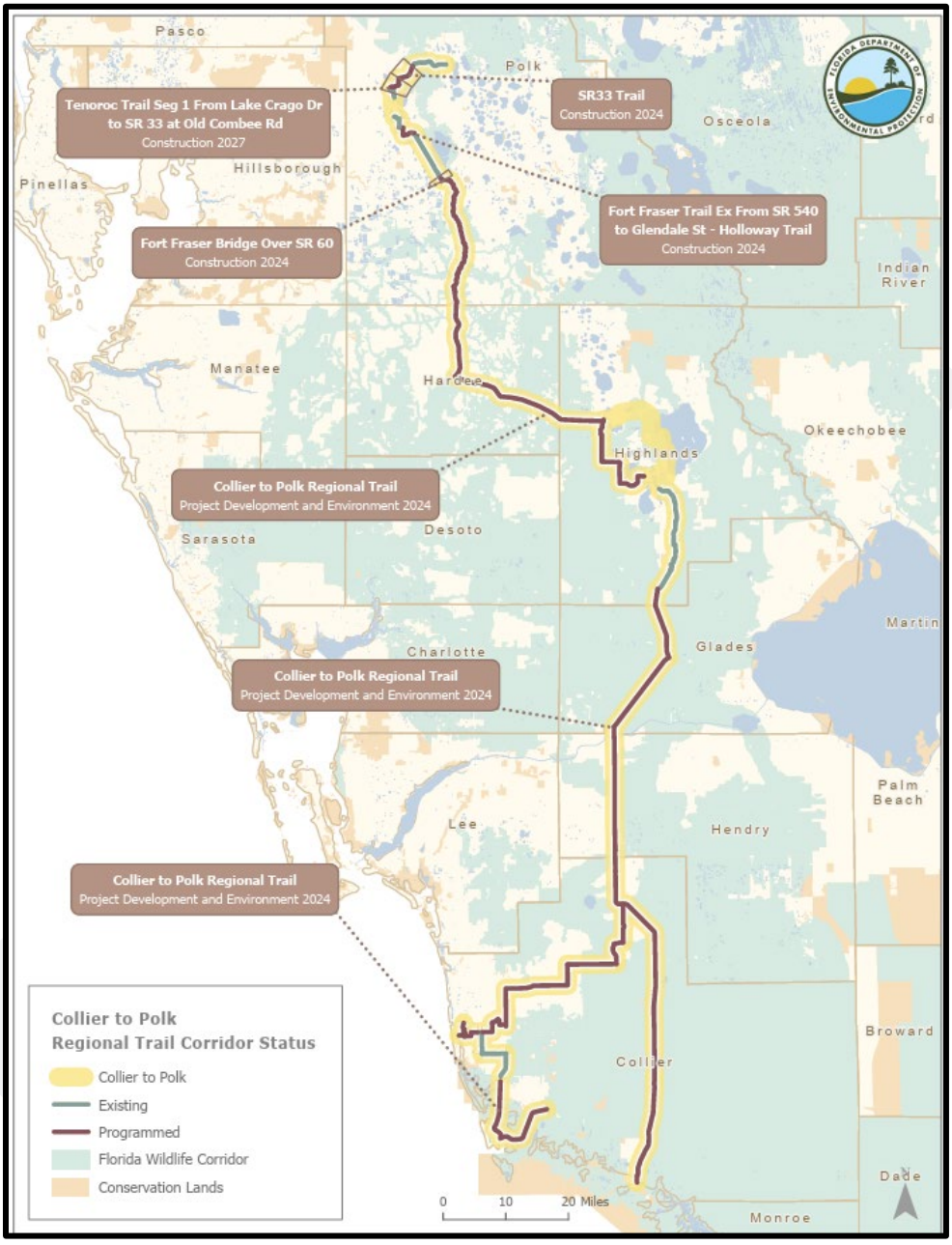

Figure 12: Collier to Polk Regional Trail Corridor Status, Source Florida Department Environmental Protection

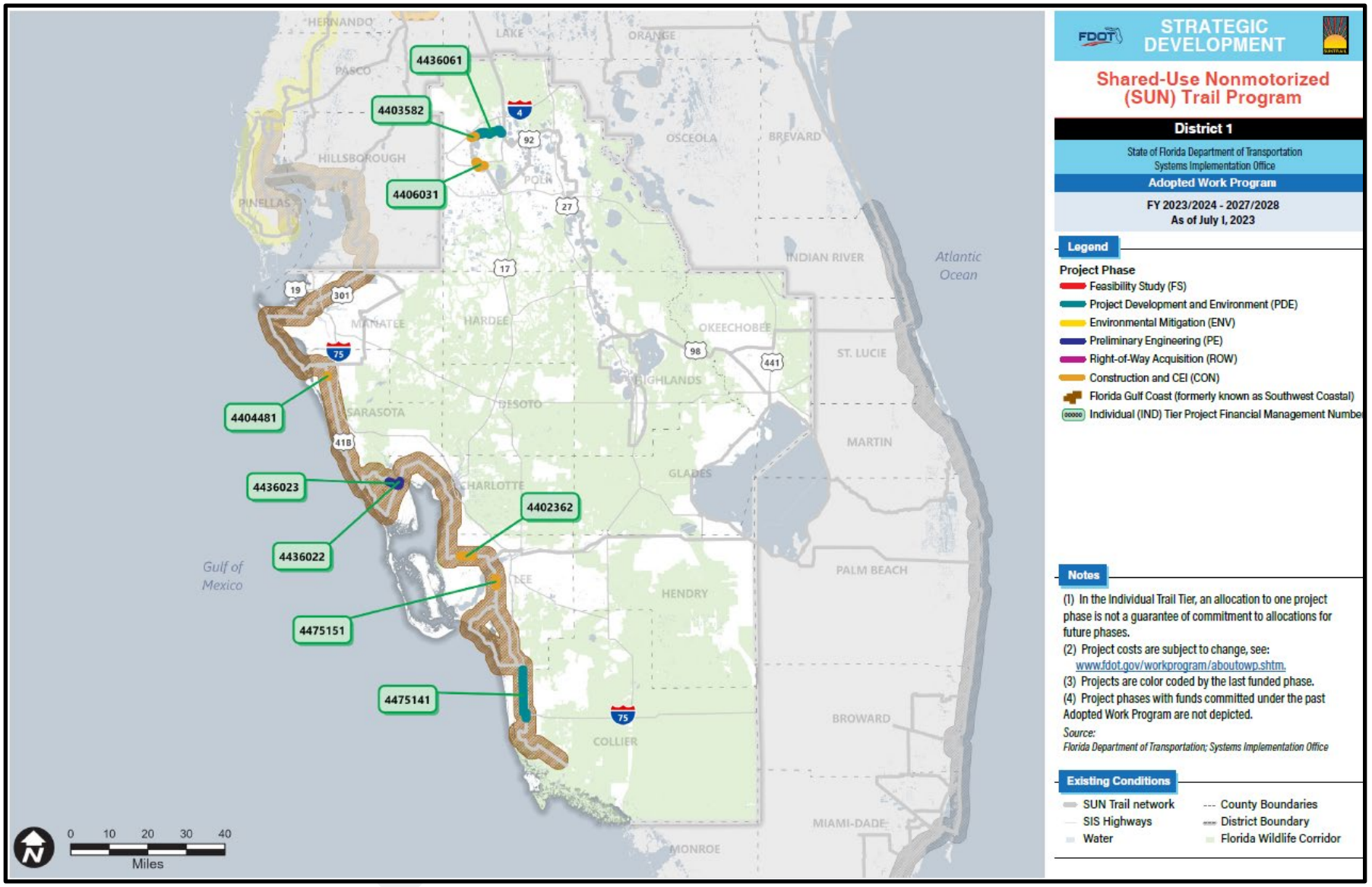

Figure 13: FDOT SUN Trail Adopted Work Plan as of July 2023 - FM# 4475141

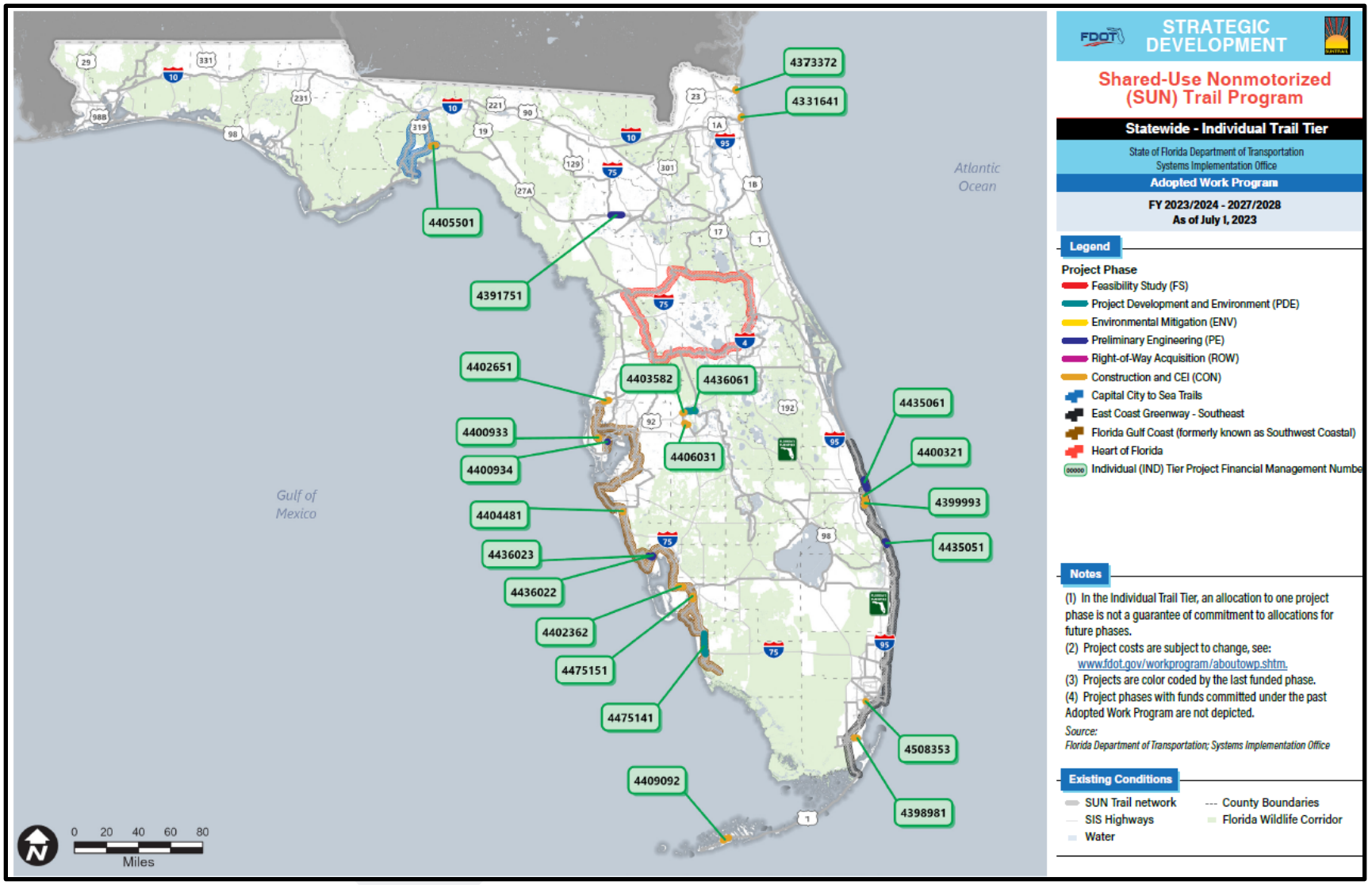

Figure 14: FDOT SUN Trail Adopted Work Plan as of July 2023 - FM# 4406031

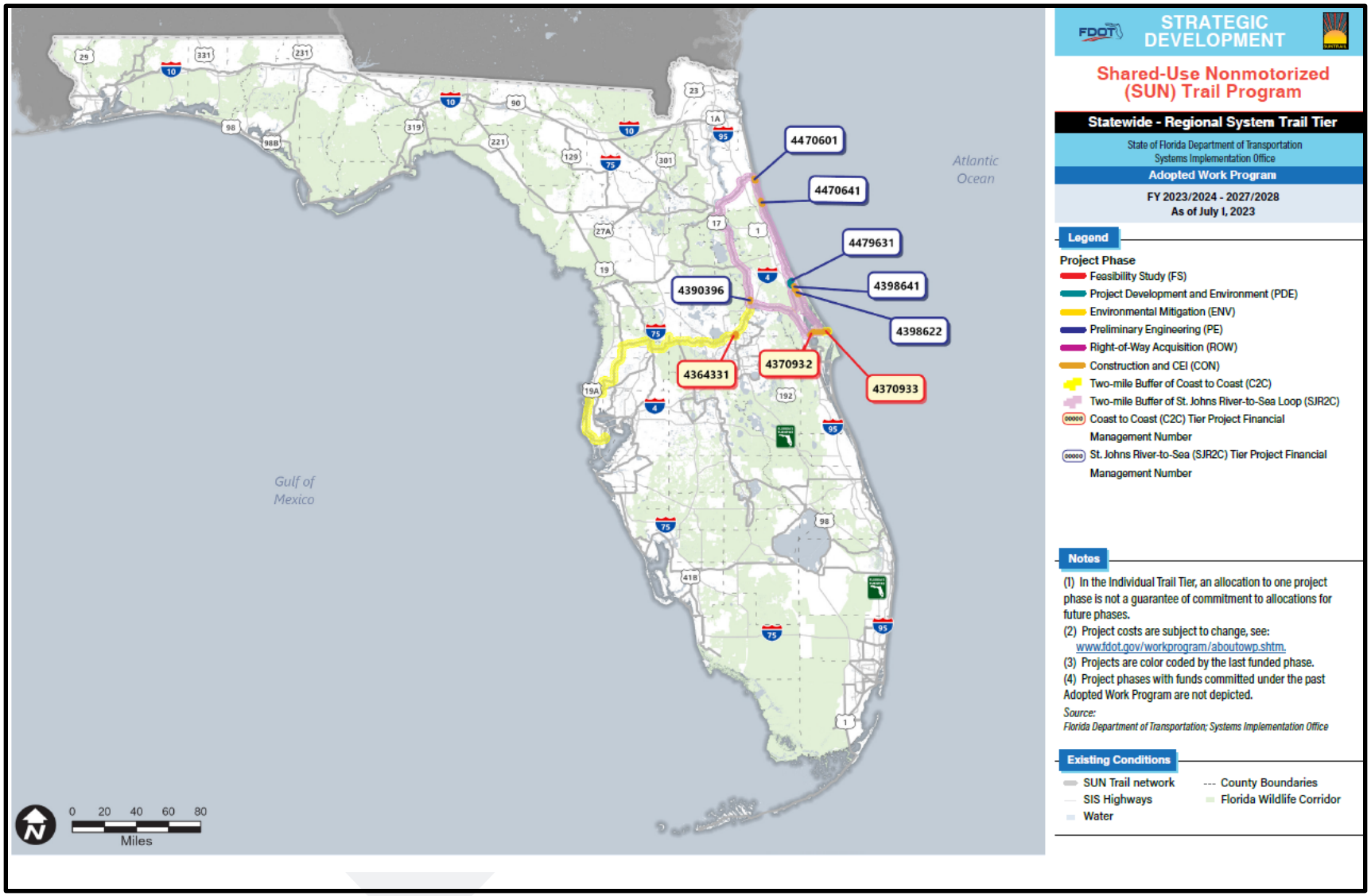

Figure 15: FDOT SUN Trail Adopted Work Plan as of July 2023 - FM# 4364331, 4370932 & 4470641

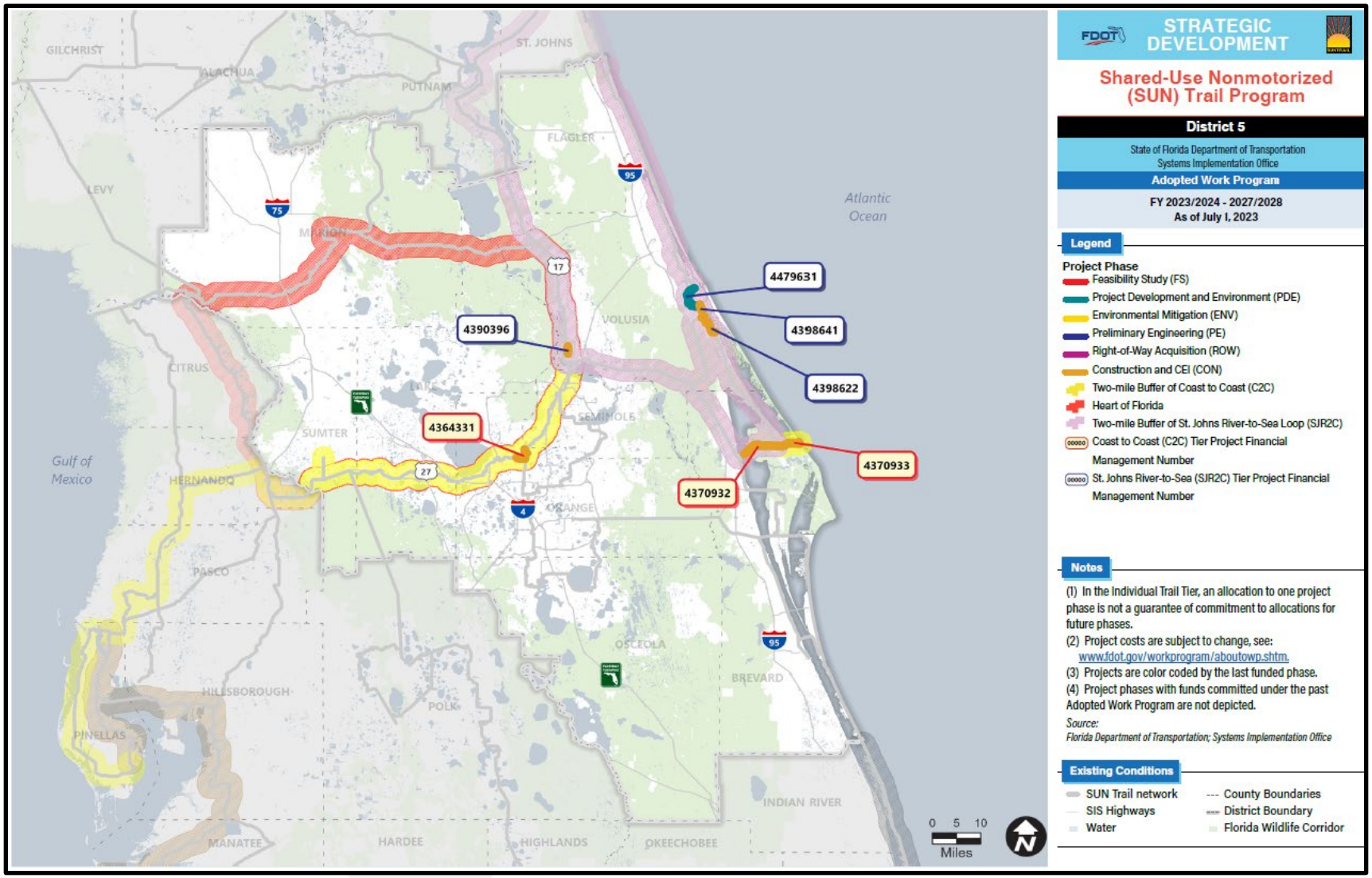

Figure 16: FDOT SUN Trail Adopted Work Plan as of July 2023 - FM# 4364331

SECTION 6 - DESIGN GUIDELINES FOR BICYCLE AND PEDESTRIAN FACILITIES

The Collier MPO Bicycle-Pedestrian Master Plan emphasizes designing transportation infrastructure that meets the needs of all ages and abilities. Section 6, Design Guidelines for Bicycle and Pedestrian Facilities, provides a framework for creating inclusive, safe, and functional environments that enhance mobility for everyone, from children and seniors to individuals with disabilities. These guidelines integrate universal design principles, ADA compliance, and best practices from national and state standards to ensure equitable access and improve the overall user experience.

By aligning with resources like the American Association of Highway and Transportation Officials (AASHTO), National Association of City Transportation Officials (NACTO), and the Florida Department of Transportation (FDOT) design manuals (FDM), this plan promotes innovative solutions such as low-stress bike lanes, shared use paths (SUPs), and ADA accessible pedestrian crossings. These design elements aim to foster safety, comfort, and connectivity while supporting active transportation and community well-being. Through thoughtful planning and implementation, Collier County is advancing its vision of an inclusive, multimodal transportation network that prioritizes the needs of all users.

Designing for All Ages and Abilities

The 2025 Collier MPO Bicycle and Pedestrian Master Plan emphasizes the creation of inclusive transportation networks that are accessible to individuals of all ages and abilities. This commitment to accessibility is grounded in universal design principles and the requirements of the Americans with Disabilities Act (ADA). Designing for all users is not only about meeting legal standards but also about enhancing mobility for everyone, including people with disabilities, children, seniors, and individuals with other mobility challenges.

To support this inclusive vision, a key goal of the Master Plan is to design facilities that ensure safe and comfortable travel for children, seniors, and individuals with disabilities, as well as the general population. Infrastructure should incorporate elements such as shorter crossing distances at intersections, lower speed limits, and safe crossing options such as pedestrian hybrid beacons. These features reduce potential hazards and promote a safer and more accessible environment for all users.

Compliance and Accessibility Features

ADA compliance remains a cornerstone of the design guidelines in the Master Plan. ADA compliant pedestrian pathways should feature continuous routes with smooth, unobstructed surfaces to accommodate wheelchairs, strollers, and walkers. Additionally, detectable warnings like textured paving and audible signals at crossings provide necessary information for individuals with visual or hearing impairments, ensuring safety in high-traffic areas.

Facilities for bicycles must also adhere to accessibility standards. For example, bike lanes should be free from obstacles, have clear markings, and be wide enough to accommodate various types of bicycles and mobility devices. For shared use paths, the Master Plan calls for a minimum width that allows for both

cyclists and pedestrians to coexist comfortably, with extra attention paid to maintaining proper segregation where appropriate, so that users can safely navigate the path without conflicts.

FDOT Guidelines

The Florida Department of Transportation (FDOT) plays a pivotal role in shaping the design and implementation of bicycle and pedestrian facilities throughout the state. By adhering to FDOT's standards and initiatives, Collier County ensures that its infrastructure aligns with statewide priorities for safety, accessibility, and connectivity. FDOT's guidelines emphasize creating a multimodal transportation network that accommodates a diverse range of users while fostering sustainable growth and mobility options.

FDOT's current initiatives, such as the Complete Streets Implementation Plan, Context Classification Guide, and the Statewide Pedestrian and Bicycle Strategic Safety Plan, reinforce the commitment to safe, equitable, and context-sensitive design. These initiatives prioritize reducing pedestrian and cyclist injuries and fatalities while enhancing comfort and convenience for all users. By incorporating these principles, the Collier MPO Bicycle-Pedestrian Master Plan supports the state's vision of zero roadway fatalities through the Target Zero strategy.

Key Design Manuals

The following FDOT design manuals and resources provide the foundation for the guidelines in this plan:

- **FDOT Design Manual (FDM):** The FDM outlines comprehensive criteria for roadway and non-motorized facilities, focusing on accessibility, safety, and user experience.
- **Manual on Uniform Traffic Control Devices (MUTCD):** Used for designing pedestrian crossings, signals, and signage, ensuring national consistency.
- **Florida Greenbook:** Guides local agency designs for bicycle and pedestrian facilities, tailored to Florida-specific contexts.
- **FDOT Context Classification Guide:** Helps identify appropriate facility types based on land use, traffic volume, and user needs.
- **Florida Bicycle and Pedestrian Partnership Council Guidelines:** Provides strategic recommendations for creating connected, multimodal systems across the state.

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FDOT Context Classification System

Context Classification	Description	Typical Speed Limit (mph)	Recommended Bicycle Facilities	Recommended Pedestrian Facilities
C1 (Natural)	Undeveloped areas like parks or forests	35–45	Shared-use paths to minimize environmental impact	Limited pedestrian infrastructure, with natural trail paths
C2 (Rural)	Areas with farmland or sparse development	45–55	Paved shoulders, shared-use paths alongside roadways	Sidewalks in areas with public facilities or clusters of activity
C2T (Rural Town)	Small, walkable towns with compact layouts	25–35	Bike lanes or shared-use paths connecting key town destinations	Sidewalks, mid-block crossings, and enhanced lighting
C3R (Suburban Residential)	Low-density residential neighborhoods	25–35	Bike lanes, shared-use paths for neighborhood connectivity	Continuous sidewalks, ADA-compliant crossings, pedestrian signals
C3C (Suburban Commercial)	Suburban areas with commercial hubs	35–45	Buffered bike lanes, shared-use paths for safer access to shopping	Sidewalks, crosswalks with signals, and refuge islands
C4 (Urban General)	Moderately dense areas with mixed-use development	25–40	Buffered or separated bike lanes for high-volume traffic areas	Wider sidewalks, pedestrian hybrid beacons, and mid-block crossings
C5 (Urban Center)	Dense areas with a mix of retail, offices, and housing	20–30	Separated bike lanes, bike parking, and green-painted bike lanes	Wide sidewalks, high-visibility crosswalks, and pedestrian plazas
C6 (Urban Core)	Highly urbanized downtown areas	20–25	Protected bike lanes, bike boxes, and bike-share stations	Enhanced pedestrian infrastructure, including walkable plazas and overpasses

The Florida Department of Transportation (FDOT) Context Classification System is an essential framework used to guide the design of transportation facilities that align with their surrounding environments. By identifying the "context" of a roadway or area, planners and engineers can develop infrastructure that balances mobility, safety, and community needs, creating a transportation network that is functional, inclusive, and context sensitive.

Current FDOT Initiatives Related to Bicycle and Pedestrian Design

1. **Complete Streets Implementation**
   FDOT's Complete Streets initiative aims to design streets that provide safe, accessible, and comfortable travel for all users, including pedestrians, bicyclists, motorists, and transit riders. This approach ensures that roads are context-sensitive and adaptable to their surrounding environment, balancing transportation needs with community development.

2. **Safe Routes to School (SRTS)**
   This initiative promotes safer infrastructure for children traveling to and from school by walking or biking. Integrating SRTS principles into the MPO's planning enhances safety and encourages active transportation among younger populations.

3. **Target Zero and Strategic Safety Plan**
   Target Zero prioritizes reducing traffic fatalities and serious injuries, particularly for vulnerable road users like pedestrians and cyclists. The FDOT Bicycle and Pedestrian Strategic Safety Plan outlines actionable strategies, such as intersection redesigns and speed management, which directly influence the guidelines in this plan.

4. **Florida SUN Trail Network**
   FDOT is investing in the Shared-Use Nonmotorized (SUN) Trail Network, a statewide system of paved trails that connect communities. This initiative emphasizes the importance of regional connectivity and highlights the need for well-designed off-road facilities like shared-use paths.

Integration of FDOT Guidelines into Collier MPO Plans

Collier MPO's Bicycle-Pedestrian Master Plan leverages FDOT's guidelines and initiatives to ensure that local projects meet state and national standards while addressing unique regional needs. For example, the inclusion of context-sensitive solutions ensures that facility designs align with surrounding land use, while high-visibility bike lanes and pedestrian hybrid beacons address critical safety concerns identified in FDOT's safety initiatives.

By aligning with FDOT's comprehensive framework, the Collier MPO can deliver a transportation network that reflects the best practices in safety, accessibility, and sustainability. This partnership not only ensures consistent design but also positions Collier County as a leader in creating walkable and bikeable communities in Florida.

Illustrated Guide to Bicycle and Pedestrian Facilities

The illustrations in this section are intended to help clarify the distinctions between various facility types and where they are typically applied. Facility designs can vary based on many factors including road type, speed, volume, and lane users.

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On-Road Bicycle Facilities



Paved Shoulders

Dedicated paved areas adjacent to the travel lanes, typically 4–8 feet wide, intended to enhance safety for cyclists and pedestrians in rural and suburban settings. They provide separation from vehicles without marked bike lanes.

Audible Pavement Markings



Rumble strips or textured markings are applied along roadway edges or shoulders to produce tactile and audible feedback when crossed. While these markings serve as an important safety feature for vehicular traffic—alerting drivers when they drift toward the shoulder—they can negatively impact cyclists. The rumble strips may pose a tripping hazard and create discomfort for cyclists using the shoulder. When seeking opportunities to improve bicycle facilities, alternative improvements should be considered, such as dedicated bike lanes, if right-of-way allows.

Bike Lanes



Bicycle lanes are exclusive spaces for cyclists, marked with striping and pavement symbols, and typically range from 4 to 7 feet wide. These lanes provide a safe, designated area for cyclists, reducing conflicts with vehicles. For newly constructed roads, the standard is a 7-foot-wide bike lane with a double 6-inch white edge line for safety. On existing roads where curbs cannot be moved, the lane width depends on available pavement, with the preferred options being:

1. 7-foot buffered bike lane
2. 6-foot buffered bike lane
3. 5-foot bike lane
4. 4-foot bike lane

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Buffered Bike Lanes

Bike lanes are enhanced with a marked buffer zone (1–3 feet wide) to separate cyclists from moving vehicles or parked cars, improving safety and comfort.



Separated Bike Lanes

Physically protected lanes for bicyclists, using barriers, raised curbs, or parked vehicles to provide complete separation from motorized traffic. These are ideal for high-speed or high-volume roadways.



High-Visibility Bike Lanes

Bike lanes are accommodated with bright, durable pavement markings (e.g., green) to increase awareness and visibility for motorists and cyclists at potential conflict points, such as intersections or driveways.



Sharrows

Sharrows may be used on low-volume, low speed roads where vehicles and bicycles share space. Sharrows are typically located towards the right side of the road as a guide for cyclists.



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Advisory Shoulders

Shared, visually marked areas on road edges where pedestrians and cyclists travel. Vehicles may encroach but must yield, typically on roads without curbs.



Two-Stage Queue Boxes

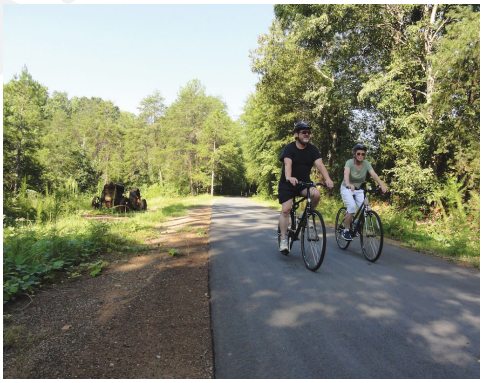
Designated waiting areas at signalized intersections for bicyclists making multi-leg or left turns. These boxes improve turning safety and reduce conflicts by keeping cyclists visible to drivers.



Off-Road Bicycle & Shared Use Facilities on Independent Rights-of-Way

Shared Use Paths (including Side Paths)

Shared use paths, including side paths, are paved pathways for cyclists and pedestrians, typically 8 to 14 feet wide. They can run independently of roadways or parallel to them, separated by buffers like landscaping, curbs, or fencing for safety. Wider than sidewalks, they accommodate higher-speed users like cyclists while supporting pedestrians. Shared use paths are ideal for recreation and commuting, especially where on-road bike facilities aren't feasible due to limited space or high-speed traffic.



Pedestrian Crossings on Major Roadways

Pedestrian Hybrid Beacon (PHB) or HAWK

A Pedestrian Hybrid Beacon, also known as a High-Intensity Activated Crosswalk (HAWK) beacon, is a pedestrian-activated traffic control device featuring flashing yellow lights, steady red signals and a walk indication. PHBs are used to facilitate safe pedestrian crossings at mid-block locations or unsignalized intersections on high-speed or high-volume roads.



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Rectangular Rapid Flashing Beacon (RRFB)

Flashing lights activated by pedestrians at unsignalized crossings. These beacons increase driver awareness and compliance at mid-block or high-speed crossings without requiring a traffic signal.



Mid-Block Crosswalks

Marked crossings positioned between intersections to provide safe pedestrian access on long road segments. These crossings may include signals, lighting, or raised platforms to improve visibility and safety.



Overpasses and Underpasses

Grade-separated crossings allow pedestrians and cyclists to cross major roadways or obstacles without conflicting with vehicle traffic. Overpasses are elevated bridges, while underpasses are tunnels beneath the road.



Wayfinding

A coordinated system of signage and markings designed to guide cyclists and pedestrians through a network. Wayfinding elements indicate destinations, distances, and connections to promote ease of navigation and route selection. This technical framework aligns with national and local design standards, ensuring that infrastructure is safe, accessible, and supportive of diverse transportation needs.



Illustrative Cross Sections

The guide below illustrates recommended bicycle and pedestrian facilities for Collier County roadways with speed limits of 40 mph or higher. The illustrations are carried over from the 2019 Bicycle and Pedestrian Master Plan. These typical sections emphasize design features aimed at improving safety and accessibility, contributing to a more connected and user-friendly non-motorized network.

Two-Lane Rural Section

At a minimum, paved shoulders can be provided. Ideally, bike lanes should be implemented, with options for added safety features such as audible pavement markings or buffer zones utilizing various protective elements.



Figure 17: Two-Lane Rural Section Featuring Bike Lanes

Multi-Lane Urban Section

At a minimum, sidewalks should be included, with the preferred option being shared-use paths and protected bike lanes on both sides of the roadway.

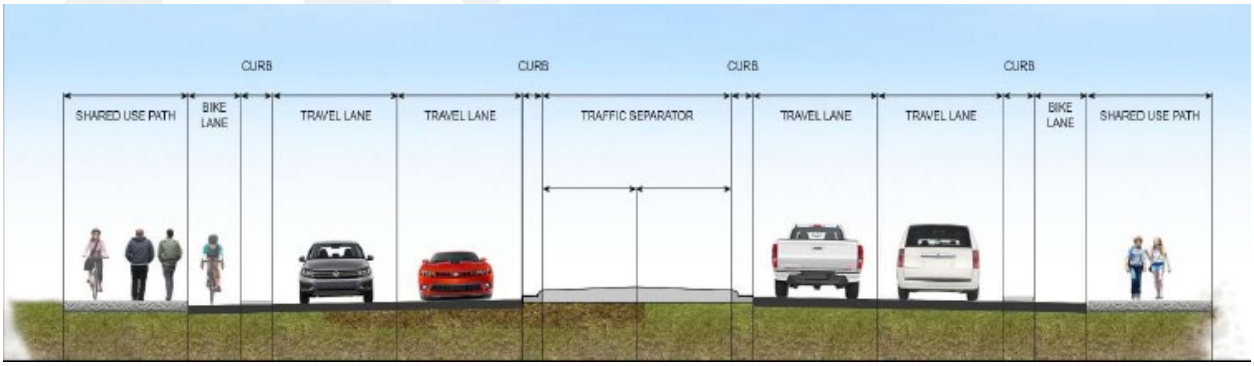

Figure 18: Urban Section with Shared-Use Path and Bike Lanes

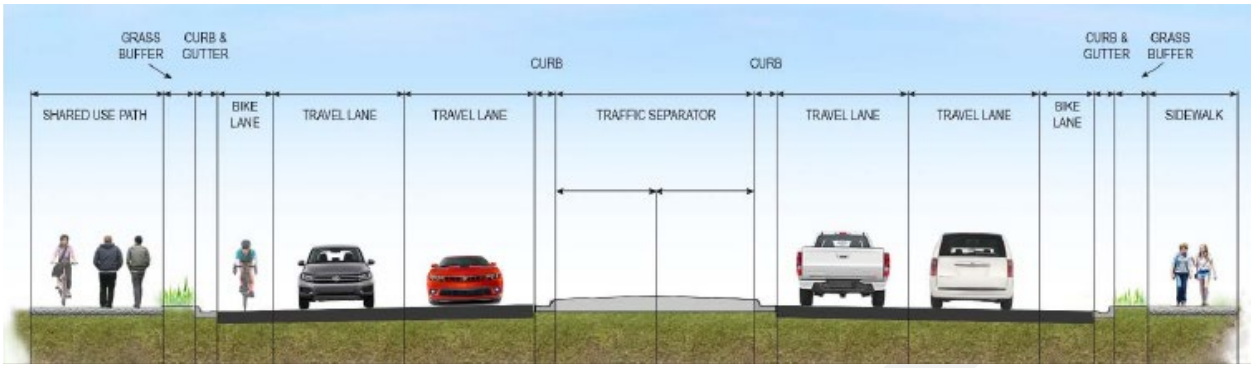

Figure 19: Urban Section with Shared-Use Path, Sidewalk, and Bike Lanes on Both Sides

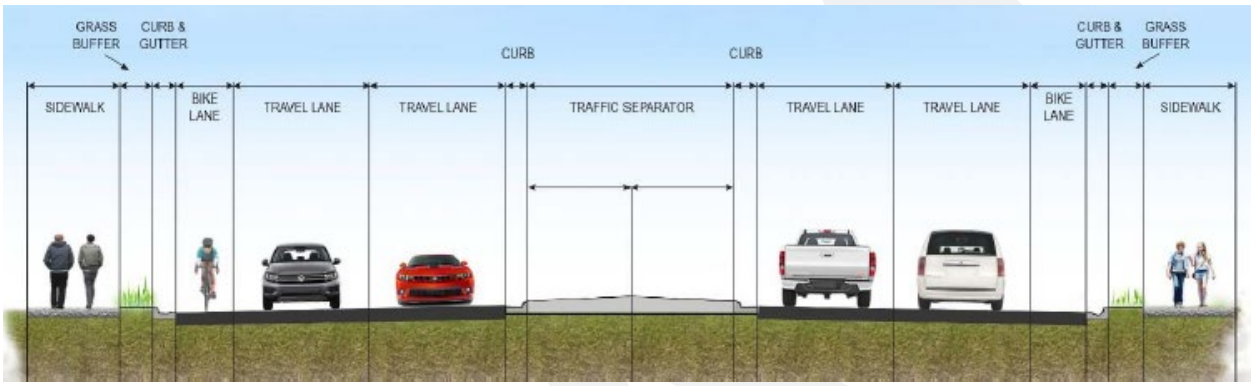

Figure 20: Sidewalks and Bike Lanes on Each Side

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SECTION 7 - POLICIES AND IMPLEMENTATION STRATEGIES

The Collier MPO Bicycle-Pedestrian Master Plan is built on the foundation of sound policies and actionable strategies that guide planning, funding, and implementation efforts. While the MPO does not directly construct or implement projects, it plays a pivotal role as a forum for collaboration, coordination, and prioritization. Section 7 defines the MPO's responsibilities in policy development, planning, design standards, and funding strategies, ensuring alignment across all jurisdictions and stakeholders involved in enhancing active transportation for Collier County.

The MPO's Role in Policy Development

The MPO's primary responsibility is to act as a convener, bringing together municipalities, state agencies, and community stakeholders to collaboratively shape policies that support a safe, connected, and equitable transportation network. Rather than building projects, the MPO provides the structure for shared decision-making and creates a unified vision for bicycle and pedestrian infrastructure throughout the region.

The MPO's leadership fosters collaboration by ensuring that policy development reflects regional priorities, such as improving safety, reducing traffic-related fatalities, and promoting sustainable transportation options. Through public workshops, stakeholder engagement, and inter-agency coordination, the MPO establishes the groundwork for projects that align with state and federal goals, such as Target Zero and Complete Streets principles. This collaborative approach creates a cohesive policy framework that guides individual jurisdictions in their implementation efforts.

MPO Planning Guidelines

The MPO supports and aligns its planning efforts with established policies and guidelines from FDOT, including the Complete Streets Policy, Target Zero, and the Context Classification system. These policies emphasize the creation of safe, accessible, and context-sensitive transportation networks that accommodate all users, regardless of mode, ability, or age. By integrating these principles into its planning process, the MPO ensures consistency with state goals while tailoring solutions to the unique needs of Collier County.

As part of its planning approach, the MPO supports member entities and FDOT by funding projects that incorporate bicycle lane improvements during routine activities such as resurfacing, reconstruction, and maintenance of existing corridors. Proactively addressing bicycle infrastructure as part of these standard processes helps to enhance safety, reduce costs, and maximize the efficiency of investments.

The MPO also supports projects and locally adopted policies that close existing gaps in the bicycle and pedestrian network. By prioritizing connectivity, especially in areas where infrastructure is incomplete, the region can progress toward achieving a fully integrated and well-connected network. This policy not only addresses immediate needs but also ensures that future growth supports regional mobility and accessibility goals.

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These guidelines reflect the MPO's commitment to fostering a collaborative planning environment that supports safe, equitable, and sustainable transportation for all.

MPO Design Guidelines

The MPO supports projects proposed by member entities that apply locally adopted design guidelines, the FDM, or apply the design guidelines outlined in Section 6 of this Plan, which emphasizes creating safe and accessible bicycle and pedestrian facilities for all ages and abilities

The MPO recognizes that designing infrastructure requires consideration of varying contexts, including urbanized areas, rural areas, and transitional zones experiencing growth. Each context presents unique challenges and opportunities that should be addressed through tailored design approaches:

- **Urbanized Areas:**
  These regions require robust infrastructure due to higher population densities and traffic volumes. This includes features like protected bike lanes, wider sidewalks, and enhanced pedestrian crossings. The MPO recommends prioritizing separated facilities, which are on-road spaces for cyclists and pedestrians that are physically separated from vehicle traffic using features such as curbs and barriers. This ensures safer and more usable spaces for non-motorized users.

- **Rural Areas:**
  In less dense regions, shared-use paths, paved shoulders, and other low-impact facilities are often more practical. These designs should focus on maintaining connectivity while respecting the rural character and minimizing environmental disruption.

- **Transitional Zones:**
  Areas in transition between rural and urban characteristics require flexible, forward-thinking designs that can evolve alongside development. Infrastructure in these areas should accommodate existing needs while anticipating future growth and higher usage demands.

The MPO encourages member entities to adopt a phased approach to implementing bicycle and pedestrian infrastructure. Phased planning and construction allow communities to address immediate needs while laying the groundwork for future enhancements. This strategy is particularly beneficial for managing costs and minimizing disruptions as infrastructure evolves over time.

Furthermore, the MPO supports member entities planning for and securing sufficient right-of-way (ROW) to accommodate these facilities. Adequate ROW planning ensures that future development can integrate high-quality bicycle and pedestrian infrastructure without compromising safety or accessibility. Anticipating growth and reserving space for future expansions aligns with the MPO's vision for a regionally connected, multimodal network. By aligning infrastructure design with regional goals and considering the unique characteristics of urban, rural, and transitional areas, member entities can create a cohesive and adaptable transportation network that meets the needs of current and future users.

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Funding Prioritization

The MPO Board plays a key role in setting policies for the allocation of Surface Transportation-Urban (SU) funds. In previous years, the MPO's policy as outlined in the LRTP, distributed SU funds across three primary project categories: congestion management, new bridge construction, and bicycle and pedestrian infrastructure. MPO staff issued a Call for Projects based on the Board's allocation policy, which operated on a five-year rotation among these categories. Pending MPO Board approval the (draft) 2050 LRTP may loosen restrictions on SU funds to make them available for road capacity projects that include bicycle and pedestrian facilities. This could reflect a more flexible and multimodal approach to infrastructure improvements. The MPO will issue Calls for Projects on an as needed basis as the current backlog of projects in design are programmed for construction.

The MPO will provide guidance so that member entities are able to submit bicycle and pedestrian infrastructure projects that align with the current, adopted Bicycle and Pedestrian Master Plan. This Plan, which is incorporated by reference into the Long-Range Transportation Plan (LRTP), serves as a roadmap for the MPO's ongoing investment in cycling and pedestrian infrastructure. Eligible Projects may include local, collector, and arterial roads, regional trail connections, Bicycle and Pedestrian Safety Audits (RSAs), and special studies related to non-motorized transportation.

The Network Needs analysis in Section 5 outlines the MPO's priorities for funding projects. In addition to the current Bicycle and Pedestrian Master Plan, projects from adopted Community Walkability Studies and the Bicycle and Pedestrian Master Plans of the cities of Marco Island, Naples, and Everglades City, as well as the County's Community Redevelopment Areas (CRAs), are considered eligible for funding. All these plans are referenced in the MPO's funding decisions to create a cohesive and regionally connected system.

MPO staff will also coordinate with FDOT and local entities to implement recommendations from Bicycle and Pedestrian Safety Audits (RSAs) that have been specifically endorsed by the MPO Board. This ensures that safety improvements are prioritized and executed effectively, addressing concerns identified through the RSA process and working toward a safer transportation network for all users.

Evaluation and Assessment Criteria

The evaluation criteria in this Plan have been carefully developed with significant input from the Bicycle-Pedestrian Advisory Committee (BPAC), MPO, and technical staff. These criteria serve as a vital tool for prioritizing and ranking proposed improvements across the region, fostering discussion and providing a structured framework for selecting projects that best meet the region's goals. This updated evaluation system represents an ongoing commitment to safety, connectivity, and equity for all community members.

A key update in the 2025 plan is the introduction of two distinct scoring systems, one for local projects and another for regional projects. This differentiation acknowledges the unique nature of projects within urban areas compared to those that are part of broader regional networks, such as the SUN Trail. Both scoring systems include weighted factors, reflecting the priorities and needs identified through stakeholder input. These weightings ensure that critical elements such as safety and equity receive the appropriate emphasis in the final ranking process.

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MPO Call for Projects Process

MPO staff will issue Call for Projects on an as-needed basis, consistent with the MPO's adopted TMA SU "Box" allocation/programming policy. The MPO Board retains full discretion to modify this policy in accordance with the MPO Bylaws and the Public Participation Plan.

Member entities are encouraged to submit projects that align with the Network Needs Analysis of this plan (Section 5) and other relevant local plans incorporated by reference in this document. Each member entity may submit up to one project per jurisdictional area represented by voting membership on the Board. MPO staff may submit one project of regional significance. This results in a maximum of 10 projects for each Call for Projects. The allocation of projects is as follows:

- 5 projects within the unincorporated County
- 2 projects within the City of Naples
- 1 project in the City of Marco Island
- 1 project in the City of Everglades City (including Chokoloskee and Plantation Island)
- 1 project of regional significance submitted by MPO staff

Eligibility Criteria and Preliminary Assessment

MPO staff will first review each project submission to determine eligibility. Incomplete or improperly submitted projects will not be considered for funding. The following criteria must be met:

Timeliness: The submitting agency must confirm that the project can be designed and constructed within the time-period selected for funding.

Constructability: The project must be well-defined, with confirmed right-of-way, and include a complete and accurate cost estimate.

Funding Availability: The submitting has requested a funding amount that is currently available for



programming by the MPO and confirmed the availability of any local funds contributed to the project.

Project Rating and Ranking

The BPAC will conduct the initial rating and ranking eligible of projects using the following criteria.

Local Projects Evaluation Criteria

This plan includes a dedicated evaluation framework for local projects, focusing on community-scale improvements that enhance safety, mobility, and accessibility. Local projects typically address infrastructure needs within neighborhoods, cities, or towns, such as sidewalks, bike lanes, intersection enhancements, and connections to schools, parks, or local transit hubs.

This evaluation process prioritizes projects that improve safety, promote connectivity, and provide equitable access for all residents. Below is an overview of the criteria, along with their weights and scoring, followed by a detailed explanation of the scoring system used to rank proposed projects.

Descriptions and Associated Weights

Criteria	Weight (%)	Description
Safety	35	Evaluates the project's potential to enhance safety for all users. This includes the analysis of high-risk areas using crash data and fatality statistics, the implementation of Safe Routes to Schools, the incorporation of targeted safety improvements, the adoption of a Safe System Approach, and the inclusion of public education initiatives aimed at promoting safe behaviors.
Multimodal and Regional Connections	20	Assesses the project's integration with other modes of transportation (e.g., transit, biking, walking) and its ability to enhance regional connectivity. Projects that create seamless links between different transportation modes, improve regional mobility, and demonstrate a commitment to eliminating barriers and enhancing ADA accessibility to promote inclusivity for all individuals and abilities will score higher.
Cost	20	Evaluates the financial feasibility of the project, including both initial construction costs, long-term maintenance expenses, and the cost per capita. Projects that demonstrate cost-effectiveness, efficient use of available funds, and provide a reasonable cost per person impacted will score higher.
Education	10	Evaluates the efforts to educate and engage the community regarding bicycle and pedestrian safety, benefits, and infrastructure. Projects that incorporate educational programs, workshops, outreach efforts, or materials promoting safe and sustainable transportation practices will be considered.

		Consideration will also be given to initiatives that partner with local schools, organizations, and other stakeholders to raise awareness and foster a culture of safety
Public Involvement and Support	5	Evaluates the level of community engagement and support for the project. Projects with strong public involvement, transparent processes, and demonstrated community backing will receive higher scores.
Micromobility	5	Evaluates the project's support for micromobility options such as electric scooters, e-bikes, and other small, lightweight, and low-speed personal transportation devices designed for use on bike lanes or multi-use paths. Projects that integrate infrastructure, connections, and policies to encourage safe, sustainable, and space-efficient micromobility use will score higher.
Economic Development	5	Assesses the project's potential to stimulate economic growth, revitalize communities, and attract tourism. Projects that demonstrate clear economic benefits and support local revitalization efforts will score higher.

Scoring System

Cost

Note: *Subsurface utilities should not compose more than 25% of the cost of the proposed improvement.*

- Proposed Costs are 25% above budget; cost per capita is over $500 – 1 Point
- Proposed Costs are 10-25% above budget; cost per capita is $300-$500 – 2 Points
- Proposed Costs are within budget; cost per capita is $150-$300 – 3 Points
- Proposed Costs are 10% under budget; cost per capita is $75-$150 – 5 Points

Education

- Proposed improvement includes no formal education component or only minimal effort (e.g., sign or brochure) with no community engagement or partnerships – **1 Point**
- Proposed improvement incorporates a defined educational activity (e.g., workshop, campaign, or materials) and some level of community or stakeholder engagement, such as outreach to schools or local groups – **3 Points**
- Proposed improvement features a comprehensive and sustained education strategy with multiple outreach methods and strong partnerships with schools, organizations, or agencies to promote lasting culture of bicycle and pedestrian safety – **5 Points**

Multimodal and Regional Connections

- Proposed improvement does not address any connectivity needs identified by public input– **1 Point**

- Proposed improvement fills a need in an area lacking connectivity based on public input and addresses some prioritized infrastructure gaps – **3 Points**
- Proposed improvement completely fills a prioritized infrastructure gap identified in this plan, significantly enhancing connectivity – **5 Points**

Public Involvement and Support

- Proposed improvement has not been presented or discussed with the public in a formal setting – **1 Point**
- Proposed improvement has shown moderate community engagement and has been discussed in a formal setting through committee and public meetings – **3 Points**
- Proposed improvement has strong public support and has been identified as a priority in this plan – **5 Points**

Safety

- Proposed improvement addresses a safety concern that has been raised by the public but lacks detailed analysis – **1 Point**
- Proposed improvement addresses a less severe safety concern without a safety audit to measure the effectiveness of the improvement – **2 Points**
- Proposed improvement addresses a serious safety concern, supported by statistical and crash data – **3 Points**
- Proposed improvement addresses safety concerns involving accidents with serious to fatal outcomes and is backed by statistical data along with a safety audit to measure effectiveness – **5 Points**
- **Bonus:** Proposed improvement is located on a street segment or intersection identified in the High Injury Network (HIN) from the Collier MPO Comprehensive Safety Action Plan, as described in Section 2, Crash Analysis and Safety Focus, of this Bicycle and Pedestrian Master Plan – **6 Points**

Micromobility

- Proposed improvements provide no support for micromobility options or related policies – **1 Point**
- Proposed improvement fully supports micromobility by integrating relevant infrastructure and policies – **5 Points**

Economic Development, Revitalization, Tourism

- The proposed improvements address a local need but will have minimal impact on tourism or the overall appearance of the area – **1 Point**
- The proposed improvements are in an area with moderate tourist traffic, offering some benefit but with less impact on tourism – **3 Points**
- The proposed improvements focus on key infrastructure in high traffic tourism areas, enhancing
- the visual appeal and visitor experience. Beautification efforts, particularly those that increase

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- shade along shared use paths, may also be included if initiated and funded by local governments –
- **5 Points**

Prioritization and Ranking

1. **Scoring** – Each Proposed project will be scored against the above criteria using the scoring matrix. The scores will then be multiplied by the assigned weights to calculate the total score for each project.

2. **Ranking** – Proposed projects will be ranked based on their total score, with the highest-scoring project receiving the highest priority.

3. **Review and Adjustment** – The BPAC may review and adjust scores or project prioritization to align with goals of the BPMP when reviewing the initial ranking and distribution.

4. **Final Order** – The final list of projects will reflect both the scoring and equitable distribution across the County. Projects will be ordered within each municipality based on their score, and the overall prioritization system will be designed to maximize impact and benefit for all residents of Collier County. The BPAC's priority recommendations will be reviewed by the Citizens and Technical Advisory Committees and presented to the MPO Board. The Board has final approval authority and may make changes accordingly.

Regional Projects Evaluation Criteria

This plan introduces a new and distinct evaluation framework for regional projects, tailored specifically for proposed improvements to the SUN Trail network or other significant regional connections. Unlike the previous plan, this approach provides a separate evaluation system to address the unique scope and impact of regional projects. These projects focus on enhancing long-distance mobility, closing critical gaps in the trail network, and connecting communities, key destinations, and transportation systems across the region.

The evaluation process prioritizes projects that improve safety, regional connectivity, and accessibility while supporting broader goals such as economic development and equity. Below is an overview of the criteria, along with their weights and scoring, followed by a detailed explanation of the scoring system used to rank proposed projects.

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Descriptions and Associated Weights

Criteria	Weight (%)	Description
Safety	35	Evaluates the project's potential to enhance trail user safety by reducing conflicts with vehicles, addressing high-risk areas for bicycle and pedestrian injuries, and correcting existing safety deficiencies along the trail.
Cost	25	Assesses the cost-effectiveness of the project by considering the expenses for the PD&E (Project Development and Environment) Study, planning, initial construction, and long-term maintenance. Additionally, the evaluation includes the cost in relation to the population benefiting from the proposed improvement, particularly those residing within approximately 5 miles of the trail corridor.
Connectivity	20	Evaluates how effectively the project links to existing trails, transportation networks, or key destinations, and whether it creates a new connection between areas or populations that were previously disconnected.
Feasibility	10	Evaluates the practicality of the regional trail project by looking at technical, financial, and logistical factors. It considers whether the project can be built given the terrain and existing infrastructure, if the estimated budget is realistic, and whether it can be completed within an achievable timeline. It also assesses the likelihood of obtaining necessary permits and approvals from local agencies and stakeholders
Economic Development	5	Analyzes the potential for the project to promote local economic growth, including tourism and business opportunities.
Project Phase	5	Prioritize projects that are construction-ready, with all necessary documents and plans approved and slated for construction. Projects in advanced phases will be ranked higher, especially when funding is limited, compared to projects that are still in the planning or pre-construction stages.

Scoring System

For a proposed regional project to be considered for scoring, it must meet specific eligibility requirements. These criteria ensure that projects align with the goals and standards of the SUN Trail program. Eligible projects must:

1. **Meet Design Criteria:** Ensure the proposed trail complies with current standards, including being a separate, paved, two-lane, non-motorized path.
2. **Identify a Maintaining Agency:** Demonstrate the capacity and commitment of the agency responsible to manage the ongoing maintenance and operation of the proposed improvements.

Note: *The final determination of project eligibility for SUN Trail funding is made by FDOT.*

Projects meeting the above requirements will proceed to evaluation against the scoring criteria.

Safety

- Proposed Improvement address a safety concern that has been identified and raised by the public but lacks detailed analysis – **1 Point**
- Proposed Improvement address a less severe safety concern without a safety audit measuring the potential effectiveness of the improvement – **3 Points**
- Proposed Improvement addresses a serious concern, supported by statistical and crash data showing the proposed improvements need along with a safety audit showing the success of the implementation of the improvement – **5 Points**

Cost

Note: *Subsurface utilities should not compose more than 25% of the cost of the proposed improvement.*

- Proposed improvement costs exceed $1 million, or the population benefiting is fewer than 500 people within 5 miles of the trail corridor – **1 Point**
- Proposed improvement costs between $500,000 and $1 million, or the population benefiting is between 500 and 1,000 people within 5 miles of the trail corridor – **3 Points**
- Proposed improvement costs less than $500,000, or the population benefiting more than 1,000 people within 5 miles of the trail corridor – **5 Points**

Connectivity

- Proposed improvement provides improvements and adds to the overall trail alignment but does not close any gaps and or provides linkage to areas that have been previously disconnected – **1 Point**
- Proposed improvement adds to the overall trail alignment and provides connection to existing trails – **3 Points**
- Proposed improvement adds to the overall trail alignment and provides connection to existing trails and completes a gap to connect a population that were once recently disconnected – **5 Points**

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Feasibility

- Proposed improvement has major technical challenges (e.g., difficult terrain or significant infrastructure conflicts), an unrealistic or unverified budget (±50% or more of similar projects), lacks defined timeline, and/or faces uncertain or unlikely permitting and approval pathways – **1 Point**
- Proposed improvement has some technical or logistical constraints (e.g., utility conflicts, constrained right-of-way), a budget estimate within ±25% of similar projects, an achievable 3–5-year timeline, and moderately complex but likely permitting requirements – **3 Points**
- Proposed improvement has minimal physical or regulatory obstacles, a realistic and well-documented budget (within ±15% of similar projects), a clear timeline for completion within 1–3 years, and high confidence in timely permitting and agency approvals – **5 Points**

Economic Development

- Proposed improvements have limited or no potential to promote local growth, with little to no impact on tourism or business opportunities. Projected local revenue is less than $100,000 annually – **1 Point**
- Proposed improvements are expected to moderately contribute to local economic growth, attracting some tourism or business activity. Projected increase in local revenue is expected to be between $100,000 and $500,000 annually – **3 Points**
- Proposed improvements are expected to boost local economic growth by attracting tourism or business, with projected annual revenue increases over $500,000. Enhancements may include shade-focused beautification or recreational amenities along shared use paths, if led and funded by local governments. – **5 Points**

Project Phase

- The proposed improvement is currently in the planning stage and awaiting approval from the necessary authorities to move forward to the construction phase – **1 Point**
- The proposed improvement has completed all required planning and design phases, obtained all approvals and permitted, and is ready for construction – **5 Points**

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Prioritization and Ranking

1. Ranking – Projects are ranked in descending order, with the highest total scores given priority as they offer the greatest overall value based on the selected criteria. The top-ranked project should be prioritized first, as it has shown the most significant impact across key areas, ensuring that resources are allocated to the most beneficial projects for the community. Flexibility is important, as changes in funding, community needs, or other factors may require adjustments to priorities. Regular reviews will help ensure that the SUN Trail Network continues to meet its goals effectively.

2. Review and Adjustment – The BPAC may review and adjust scores or project prioritization to align with goals of the BPMP when reviewing the initial ranking and distribution.

3. Final Order – The final list of projects will reflect both the scoring and equitable distribution across the County. Projects will be ordered within each municipality based on their score, and the overall prioritization system will be designed to maximize impact and benefit for all residents of Collier County. The BPAC's priority recommendations will be reviewed by the Citizens and Technical Advisory Committees and presented to the MPO Board. The Board has final approval authority and may make changes accordingly.

Additional Funding Sources and Technical Support at the Federal, State, and Local Levels

The projects identified in this plan are located throughout unincorporated Collier County and its member entities—Naples, Marco Island, and Everglades City. These projects range from local collectors, arterial roads to greenway connections and were identified in various plans, Road Safety Audits (RSAs), and specialized studies. The need for bicycle and pedestrian improvements far exceeds available funding. This section outlines additional funding sources and strategies that can help bridge the funding gap and fully implement this plan.

While federal, state, and local funds play a central role in project funding, the potential for partnerships with other agencies can also provide additional financial support. Bicycle and pedestrian improvements may be incorporated into broader roadway construction projects or funded independently. MPO member entities also have jurisdictional authority over land use and zoning and can collaborate with developers to address gaps in bicycle and pedestrian infrastructure as new homes, communities, and commercial areas are built. Additionally, member entities can submit projects for funding through state and federal grant programs, such as Safe Routes to School (SRTS) and National Highway Traffic Safety Administration (NHTSA) funding, and have their own plans, policies, and funding sources to address project priorities.

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Federal Programs

1. **Surface Transportation Block Grant Program (STBG)**
   A percentage of a state's STBG apportionment (after set-asides) is obligated to areas based on their relative share of the state's population. Urbanized areas, such as the Collier MPO, which has a population over 200,000, receive a designated amount of SU funds each year for programming projects eligible for STBG funding. The MPO Board prioritizes these projects for programming during the new 5th year of the Transportation Improvement Program (TIP), with FDOT covering the required 20% local match.

   STBG projects cannot be located on local (residential) roads or rural minor collectors, except for recreational trails, pedestrian and bicycle projects, and Safe Routes to School (SRTS) projects. SRTS projects require a 50% local match.

2. **Highway Safety Improvement Program (HSIP)**
   HSIP funds are allocated by FDOT on a statewide basis and can be used for pedestrian and bicycle safety improvements, subject to meeting FDOT's criteria and statewide prioritization. Projects funded by HSIP focus on improving highway safety using a data-driven approach and must be in line with the state's Strategic Highway Safety Plan. Eligible HSIP projects include pedestrian hybrid beacons, roadway improvements to separate pedestrians and motor vehicles (such as medians or pedestrian islands), and Road Safety Audits (RSAs), including Bicycle and Pedestrian Safety Audits.

3. **Recreational Trails Program (RTP)**
   RTP is a federally funded competitive grant program that provides financial assistance for the development of recreational trails, trailheads, and related facilities. Managed by the Florida Department of Environmental Protection (DEP) Office of Greenways and Trails, the RTP supports projects that enhance public access to trails for both motorized and non-motorized activities. The most recent Call for Projects (Fiscal Year 2018) identified funding availability up to $200,000 for non-motorized projects and up to $500,000 for motorized projects. For more information on the program, visit Florida DEP RTP.

4. **Federal Transit Administration (FTA) Funds**
   A variety of FTA funding is available to support the design, construction, and maintenance of pedestrian and bicycle projects that enhance or are related to public transportation facilities. Eligible projects include improvements for pedestrian access to public transportation facilities, such as walkways, bicycle storage, and infrastructure for transporting bicycles on public transportation vehicles.

5. **National Highway Traffic Safety Administration (NHTSA) Funds**
   NHTSA provides funding to state DOTs for programs and activities aimed at improving traffic safety and reducing crashes, serious injuries, and fatalities. NHTSA funds are apportioned annually based on population and road miles, with occasional additional funding for specific program areas

if there is documented evidence of need. These funds can be used for various safety programs, including pedestrian and bicycle safety, and are awarded by FDOT as sub-grants to traffic safety partners.

Emphasis areas under the pedestrian and bicycle safety program include:

- Increasing awareness of safety issues and compliance with traffic laws
- Developing a systematic approach to identify locations and behaviors prone to bicycle and pedestrian crashes
- Creating urban and rural environments that support and encourage safe walking and biking

State and Local Funding

In addition to federal funding programs, MPO member entities have access to state and local funds. Collier County, for example, often funds bicycle and pedestrian infrastructure improvements on County-owned roads using local funds. MPO member entities can also leverage their own local policies, funding sources, and partnerships to address project priorities that may not be eligible for MPO funding.

Local transportation improvements incorporating bicycle and pedestrian facilities can often be funded through local impact fees, transportation surtaxes, and general funds, which provide additional resources for enhancing mobility and connectivity within communities.

Opportunities for Collaboration and Technical Assistance

MPO member entities are encouraged to collaborate with developers to address infrastructure gaps and enhance connections as new developments are constructed. These collaborations can provide opportunities for funding bicycle and pedestrian improvements through public-private partnerships. Additionally, technical assistance is available from federal and state programs, supporting project development, grant applications, and compliance with design and safety standards.

Supporting National, State, and Local Legislative Initiatives

Efforts to combat aggressive driving and speeding include:

- Enforcing speeding and aggressive driving laws by focusing on high-risk locations
- Incorporating technology and other innovations at high-risk locations
- Evaluating hotspots and implementing appropriate engineering countermeasures to control speed and reduce aggressive driving

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Technical Assistance

The Florida Department of Transportation (FDOT) Pedestrian and Bicycle Safety Program (PBSSP), updated in October 2021, is part of Florida's comprehensive five-year strategy to reduce serious or fatal traffic crashes involving pedestrians and cyclists. This plan uses goal-oriented decision-making, data-driven investments, and strategic resource allocation to improve safety. The PBSSP aligns with the Florida Transportation Plan, Florida's Strategic Highway Safety Plan, and Florida's Highway Safety Improvement Program. Additionally, the Alert Today Florida campaign, which is a part of this initiative, raises public awareness about pedestrian and bicycle safety through education and outreach. For more information, visit the FDOT Pedestrian and Bicycle Safety Program.[17]

Shared-Use Non-motorized (SUN) Trail Network

Managed by the Florida DEP Office of Greenways and Trails, the SUN Trail program funds non-motorized, paved, shared use trails that are part of the Florida Greenways and Trails System. The Southwest Coast Connector Trail alignment is eligible to receive SUN Trail funds if local entities agree to assume maintenance responsibilities. For more information about the program and eligibility, visit the SUN Trail Program[18].

USDOT BUILD Grant Program

The Better Utilizing Investments to Leverage Development Grant Program, formerly known as the RAISE and TIGER programs, provides funding for multi modal, multi-jurisdictional transportation projects that are difficult to support through traditional Department of Transportation programs. With nearly 14.3 billion dollars dedicated to fifteen rounds of National Infrastructure Investments, BUILD focuses on projects with significant local or regional impacts. Funding is available to a wide range of public entities including municipalities, counties, port authorities, tribal governments, and metropolitan planning organizations, enabling direct collaboration with those who own and maintain transportation infrastructure. For more details and application guidance, visit the USDOT BUILD Grant Program[20].

[17] https://www.fdot.gov/Safety/programs/pedestrian-and-bicycle-safety
[18] www.floridasuntrail.com
[20] https://www.transportation.gov/BUILDgrants

Plan Monitoring and Reporting

The 2025 Collier MPO Bicycle-Pedestrian Master Plan (BPMP) is a dynamic document that represents the shared vision of the MPO, stakeholders, and the community, supported by thorough analysis conducted during its development. However, adopting the Plan is only the first step in building a comprehensive and effective active transportation network. Success lies in the ongoing collaboration, implementation, and assessment of its performance.

Regular monitoring and reporting on performance measures and targets are essential to evaluate the Plan's effectiveness and identify areas for improvement. These performance metrics will be integrated into the MPO Director's Annual Report to the MPO Board and shared with the Bicycle and Pedestrian Advisory Committee. This report will also outline programmed projects addressing gaps and safety concerns identified in studies such as safety audits, Walkable Community reports, and Bicycle-Pedestrian Safety Audits, as mandated by the MPO Congestion Management Process (CMP).

Safety Performance

Safety is a top priority and aligns with the national goals outlined in the FAST Act. The MPO is committed to Target Zero, aiming to eliminate non-motorized fatalities and serious injuries. In support of this commitment, the MPO adopted the FDOT safety performance targets, including interim goals to track progress.

The MPO Director's Annual Report tracks non-motorized fatalities and serious injuries annually, analyzing trends over a five-year period. However, it is essential to interpret these trends in context:

- The earliest impact of prioritized projects may only materialize six years after programming due to the multi-phase nature of project development.
- Phases, including design, environmental clearances, right-of-way acquisition, and construction, often span several years, meaning project completion can take up to nine years.
- Safety improvements may be diluted if projects are geographically dispersed or fail to directly address critical safety issues.

The Annual Report will continue to monitor progress toward Target Zero and interim performance targets, providing insights into the Plan's impact on safety outcomes.

Network Expansion Performance

Expanding the active transportation network is key to achieving the Plan's goals. The MPO tracks the following metrics, as established in the 2022 CMP, to measure network growth:

- Centerline miles of paved shoulders and bike lanes
- Linear miles of Shared Use Paths (adjacent to roadways and within greenways)
- Connector sidewalks on arterial roads, defined as facilities bridging gaps in the cycling network

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These metrics are updated using tools such as satellite imagery and GIS (Geographic Information Systems). Member entities are encouraged to inventory and report on local sidewalk networks as part of their asset management programs, leveraging GIS for accuracy and efficiency.

BPMP Priority Project Implementation Performance

The MPO Director's Annual Report will include updates on BPMP priority projects progressing through key development stages, such as:

- Inclusion in the MPO Project Priority Listing for SU box funding, RTAP funding, or other grants
- Programming in the MPO TIP/FDOT STIP for design and construction
- Funding allocations in local CIPs or other planning mechanisms
- Successful award of external grant funding

These updates provide transparency and accountability, showcasing the Plan's progress toward implementation.

Agency Distribution

To ensure equitable distribution of resources and benefits across the County, MPO Staff will track and report to the BPAC and the MPO Board on the distribution over a five- and ten-year period.

Plan Updates and Amendments

The BPMP will be updated every five years to align with the MPO's Long-Range Transportation Plan (LRTP) cycle. The Plan may also be amended as needed:

- **Major amendments**: Proposed by MPO staff or member entities to address unforeseen opportunities or challenges, such as new funding sources or priority changes. These require MPO Board approval and adhere to the adopted Public Participation Plan.
- **Minor revisions**: Include typographical corrections, mapping updates, or data adjustments. These changes will be documented with track changes and shared with the MPO Board, advisory committees, and email listserv(s) for review, per the Public Participation Plan.

The monitoring, evaluation, and adaptability of the BPMP ensures it remains a relevant and effective tool for improving active transportation in Collier County.

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COLLIER
Metropolitan Planning Organization

2025

COLLIER MPO BICYCLE PEDESTRIAN MASTER PLAN



COLLIER METROPOLITAN PLANNING ORGANIZATION
2885 HORSESHOE DRIVE S.
NAPLES, FL 34104
PHONE: (239)-252-8192

Collier MPO
BICYCLE-PEDESTRIAN
MASTER PLAN 2025

7B Attachment 3
TAC/CAC 9/22/25

MPO Call for Projects Process

MPO staff will issue Call for Projects on an as-needed basis, consistent with the MPO's adopted TMA SU "Box" allocation/programming policy. The MPO Board retains full discretion to modify this policy in accordance with the MPO Bylaws and the Public Participation Plan.

Member entities are encouraged to submit projects that align with the Network Needs Analysis of this plan (Section 5) and other relevant local plans incorporated by reference in this document. Each member entity may submit up to one project per jurisdictional area represented by voting membership on the Board. MPO staff may submit one project of regional significance. This results in a maximum of 10 projects for each Call for Projects. The allocation of projects is as follows:

- 5 projects within the unincorporated County
- 2 projects within the City of Naples
- 1 project in the City of Marco Island
- 1 project in the City of Everglades City (including Chokoloskee and Plantation Island)
- 1 project of regional significance submitted by MPO staff

Eligibility Criteria and Preliminary Assessment

MPO staff will first review each project submission to determine eligibility. Incomplete or improperly submitted projects will not be considered for funding. The following criteria must be met:

Timeliness: The submitting agency must confirm that the project can be designed and constructed within the time-period selected for funding.

Constructability: The project must be well-defined, with confirmed right-of-way, and include a complete and accurate cost estimate.

Funding Availability: The submitting has requested a funding amount that is currently available for



programming by the MPO and confirmed the availability of any local funds contributed to the project.

Project Rating and Ranking

The BPAC will conduct the initial rating and ranking eligible of projects using the following criteria. The point system is intended to be used as a guide. Further testing may lead to adjustments in the point-assignment formulas, subject to MPO staff discretion.

Local Projects Evaluation Criteria

This plan includes a dedicated evaluation framework for local projects, focusing on community-scale improvements that enhance safety, mobility, and accessibility. Local projects typically address infrastructure needs within neighborhoods, cities, or towns, such as sidewalks, bike lanes, intersection enhancements, and connections to schools, parks, or local transit hubs.

This evaluation process prioritizes projects that improve safety, promote connectivity, and provide equitable access for all residents. Below is an overview of the criteria, along with their weights and scoring, followed by a detailed explanation of the scoring system used to rank proposed projects.

Descriptions and Associated Weights

Criteria	Weight (%)	Description
Safety	35	Evaluates the project's potential to enhance safety for all users. This includes the analysis of ~~high-risk areas using crash data and fatality statistics, the implementation of Safe Routes to Schools,~~severe injuries and fatalities in the Bicycle-Pedestrian High Injury Network (HIN) in the MPO's Comprehensive Safety Action Plan (CSAP) and other data sources and analytical platforms, the incorporation of targeted safety improvements, ~~the adoption of a Safe System Approach,~~ and the inclusion of public education initiatives aimed at promoting safe behaviors.
Multimodal and Regional Connections	20	Assesses the project's integration with other modes of transportation (e.g., transit, biking, walking) and its ability to enhance regional connectivity. Projects that create seamless links between different transportation modes, improve regional mobility, and demonstrate a commitment to eliminating barriers and enhancing ADA accessibility to promote inclusivity for all individuals and abilities will score higher.
Cost/Benefit	20	Evaluates the ~~financial feasibility~~cost/benefit of the project, ~~including both initial construction costs, long-term maintenance expenses, and the cost per capita.~~considering the Total Project Cost per Ratio of Permanent Residents per Acre for each Traffic Analysis Zone (TAZ) that the project is within.

		Projects that demonstrate cost-effectiveness_~~, efficient use of available funds, and provide a reasonable cost per person impacted will~~in terms of serving the greatest number of permanent residents score higher. Where the project is on the border between two, the TAZ with the higher ratio will apply.
Education	10	Evaluates the efforts to educate and engage the community regarding bicycle and pedestrian safety, benefits, and infrastructure. Projects that incorporate educational programs, workshops, outreach efforts, or materials promoting safe and sustainable transportation practices will be considered.

		Consideration will also be given to initiatives that partner with local schools, organizations, and other stakeholders to raise awareness and foster a culture of safety
Public Involvement and Support	5	Evaluates the level of community engagement and support for the project. Projects with strong public involvement, transparent processes, and demonstrated community backing will receive higher scores.
Micromobility	5	Evaluates the project's support for micromobility options such as electric scooters, e-bikes, and other small, lightweight, and low-speed personal transportation devices designed for use on bike lanes or multi-use paths. Projects that integrate infrastructure, connections, and policies to encourage safe, sustainable, and space-efficient micromobility use will score higher.
Economic Development	5	Assesses the project's potential to stimulate economic growth, revitalize communities, and attract tourism. Projects that demonstrate ~~clear~~ potential economic benefits and support local revitalization efforts will score higher.

Scoring System

Cost/Benefit

See Figure X. Ratio of Permanent Residents per Acre in each Traffic Analysis Zone (TAZ) in 2019. Source: 2050 Long Range Transportation Plan (LRTP), following page.

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Note: *Subsurface utilities should not compose more than 25% of the cost of the proposed improvement.*

- ~~Proposed Costs are 25% above budget; cost per capita is over $500~~Total Project Cost per Permanent Residents by Acre, 3.0 or under – 1 Point
- ~~Proposed Costs are 10-25% above budget; cost per capita is $300-$500~~Total Project Cost per Permanent Residents by Acre, 3.01-5.0 – 2 Points
- ~~Proposed Costs are within budget; cost per capita is $150-$300~~Total Project Cost per Permanent Residents by Acre, 5.01-10.0 – 3 Points
- ~~Proposed Costs are 10% under budget; cost per capita is $75-$150~~Total Project Cost per Permanent Residents by Acre greater than 10 – 5 Points

Education

- Proposed improvement includes no formal education component or only minimal effort (e.g., sign or brochure) with no community engagement or partnerships – **1 Point**
- Proposed improvement incorporates a defined educational activity (e.g., workshop, campaign, or materials) and some level of community or stakeholder engagement, such as outreach to schools or local groups – **3 Points**
- Proposed improvement features a comprehensive and sustained education strategy with multiple

outreach methods and strong partnerships with schools, organizations, or agencies to promote lasting culture of bicycle and pedestrian safety – **5 Points**

Multimodal and Regional Connections

- Proposed improvement does not address any connectivity needs identified by public input– **1 Point**

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- Proposed improvement fills a need in an area lacking connectivity based on public input and addresses some prioritized infrastructure gaps – **3 Points**
- Proposed improvement completely fills a prioritized infrastructure gap identified in this plan, significantly enhancing connectivity – **5 Points**

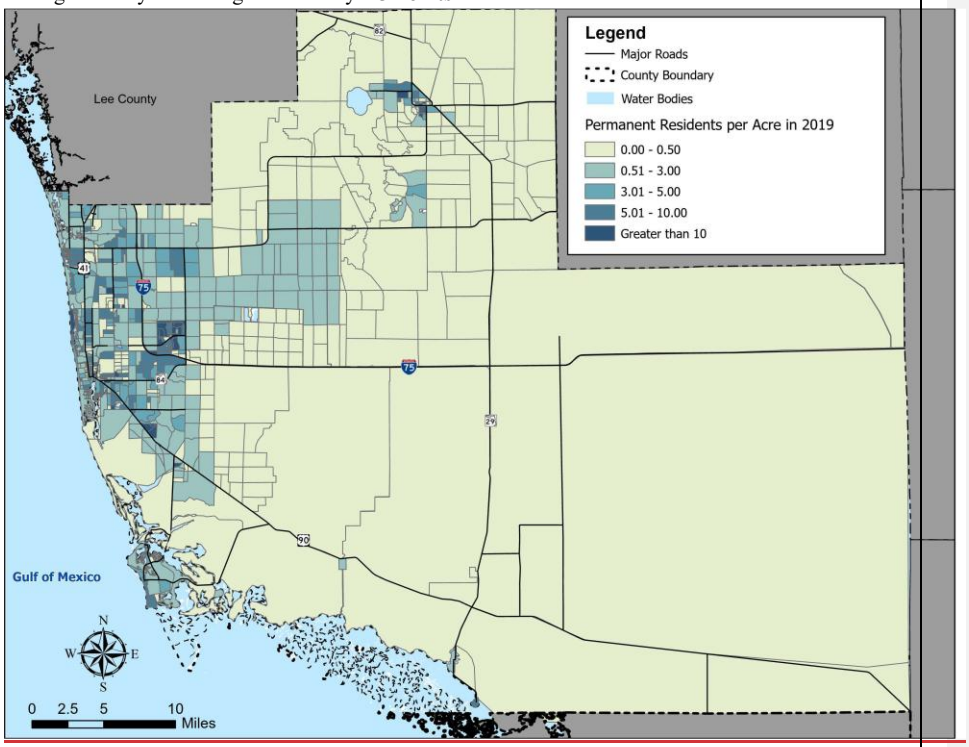

Figure X. Ratio of Permanent Residents per Acre in each Traffic Analysis Zone (TAZ) in 2019. Source: 2050 Long Range Transportation Plan (LRTP)

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Public Involvement and Support

- Proposed improvement has not been presented or discussed with the public in a formal setting – **1 Point**
- Proposed improvement has shown moderate community engagement and has been discussed in a formal setting through committee and public meetings – **3 Points**
- Proposed improvement has strong public support and has been identified as a priority in this plan – **5 Points**

Safety

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- Proposed improvement addresses a safety concern that has been raised by the public ~~but lacks detailed analysis~~. – **1 Point**
- Proposed improvement addresses a ~~less severe safety concern without a safety audit to measure the effectiveness of the improvement~~concern based on safety data less than a severe crash, but has no analysis of countermeasures. – **2 Points**
- Proposed improvement addresses a serious safety concern~~,~~ – of severe crashes supported by statistical and crash data reported in the CSAP, the BPMP, Signal 4 Analytics, County CITIAN, or other data analysis platform. – **3 Points**
- Proposed improvement addresses safety concerns involving ~~accidents with serious to fatal outcomes and is backed by~~severe crashes supported by statistical data ~~along with~~and has either a safety audit to measure effectiveness, or uses safety countermeasures as described in the CSAP. – **5 Points**
- **Bonus:** Proposed improvement is located on a street segment or intersection identified in the High Injury Network (HIN) from the Collier MPO Comprehensive Safety Action Plan, as described in Section 2, Crash Analysis and Safety Focus, of this Bicycle and Pedestrian Master Plan. – **6 Points**

Micromobility

- Proposed improvements provide no support for micromobility options or related policies – **1 Point**
- Proposed improvement fully supports micromobility by integrating relevant infrastructure and policies – **5 Points**

Economic Development, Revitalization, Tourism

- The proposed improvements address a local need but will have minimal impact on tourism or the overall appearance of the area – **1 Point**
- The proposed improvements are in ~~an area with moderate tourist traffic, offering some benefit but with less impact on tourism~~a CRA, Trail Town, or identified in a local tourism plan. – **3 Points**
- The proposed improvements focus on key infrastructure in high traffic tourism areas, enhancing
- the visual appeal and visitor experience. Beautification efforts, particularly those that increase

- shade along shared use paths, may also be included if initiated and funded by local governments –
- **5 Points**

Prioritization and Ranking

1. **Scoring** – Each Proposed project will be scored against the above criteria using the scoring matrix. The scores will then be multiplied by the assigned weights to calculate the total score for each project.

2. **Ranking** – Proposed projects will be ranked based on their total score, with the highest-scoring project receiving the highest priority.

3. **Review and Adjustment** – The BPAC may review and adjust scores or project prioritization to align with goals of the BPMP when reviewing the initial ranking and distribution.

4. **Final Order** – The final list of projects will reflect both the scoring and equitable distribution across the County. Projects will be ordered within each municipality based on their score, and the overall prioritization system will be designed to maximize impact and benefit for all residents of Collier County. The BPAC's priority recommendations will be reviewed by the Citizens and Technical Advisory Committees and presented to the MPO Board. The Board has final approval authority and may make changes accordingly.

Regional Projects Evaluation Criteria

This plan introduces a new and distinct evaluation framework for regional projects, tailored specifically for proposed improvements to the SUN Trail network or other significant regional connections. Unlike the previous plan, this approach provides a separate evaluation system to address the unique scope and impact of regional projects. These projects focus on enhancing long-distance mobility, closing critical gaps in the trail network, and connecting communities, key destinations, and transportation systems across the region.

The evaluation process prioritizes projects that improve safety, regional connectivity, and accessibility while supporting broader goals such as economic development and equity. Below is an overview of the criteria, along with their weights and scoring, followed by a detailed explanation of the scoring system used to rank proposed projects.

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Descriptions and Associated Weights

Criteria	Weight (%)	Description
Safety	35	Evaluates the project's potential to enhance trail user safety by reducing conflicts with vehicles, addressing high-risk areas for bicycle and pedestrian injuries, and correcting existing safety deficiencies along the trail.
Cost/Benefit	25	Assesses the cost-effectiveness of the project by considering the expenses for the PD&E (Project Development and Environment) Study, planning, initial construction, and long-term maintenance. Additionally, ~~the evaluation includes the cost in relation to the population benefiting from the proposed improvement, particularly those residing within approximately 5 miles of the trail corrido~~this evaluates the cost/benefit of the project, considering its proximity to the Ratios of Permanent Residents per Acre for each Traffic Analysis Zone (TAZ). Projects that demonstrate cost-effectiveness in terms of serving the greatest number of permanent residents score higher.~~r~~.
Connectivity	20	Evaluates how effectively the project links to existing trails, transportation networks, or key destinations, and whether it creates a new connection between areas or populations that were previously disconnected.
Feasibility	10	Evaluates the practicality of the regional trail project by looking at technical, financial, and logistical factors. It considers whether the project can be built given the terrain and existing infrastructure, if the estimated budget is realistic, and whether it can be completed within an achievable timeline. It also assesses the likelihood of obtaining necessary permits and approvals from local agencies and stakeholders
Economic Development	5	Analyzes the potential for the project to promote local economic growth, including tourism and business opportunities.
Project Phase	5	Prioritize projects that are construction-ready, with all necessary documents and plans approved and slated for construction. Projects in advanced phases will be ranked higher, especially when funding is limited, compared to projects that are still in the planning or pre-construction stages.

Scoring System

For a proposed regional project to be considered for scoring, it must meet specific eligibility requirements. These criteria ensure that projects align with the goals and standards of the SUN Trail program. Eligible projects must:

1. **Meet Design Criteria:** Ensure the proposed trail complies with current standards, including being a separate, paved, two-lane, non-motorized path.
2. **Identify a Maintaining Agency:** Demonstrate the capacity and commitment of the agency responsible to manage the ongoing maintenance and operation of the proposed improvements.

Note: *The final determination of project eligibility for SUN Trail funding is made by FDOT.*

Projects meeting the above requirements will proceed to evaluation against the scoring criteria.

Safety

- ~~Proposed Improvement address a safety concern that has been identified and raised by the public, but lacks detailed analysis~~ – **1 Point**
- Proposed Improvement addresses a ~~less severe safety concern without a safety audit measuring the potential effectiveness of the improvement~~concern based on safety data less than a severe crash, but has no analysis of countermeasures. – **3 Points**
- Proposed Improvement addresses ~~a serious concern, supported by statistical and crash data showing the proposed improvements need along with a safety audit showing the success of the implementation of the improvement~~safety concerns involving severe crashes and is backed by statistical data showing the improvement need along with a safety audit to measure effectiveness or uses safety countermeasures as described in the CSAP. – **5 Points**

Cost

See Figure X. Ratio of Permanent Residents per Acre in each Traffic Analysis Zone (TAZ) in 2019. Source: 2050 Long Range Transportation Plan (LRTP), in Local Projects Evaluation Criteria.

Note: *Subsurface utilities should not compose more than 25% of the cost of the proposed improvement.*

- Proposed improvement costs exceed $1 million, or the ~~population benefiting is fewer than 500 people within 5 miles of the trail corridor~~trail corridor is within 5 miles of a TAZ showing Permanent Residents by Acre of between 0.51-3.0. – **1 Point**
- Proposed improvement costs exceed $750,000, or the trail corridor is within 5 miles of a TAZ showing Permanent Residents by Acre of between 3.01-5.0. – **2 Points**
- Proposed improvement costs between $500,000 and $~~1~~750,000 ~~million~~, or the ~~population benefiting is between 500 and 1,000 people within 5 miles of the trail corridor~~trail corridor is within 5 miles of a TAZ showing Permanent Residents by Acre of between 5.01-10.0. – **3 Points**
- Proposed improvement costs less than $500,000, or the ~~population benefiting more than 1,000~~

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~~people within 5 miles of the trail corridor~~trail corridor is within 5 miles of a TAZ showing Permanent Residents by Acre of greater than 10.0. – **5 Points**

Connectivity

- Proposed improvement ~~provides improvements~~complements the trail and adds to the overall trail alignment but does not close any gaps and or provides linkage to areas that have been previously disconnected – **1 Point**
- Proposed improvement adds to the overall trail alignment and provides connection to existing trails – **3 Points**
- Proposed improvement adds to the overall trail alignment and provides connection to existing trails and completes a gap to connect a population that were once recently disconnected – **5 Points**

Feasibility

- Proposed improvement has major technical challenges (e.g., difficult terrain or significant infrastructure conflicts), an unrealistic or unverified budget (±50% or more of similar projects), lacks defined timeline, and/or faces uncertain or unlikely permitting and approval pathways – **1 Point**
- Proposed improvement has some technical or logistical constraints (e.g., utility conflicts, constrained right-of-way), a budget estimate within ±25% of similar projects, an achievable 3–5-year timeline, and moderately complex but likely permitting requirements – **3 Points**
- Proposed improvement has minimal physical or regulatory obstacles, a realistic and well-documented budget (within ±15% of similar projects), a clear timeline for completion within 1–3 years, and high confidence in timely permitting and agency approvals – **5 Points**

Economic Development

- The proposed improvements address a local need but will have minimal impact on tourism or the overall appearance of the area. – **1 Point**
- The proposed improvements are in a CRA, Trail Town or as identified in a local tourism plan. – **3 Points**
- The proposed improvements focus on key infrastructure in high traffic tourism areas, enhancing the visual appeal and visitor experience. Beautification efforts, particularly those that increase shade along shared use paths, may also be included if initiated and funded by local governments. – **5 Points**

~~Proposed improvements have limited or no potential to promote local growth, with little to no impact on tourism or business opportunities. Projected local revenue is less than $100,000 annually – **1 Point**~~

~~- Proposed improvements are expected to moderately contribute to local economic growth, attracting some tourism or business activity. Projected increase in local revenue is expected to be between $100,000 and $500,000 annually – 3 Points~~

~~- Proposed improvements are expected to boost local economic growth by attracting tourism or business, with projected annual revenue increases over $500,000. Enhancements may include shade-focused beautification or recreational amenities along shared use paths, if led and funded by local governments. – **5 Points**~~

Project Phase

- The proposed improvement is currently ~~in the planning stage and awaiting approval from the necessary authorities to move forward to the construction phase~~requesting preliminary design or feasibility study funding. – **1 Point**
- The proposed improvement has completed all required planning and design phases, obtained all approvals and permitted, and is ready for construction – **5 Points**

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Prioritization and Ranking

1. Ranking – Projects are ranked in descending order, with the highest total scores given priority as they offer the greatest overall value based on the selected criteria. The top-ranked project should be prioritized first, as it has shown the most significant impact across key areas, ensuring that resources are allocated to the most beneficial projects for the community. Flexibility is important, as changes in funding, community needs, or other factors may require adjustments to priorities. Regular reviews will help ensure that the SUN Trail Network continues to meet its goals effectively.

2. Review and Adjustment – The BPAC may review and adjust scores or project prioritization to align with goals of the BPMP when reviewing the initial ranking and distribution.

3. Final Order – The final list of projects will reflect both the scoring and equitable distribution across the County. Projects will be ordered within each municipality based on their score, and the overall prioritization system will be designed to maximize impact and benefit for all residents of Collier County. The BPAC's priority recommendations will be reviewed by the Citizens and Technical Advisory Committees and presented to the MPO Board. The Board has final approval authority and may make changes accordingly.

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While federal, state, and local funds play a central role in project funding, the potential for partnerships with other agencies can also provide additional financial support. Bicycle and pedestrian improvements may be incorporated into broader roadway construction projects or funded independently. MPO member entities also have jurisdictional authority over land use and zoning and can collaborate with developers to address gaps in bicycle and pedestrian infrastructure as new homes, communities, and commercial areas are built. Additionally, member entities can submit projects for funding through state and federal grant programs, such as Safe Routes to School (SRTS) and National Highway Traffic Safety Administration (NHTSA) funding, and have their own plans, policies, and funding sources to address project priorities.

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COLLIER MPO BICYCLE & PEDESTRIAN MASTER PLAN

MPO Call for Projects Process

MPO staff will issue Call for Projects on an as-needed basis, consistent with the MPO's adopted TMA SU "Box" allocation/programming policy. The MPO Board retains full discretion to modify this policy in accordance with the MPO Bylaws and the Public Participation Plan.

Member entities are encouraged to submit projects that align with the Network Needs Analysis of this plan (Section 5) and other relevant local plans incorporated by reference in this document. Each member entity may submit up to one project per jurisdictional area represented by voting membership on the Board. MPO staff may submit one project of regional significance. This results in a maximum of 10 projects for each Call for Projects. The allocation of projects is as follows:

- 5 projects within the unincorporated County
- 2 projects within the City of Naples
- 1 project in the City of Marco Island
- 1 project in the City of Everglades City (including Chokoloskee and Plantation Island)
- 1 project of regional significance submitted by MPO staff

Eligibility Criteria and Preliminary Assessment

MPO staff will first review each project submission to determine eligibility. Incomplete or improperly submitted projects will not be considered for funding. The following criteria must be met:

Timeliness: The submitting agency must confirm that the project can be designed and constructed within the time-period selected for funding.

Constructability: The project must be well-defined, with confirmed right-of-way, and include a complete and accurate cost estimate.

Funding Availability: The submitting has requested a funding amount that is currently available for



programming by the MPO and confirmed the availability of any local funds contributed to the project.

Project Rating and Ranking

The BPAC will conduct the initial rating and ranking eligible of projects using the following criteria. The point system is intended to be used as a guide. Further testing may lead to adjustments in the point-assignment formulas, subject to MPO staff discretion.

Local Projects Evaluation Criteria

This plan includes a dedicated evaluation framework for local projects, focusing on community-scale improvements that enhance safety, mobility, and accessibility. Local projects typically address infrastructure needs within neighborhoods, cities, or towns, such as sidewalks, bike lanes, intersection enhancements, and connections to schools, parks, or local transit hubs.

This evaluation process prioritizes projects that improve safety, promote connectivity, and provide equitable access for all residents. Below is an overview of the criteria, along with their weights and scoring, followed by a detailed explanation of the scoring system used to rank proposed projects.

Descriptions and Associated Weights

Criteria	Weight (%)	Description
Safety	35	Evaluates the project's potential to enhance safety for all users. This includes the analysis of severe injuries and fatalities in the Bicycle-Pedestrian High Injury Network (HIN) in the MPO's Comprehensive Safety Action Plan (CSAP) and other data sources and analytical platforms, the incorporation of targeted safety improvements, and the inclusion of public education initiatives aimed at promoting safe behaviors.
Multimodal and Regional Connections	20	Assesses the project's integration with other modes of transportation (e.g., transit, biking, walking) and its ability to enhance regional connectivity. Projects that create seamless links between different transportation modes, improve regional mobility, and demonstrate a commitment to eliminating barriers and enhancing ADA accessibility to promote inclusivity for all individuals and abilities will score higher.
Cost/Benefit	20	Evaluates the cost/benefit of the project, considering the Total Project Cost per Ratio of Permanent Residents per Acre for each Traffic Analysis Zone (TAZ) that the project is within. Projects that demonstrate cost-effectiveness in terms of serving the greatest number of permanent residents score higher. Where the project is on the border between two, the TAZ with the higher ratio will apply.

Education	10	Evaluates the efforts to educate and engage the community regarding bicycle and pedestrian safety, benefits, and infrastructure. Projects that incorporate educational programs, workshops, outreach efforts, or materials promoting safe and sustainable transportation practices will be considered.

		Consideration will also be given to initiatives that partner with local schools, organizations, and other stakeholders to raise awareness and foster a culture of safety
Public Involvement and Support	5	Evaluates the level of community engagement and support for the project. Projects with strong public involvement, transparent processes, and demonstrated community backing will receive higher scores.
Micromobility	5	Evaluates the project's support for micromobility options such as electric scooters, e-bikes, and other small, lightweight, and low-speed personal transportation devices designed for use on bike lanes or multi-use paths. Projects that integrate infrastructure, connections, and policies to encourage safe, sustainable, and space-efficient micromobility use will score higher.
Economic Development	5	Assesses the project's potential to stimulate economic growth, revitalize communities, and attract tourism. Projects that demonstrate potential economic benefits and support local revitalization efforts will score higher.

Scoring System

Cost/Benefit

See Figure X. Ratio of Permanent Residents per Acre in each Traffic Analysis Zone (TAZ) in 2019. Source: 2050 Long Range Transportation Plan (LRTP), following page.

Note: *Subsurface utilities should not compose more than 25% of the cost of the proposed improvement.*

- Total Project Cost per Permanent Residents by Acre, 3.0 or under – 1 Point
- Total Project Cost per Permanent Residents by Acre, 3.01-5.0 – 2 Points
- Total Project Cost per Permanent Residents by Acre, 5.01-10.0 – 3 Points
- Total Project Cost per Permanent Residents by Acre greater than 10 – 5 Points

Education

- Proposed improvement includes no formal education component or only minimal effort (e.g., sign or brochure) with no community engagement or partnerships – **1 Point**
- Proposed improvement incorporates a defined educational activity (e.g., workshop, campaign, or materials) and some level of community or stakeholder engagement, such as outreach to schools or local groups – **3 Points**
- Proposed improvement features a comprehensive and sustained education strategy with multiple outreach methods and strong partnerships with schools, organizations, or agencies to promote lasting culture of bicycle and pedestrian safety – **5 Points**

Multimodal and Regional Connections

- Proposed improvement does not address any connectivity needs identified by public input– **1 Point**

- Proposed improvement fills a need in an area lacking connectivity based on public input and addresses some prioritized infrastructure gaps – **3 Points**
- Proposed improvement completely fills a prioritized infrastructure gap identified in this plan, significantly enhancing connectivity – **5 Points**

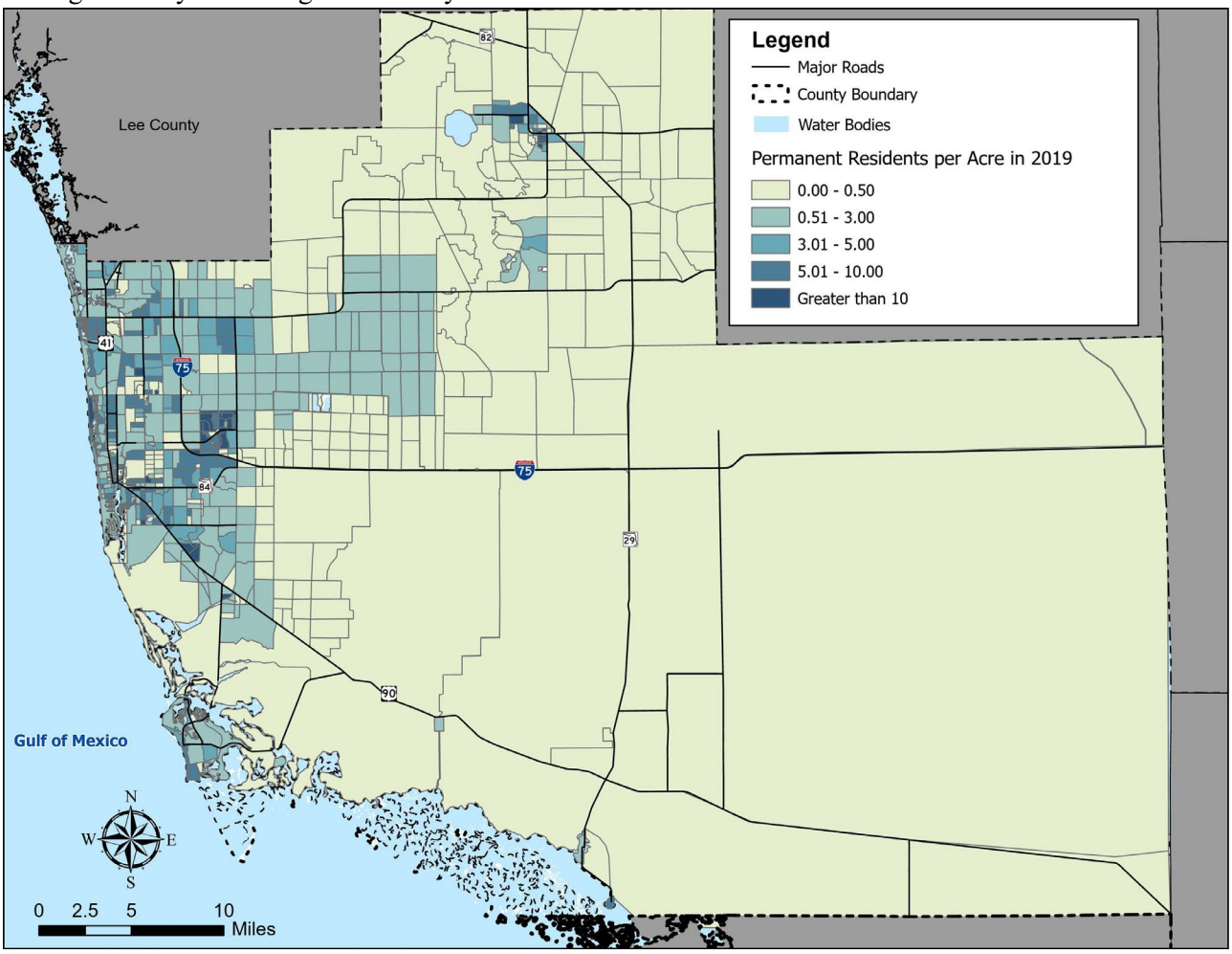

Figure X. Ratio of Permanent Residents per Acre in each Traffic Analysis Zone (TAZ) in 2019. Source: 2050 Long Range Transportation Plan (LRTP)

Public Involvement and Support

- Proposed improvement has not been presented or discussed with the public in a formal setting – **1 Point**
- Proposed improvement has shown moderate community engagement and has been discussed in a formal setting through committee and public meetings – **3 Points**
- Proposed improvement has strong public support and has been identified as a priority in this plan – **5 Points**

Safety

- Proposed improvement addresses a safety concern that has been raised by the public. – **1 Point**
- Proposed improvement addresses a concern based on safety data less than a severe crash, but has no analysis of countermeasures. – **2 Points**
- Proposed improvement addresses a serious safety concern of severe crashes supported by statistical and crash data reported in the CSAP, the BPMP, Signal 4 Analytics, County CITIAN, or other data analysis platform. – **3 Points**
- Proposed improvement addresses safety concerns involving severe crashes supported by statistical data and has either a safety audit to measure effectiveness, or uses safety countermeasures as described in the CSAP. – **5 Points**
- **Bonus:** Proposed improvement is located on a street segment or intersection identified in the High Injury Network (HIN) from the Collier MPO Comprehensive Safety Action Plan, as described in Section 2, Crash Analysis and Safety Focus, of this Bicycle and Pedestrian Master Plan. – **6 Points**

Micromobility

- Proposed improvements provide no support for micromobility options or related policies – **1 Point**
- Proposed improvement fully supports micromobility by integrating relevant infrastructure and policies – **5 Points**

Economic Development, Revitalization, Tourism

- The proposed improvements address a local need but will have minimal impact on tourism or the overall appearance of the area – **1 Point**
- The proposed improvements are in a CRA, Trail Town, or identified in a local tourism plan. – **3 Points**
- The proposed improvements focus on key infrastructure in high traffic tourism areas, enhancing
- the visual appeal and visitor experience. Beautification efforts, particularly those that increase

- shade along shared use paths, may also be included if initiated and funded by local governments –
- **5 Points**

Prioritization and Ranking

1. **Scoring** – Each Proposed project will be scored against the above criteria using the scoring matrix. The scores will then be multiplied by the assigned weights to calculate the total score for each project.

2. **Ranking** – Proposed projects will be ranked based on their total score, with the highest-scoring project receiving the highest priority.

3. **Review and Adjustment** – The BPAC may review and adjust scores or project prioritization to align with goals of the BPMP when reviewing the initial ranking and distribution.

4. **Final Order** – The final list of projects will reflect both the scoring and equitable distribution across the County. Projects will be ordered within each municipality based on their score, and the overall prioritization system will be designed to maximize impact and benefit for all residents of Collier County. The BPAC's priority recommendations will be reviewed by the Citizens and Technical Advisory Committees and presented to the MPO Board. The Board has final approval authority and may make changes accordingly.

Regional Projects Evaluation Criteria

This plan introduces a new and distinct evaluation framework for regional projects, tailored specifically for proposed improvements to the SUN Trail network or other significant regional connections. Unlike the previous plan, this approach provides a separate evaluation system to address the unique scope and impact of regional projects. These projects focus on enhancing long-distance mobility, closing critical gaps in the trail network, and connecting communities, key destinations, and transportation systems across the region.

The evaluation process prioritizes projects that improve safety, regional connectivity, and accessibility while supporting broader goals such as economic development and equity. Below is an overview of the criteria, along with their weights and scoring, followed by a detailed explanation of the scoring system used to rank proposed projects.

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Descriptions and Associated Weights

Criteria	Weight (%)	Description
Safety	35	Evaluates the project's potential to enhance trail user safety by reducing conflicts with vehicles, addressing high-risk areas for bicycle and pedestrian injuries, and correcting existing safety deficiencies along the trail.
Cost/Benefit	25	Assesses the cost-effectiveness of the project by considering the expenses for the PD&E (Project Development and Environment) Study, planning, initial construction, and long-term maintenance. Additionally, this evaluates the cost/benefit of the project, considering its proximity to the Ratios of Permanent Residents per Acre for each Traffic Analysis Zone (TAZ). Projects that demonstrate cost-effectiveness in terms of serving the greatest number of permanent residents score higher..
Connectivity	20	Evaluates how effectively the project links to existing trails, transportation networks, or key destinations, and whether it creates a new connection between areas or populations that were previously disconnected.
Feasibility	10	Evaluates the practicality of the regional trail project by looking at technical, financial, and logistical factors. It considers whether the project can be built given the terrain and existing infrastructure, if the estimated budget is realistic, and whether it can be completed within an achievable timeline. It also assesses the likelihood of obtaining necessary permits and approvals from local agencies and stakeholders
Economic Development	5	Analyzes the potential for the project to promote local economic growth, including tourism and business opportunities.
Project Phase	5	Prioritize projects that are construction-ready, with all necessary documents and plans approved and slated for construction. Projects in advanced phases will be ranked higher, especially when funding is limited, compared to projects that are still in the planning or pre-construction stages.

Scoring System

For a proposed regional project to be considered for scoring, it must meet specific eligibility requirements. These criteria ensure that projects align with the goals and standards of the SUN Trail program. Eligible projects must:

1. **Meet Design Criteria:** Ensure the proposed trail complies with current standards, including being a separate, paved, two-lane, non-motorized path.
2. **Identify a Maintaining Agency:** Demonstrate the capacity and commitment of the agency responsible to manage the ongoing maintenance and operation of the proposed improvements.

Note: *The final determination of project eligibility for SUN Trail funding is made by FDOT.*

Projects meeting the above requirements will proceed to evaluation against the scoring criteria.

Safety

- Proposed Improvement address a safety concern that has been identified and raised by the public. – **1 Point**
- Proposed Improvement addresses a concern based on safety data less than a severe crash, but has no analysis of countermeasures. – **3 Points**
- Proposed Improvement addresses safety concerns involving severe crashes and is backed by statistical data showing the improvement need along with a safety audit to measure effectiveness or uses safety countermeasures as described in the CSAP. – **5 Points**

Cost

See Figure X. Ratio of Permanent Residents per Acre in each Traffic Analysis Zone (TAZ) in 2019. Source: 2050 Long Range Transportation Plan (LRTP), in Local Projects Evaluation Criteria.

Note: *Subsurface utilities should not compose more than 25% of the cost of the proposed improvement.*

- Proposed improvement costs exceed $1 million, or the trail corridor is within 5 miles of a TAZ showing Permanent Residents by Acre of between 0.51-3.0. – **1 Point**
- Proposed improvement costs exceed $750,000, or the trail corridor is within 5 miles of a TAZ showing Permanent Residents by Acre of between 3.01-5.0. **– 2 Points**
- Proposed improvement costs between $500,000 and $750,000, or the trail corridor is within 5 miles of a TAZ showing Permanent Residents by Acre of between 5.01-10.0. – **3 Points**
- Proposed improvement costs less than $500,000, or the trail corridor is within 5 miles of a TAZ showing Permanent Residents by Acre of greater than 10.0. – **5 Points**

Connectivity

- Proposed improvement complements the trail and adds to the overall trail alignment but does not close any gaps and or provides linkage to areas that have been previously disconnected – **1 Point**

- Proposed improvement adds to the overall trail alignment and provides connection to existing trails – **3 Points**
- Proposed improvement adds to the overall trail alignment and provides connection to existing trails and completes a gap to connect a population that were once recently disconnected – **5 Points**

Feasibility

- Proposed improvement has major technical challenges (e.g., difficult terrain or significant infrastructure conflicts), an unrealistic or unverified budget (±50% or more of similar projects), lacks defined timeline, and/or faces uncertain or unlikely permitting and approval pathways – **1 Point**
- Proposed improvement has some technical or logistical constraints (e.g., utility conflicts, constrained right-of-way), a budget estimate within ±25% of similar projects, an achievable 3–5-year timeline, and moderately complex but likely permitting requirements – **3 Points**
- Proposed improvement has minimal physical or regulatory obstacles, a realistic and well-documented budget (within ±15% of similar projects), a clear timeline for completion within 1–3 years, and high confidence in timely permitting and agency approvals – **5 Points**

Economic Development

- The proposed improvements address a local need but will have minimal impact on tourism or the overall appearance of the area. – **1 Point**
- The proposed improvements are in a CRA, Trail Town or as identified in a local tourism plan. – **3 Points**
- The proposed improvements focus on key infrastructure in high traffic tourism areas, enhancing the visual appeal and visitor experience. Beautification efforts, particularly those that increase shade along shared use paths, may also be included if initiated and funded by local governments. – **5 Points**

Project Phase

- The proposed improvement is currently requesting preliminary design or feasibility study funding. – **1 Point**
- The proposed improvement has completed all required planning and design phases, obtained all approvals and permitted, and is ready for construction – **5 Points**

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Prioritization and Ranking

1. Ranking – Projects are ranked in descending order, with the highest total scores given priority as they offer the greatest overall value based on the selected criteria. The top-ranked project should be prioritized first, as it has shown the most significant impact across key areas, ensuring that resources are allocated to the most beneficial projects for the community. Flexibility is important, as changes in funding, community needs, or other factors may require adjustments to priorities. Regular reviews will help ensure that the SUN Trail Network continues to meet its goals effectively.

2. Review and Adjustment – The BPAC may review and adjust scores or project prioritization to align with goals of the BPMP when reviewing the initial ranking and distribution.

3. Final Order – The final list of projects will reflect both the scoring and equitable distribution across the County. Projects will be ordered within each municipality based on their score, and the overall prioritization system will be designed to maximize impact and benefit for all residents of Collier County. The BPAC's priority recommendations will be reviewed by the Citizens and Technical Advisory Committees and presented to the MPO Board. The Board has final approval authority and may make changes accordingly.

Additional Funding Sources and Technical Support at the Federal, State, and Local Levels

The projects identified in this plan are located throughout unincorporated Collier County and its member entities—Naples, Marco Island, and Everglades City. These projects range from local collectors, arterial roads to greenway connections and were identified in various plans, Road Safety Audits (RSAs), and specialized studies. The need for bicycle and pedestrian improvements far exceeds available funding. This section outlines additional funding sources and strategies that can help bridge the funding gap and fully implement this plan.

While federal, state, and local funds play a central role in project funding, the potential for partnerships with other agencies can also provide additional financial support. Bicycle and pedestrian improvements may be incorporated into broader roadway construction projects or funded independently. MPO member entities also have jurisdictional authority over land use and zoning and can collaborate with developers to address gaps in bicycle and pedestrian infrastructure as new homes, communities, and commercial areas are built. Additionally, member entities can submit projects for funding through state and federal grant programs, such as Safe Routes to School (SRTS) and National Highway Traffic Safety Administration (NHTSA) funding, and have their own plans, policies, and funding sources to address project priorities.

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EXECUTIVE SUMMARY
COMMITTEE ACTION
ITEM 7C

Comprehensive Safety Action Plan (CSAP) – Endorse Final Draft

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OBJECTIVE: For the Committee to endorse the CSAP final draft.

CONSIDERATIONS: TY Lin has revised the draft CSAP in response to comments received from advisory committees, County Transportation Planning, and MPO staff. The revisions were minor modifications made to clarify the text. The PowerPoint presentation shown in **Attachment 1** and the draft CSAP shown in **Attachment 2** were viewed by the MPO Board on September 12th.

The plan is available to be viewed in its original 11" x 17" form on the MPO website at: https://www.colliermpo.org/other-programs-documents/traffic-safety/.

MPO staff will give the presentation and report on the actions taken at the MPO Board meeting to the the Committee.

Next Steps:

Meeting Date	Meeting Body	Member action
9/16/25	Bicycle and Pedestrian Advisory Committee (BPAC)	Endorsement
9/17/25	Congestion Management Committee (CMC)	Endorsement
9/22/25	Technical and Citizens Advisory Committees (TAC & CAC)	Endorsement
10/10/25	MPO Board	Adoption

STAFF RECOMMENDATION: Provided for Committee endorsement for the MPO Board to adopt the plan.

Prepared By: Sean Kingston, AICP, PMP, CFM, Principal Planner

ATTACHMENTS:

1) TY Lin September 12, 2025 Presentation to MPO Board
2) CSAP final draft printable version (8 ½" x 11")



TAC/CAC Item 7C Attachment 1

Collier Metropolitan Planning Organization (MPO)
Safe Streets and Roads for All (SS4A)
Comprehensive Safety Action Plan (SAP)

September 22, 2025

Contract No. 18-7432 MP

COLLIER Metropolitan Planning Organization
SAFETY ACTION PLAN

AGENDA

1. **Introduction**
2. **Plan Overview**
3. **Draft Action Plan Recommendations**
   a. Guiding Goals
   b. Implementation Actions
   c. Countermeasure Toolkit
   d. Prioritizing Safety Projects
   e. Designing Safer Roadways
   f. Progress and Transparency
4. **Next Steps**
5. **Questions & Answers**



Purpose & Benefits of an SAP

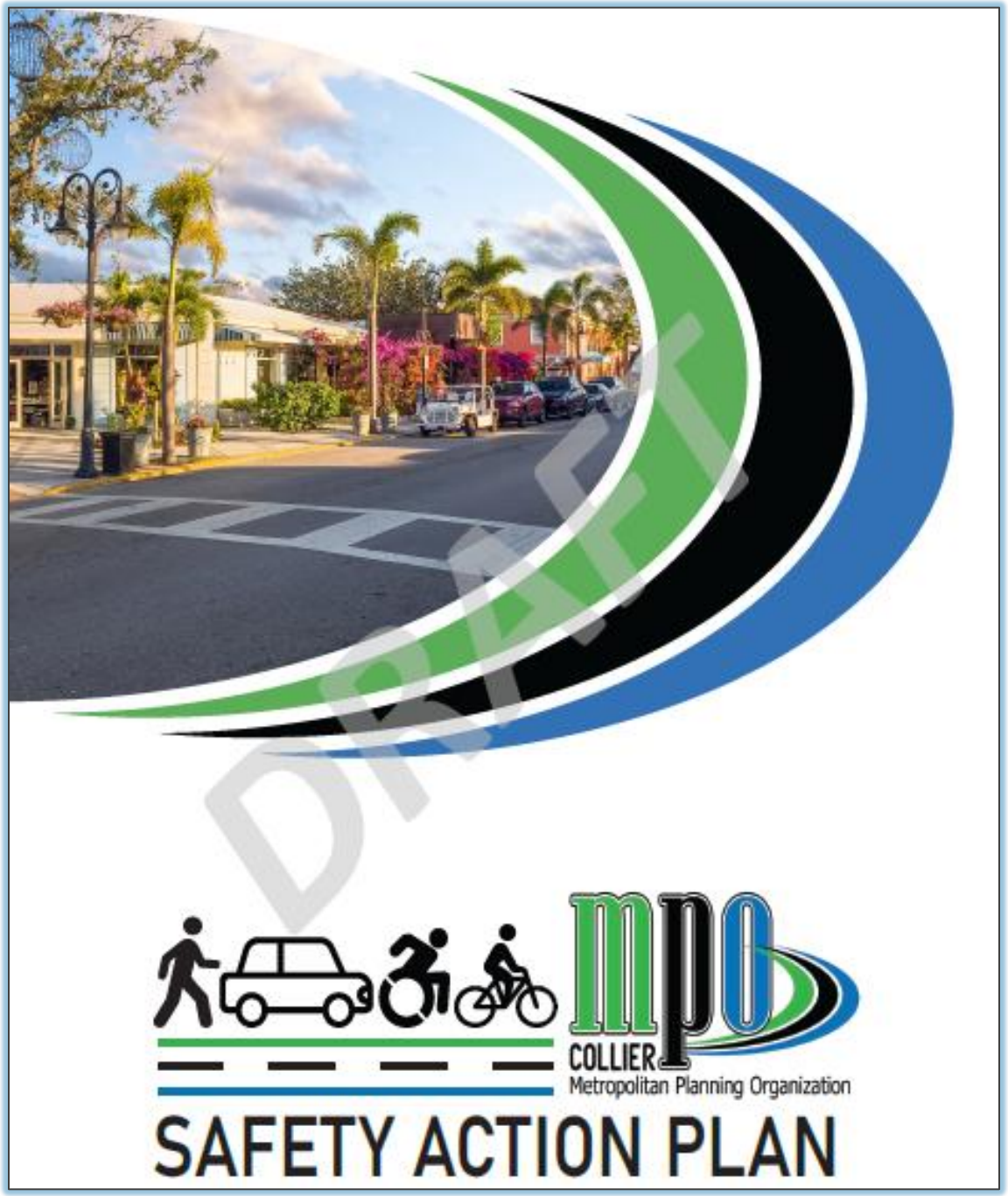
Purpose

- Establish a framework for implementing strategies to eliminate serious and fatal injuries for all roadway users.
- Supports revision and adoption of policies and procedures
- Guides decision making and funding allocation.

Benefits

- Allows agencies and organizations to take a **proactive approach** to understanding and addressing safety concerns.
- **Improve relationships** with the public and other key stakeholders.
- **Increase multi-disciplinary collaboration** to reduce traffic-related fatalities and injuries.
- Identifies safety needs and includes strategies and a list of prioritized projects to pursue to better leverage existing and future **funding.**

SAFETY ACTION PLAN



Overview: Table of Contents

Introduction

- How to Use this Plan
- Vision Zero and The Safe System Approach

Developing This Action Plan

- Steering Committee
- MPO Board, Advisory Committees, and Tribal Nations
- Public Outreach
- Assessment of Current Policies & Practices

Engagement and Collaboration Results

- Perceptions of Traffic Safety in Collier County
- Most Frequently Noted Concerns
- Locations of Concern
- Supported Interventions

Safety Analysis

- Fatal and Severe Crash Trends
- Fatal and Severe Crash Characteristics
- Contributing Factors
- Traffic Crashes & Underserved Communities in Collier County

High Injury Network

- Analysis Approach
- All-Modes High-Injury Network
- Bicycle and Pedestrian High-Injury Network

Action Plan

- Guiding Goals
- Implementation Actions
- Countermeasure Toolkit
- Prioritizing Safety Projects
- Designing Safer Roadways

Progress and Transparency

- Performance Measures and Reporting

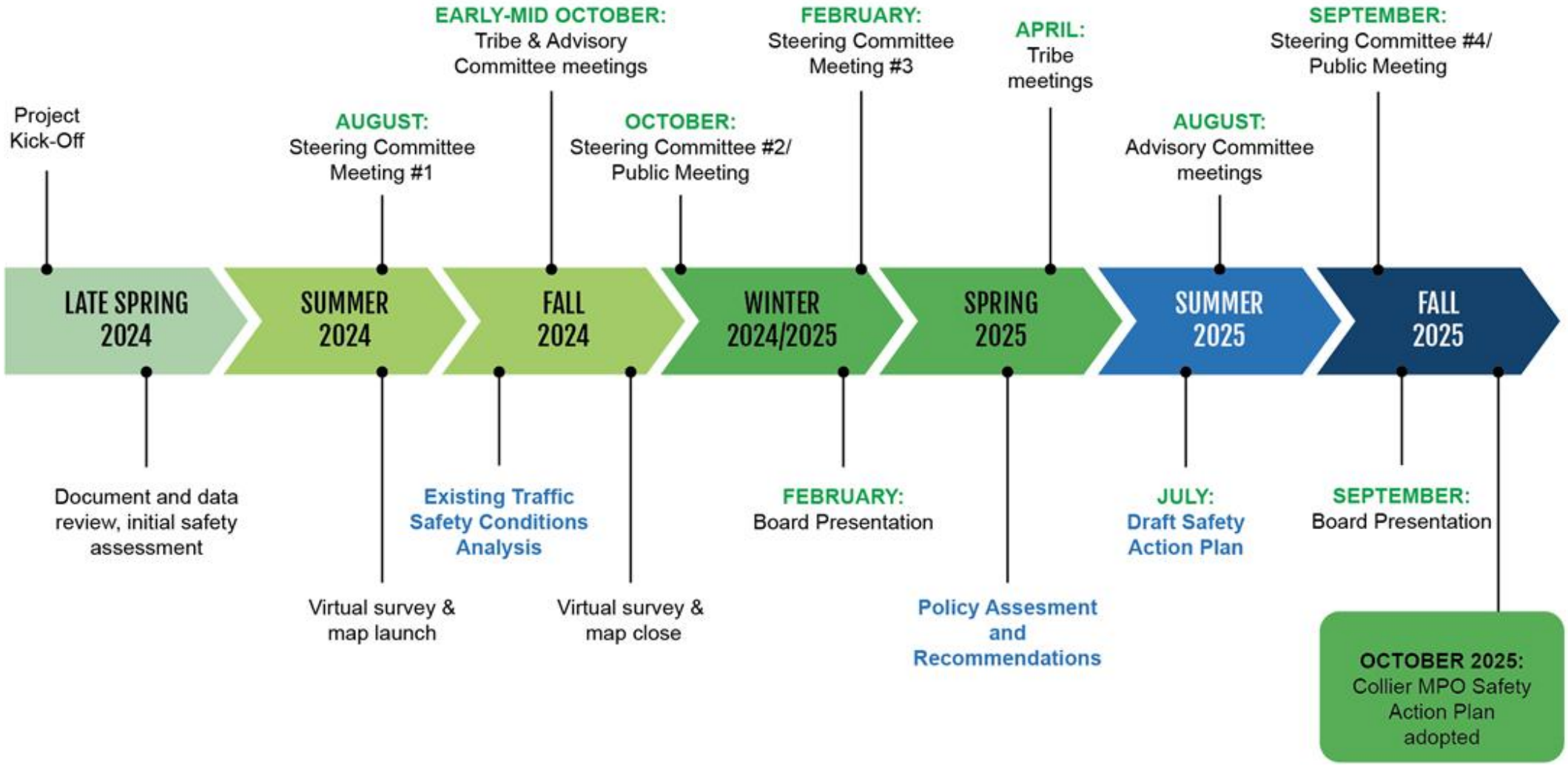
Developing This Action Plan

This plan will represent the results of ongoing collaboration.

- Steering Committee
  - Four meetings held with representatives from various agencies to guide plan development
- MPO Board, Advisory Committee, and Tribal Nations
  - Two touch points with Advisory Committees and Tribal Nations (Miccosukee and Seminole)
- Public Outreach
  - Online survey, interactive map, and two online workshops
- Assessment of Current Policies & Practices
  - Peer scan, existing plan review, stakeholder interviews and Steering Committee policy survey



Timeline

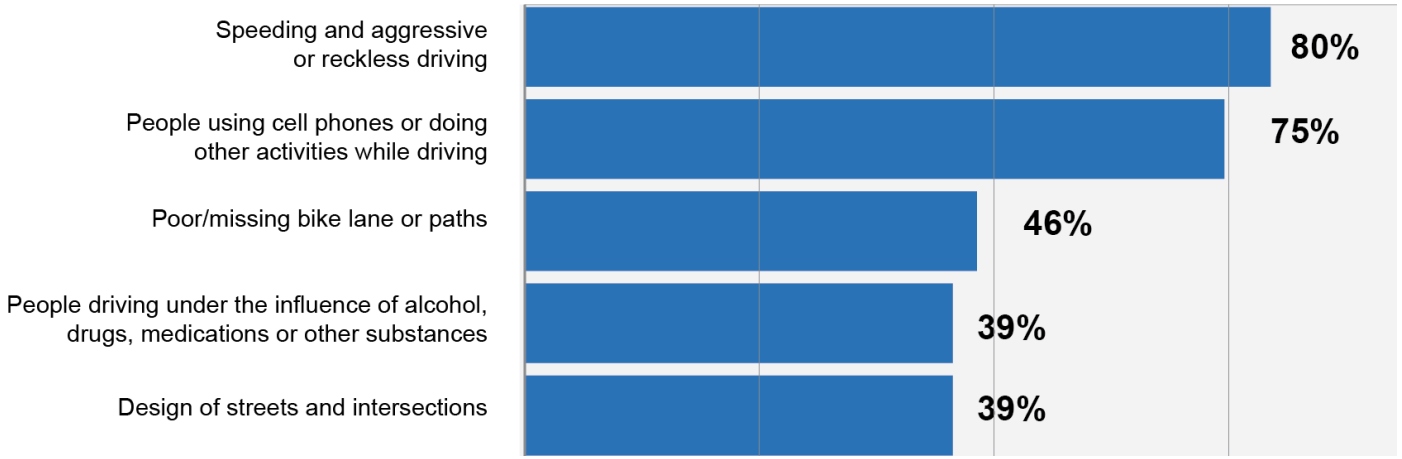


Anticipated adoption

Engagement and Collaboration

The feedback from the stakeholder meetings and public outreach highlighted several recurring themes that informed the goals and recommendations included in this Plan.

Top Five Roadway Safety Concerns



Top Five Preferred Traffic Safety Measures

1. Increasing safety enforcement
2. Providing better bicycle facilities including wider bicycle lanes and separated bike paths
3. Making major roads safer for pedestrians
4. Improving rural roads
5. Improving roadway lighting

These supported measures echoed feedback heard in both Steering Committee, the virtual public workshop, and Advisory Committee discussions.

All-Modes High Injury Network

The All-Modes HIN captures a substantial portion of all KSI crashes within Collier County in just a small portion of roadways and intersections.

The HIN includes:

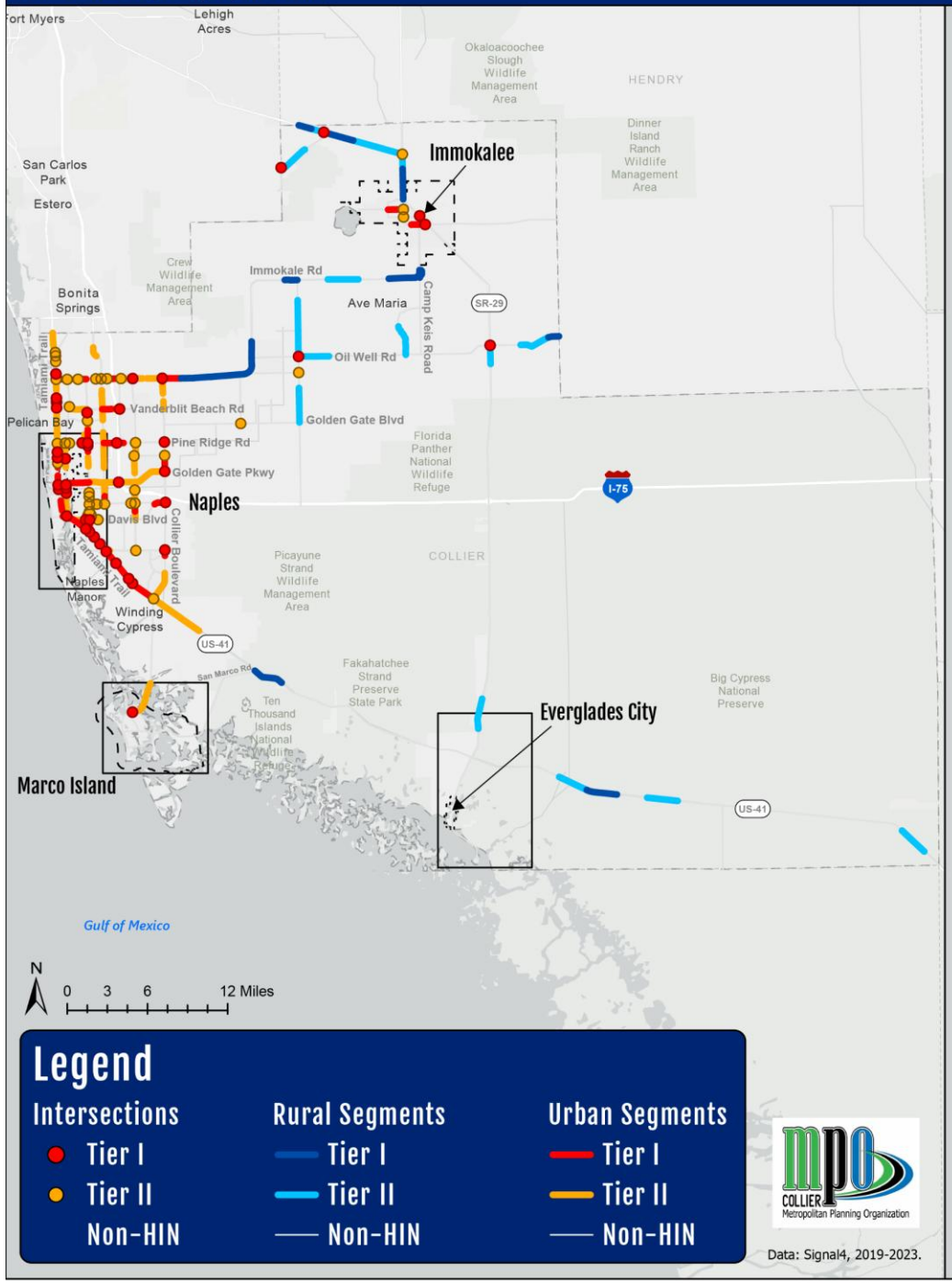
- 463 KSI crashes
- 56 miles of urban roadways
- 49.1 miles of rural roadways
- 80 intersections,
  equating to (4.5 miles of roadway)

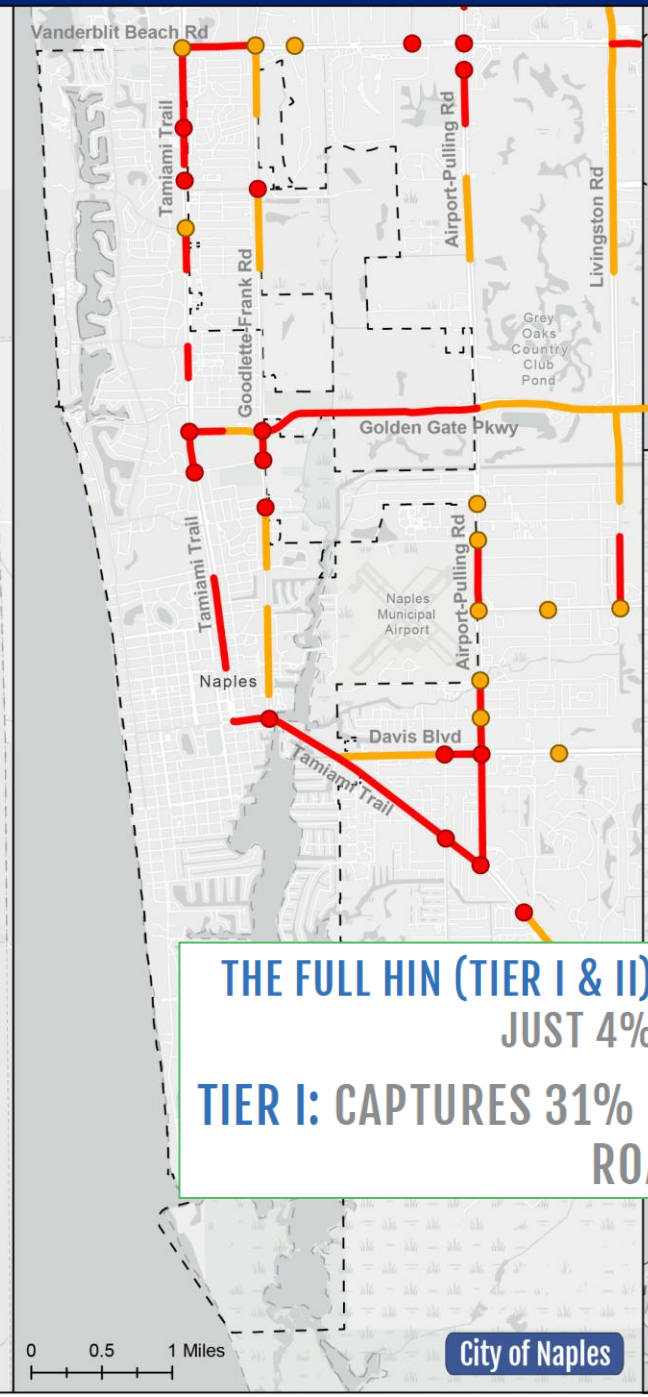
The HIN provides a prioritized list of locations where to focus safety improvements.

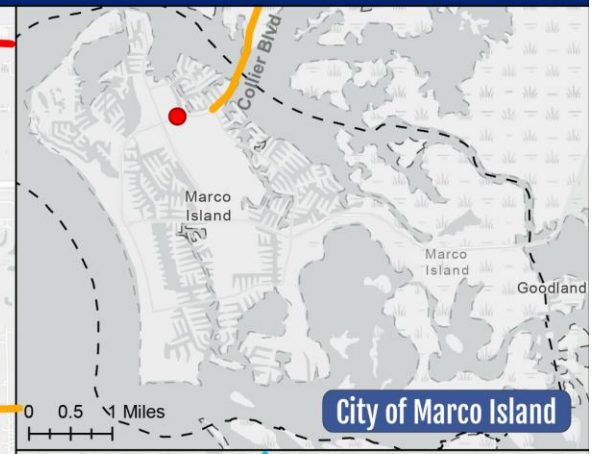
Top 10* Locations: Intersections

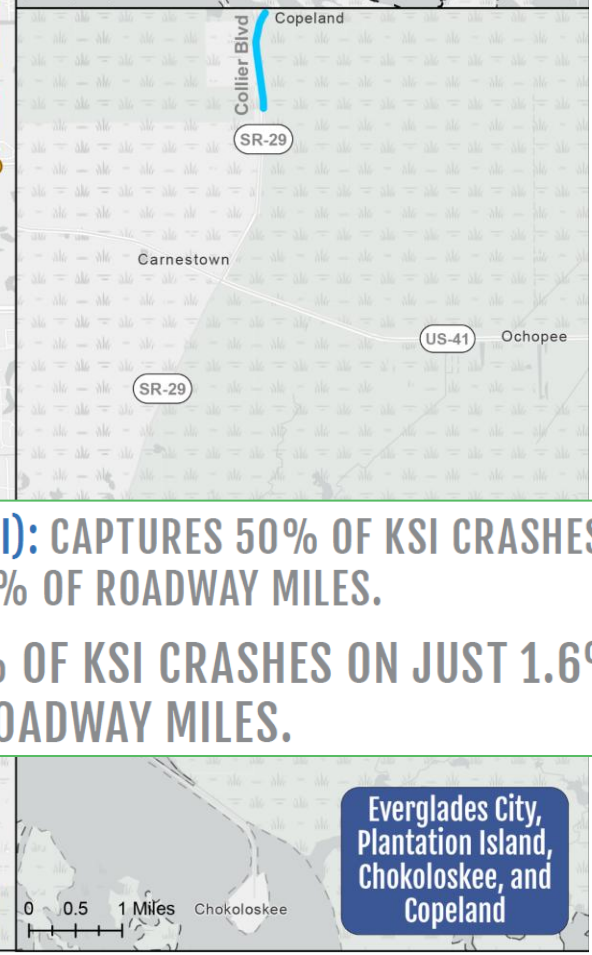
RANK	LOCATION	PLANNING COMMUNITY	KSI CRASHES
1	Oil Well Rd & FL-29	*Royal Fakapalm*	*7*
2	Golden Gate Pkwy & Collier Blvd	*Golden Gate*	*3*
3	Neapolitan Way & Tamiami Trl	*City of Naples*	*4*
4	Airport Rd & Pine Ridge Crossing	*Central Naples*	*4*
5	FL-82 & Corkscrew Rd	*Corkscrew*	*4*
6	Tamiami Trl & Goodlette-Frank Rd	*City of Naples*	*4*
7	Tamiami Trl & Airport Rd	*East Naples*	*4*
8	Golden Gate Pkwy & Goodlette-Frank Rd	*City of Naples*	*4*
9	Davis Blvd & Airport Rd	*East Naples*	*4*
10	Davis Blvd & Collier Blvd	*Royal Fakapalm*	*3*

**For full lists of Tier I locations, please see SAP Appendix B: Existing Conditions & Safety Analysis Memorandum*









THE FULL HIN (TIER I & II): CAPTURES 50% OF KSI CRASHES ON JUST 4% OF ROADWAY MILES.

TIER I: CAPTURES 31% OF KSI CRASHES ON JUST 1.6% OF ROADWAY MILES.

Action Plan: Guiding Goals

Collier MPO is committed to reducing serious injuries and fatalities by 25% by 2050.

To achieve this, the SAP outlines 6 guiding goals. These goals were developed in alignment with the Safe System approach and informed by public and stakeholder engagement.

1. **Promote a culture of safety among the public and within agencies** to prevent severe crashes by addressing the root causes of dangerous driving, including channels such as increased traffic education and enforcement.

2. **Design safe streets for everyone** with improvements that reduce speeds and mitigate risky driving and support complete streets and multimodal design.

3. **Collaborate to integrate safety into multi-jurisdictional policies** and processes, reducing severe crash risks.

4. **Expand safe mobility options** by securing resources for accessible, affordable, multimodal, and connected networks for all ages and abilities.

5. **Enhance data sharing and transparency** throughout the county and among the member entities.

6. **Increase and expand implementation pathways**, including funding support.

Action Plan: Implementation Actions

MPO has developed

17 strategies and **41 actions**

to implement to achieve these goals.

"Time to implement"

Short (<1year)
Medium (1-3 year)
Long (>3years)

"Cost to implement"

$ - low cost
$$ - medium cost
$$$ - high cost

"Leader"

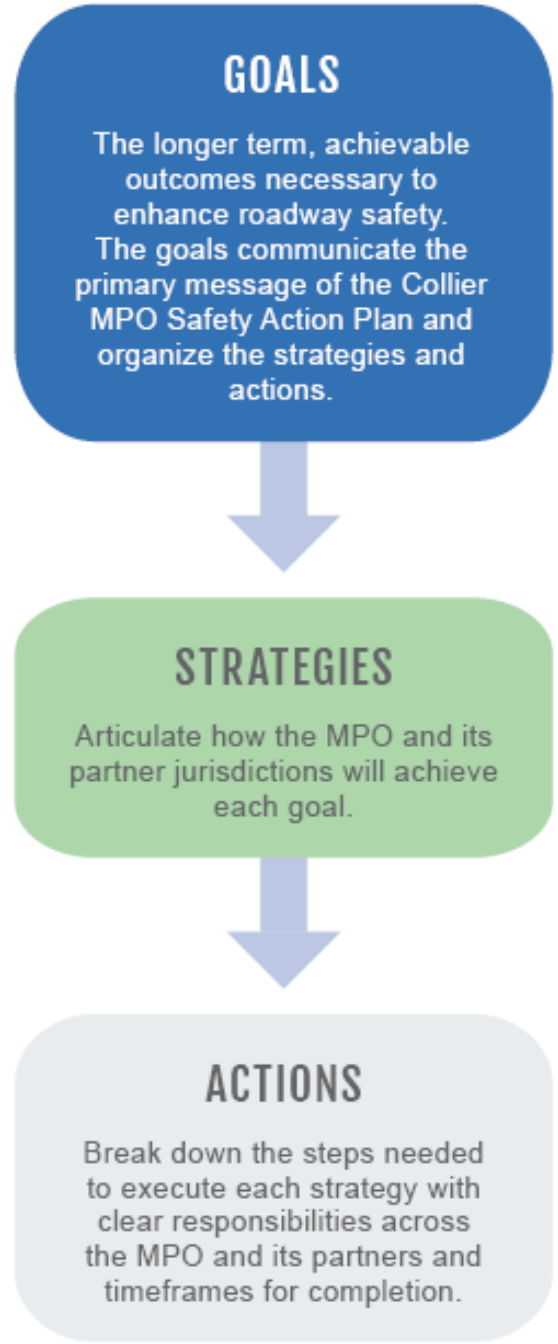
Party responsible for implementation

"Contributor"

Party responsible for supporting role

"Performance Metric"

Suggested achievable demonstration that action is being implemented



1 Promote a culture of safety among the public and within agencies to prevent severe crashes by addressing the root causes of dangerous driving, including channels such as increased traffic education and enforcement.

Strategy 1.1. Conduct county-wide outreach and education around traffic safety best practices

Action	Time to Implement	Leader	Contributor	Performance Metric
1.1.1. *Hold regional and local community engagement events tied to the implementation of traffic safety investments that help residents understand new elements of the system and foster a shared vision of traffic safety in Collier County*	*Short*	*Collier & Lee MPOs*	*Local Governments, Police/Fire/EMS, Community Traffic Safety Team (CTST), Naples Pathways Coalition (NPC)*	*Number of events held annually*
1.1.2. *Partner with local community organizations and schools to host traffic safety events to educate the demographic groups disproportionately impacted, Children, and those aged 20-30 using shared materials (see Action 3.1.3)*	*Medium*	*Local Governments & Police Departments, Collier County Public Schools (CCPS) Universities, CTST, NPC*	*Collier MPO*	*Number of events held annually; groups targeted*
1.1.3. *Release targeted educational campaigns during winter and spring to increase awareness of increased roadway activity*	*Short*	*Local Governments & Police Departments, Collier County Public Schools (CCPS) Universities, CTST, NPC*	*Collier MPO*	*Number of events held annually; groups targeted*

1 Promote a culture of safety among the public and within agencies to prevent severe crashes by addressing the root causes of dangerous driving, including channels such as increased traffic education and enforcement.

Strategy 1.5. Increase awareness about e-bikes and their safe operation through targeted outreach

Action	Time to Implement	Leader	Contributor	Performance Metric
1.5.1. *Conduct a public awareness campaign on safe e-bicycle operation and sharing the roadway*	*Medium*	*Local Governments, Police/Fire/EMS*	*Collier MPO, NPC, CTST*	*Number of media releases, hits*
1.5.2. *Offer training courses and resources for safe e-bicycle use, including how to operate e-bikes, understanding roadway regulations, and safe operation*	*Medium*	*Local Governments & Police Departments*	*Collier MPO*	*Number of trainings held*

2 Design Safe Streets for Everyone with improvements that reduce speeds and mitigate risky driving and support complete streets and multimodal design.

Strategy: 2.1. Prioritize funding for safety improvements along the High Injury Network (HIN)

Action	Time to Implement	Leader	Contributor	Performance Metric
2.1.1. *Prioritize the HIN for TIP selections, to fund safety countermeasures on corridors identified in the Safety Action Plan*	*Medium*	*Collier MPO and Local Governments*	*FDOT*	*Updated TIP Prioritization*
2.1.3. *Coordinate with FDOT to ensure investments at high-crash intersections and corridors under the state's jurisdiction*	*Long*	*Collier MPO*	*FDOT*	*Share of TIP dedicated to HIN intersections*

2 Design Safe Streets for Everyone with improvements that reduce speeds and mitigate risky driving and support complete streets and multimodal design.

Strategy: 2.4. Ensure all road users are prioritized in the planning of transportation infrastructure

Action	Time to Implement	Leader	Contributor	Performance Metric
2.4.2. *Separate bicyclists from pedestrians and vehicles through design strategies such as shared-use paths and separated bike lanes, as recommended in the Bicycle-Pedestrian Master Plan*	*Medium*	*Local Governments*	*Collier MPO*	*Updated transit and bike/ped facilities inventory (five-year cycle)*

3 Collaborate to integrate safety into multi- jurisdictional policies and processes, reducing severe crash risks.

Strategy: 3.2. Collaborate on funding opportunities that enhance Vision Zero goals

Action	Time to Implement	Leader	Contributor	Performance Metric
***3.2.1**. Identify funding opportunities for regional or multi-jurisdictional safety improvement projects*	*Medium*	*Collier MPO*	*Local Governments, FDOT*	*Amount of funding dedicated to regional safety improvement projects*
***3.2.2.** Coordinate a grant strategy across local governments to maximize opportunities to win funding that would impact region-wide safety goals*	*Medium*	*Collier MPO*	*Local Governments*	*Number of grant opportunities pursued*

4 Expand Safe Mobility Options by securing resources for accessible, affordable, multimodal, and connected networks for all ages and abilities.

Strategy: 4.1. Protect and connect active transportation users through dedicated infrastructure

Action	Time to Implement	Leader	Contributor	Performance Metric
***4.1.1**. Consistent with the BPMP, prioritize recommendations from locally adopted plans and studies that focus on investments in transit, bicycle, and pedestrian connectivity near community destinations such as schools and parks*	*Medium*	*Local Governments*	*Collier MPO, FDOT*	*Track MPO Board priority projects for bicycle, pedestrian, and transit connectivity*

5 Enhance data sharing and transparency throughout the County and among the member entities.

Strategy: 5.1. Enhance data sharing and transparency throughout the County and among the member entities

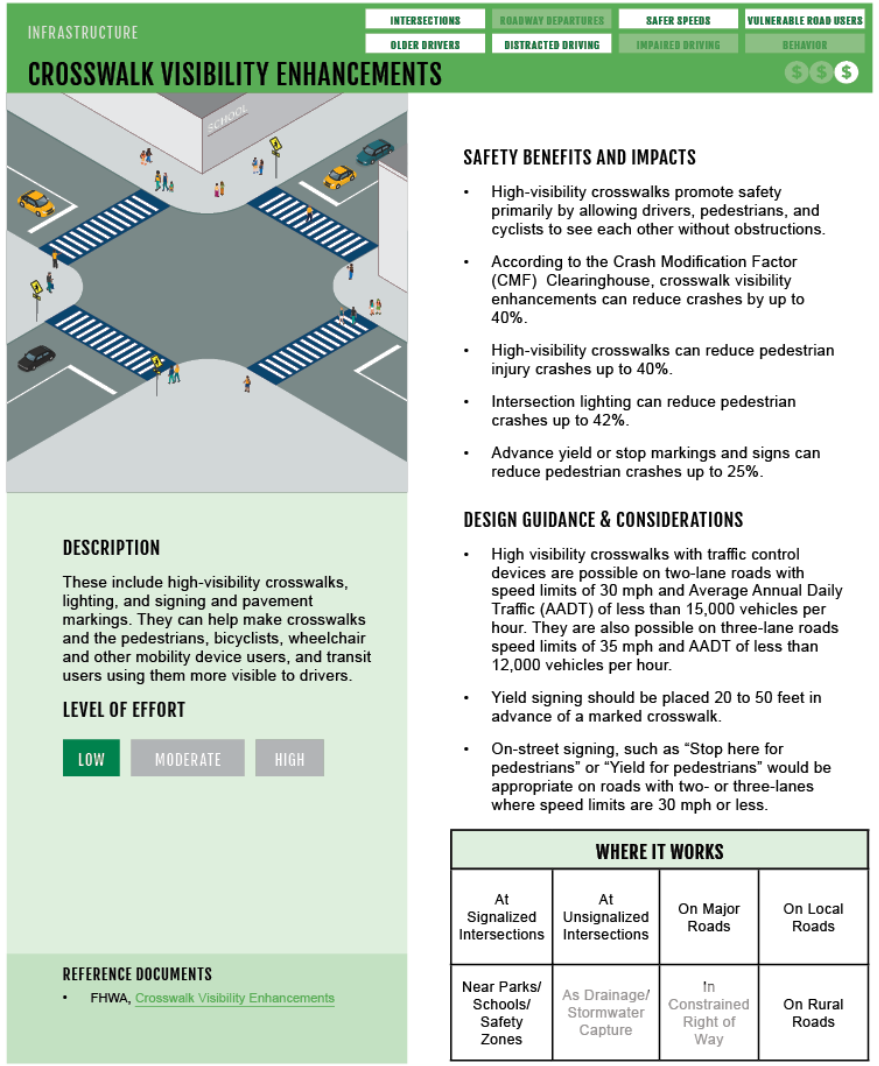
Action	Time to Implement	Leader	Contributor	Performance Metric
***5.1.1**. Expand safety components of the MPO's Annual Report to track progress on traffic safety goals, crash statistics, and outreach initiatives in the CSAP*	*Short*	*Collier MPO*	*Local Governments / FDOT*	*Annual report*
***5.1.3.** Pilot the use of new technologies to collect and analyze traffic safety data, such as near-miss detection and AI; and share the results of the pilots across the MPO*	*Medium*	*Local Governments*	*Collier MPO / FDOT*	*Number of pilot technologies evaluated & implemented*

6 Increase and expand implementation pathways, including funding support.

Strategy: 6.2. Support regional and local project readiness to move projects forward

Action	Time to Implement	Leader	Contributor	Performance Metric
6.2.2. *Use the crash data and systemic risk analysis from this Safety Action Plan to guide long-term investments in the TIP*	*Short*	*Collier MPO*	*Local Governments*	*Share of funding dedicated to safety-focused projects*

Action Plan: Countermeasure Toolkit



INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

CROSSWALK VISIBILITY ENHANCEMENTS

$ $ $

DESCRIPTION

These include high-visibility crosswalks, lighting, and signing and pavement markings. They can help make crosswalks and the pedestrians, bicyclists, wheelchair and other mobility device users, and transit users using them more visible to drivers.

LEVEL OF EFFORT

LOW | MODERATE | HIGH

REFERENCE DOCUMENTS

- FHWA, Crosswalk Visibility Enhancements

SAFETY BENEFITS AND IMPACTS

- High-visibility crosswalks promote safety primarily by allowing drivers, pedestrians, and cyclists to see each other without obstructions.
- According to the Crash Modification Factor (CMF) Clearinghouse, crosswalk visibility enhancements can reduce crashes by up to 40%.
- High-visibility crosswalks can reduce pedestrian injury crashes up to 40%.
- Intersection lighting can reduce pedestrian crashes up to 42%.
- Advance yield or stop markings and signs can reduce pedestrian crashes up to 25%.

DESIGN GUIDANCE & CONSIDERATIONS

- High visibility crosswalks with traffic control devices are possible on two-lane roads with speed limits of 30 mph and Average Annual Daily Traffic (AADT) of less than 15,000 vehicles per hour. They are also possible on three-lane roads speed limits of 35 mph and AADT of less than 12,000 vehicles per hour.
- Yield signing should be placed 20 to 50 feet in advance of a marked crosswalk.
- On-street signing, such as "Stop here for pedestrians" or "Yield for pedestrians" would be appropriate on roads with two- or three-lanes where speed limits are 30 mph or less.

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

- The SAP includes a toolkit of safety countermeasures that can be applied along the High-Injury Network
- The toolkit is intended to be a resource for the MPO and its partner local governments as they develop projects to address safety challenges
- Not an exhaustive list

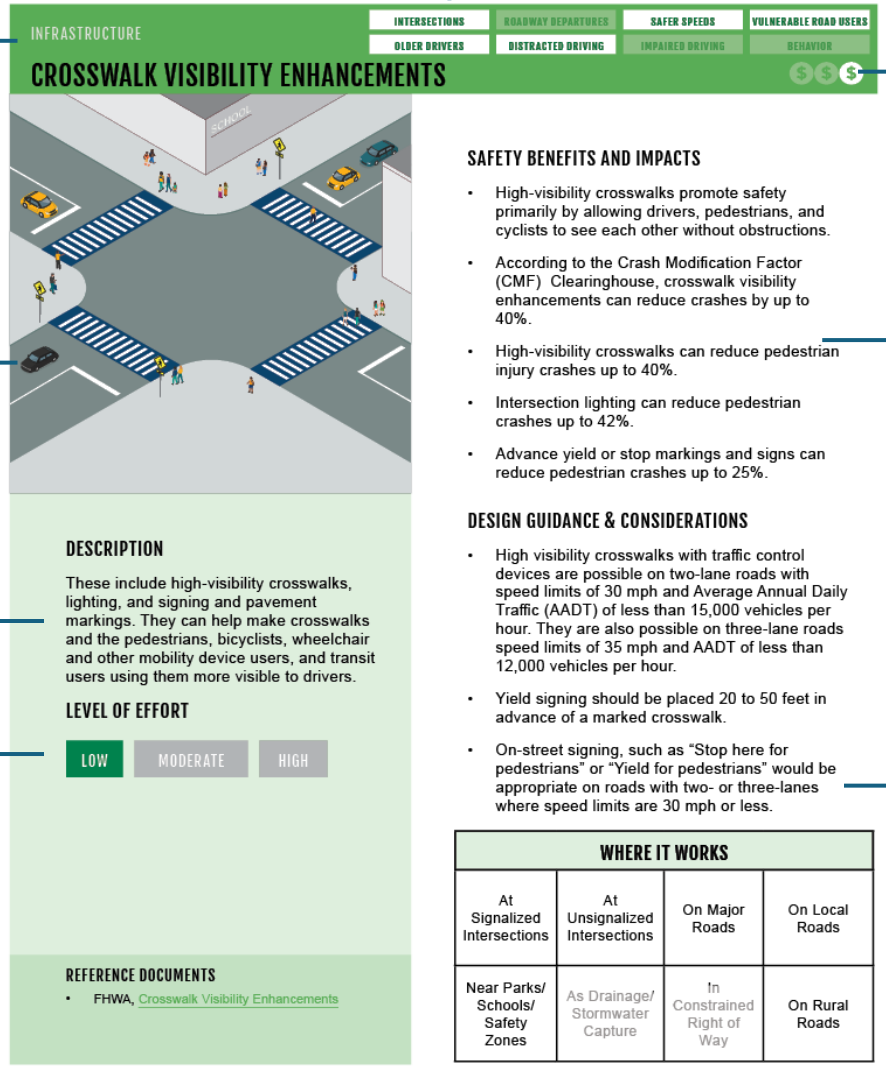
Action Plan: Countermeasure Toolkit

Countermeasure: Indicates the type of intervention and name of the countermeasure.

Illustration: A visual representation of the countermeasure. Some colors are used to emphasize the tool, and do not represent real-world color conditions.

Description: A brief summary outlining the countermeasure and its intended outcome.

Level of Effort The estimated effort required to implement the countermeasure:
Low – Quick to implement with minimal planning and little disruption to traffic or roadways.
Medium – Requires more coordination and resources, often involving layout changes, minor utility work, policy adjustments, or temporary lane closures.
High – Involves significant road network changes, extensive planning, engineering, and possible utility relocations, with major traffic disruptions.



Emphasis Area: Identifies the situations or safety issue where the countermeasure is most effective.

Cost Estimate
The estimated budget required to implement the countermeasure.
$ – Can be implemented through striping, signage, traffic signalization changes, or minor pavement work.
$$ – May involve pavement and curb adjustments, as well as minor drainage or utility modifications.
$$$ – Requires major roadway reconstruction, potentially including utility relocations or installations, traffic signal upgrades, and significant drainage improvements.

Safety Benefits and Impacts
Provides a summary of how the countermeasure enhances safety for road users, drawing on information from supporting resources. As applicable, this section describes the expected impact on travel behavior, including potential reductions in crashes, vehicle speeds, and traffic volumes.

Design Guidance & Consideration
As applicable, outlines the typical dimensions for each countermeasure. While these guidelines offer a general reference, they may not cover all scenarios, so engineering judgment should be applied during design and implementation.

Action Plan: Prioritizing Safety Projects

The MPO will support traffic safety projects through various means:

1. **Discretionary Grants**
    1. MPO will provide letter of support for projects consistent with the SAP

2. **MPO Call for Projects Process – State and Federal Programmatic Funds**
    1. Member governments can submit projects to the MPO for state and federal funds
    2. MPO staff will conduct a preliminary review for timeliness, constructability, and funding availability
    3. The Congestion Management Committee will review, rate and rank projects based on the evaluation criteria and scoring system developed by the MPO for the Call for Projects

CRITERIA	POINTS
Tier I HIN – project addresses specific location identified on the Tier I HIN	*10 points*
Tier II HIN – project addresses specific location identified on the Tier II HIN	*5 points*
High Crash Segment or Intersection: Top 10 list (Intersection, Urban, or Rural)	*5 points*
Includes elements from the Implementation Actions matrix, Countermeasure Toolkit, FHWA Proven Safety Countermeasures, or complete streets design	*10 points*
Project meets multiple Action Plan strategies	*5 points*
Project is referenced in multiple MPO or local agency Plans	*5 points*
Local funds are contributed towards meeting project costs	*10 points*
Bonus points determined by committee consensus	*10 points*
	60 max.

Action Plan: Designing Safer Roads

- SAP highlights five High-Injury Network (HIN) segments and one intersection
- Includes crash data, types, and contributing factors
- Provides high-level recommendations for future project development
- Member governments can build on these for discretionary grants or MPO funding opportunities

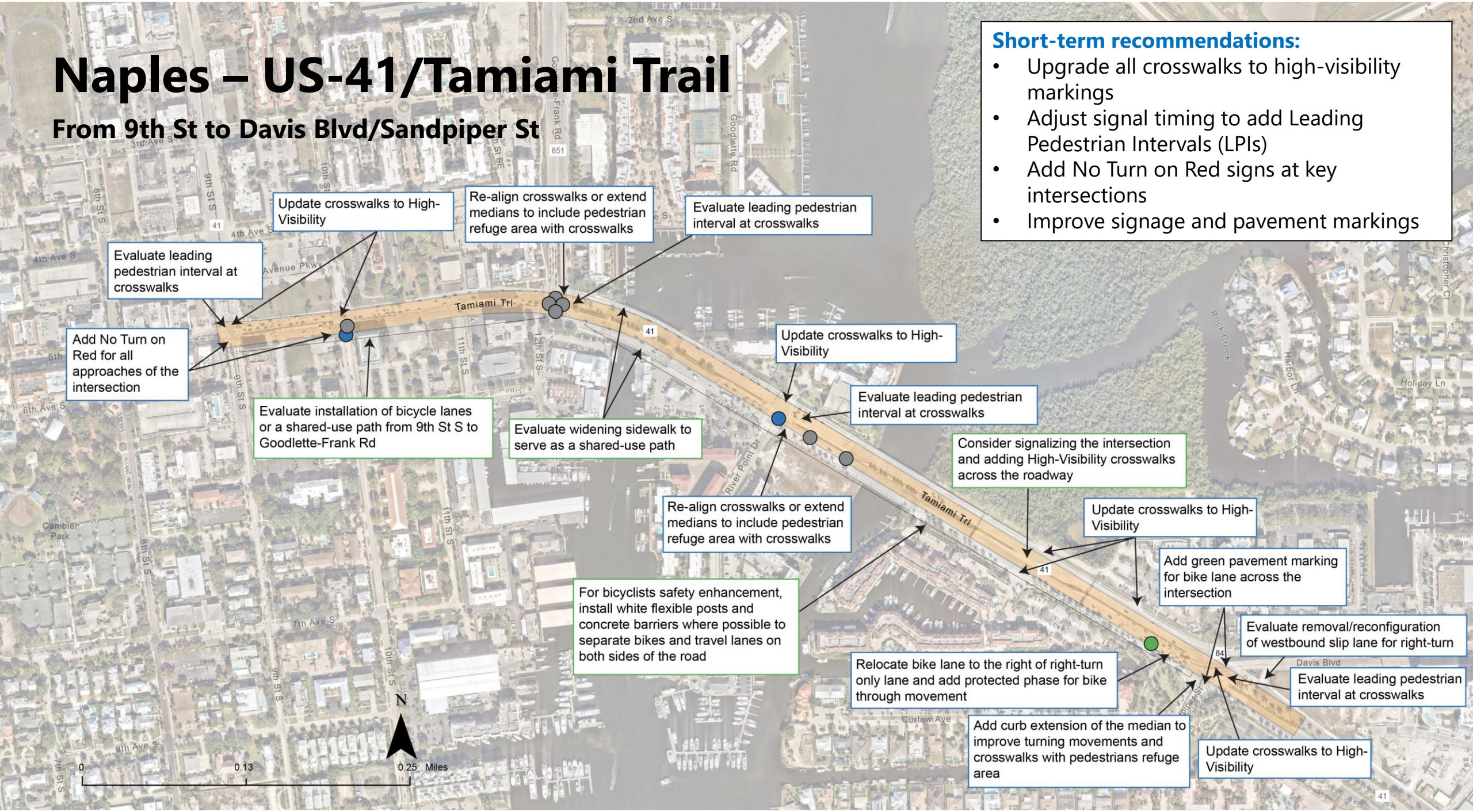
- **Immokalee Main Street/SR29 (9th Street to New Market Road)** – *FDOT (Collier County)*
- **Immokalee Road/CR 846 (US 41 to Airport Road)** – *Collier County*
- **Golden Gate Parkway/CR 886 (US 41 to Vinland Drive)** – *Collier County*
- **US 41/SR 90/"Tamiami Trail" (9th Street to Davis Boulevard)** – *FDOT (City of Naples)*
- **Airport Road/CR 31 (Davis Boulevard to US 41)** – *Collier County*
- **N Collier Boulevard and E Elkham Circle** – *City of Marco Island*

Naples – US-41/Tamiami Trail

From 9th St to Davis Blvd/Sandpiper St

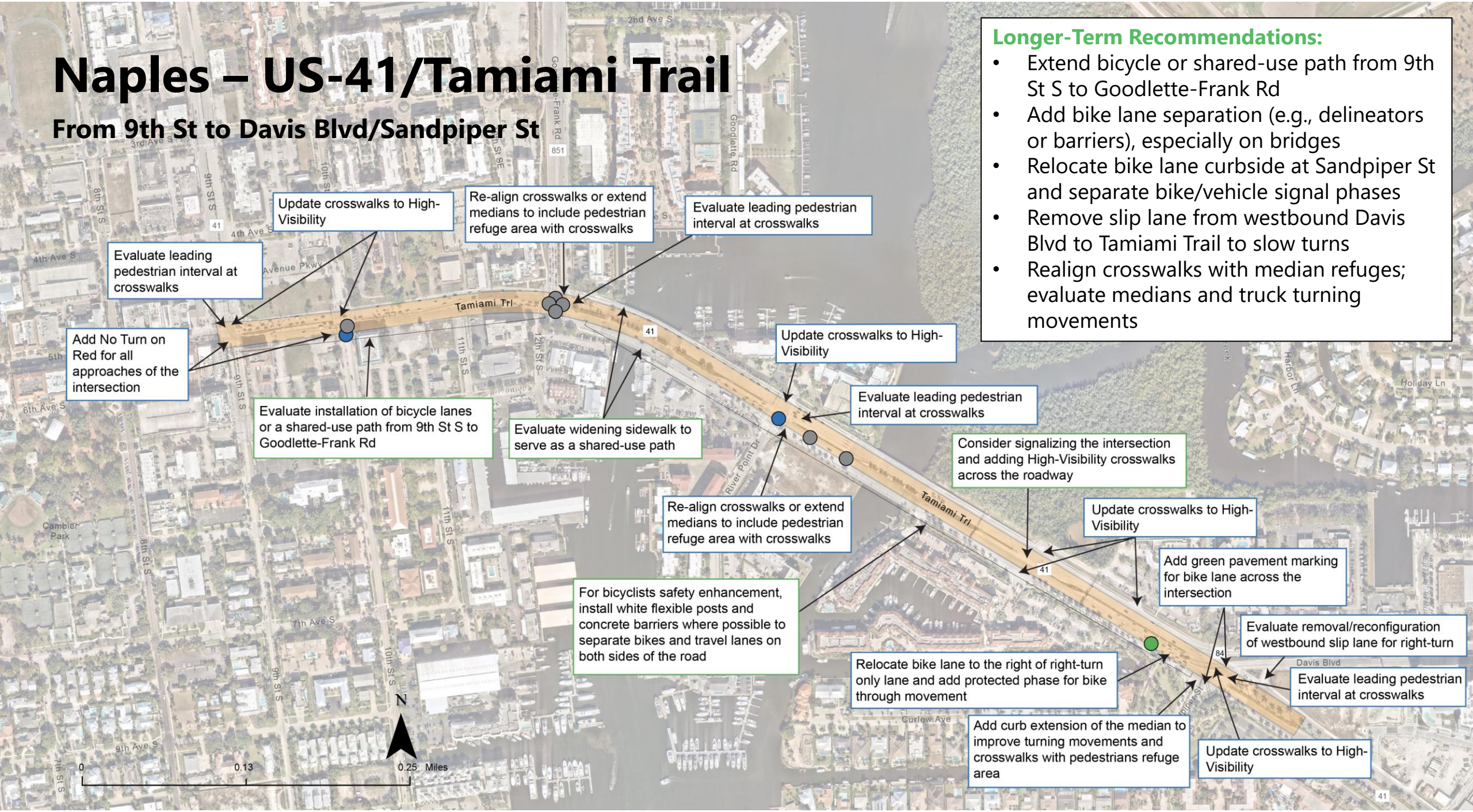
Short-term recommendations:

- Upgrade all crosswalks to high-visibility markings
- Adjust signal timing to add Leading Pedestrian Intervals (LPIs)
- Add No Turn on Red signs at key intersections
- Improve signage and pavement markings



Naples – US-41/Tamiami Trail

From 9th St to Davis Blvd/Sandpiper St



Longer-Term Recommendations:

- Extend bicycle or shared-use path from 9th St S to Goodlette-Frank Rd
- Add bike lane separation (e.g., delineators or barriers), especially on bridges
- Relocate bike lane curbside at Sandpiper St and separate bike/vehicle signal phases
- Remove slip lane from westbound Davis Blvd to Tamiami Trail to slow turns
- Realign crosswalks with median refuges; evaluate medians and truck turning movements

Progress and Transparency

- **To measure progress, Collier MPO will track the key performance indicators.**
- Implementation Actions and associated performance measures will be evaluated annually
- Progress will be reported through an expanded MPO Annual Report
- Additional monitoring conducted through continued involvement of Steering Committee members and active participation in the Collier County Community Traffic Safety (CTST)

METRIC	DESIRED TREND	GOAL
Number of fatalities	*Declining*	25% reduction in the number of serious injuries and fatalities from crashes by 2050
Rate of fatalities per 100 million vehicle miles traveled (VMT)	*Declining*	
Number of serious injuries	*Declining*	
Rate of serious injuries per 100 million VMT	*Declining*	
Number of non-motorized fatalities and serious injuries	*Declining*	

Collier MPO Bicycle & Pedestrian Master Plan (BPMP)

Integrating the Safety Action Plan into the BPMP

One of the BPMP's goals is **safety**

Analysis

1. The BPMP safety analysis builds on the comprehensive Safety Action Plan (SAP)
2. The BPMP uses the High-Injury Network (HIN) to guide where bicycle and pedestrian safety improvements could be prioritized

Project Prioritization and Eligibility Criteria

Assigns higher points for proposed improvement located on identified HIN from SAP

Bicycle & Pedestrian Master Plan Strategies

- Prioritize shared use paths and separated bike lanes where feasible and continue improving lower-tier bike-ped facilities through roadway improvement projects.
- Increase lighting and visibility at intersections and crossings.
- Conduct safety education campaigns targeting drivers, cyclists, and pedestrians.

Next Steps

- Committees again in September
  - Endorsement
- MPO Board: Friday, 10/10
  - Adoption of final Safety Action Plan



SAFETY ACTION PLAN

Q & A



Any questions?

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7C Attachment 2
TAC/CAC 9/22/25



COLLIER
Metropolitan Planning Organization

SAFETY ACTION PLAN

DRAFT

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ACKNOWLEDGEMENTS

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The Collier MPO Safety Action Plan (SAP) is funded in part through the U.S. Department of Transportation Safe Streets and Roads for All (SS4A) grant program. The content of this report does not necessarily represent the official views or policies of the U.S. Department of Transportation.

The development of the SAP was made possible through the leadership of the Collier Metropolitan Planning Organization (MPO) Board, the support of MPO staff and advisory committees, the guidance of the SAP Steering Committee, and the valuable input of community members who helped shape the Plan.

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A LETTER FROM LEADERSHIP



An open letter to Collier County residents and visitors:

As a former Collier County Sheriff, traffic safety is an ongoing concern of mine. I am well acquainted with the tremendous suffering that traffic collisions cause victims and their families, and the cost to society at large.

We must do everything in our power to eliminate serious injuries and fatalities resulting from traffic crashes. We are making progress. The Board of County Commissioners voted unanimously in April 2025 to approve amendments to the Pedestrian Safety Ordinance in response to the significant rise in e-bike usage. The amended ordinance enhances public safety by establishing clear, consistent guidelines for cyclists, pedestrians and motorists.

The Safety Action Plan further expands the effort to improve traffic safety through public education and outreach, constructing bicycle and pedestrian facilities where they are most needed and designing safe streets for all users.

Personal responsibility is essential. I encourage everyone to join me in taking the Commitment to Zero Pledge:

"I recognize that crashes are preventable, and my choices matter to my life and the lives of others. I pledge to make safety a priority, to focus on driving, to slow down, be aware of my surroundings, walk, ride, or roll in a safe and predictable manner, and to set an example for those around me."

Sincerely,

Commissioner Dan Kowal, *Collier MPO Chair*

MPO RESOLUTION #2025-XX
A RESOLUTION OF THE COLLIER METROPOLITAN PLANNING ORGANIZATION APPROVING THE COMPREHENSIVE SAFETY ACTION PLAN

WHEREAS, the Collier Metropolitan Planning Organization received funding through the Fiscal Year 2023 Safe Streets and Roads for All (SS4A) Discretionary Grant Program to develop a Safety Action Plan; and

WHEREAS, in accordance with the requirements of the SS4A grant program, the Safety Action Plan must include an MPO Resolution committing to eventual goal of zero roadway fatalities and serious injuries achieved through an ambitious percentage reduction of fatalities and serious injuries by a specific date; and

WHEREAS, the Safety Action Plan supports FDOT's Target Zero by establishing an ambitious goal of reducing fatalities and serious injuries by 25% by 2050.

WHEREAS, the Collier MPO has consistently adopted the Florida Department of Transportation's (FDOT) Vision Zero performance targets on an annual basis; and

WHEREAS, the Safety Action Plan establishes an ambitious goal of reducing fatalities and serious injuries by 25% by 2050 to serve as a call to action.

THEREFORE, BE IT RESOLVED by the Collier Metropolitan Planning Organization that:

1. The Safety Action Plan is hereby approved.
2. The Collier Metropolitan Planning Organization's Chairman is hereby authorized to execute this Resolution certifying the MPO Board's approval of the Safety Action Plan.

This Resolution was PASSED and duly adopted by the Collier Metropolitan Planning Organization Board after majority vote on this 10th day of October 2025.

Attest:

By: _____
Anne McLaughlin
MPO Executive Director

COLLIER METROPOLITAN PLANNNING ORGANIZATION

By: _____
Commissioner Dan Kowal
Collier MPO Chair

Approved as to form and legality:

_____
Scott R. Teach, Deputy County Attorney

This resolution is included as a draft and will be replaced with the formal resolution upon adoption of the Safety Action Plan.

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GLOSSARY OF KEY TERMS

Areas of Persistent Poverty (APP) – defined by the U.S. Department of Transportation (USDOT) as geographic areas that have experienced long-term economic distress. This designation includes any census tract with a poverty rate of at least 20 percent as measured by the 2014 – 2018 5-year data series available from the American Community Survey of the Bureau of the Census.

Action – actionable, specific, measurable, time-bound commitments by Collier MPO and its partners to achieve zero traffic fatalities or severe injuries.

American Community Survey (ACS) – an ongoing survey of approximately 3.5 million households conducted by the US Census Bureau. The ACS provides information about the nation's population, housing and workforce, and helps inform how federal funds are distributed.

Bicycle & Pedestrian Master Plan (BPMP) – a guiding document that prioritizes the development of a safe and interconnected bicycle and pedestrian network within Collier County.

Census Tract – small, statistical subdivision of a county containing 1,200 - 8,000 people. Boundaries to Census Tracts may be updated every 10 years.

Congestion Management Process (CMP) – a data-driven, 8-step process designed to improve transportation system performance by reducing traffic congestion in Collier County. It's a federally mandated process for MPOs with populations over 200,000, like Collier, and is integrated into the overall transportation planning process. The CMP identifies congestion hotspots, analyzes solutions, and prioritizes projects for funding to mitigate congestion.

Countermeasure – a strategy or tool effective in reducing roadway fatalities and serious injuries.

FDOT – Florida Department of Transportation.

Fatal Crash – a crash where one or more person is killed.

High Injury Network (HIN) – a collection of streets where a disproportionate number of severe and fatal crashes occur. The HIN is used to prioritize safety interventions and focus efforts on areas with higher rates of fatality or injury.

KSI Crash – a crash resulting in a fatality (Killed) or Serious Injury.

Long Range Transportation Plan (LRTP) – a strategic document that identifies transportation priorities and investment needs over a 20-year planning horizon. It is federally required for MPOs and must be updated every five years to remain eligible for federal transportation funding. For the Collier MPO, the LRTP serves as the guiding framework for the future of the regional transportation network, including the cities of Naples, Marco Island, and Everglades City, and informs project selection and prioritization in the Transportation Improvement Program (TIP).

Metropolitan Planning Organizations (MPOs) – the regional planning agencies responsible for coordinating transportation planning and decision-making in urbanized areas with populations of 50,000 or more in the United States.

Safe System Approach – US DOT's guiding paradigm to address roadway safety based on 5 elements: 1. Safer People; 2. Safer Roads; 3. Safer Vehicles; 4. Safer Speeds; 5. Post-Crash Care.

Serious Injury Crash – a crash that results in an incapacitating injury, which includes any non-fatal injury that prevents the person from walking, driving, or resuming their normal activities before the crash. This includes severe lacerations, broken or distorted limbs, skull/chest/abdomen injuries, unconsciousness at the scene, and similar serious conditions.

Severe Crash – a general term encompassing both fatal and serious injury crashes.

Systemic Safety – an approach to safety involving widely implementing improvements based on high risk roadway features correlated with specific severe crash types.

Transportation Improvement Program (TIP) – a five-year, fiscally constrained, multi-modal program of transportation projects within the Collier MPO Planning Area that will receive federal and/or state funding. The TIP is updated each year and includes highway, bridge, bicycle and pedestrian facilities, transit, congestion management, road and bridge maintenance, transportation planning and transportation disadvantaged projects.

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EXECUTIVE SUMMARY

By identifying risks, setting clear goals, and outlining concrete steps to improve roadway safety, the Collier MPO Safety Action Plan provides a roadmap to reduce serious and fatal traffic injuries by at least 25 percent by 2050.

Between 2013 and 2022, traffic deaths in Florida have surged by 47%, outpacing the national increase. Between 2019 and 2023, 929 severe crashes on Collier County non-interstate roadways killed 184 people and seriously injured 986 more. Like many regions across the country, we view these losses as tragic, unacceptable, and preventable. To address this challenge, the MPO is applying proven strategies used by peers nationwide and internationally, including the Safe System approach and proven safety countermeasures, to create safer, calmer roadways for all residents and visitors.

The **Safety Action Plan** is based on a comprehensive countywide crash analysis and shaped through collaboration with the Safety Action Plan Steering Committee, MPO advisory committees, tribal representatives from the Miccosukee and Seminole tribes, and input from the public.

It identifies the people most affected by severe crashes, the behaviors and roadway conditions that contribute to deaths and serious injuries, and the locations that make up the **High Injury Network** where improvements can be prioritized.

Supporting this effort is the **Countermeasures Toolkit**, which describes effective safety strategies available to local governments in Collier County. While not exhaustive, it highlights proven tools that can be implemented to improve safety, particularly along the High Injury Network.

The core of the Safety Action Plan consists of **six goals**, supported by 17 strategies and 41 implementation actions. As the MPO and its partners put these strategies into action, they will track progress, evaluate safety impacts, and adjust efforts to maximize results and save lives.

By working together, Collier MPO and its partner municipalities can transform Collier County's streets into places where everyone can travel safely without fear of injury or loss of life. **The six goals and their corresponding strategies are:**

1 Promote a culture of safety among the public and within agencies to prevent severe crashes

by addressing the root causes of dangerous driving, including channels such as increased traffic education and enforcement.

- Conduct county-wide outreach and education around traffic safety best practices
- Strengthen the capacity of law enforcement to strategically enforce roadway regulations and efficiently allocate resources to better protect vulnerable road users
- Improve safety in parking lots through targeted outreach
- Improve the safety of motorcycle travel through targeted outreach
- Increase awareness about e-bikes and their safe operation through targeted outreach

2 Design safe streets for everyone with improvements that reduce speeds and mitigate risky driving and support

complete streets and multimodal design.

- Prioritize funding for safety improvements along the High Injury Network (HIN)
- Develop and fund projects that implement a toolkit of proven safety countermeasures that can be implemented through roadway projects focused on contributing factors to fatal and serious injury crashes, including speeding and roadway departure
- Develop complete networks for all modes that prioritize connectivity
- Ensure all road users are prioritized in the planning of transportation infrastructure
- Prioritize infrastructure investments that increase the safety of school children, for all modes of travel

3 Collaborate to integrate safety into multi-jurisdictional policies

and processes, reducing severe crash risks.

- Bolster the capacity of member entities to conduct traffic safety initiatives and programs
- Collaborate on funding opportunities that enhance Vision Zero goals

4 Expand safe mobility options by securing resources for accessible, affordable, multimodal, and connected

networks for all ages and abilities.

- Protect and connect active transportation users through dedicated infrastructure
- Consistent with MPO's Bicycle and Pedestrian Master Plan and Congestion Management Plan, prioritize projects for safety funding that improve safety and accessibility for pedestrian and bicyclists

5 Enhance data sharing and transparency throughout the county and among the member entities.

- Establish the routine sharing of information to raise awareness of traffic safety initiatives and progress across the region

6 Increase and expand implementation pathways, including funding support.

- Pursue federal and state funding sources for traffic safety
- Support regional and local project readiness to move projects forward

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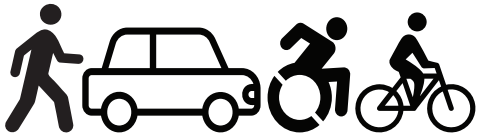

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INTRODUCTION

HOW TO USE THIS PLAN
GUIDING VISION
& OVERVIEW OF THE SAFE SYSTEM APPROACH

One life lost is too many.

Everyone in Collier County deserves safe streets, whether they walk, bike, take public transit, or drive and regardless of who they are or where they live. Yet between 2019 and 2023, 184 people lost their lives in traffic crashes within the county. Nearly a quarter of those people (23%, or 42) were vulnerable road users—cyclists and pedestrians—despite making up a much smaller share of overall travelers. This alarming statistic highlights a troubling rise in roadway fatalities. The Collier Metropolitan Planning Organization (MPO) and its State and municipal partners no longer accept traffic fatalities and injuries as the status quo.

Traffic crashes are not unavoidable "accidents"—they are preventable incidents that demand a comprehensive response. Recognizing this, the Collier MPO has committed to eliminating traffic deaths and serious injuries. The Florida Department of Transportation (FDOT) has committed to achieving zero traffic fatalities or severe injuries across Florida's roadways with the statewide *Target Zero* initiative. Consistent with this goal, the Collier MPO adopted FDOT's safety performance targets beginning in February 2018 and has continued to do so on an annual basis.

These efforts align Collier MPO with the Federal Highway Administration's (FHWA) Zero Deaths Vision, the Florida Department of Transportation's (FDOT) Strategic Highway Safety Plan (SHSP), and Target Zero.

To achieve this vision, this **Comprehensive Safety Action Plan** provides a clear, data-driven roadmap for making Collier County's roads safer. Throughout this process, the MPO has engaged with community members and stakeholders to understand the challenges they face and the opportunities they support for safer streets.

Collier MPO is committed to reducing serious injuries and fatalities by 25 percent by 2050. By working together, Collier MPO and its partner municipalities can transform Collier County's streets into places where everyone can travel safely without fear of injury or loss of life.

HOW TO USE THIS PLAN

The Safety Action Plan serves as a strategic roadmap for reducing traffic deaths and serious injuries by identifying risks, setting clear goals, and outlining actionable steps to improve roadway safety.

As a practical tool, this Safety Action Plan:

- **Serves as a Blueprint for Safety Investments** – Identifies high-risk areas and guides infrastructure improvements. This can aid the MPO in prioritizing projects in both the Long Range Transportation Plan (LRTP) and ultimately the Transportation Improvement Program (TIP).
- **Aids in Securing Grant Funding and Resources** – Strengthens grant applications and justifies safety investments for both the MPO its local jurisdictions. The MPO can use the Safety Action Plan's findings to justify funding requests and to program projects into the TIP.
- **Guides Policy and Program Development** – Supports enforcement, education, data collection, and traffic engineering countermeasures that specifically address critical traffic safety issues within the area.
- **Fosters Collaboration Across Agencies** – Aligns efforts across agencies and defines responsibilities for the activities detailed in the Plan.
- **Acts as a Communication and Advocacy Tool** – Educates stakeholders and builds public support towards traffic safety projects and initiatives.
- **Establishes a Framework for Accountability** – Sets measurable goals and performance metrics to track progress towards achieving better traffic safety outcomes in the region.

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Goodland Bridge, Marco Island

VISION ZERO AND THE SAFE SYSTEM APPROACH

Zero is the Goal. A Safe System is how we get there. The MPO acknowledges that even one death on our transportation system is unacceptable, and that safe mobility must be assured for all road users. This idea is sometimes called "Vision Zero," first adopted in Sweden and spread around the world. Collier MPO is honored to join the cities, counties, and planning organizations that have adopted this goal.

For achieving zero traffic deaths, this Action Plan applies the Safe System approach, a framework developed by the Federal Highway Administration (FHWA). This approach is based on two fundamental principles: humans make mistakes, and the human body has a limited ability to withstand crash impacts. In a Safe System, those mistakes should never result in death or serious injury.

The Six Principles of the Safe System Approach

1. **Deaths and serious injuries are unacceptable –** Safety must be the top priority.
2. **Humans make mistakes –** Roads should be designed to accommodate inevitable errors.
3. **Humans are vulnerable –** Roadway design and policies must account for the physical limits of the human body
4. **Responsibility is shared –** Governments, transportation agencies, drivers, and all road users play a role in safety.
5. **Safety is proactive –** Preventative measures should be taken before crashes occur.
6. **Redundancy is crucial –** Multiple layers of protection should exist to prevent serious crashes.

A comprehensive approach addresses every factor contributing to crash risk. The five key elements of a Safe System work together to create multiple layers of protection and a shared responsibility for traffic safety:

1. **Safe Road Users:** Encouraging responsible behavior for all travelers.
2. **Safe Vehicles:** Promoting technologies and designs that enhance safety.
3. **Safe Speeds:** Managing speeds and road design to reduce crash severity.
4. **Safe Roads:** Designing infrastructure that minimizes risk and protects all users.
5. **Post Crash Care:** Ensuring rapid and effective emergency response to save lives.



Source: USDOT

GUIDING VISION FOR THIS PLAN

The Safe System approach for Collier MPO is guided by six core goals that were determined via Steering Committee collaboration, public input, and MPO leadership guidance:

1. **Promote a Culture of Safety** among the public and within agencies to prevent severe crashes by addressing the root causes of dangerous driving, including channels such as increased traffic education and enforcement.
2. **Design Safe Streets for Everyone** with improvements that reduce speeds and mitigate risky driving and support complete streets/multimodal design.
3. **Collaborate to Integrate Vision Zero** into multi-jurisdictional policies and processes, reducing severe crash risks.
4. **Expand Safe Mobility Options** by securing resources for accessible, affordable, multimodal, and connected networks for all ages and abilities.
5. **Enhance Data Sharing and Transparency** throughout the County and among the member entities.
6. **Increase and expand implementation pathways**, including funding support.



City of Naples

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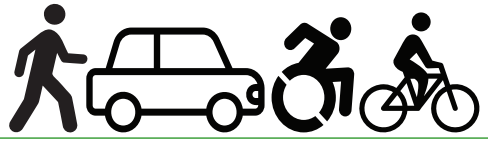

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DEVELOPING THIS ACTION PLAN

STEERING COMMITTEE
MPO BOARD, ADVISORY COMMITTTEES, AND TRIBAL NATIONS
& PUBLIC OUTREACH

This plan represents the results of ongoing collaboration. Collier MPO was awarded a Fiscal Year 2022 Action Plan Grant Award via the U.S. Department of Transportation Safe Streets and Roads for All (SS4A) program and funded through the Bipartisan Infrastructure Law to develop this Comprehensive Safety Action Plan. Plan development began in late spring of 2024 with the establishment of the Safety Action Plan Steering Committee, initial crash data collection and analysis, and consultation with the MPO's Advisory Committees. Coordination with tribal nations and public outreach efforts were conducted to better understand the traffic safety experiences of those living in Collier County today. Stakeholders were engaged throughout the process to better understand the daily traffic safety concerns and opportunities that could not be understood through crash data analysis alone. Their insights helped shape this Safety Action Plan.

STEERING COMMITTEE

The Collier MPO Safety Action Plan Steering Committee is comprised of a wide range of perspectives, including representatives from FDOT, local governments and tribes, law enforcement, advisory groups, emergency responders, and community members engaged in or affected by traffic crashes.

Four Steering Committee Workshops took place during the development of the Action Plan. Participants analyzed crash data, identified community challenges and needs, and brainstormed strategies to address them. In addition, Steering Committee members reviewed all draft materials and provided feedback.

Steering Committee Member Affiliations:

- Florida Department of Transportation District 1
- Florida Department of Health
- Collier County Traffic Operations
- Collier County Transportation Management Services
- Collier County Emergency Management Services
- Collier County Sheriff's Office
- Collier County Public Schools
- Collier MPO Bicycle and Pedestrian Advisory Committee (BPAC)
- Collier MPO Citizens Advisory Committee (CAC)
- Collier County Congestion Management Committee (CMC)
- Collier County Community Traffic Safety Team (CTST)
- Collier County Community Redevelopment Agency
- Immokalee Community Redevelopment Agency
- Bayshore Gateway Triangle Community Redevelopment Agency
- City of Naples
- City of Marco Island
- Miccosukee Tribe
- Seminole Tribe
- Local Police Departments (City of Naples, City of Marco Island)
- Naples Pathway Coalition
- At Large Citizens

MPO BOARD, ADVISORY COMMITTEES, AND TRIBAL NATIONS

Over the course of Plan development, the MPO met twice with the Bike Ped Advisory Committee, Citizens Advisory Committee and Technical Advisory Committee, three of the five Committees established to advise the MPO Board. Committee members are either citizen volunteers, jurisdictional staff, or agency representatives. The Plan in its development was also brought before the MPO Board twice. Further, consistent with the MPO's Public Participation Plan's Government-to-Government communications policy, four meetings (two with each tribe) were held with Seminole Tribe of Florida and Miccosukee Tribe representatives, one of which was held at the Seminole Tribe of Florida's Immokalee Reservation to present the Plan and solicit feedback, ensuring their unique perspectives and concerns were addressed.

These meetings were held at strategic times for Plan development, to facilitate feedback on the roadway safety conditions assessment and again to provide feedback on the Plan's recommended actions.



Big Cypress National Preserve

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PUBLIC OUTREACH

Members of the public were invited and encouraged to participate in the development of the plan through an online survey and map and online workshops to provide input on their experiences with traffic safety, review the data, and provide direction on the goals of the plan.

ONLINE SURVEY AND INTERACTIVE MAP

On August 16, 2024, a survey and interactive map were sent out to capture the public's input on how to minimize roadway fatalities and make Collier County road systems safer for residents, workers, and visitors. Links to the survey and interactive map were posted on the Collier MPO website, sent out to the MPO's advisory committees and shared several times via the MPO's monthly newsletter. The survey gathered input on participants' travel habits, experiences with transportation safety, perceived risks, areas of concern, and preferred interventions. Additionally, the map tool invited participants to identify specific locations in the County where they felt unsafe. The platforms accepted new replies until November 30, 2024. The survey was published in both English and Spanish, and a total of 322 survey responses were received. The map tool received 34 pins identifying problem areas, and specific locations of concern were also included as part of the survey responses. In addition, constituent comments related to roadway safety for either this Action Plan or the Bicyclist and Pedestrian Master Plan, in concurrent development, were collected and reviewed.

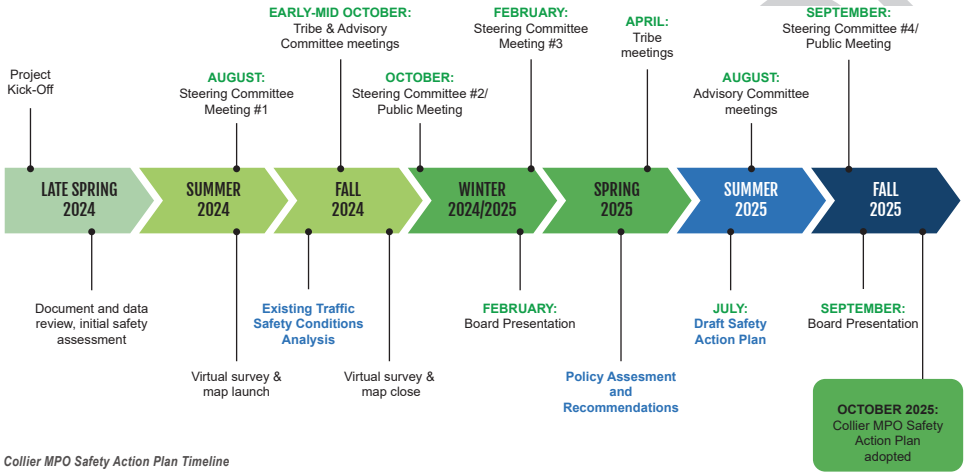
ONLINE WORKSHOPS

To ensure accessibility, two online open-house workshops were held after standard work hours during the Plan's development. These meetings coincided with the Steering Committee meetings 2 & 4, and invited both members of the public at large and the Steering Committee to engage in collaborative discussion.

Workshop Details

Workshop One: Conducted early in the plan development process in October 2024, the meeting included a presentation on the project purpose and summarized key points from the existing conditions safety data analysis. In an interactive platform, participants reviewed crash data, discussed traffic safety concerns, and brainstormed potential interventions and strategies. The meeting had 22 participants.

Workshop Two: Held in September 2025, the meeting presented an overview of the draft Safety Action Plan to the Steering Committee and the public, with the purpose of soliciting feedback on the plan's recommendations.



Collier MPO Safety Action Plan Timeline

ASSESSMENT OF CURRENT POLICIES & PRACTICES

Policy and process change constitute one of eight action plan components required by the U.S. Department of Transportation's (USDOT) SS4A program. Aligning policies and processes with the Safe System approach and operationalizing the Safe System principles within standards, guidance, and plans are critical steps that the MPO can take to eliminate severe crashes.

The policy and process recommendations were comprised of four inputs, which included looking at existing Collier MPO plans and policies, surveying the Steering Committee, conducting deep dive interviews with key stakeholders, and reviewing peer Safety Action Plans and Vision Zero Initiatives in the state of Florida to identify common plan and best-practice policy recommendations across the state. Key takeaways are highlighted in this Plan, and a complete policy and process review is included in **Appendix C: Countermeasure and Policy Recommendations Memorandum.**



Policy and Process Recomendation Inputs

PEER SCAN

The Collier MPO reviewed relevant Vision Zero and SS4A Safety Action Plans from comparable Florida jurisdictions, including other MPOs, cities, and counties. The following jurisdictions' Safety Action Plans were reviewed: City of Gainesville, MetroPlan Orlando, Forward Pinellas, Sarasota County, City of Tampa, City of Orlando, and City of Deerfield Beach. The peer review scan found that these agencies have developed a broad array of policies and processes to reduce fatal and severe crashes, generally focused on items that can be grouped across six focus areas: education and culture, design and engineering, data collection and management, engagement and public outreach, funding, and equity and inclusion.

- Within **education and culture**, jurisdictions are raising awareness of traffic safety issues, training fleet drivers in safe operations, collaborating with schools and public agencies to educate the general public about traffic safety, and promoting a culture of safety among municipal staff.
- **Design and engineering** strategies across the peers emphasize Safe System design, speed management, and expanding multimodal networks.
- In **data collection and management**, agencies are improving crash data accuracy and analysis by partnering with law enforcement and health departments. They are also using technology to better understand crash factors.
- **Engagement and public outreach** efforts involve establishing working groups, task forces, and interactive platforms to inform and involve the public.
- **Funding strategies** focus on aligning resources with safety goals by reprioritizing investments to focus on safety, supporting federal grant applications to fund safety projects, and exploring new revenue streams.
- **Geographic distribution of benefits** is being addressed through efforts to prioritize underserved communities, study crash impacts on vulnerable groups, and ensure safety improvements are implemented across the region.

Within these overall focus areas, all of the plans included a strategy on design and engineering changes that targeted high-crash locations and vulnerable roadway users and educational campaigns that seek to raise awareness of roadway safety across all user groups.

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EXISTING PLAN REVIEW

A review of existing plans within the Collier MPO, including the Local Road Safety Plan (LRSP), the 2045 Long Range Transportation Plan (LRTP), the Transportation Improvement Program (TIP), the Unified Planning Work Program (UPWP), Congestion Management Process (CMP), and the 2019 Bicycle and Pedestrian Master Plan (BPMP), identified how traffic safety goals and objectives have been considered in previous efforts. Common safety goals in these plans include:

- Increased safety of the transportation system for motorized and non-motorized users;
- Safe, connected, efficient, and convenient mobility options including transit;
- Improved accessibility for people walking and biking through investments in infrastructure;
- Equitable community input and inclusive transportation network outcomes.

The Safety Action Plan is grounded in this context and builds upon existing work.



Previous Plans and Programs that inform the Safety Action Plan

STEERING COMMITTEE SURVEY

The Collier MPO distributed a survey to the Steering Committee in order to assess the policies and processes impacting the delivery of traffic safety projects. The survey results revealed key barriers, opportunities, and gaps in efforts to improve street safety. A major barrier cited was the lack of resources, including funding and staffing, for enforcement and data collection which hampers traffic calming initiatives. Many agencies also reported rising crash rates post-2020, consistent with the data analyzed in this Plan. Opportunities were also mentioned in survey responses including the widespread usage of tools like Florida's Signal Four Analytics for crash data monitoring, an interest in policy reform such as automated traffic enforcement, and effective collaboration with tribal and community partners. Gaps persist in the form of policies around automated enforcement and multimodal infrastructure, lack of legislative support for change in general, confusion over enforcement (particularly with emerging modes like e-bikes), and a lack of clarity around Vision Zero goals in some jurisdictions, highlighting a need for clear direction.

STAKEHOLDER INTERVIEWS

Interviews were conducted with key staff at the MPO and the MPO's member entities. The interview and survey questions sought further information regarding existing policies within the MPO area and suggested areas of improvement from the informed perspective of staff and key stakeholders. The intention of this review was to fully understand current policies and roadway safety practices within the MPO.

The interviews highlighted several key barriers, opportunities, and gaps affecting safety efforts. Barriers included limited funding, especially in smaller or seasonal communities like Marco Island, as well as staffing shortages that hinder education, enforcement, and emergency response. E-bike usage emerged as a major concern, with unclear and conflicting understanding of regulations creating enforcement challenges. In terms of opportunities, stakeholders expressed strong interest in expanding driver education programs, especially through school partnerships and social media, and scaling up promising outreach programs. Data-driven improvements and infrastructure upgrades, such as the installation of Rectangular Rapid Flashing Beacons (RRFBs), redesigned intersections, and exploring advanced technologies such as signal synchronization and ITS were also noted. However, gaps remain in adult-focused safety education, near-miss and crash data collection, regulatory clarity for emerging transportation modes, and emergency response coordination, particularly in areas that are lacking trauma centers.

2025 E-Bike Ordinance

On April 22, 2025, while this Safety Action Plan was in development, the Collier County Board of Commissioners adopted a new ordinance regulating e-bike use. The ordinance specifies that:

- E-bikes of any class must not exceed 15 mph when operated on sidewalks.
- Individuals under 16 are prohibited from riding Class 3 e-bikes.
- All e-bike classes are permitted on sidewalks; however, riders over 16 using a Class 3 e-bike must use bike lanes when available and are not allowed on sidewalks. They must also adhere to the 15 mph speed limit.

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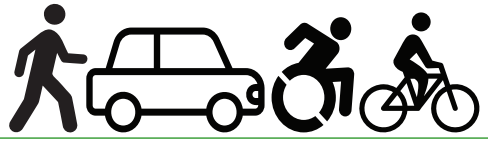

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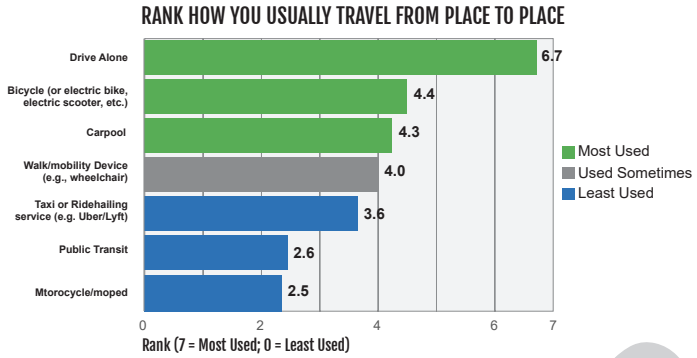
ENGAGEMENT AND COLLABORATION RESULTS

PUBLIC AND STAKEHOLDER FEEDBACK

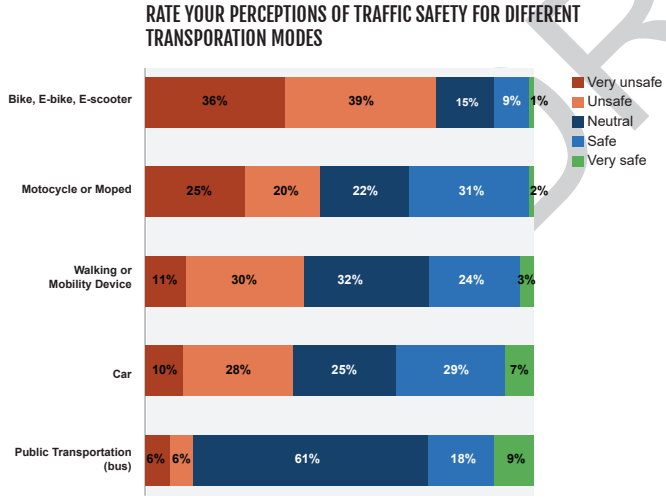
The feedback from the stakeholder meetings and public outreach highlighted several recurring themes that informed the goals and recommendations included in this Action Plan. Detailed summary of the public engagement including survey responses, comments on specific locations, and other feedbackare included in **Appendix A: Engagement Summary**.

PERCEPTIONS OF TRAFFIC SAFETY IN COLLIER COUNTY

Many residents of Collier County prefer driving alone to any other mode of transportation. The modes of transportation that are least utilized in Collier County among survey respondents are public transportation and motorcycles or mopeds.



When asked how safe they feel when using different modes of transportation in Collier County, rating the modes on a scale of "Very Safe" to being "Very Unsafe," survey respondents felt most unsafe using bicycles, e-bikes, and e-scooters as modes of transportation.

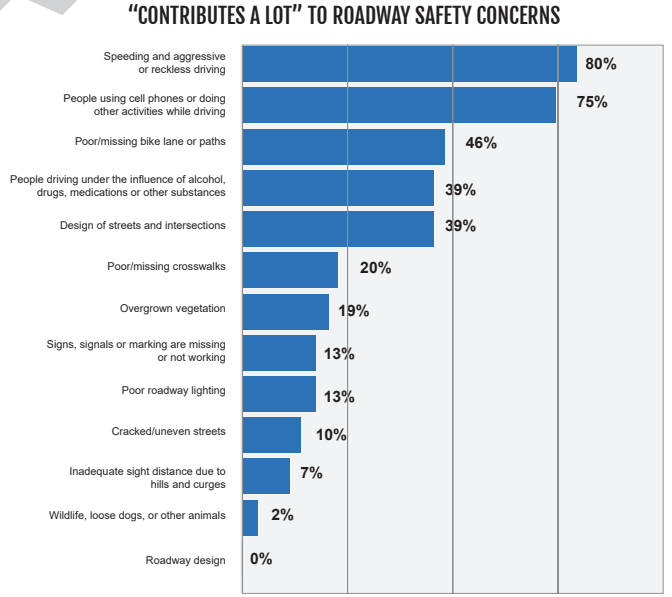


Source: Collier MPO Safety Action Plan Survey

MOST FREQUENTLY NOTED CONCERNS

Respondents shared their safety concerns, experiences, and insights related to how challenges and opportunities getting around Collier County. The most frequently noted concerns and ideas included:

- **Travel Changes Due to Safety Concerns:** Residents often change routes or travel times to avoid heavy traffic, reckless driving, and unsafe conditions—especially on Immokalee Road, Collier Boulevard, and Tamiami Trail. Cyclists and pedestrians avoid streets lacking sidewalks or bike lanes, citing aggressive and distracted drivers.
- **Pedestrian and Cyclist Safety:** Roads like Rattlesnake Hammock Road, Collier Boulevard, and Pine Ridge Road lack safe facilities for non-drivers. Right-turn lanes and ignored pedestrian priority in crosswalks increase risk. Poor lighting and limited crossings make parts of Tamiami Trail particularly dangerous.
- **Road Design Issues:** Unsafe intersections, such as Collier Boulevard at Bald Eagle Boulevard, highlight the need for infrastructure upgrades.
- **Driver Behavior and Enforcement:** Speeding, red-light running, texting while driving, and aggressive behavior are common, especially on Collier Boulevard, I-75, and Tamiami Trail. Residents support stronger enforcement and more police presence.
- **Traffic Flow and Congestion:** Key intersections like Collier Boulevard at 25th Avenue Southwest and Golden Gate Parkway suffer from backups, short turn lanes, and poorly managed merges, especially during peak hours.



Source: Collier MPO Safety Action Plan Survey





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PUBLIC COMMENTS

"THIS PLAN NEEDS TO CONSIDER SAFETY RELATED TO NEW POPULATION GROWTH AND DEVELOPMENT."

"Any changes to roadways in the Everglades should consider efforts to *improve the hydrology of the Everglades"*

"LOWER ALL SPEED LIMITS BY 5 MPH and install automated enforcement."

"Give peds and bikes more space, make cell phone use illegal while driving, lower all speed limits by 5mph to 10mph, enforce traffic law."

"...Law enforcement [should] be visible and enforce the laws.. People know they can get away with it because law enforcement will do nothing."

"Less flashing yellow lights for left hand turns at intersections where the distance is too great (like Airport Rd and Corporate Flight Drive.)"

"Properly designed roadways that accommodate a bike lane of travel."

"Better bike lanes and crosswalks. More signage."

"Enforce left lane laws regarding to keep right except for passing."

"HANDS FREE DRIVING, STOP DISTRACTIONS."

"Electric bikes should not be allowed on sidewalks, too dangerous for walkers"

"Something to be done about red light runners and more driver education (ex who has right of way, etc). Also, bikes need to be more respectful of driving vehicles."

"BUSHES AT LEFT HAND CROSS LANES NEED TO BE MOVED BACK or removed to allow for better visibility of oncoming traffic."

Source: Collier MPO Safety Action Plan Survey

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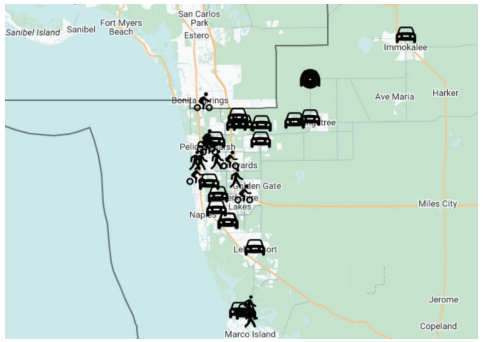
LOCATIONS OF CONCERN

Through the survey, interactive map, and stakeholder meetings, Collier MPO identified five key roads of concern across the County. The public perception noted for the key roads of concerns include:

- **Immokalee Road:** Immokalee Road consistently emerges as one of the most problematic roads. Issues include speeding, aggressive driving, lane weaving, and running red lights. Intersections such as Immokalee Road and Logan Boulevard, Collier Boulevard, and Wilson Boulevard are considered particularly hazardous.
- **US Route 41 / Tamiami Trail:** US Route 41 / Tamiami Trail is seen as dangerous and congested, with frequent speeding, red-light running, and aggressive driving. Many avoid it during peak hours. Pedestrians feel unsafe crossing wide intersections, while cyclists cite a lack of protected lanes, narrow shoulders, and roadside debris—especially on the East Trail. Respondents also raise concerns about unsafe turns, distracted driving, and weak enforcement, calling for safer crossings, better bike infrastructure, and stronger traffic monitoring.
- **Collier Boulevard:** Collier Boulevard is seen as unsafe and congested, with many often avoiding it due to speeding, red-light running, and aggressive driving. Bicyclists and pedestrians cite poor infrastructure and lack of protection. Many call for better enforcement, safer bike lanes, and improved road maintenance.
- **Pine Ridge Road:** Pine Ridge Road is viewed as one of the most stressful roads in the area, with many citing frequent speeding, aggressive driving, and distracted drivers. Many avoid it entirely, noting unsafe conditions created by large trucks, high speeds, and difficult turns across multiple lanes. Calls for stronger enforcement, more visible law enforcement, and improved bike infrastructure—such as protected and wider bike lanes—were common. Overall, Pine Ridge is seen as congested, chaotic, and in need of safety upgrades.
- **Golden Gate Parkway:** Concerns include frequent red-light running, speeding, particularly by large trucks, and unsafe turning movements. Residents request improved bike and pedestrian infrastructure, including protected lanes and crossings, and some suggest an overpass to connect parks and greenways for safer access.



Collier County residents were invited to identify areas of concern using an interactive map (above). Full details of the interactive map comments are available in **Appendix A: Engagement Summary**. *Additional input from survey comments, emails, and public meetings helped highlight specific roads and locations with traffic safety issues.*



US Route 41 / Tamiami Trail



Golden Gate Parkway

SUPPORTED INTERVENTIONS

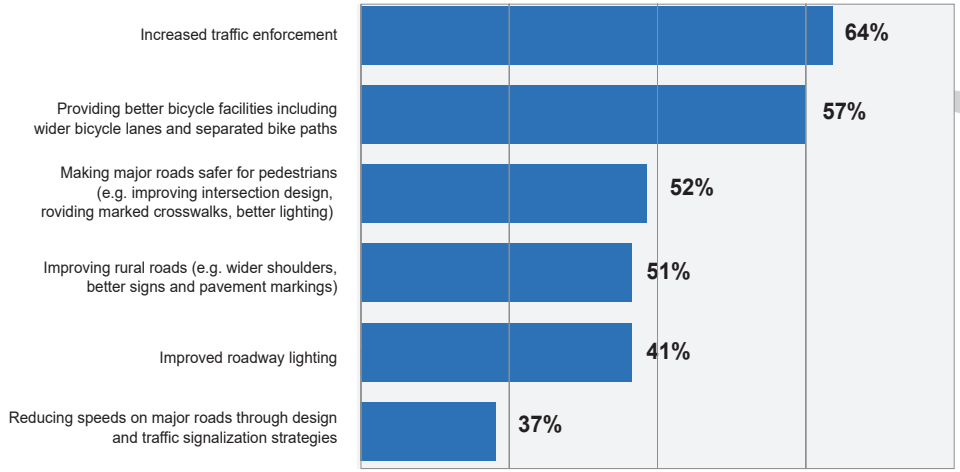
During the Plan development process, the Collier MPO surveyed residents and engaged stakeholders to identify preferred traffic safety interventions. Many respondents strongly support stricter enforcement—especially against speeding, red-light running, and distracted driving—along with increased use of technology like red-light cameras and higher fines. They also prioritize safer infrastructure, including separated bike lanes, wider sidewalks, visible crosswalks, and pedestrian-friendly signals. Other suggestions by survey respondents include lower speed limits in key areas, improved rural roads, better signage, and expanded transit options. Public education, stronger penalties, and more police presence were also seen as critical.

Top Five Preferred Traffic Safety Measures

1. Increasing traffic enforcement
2. Providing better bicycle facilities including wider bicycle lanes and separated bike paths
3. Making major roads safer for pedestrians
4. Improving rural roads
5. Improving roadway lighting

These supported measures echoed feedback heard in both Steering Committee, the virtual public workshop, and Advisory Committee discussions.

"VERY SUPPORTIVE" OF INTERVENTION FOR INCREASING TRAFFIC SAFETY



Source: Collier MPO Safety Action Plan Survey

PUBLIC COMMENTS

"I used to feel safe on Livingston [Road] but not anymore!"

"Immokalee Road needs more bike lanes west of 75"

"Collier Blvd northbound separate bike path has been in disrepair and is not user friendly (have to cross at intersections or dismount the bike many times)"

"THERE ARE TOO MANY CARS NOW- these roads need to be 45 max with speeders shown no leniency.

WE WITNESS AGGRESSIVE AND UNSAFE DRIVING DAILY [on Immokalee Road]."

"Livingston Rd speeds are too fast! The problem is the infrastructure has become inadequate for the increasing volume of vehicles."

"I'VE BEEN TAKING VANDERBILT BECAUSE I AM FEARFUL OF IMMOKALEE ROAD."

"Drivers do not stop or even notice peds/bikes [at Pine Ridge Road & Goodlette Frank Road]. Many similar right- turn lanes are horrible for pedestrians."

"From a blind resident's perspective: walking in Naples feels unsafe. Sidewalks end abruptly, crossings are too short, and right-on-red turns make crossing unsafe—sometimes Uber is the only safe option."

"Collier Blvd speeding, red light running and aggressive driving"

"US-41 is seeing more cyclists, but the roadway is unsafe for these users"

Source: Collier MPO Safety Action Plan Survey

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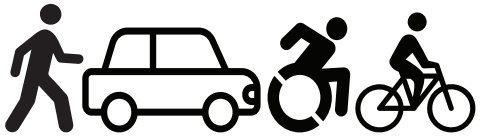

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SAFETY ANALYSIS

FATAL AND SEVERE CRASH TRENDS & FATAL AND SEVERE CRASH CHARACTERISTICS

Traffic crashes remain a leading cause of death in the United States. According to the National Highway Traffic Safety Administration (NHTSA), 42,514 people were killed in traffic crashes on U.S. roadways in 2022—equivalent to one life lost every 12 minutes. In Florida alone, 3,530 fatalities occurred that year. Between 2013 and 2022, traffic deaths in Florida have surged by 47%, outpacing the national increase of 29% and following a similar upward trend.[1]

Among the most vulnerable road users are motorcyclists, bicyclists, and pedestrians, who represent 19%, 22%, and 6%, respectively, of traffic fatalities in Florida, despite representing a much smaller share of total roadway users. In Collier County, 82% of all commute trips for residents are made by single-occupancy vehicle.[2]

FATAL AND SEVERE CRASH TRENDS

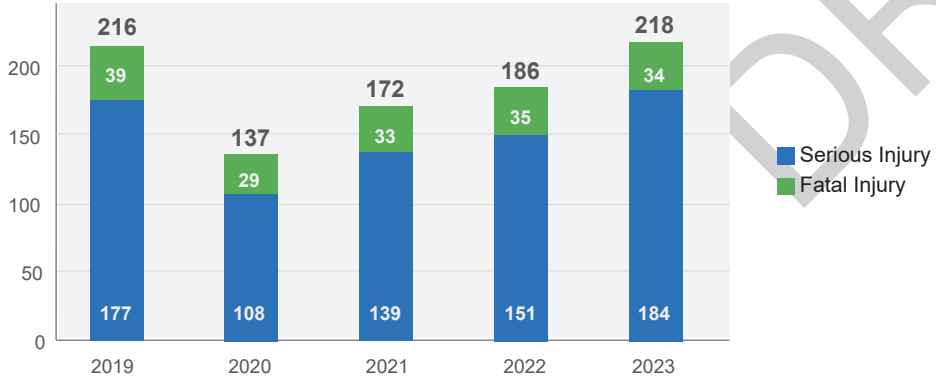
For this Safety Action Plan, Collier MPO analyzed fatal and severe injury crashes (also known as KSI crashes) from 2019 to 2023, the latest full 5-years of data at the time of this publication. This analysis was used to understand where crashes occur and other crash characteristics to be addressed by this Plan.

The study area for this analysis included all crashes within Collier County, excluding Interstate-75. The follow pages highlight key crash trends, while a more detailed analysis can be found in **Appendix B: Existing Conditions & Safety Analysis Memorandum**.

OVERALL CRASHES

Between 2019 and 2023, there were a reported 929 fatal or serious injury (KSI) crashes, averaging about 186 per year (152 serious injury crashes and 34 fatal crashes annually). Between 2019 and 2023, these crashes on Collier County non-interstate roadways killed 184 people and seriously injured 986 more. The number of KSI crashes dipped slightly in 2020, in contrast to nationwide trends, but have since surpassed 2019 levels, highlighting a troubling increase in traffic incidents and the urgent need for improved safety measures.

HOW MANY FATAL AND SERIOUS INJURY CRASHES?



Source: Signal Four Analytics, 2019 to 2023, crashes within Collier County excluding I-75

1 NHTSA DOT Crash Trends
2 U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

CRASHES BY MODE

Motor vehicle crashes account for most of all crashes and cause the most serious injuries and fatalities. However, non-motor vehicle crashes tend to be more severe when they occur.

For example, pedestrians and cyclists account for only 4% of all crashes but represent 23% of all KSI crashes. Motorcyclists are involved in just 1% of all crashes but makeup 14% of KSI crashes.

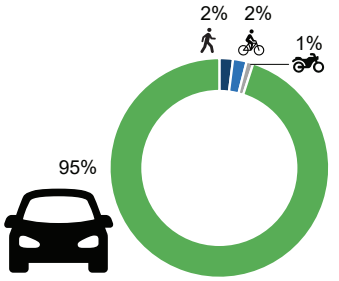
1 in 10 **pedestrian crashes** results in a fatality or serious injury.

1 in 9 **bicyclist crashes** results in a fatality or serious injury.

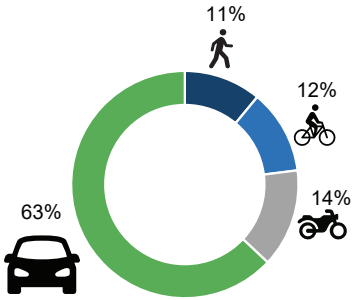
1 in 4 **motorcyclist crashes** results in a fatality or serious injury.

1 in 95 **motor vehicle crashes** results in a fatality or serious injury.

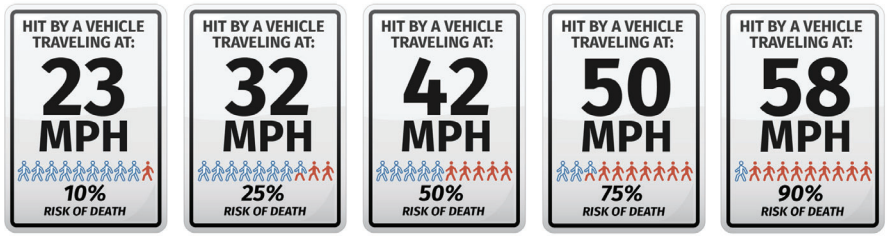
SHARE OF TOTAL CRASHES



SHARE OF KSI CRASHES BY MODE



Source: Signal Four Analytics, 2019 to 2023, crashes within Collier County excluding I-75



Higher vehicle speeds greatly increase the risk of severe injury or death for pedestrians in a crash.

Source: USDOT

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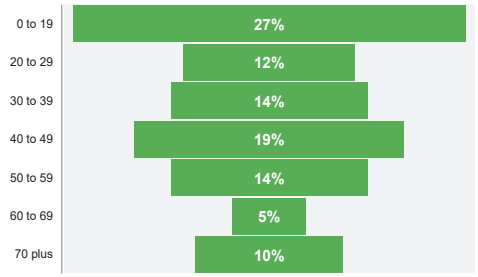
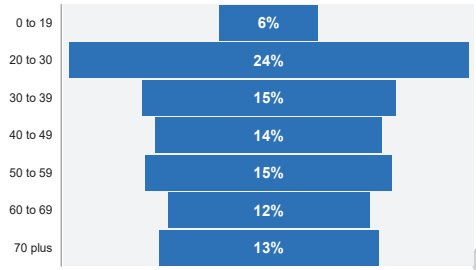
AGES IMPACTED

In Collier County, drivers aged 20 to 30 account for 24% of KSI crashes, despite making up just 9% of the population, highlighting the need for improved driver education among the youngest drivers. Additionally, children and teens (0-19) are disproportionately involved in pedestrian and bicyclist KSI crashes, emphasizing their vulnerability on the roads.

PEDESTRIAN VICTIM AGE FOR KSI CRASHES



DRIVER VICTIM AGE FOR KSI CRASHES

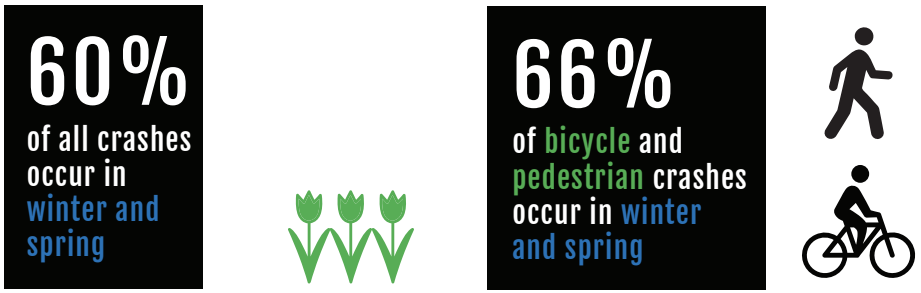


Source: Signal Four Analytics, 2019 to 2023, crashes within Collier County excluding I-75

FATAL AND SEVERE CRASH CHARACTERISTICS

WHEN

More crashes occur in winter and spring, accounting for nearly 60% of all KSI crashes. Concurrently, over half of pedestrian and bicycle KSI crashes, 66%, occur in winter and spring. This contrasts national trends but aligns with the region's annual population fluctuations during these periods.

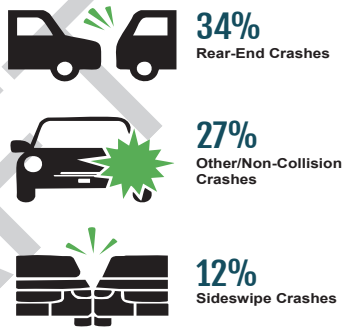


Source: Signal Four Analytics, 2019 to 2023, crashes within Collier County excluding I-75

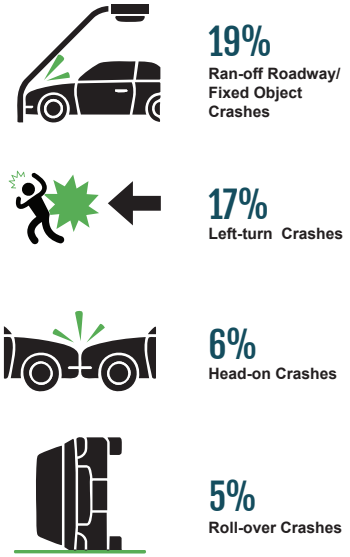
HOW

While rear end, sideswipe, and other / non-collision crashes (including events like fire or flooding that don't involve another person or vehicle) are the most common motor vehicle crash types across all crashes, the most severe (KSI) crash types are roll-over, head-on, left-turn, and ran-off roadway / fixed object crashes (where a motor vehicle strikes a parked car, tree, or other non-moving object).

Most Common Crash Types (All Crashes)



Most Common Crash Types (KSI Crashes)



Source: Signal Four Analytics, 2019 to 2023, crashes within Collier County excluding I-75

WHERE

Crash risk was assessed across both urban and rural roadway types by comparing how frequently crashes occur relative to average rates. Roadway types where crashes occur more often than the countywide average are considered higher risk.

On urban roads, segments with 1 or 2 lanes consistently show low crash risk, regardless of Average Annual Daily Traffic (AADT). Overall, crash risk generally increases with both the number of lanes and daily traffic volume.

On rural roadways, risk also rises with the number of lanes, even though these segments typically carry much lower traffic volumes.

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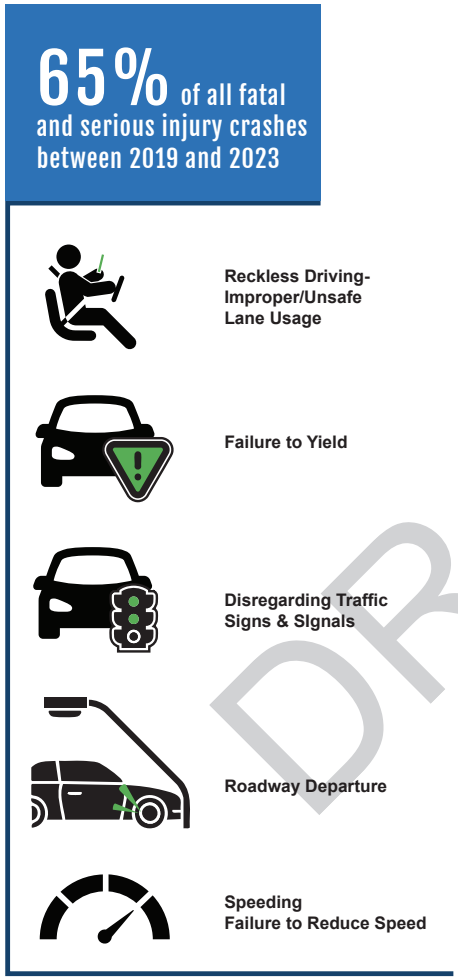
CONTRIBUTING FACTORS

Based on the reported crash data, over half (65%) of all fatal and severe injury crashes are attributed to five main causes: failure to yield, roadway departure, reckless driving, disregarding traffic signals, and speeding. Reckless driving (24%), failure to yield (18%), and roadway departure (12%) account for the largest proportions of these contributing factors.



Source: Signal Four Analytics, 2019 to 2023, crashes within Collier County excluding I-75

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TRAFFIC CRASHES & UNDERSERVED COMMUNITIES IN COLLIER COUNTY

Studies[1] show that underserved communities, including low-income communities and communities with limited resource availability, face higher injury risks due to lack of infrastructure investment and high rates of walking, bicycling, and transit use. The USDOT has identified that people living in the 40% of counties with the highest poverty rate in 2019 had 35% more fatalities than the national average per capita.[2]

The USDOT, FDOT, and Collier MPO are committed to creating a transportation network that serves all users. Achieving zero traffic fatalities necessitates a dedicated effort to ensure investment in the safety needs of underserved communities in preventing roadway fatalities and injuries.

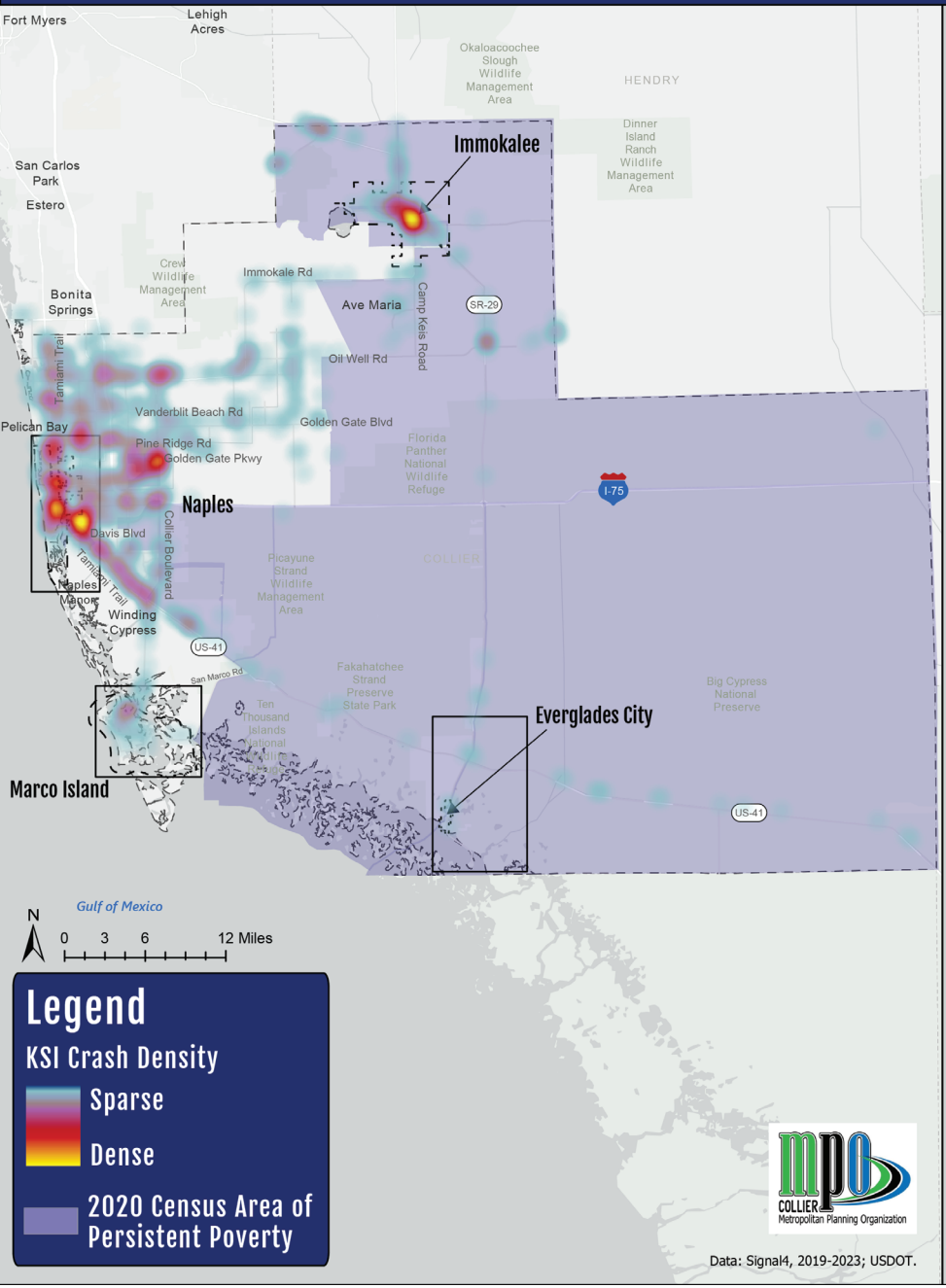
To effectively address crash factors on the County's roads, it's essential to identify the populations that the Safety Action Plan will serve and determine project priorities. Areas of Persistent Poverty (APP), as defined by USDOT, are geographic areas that have experienced long-term economic distress. This designation includes any census tract with a poverty rate of at least 20 percent as measured by the 2014 – 2018 5-year data series available from the American Community Survey (ACS) of the Bureau of the Census. Countywide, these areas include 21% of the population.[3] Additionally, these areas contain 32% of the county's roadways, but account for 37% of non-interstate KSI crashes that occurred between 2019 and 2023. **This indicates a disproportionate amount of traffic safety risk to these areas.**

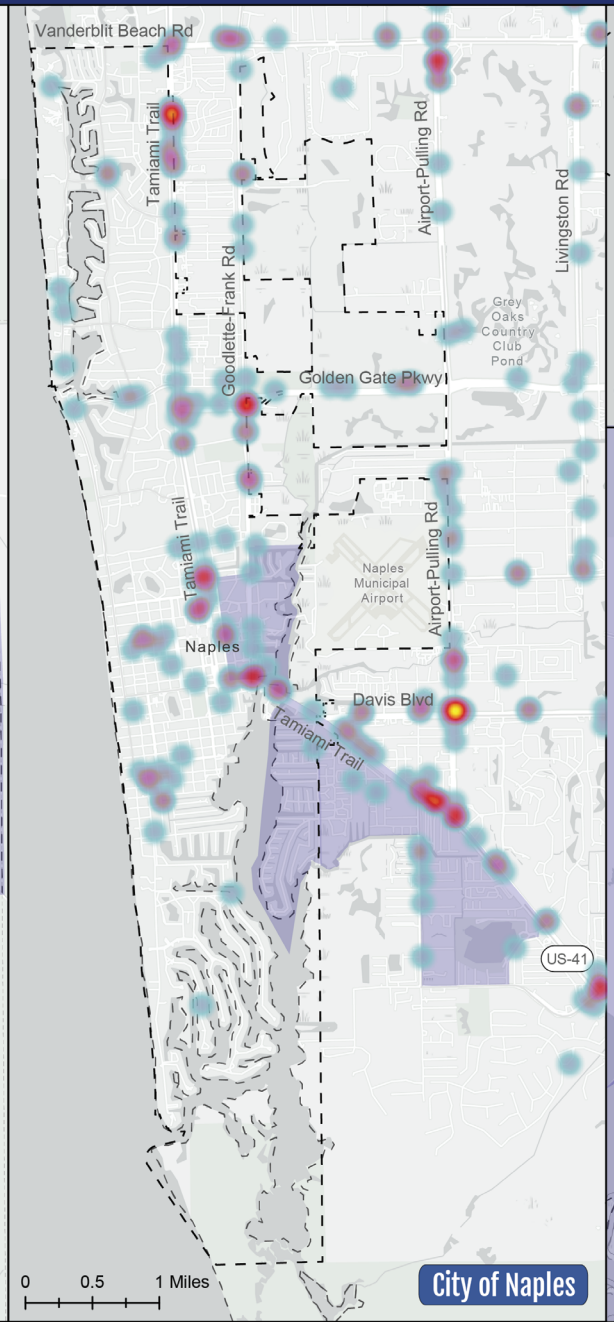
The map on the next page shows KSI crash density in relation to these demographic factors.

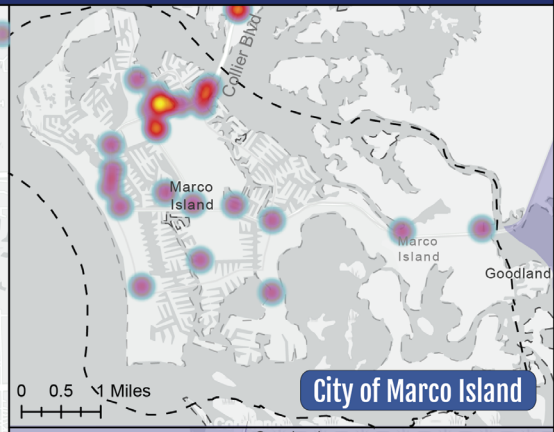
1 American Journal of Preventive Medicine, 2022, Disparities in Activity and Traffic Fatalities by Race/Ethnicity & Journal of Transport and Land Use, 2025, https://www.jtlu.org/index.php/jtlu/article/view/2547
2 United States Department of Transportation, 2022. National Roadway Safety Strategy.
3 Based on 2020 population data from the U.S. Census.

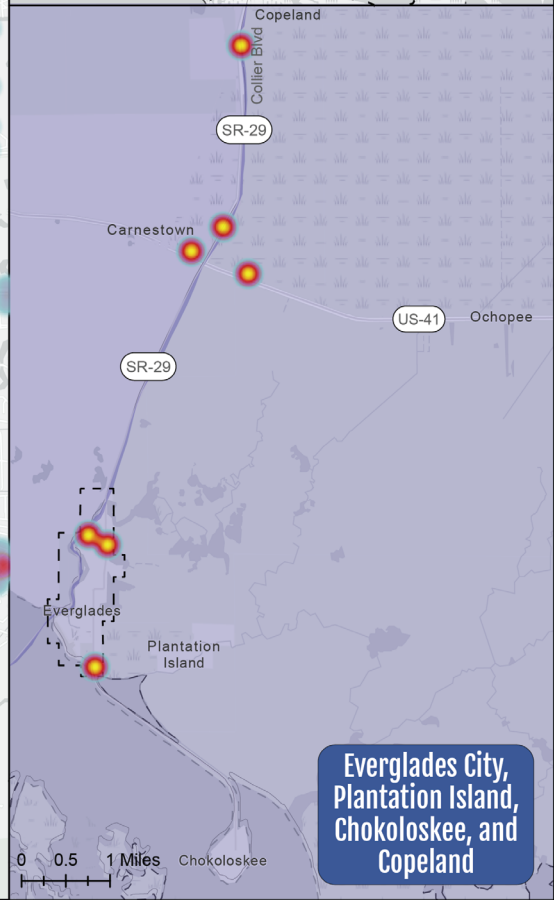
KSI Crash Density and Areas of Persistent Poverty

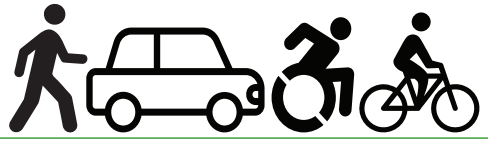
Collier MPO SS4A Safety Action Plan











HIGH INJURY NETWORK

ALL-MODES HIN
& BICYCLE AND PEDESTRIAN HIN

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The most serious crashes are concentrated along certain corridors and intersections known as a High Injury Network (HIN). The HIN is developed through a data-driven process that analyzes crash data to pinpoint locations with high rates of severe and fatal crashes and characteristics that contribute to risk. The HIN is a key part of a Safety Action Plan that helps identify where to focus safety improvements, providing a prioritized road map for tackling improvements. It provides decision-makers with clear, quantitative insights into the locations that would benefit most from targeted safety countermeasures.

ANALYSIS APPROACH

Because of the distinct types of crashes and related safety countermeasures at intersections and street segments, the methodology to determine the HIN evaluated both intersections and street segments across Collier County separately.

The HIN development process included three steps: 1) defining candidate locations, 2) crash assignment, and 3) location evaluation criteria and scoring. These steps are further defined in the text below. Separate HIN analyses were done for urban and rural street segments. However, because there are fewer rural intersections, just one countywide analysis was done for intersections. To better understand crash risks for people walking or biking, a separate HIN was also created to identify the intersections and segments with the highest number of serious or deadly crashes involving pedestrians and bicyclists.

The full HIN methodology and results are provided in more detail in **Appendix B: Existing Conditions & Safety Analysis Memorandum**.

DEFINING CANDIDATE LOCATIONS

Candidate locations include all non-Interstate roadways found in the FDOT GIS Data Portal. Because the HIN is a tool to identify high-impact locations for safety improvements, local street networks are omitted from this analysis. Interstates have been excluded from the high injury analysis due to differences in jurisdiction, traffic volumes, and the scope of countermeasures and strategies.

CRASH ASSIGNMENT

To analyze the crash data spatially, the locations of KSI crashes were assigned to intersections or segments: intersection crashes were defined to include crashes within 150 feet of the intersection, all other crashes were assigned as segment crashes.

LOCATION EVALUATION CRITERIA AND SCORING

To identify where serious crashes have happened and are most likely to happen, each intersection and street segment was evaluated using three key criteria. These criteria were normalized against segment length. Each one gives important information about safety risk, and all three were weighted equally when scoring:

1. **Severe Crash Risk Score:** This score is based on the number of crashes that caused a fatality or serious injury between 2019 and 2023 in Collier County. Locations with more of these crashes received higher scores.
2. **Facility Risk Score:** This measures risk based on the physical features of the roadway, such as the number of lanes, signalization, traffic volume (AADT), and other design elements. It looks at how often crashes happen on rural and urban intersection and roadway segments with similar features and gives higher scores to places that have conditions linked to higher crash rates.
3. **Relative Risk Score:** This compares the number of severe crashes at each location to the average number of crashes at similar types of intersections or street segments. If a place performs worse than similar locations, it gets a higher score.

The final score for each location is the sum of these three factors, giving a total score between 0 and 3. Intersections and segments with the highest combined scores are included in the High-Injury Network to help guide safety improvements.



City of Naples

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ALL-MODES HIGH INJURY NETWORK

Based on the methodology described above, top-ranked intersections and segments were identified for inclusion in the All-Modes HIN for intersections, urban segments and rural segments.

Two tiers of priority locations were identified for each of these high injury networks. The top 15% of scores are identified as the Tier I High Injury Network and the next 15% are identified as the Tier II High Injury Network.

The All-Modes HIN captures a substantial portion of all KSI crashes within Collier County in just a small portion of roadways and intersections.

The All-Modes HIN includes:

- 463 KSI crashes
- 56 miles of urban roadways
- 49.1 miles of rural roadways
- 80 intersections, equating to (4.5 miles of roadway)

THE FULL HIN (TIER I & II): CAPTURES 50% OF KSI CRASHES ON JUST 4% OF ROADWAY MILES.

TIER I: CAPTURES 31% OF KSI CRASHES ON JUST 1.6% OF ROADWAY MILES.

Top 10* Locations: Intersections

RANK	LOCATION	PLANNING COMMUNITY	KSI CRASHES
1	**Oil Well Rd & FL-29**	*Royal Fakapalm*	*7*
2	**Golden Gate Pkwy & Collier Blvd**	*Golden Gate*	*3*
3	**Neapolitan Way & Tamiami Trl**	*City of Naples*	*4*
4	**Airport Rd & Pine Ridge Crossing**	*Central Naples*	*4*
5	**FL-82 & Corkscrew Rd**	*Corkscrew*	*4*
6	**Tamiami Trl & Goodlette-Frank Rd**	*City of Naples*	*4*
7	**Tamiami Trl & Airport Rd**	*East Naples*	*4*
8	**Golden Gate Pkwy & Goodlette-Frank Rd**	*City of Naples*	*4*
9	**Davis Blvd & Airport Rd**	*East Naples*	*4*
10	**Davis Blvd & Collier Blvd**	*Royal Fakapalm*	*3*

*For full lists of Tier I locations, please see **Appendix B: Existing Conditions & Safety Analysis Memorandum**.

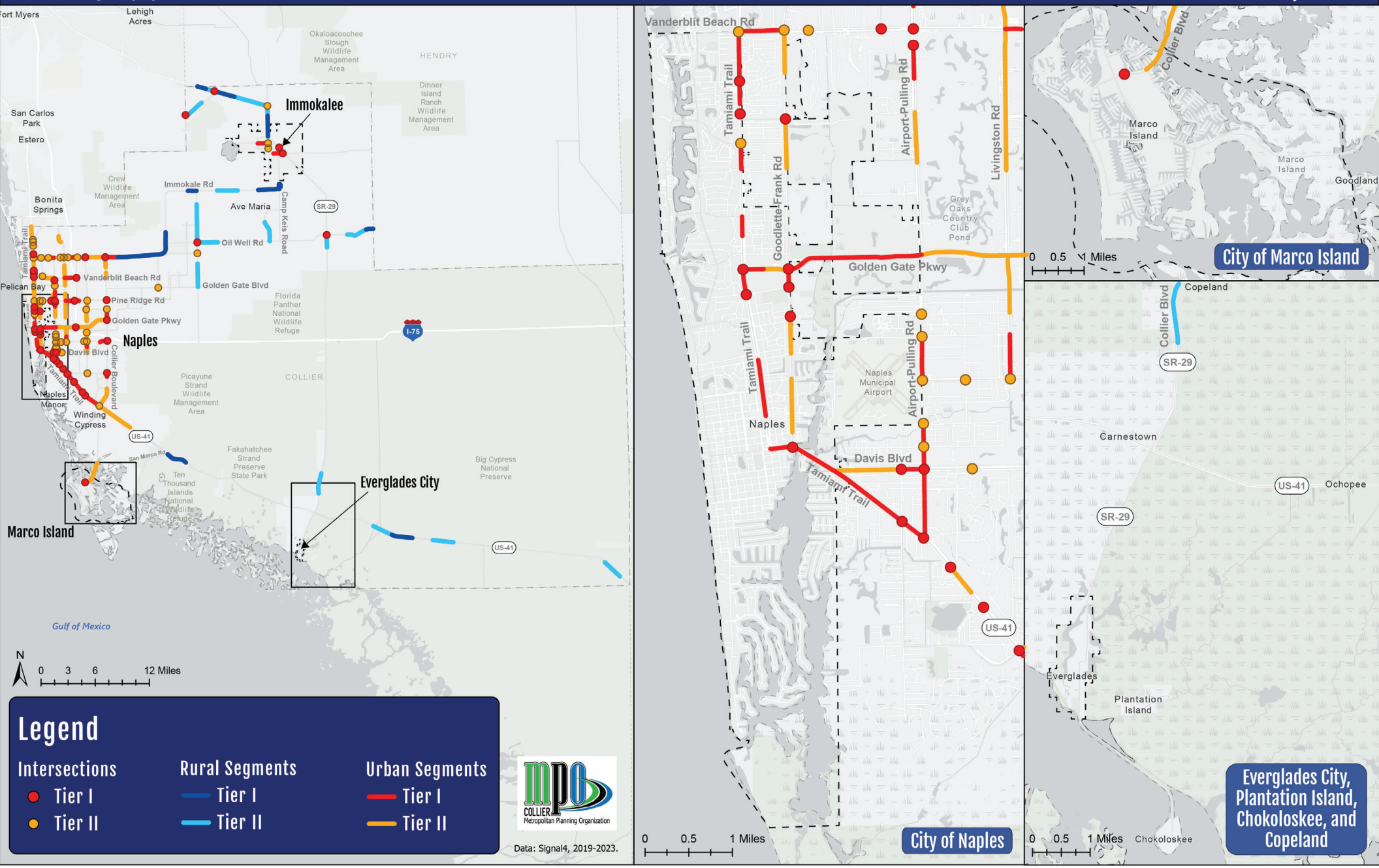
Top 10* Locations: Rural Roadways

RANK	SEGMENT NAME	SEGMENT START	SEGMENT END	PLANNING COMMUNITY	MILES	KSI
1	**Oil Well Rd**	*3/4 Mi West of County Line Rd*	*County Line Rd*	*Corkscrew*	*0.68*	*3*
2	**N 15th St**	*New Market Rd*	*Johnson Rd*	*Corkscrew*	*1.97*	*8*
3	**Immokalee Rd**	*Orange Tree Blvd*	*Oil Well Rd*	*Rural Estates*	*0.36*	*1*
4	**Immokalee Rd**	*Majestic Trails Blvd*	*Wilson Blvd N*	*Rural Estates*	*1.84*	*4*
5	**Immokalee Rd**	*Oil Well Rd*	*41st Ave NE*	*Rural Estates*	*1.02*	*3*
6	**Immokalee Rd**	*Randall Blvd*	*Orange Tree Blvd*	*Rural Estates*	*0.60*	*1*
7	**Immokalee Rd**	*1/4 Mi east of Redhawk Ln*	*Everglade Blvd N*	*Rural Estates*	*0.80*	*2*
8	**FL-82**	*Hendry County Line*	*S Church Rd*	*Corkscrew*	*0.82*	*2*
9	**Immokalee Rd**	*Montserrat Ln*	*Majestic Trails Blvd*	*Rural Estates*	*2.00*	*2*
10	**Immokalee Rd**	*1/2 Mi east of 25675 Immokalee Rd*	*Camp Keais Rd*	*Corkscrew*	*2.34*	*4*

Top 10* Locations: Urban Roadways

RANK	SEGMENT NAME	SEGMENT START	SEGMENT END	PLANNING COMMUNITY	MILES	KSI
1	**Pine Ridge Rd**	*I-75 West Ramp*	*I-75 East Ramp*	*Urban Estates*	*0.13*	*3*
2	**Tamiami Trl**	*Bayshore Dr*	*Airport Rd*	*East Naples*	*0.25*	*5*
3	**Airport Rd**	*Cougar Dr*	*Naples Blvd*	*North Naples*	*0.18*	*3*
4	**W Main St**	*S 9th St*	*Immokalee Rd*	*Immokalee*	*0.45*	*7*
5	**Airport Rd**	*Estey Ave*	*North Rd*	*East Naples*	*0.21*	*3*
6	**Tamiami Trl**	*4th Ave N*	*7th Ave N*	*City of Naples*	*0.28*	*4*
7	**Collier Blvd**	*Golden Gate Pkwy*	*Green Blvd*	*Golden Gate*	*0.99*	*13*
8	**Tamiami Trl**	*Barefoot Williams Rd*	*Lely Resort Blvd*	*South Naples*	*0.63*	*7*
9	**Pine Ridge Rd**	*I-75 East Ramp*	*Napa Blvd*	*Urban Estates*	*0.19*	*2*
10	**5th Ave S**	*9th St S*	*Goodlette-Frank Rd*	*City of Naples*	*0.20*	*2*

All-Modes High-Injury Network



BICYCLE AND PEDESTRIAN HIGH INJURY NETWORK

In addition to All-Modes High Injury Network, a secondary HIN was developed to identify top intersections and segments for bicycle and pedestrian KSI crashes. This HIN can support the MPO's Bicycle and Pedestrian Master planning efforts, as well assist in prioritizing projects that support the most vulnerable roadway users, which includes pedestrians and cyclists.

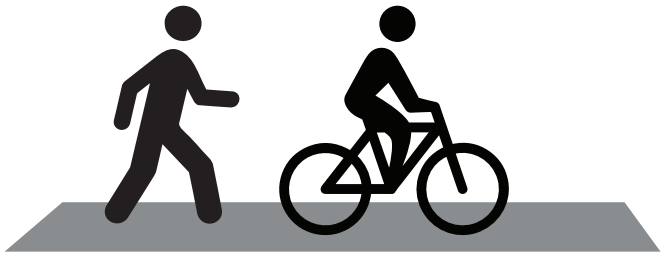
Two tiers of priority locations were also identified for this HIN. Cumulatively, the Tier I and Tier II Bicycle and Pedestrian High Injury Network account for the top 20% of traffic safety scores. Cutoffs between tiers were identified to provide a substantial portion of KSI within each tier, while not adding an excessive number of intersections or roadway mileage.

The Bicycle and Pedestrian HIN includes:

- 97 Bicycle and Pedestrian KSI crashes
- 100 miles roadways (urban + rural)
- 48 intersections, equating to (2.7 miles of roadway)

THE FULL BICYCLE AND PEDESTRIAN HIN (TIER I & II): CAPTURES **46%** OF BICYCLE AND PEDESTRIAN KSI CRASHES ON JUST **3.8%** OF ROADWAY MILES.

TIER I: CAPTURES **30%** OF KSI CRASHES ON JUST **0.6%** OF ROADWAY MILES.



For full lists of Tier I locations, please see* **Appendix B: Existing Conditions & Safety Analysis Memorandum.

Top 10* Locations: Urban Roadways

RANK	SEGMENT NAME	SEGMENT START	SEGMENT END	PLANNING COMMUNITY	MILES	BIKE-PED KSI
1	**Tamiami Trl**	*Bayshore Dr*	*Airport Rd S*	*East Naples*	*0.25*	*5*
2	**W Main St**	*N 9th St*	*N 1st St*	*Immokalee*	*0.45*	*6*
3	**Airport Rd S**	*Estey Ave*	*North Rd*	*East Naples*	*0.21*	*2*
4	**Pine Ridge Rd**	*I-75 West Ramp*	*I-75 East Ramp*	*Urban Estates*	*0.13*	*1*
5	**E Main St**	*N 1st St*	*New Market Rd E*	*Immokalee*	*0.35*	*1*
6	**S 1st St**	*Stockade Rd*	*Main St*	*Immokalee*	*1.47*	*4*
7	**Pine Ridge Rd**	*I-75 E Onramp*	*Napa Blvd*	*Urban Estates*	*0.19*	*1*
8	**5th Ave S**	*9th St S*	*S Goodlette Frank Rd*	*City of Naples*	*0.20*	*1*
9	**Airport Rd S**	*Davis Blvd*	*Estey Ave*	*East Naples*	*0.20*	*1*
10	**Bayshore Dr**	*Thomasson Dr*	*Tamiani Trl*	*East Naples*	*1.37*	*3*

Top 10* Locations: Intersections

RANK	LOCATION	PLANNING COMMUNITY	BIKE-PED KSI
1	**Airport Rd & Tamiami Trl**	*East Naples*	*2*
2	**Pelican Bay Blvd & Tamiami Trl**	*North Naples*	*2*
3	**Radio Rd & Livingston Rd**	*East Naples*	*1*
4	**Kendall Dr & N Collier Blvd**	*City of Marco*	*1*
5	**Vanderbilt Beach Rd & N Goodlette Frank Rd**	*North Naples*	*1*
6	**Davis Blvd & Airport Rd S**	*East Naples*	*1*
7	**Immokalee Rd & Strand Blvd**	*Urban Estates*	*1*
8	**Tamiami Trl & Whistlers Cove Blvd**	*South Naples*	*1*
9	**Tamiami Trl & Broward St**	*South Naples*	*1*
10	**Tamiami Trl & Lakewood Blvd**	*East Naples*	*1*

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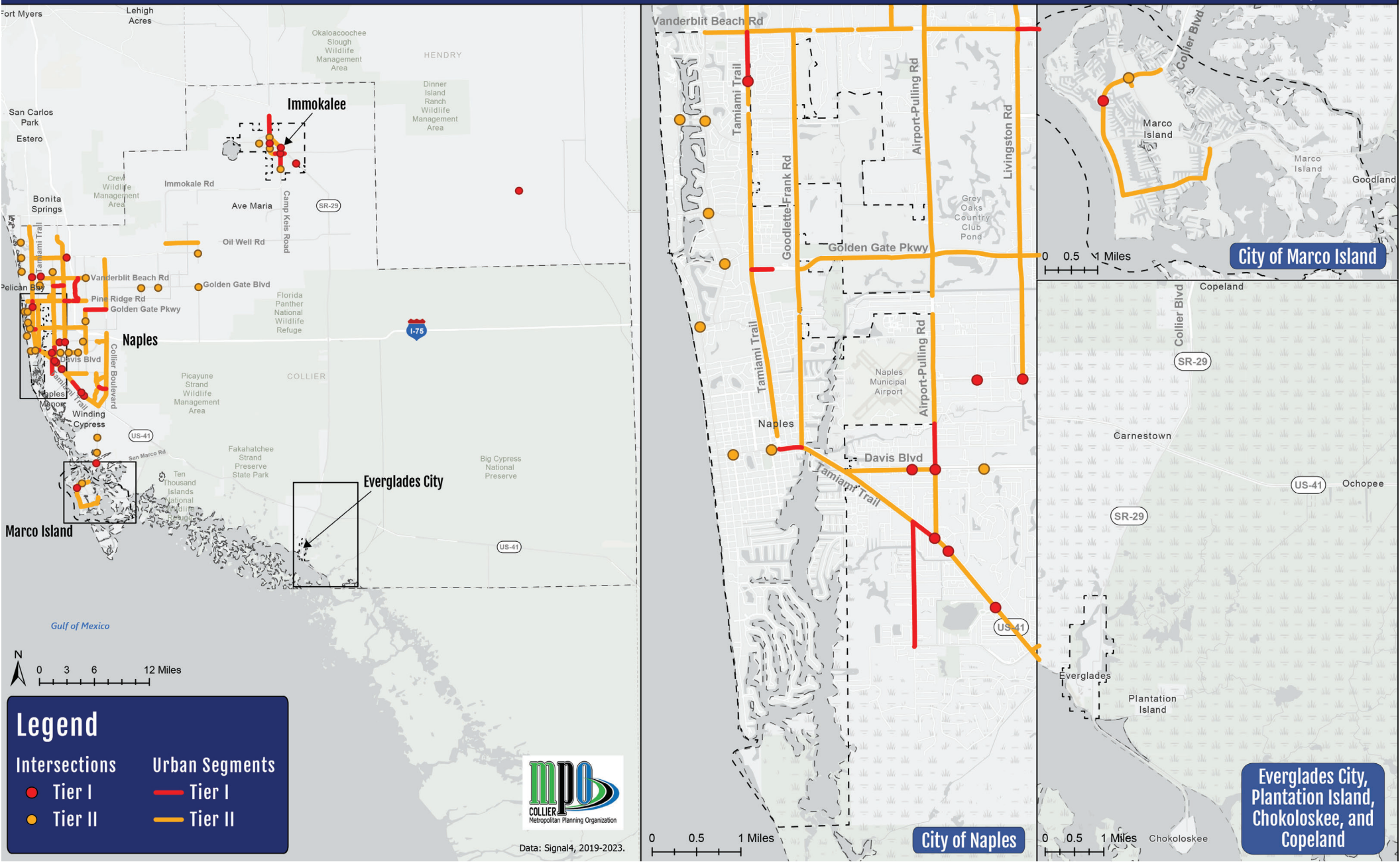
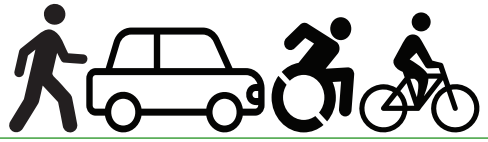
Bicycle and Pedestrian High-Injury Network

Collier MPO SS4A Safety Action Plan





ACTION PLAN

GUIDING GOALS
IMPLEMENTATION ACTIONS MATRIX
PROGRESS AND TRANSPARENCY
COUNTERMEASURES TOOLKIT
PRIORITIZING SAFETY PROJECTS
& DESIGNING SAFER ROADWAYS

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GUIDING GOALS

Collier MPO is committed to reducing serious injuries and fatalities by 25% by 2050. The Collier MPO Safety Action Plan, through coordination and feedback from the Steering Committee, has developed six guiding goals to advance roadway safety.

These goals were developed in alignment with the Safe System approach and informed by public and stakeholder engagement. The goals reflect the broad spectrum of elements that influence roadway safety.

1 **Promote a culture of safety among the public and within agencies** to prevent severe crashes by addressing the root causes of dangerous driving, including channels such as increased traffic education and enforcement.

2 **Design safe streets for everyone** with improvements that reduce speeds and mitigate risky driving and support complete streets and multimodal design.

3 **Collaborate to integrate safety into multi-jurisdictional policies** and processes, reducing severe crash risks.

4 **Expand safe mobility options** by securing resources for accessible, affordable, multimodal, and connected networks for all ages and abilities.

5 **Enhance data sharing and transparency** throughout the county and among the member entities.

6 **Increase and expand implementation pathways**, including funding support.

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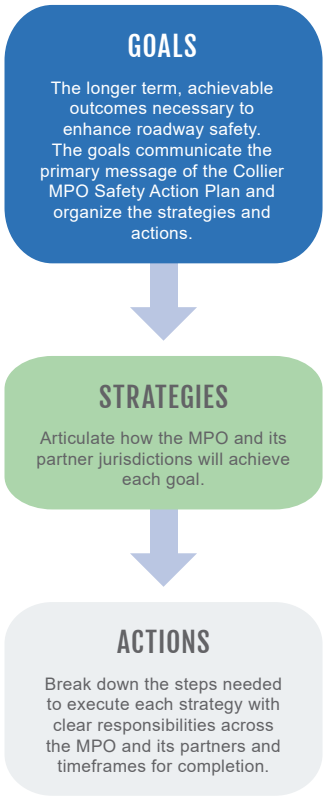
IMPLEMENTATION ACTIONS MATRIX

In alignment with each goal, the MPO has developed seventeen strategies and forty-one actions to implement in order to achieve these goals. Each **strategy** reflects a high-level approach to achieving one element of the overall goal. Each **action item** is a more detailed means of implementing the strategy. The strategies and actions are organized based on the goals established through collaboration with the steering committee and the focus areas of the Safe System approach of Safer Roads, Safer People, Safer Vehicles, Safer Speeds, and Post-Crash Care. The actions are further supplemented with information to help the MPO prioritize and implement:

- **"Time to Implement"** represents the expected time required to implement the action. The actions are broken down between short term (less than one year), medium term (1-3 years), and long term (more than 3 years).
- **"Cost to Implement"** represents the expected cost to implement the action. The actions are broken down between low cost (represented as $), medium cost ($$), and high cost ($$$). Low-cost efforts are anticipated to be those that could be implemented using existing resources. Medium-cost and high-cost actions may require the responsible party to pursue additional funding, with high costs associated with capital construction projects.
- **"Leader"** represents the party responsible for implementing the action.
- **"Contributor"** represents the party or parties responsible for playing a supporting role in implementing the action.
- **"Performance Metric"** represents a suggested achievable demonstration that the action is being or has been implemented.

For additional details on the development of these actions, please see **Appendix C: Countermeasure and Policy Recommendations Memorandum.**





1 GOAL 1. Promote a culture of safety among the public and within agencies to prevent severe crashes by addressing the root causes of dangerous driving, including channels such as increased traffic education and enforcement.

STRATEGY	ACTION	SAFE SYSTEM OBJECTIVE	TIME TO IMPLEMENT (Short, Medium, Long)	COST TO IMPLEMENT ($, $$, $$$)	LEADER	CONTRIBUTOR	PERFORMANCE METRIC
1.1. Conduct county-wide outreach and education around traffic safety best practices	*1.1.1. Hold regional and local community engagement events tied to the implementation of traffic safety investments that help residents understand new elements of the system and foster a shared vision of traffic safety in Collier County*	*Safer People*	*Short*	*$*	*Collier & Lee MPOs*	*Local Governments, Police/Fire/EMS, Community Traffic Safety Team (CTST), Naples Pathways Coalition (NPC)*	*Number of events held annually*
	1.1.2. Partner with local community organizations and schools to host traffic safety events to educate the demographic groups disproportionately impacted, Children, and those aged 20-30 using shared materials (see Action 3.1.3)	*Safer People*	*Medium*	*$$*	*Local Governments & Police Departments, Collier County Public Schools (CCPS) Universities, CTST, NPC*	*Collier MPO*	*Number of events held annually; groups targeted*
	1.1.3. Release targeted educational campaigns during winter and spring to increase awareness of increased roadway activity	*Safer People*	*Short*	*$*	*Local Governments, Police/Fire/EMS*	*Collier MPO*	*Number of media releases, hits/views*
1.2. Strengthen the capacity of law enforcement to strategically enforce roadway regulations and efficiently allocate resources to better protect vulnerable road users	*1.2.1. Identify areas on the HIN with high incidents of speeding, distracted driving, and high crash locations for law enforcement to conduct high-visibility enforcement*	*Safer Speeds, Safer People*	*Short*	*$*	*Local Police Departments*	*Collier MPO*	*Number of high-visibility enforcement events conducted*
	1.2.2. Provide training for law enforcement on bicycle and pedestrian traffic laws, including the latest definitions for electric bicycles and other new mobility devices	*Safer People, Safer Vehicles*	*Medium*	*$$*	*Local Police Departments*	*Local Governments*	*Number of trainings held*
	1.2.3. Provide high-profile enforcement of distracted driving coordinated with an education campaign on safe use of technology while driving	*Safer Speeds, Safer People*	*Medium*	*$$*	*Local Police Departments*	*Collier MPO*	*Number of high-visibility enforcement events conducted*
	1.2.4. Assist Police/Fire/EMS in acquiring technological advancements to improve enforcement and response capabilities	*Safer Speeds, Safer People*	*Medium*	*$*	*Police/Fire/EMS*	*Collier MPO, FDOT*	*Number and type of technological advancements acquired and implemented*
1.3. Improve safety in parking lots through targeted outreach	*1.3.1. Research extent of issue; develop an education campaign focused on raising awareness of collisions in parking lots and best practices for drivers and pedestrians in parking lots*	*Safer People*	*Short*	*$*	*Collier MPO*	*Police/Fire/EMS, Chamber of Commerce*	*Development and distribution of educational materials*
1.4. Improve the safety of motorcycle travel through targeted outreach	*1.4.1. Launch a public awareness campaign on safely sharing roads with motorcyclists*	*Safer Vehicles*	*Short*	*$*	*Police/Fire/EMS*	*Collier MPO*	*Development and distribution of educational materials*
	1.4.2 Launch targeted outreach to motorcyclists on road safety	*Safer Vehicle*	*Short*	*$*	*Police/Fire/EMS*	*Collier MPO*	*Development and distribution of educational materials*
1.5. Increase awareness about e-bikes and their safe operation through targeted outreach	*1.5.1 Conduct a public awareness campaign on safe e-bicycle operation and sharing the roadway*	*Safer Vehicles, Safer People*	*Medium*	*$*	*Local Municipalities*	*Local Police Departments / Collier MPO/ Collier County Public Schools*	*Number of media releases, hits*
	1.5.2. Offer training courses and resources for safe e-bicycle use, including how to operate e-bikes, understanding roadway regulations, and safe operation	*Safer People*	*Medium*	*$$*	*Local Governments & Police Departments*	*Collier MPO*	*Number of trainings held*
1.6 Lead by example to promote safer vehicles	*1.6.1 Encourage municipalities to inventory their municipal fleets and update procurements to ensure that fleet vehicles are equipped with safety improvements such as blind spot mirrors, side and backup cameras, and technology to identify and monitor speeding.*	*Safer Vehicles*	*Medium*	*$$*	*Local Municipalities*	*Collier MPO*	*Annual inventory of fleet vehicles*

2 GOAL 2. Design Safe Streets for Everyone with improvements that reduce speeds and mitigate risky driving and support complete streets and multimodal design.

STRATEGY	ACTION	SAFE SYSTEM OBJECTIVE	TIME TO IMPLEMENT (Short, Medium, Long)	COST TO IMPLEMENT ($, $$, $$$)	LEADER	CONTRIBUTOR	PERFORMANCE METRIC
2.1. Prioritize funding for safety improvements along the High Injury Network (HIN)	*2.1.1. Prioritize the HIN for TIP selections, to fund safety countermeasures on corridors identified in the Safety Action Plan*	*Safer Roads*	*Medium*	*$*	*Collier MPO and Local Governments*	*FDOT*	*Updated TIP Prioritization*
	2.1.2. Conduct roadway safety audits at key segments along the HIN and develop a program to implement the recommendations	*Safer Roads*	*Medium*	*$$*	*Local Governments*	*FDOT / Collier MPO / Community Traffic Safety Team*	*Number of roadway safety audits funded and conducted*
	2.1.3. Coordinate with FDOT to ensure investments at high-crash intersections and corridors	*Safer Roads*	*Long*	*$$$*	*Collier MPO*	*FDOT*	*Share of TIP dedicated to HIN intersections*
2.2. Develop and fund projects that implement a toolkit of proven safety countermeasures that can be implemented through roadway projects focused on contributing factors to fatal and serious injury crashes, including speeding and roadway departure. The roadway geometry to be reviewed before selection of strategies and design improvements	*2.2.1. Distribute the Safety Action Plan Countermeasures Toolkit, featuring traffic calming measures as options for enhancing traffic safety in local roadway projects*	*Safer Roads, Safer Speeds*	*Long*	*$$$*	*Collier MPO*	*FDOT / Local Governments*	*Publish, distribute and fund projects that implement the SAP traffic calming toolkit*
	2.2.2. Implement speed feedback signs on the HIN at locations with a higher share of speed related crashes and/or near land-uses that generate pedestrian and bicycle trips	*Safer Roads, Safer Speeds*	*Short*	*$$*	*Collier County*	*FDOT / Collier MPO / Local Governments*	*Number of speed feedback signs installed*
	2.2.3. Evaluate key intersections along the HIN for geometric improvements including the suitability of roundabouts to reduce the number of potential conflicts.	*Safer Roads, Safer Speeds*	*Long*	*$$$*	*Local Governments*	*FDOT / Collier MPO*	*Number of intersections on the HIN evaluated for roundabout suitability*
	2.2.4. Implement proven safety countermeasures that can reduce roadway departure crashes, such as centerline and shoulder rumble strips along rural roadways, wider edge lines, and advance warning signs, pavement markings, and retroreflective strips at curves	*Safer Roads, Safer Speeds*	*Medium*	*$$*	*Collier County and FDOT*	*Collier MPO*	*Number of projects implementing roadway departure countermeasures*
2.3. Develop complete networks for all modes that prioritize connectivity	*2.3.1. Implement projects to close sidewalk gaps identified in the BPMP and projects to meet ADA accessibility requirements*	*Safer Roads, Safer People*	*Long*	*$$$*	*Local Governments*	*Collier MPO*	*Submit projects for MPO and local funding*
	2.3.2. Implement the recommendations of the Bicycle-Pedestrian Master Plan, implement projects that create a well-connected network of facilities linking residential areas to schools, parks, business, and public transit	*Safer Roads, Safer People*	*Long*	*$$$*	*Local Governments*	*Collier MPO*	*Increased bike/ped facility lane miles*
2.4. Ensure all road users are prioritized in the planning of transportation infrastructure	*2.4.1. Incorporate Complete Streets principles in roadway corridor design and construction projects*	*Safer Roads, Safer People*	*Medium*	*$$*	*Local Governments*	*Collier MPO, FDOT*	*Updated transit and bike/ped facilities inventory (five-year cycle)*
	2.4.2 Separate bicyclists from pedestrians and vehicles through design strategies such as shared-use paths and separated bike lanes, as recommended in the Bicycle-Pedestrian Master Plan	*Safer Roads, Safer People*	*Medium*	*$$*	*Local Governments*	*Collier MPO*	*Updated transit and bike/ped facilities inventory (five-year cycle)*
	2.4.3. Conduct outreach to encourage pedestrian, bicycle, motorcycle, micromobility and other non-vehicular road users to participate in public meetings or new roadway projects	*Safer Roads, Safer People*	*Short*	*$*	*Local Governments*	*Collier MPO*	*Representation of user groups at public meetings and comments*
2.5. Prioritize infrastructure investments that increase the safety of school, children, for all modes of travel	*2.5.1. Include school-related safety projects for prioritization in the TIP*	*Safer Roads, Safer People*	*Medium*	*$$*	*CCPS and Collier MPO*	*Local Governments*	*Inclusion in MPO Board's approved priority project lists*

3 GOAL 3. Collaborate to integrate safety into multi- jurisdictional policies and processes, reducing severe crash risks.

STRATEGY	ACTION	SAFE SYSTEM OBJECTIVE	TIME TO IMPLEMENT (Short, Medium, Long)	COST TO IMPLEMENT ($, $$, $$$)	LEADER	CONTRIBUTOR	PERFORMANCE METRIC
3.1. Bolster the capacity of member entities to conduct traffic safety initiatives and programs	*3.1.1. Participate in the CTST quarterly meetings to report on crash data, educational activities, and other road safety metrics in the SAP*	*Safer People*	*Short*	*$*	*Collier MPO*	*Local Governments, Police/Fire/EMS, and other Steering Committee Members*	*Increased participation in CTST quarterly meetings*
	3.1.2. Facilitate local governments, police/fire/EMS access to funding for safety-related programs, facilities resources, and public outreach	*Safer Roads, Safer People*	*Long*	*$*	*Collier MPO*	*Local Governments, Police/Fire/EMS, FDOT*	*Share of spending on safety focused projects*
	3.1.3. Share safety education materials between local governments, nonprofits and partner agencies on educational, outreach, and engagement efforts	*Safer People*	*Medium*	*$*	*Collier MPO*	*Local Governments, Police/Fire/EMS, CCPS, NPC*	*Development of shared educational materials*
3.2. Collaborate on funding opportunities that enhance Vision Zero goals	*3.2.1. Identify funding opportunities for regional or multi-jurisdictional safety improvement projects*	*Safer Road*	*Medium*	*$$*	*Collier MPO*	*Local Governments, FDOT*	*Amount of funding dedicated to regional safety improvement projects*
	3.2.2. Coordinate a grant strategy across local governments to maximize opportunities to win funding that would impact region-wide safety goals	*Safer People*	*Medium*	*$*	*Collier MPO*	*Local Governments*	*Number of grant opportunities pursued*

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4 GOAL 4. Expand safe mobility options by securing resources for accessible, affordable, multimodal, and connected networks for all ages and abilities.

STRATEGY	ACTION	SAFE SYSTEM OBJECTIVE	TIME TO IMPLEMENT (Short, Medium, Long)	COST TO IMPLEMENT ($, $$, $$$)	LEADER	CONTRIBUTOR	PERFORMANCE METRIC
4.1. Protect and connect active transportation users through dedicated infrastructure	*4.1.1. Consistent with the BPMP, prioritize recommendations from locally adopted plans and studies that focus on investments in transit, bicycle, and pedestrian connectivity near community destinations such as schools and parks*	*Safer Roads, Safer People*	*Medium*	*$*	*Local Governments*	*Collier MPO, FDOT*	*Track MPO Board priority projects for bicycle, pedestrian, and transit connectivity*
4.2. Consistent with MPO's Bicycle and Pedestrian Master Plan and Congestion Management Plan, prioritize projects for safety funding that improve safety and accessibility for pedestrian and bicyclists	*4.2.1. Research the effectiveness and, if warranted, develop guidance and implement pilot projects on the use of leading pedestrian intervals (LPI) and leading bicycle intervals (LBI) to reduce conflicts between pedestrians and turning vehicles*	*Safer Roads, Safer People*	*Medium*	*$$*	*Local Governments*	*Collier MPO, FDOT*	*Policy guidance on LPI and LBI; number of pilot projects*
	4.2.2. Fund projects that include markings and treatments such as refuge islands, RRFB, HAWK, and shoulders, based on roadway and traffic characteristics such as volumes, speed, and number of lanes	*Safer Roads, Safer People*	*Medium*	*$$*	*Local Governments*	*Collier MPO, FDOT*	*Number of funded projects*
	4.2.3. Establish funding eligibility for streetlighting for pedestrians, micromobility users, and cyclists to provide adequate lighting levels and visibility	*Safer Roads, Safer People*	*Medium*	*$*	*Collier MPO*	*FDOT / Local Governments*	*Include streetlighting for pedestrians, micromobility users, and cyclists as an eligible project category for MPO funding.*

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5 GOAL 5. Enhance data sharing and transparency throughout the county and among the member entities.

STRATEGY	ACTION	SAFE SYSTEM OBJECTIVE	TIME TO IMPLEMENT (Short, Medium, Long)	COST TO IMPLEMENT ($, $$, $$$)	LEADER	CONTRIBUTOR	PERFORMANCE METRIC
5.1. Establish the routine sharing of information to raise awareness of traffic safety initiatives and progress across the region	*5.1.1. Expand safety components of the MPO's Annual Report to track progress on traffic safety goals, crash statistics, and outreach initiatives in the SAP*	*Safer People*	*Short*	*$*	*Collier MPO*	*Local Governments / FDOT*	*Annual report*
	5.1.2. Investigate current practices and potential improvements in data sharing between local hospitals and police/fire/EMS to ensure completeness of crash data	*Post Crash Care, Safer People*	*Medium*	*$*	*CTST*	*Collier MPO*	*Number of data sharing agreements*
	5.1.3. Pilot the use of new technologies to collect and analyze traffic safety data, such as near-miss detection and AI; and share the results of the pilots across the MPO	*Safe People, Safer Roads*	*Medium*	*$$*	*Local Governments*	*Collier MPO / FDOT*	*Number of pilot technologies evaluated & implemented*
	5.1.4. Report on contributing factors of fatal crashes to the CTST and encourage SAP Steering Committee participation	*Safe People, Safer Roads*	*Short*	*$*	*CTST*	*Collier MPO, Local Governments, Polic/Fire/EMS, FDOT*	*Increased participation in CTST quarterly meetings*

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6 GOAL 6. Increase and expand implementation pathways, including funding support.

STRATEGY	ACTION	SAFE SYSTEM OBJECTIVE	TIME TO IMPLEMENT (Short, Medium, Long)	COST TO IMPLEMENT ($, $$, $$$)	LEADER	CONTRIBUTOR	PERFORMANCE METRIC
6.1. Pursue federal and state funding sources for traffic safety	*6.1.1. Leverage alignment with other MPO priorities such as congestion mitigation, bike/ped planning, the Shared Use Non-Motorized (SUN) Trail network, wildlife connectivity, and active transportation network development) to strategically pursue funding streams not explicitly designated for safety, but capable of supporting traffic safety enhancements*	*Safer Roads*	*Medium*	*$$*	*Collier MPO*	*Local Governments*	*Share of TIP projects that include safety countermeasures and elements*
6.2. Support regional and local project readiness to move projects forward	*6.2.1. Pursue Federal Lands Access Program Grants to complete projects that provide safe access to the Everglades and Federal Lands*	*Safer Roads*	*Medium*	*$*	*Local Municipalities*	*Collier MPO*	*Number of grant opportunities pursued*
	6.2.2. Use the crash data and systemic risk analysis from this Safety Action Plan to guide long-term investments in the TIP	*Safer People, Safer Roads*	*Short*	*$*	*Collier MPO*	*Local Governments*	*Share of funding dedicated to safety-focused projects*

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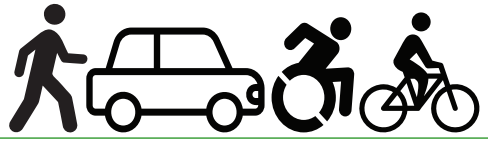

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PROGRESS AND TRANSPARENCY

PERFORMANCE MEASURES AND PLAN MONITORING

PERFORMANCE MEASURES AND REPORTING

Collier MPO is committed to reducing serious injuries and fatalities from crashes by 25% by 2050.

Adopting the Safety Action Plan is only the first step in building a safer transportation network. Success lies in the ongoing collaboration, implementation, and assessment of its performance. The performance measures detailed below are designed to build transparency with Collier County residents and elected officials, create defined feedback loops between implementation and future design and investment choices, and enable adaptation moving forward while adhering to the MPO's desired outcomes.

SAFETY PERFORMANCE MEASURES

Safety is a top priority for the MPO and is the first national goal outlined in the Fixing America's Surface Transportation (FAST) Act. Under the FAST Act, the FHWA mandates that state Departments of Transportation (DOTs) and MPOs adopt five safety performance targets, which Collier MPO originally endorsed in February 2018 and readopts on an annual basis. These targets focus on reducing fatalities and serious injuries, including those involving non-motorized road users.

The Collier MPO integrates these safety performance targets, including interim goals, into its plans and projects. As part of its ongoing commitment, the MPO emphasizes infrastructure upgrades, education campaigns, and enforcement measures to reduce risks for road users. The LRTP, Policy and Implementation, outlines the framework for monitoring and reporting progress on these targets.

By aligning with Vision Zero and adopting FDOT's targets, Collier MPO reinforces its dedication to creating a safer transportation network, fostering a culture of safety, and advancing the goal of eliminating severe injuries and fatalities on Florida's roadways.

To measure progress, Collier MPO will track the following key performance indicators:

METRIC	DESIRED TREND	GOAL
Number of fatalities	*Declining*	**25% reduction in the number of serious injuries and fatalities from crashes by 2050**
Rate of fatalities per 100 million vehicle miles traveled (VMT)	*Declining*	
Number of serious injuries	*Declining*	
Rate of serious injuries per 100 million VMT	*Declining*	
Number of non-motorized fatalities and serious injuries	*Declining*	

IMPLEMENTATION & PROGRESS MONITORING

In addition to the performance indicators, the MPO will track progress in achieving the **implementation actions** outlined in pages 52 through 59. The actions and their suggested performance measures will be evaluated and reported on an annual basis through an expansion of the **MPO's Annual Report** (*Action 5.1.1*).

Additional monitoring and implementation will be conducted through continued involvement of Steering Committee members and active participation in the Collier County Community Traffic Safety (CTST) (*Actions 3.1.1 & Actions 5.1.4*).

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COUNTERMEASURE TOOLKIT

Countermeasures are traffic safety solutions designed to reduce the risk of crashes or address existing crash problems. They play a key role in shaping safer roadway behavior and tackling both broad and specific safety issues.

This toolkit highlights proven safety countermeasures available to improve roadway safety in Collier County, especially along the High Injury Network. While some of these measures are already in use, broader implementation can further improve road safety. The following pages aim to deepen understanding of these tools and illustrate their potential applications.

This is not an exhaustive list. The Collier MPO and its partner agencies may explore and incorporate a wider range of safety solutions as needed. Additional countermeasures include, but are not limited to:

- Blue Lights
- Diagonal Diverters
- Enhanced Delineation for Horizontal Curves
- Intersection Daylighting
- Left-Turn Traffic Calming
- Pavement Markings
- Safety Edges
- Speed Radars / Feedback Signs
- Speed Tables
- Traffic Signal Backplates with Retroreflective Borders

What is the Crash Modification Factors (CMF) Clearinghouse?

Many of the following descriptions include details from the CMF Clearinghouse, an online resource developed by the Federal Highway Administration (FHWA) to provide transportation professionals with reliable, research-based estimates of the safety effectiveness of various roadway treatments and countermeasures.

Countermeasures from the toolkit must be used at appropriate place and circumstance to ensure effectiveness in various contexts

Learn More: Blue Lights

The blue light at a traffic signal is designed to deter red-light runners, while making it easier for law-enforcement officers to accurately spot them as they drive through a red light. In November 2024, the Board of County Commissioners for Collier County identified up to 20 high-crash intersections where blue lights should be installed.

HOW TO USE THE TOOLKIT

Countermeasure
Indicates the type of intervention and name of the countermeasure.

Illustration
A visual representation of the countermeasure. Some colors are used to emphasize the tool, and do not represent real-world color conditions.

Description
A brief summary outlining the countermeasure and its intended outcome.

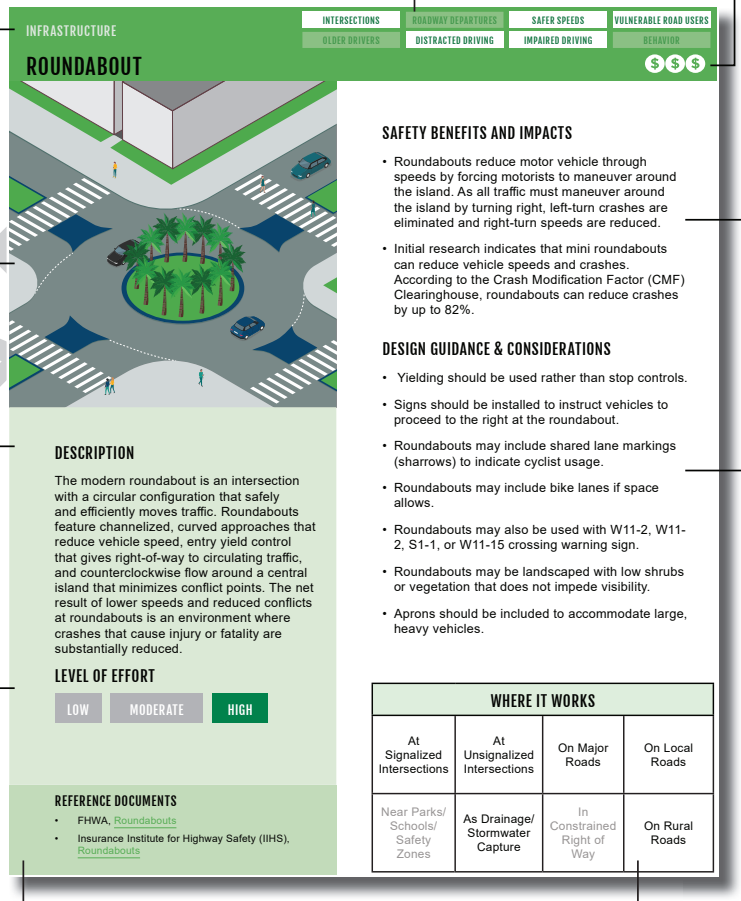
Level of Effort
The estimated effort required to implement the countermeasure:

Low – Quick to implement with minimal planning and little disruption to traffic or roadways.

Medium – Requires more coordination and resources, often involving layout changes, minor utility work, policy adjustments, or temporary lane closures.

High – Involves significant road network changes, extensive planning, engineering, and possible utility relocations, with major traffic disruptions.

Emphasis Areas
Identifies the situations or safety issue where the countermeasure is most effective.



Reference Documents
Sources, with hyperlinks, for additional information.

Where it Works
The suitable contexts or applications of the countermeasure.

Cost Estimate
The estimated budget required to implement the countermeasure.

$ – Can be implemented through striping, signage, traffic signalization changes, or minor pavement work.

$$ – May involve pavement and curb adjustments, as well as minor drainage or utility modifications.

$$$ – Requires major roadway reconstruction, potentially including utility relocations or installations, traffic signal upgrades, and significant drainage improvements.

Safety Benefits and Impacts
Provides a summary of how the countermeasure enhances safety for road users, drawing on information from supporting resources. As applicable, this section describes the expected impact on travel behavior, including potential reductions in crashes, vehicle speeds, and traffic volumes.

Design Guidance & Consideration
As applicable, outlines the typical dimensions for each countermeasure. While these guidelines offer a general reference, they may not cover all scenarios, so engineering judgment should be applied during design and implementation.

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INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

ACCESS MANAGEMENT

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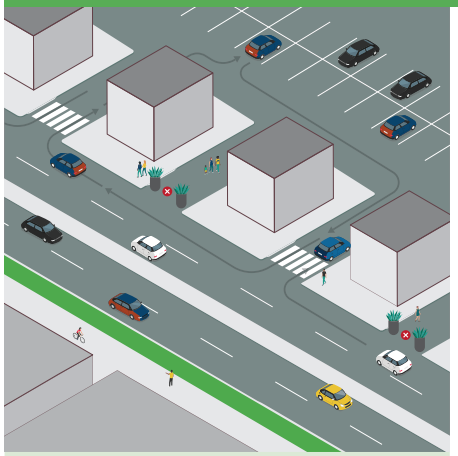

DESCRIPTION

Access management refers to the design, application, and control of entry and exit points along a roadway. This includes intersections with other roads and driveways that serve adjacent properties. Thoughtful access management along a corridor can simultaneously enhance safety for all modes, facilitate walking and biking, and reduce trip delay and congestion.

LEVEL OF EFFORT

LOW | MODERATE | **HIGH**

SAFETY BENEFITS AND IMPACTS

- Access management controls the location, spacing, and design of driveways and/or turning movements, which reduces conflicts between vehicles and pedestrians. Access management balances overall safety and mobility while addressing the needs of adjacent land uses.
- According to the Crash Modification Factor (CMF) Clearinghouse, access management can lead to a 5-23% reduction in total crashes along two-lane rural roads, and a 25-31% reduction in fatal and injury crashes along urban and suburban arterials.

DESIGN GUIDANCE & CONSIDERATIONS

- Limit allowable movements at driveways (such as right-in/right-out only).
- Place driveways on an intersection approach corner rather than a receiving corner.
- Implement raised medians that preclude across-roadway movements.
- Utilize designs such as roundabouts or reduced left-turn conflicts (such as restricted crossing U-turns, median U-turns, etc.).

REFERENCE DOCUMENTS

- FHWA, Corridor Access Management

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

ADA-COMPLIANT SIDEWALKS & CURB RAMPS

$ $ $



DESCRIPTION

ADA-compliant sidewalks are usually grade-separated walkways with a minimum width of 4 feet. Curb ramps, usually installed at pedestrian crossings, allow wheelchair users to access the sidewalk from the road. A buffer between the sidewalk and travel lane is recommended whenever possible.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

SAFETY BENEFITS AND IMPACTS

- Well-designed sidewalks and walkways improve the safety and mobility of pedestrians by providing a road-separated, direct, and connected network of pedestrian routes to desired locations.
- FHWA notes that sidewalks reduced 65% to 89% of crashes involving pedestrians walking along roadways.
- According to the Crash Modification Factor (CMF) Clearinghouse, sidewalks and walkways can reduce crashes by up to 40%.

DESIGN GUIDANCE & CONSIDERATIONS

- Sidewalks and curb ramps are essential in urban areas, particularly near school zones, transit locations and any other location with large amount of pedestrian activity. Wider sidewalks should be installed near schools and transit stops.
- The minimum 4ft width allows two people to pass comfortably or walk side-by-side. However, when the accessible width is less than 5ft, passing spaces are required at maximum intervals of 200ft. Passing spaces must be a minimum of 5ft by 5ft.
- Street furniture should not restrict pedestrian flow.
- Sidewalks should be continuous along both sides of a street and sidewalks should be fully accessible to all pedestrians, including those in wheelchairs.
- Curb ramps should be at least 36 inches wide and have a maximum slope of 1:12.

REFERENCE DOCUMENTS

- FHWA, Walkways
- PEDSAFE, Sidewalks, Walkways and Paved Shoulders

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

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INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

BIKE BOULEVARD/NEIGHBORHOOD GREENWAY

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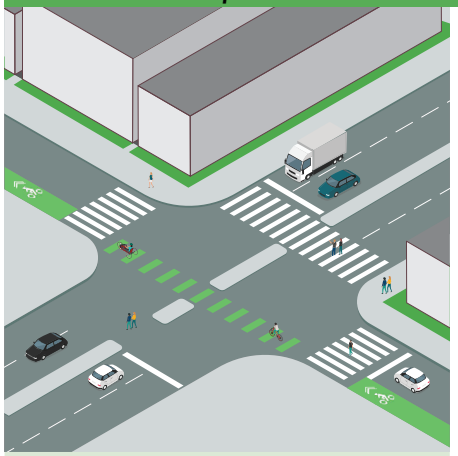


DESCRIPTION

Bike boulevards are shared roadways where a local street is modified to function as through-street exclusively for bikes while maintaining local access for automobiles. A neighborhood greenway is similar in that it gives priority to pedestrians and other micromobility users in addition to cyclists. These are generally quiet and slow streets and can act as connectors between neighborhoods, parks, schools and business districts.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

REFERENCE DOCUMENTS

- Seattle DOT, Neighborhood Greenways
- FHWA, Bikeway Selection Guide
- Small Town and Rural Design Guide, Bicycle Boulevard

SAFETY BENEFITS AND IMPACTS

- Bike boulevards improve safety conditions for pedestrians when implemented with sidewalks and enhanced pedestrian crossings. They also improve quality of life for residents through calmer traffic and safer crossings.
- Bike boulevards may reduce the incidence of serious injuries through reduced travel speeds.
- Bike boulevards/neighborhood greenways increase comfort for cyclists by reducing motor vehicle operating speeds.
- According to the Crash Modification Factor (CMF) Clearinghouse, bike boulevards can reduce crashes by up to 63%.

DESIGN GUIDANCE & CONSIDERATIONS

- Clear signage and markings, which can include unique branding, should communicate to all road users that they are on a bike boulevard, indicate that drivers should proceed with caution, and assist cyclists with wayfinding.
- Diverters that are designed to allow cyclists and pedestrians to continue through, but discourage vehicles from passing, should be used.
- Design features that facilitate a clear, comfortable experience for cyclists should be used, especially measures that enable safe crossings of major streets.

WHERE IT WORKS

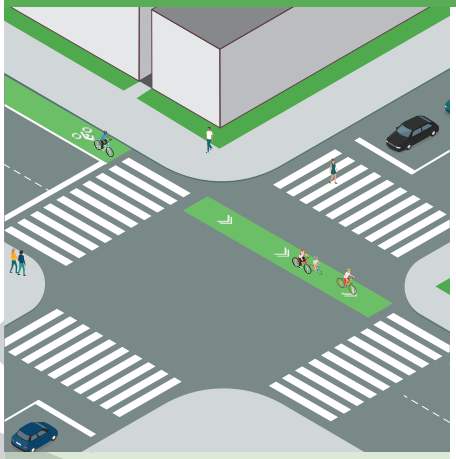
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

BIKE LANES

$ $ $



DESCRIPTION

Bike lanes provide a separate space on the road for cyclists, reducing conflicts and crashes between cyclists and motor vehicles. Additionally, they can narrow the travel lanes and pedestrian crossing distances in many applications. To maximize a roadway's suitability for riders of all ages and abilities, bike lane designs should vary according to roadway characteristics, user needs, and land use context. Separated bike lanes are recommended on roadways with higher vehicle volumes and speeds, such as arterials.

LEVEL OF EFFORT

LOW | MODERATE | HIGH

REFERENCE DOCUMENTS

- FHWA, Bicycle Lanes

SAFETY BENEFITS AND IMPACTS

- Bike lanes provide designated space for cyclists and reduces chance of collisions through physical separation of motorists, cyclists, and pedestrians.
- According to the Crash Modification Factor (CMF) Clearinghouse, implementing bike lanes can reduce crashes by up to 43%.
- Converting traditional or flush buffered bike lanes to a separated bike lane with flexible delineator posts can further reduce bike/vehicles crashes by up to 53%.

DESIGN GUIDANCE & CONSIDERATIONS

- On roads with two-to-four through-lanes, one-way directional separated bike lanes are preferred to a two-way separated bike lane on one side of the street since they:
  - Follow normal traffic flows, whereas two-way separated bike lanes can create unexpected movements.
  - Result in simpler transitions to other facilities.
  - Are less likely to need signal modifications.
- Separated bike lanes can provide different levels of separation, such a flexible delineators, raised buffers, and on-street parking.

WHERE IT WORKS

At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

DRAFT

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

CROSSWALK VISIBILITY ENHANCEMENTS

$ $ $



DESCRIPTION

These include high-visibility crosswalks, lighting, and signing and pavement markings. They can help make crosswalks and the pedestrians, bicyclists, wheelchair and other mobility device users, and transit users using them more visible to drivers.

LEVEL OF EFFORT

LOW | MODERATE | HIGH

REFERENCE DOCUMENTS

- FHWA, Crosswalk Visibility Enhancements

SAFETY BENEFITS AND IMPACTS

- High-visibility crosswalks promote safety primarily by allowing drivers, pedestrians, and cyclists to see each other without obstructions.
- According to the Crash Modification Factor (CMF) Clearinghouse, crosswalk visibility enhancements can reduce crashes by up to 40%.
- High-visibility crosswalks can reduce pedestrian injury crashes up to 40%.
- Intersection lighting can reduce pedestrian crashes up to 42%.
- Advance yield or stop markings and signs can reduce pedestrian crashes up to 25%.

DESIGN GUIDANCE & CONSIDERATIONS

- High visibility crosswalks with traffic control devices are possible on two-lane roads with speed limits of 30 mph and Average Annual Daily Traffic (AADT) of less than 15,000 vehicles per hour. They are also possible on three-lane roads speed limits of 35 mph and AADT of less than 12,000 vehicles per hour.
- Yield signing should be placed 20 to 50 feet in advance of a marked crosswalk.
- On-street signing, such as “Stop here for pedestrians” or “Yield for pedestrians” would be appropriate on roads with two- or three-lanes where speed limits are 30 mph or less.

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

DEDICATED LEFT- & RIGHT-TURN LANES

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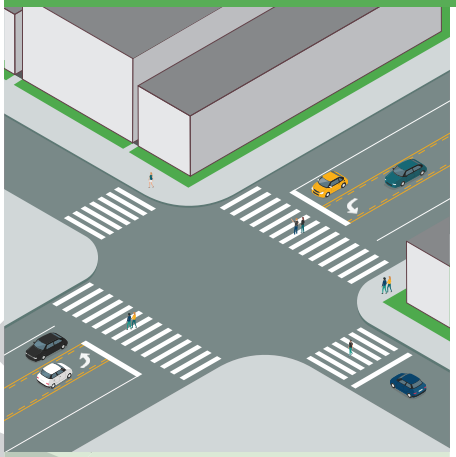

DESCRIPTION

Dedicated turn lanes—either for left turns or right turns—provide physical separation between turning traffic that is slowing or stopped and adjacent through traffic at approaches to intersections. Turn lanes can be designed to provide for deceleration prior to a turn, as well as for storage of vehicles that are stopped and waiting for the opportunity to complete a turn.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

REFERENCE DOCUMENTS

- FHWA, Dedicated Left- and Right Turn Lanes at Intersections
- FHWA, Safety Effectiveness of Intersection Left- and Right-Turn Lanes

SAFETY BENEFITS AND IMPACTS

- Dedicated turn lanes improve safety by reducing the risk of severe crashes involving turning vehicles, such as left-turn collisions with oncoming traffic and rear-end crashes.
- Signalized dedicated turn lanes, especially those with left- or right-turn signals, can reduce the speed of turning vehicles by bringing them to a stop before being permitted to turn.
- According to the Crash Modification Factor (CMF) Clearinghouse, left-turn lanes can reduce total crashes by 28% to 48%.
- Positive offset left-turns can reduce fatal and injury crashes by up to 36%.
- Right-turn lanes can reduce total crashes by 14% to 26%.

DESIGN GUIDANCE & CONSIDERATIONS

- Installing left-turn lanes and/or right-turn lanes should be considered at signalized intersections, and on major road approaches at three- and four-leg intersections with stop control on the minor road, particularly where there are high turning volumes, to improve safety.
- Dedicated turn lanes should be installed with pedestrian and cyclist safety considerations, such as minimizing pedestrian crossing distances.

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

DRAFT

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

HIGH-FRICTION SURFACE TREATMENT

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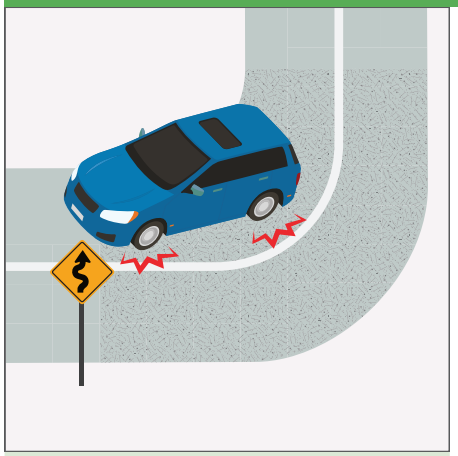

DESCRIPTION

High-friction pavement improves vehicle traction, especially in wet conditions, through the application of high-quality aggregate to the pavement using a polymer binder. This restores and/or maintains pavement friction at existing or potential high-crash areas, including curves, ramps, and intersections. It helps motorists maintain better control in both dry and wet driving conditions.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

REFERENCE DOCUMENTS

- FDOT, High Friction Surface Treatment Guidelines
- FHWA, High Griction Surface Treatments (HFST)
- FHWA, High Friction Treatment Site Selection and Installation Guide

SAFETY BENEFITS AND IMPACT

- High-friction pavement treatments reduce crashes, injuries, and fatalities associated with friction demand issues, such as: a reduction in pavement friction during wet conditions, and/or a high friction demand due to vehicle speed and/or roadway geometries.
- According to a research report published by the FHWA, high-friction pavement treatment is estimated to reduce wet crashes by 83% and total crashes by 57%.

DESIGN GUIDANCE & CONSIDERATIONS

- High-friction pavement should be applied in locations with a high crash rate related to friction deficiency (i.e. run-off-the-road crashes and wet-weather crashes), on rural horizontal curves where drivers tend to take turns too fast and super elevations are inadequate, or on tight-radius freeway loop ramps.

WHERE IT WORKS

At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

LANE REPURPOSING (ROADWAY RECONFIGURATION)

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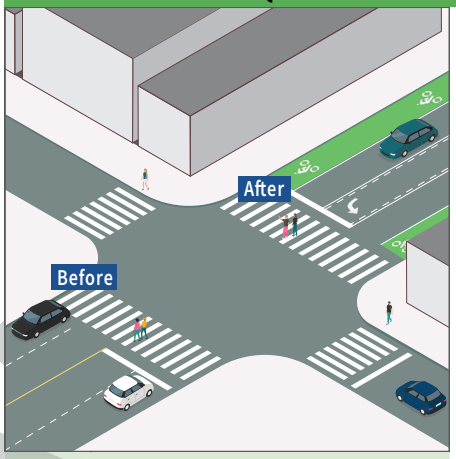

DESCRIPTION

Lane repurposing, also known as rightsizing or road dieting, is a traffic calming technique that involves reallocating roadway space to accommodate multiple modes of transportation, such as pedestrians, cyclists, and public transit, while reducing the amount of space dedicated to private vehicles. This may include reducing the number of travel lanes, adding bike lanes, installing pedestrian amenities, or creating center turn lanes. Lane repurposing is often implemented to improve safety, reduce congestion, enhance accessibility, and create more vibrant and walkable streetscapes.

LEVEL OF EFFORT

LOW | MODERATE | **HIGH**

REFERENCE DOCUMENTS

- FHWA, Road Diets (Roadway Reconfiguration)
- PEDSAFE, Lane Reduction (Road Diet)
- FDOT, Lane Repurposing Guidebook

SAFETY BENEFITS AND IMPACTS

- Lane repurposing provides many benefits. Where dedicated left-turn lanes are installed, rear-end and left-turn crashes are reduced. A reduction from four to three lanes reduce right-angle crashes as side street motorists cross fewer lanes. Lane reductions minimize pedestrian crossing distances, slow traffic down and provide more consistent speeds, and provide opportunities to install pedestrian refuge islands, bike lanes, on-street parking, or transit stops.
- The FHWA reports that lane repurposing can reduce crashes by 47% in small urban areas and 19% in suburban corridors of larger cities.
- According to the Crash Modification Factor (CMF) Clearinghouse, lane repurposing can reduce crashes by up to 29%.

DESIGN GUIDANCE & CONSIDERATIONS

- Removing a through lane can create space for bike lanes, turn lanes, wider sidewalks, medians, curb extensions, parking, transit lanes, or landscaping.
- Lane repurposing is often considered on roads with up to 24,000 daily vehicles.
- Section 334.61, Florida Statutes (F.S.), Traffic Lane Repurposing requires government entities to meet certain requirements for traffic studies, public notice, public meetings, and review on projects that include Lane Repurposing.

WHERE IT WORKS

At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

DRAFT

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

MEDIANS & PEDESTRIAN REFUGE ISLANDS

$ $ $



DESCRIPTION

A median barrier is a physical barrier or divider located in the center median of a roadway, separating opposing traffic flows. Full medians extend across the entire width of the roadway, while partial medians only occupy a portion of the roadway width. Pedestrian refuge islands are raised medians or islands in the center of a roadway that provide a safe waiting area for pedestrians crossing multiple lanes of traffic.

LEVEL OF EFFORT

LOW | MODERATE | **HIGH**

REFERENCE DOCUMENTS

- FHWA, Medians and Pedestrian Refuge Islands in Urban and Suburban Areas
- FHWA, Federal Highway Administration University Course on Bicycle and Pedestrian Transportation

SAFETY BENEFITS AND IMPACTS

- Median barriers serve to prevent head-on collisions, reduce the likelihood of crossover crashes, and improve overall road safety by providing a physical separation between traffic streams.
- Medians and pedestrian refuge islands enhance pedestrian safety by allowing people to cross one direction of traffic at a time, reducing the exposure to vehicle conflicts and improving visibility for both pedestrians and drivers. Medians can especially be beneficial for crossings at non-intersection locations.
- According to the Crash Modification Factor (CMF) Clearinghouse, medians can reduce crashes by up to 31%.
- Medians with marked crosswalks have shown a 46% reduction in pedestrian crashes, while pedestrian refuge islands have a 50% reduction in pedestrian crashes.

DESIGN GUIDANCE & CONSIDERATIONS

- Median barriers are typically constructed of concrete or other sturdy materials.
- Medians/pedestrian refuge islands should be at least 6 feet wide, but preferably 8 feet wide and include detectable warnings for pedestrian comfort and accessibility.
- Use of pedestrian refuge islands at mid-block crossings should be evaluated for appropriate conditions.

WHERE IT WORKS

At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

PEDESTRIAN HYBRID BEACON (HAWK)

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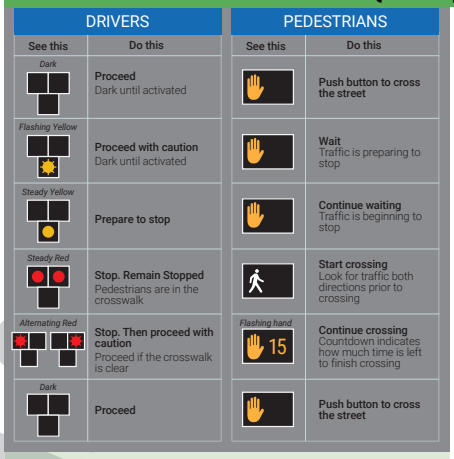

DESCRIPTION

A pedestrian hybrid beacon, also known as a High-Intensity Activated Crosswalk (HAWK) beacon, is a pedestrian-activated traffic signal designed to facilitate safe pedestrian crossings at mid-block locations or unsignalized intersections. When activated by a pedestrian, the beacon displays a sequence of flashing yellow, solid yellow, and solid red lights to alert drivers to stop and yield to pedestrians. Pedestrian hybrid beacons provide controlled crossing opportunities for pedestrians while minimizing traffic delays and improving safety at locations with high pedestrian volumes or limited visibility.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

REFERENCE DOCUMENTS

- FHWA, Pedestrian Hybrid Beacons

SAFETY BENEFITS AND IMPACTS

- Pedestrian Hybrid Beacons (HAWKs) assign the right of way and provide positive stop control, especially at non-intersection locations. They also allow motorists to proceed once the pedestrian has cleared their side of the travel lane(s), reducing vehicle delay.
- According to research from the FHWA, HAWK signals can reduce pedestrian crashes by 55%, and total crashes by 29%, as well as a 15% reduction in serious injuries and fatal crashes.
- According the the Crash Modification Factor (CMF) Clearinghouse, HAWK signals can reduce crashes by 12%.

DESIGN GUIDANCE & CONSIDERATIONS

- The installation of a HAWK beacon must include a marked crosswalk and a pedestrian countdown signal.
- Hawk signals are most appropriate when gaps in traffic are not sufficient to allow pedestrians to cross, or when speed limits exceed 35 miles per hour.
- They are very effective at locations where three or more lanes will be crossed or traffic volumes are above 9,000 annual average daily traffic.

WHERE IT WORKS

At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

DRAFT

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

RECTANGULAR RAPID FLASHING BEACON (RRFB)

$ $ $



DESCRIPTION

A Rectangular Rapid Flashing Beacon (RRFB) is a pedestrian-activated warning device used to alert drivers of the presence of pedestrians at crosswalks or pedestrian crossings. RRFBs consist of rectangular-shaped LED lights that flash rapidly when activated by pedestrians, drawing attention to the crosswalk and prompting drivers to yield, especially at locations with high vehicle speeds or limited visibility.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

SAFETY BENEFITS AND IMPACTS

- RRFBs alert drivers that people are crossing the street and can reduce crashes between vehicles and pedestrians by increasing driver awareness to a person crossing the road.
- According to the Crash Modification Factor (CMF) Clearinghouse, RRFBs can reduce crashes by up to 69%.

DESIGN GUIDANCE & CONSIDERATIONS

- If there is a pedestrian refuge or other type of median, the RRFB should be installed on the median rather than the far side of the roadway.
- Solar-power panels can be used to eliminate the need for a power source.
- Limit the use of RRFBs for locations with significant pedestrian safety issues, as over-use of RRFB treatments may diminish their effectiveness.
- Install RRFBs with the appropriate pedestrian, school or trail crossing warning sign.
- Other treatments in these locations can be considered, such as curb extensions, green infrastructure, and high-visibility crosswalks.

REFERENCE DOCUMENTS

- FHWA, Rectangular Rapid Flashing Beacons (RRFB)
- FHWA, Highway Traffic Signals

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

ROUNDABOUT

$ $ $



DESCRIPTION

The modern roundabout is an intersection with a circular configuration that safely and efficiently moves traffic. Roundabouts feature channelized, curved approaches that reduce vehicle speed, entry yield control that gives right-of-way to circulating traffic, and counterclockwise flow around a central island that minimizes conflict points. The net result of lower speeds and reduced conflicts at roundabouts is an environment where crashes that cause injury or fatality are substantially reduced.

LEVEL OF EFFORT

LOW | MODERATE | **HIGH**

SAFETY BENEFITS AND IMPACTS

- Roundabouts reduce motor vehicle through speeds by forcing motorists to maneuver around the island. As all traffic must maneuver around the island by turning right, left-turn crashes are eliminated and right-turn speeds are reduced.
- According to the Crash Modification Factor (CMF) Clearinghouse, roundabouts can reduce crashes by up to 82%.

DESIGN GUIDANCE & CONSIDERATIONS

- Yielding should be used rather than stop controls.
- Signs should be installed to instruct vehicles to proceed to the right at the roundabout.
- Roundabouts may include shared lane markings (sharrows) to indicate cyclist usage.
- Roundabouts may include bike lanes if space allows.
- Roundabouts may also be used with W11-2, W11-2, S1-1, or W11-15 crossing warning sign.
- Roundabouts may be landscaped with low shrubs or vegetation that does not impede visibility.
- Aprons should be included to accommodate large, heavy vehicles.

REFERENCE DOCUMENTS

- FHWA, Roundabouts
- Insurance Institute for Highway Safety (IIHS), Roundabouts

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

DRAFT

INFRASTRUCTURE

RUMBLE STRIPS

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

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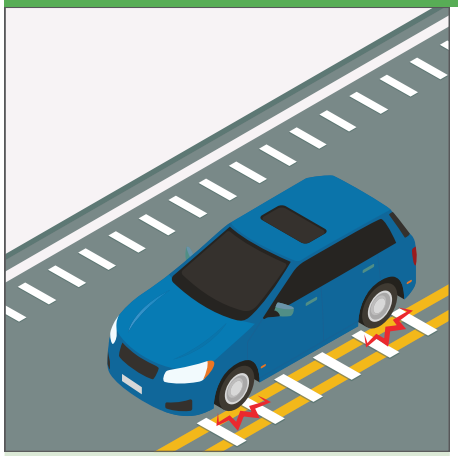

DESCRIPTION

Rumble strips alert drivers when they cross the roadway edge line or centerline. Center line rumble strips are used on highways to reduce head-on, opposite-direction sideswipe crashes and roadway departure crashes to the left. Shoulder rumble strips and edge line rumble strips are used to reduce roadway departure crashes to the right. Rumble strips are typically used in rural areas for run-off road crash problems but can be used on urban freeways and other urban roads depending on the merits of the road cross-section and surroundings.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

REFERENCE DOCUMENTS

- FHWA, Longitudinal Rumble Strips and Stripes
- FHWA, State of The Practice for Shoulder and Center Line Rumble Strip Implementation on Non-Freeway Facilities
- FHWA, Design & Construction

SAFETY BENEFITS AND IMPACTS

- Roadway departure crashes account for more than half of the fatal roadway crashes annually in the United States. Rumble strips are designed to address these crashes by alerting distracted, drowsy, or otherwise inattentive drivers who drift from their lane. They are most effective when deployed systemically and their use should be evaluated for appropriate conditions.
- According to the Crash Modification Factor (CMF) Clearinghouse, rumble strips can reduce crashes by up to 22%.
- Center line rumble strips have been shown to reduce head-on fatal and injury crashes on two-lane rural roads by 44% to 64%; shoulder rumble strips reduced single vehicle, run-off-road fatal and injury crashes on two-lane rural roads by 13% to 51%.

DESIGN GUIDANCE & CONSIDERATIONS

- Typical milled rumble strip widths are 5 to 7 inches with 12-inch spacing and approximately 3/16-inch depth.
- Raised rumble strips are typically 2- to 12-inch wide rounded or rectangular markers or strips that adhere to new or existing pavements.
- Centerline rumble strips should be placed between two centerlines.
- When selecting locations, potential noise impacts to residents and businesses should be considered.

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

INFRASTRUCTURE

STREET LIGHTING

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

$ $ $



DESCRIPTION

Street lighting and lighting at the pedestrian scale help people walking on sidewalks and crosswalks by making pedestrians more visible to drivers. It is particularly important at locations where walking space is restricted, ambient light may be blocked, and/or pedestrian traffic is more separated from the surrounding context.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

REFERENCE DOCUMENTS

- FHWA, Lighting Handbook
- FHWA, Lighting
- DarkSky, Advancing Responsible Outdoor Lighting
- The Lighting Authority, Light at Night

SAFETY BENEFITS AND IMPACTS

- Street lighting provides benefits for all road users, including greater visibility. Lighting increases pedestrian safety on pedestrian crossings and improves their comfort level. It also increases driver awareness, reduces the impacts of disability glare from approaching headlights or off-roadway lighting, and it might improve yielding and compliance with traffic control devices.
- According to the Crash Modification Factor (CMF) Clearinghouse, street lighting can reduce crashes by up to 42%.
- Lighting can lead to a 23% reduction in crashes involving injury.
- Street lighting in conformance with County's Dark Skies ordinance.

DESIGN GUIDANCE & CONSIDERATIONS

- 3000K shielded LED lights should be used wherever possible.
- Lighting should be consistent and uniform.
- The placement of existing buildings and trees should be considered to reduce spillover.
- Lighting should be installed in conformance with the County's Dark Skies ordinance.

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

DRAFT

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS | OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

TURNING MOVEMENT RESTRICTIONS

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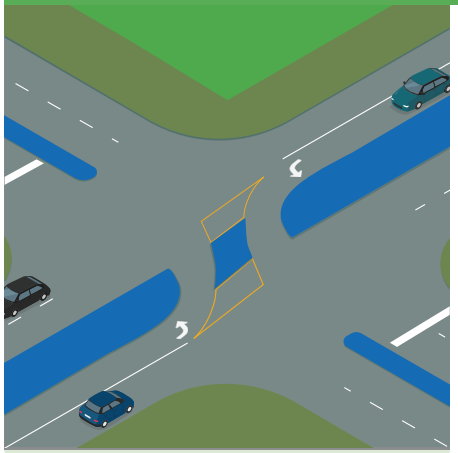

DESCRIPTION

Turning movement restrictions are a type of access management strategy used to improve the safety of stop-controlled intersections and driveways. This includes signs, pavement markings, or geometries that prohibit left-turning movements or a right-turn on red.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

SAFETY BENEFITS AND IMPACTS

- Restricted and prohibited turn movements reduce the number of conflict points at intersections, which are generally known to reduce crash risk.
- Turning movement restrictions have little effect on through traffic volumes but may shift turning volumes downstream to the next available turn.
- According to the FHWA, implementing these restrictions can reduce total crashes by up to 45% and intersection-related crashes by as much as 68%.

DESIGN GUIDANCE & CONSIDERATIONS

- One type of turning movement restriction is a right-in/right-out (RIRO) restriction; RIRO restrictions limit the turning movements to right turns only for traffic at an intersection and traffic seeking to join the main flow of traffic. This is usually done by installing a curbed median along the centerline of the road.
- Turning movement restrictions should be installed by assessing property access needs, site-specific needs, and balancing those with safety.

REFERENCE DOCUMENTS

- FHWA, Safety Evaluation of Turning Movement Restrictions at Stop-Controlled Intersections

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

DRAFT

INFRASTRUCTURE

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS | OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

WIDER EDGE LINES

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DESCRIPTION

Wider edge lines enhance the visibility of travel lane boundaries compared to traditional edge lines. Edge lines are considered "wider" when the marking width is increased from the minimum normal line width of 4 inches to the maximum normal line width of 6 inches. Wider edge lines are most effective in reducing crashes on rural two-lane highways, especially for single-vehicle crashes.

LEVEL OF EFFORT

LOW | MODERATE | HIGH

SAFETY BENEFITS AND IMPACTS

- Wider edge lines increase drivers' perception of the edge of the travel lane and can provide a safety benefit to all facility types (e.g., freeways, multilane divided and undivided highways, two-lane highways) in both urban and rural areas.
- According to the FHWA, wider edge lines can reduce crashes up to 37% for non-intersection, fatal, and injury crashes on rural, two-lane roads, and 22% for fatal and injury crashes on rural freeways.
- According to the Crash Modification Factor (CMF) Clearinghouse, installing wider edge lines can reduce crashes by up to 17.5%.

DESIGN GUIDANCE & CONSIDERATIONS

- Wider edge lines can be implemented using existing equipment during maintenance procedures like re-striping and resurfacing, with the only cost increase being the additional material.
- Wider edge lines should be implemented using a systemic approach based on roadway departure crash risk factors, including: pavement and shoulder widths, presence of curves, traffic volumes, and history of nighttimes crashes.

REFERENCE DOCUMENTS

- FHWA, Wider Edge Lines

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

BEHAVIORAL & OPERATIONAL

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

$ $ $

ROAD SAFETY AUDITS (RSA)



DESCRIPTION

Roadway Safety Audits (RSAs) are formal evaluations of existing or planned roads conducted by an independent, multidisciplinary team to identify potential safety issues and recommend improvements. By proactively addressing risks for all road users, RSAs help reduce crash rates, enhance road design, and improve overall traffic safety.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

SAFETY BENEFITS AND IMPACTS

- By proactively addressing risks for all road users, RSAs help reduce crash rates, enhance road design, and improve overall traffic safety.
- According to the FHWA, a number of major studies from the United Kingdom, Denmark, New Zealand and Jordan quantify the benefits of RSAs in different ways; however, all report that RSAs are relatively inexpensive to conduct and are highly cost effective in identifying safety enhancements and reducing crashes.
- An example of U.S. data on the quantitative safety benefits of RSAs conducted on existing roads comes from the New York DOT, which reports a 20% to 40% reduction in crashes at more than 300 high-crash locations that had received surface improvements and had been treated with other low-cost safety improvements suggested by RSAs.

GUIDANCE & CONSIDERATIONS

- RSAs should be performed by a multi-disciplincary team independent of the project.
- RSAs should consider all potential road users and should account for road user capabilities and limitations.
- The team conducting the RSA should generate a RSA report. A formal response report is an essential element of the assessment.

REFERENCE DOCUMENTS

- FHWA, Road Safety Audit Guidelines
- FHWA, Implementation of Road Safety Audits
- FDOT, Safety Analysis Guidebook

WHERE IT WORKS

At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

BEHAVIORAL & OPERATIONAL

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

$ $ $

ROAD USER EDUCATION PROGRAMS



DESCRIPTION

Education programs and skill evaluations enhance road safety by reinforcing safe driving and road use practices and allowing users to self-assess and improve their skills, leading to a reduction in crash risk and better decision-making on the road.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

SAFETY BENEFITS AND IMPACTS

- Education programs aim to improve driving behavior by increasing awareness of traffic laws and consequences, with the goal of reducing violations and crashes.
- A 2021 NIH review found that while education improved driving skills and reduced some offenses, it had little impact on crash or injury rates.

GUIDANCE & CONSIDERATIONS

Road user education programs can include:

- Driving techniques, such as the safest way to change lanes and make turns at intersections, maintaining a safe driving distance, the effects of medication on driving, and reducing distractions such as cell phone use.
- Pedestrian and cyclist school-based curriculums on safe crossings, helmet use, visibility, and bike handling. Programs like Safe Routes to School offer in-class and on-bike training.
- Practical bicycling riding skills, including how to navigate in traffic, signal turns, and bike lanes.

Course curriculums should be developed in collaboration with experts in mobility, aging, technology, and vehicle and driver safety.

REFERENCE DOCUMENTS

- FHWA, Driver Education and Training
- US DOT, What Is the Effect of Driver Education Programs on Traffic Crash and Violation Rates?
- NLM, Is driver education contributing towards road safety?

WHERE IT WORKS

At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

DRAFT

BEHAVIORAL & OPERATIONAL

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

$ $ $

SPEED LIMIT REDUCTION



DESCRIPTION

Speed limit reduction involves lowering the maximum allowable speed for vehicles on a particular roadway segment or within a specific area. This traffic management strategy is implemented to improve safety, reduce the risk of crashes, minimize the severity of collisions, and promote compliance with speed limits. Speed limit reductions may be based on factors such as road design, traffic volume, pedestrian activity, and crash history.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

REFERENCE DOCUMENTS

- NCHRP, Posted Speed Limit Setting Procedure and Tool
- FHWA, USLIMITS2
- Vision Zero Network, Preventing Unsafe Speeds

SAFETY BENEFITS AND IMPACTS

- Reduced speed limits create a more predictable environment for all road users, reduce the likelihood of crashes, and in the event of a crash, reduce the likelihood of fatalities and serious injuries.
- According to the Crash Modification Factor (CMF) Clearinghouse, reducing speed limits can reduce crashes by up to 32%.

DESIGN GUIDANCE & CONSIDERATIONS

- Speed limit reduction should be complemented by physical design features such as narrower lanes, roundabouts, speed humps, medians, and protected bike lanes to deter high speeds. Self-enforcing street design embeds physical cues to encourage safe driving.
- Appropriate engineering studies must be completed and other countermeasures considered prior to proposing a speed limit reduction.

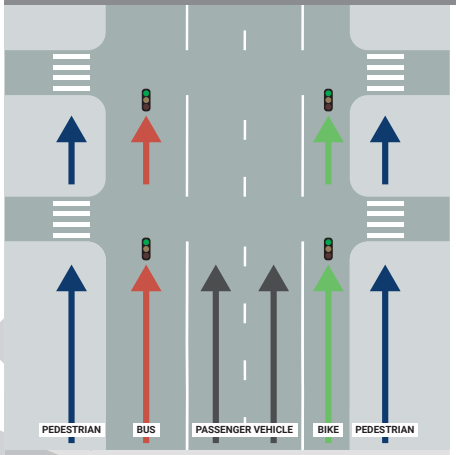
WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

SIGNAL TIMING STRATEGIES

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

$ $ $

COORDINATED SIGNAL TIMING



DESCRIPTION

Coordinated signal timing optimizes traffic flow by synchronizing traffic signals along a corridor, which reduces congestion and minimizes stop-and-go conditions. This improves safety by facilitating more predictable interactions for road users and harmonizing signals for safer speeds with fewer interruptions.

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

REFERENCE DOCUMENTS

- Journal of the Transportation Research Board, Using Traffic Signal Control to Limit Speeding Opportunities on Bidirectional Urban Arterials
- FHWA, Traffic Signal Timing Manual

SAFETY BENEFITS AND IMPACTS

- Coordinated signal timing encourages drivers to travel at the speed limit of the signal progression and discourages speeding through a yellow light.
- Case studies show it is sometimes possible to substantially reduce speeding opportunities with little or no increase in vehicular delay by lowering cycle length, lowering progression speed, or dividing an arterial into smaller “coordination zones” with each zone having its own cycle length.

DESIGN GUIDANCE & CONSIDERATIONS

- Coordinated signal timing should be considered in the overall context of the street. Block length, crossing distance, and traffic volume are relevant to the selection of signal progression speeds, and an operational evaluation of these factors and other criteria should be conducted.
- Coordinated signal timing is typically applied on corridors with closely spaced intersections (1/4 mile or less), and where there is a desire for platooning.
- Cross-street progressions should be included in signal timing planning, especially for streets with high transit or total volume.

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

DRAFT

SIGNAL TIMING STRATEGIES

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

LEADING PEDESTRIAN INTERVALS

$ $ $



DESCRIPTION

A leading pedestrian interval (LPI) gives pedestrians the opportunity to enter the crosswalk at an intersection 3-7 seconds before vehicles are given a green indication. This allows pedestrians to better establish their presence in the crosswalk before vehicles have priority to turn right or left.

LEVEL OF EFFORT

LOW | MODERATE | HIGH

SAFETY BENEFITS AND IMPACTS

- LPIs improve safety by increasing the visibility of pedestrians and cyclists, increasing motorist yielding, and increasing crossing time for pedestrians and cyclists.
- According to the Crash Modification Factor (CMF) Clearinghouse, LPI can reduce crashes by up to 51%.

DESIGN GUIDANCE & CONSIDERATIONS

- LPIs can be accompanied by high-visibility crosswalk markings, curb ramps, accessible pedestrian signals, and “No Right Turn on Red” signs (MUTCD R10-11).
- LPIs are typically applied based on crash history and where both pedestrian volumes and turning volumes are high enough to warrant an additional dedicated interval for pedestrian-only traffic.
- When left-turn phases are present, additional consideration will be necessary for an LPI. This could include having crosswalks on opposite sides of the street show the “Walk” sign at different times.

REFERENCE DOCUMENTS

- FHWA, Leading Pedestrian Interval

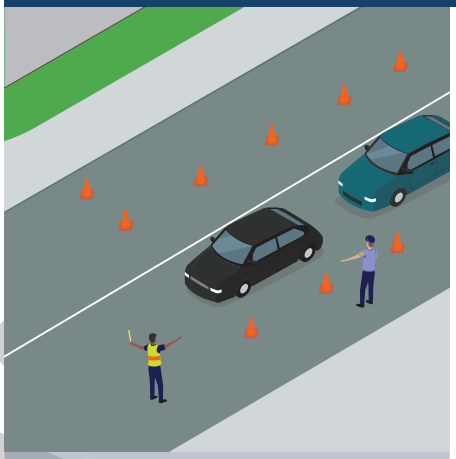
WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

ENFORCEMENT

INTERSECTIONS | ROADWAY DEPARTURES | SAFER SPEEDS | VULNERABLE ROAD USERS
OLDER DRIVERS | DISTRACTED DRIVING | IMPAIRED DRIVING | BEHAVIOR

HIGH-VISIBILITY SPEED ENFORCEMENT PROGRAMS

$ $ $



DESCRIPTION

High-visibility enforcement involves the proactive and visible enforcement of traffic laws by law enforcement agencies. This approach utilizes marked police vehicles, officers in highly visible locations, and public awareness campaigns to deter traffic violations, promote compliance with traffic regulations, and enhance road safety through increased enforcement presence

LEVEL OF EFFORT

LOW | **MODERATE** | HIGH

SAFETY BENEFITS AND IMPACTS

- The objective of high-visibility speed enforcement is to convince the driving public that speeding is likely to be detected and therefore not worth the risk of receiving fines, points, or other punishment. As a result, a successful high-visibility speed enforcement program can reduce speeding and aggressive driving practices.
- A report from the NIJ found that high-visibility speed enforcement can reduce crashes by up to 33%.

GUIDANCE & CONSIDERATIONS

- Enforcement actions for speeding violations should be fair, consistent with local and State statutes, and taken in the interest of preventing traffic crashes.
- Correspondingly, locations with a demonstrable speeding and heightened crash risk are most recommended for focused enforcement activities.

REFERENCE DOCUMENTS

- NHTSA, High-Visibility Enforcement
- NIJ, Effect of High-Visibility Enforcement on Motor Vehicle Crashes

WHERE IT WORKS			
At Signalized Intersections	At Unsignalized Intersections	On Major Roads	On Local Roads
Near Parks/ Schools/ Safety Zones	As Drainage/ Stormwater Capture	In Constrained Right of Way	On Rural Roads

DRAFT

PRIORITIZING SAFETY PROJECTS

The Collier MPO considers safety as a project evaluation factor in prioritizing projects for inclusion in the Long Range Transportation Plan's Cost Feasible Plan (CFP). The MPO incorporates safety as an evaluation criterion in its annual project prioritization process for programming Transportation Management Area (TMA) Surface Transportation Program – Urban (SU) funds.

The High Injury Network (HIN) will be used as a critical data layer to assess current transportation system needs and strategically align safety priorities with long-term regional planning efforts. The MPO will integrate the HIN into its project prioritization process to target investments toward corridors with the highest incidence of severe and fatal crashes. Project scoring will include crash reduction and safety improvement metrics, reinforcing the MPO's commitment to federal safety performance targets and the region's Vision Zero goals.

PLANNING CONSISTENCY

The MPO Board plays a key role in establishing priorities for transportation investments in collaboration with the Florida Department of Transportation (FDOT). The MPO's Long Range Transportation Plan (LRTP) serves as the basis for the annual List of Priority Projects (LOPP) the MPO is required to submit to FDOT District 1 by July 1st of each year. FDOT analyzes the LOPP in combination with the Department's statewide plans and programmatic requirements to develop the District's Five-Year Work Program. Once the State Legislature approves a final budget, FDOT's Work Program is incorporated into the MPO's Five-Year Transportation Improvement Program (TIP). The state compiles all 27 MPO TIPs into the Department's Statewide Transportation Improvement Program (STIP).

The Safety Action Plan serves as an element of the MPO's LRTP, referenced in the Needs and Cost Feasible Plans, which establishes project eligibility for state and federal programmatic funds in addition to discretionary grant funds under the Safe Streets and Roads for All program.

DISCRETIONARY GRANTS – NOTICE OF FUNDING OPPORTUNITY (NOFO)

MPO member governments may submit applications directly to State and Federal governmental agencies in response to NOFOs, without going through the MPO. The MPO will provide a letter of support or help coordinate a regional application upon request, for projects consistent with the Safety Action Plan.

MPO CALL FOR SAFETY PROJECTS PROCESS – STATE AND FEDERAL PROGRAMMATIC FUNDS

The MPO periodically issues a Call for Projects based on available funding and the Board's investment policies identified in the LRTP and incorporated plans such as the Safety Action Plan, Congestion Management Process (CMP), Bicycle and Pedestrian Master Plan (BPMP), and the County's East of 951 Bridge Plan.

Under the 2045 LRTP, the MPO's annual allocation of Surface Transportation Grant Program – Urban (SU) and Transportation Alternative funds were distributed among five project categories: congestion management, new bridge construction, bicycle and pedestrian infrastructure, safety and long-range planning. MPO staff issued a Call for Projects based on the Board's allocation policy, which operated on a five-year rotation among these categories. Pending MPO Board approval, the 2050 LRTP may expand the use of SU funds to include road capacity enhancement projects. The MPO will continue to issue Calls for Projects on an as-needed basis, with priority given to the current backlog of projects in need of funding.

MPO member governments – Collier County and the incorporated cities of Naples, Marco Island and Everglades City – have the option to submit projects for state and federal programmatic funds. The Call for Projects will specify the number of applications each entity may submit. As a general guide, the MPO has instituted a practice in which each member entity may submit up to one project per jurisdictional area represented by voting membership on the Board. MPO staff may submit one project of regional significance. This results in a total of 10 projects for each Call for Projects. The allocation of projects is as follows:

- 5 projects within the unincorporated County
- 2 projects within the City of Naples
- 1 project in the City of Marco Island
- 1 project in the City of Everglades City (including Chokoloskee and Plantation Island)
- 1 project submitted by MPO staff

ELIGIBILITY CRITERIA AND PRELIMINARY ASSESSMENT

Projects must align with the All-Modes High Injury Network (HIN) (beginning on page 44) and identified strategies in the Implementation Actions Matrix (beginning on page 54), and include elements of Complete Streets design, FHWA Proven Safety Counter Measures, or this Action Plan's Countermeasure Toolkit (beginning on page 60).

MPO staff conducts a preliminary review to determine eligibility. Incomplete or improperly submitted projects will not be considered for funding. The preliminary review will include the following baseline criteria:

- **Timeliness:** The submitting agency must confirm that the project can be designed and constructed within the chosen funding cycle.
- **Constructability:** The project must be well-defined, with confirmed right-of-way, and include a complete and accurate cost estimate.
- **Funding Availability:** The submitting agency must demonstrate that sufficient funding is available to cover both the project's costs and any necessary matching funds.

PROJECT RATING AND RANKING

Technical staff on the Congestion Management Committee will review, rate and rank projects based on the evaluation criteria and scoring system developed by the MPO for the Call for Projects. The following criteria and scoring system are provided as a possible starting point:

CRITERIA	POINTS
Tier I HIN – project addresses specific location identified on the Tier I HIN	*10 points*
Tier II HIN – project addresses specific location identified on the Tier II HIN	*5 points*
High Crash Segment or Intersection: Top 10 list (Intersection, Urban, or Rural)	*5 points*
Includes elements from the Implementation Actions matrix, Countermeasure Toolkit, FHWA Proven Safety Countermeasures, or complete streets design	*10 points*
Project meets multiple Action Plan strategies	*5 points*
Project is referenced in multiple MPO or local agency Plans	*5 points*
Local funds are contributed towards meeting project costs	*10 points*
Bonus points determined by committee consensus	*10 points*
	60 max.

DESIGNING SAFER ROADWAYS

Conceptual recommendations were developed for six locations on Collier MPO's High Injury Network to demonstrate how partner entities can use many of the tools highlighted throughout this plan to create safer streets. Additional community engagement and traffic engineeThe following concepts are advisory in nature and are not intended for construction. Further planning, design, engineering, and cost estimation would be required in each case. These conceptual recommendations do not constitute a commitment for any particular improvement at any particular location and Collier MPO, Collier County, local municipalities, and/or FDOT are not responsible for unimplemented recommendations.

The following pages are organized with one page exploring the crashes and KSI crash types and factors along each roadway segment, followed by a page identifying traffic safety countermeasures for both the short- and long- term.

DRAFT

IMMOKALEE – MAIN ST

FROM 9TH ST TO NEW MARKET RD

ANNUAL AVERAGE DAILY TRAFFIC	9,800 - 18,900 veh
FUNCTIONAL CLASS	Principal Arterial
FDOT CONTEXT CLASSIFICATION	Urban Low Density
POSTED SPEED	35 MPH
AREA OF PERSISTENT POVERTY	Yes
TRAVEL LANES	4 - 6
PRESENCE OF SHOULDER	Yes
PRESENCE OF SIDEWALK	Yes
PRESENCE OF BIKE LANE	No
JURISDICTION/OWNERSHIP	Collier County

(2019-2023)

311 TOTAL CRASHES

13 TOTAL FATAL AND SERIOUS INJURY (KSI) CRASHES

2 FATALITIES

11 SERIOUS INJURIES

8 KSI PEDESTRIAN CRASHES

1 KSI BICYCLIST CRASHES

TYPES OF FATAL AND SERIOUS INJURY (KSI) CRASHES



FATAL AND SERIOUS INJURY (KSI) CONTRIBUTING FACTORS

- **2** Distracted-Driving
- **1** Hit & Run
- **3** Lane-Departure
- **3** Commercial-Motor Vehicle
- **3** Intersection-Related

LEGEND: KSI CRASHES

- Fatal
- Pedestrian
- Bicycle
- Automobile



IMMOKALEE – MAIN ST

FROM 9TH ST TO NEW MARKET RD

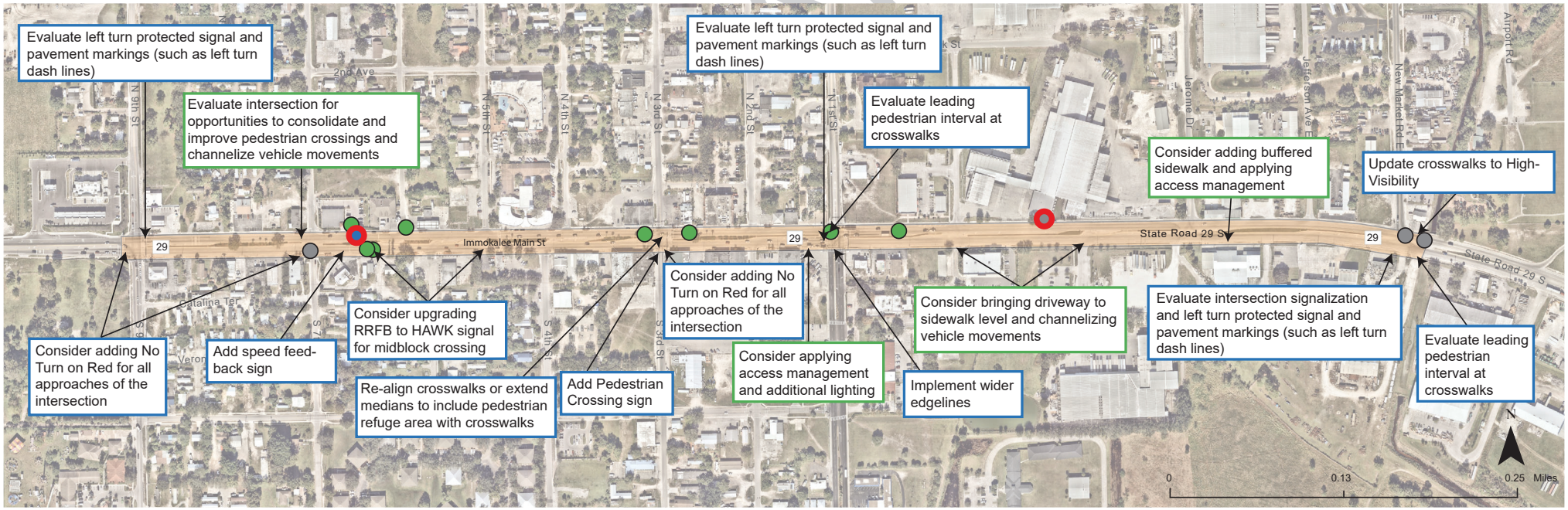
This segment of Immokalee's Main Street extends from 9th Street to New Market Road, where a future truck bypass near the airport is planned. The proposed bypass, known as the Immokalee Loop Road, is expected to begin construction in 2027. The identified corridor includes one of the top-ten High Injury Network (HIN) segments (between 9th Street and 1st Street), and a top HIN intersection at Main Street and New Market Road, as well as additional Tier II HIN segments. Located near several schools, the area has drawn strong interest from the Immokalee Community Redevelopment Agency in enhancing bicycle and pedestrian safety.

SHORT-TERM ACTIONS

Short-term recommendations focus on improving pedestrian safety through signal and marking upgrades. At certain midblock crossings, Rectangular Rapid Flashing Beacons (RRFBs) can be replaced with High-Intensity Activated Crosswalk (HAWK) signals for better visibility. No Turn on Red signs at intersections like Main Street and 9th Street may help reduce crashes. At locations where medians end before the crosswalk, such as Main and 3rd Street, crosswalks can be set back or medians extended to create pedestrian refuge islands. Signal timing along the corridor should be evaluated for Leading Pedestrian Intervals (LPIs), which give pedestrians a head start before vehicles move. Crosswalks throughout the corridor can also be upgraded to high-visibility markings to improve driver awareness and enhance pedestrian safety.

LONG-TERM ACTIONS

Longer-term recommendations include exploring the extension of a buffered sidewalk, which provides separation from traffic through features like landscaping, grass, or street furniture, along the eastern portion of the segment. The corridor may also benefit from access management, such as reducing or consolidating driveways, to limit vehicle entry and exit points and reduce conflicts with pedestrians and cyclists. At the intersection of Main Street and 7th Street, improvements should be evaluated to support safer vehicle and pedestrian movements. This could include adding crosswalks or relocating the nearby midblock crossing to the intersection to better match driver expectations.Lighting could be assessed for the entire segment.



Conceptual Plans are for illustrative purposes only. Additional community engagement and traffic engineering analysis is required for more detailed designs.

IMMOKALEE RD / CR 846

FROM US 41/TAMIAMI TRL TO AIRPORT RD

ANNUAL AVERAGE DAILY TRAFFIC	59,000 veh
FUNCTIONAL CLASS	Minor Arterial
FDOT CONTEXT CLASSIFICATION	Urban Low Density
POSTED SPEED	45 MPH
AREA OF PERSISTENT POVERTY	No
TRAVEL LANES	5 - 8
PRESENCE OF SHOULDER	Yes
PRESENCE OF SIDEWALK	Yes, partial
PRESENCE OF BIKE LANE	No
JURISDICTION/OWNERSHIP	Collier County

(2019-2023)

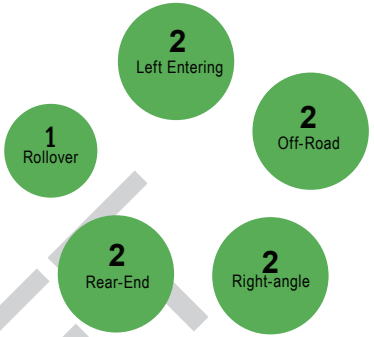
825 TOTAL CRASHES

9 TOTAL FATAL AND SERIOUS INJURY (KSI) CRASHES

1 FATALITY

8 SERIOUS INJURIES

TYPES OF FATAL AND SERIOUS INJURY (KSI) CRASHES



FATAL AND SERIOUS INJURY (KSI) CONTRIBUTING FACTORS

2 Distracted-Driving

1 Commercial Motor Vehicle

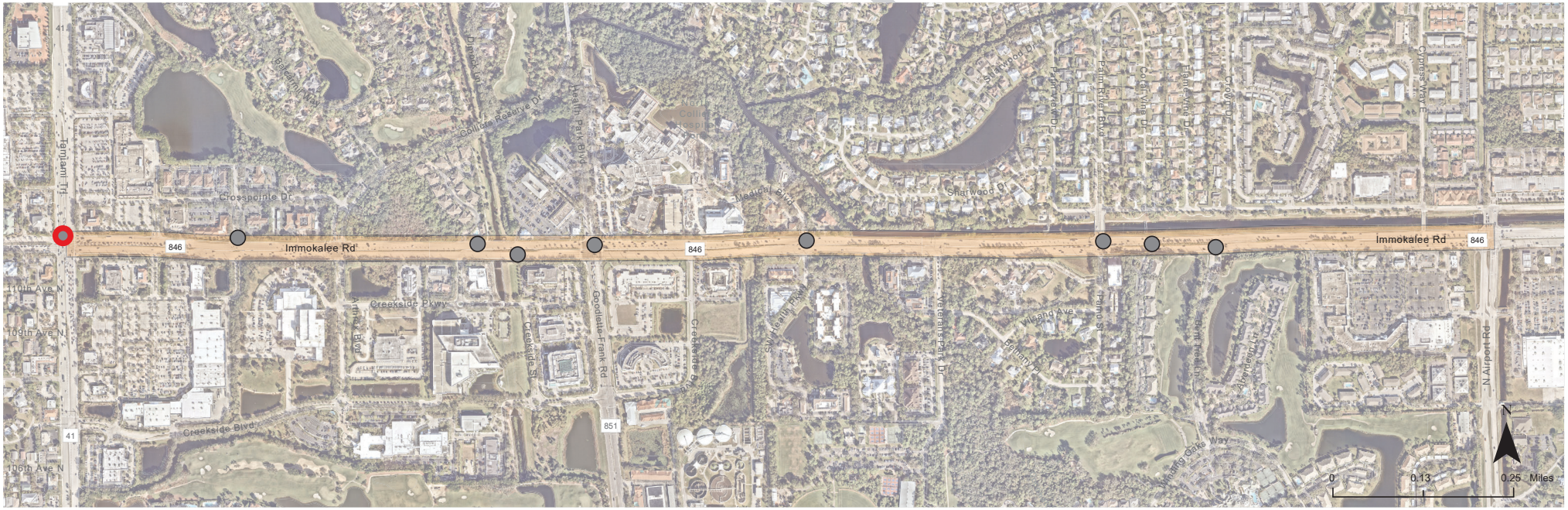
4 Lane-Departure

4 Intersection-Related

1 Alcohol Related

LEGEND: KSI CRASHES

Fatal · Pedestrian · Bicycle · Automobile



IMMOKALEE RD / CR 846

FROM US 41/TAMIAMI TRL TO AIRPORT RD

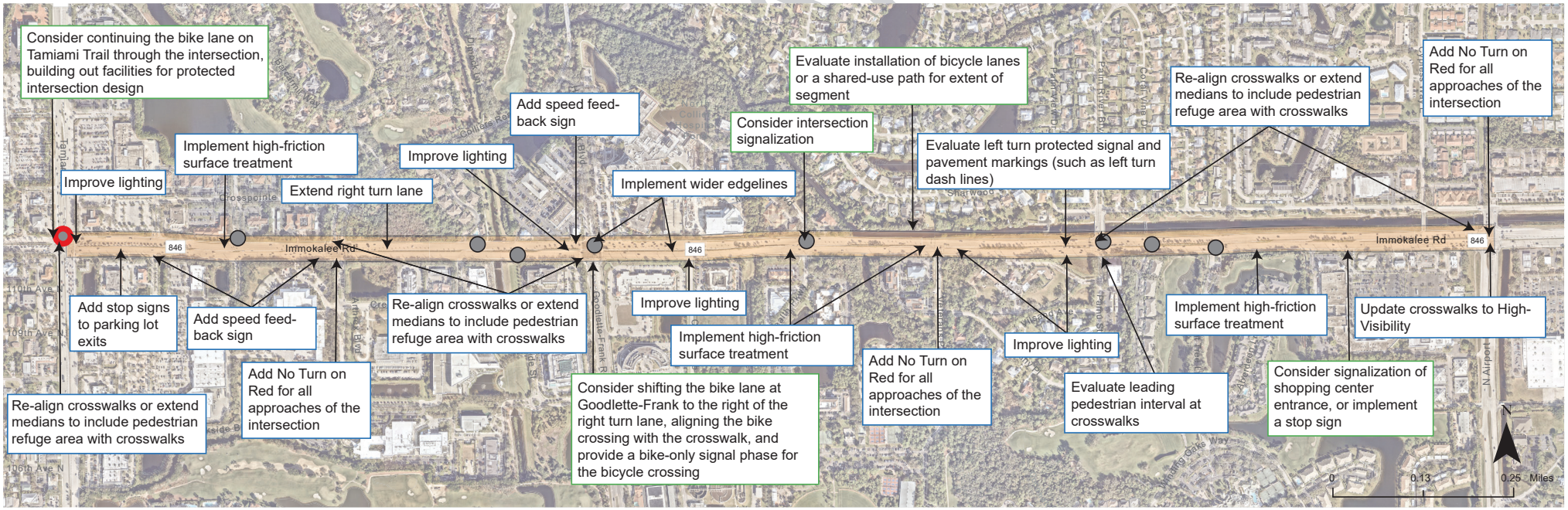
This segment of Immokalee Road in Naples stretches from US 41/Tamiami Trail on the west to Airport Road on the east. It includes both Tier I and Tier II High Injury Network (HIN) segments and intersections. A major bus transfer point is located on the south side of Immokalee Road between US 41 and Goodlette-Frank Road. The corridor is also near NCH North Naples Hospital, several shopping plazas, and the Cocohatchee Creek Preserve. The corridor sees frequent eBike use as a key commuter route. Residents living on both sides of Immokalee Road have expressed a strong desire for safer pedestrian and bicycle crossings in the area.

SHORT-TERM ACTIONS

Short-term recommendations aim to improve safety by encouraging slower speeds and reducing lane departure. Strategies include wider edgelines, high-friction surface treatments, upgraded lighting, and speed feedback signs. At major intersections like Immokalee Road and Airport Road, No Turn on Red signs, protected left-turn signals, and clear pavement markings can help reduce turning-related crashes. Where medians end before crosswalks, such as at Immokalee Road and Parnu Street, crosswalks can be set back or medians extended to create pedestrian refuge islands. Signal timing should be reviewed to add Leading Pedestrian Intervals (LPIs), giving pedestrians a head start before vehicles move. Upgrading all crosswalks along the corridor to high-visibility markings will also improve driver awareness and overall pedestrian safety.

LONG-TERM ACTIONS

Longer-term recommendations include enhancing bicycle facilities along the corridor, such as extending the existing bike lanes on Tamiami Trail and Goodlette-Frank Road through the intersection with Immokalee Road. This should follow best practices for protected intersection design, incorporating elements like setback crossings, corner safety islands, crosswalk-aligned bike lane crossings, dedicated bike signal phases, and physical separation from traffic to reduce conflicts and improve safety for all users. The entire segment should also be evaluated for the addition of bicycle lanes or a shared use path. Additionally, intersections such as Medical Boulevard and Immokalee Road, as well as the shopping center at the western end of the corridor, may be candidates for future signalization to support safer, more predictable movements.



Additional community engagement and traffic engineering analysis is required for more detailed designs.

GOLDEN GATE PKWY / CR 886

FROM US 41/TAMIAMI TRL TO VINLAND DR

ANNUAL AVERAGE DAILY TRAFFIC	24,000-57,500 veh
FUNCTIONAL CLASS	Minor Arterial
FDOT CONTEXT CLASSIFICATION	Urban Low Density
POSTED SPEED	45 MPH
AREA OF PERSISTENT POVERTY	No
TRAVEL LANES	6 - 7
PRESENCE OF SHOULDER	Yes
PRESENCE OF SIDEWALK	Yes
PRESENCE OF BIKE LANE	No
JURISDICTION/OWNERSHIP	Collier County

(2019-2023)

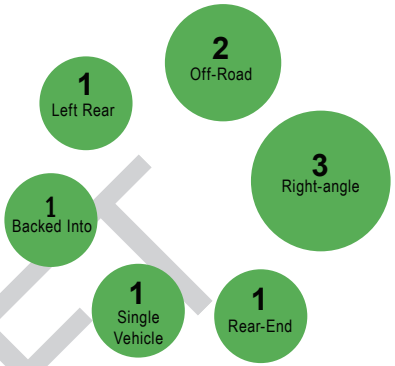
407 TOTAL CRASHES

9 TOTAL FATAL AND SERIOUS INJURY (KSI) CRASHES

9 SERIOUS INJURIES

1 KSI BICYCLIST CRASH

TYPES OF FATAL AND SERIOUS INJURY (KSI) CRASHES



FATAL AND SERIOUS INJURY (KSI) CONTRIBUTING FACTORS

2 Distracted-Driving

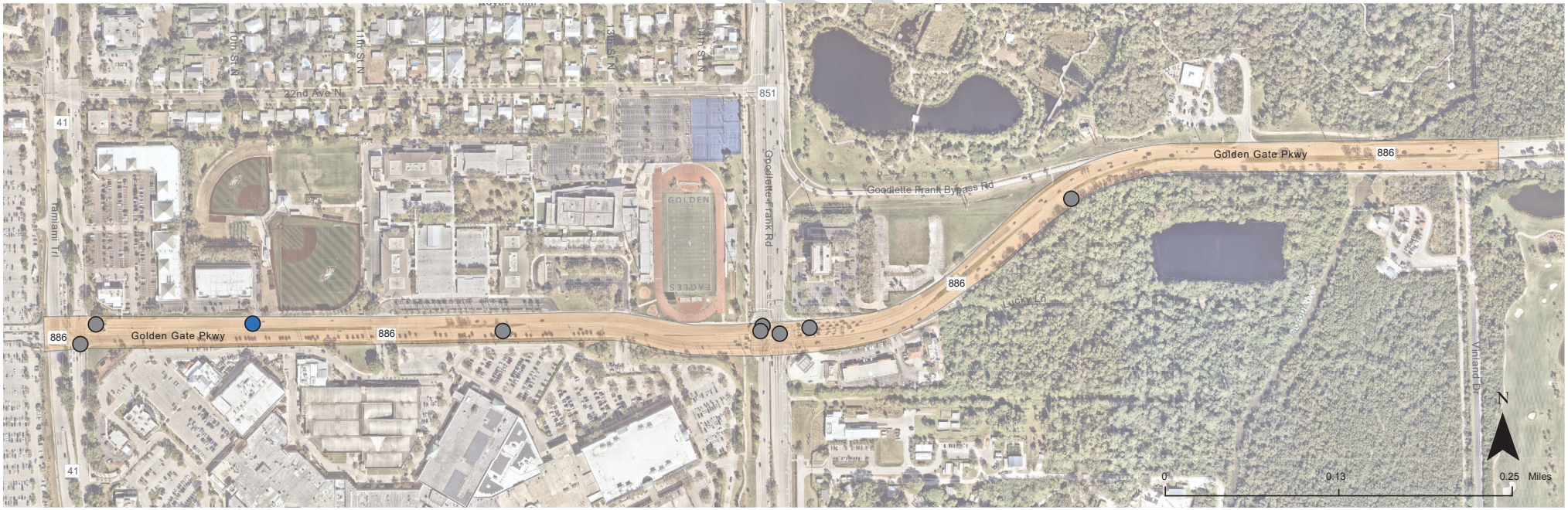
1 Alcohol Related

1 Lane-Departure

7 Intersection-Related

LEGEND: KSI CRASHES

Fatal | Pedestrian | Bicycle | Automobile



GOLDEN GATE PKWY / CR 886

FROM US 41/TAMIAMI TRL TO VINLAND DR

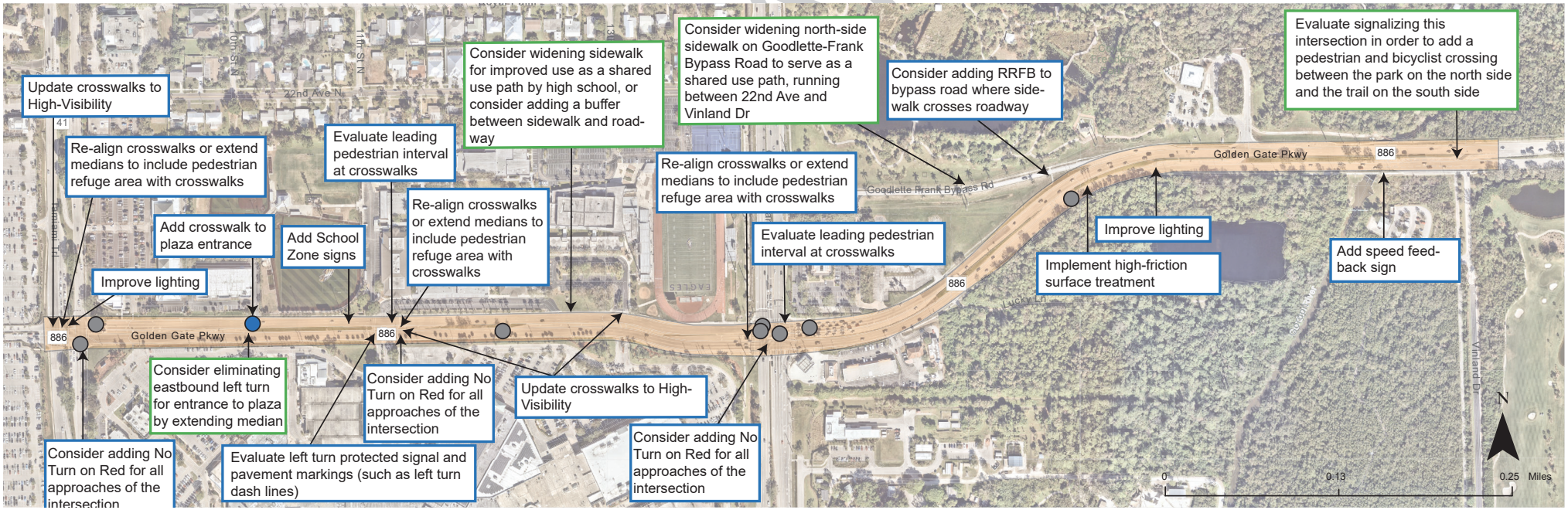
This segment, located in Naples along Golden Gate Parkway between US 41 / Tamiami Trail to the west and the Gordon River Greenway access point to the east, includes both Tier I and Tier II High Injury Network (HIN) segments and intersections. Notably, the intersection of Golden Gate Parkway and Goodlette-Frank Road ranks among the top ten HIN intersections. With key destinations like the Gordon River Greenway and Freedom Park in the east and Naples High School near the west end at Goodlette-Frank Road, the area has strong potential for increased pedestrian and bicycle activity. Improving safety measures along this corridor could help support and encourage more active transportation use.

SHORT-TERM ACTIONS

Short-term recommendations include increasing pedestrian visibility through improving lighting, enhancing crosswalks to be high-visibility, adding crosswalks across plaza entrances, and adding new School Zone signs. At all major intersections, such as the crossing of Goodlette-Frank Road, where medians end before the crosswalk, crosswalks can be set back or medians extended to create pedestrian refuge islands. Signal timing along the corridor should be evaluated for Leading Pedestrian Intervals (LPIs), which give pedestrians a head start before vehicles move. No Turn on Red signs at larger intersections, like Golden Gate Parkway and US 41, and left-turn protected signal phasing and pavement markings, may help reduce turning crashes.

LONG-TERM ACTIONS

Longer-term recommendations include widening the sidewalk and expanding the buffer between the sidewalk and roadway with grass or landscaping to support a shared-use path, especially near the school. Pedestrian and cyclist access to the Gordon River Greenway and Freedom Park can be improved through a signalized intersection or pedestrian beacon near Vinland Drive, safer connections to the bypass road, and a wider, continuous shared-use path. As an alternative to traveling along Golden Gate Parkway, the sidewalk on the north side of the adjacent Goodlette-Frank Bypass Road could be widened for shared use by pedestrians and cyclists. Extending this path from the bypass to Vinland Drive would create a continuous connection between 22nd Avenue, which has lower traffic volumes, and the Greenway. The corridor also includes multiple driveways. Consolidating them would reduce vehicle and pedestrian conflict points and improve safety.



Additional community engagement and traffic engineering analysis is required for more detailed designs.

US 41/ SR 90/TAMIAMI TRL

FROM 9TH ST TO DAVIS BLVD/SANDPIPER ST

ANNUAL AVERAGE DAILY TRAFFIC	36,000-42,000 veh
FUNCTIONAL CLASS	Principal Arterial
FDOT CONTEXT CLASSIFICATION	Urban Low Density
POSTED SPEED	30 MPH
AREA OF PERSISTENT POVERTY	Yes
TRAVEL LANES	6 - 8
PRESENCE OF SHOULDER	No
PRESENCE OF SIDEWALK	Yes (no buffer)
PRESENCE OF BIKE LANE	Yes
JURISDICTION/OWNERSHIP	Naples/State

(2019-2023)

400 TOTAL CRASHES

10 TOTAL FATAL AND SERIOUS INJURY (KSI) CRASHES

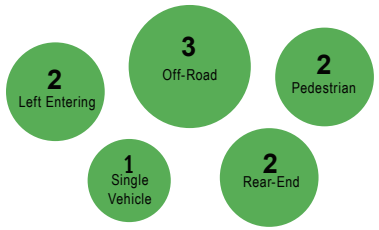
0 FATALITIES

10 SERIOUS INJURIES

1 KSI PEDESTRIAN CRASHES

2 KSI BICYCLIST CRASHES

TYPES OF FATAL AND SERIOUS INJURY (KSI) CRASHES



FATAL AND SERIOUS INJURY (KSI) CONTRIBUTING FACTORS

- **1** Distracted-Driving
- **1** Alcohol-Related
- **1** Hit and Run
- **1** Speed-Related
- **1** Lane-Departure
- **1** Aggressive Driving
- **1** Drug-Related
- **8** Intersection-Related

LEGEND: KSI CRASHES

Fatal · Pedestrian · Bicycle · Automobile



US 41/ SR 90/TAMIAMI TRL

FROM 9TH ST TO DAVIS BLVD/SANDPIPER ST

This segment is in Naples on US41(Tamiami Trail and 5th St S) between 9th St S to the west and the Davis Boulevard/ Sandpiper Street intersection to the east. This segment includes one of the top ten HIN segments (between 9th St S and Goodlette-Frank Rd), as well one of the top ten HIN intersections (Tamiami Trail and Goodlette-Frank Rd). This location was identified in the Collier MPO Bicycle and Pedestrian Master Plan as an area in need of improvement. This segment serves pedestrians, bicyclists, and motorists, and supports hospitality workers, eBike commuters, and tourists. The City of Naples determined the need for bike and pedestrian improvements in the area, while the corridor simultaneously undergoes redevelopment, particularly in the triangular Davis/Sandpiper intersection offering planned and in-progress residential developments.

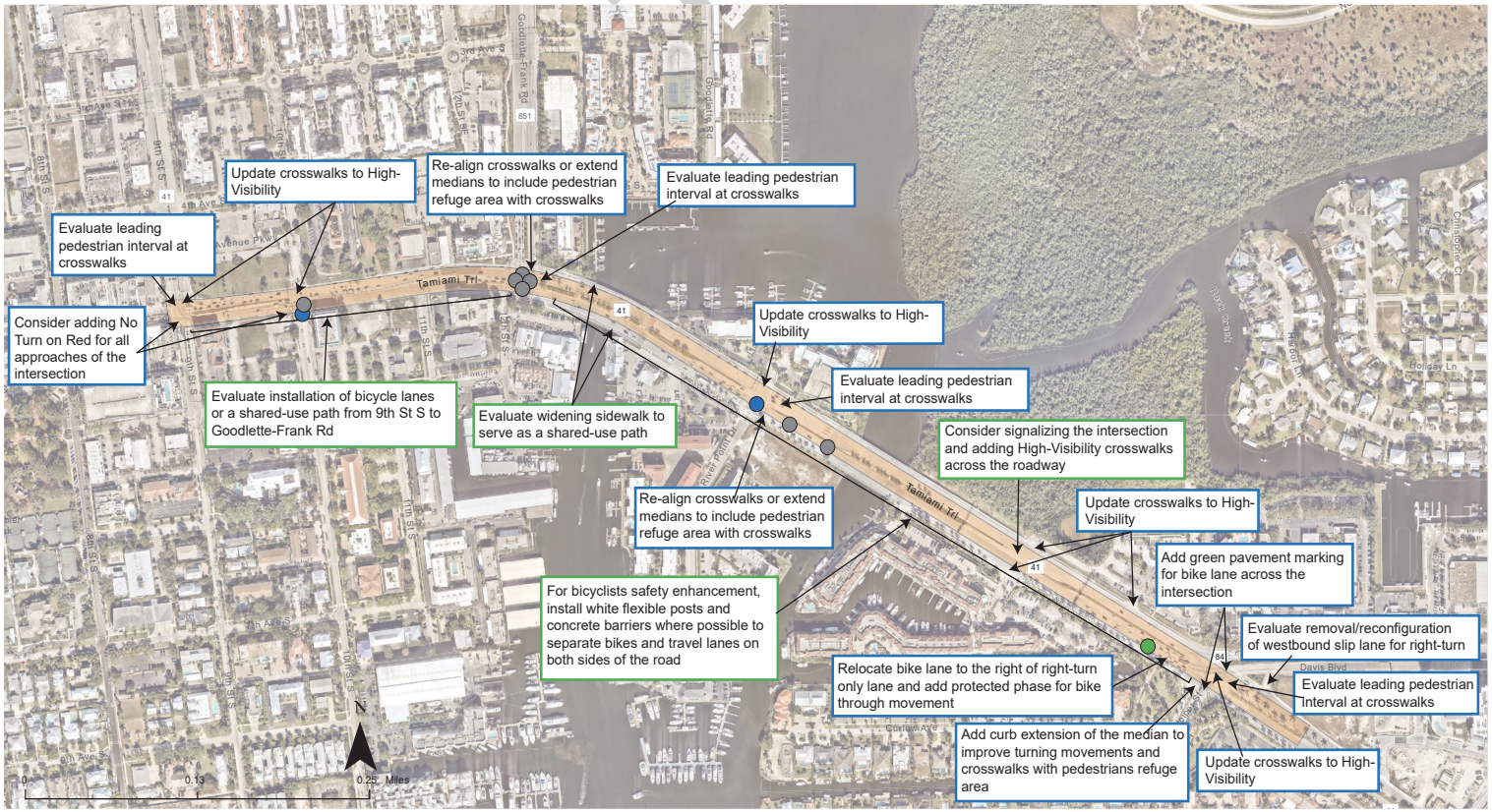
SHORT-TERM ACTIONS

Short-term recommendations include changes to existing signage and pavement markings. At select locations, such as the intersection of Tamiami Trail and 9th St S, implementing no-turn-on-red signage may mitigate crashes. Throughout the corridor, evaluating signal timing cycles to implement leading pedestrian intervals may provide greater visibility to pedestrians at the intersection. Throughout the corridor, all crosswalk markings can be upgraded to high-visibility.

LONG-TERM ACTIONS

Longer-term recommendations include evaluating the extension of bicycle facilities or a shared-use path from 9th St S to Goodlette-Frank Rd. On the existing bicycle facilities east of Goodlette-Frank Rd, consider the installation of a barrier (such as white flexible delineator posts and/or concrete barriers) to separate the travel lane from the bicycle lane. For sections of the bikeway across bridges, special consideration should be given to barrier types that can be affixed to the deck of the bridge. Consideration should be given to relocating the bike lane to be adjacent to the curb at Sandpiper St, and separating the bicycle and through movement at the signal.

Consideration should be given to removal of the slip lane from westbound Davis Blvd onto Tamiami Trail to encourage slower turning movements at the intersection. Throughout the corridor, evaluate medians and truck turning movements to realign the crosswalk to provide a median refuge.



Additional community engagement and traffic engineering analysis is required for more detailed designs.

AIRPORT RD / CR 31

FROM DAVIS BLVD TO US-41/TAMIAMI TRL

ANNUAL AVERAGE DAILY TRAFFIC	34,000 veh
FUNCTIONAL CLASS	Minor Arterial
FDOT CONTEXT CLASSIFICATION	Urban Low Density
POSTED SPEED	45 MPH
AREA OF PERSISTENT POVERTY	Adjacent
TRAVEL LANES	6 - 8
PRESENCE OF SHOULDER	No
PRESENCE OF SIDEWALK	Yes (no buffer)
PRESENCE OF BIKE LANE	No
JURISDICTION/OWNERSHIP	Collier County

(2019-2023)

449 TOTAL CRASHES

11 TOTAL FATAL AND SERIOUS INJURY (KSI) CRASHES

1 FATALITIES

10 SERIOUS INJURIES

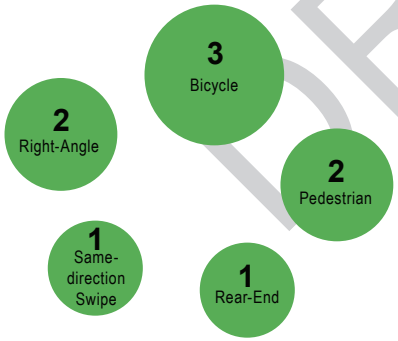
1 KSI PEDESTRIAN CRASHES

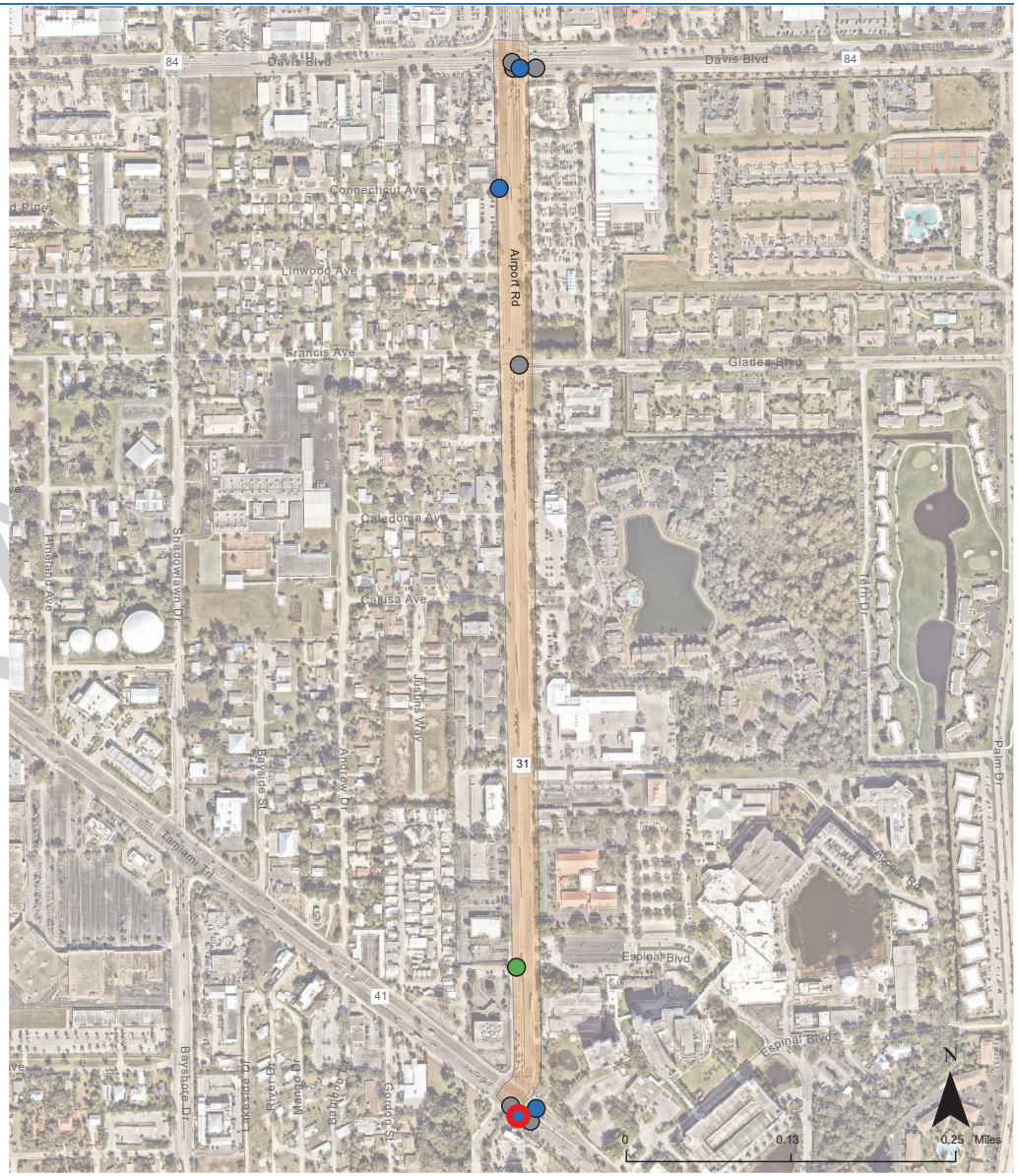
4 KSI BICYCLIST CRASHES

TYPES OF FATAL AND SERIOUS INJURY (KSI) CRASHES

- **2** Distracted-Driving
- **3** Alcohol-Related
- **3** Hit and Run
- **1** Aggressive Driving
- **1** Lane-Departure
- **8** Intersection-Related
- **1** Drug-Related

FATAL AND SERIOUS INJURY (KSI) CONTRIBUTING FACTORS





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AIRPORT RD / CR 31

FROM DAVIS BLVD TO US-41/TAMIAMI TRL

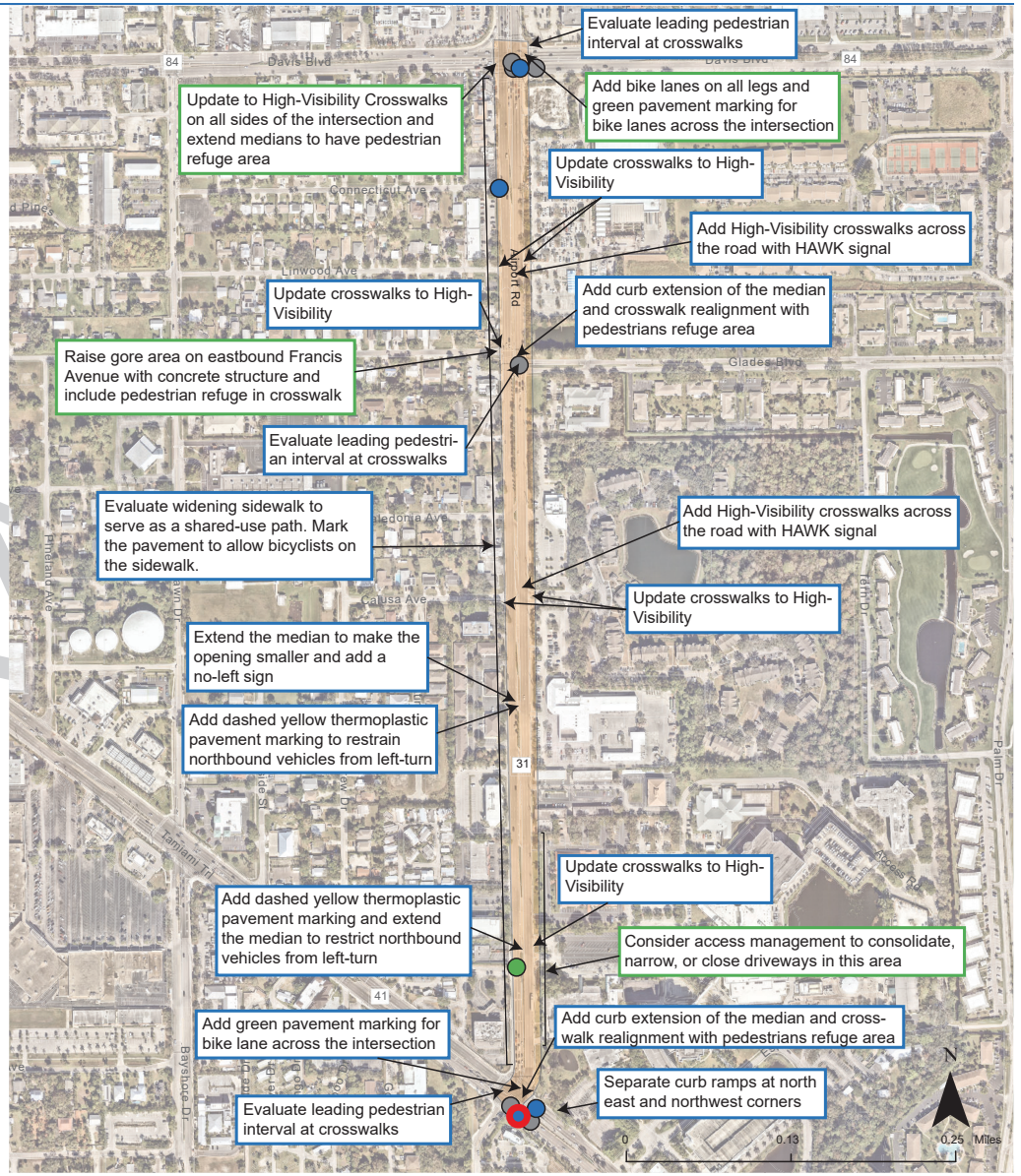
This segment is in Naples on Airport Rd between Davis Boulevard from the north to Tamiami Trail East (US-41) to the south. The road was identified in a 2015 Bike and Pedestrian Road Safety Audit prepared by FDOT at the request of MPO. This location was within the top 40 segments on the High-Injury Network, and contains two of the top ten intersections within the High-Injury Network (Airport Rd and Davis Blvd, and Airport Rd and Tamiami Trail). The road, particularly the east side, is lined with human services organizations. Students attending the Public Vocational High School just north of Davis Boulevard cross the busy segment to get to school. Additionally, Collier County Government Center sits on a corner of the intersection of US41 and Airport Road, which includes a major Collier Area Transit transfer center. The corridor has several bus stops along east and west curbs and there are many pedestrian generating land uses within the corridor such as, apartments, churches, retail stores and restaurants.

SHORT-TERM ACTIONS

Short-term recommendations include updating crosswalks to high-visibility pavement markings and evaluating signal timing to implement leading pedestrian intervals. North of Tamiami Trail, adding pavement markings to extend the median and restrict northbound vehicles from turning left.

LONG-TERM ACTIONS

Long-term recommendations include evaluating median design and crosswalk locations to allow for the median to serve as a pedestrian refuge island. Evaluate the addition of a crosswalk and HAWK signal at Linwood Avenue. Consider upgrades to the bicycle lanes along David Blvd. Evaluate access management to narrow or consolidate the driveway entrances to the Collier County Motor Vehicle & Driver License Office.



LEGEND: KSI CRASHES

- Fatal
- Pedestrian
- Bicycle
- Automobile

Additional community engagement and traffic engineering analysis is required for more detailed designs.

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MARCO ISLAND – N COLLIER BLVD & E ELKHAM CIR

INTERSECTION

ANNUAL AVERAGE DAILY TRAFFIC	15,300 veh
FUNCTIONAL CLASS	Major Collector
FDOT CONTEXT CLASSIFICATION	Urban Low Density
POSTED SPEED	30/35/20 MPH
AREA OF PERSISTENT POVERTY	No
TRAVEL LANES	4
PRESENCE OF SHOULDER	No
PRESENCE OF SIDEWALK	Yes (with buffer)
PRESENCE OF BIKE LANE	No
JURISDICTION/OWNERSHIP	Marco Island/City

(2019-2023)

27 TOTAL CRASHES

2 TOTAL FATAL AND SERIOUS INJURY (KSI) CRASHES

1 FATALITY

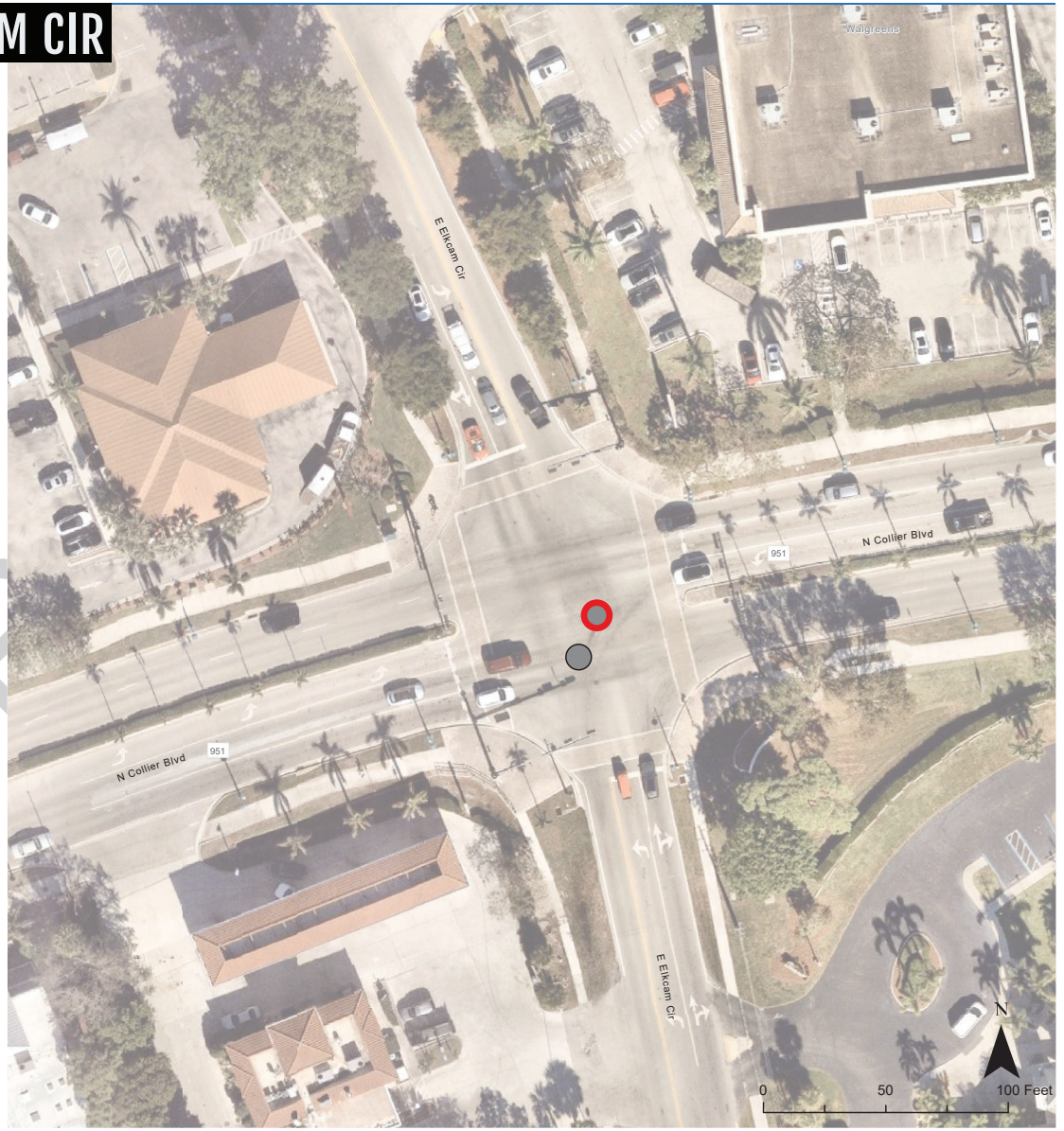
1 SERIOUS INJURY

FATAL AND SERIOUS INJURY (KSI) CONTRIBUTING FACTORS

- **1** Off-Road
- **1** Left-Entering

TYPES OF FATAL AND SERIOUS INJURY (KSI) CRASHES

- **1** Drug-Related
- **2** Intersection-Related



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MARCO ISLAND – N COLLIER BLVD & E ELKHAM CIR

INTERSECTION

This intersection within the City of Marco Island is at North Collier Boulevard and East Elkcam Circle. This location was identified as a top 15 intersection within the High-Injury Network. The City of Marco Island has previously identified a need for bike and pedestrian improvements on Collier Boulevard. The intersection is the site of many pedestrian generating businesses, and is served by two bus routes.

SHORT-TERM ACTIONS

Short-term recommendations are to evaluate the traffic signals to incorporate leading pedestrian interval, update the crosswalks to high-visibility, and adding pavement markings to delineate the left turn movements.

LONG-TERM ACTIONS

Long-term recommendations are to evaluate the sidewalks along the corridor to be upgraded to allow for a shared-use path and to re-align the crosswalks and medians to allow for a pedestrian refuge island.



LEGEND: KSI CRASHES

- Fatal
- Pedestrian
- Bicycle
- Automobile

Additional community engagement and traffic engineering analysis is required for more detailed designs.



COLLIER
Metropolitan Planning Organization

SAFETY ACTION PLAN

EXECUTIVE SUMMARY
COMMITTEE ACTION
ITEM 7D

Endorse the 2050 LRTP Revised Draft Evaluation Matrix/Project Ranking and Revised Draft Cost Feasible Roadway Projects

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OBJECTIVE: For the Committee to endorse elements of the 2050 LRTP that lead to finalizing the Cost Feasible Plan (CFP).

CONSIDERATIONS: The Draft Evaluation Matrix and Cost Feasible Roadway Projects were presented to the Committee for review and comment in August. Based on input received from Collier County TMSD staff, the bridge at 16th St. SE south of Golden Gate Blvd. (map ID#106) was added to the Needs Plan and Evaluation Matrix (**Attachment 1**) and replaced the bridge at Wilson Blvd (map ID#80) in the draft Cost Feasible Plan (**Attachment 2**). The revised documents were presented to the MPO Board for review on September 12th. No additional comments have been received.

Jacobs plans to submit the final Cost Feasible Roadway Network to FDOT on September 19th. MPO staff will report on its status at the Committee meeting.

STAFF RECOMMENDATION: That the Committee endorse the revised draft Evaluation Criteria Matrix (**Attachment 1**) and Cost Feasible Roadway Projects (**Attachment 2**).

Prepared By: Anne McLaughlin, MPO Director

ATTACHMENTS:

1. Revised Draft Evaluation Matrix/Project Ranking
2. Revised Draft Cost Feasible Roadway Projects

Collier MPO 2050 LRTP - Needs Evaluation Scoring

Goals	1.Ensure the Security of Transportation System for Users		
Evaluation Criteria:	1A - Improves Evacuation Routes	1B - Provides Enhanced or potential new evacuation routes	1C - Improves existing evacuation routes near high density populations
Performance Measures:	*Is the roadway a current evacuation route?* Yes = 5 No = 0	Does the roadway connect to an existing evacuation route, enhances overall evacuation, or does it have potential to be a new evacuation route (i.e. major extension or new project that connects to a SIS) = 5	Does the project improve evacuation near high density populations? Yes = 5; No = 0
Weighting (out of 100):	3.00	3.00	2.00

2050 Map ID	Revised Ranking	Project	From	To		Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score
1	49	Benfield Road	City Gate Boulevard North	Hacienda Lakes Pkwy		0	-	5	15	0	-
2	56	Benfield Road	Hacienda Lakes Pkwy	US 41 (SR 90) (Tamiami Trail East)		0	-	5	15	5	10.00
3	90	Big Cypress Parkway	Everglades Blvd north of I-75	Golden Gate Blvd		0	-	0	-	0	-
4	83	Big Cypress Parkway	Golden Gate Blvd	Vanderbilt Beach Road Ext.		0	-	0	-	0	-
5	85	Big Cypress Parkway	Vanderbilt Beach Road Ext.	Oil Well Road		0	-	5	15	0	-
6	79	Big Cypress Parkway	Oil Well Road	Immokalee Rd		0	-	5	15	0	-
7	75	Camp Keais Rd	Oil Well Road	Pope John Paul Blvd		0	-	5	15	0	-
8	65	Camp Keais Rd	Pope John Paul Blvd	Immokalee Road		0	-	5	15	0	-
9	91	Camp Keais Rd Extension	Camp Keais Rd	SR 29		0	-	0	-	0	-
10	80	City Gate Blvd Extension	Landfill Blvd	Wilson Blvd Ext		0	-	5	15	0	-
11	11	Collier Blvd (SR 951)	Pine Ridge Rd	Golden Gate Blvd		5	15	0	-	0	-
12	8	Collier Blvd (SR 951)	South of Manatee Rd	North of Tower Rd		5	15	0	-	5	10.00
13	76	Collier Blvd Extension	Collier Blvd (CR 951) Northern Terminus	Lee/Collier County Line/Logan Blvd		0	-	5	15	0	-
14	86	Corkscrew Rd	SR 82	Lee County Line		5	15	0	-	0	-
15	6	Davis Blvd (SR 84)	Airport Pulling Rd	Santa Barbara Blvd		5	15	0	-	5	10.00
16	51	Everglades Blvd	I-75 (SR-93)	Golden Gate Blvd		5	15	5	15	0	-
17	44	Everglades Blvd	Golden Gate Blvd	Vanderbilt Bch Rd Ext		5	15	5	15	0	-
18	26	Everglades Blvd	Oil Well Rd	Immokalee Rd		5	15	5	15	5	10.00
19	77	Golden Gate Blvd	Everglades Blvd	Desoto Blvd		0	-	5	15	0	-
20	84	Golden Gate Blvd	Desoto Blvd	Big Cypress Parkway		0	-	0	-	0	-
21	73	Golden Gate Parkway	Livingston Rd			5	15	0	-	0	-
22	29	Golden Gate Parkway	Livingston Rd	I-75 SB Ramps		5	15	0	-	0	-
23	9	Golden Gate Parkway	Santa Barbara Boulevard	Sunshine Boulevard		5	15	0	-	5	10.00
24	14	Green Boulevard	Santa Barbara/ Logan Boulevard	Sunshine Boulevard		0	-	5	15	5	10.00
25	70	Green Boulevard Extension	CR 951	23rd Street SW		0	-	5	15	5	10.00
26	82	Green Boulevard Extension	23rd St SW	Wilson Blvd Ext		0	-	0	-	0	-
27	78	Green Boulevard Extension	Wilson Blvd Ext	Everglades Blvd		0	-	5	15	0	-
28	81	Green Boulevard Extension	Everglades Blvd	Big Cypress Parkway		0	-	5	15	0	-
29	27	I-75 (SR 93)	Everglades Blvd			5	15	5	15	0	-
30	47	I-75 (SR 93)	Vanderbilt Beach Rd			5	15	0	-	0	-
31	45	I-75 (SR-93)	Collier Blvd (CR 951)	SR 29		5	15	0	-	5	10.00
33	2	Immokalee Road	Strand Blvd	Northbrooke Rd		5	15	0	-	0	-
34	21	Immokalee Road	Logan Blvd	Rose Blvd		5	15	0	-	5	10.00
35	42	Immokalee Road	Collier Blvd	Bellaire Bay Dr		5	15	0	-	0	-
36	72	Immokalee Road	Bellaire Bay Dr	Wildwood Blvd		5	15	0	-	0	-
37	4	Immokalee Rd (CR 846)	Camp Keais Rd	Carver St		5	15	0	-	5	10.00
38	12	Immokalee Rd (CR 846)	SR 29	Airpark Blvd		5	15	0	-	0	-
39	74	Immokalee Rd	Collier Blvd (CR 951)			5	15	0	-	0	-
41	89	Keane Avenue	Inez Rd	Wilson Blvd Ext		0	-	0	-	0	-
42	43	Little League Rd Extension	SR-82	Westclox St		0	-	5	15	5	10.00
43	92	Little League Rd Extension	Lake Trafford Rd	Immokalee Rd		0	-	0	-	0	-
45	69	Livingston Road	Entrada Ave	Learning Ln		0	-	0	-	0	-
46	87	Livingston Road	Veterans Memorial Blvd	Terry St (Lee County Line)		0	-	0	-	0	-
47	19	Logan Boulevard	Green Boulevard	Pine Ridge Rd		5	15	0	-	5	10.00
48	28	Logan Boulevard	Vanderbilt Beach Rd	Immokalee Rd		0	-	5	15	5	10.00
49	35	Logan Boulevard	Pine Ridge Rd	Vanderbilt Beach Rd		0	-	5	15	5	10.00
50	53	Oil Well Road / CR 858	Ave Maria Entrance	Camp Keais Road		5	15	0	-	0	-
51	58	Oil Well Road / CR 858	Camp Keais Road	SR 29		5	15	0	-	0	-
52	31	Old US 41	US 41 (SR 45)	Lee/Collier County Line		0	-	5	15	5	10.00
53	33	Orange Blossom Drive	Airport Pulling Road	Livingston Road		0	-	5	15	5	10.00
56	38	Pine Ridge Road	Logan Blvd	Collier Blvd		5	15	0	-	0	-
57	40	Randall Blvd	Immokalee Rd			5	15	0	-	0	-
58	39	Randall Boulevard	8th St NE	Everglades Blvd		0	-	5	15	0	-
59	57	Randall Boulevard	Everglades Blvd	Big Cypress Parkway		0	-	5	15	0	-
61	18	Santa Barbara Boulevard	Painted Leaf Lane	Green Boulevard		5	15	0	-	5	10.00
62	3	SR 29 / North Main Street	North 9th St	Immokalee Dr		5	15	0	-	5	10.00
63	20	US 41 (SR 90) (Tamiami Trail)	Immokalee Rd	Imperial Golf Course Blvd		5	15	0	-	5	10.00
64	7	US 41 (SR 90) (Tamiami Trail)	10th Street South	Goodlette-Frank Rd		5	15	0	-	5	10.00
65	5	US 41 (SR 90) (Tamiami Trail)	Goodlette-Frank Rd	Riverpoint Dr		5	15	0	-	5	10.00
66	1	US 41 (SR 90) (Tamiami Trail)	Airport Pulling Rd	Rattlesnake Hammock Rd		5	15	0	-	5	10.00
67	16	US 41 (SR 90) (Tamiami Trail East)	Greenway Rd	6 L Farm Rd		5	15	0	-	5	10.00
68	22	US 41 (SR 90) (Tamiami Trail East)	Collier Blvd (SR 951)			5	15	0	-	5	10.00
69	54	US 41 (SR 90) (Tamiami Trail East)	Immokalee Road			5	15	0	-	5	10.00
70	88	Vanderbilt Beach Road Extension	Everglades Blvd	Desoto Blvd		0	-	5	15	0	-
71	52	Vanderbilt Drive	Immokalee Rd	Woods Edge Parkway		5	15	0	-	5	10.00
72	48	Westclox Street Extension	Little League Road	West of Carson Road		0	-	0	-	5	10.00
73	66	Wilson Blvd Extension	City Gate Boulevard Extension	Golden Gate Boulevard		0	-	5	15	0	-
74	71	Wilson Blvd	Golden Gate Boulevard	Immokalee Rd		0	-	5	15	0	-
75	63	Bridge at 13th Street NW	North End at Vanderbilt Beach Road Extension			0	-	5	15	0	-
76	59	Bridge at 18th Ave NE	Between Wilson Boulevard and 8th Street NE			0	-	5	15	0	-
77	67	Bridge at 18th Ave NE	Between 8th Street NE and 16th Street NE			0	-	5	15	0	-
78	64	Bridge at 47th Avenue NE	West of Everglades Boulevard			0	-	5	15	0	-
79	62	Bridge at 62nd Avenue NE	West of 40th Street NE			0	-	5	15	0	-
80	60	Bridge at Wilson Boulevard	South of 33rd Avenue NE			0	-	5	15	0	-
81	50	Bridge at Wilson Boulevard, South End				0	-	5	15	0	-
83	61	Bridge @ 23rd St. SW	South of Golden Gate Blvd.			0	-	5	15	0	-
84	10	Golden Gate Pkwy. (Intersection)	Goodlette-Frank Rd.			5	15	0	-	5	10.00
85	46	Pine Ridge Rd. (Intersection)	Airport Pulling Rd.			5	15	0	-	5	10.00
86	36	Immokalee Rd. (Intersection)	Logan Blvd.			5	15	0	-	0	-
87	55	Vanderbilt Beach Rd. (Intersection)	Livingston Rd.			0	-	0	-	5	10.00
89	41	Collier Blvd. (Intersection)	Pine Ridge Rd.			5	15	0	-	0	-
90	24	Pine Ridge Rd. (Intersection)	Goodlette-Frank Rd.			5	15	0	-	5	10.00
91	30	US 41 (SR 90) (Tamiami Trail E) (Intersection)	Pine Ridge Rd.			5	15	0	-	5	10.00
93	37	Vanderbilt Beach Rd (Intersection)	Airport Pulling Rd.			5	15	0	-	5	10.00
94	23	Airport Pulling Rd. (Intersection)	Orange Blossom Dr.			5	15	0	-	5	10.00
95	17	Airport Pulling Rd. (Intersection)	Golden Gate Pkwy.			5	15	0	-	0	-
96	25	Airport Pulling Rd. (Intersection)	Radio Rd.			5	15	0	-	0	-
97	15	Airport Pulling Rd. (Intersection)	Davis Blvd			5	15	0	-	5	10.00
99	32	Immokalee Road	Randall Blvd	west of Wilson Blvd		5	15	0	-	0	-
100	13	Immokalee Road	Camp Keais Rd			5	15	0	-	0	-
106	68	Bridge at 16th St SE	South of Golden Gate Blvd.			0	-	5	15	0	-
N/A		TEST = Max Score	Test		TEST = max score	5	15	5	15	5	10.00

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				2. Protect Environmental Resources							
				2A - Minimize wetland encroachment by transportation projects		2B - Minimize impacts to wetland flows (maintain or enhance existing flows to the extent feasible)		2C - Minimize the adverse impacts on threatened and endangered species t		2D - Lower emissions and preserve open space by improving infrastructure near key destinations	
				No impact = 0 0 - 5 acres = -1 6 - 10 acres = -2 11 - 15 =- -3 15 - 20 =- -4 21 or more =- -5 (max)		Within 0.5 miles of Conservation Areas/Preserves lands? Yes = -1 No = 0		No impact = 0 0 - 10 acres = -1 11 - 20 acres = -2 21 - 30 =- -3 31 - 40 =- -4 40 or more =- -5 (max)		Within 0.5 mile = 5 Within 2 miles = 3 Greater than 2 miles = 0	
				3.00		3.00		3.00		3.00	
2050 Map ID	**Revised Ranking**	**Project**	**From**	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score
1	49	Benfield Road	City Gate Boulevard North	-5	(15.00)	-1	(3.00)	-5	(15.00)	0	-
2	56	Benfield Road	Hacienda Lakes Pkwy	-5	(15.00)	-1	(3.00)	-5	(15.00)	0	-
3	90	Big Cypress Parkway	Everglades Blvd north of I-75	-5	(15.00)	0	-	-4	(12.00)	0	-
4	83	Big Cypress Parkway	Golden Gate Blvd	-3	(9.00)	0	-	-3	(9.00)	0	-
5	85	Big Cypress Parkway	Vanderbilt Beach Road Ext.	-5	(15.00)	0	-	-5	(15.00)	0	-
6	79	Big Cypress Parkway	Oil Well Road	-3	(9.00)	0	-	-5	(15.00)	0	-
7	75	Camp Keais Rd	Oil Well Road	-3	(9.00)	0	-	-5	(15.00)	0	-
8	65	Camp Keais Rd	Pope John Paul Blvd	-2	(6.00)	0	-	-5	(15.00)	0	-
9	91	Camp Keais Rd Extension	Camp Keais Rd	0	-	0	-	0	-	0	-
10	80	City Gate Blvd Extension	Landfill Blvd	-5	(15.00)	-1	(3.00)	-5	(15.00)	0	-
11	11	Collier Blvd (SR 951)	Pine Ridge Rd	-2	(6.00)	0	-	0	-	0	-
12	8	Collier Blvd (SR 951)	South of Manatee Rd	-1	(3.00)	-1	(3.00)	0	-	0	-
13	76	Collier Blvd Extension	Collier Blvd (CR 951) Northern Terminus	-4	(12.00)	-1	(3.00)	-3	(9.00)	0	-
14	86	Corkscrew Rd	SR 82	-1	(3.00)	-1	(3.00)	-5	(15.00)	0	-
15	6	Davis Blvd (SR 84)	Airport Pulling Rd	-1	(3.00)	0	-	0	-	3	9.00
16	51	Everglades Blvd	I-75 (SR-93)	-5	(15.00)	-1	(3.00)	-5	(15.00)	0	-
17	44	Everglades Blvd	Golden Gate Blvd	-1	(3.00)	0	-	-3	(9.00)	0	-
18	26	Everglades Blvd	Oil Well Rd	-4	(12.00)	-1	(3.00)	-5	(15.00)	0	-
19	77	Golden Gate Blvd	Everglades Blvd	-2	(6.00)	0	-	-4	(12.00)	0	-
20	84	Golden Gate Blvd	Desoto Blvd	-1	(3.00)	0	-	-1	(3.00)	0	-
21	73	Golden Gate Parkway	Livingston Rd	0	-	0	-	0	-	0	-
22	29	Golden Gate Parkway	Livingston Rd	-1	(3.00)	0	-	0	-	0	-
23	9	Golden Gate Parkway	Santa Barbara Boulevard	-1	(3.00)	0	-	0	-	0	-
24	14	Green Boulevard	Santa Barbara/ Logan Boulevard	-1	(3.00)	0	-	0	-	0	-
25	70	Green Boulevard Extension	CR 951	-5	(15.00)	-1	(3.00)	0	-	0	-
26	82	Green Boulevard Extension	23rd St SW	-2	(6.00)	0	-	0	-	0	-
27	78	Green Boulevard Extension	Wilson Blvd Ext	-1	(3.00)	0	-	-3	(9.00)	0	-
28	81	Green Boulevard Extension	Everglades Blvd	-1	(3.00)	0	-	-2	(6.00)	0	-
29	27	I-75 (SR 93)	Everglades Blvd	-5	(15.00)	-1	(3.00)	-5	(15.00)	0	-
30	47	I-75 (SR 93)	Vanderbilt Beach Rd	0	-	0	-	0	-	3	9.00
31	45	I-75 (SR-93)	Collier Blvd (CR 951)	0	-	-1	(3.00)	-5	(15.00)	0	-
33	2	Immokalee Road	Strand Blvd	-1	(3.00)	0	-	0	-	3	9.00
34	21	Immokalee Road	Logan Blvd	-1	(3.00)	-1	(3.00)	0	-	3	9.00
35	42	Immokalee Road	Collier Blvd	-1	(3.00)	-1	(3.00)	0	-	0	-
36	72	Immokalee Road	Bellaire Bay Dr	-4	(12.00)	-1	(3.00)	-5	(15.00)	0	-
37	4	Immokalee Rd (CR 846)	Camp Keais Rd	-2	(6.00)	0	-	-5	(15.00)	5	15.00
38	12	Immokalee Rd (CR 846)	SR 29	0	-	-1	(3.00)	0	-	3	9.00
39	74	Immokalee Rd	Collier Blvd (CR 951)	0	-	-1	(3.00)	0	-	0	-
41	89	Keane Avenue	Inez Rd	-2	(6.00)	0	-	-2	(6.00)	0	-
42	43	Little League Rd Extension	SR-82	-3	(9.00)	-1	(3.00)	-5	(15.00)	0	-
43	92	Little League Rd Extension	Lake Trafford Rd	0	-	0	-	0	-	0	-
45	69	Livingston Road	Entrada Ave	-2	(6.00)	0	-	0	-	3	9.00
46	87	Livingston Road	Veterans Memorial Blvd	-2	(6.00)	0	-	0	-	0	-
47	19	Logan Boulevard	Green Boulevard	-1	(3.00)	-1	(3.00)	0	-	0	-
48	28	Logan Boulevard	Vanderbilt Beach Rd	-1	(3.00)	-1	(3.00)	0	-	3	9.00
49	35	Logan Boulevard	Pine Ridge Rd	-1	(3.00)	-1	(3.00)	0	-	0	-
50	53	Oil Well Road / CR 858	Ave Maria Entrance	-1	(3.00)	0	-	-3	(9.00)	0	-
51	58	Oil Well Road / CR 858	Camp Keais Road	-2	(6.00)	0	-	-5	(15.00)	0	-
52	31	Old US 41	US 41 (SR 45)	-1	(3.00)	-1	(3.00)	0	-	0	-
53	33	Orange Blossom Drive	Airport Pulling Road	-1	(3.00)	0	-	0	-	0	-
56	38	Pine Ridge Road	Logan Blvd	-1	(3.00)	-1	(3.00)	0	-	0	-
57	40	Randall Blvd	Immokalee Rd	0	-	0	-	0	-	0	-
58	39	Randall Boulevard	8th St NE	-2	(6.00)	0	-	-5	(15.00)	0	-
59	57	Randall Boulevard	Everglades Blvd	-2	(6.00)	0	-	-4	(12.00)	0	-
61	18	Santa Barbara Boulevard	Painted Leaf Lane	-1	(3.00)	0	-	0	-	0	-
62	3	SR 29 / North Main Street	North 9th St	0	-	0	-	0	-	5	15.00
63	20	US 41 (SR 90) (Tamiami Trail)	Immokalee Rd	-1	(3.00)	-1	(3.00)	0	-	0	-
64	7	US 41 (SR 90) (Tamiami Trail)	10th Street South	0	-	0	-	0	-	5	15.00
65	5	US 41 (SR 90) (Tamiami Trail)	Goodlette-Frank Rd	-1	(3.00)	0	-	0	-	5	15.00
66	1	US 41 (SR 90) (Tamiami Trail)	Airport Pulling Rd	-1	(3.00)	0	-	0	-	5	15.00
67	16	US 41 (SR 90) (Tamiami Trail East)	Greenway Rd	-1	(3.00)	0	-	-1	(3.00)	0	-
68	22	US 41 (SR 90) (Tamiami Trail East)	Collier Blvd (SR 951)	0	-	0	-	0	-	0	-
69	54	US 41 (SR 90) (Tamiami Trail East)	Immokalee Road	0	-	-1	(3.00)	0	-	0	-
70	88	Vanderbilt Beach Road Extension	Everglades Blvd	-3	(9.00)	0	-	-4	(12.00)	0	-
71	52	Vanderbilt Drive	Immokalee Rd	-2	(6.00)	-1	(3.00)	0	-	0	-
72	48	Westclox Street Extension	Little League Road	-1	(3.00)	-1	(3.00)	0	-	0	-
73	66	Wilson Blvd Extension	City Gate Boulevard Extension	-5	(15.00)	-1	(3.00)	-4	(12.00)	0	-
74	71	Wilson Blvd	Golden Gate Boulevard	-4	(12.00)	0	-	-5	(15.00)	0	-
75	63	Bridge at 13th Street NW	North End at Vanderbilt Beach Road Extension	0	-	0	-	0	-	0	-
76	59	Bridge at 18th Ave NE	Between Wilson Boulevard and 8th Street NE	0	-	0	-	0	-	0	-
77	67	Bridge at 18th Ave NE	Between 8th Street NE and 16th Street NE	0	-	0	-	0	-	0	-
78	64	Bridge at 47th Avenue NE	West of Everglades Boulevard	0	-	0	-	0	-	0	-
79	62	Bridge at 62nd Avenue NE	West of 40th Street NE	0	-	0	-	0	-	0	-
80	60	Bridge at Wilson Boulevard	South of 33rd Avenue NE	0	-	0	-	0	-	0	-
81	50	Bridge at Wilson Boulevard, South End		0	-	0	-	0	-	0	-
83	61	Bridge @ 23rd St. SW	South of Golden Gate Blvd.	0	-	0	-	0	-	0	-
84	10	Golden Gate Pkwy. (Intersection)	Goodlette-Frank Rd.	0	-	-1	(3.00)	0	-	5	15.00
85	46	Pine Ridge Rd. (Intersection)	Airport Pulling Rd.	0	-	0	-	0	-	0	-
86	36	Immokalee Rd. (Intersection)	Logan Blvd.	0	-	-1	(3.00)	0	-	3	9.00
87	55	Vanderbilt Beach Rd. (Intersection)	Livingston Rd.	0	-	0	-	0	-	3	9.00
89	41	Collier Blvd. (Intersection)	Pine Ridge Rd.	0	-	0	-	0	-	0	-
90	24	Pine Ridge Rd. (Intersection)	Goodlette-Frank Rd.	0	-	0	-	0	-	0	-
91	30	US 41 (SR 90) (Tamiami Trail E) (Intersection)	Pine Ridge Rd.	0	-	0	-	0	-	0	-
93	37	Vanderbilt Beach Rd (Intersection)	Airport Pulling Rd.	0	-	0	-	0	-	3	9.00
94	23	Airport Pulling Rd. (Intersection)	Orange Blossom Dr.	0	-	0	-	0	-	0	-
95	17	Airport Pulling Rd. (Intersection)	Golden Gate Pkwy.	0	-	0	-	0	-	3	9.00
96	25	Airport Pulling Rd. (Intersection)	Radio Rd.	0	-	0	-	0	-	3	9.00
97	15	Airport Pulling Rd. (Intersection)	Davis Blvd	0	-	0	-	0	-	3	9.00
99	32	Immokalee Road	Randall Blvd	-3	(9.00)	0	-	-4	(12.00)	0	-
100	13	Immokalee Road	Camp Keais Rd	0	-	0	-	0	-	0	-
106	68	Bridge at 16th St SE	South of Golden Gate Blvd.	0	-	0	-	0	-	0	-
N/A		TEST = Max Score	Test	0	-	0	-	0	-	0	-

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				3. Improve System Continuity and Connectivity				**4. Reduce Roadway Congestion**				
				3A - Improvements to existing infrastructure		3B - The project is a new facility that improves connectivity		Reduce existing congestion 4A - Improvement to an existing deficient facility, or improvement to a new or neighboring facility intended to relieve an existing deficient facility		Reduce existing congestion 4B - To what extent will poor LOS intersections, and roadway segments be improved?		Reduce existing congestion 4C – Improves congestion at intersections and roadways with existing peak time congestion
				Does the project imporove mobility in an existing roadway facility (i.e. widening, intersection improvements, etc.)? Yes = 5 No = 0		*Does the project improve connectivity with a new roadway facility (all extensions are gaps in that they connect to a future or existing road)?* Yes = 5 No = 0		*Does the project increase capacity or provide relief to a parallel facility (i.e. new facilities, bridges over canals, etc.)? Yes = 5 No = 0*		Did capacity ratio (AADT/LOS D service volumes) decrease? (compare 2050 E+C to Alt 2 traffic model plots) Yes = 5 No = 0		Does the project address capacity for intersections or roadways that have LOS D or higher during peak travel times? Yes = 5 No= 0
				5.00		5.00		8.00		4.00		4.00
2050 Map ID	**Revised Ranking**	**Project**	**From**	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score
1	49	Benfield Road	City Gate Boulevard North	0	-	5	25	5	40	0	-	-	-
2	56	Benfield Road	Hacienda Lakes Pkwy	0	-	5	25	5	40	0	-	-	-
3	90	Big Cypress Parkway	Everglades Blvd north of I-75	0	-	5	25	5	40	0	-	-	-
4	83	Big Cypress Parkway	Golden Gate Blvd	0	-	5	25	5	40	0	-	-	-
5	85	Big Cypress Parkway	Vanderbilt Beach Road Ext.	0	-	5	25	5	40	0	-	-	-
6	79	Big Cypress Parkway	Oil Well Road	0	-	5	25	5	40	0	-	-	-
7	75	Camp Keais Rd	Oil Well Road	5	25	0	-	5	40	0	-	-	-
8	65	Camp Keais Rd	Pope John Paul Blvd	5	25	0	-	5	40	0	-	-	-
9	91	Camp Keais Rd Extension	Camp Keais Rd	0	-	0	-	0	-	0	-	-	-
10	80	City Gate Blvd Extension	Landfill Blvd	0	-	5	25	5	40	0	-	-	-
11	11	Collier Blvd (SR 951)	Pine Ridge Rd	5	25	0	-	5	40	0	-	5	20
12	8	Collier Blvd (SR 951)	South of Manatee Rd	5	25	0	-	5	40	0	-	5	20
13	76	Collier Blvd Extension	Collier Blvd (CR 951) Northern Terminus	0	-	5	25	5	40	0	-	-	-
14	86	Corkscrew Rd	SR 82	5	25	0	-	5	40	0	-	-	-
15	6	Davis Blvd (SR 84)	Airport Pulling Rd	5	25	0	-	5	40	0	-	5	20
16	51	Everglades Blvd	I-75 (SR-93)	5	25	0	-	5	40	0	-	5	20
17	44	Everglades Blvd	Golden Gate Blvd	5	25	0	-	5	40	0	-	5	20
18	26	Everglades Blvd	Oil Well Rd	5	25	0	-	5	40	0	-	5	20
19	77	Golden Gate Blvd	Everglades Blvd	5	25	0	-	5	40	0	-	-	-
20	84	Golden Gate Blvd	Desoto Blvd	0	-	5	25	5	40	0	-	-	-
21	73	Golden Gate Parkway	Livingston Rd	0	-	5	25	0	-	0	-	5	20
22	29	Golden Gate Parkway	Livingston Rd	5	25	0	-	5	40	0	-	5	20
23	9	Golden Gate Parkway	Santa Barbara Boulevard	5	25	0	-	5	40	0	-	5	20
24	14	Green Boulevard	Santa Barbara/ Logan Boulevard	5	25	0	-	5	40	0	-	5	20
25	70	Green Boulevard Extension	CR 951	0	-	5	25	5	40	0	-	-	-
26	82	Green Boulevard Extension	23rd St SW	0	-	5	25	5	40	0	-	-	-
27	78	Green Boulevard Extension	Wilson Blvd Ext	0	-	5	25	5	40	0	-	-	-
28	81	Green Boulevard Extension	Everglades Blvd	0	-	5	25	5	40	0	-	-	-
29	27	I-75 (SR 93)	Everglades Blvd	5	25	5	25	5	40	5	20	5	20
30	47	I-75 (SR 93)	Vanderbilt Beach Rd	0	-	5	25	0	-	0	-	5	20
31	45	I-75 (SR-93)	Collier Blvd (CR 951)	5	25	0	-	5	40	0	-	-	-
33	2	Immokalee Road	Strand Blvd	5	25	0	-	5	40	5	20	5	20
34	21	Immokalee Road	Logan Blvd	5	25	0	-	5	40	5	20	5	20
35	42	Immokalee Road	Collier Blvd	5	25	0	-	5	40	0	-	5	20
36	72	Immokalee Road	Bellaire Bay Dr	5	25	0	-	5	40	0	-	5	20
37	4	Immokalee Rd (CR 846)	Camp Keais Rd	5	25	0	-	5	40	0	-	5	20
38	12	Immokalee Rd (CR 846)	SR 29	5	25	0	-	5	40	0	-	-	-
39	74	Immokalee Rd	Collier Blvd (CR 951)	0	-	5	25	0	-	0	-	5	20
41	89	Keane Avenue	Inez Rd	0	-	5	25	5	40	0	-	-	-
42	43	Little League Rd Extension	SR-82	0	-	5	25	5	40	0	-	-	-
43	92	Little League Rd Extension	Lake Trafford Rd	0	-	0	-	0	-	0	-	-	-
45	69	Livingston Road	Entrada Ave	5	25	0	-	5	40	0	-	-	-
46	87	Livingston Road	Veterans Memorial Blvd	5	25	0	-	5	40	0	-	-	-
47	19	Logan Boulevard	Green Boulevard	5	25	0	-	5	40	0	-	-	-
48	28	Logan Boulevard	Vanderbilt Beach Rd	5	25	0	-	5	40	0	-	-	-
49	35	Logan Boulevard	Pine Ridge Rd	5	25	0	-	5	40	0	-	-	-
50	53	Oil Well Road / CR 858	Ave Maria Entrance	5	25	0	-	5	40	0	-	-	-
51	58	Oil Well Road / CR 858	Camp Keais Road	5	25	0	-	5	40	0	-	-	-
52	31	Old US 41	US 41 (SR 45)	5	25	0	-	5	40	0	-	5	20
53	33	Orange Blossom Drive	Airport Pulling Road	5	25	0	-	5	40	0	-	-	-
56	38	Pine Ridge Road	Logan Blvd	5	25	0	-	5	40	0	-	-	-
57	40	Randall Blvd	Immokalee Rd	0	-	5	25	0	-	0	-	5	20
58	39	Randall Boulevard	8th St NE	5	25	0	-	5	40	5	20	5	20
59	57	Randall Boulevard	Everglades Blvd	5	25	5	25	5	40	0	-	-	-
61	18	Santa Barbara Boulevard	Painted Leaf Lane	5	25	0	-	5	40	0	-	-	-
62	3	SR 29 / North Main Street	North 9th St	5	25	0	-	5	40	5	20	-	-
63	20	US 41 (SR 90) (Tamiami Trail)	Immokalee Rd	5	25	0	-	5	40	0	-	5	20
64	7	US 41 (SR 90) (Tamiami Trail)	10th Street South	5	25	0	-	5	40	0	-	-	-
65	5	US 41 (SR 90) (Tamiami Trail)	Goodlette-Frank Rd	5	25	0	-	5	40	0	-	-	-
66	1	US 41 (SR 90) (Tamiami Trail)	Airport Pulling Rd	5	25	0	-	5	40	0	-	5	20
67	16	US 41 (SR 90) (Tamiami Trail East)	Greenway Rd	5	25	0	-	5	40	0	-	-	-
68	22	US 41 (SR 90) (Tamiami Trail East)	Collier Blvd (SR 951)	0	-	5	25	0	-	0	-	-	-
69	54	US 41 (SR 90) (Tamiami Trail East)	Immokalee Road	0	-	5	25	0	-	0	-	5	20
70	88	Vanderbilt Beach Road Extension	Everglades Blvd	0	-	5	25	5	40	0	-	-	-
71	52	Vanderbilt Drive	Immokalee Rd	5	25	0	-	5	40	0	-	-	-
72	48	Westclox Street Extension	Little League Road	0	-	5	25	5	40	0	-	-	-
73	66	Wilson Blvd Extension	City Gate Boulevard Extension	0	-	5	25	5	40	0	-	-	-
74	71	Wilson Blvd	Golden Gate Boulevard	5	25	0	-	5	40	0	-	-	-
75	63	Bridge at 13th Street NW	North End at Vanderbilt Beach Road Extension	5	25	5	25	5	40	0	-	-	-
76	59	Bridge at 18th Ave NE	Between Wilson Boulevard and 8th Street NE	5	25	5	25	5	40	0	-	-	-
77	67	Bridge at 18th Ave NE	Between 8th Street NE and 16th Street NE	5	25	5	25	5	40	0	-	-	-
78	64	Bridge at 47th Avenue NE	West of Everglades Boulevard	5	25	5	25	5	40	0	-	-	-
79	62	Bridge at 62nd Avenue NE	West of 40th Street NE	5	25	5	25	5	40	0	-	-	-
80	60	Bridge at Wilson Boulevard	South of 33rd Avenue NE	5	25	5	25	5	40	0	-	-	-
81	50	Bridge at Wilson Boulevard, South End		5	25	5	25	5	40	0	-	-	-
83	61	Bridge @ 23rd St. SW	South of Golden Gate Blvd.	5	25	5	25	5	40	0	-	-	-
84	10	Golden Gate Pkwy. (Intersection)	Goodlette-Frank Rd.	5	25	0	-	0	-	0	-	5	20
85	46	Pine Ridge Rd. (Intersection)	Airport Pulling Rd.	5	25	0	-	0	-	0	-	5	20
86	36	Immokalee Rd. (Intersection)	Logan Blvd.	5	25	0	-	0	-	5	20	5	20
87	55	Vanderbilt Beach Rd. (Intersection)	Livingston Rd.	5	25	0	-	0	-	0	-	5	20
89	41	Collier Blvd. (Intersection)	Pine Ridge Rd.	5	25	0	-	0	-	0	-	5	20
90	24	Pine Ridge Rd. (Intersection)	Goodlette-Frank Rd.	5	25	0	-	0	-	0	-	5	20
91	30	US 41 (SR 90) (Tamiami Trail E) (Intersection)	Pine Ridge Rd.	5	25	0	-	0	-	0	-	-	-
93	37	Vanderbilt Beach Rd (Intersection)	Airport Pulling Rd.	5	25	0	-	0	-	0	-	5	20
94	23	Airport Pulling Rd. (Intersection)	Orange Blossom Dr.	5	25	0	-	0	-	0	-	5	20
95	17	Airport Pulling Rd. (Intersection)	Golden Gate Pkwy.	5	25	0	-	0	-	0	-	5	20
96	25	Airport Pulling Rd. (Intersection)	Radio Rd.	5	25	0	-	0	-	0	-	5	20
97	15	Airport Pulling Rd. (Intersection)	Davis Blvd	5	25	0	-	0	-	0	-	5	20
99	32	Immokalee Road	Randall Blvd	5	25	0	-	5	40	0	-	5	20
100	13	Immokalee Road	Camp Keais Rd	5	25	0	-	5	40	5	20	5	20
106	68	Bridge at 16th St SE	South of Golden Gate Blvd.	5	25	5	25	5	40	0	-	-	-
N/A		TEST = Max Score	Test	5	25	5	25	5	40	5	20	5	20

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	5. Promote Freight Movement	**6.**
	5 -Project enhances the facility identified as a major freight route	6A - Enhances safety of transportation system users	6B - Improves facility or intersection identified as having a high crash occurrence or a fatality
	Is the roadway on a Regional Freight Mobility Corridor, Freight Distribution Route, or connects to a Freight Activity Center as outlined in the 2040 LRTP? Yes = 5 No = 0	Yes = 5 No = 0	High crash location or segment? Yes = 5 No = 0
	2.00	2.00	3.00

2050 Map ID	Revised Ranking	Project	From	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score
1	49	Benfield Road	City Gate Boulevard North	5	10	5	10	0	-
2	56	Benfield Road	Hacienda Lakes Pkwy	5	10	5	10	0	-
3	90	Big Cypress Parkway	Everglades Blvd north of I-75	0	-	5	10	0	-
4	83	Big Cypress Parkway	Golden Gate Blvd	0	-	5	10	0	-
5	85	Big Cypress Parkway	Vanderbilt Beach Road Ext.	0	-	5	10	0	-
6	79	Big Cypress Parkway	Oil Well Road	0	-	5	10	0	-
7	75	Camp Keais Rd	Oil Well Road	5	10	5	10	0	-
8	65	Camp Keais Rd	Pope John Paul Blvd	5	10	5	10	0	-
9	91	Camp Keais Rd Extension	Camp Keais Rd	0	-	0	-		-
10	80	City Gate Blvd Extension	Landfill Blvd	5	10	5	10	0	-
11	11	Collier Blvd (SR 951)	Pine Ridge Rd	5	10	5	10	5	15
12	8	Collier Blvd (SR 951)	South of Manatee Rd	5	10	5	10	5	15
13	76	Collier Blvd Extension	Collier Blvd (CR 951) Northern Terminus	0	-	5	10	0	-
14	86	Corkscrew Rd	SR 82	0	-	5	10	0	-
15	6	Davis Blvd (SR 84)	Airport Pulling Rd	0	-	5	10	5	15
16	51	Everglades Blvd	I-75 (SR-93)	0	-	5	10	0	-
17	44	Everglades Blvd	Golden Gate Blvd	0	-	5	10	0	-
18	26	Everglades Blvd	Oil Well Rd	0	-	5	10	5	15
19	77	Golden Gate Blvd	Everglades Blvd	0	-	5	10	0	-
20	84	Golden Gate Blvd	Desoto Blvd	0	-	5	10	0	-
21	73	Golden Gate Parkway	Livingston Rd	5	10	5	10	5	15
22	29	Golden Gate Parkway	Livingston Rd	5	10	5	10	5	15
23	9	Golden Gate Parkway	Santa Barbara Boulevard	5	10	5	10	5	15
24	14	Green Boulevard	Santa Barbara/ Logan Boulevard	0	-	5	10	5	15
25	70	Green Boulevard Extension	CR 951	0	-	5	10	0	-
26	82	Green Boulevard Extension	23rd St SW	0	-	5	10	0	-
27	78	Green Boulevard Extension	Wilson Blvd Ext	0	-	5	10	0	-
28	81	Green Boulevard Extension	Everglades Blvd	0	-	5	10	0	-
29	27	I-75 (SR 93)	Everglades Blvd	5	10	5	10	0	-
30	47	I-75 (SR 93)	Vanderbilt Beach Rd	5	10	5	10	0	-
31	45	I-75 (SR-93)	Collier Blvd (CR 951)	5	10	5	10	5	15
33	2	Immokalee Road	Strand Blvd	5	10	5	10	5	15
34	21	Immokalee Road	Logan Blvd	5	10	5	10	0	-
35	42	Immokalee Road	Collier Blvd	5	10	5	10	5	15
36	72	Immokalee Road	Bellaire Bay Dr	5	10	5	10	0	-
37	4	Immokalee Rd (CR 846)	Camp Keais Rd	5	10	5	10	5	15
38	12	Immokalee Rd (CR 846)	SR 29	5	10	5	10	5	15
39	74	Immokalee Rd	Collier Blvd (CR 951)	5	10	5	10	5	15
41	89	Keane Avenue	Inez Rd	0	-	5	10	0	-
42	43	Little League Rd Extension	SR-82	5	10	5	10	0	-
43	92	Little League Rd Extension	Lake Trafford Rd	0	-	0	-		-
45	69	Livingston Road	Entrada Ave	0	-	5	10	0	-
46	87	Livingston Road	Veterans Memorial Blvd	0	-	5	10	0	-
47	19	Logan Boulevard	Green Boulevard	0	-	5	10	5	15
48	28	Logan Boulevard	Vanderbilt Beach Rd	0	-	5	10	5	15
49	35	Logan Boulevard	Pine Ridge Rd	0	-	5	10	5	15
50	53	Oil Well Road / CR 858	Ave Maria Entrance	5	10	5	10	0	-
51	58	Oil Well Road / CR 858	Camp Keais Road	5	10	5	10	0	-
52	31	Old US 41	US 41 (SR 45)	5	10	5	10	5	15
53	33	Orange Blossom Drive	Airport Pulling Road	0	-	5	10	5	15
56	38	Pine Ridge Road	Logan Blvd	5	10	5	10	5	15
57	40	Randall Blvd	Immokalee Rd	5	10	5	10	5	15
58	39	Randall Boulevard	8th St NE	0	-	5	10	5	15
59	57	Randall Boulevard	Everglades Blvd	0	-	5	10	0	-
61	18	Santa Barbara Boulevard	Painted Leaf Lane	0	-	5	10	5	15
62	3	SR 29 / North Main Street	North 9th St	5	10	5	10	5	15
63	20	US 41 (SR 90) (Tamiami Trail)	Immokalee Rd	5	10	5	10	5	15
64	7	US 41 (SR 90) (Tamiami Trail)	10th Street South	5	10	5	10	5	15
65	5	US 41 (SR 90) (Tamiami Trail)	Goodlette-Frank Rd	5	10	5	10	5	15
66	1	US 41 (SR 90) (Tamiami Trail)	Airport Pulling Rd	5	10	5	10	5	15
67	16	US 41 (SR 90) (Tamiami Trail East)	Greenway Rd	5	10	5	10	0	-
68	22	US 41 (SR 90) (Tamiami Trail East)	Collier Blvd (SR 951)	5	10	5	10	5	15
69	54	US 41 (SR 90) (Tamiami Trail East)	Immokalee Road	5	10	5	10	5	15
70	88	Vanderbilt Beach Road Extension	Everglades Blvd	0	-	5	10	0	-
71	52	Vanderbilt Drive	Immokalee Rd	0	-	5	10	0	-
72	48	Westclox Street Extension	Little League Road	0	-	5	10	0	-
73	66	Wilson Blvd Extension	City Gate Boulevard Extension	5	10	5	10	5	15
74	71	Wilson Blvd	Golden Gate Boulevard	0	-	5	10	5	15
75	63	Bridge at 13th Street NW	North End at Vanderbilt Beach Road Extension	0	-	5	10	0	-
76	59	Bridge at 18th Ave NE	Between Wilson Boulevard and 8th Street NE	0	-	5	10	0	-
77	67	Bridge at 18th Ave NE	Between 8th Street NE and 16th Street NE	0	-	5	10	0	-
78	64	Bridge at 47th Avenue NE	West of Everglades Boulevard	0	-	5	10	0	-
79	62	Bridge at 62nd Avenue NE	West of 40th Street NE	0	-	5	10	0	-
80	60	Bridge at Wilson Boulevard	South of 33rd Avenue NE	0	-	5	10	0	-
81	50	Bridge at Wilson Boulevard, South End		0	-	5	10	0	-
83	61	Bridge @ 23rd St. SW	South of Golden Gate Blvd.	0	-	5	10	0	-
84	10	Golden Gate Pkwy. (Intersection)	Goodlette-Frank Rd.	5	10	5	10	5	15
85	46	Pine Ridge Rd. (Intersection)	Airport Pulling Rd.	5	10	5	10	5	15
86	36	Immokalee Rd. (Intersection)	Logan Blvd.	5	10	5	10	5	15
87	55	Vanderbilt Beach Rd. (Intersection)	Livingston Rd.	0	-	5	10	5	15
89	41	Collier Blvd. (Intersection)	Pine Ridge Rd.	5	10	5	10	5	15
90	24	Pine Ridge Rd. (Intersection)	Goodlette-Frank Rd.	5	10	5	10	5	15
91	30	US 41 (SR 90) (Tamiami Trail E) (Intersection)	Pine Ridge Rd.	5	10	5	10	5	15
93	37	Vanderbilt Beach Rd (Intersection)	Airport Pulling Rd.	5	10	5	10	5	15
94	23	Airport Pulling Rd. (Intersection)	Orange Blossom Dr.	5	10	5	10	5	15
95	17	Airport Pulling Rd. (Intersection)	Golden Gate Pkwy.	5	10	5	10	5	15
96	25	Airport Pulling Rd. (Intersection)	Radio Rd.	5	10	5	10	5	15
97	15	Airport Pulling Rd. (Intersection)	Davis Blvd	5	10	5	10	5	15
99	32	Immokalee Road	Randall Blvd	5	10	5	10	5	15
100	13	Immokalee Road	Camp Keais Rd	0	-	5	10	5	15
106	68	Bridge at 16th St SE	South of Golden Gate Blvd.	0	-	5	10	0	-
N/A		TEST = Max Score	Test	5	20	5	10	5	15

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				ncrease the Safety of Transportation System Users					
				6C- Traffic calming		6D - Safety improvements that improve or reduce vehicular conflicts with bicycles and pedestrians		6E - Improves safety and security for vulnerable users, especially for children, seniors, and people with disabilities	
				Yes = 5 No = 0		High crash location or segment for bike/pedestrian conflicts? Yes = 5 No = 0		Does this project improve safety (FHWA proven safety countermeasures) near a school, senior center, census block groups with high populations of people living with a disability, and census block groups with high populations of people over the age of 65? Yes (within 0.5 mile) = 5 No = 0	
				2.00		3.00		2.00	
2050 Map ID	**Revised Ranking**	**Project**	**From**	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score
1	49	Benfield Road	City Gate Boulevard North	0	-	0	-	5	10.00
2	56	Benfield Road	Hacienda Lakes Pkwy	0	-	0	-	5	10.00
3	90	Big Cypress Parkway	Everglades Blvd north of I-75	0	-	0	-	5	10.00
4	83	Big Cypress Parkway	Golden Gate Blvd	0	-	0	-	5	10.00
5	85	Big Cypress Parkway	Vanderbilt Beach Road Ext.	0	-	0	-	5	10.00
6	79	Big Cypress Parkway	Oil Well Road	0	-	0	-	5	10.00
7	75	Camp Keais Rd	Oil Well Road	0	-	0	-	5	10.00
8	65	Camp Keais Rd	Pope John Paul Blvd	0	-	0	-	5	10.00
9	91	Camp Keais Rd Extension	Camp Keais Rd	0	-		-	0	-
10	80	City Gate Blvd Extension	Landfill Blvd	0	-	0	-	5	10.00
11	11	Collier Blvd (SR 951)	Pine Ridge Rd	0	-	5	15	5	10.00
12	8	Collier Blvd (SR 951)	South of Manatee Rd	0	-	0	-	5	10.00
13	76	Collier Blvd Extension	Collier Blvd (CR 951) Northern Terminus	0	-	0	-	5	10.00
14	86	Corkscrew Rd	SR 82	0	-	0	-	5	10.00
15	6	Davis Blvd (SR 84)	Airport Pulling Rd	0	-	5	15	5	10.00
16	51	Everglades Blvd	I-75 (SR-93)	0	-	5	15	5	10.00
17	44	Everglades Blvd	Golden Gate Blvd	0	-	5	15	5	10.00
18	26	Everglades Blvd	Oil Well Rd	0	-	5	15	5	10.00
19	77	Golden Gate Blvd	Everglades Blvd	0	-	5	15	5	10.00
20	84	Golden Gate Blvd	Desoto Blvd	0	-	0	-	5	10.00
21	73	Golden Gate Parkway	Livingston Rd	0	-	5	15	5	10.00
22	29	Golden Gate Parkway	Livingston Rd	0	-	5	15	5	10.00
23	9	Golden Gate Parkway	Santa Barbara Boulevard	0	-	0	-	5	10.00
24	14	Green Boulevard	Santa Barbara/ Logan Boulevard	0	-	5	15	5	10.00
25	70	Green Boulevard Extension	CR 951	0	-	0	-	5	10.00
26	82	Green Boulevard Extension	23rd St SW	0	-	0	-	5	10.00
27	78	Green Boulevard Extension	Wilson Blvd Ext	0	-	0	-	5	10.00
28	81	Green Boulevard Extension	Everglades Blvd	0	-	0	-	5	10.00
29	27	I-75 (SR 93)	Everglades Blvd	0	-	0	-	5	10.00
30	47	I-75 (SR 93)	Vanderbilt Beach Rd	0	-	5	15	5	10.00
31	45	I-75 (SR-93)	Collier Blvd (CR 951)	0	-	0	-	5	10.00
33	2	Immokalee Road	Strand Blvd	0	-	5	15	5	10.00
34	21	Immokalee Road	Logan Blvd	0	-	0	-	5	10.00
35	42	Immokalee Road	Collier Blvd	0	-	0	-	5	10.00
36	72	Immokalee Road	Bellaire Bay Dr	0	-	0	-	5	10.00
37	4	Immokalee Rd (CR 846)	Camp Keais Rd	0	-	5	15	5	10.00
38	12	Immokalee Rd (CR 846)	SR 29	0	-	0	-	5	10.00
39	74	Immokalee Rd	Collier Blvd (CR 951)	0	-	0	-	5	10.00
41	89	Keane Avenue	Inez Rd	0	-	0	-	5	10.00
42	43	Little League Rd Extension	SR-82	0	-	0	-	5	10.00
43	92	Little League Rd Extension	Lake Trafford Rd	0	-		-	0	-
45	69	Livingston Road	Entrada Ave	0	-	5	15	5	10.00
46	87	Livingston Road	Veterans Memorial Blvd	0	-	0	-	5	10.00
47	19	Logan Boulevard	Green Boulevard	0	-	5	15	5	10.00
48	28	Logan Boulevard	Vanderbilt Beach Rd	0	-	5	15	5	10.00
49	35	Logan Boulevard	Pine Ridge Rd	0	-	5	15	5	10.00
50	53	Oil Well Road / CR 858	Ave Maria Entrance	0	-	0	-	5	10.00
51	58	Oil Well Road / CR 858	Camp Keais Road	0	-	0	-	5	10.00
52	31	Old US 41	US 41 (SR 45)	0	-	0	-	5	10.00
53	33	Orange Blossom Drive	Airport Pulling Road	0	-	5	15	5	10.00
56	38	Pine Ridge Road	Logan Blvd	0	-	0	-	5	10.00
57	40	Randall Blvd	Immokalee Rd	0	-	0	-	5	10.00
58	39	Randall Boulevard	8th St NE	0	-	5	15	5	10.00
59	57	Randall Boulevard	Everglades Blvd	0	-	5	15	5	10.00
61	18	Santa Barbara Boulevard	Painted Leaf Lane	0	-	5	15	5	10.00
62	3	SR 29 / North Main Street	North 9th St	0	-	5	15	5	10.00
63	20	US 41 (SR 90) (Tamiami Trail)	Immokalee Rd	0	-	5	15	5	10.00
64	7	US 41 (SR 90) (Tamiami Trail)	10th Street South	0	-	5	15	5	10.00
65	5	US 41 (SR 90) (Tamiami Trail)	Goodlette-Frank Rd	0	-	5	15	5	10.00
66	1	US 41 (SR 90) (Tamiami Trail)	Airport Pulling Rd	0	-	5	15	5	10.00
67	16	US 41 (SR 90) (Tamiami Trail East)	Greenway Rd	0	-	0	-	5	10.00
68	22	US 41 (SR 90) (Tamiami Trail East)	Collier Blvd (SR 951)	0	-	5	15	5	10.00
69	54	US 41 (SR 90) (Tamiami Trail East)	Immokalee Road	0	-	5	15	5	10.00
70	88	Vanderbilt Beach Road Extension	Everglades Blvd	0	-	0	-	5	10.00
71	52	Vanderbilt Drive	Immokalee Rd	0	-	5	15	5	10.00
72	48	Westclox Street Extension	Little League Road	0	-	0	-	5	10.00
73	66	Wilson Blvd Extension	City Gate Boulevard Extension	0	-	5	15	5	10.00
74	71	Wilson Blvd	Golden Gate Boulevard	0	-	5	15	5	10.00
75	63	Bridge at 13th Street NW	North End at Vanderbilt Beach Road Extension	0	-	0	-	5	10.00
76	59	Bridge at 18th Ave NE	Between Wilson Boulevard and 8th Street NE	0	-	0	-	5	10.00
77	67	Bridge at 18th Ave NE	Between 8th Street NE and 16th Street NE	0	-	0	-	5	10.00
78	64	Bridge at 47th Avenue NE	West of Everglades Boulevard	0	-	0	-	5	10.00
79	62	Bridge at 62nd Avenue NE	West of 40th Street NE	0	-	0	-	5	10.00
80	60	Bridge at Wilson Boulevard	South of 33rd Avenue NE	0	-	0	-	5	10.00
81	50	Bridge at Wilson Boulevard, South End		0	-	0	-	5	10.00
83	61	Bridge @ 23rd St. SW	South of Golden Gate Blvd.	0	-	0	-	5	10.00
84	10	Golden Gate Pkwy. (Intersection)	Goodlette-Frank Rd.	0	-	5	15	5	10.00
85	46	Pine Ridge Rd. (Intersection)	Airport Pulling Rd.	0	-	5	15	5	10.00
86	36	Immokalee Rd. (Intersection)	Logan Blvd.	0	-	0	-	5	10.00
87	55	Vanderbilt Beach Rd. (Intersection)	Livingston Rd.	0	-	5	15	5	10.00
89	41	Collier Blvd. (Intersection)	Pine Ridge Rd.	0	-	5	15	5	10.00
90	24	Pine Ridge Rd. (Intersection)	Goodlette-Frank Rd.	0	-	5	15	5	10.00
91	30	US 41 (SR 90) (Tamiami Trail E) (Intersection)	Pine Ridge Rd.	0	-	5	15	5	10.00
93	37	Vanderbilt Beach Rd (Intersection)	Airport Pulling Rd.	0	-	5	15	5	10.00
94	23	Airport Pulling Rd. (Intersection)	Orange Blossom Dr.	0	-	5	15	5	10.00
95	17	Airport Pulling Rd. (Intersection)	Golden Gate Pkwy.	0	-	5	15	5	10.00
96	25	Airport Pulling Rd. (Intersection)	Radio Rd.	0	-	5	15	5	10.00
97	15	Airport Pulling Rd. (Intersection)	Davis Blvd	0	-	5	15	5	10.00
99	32	Immokalee Road	Randall Blvd	0	-	0	-	5	10.00
100	13	Immokalee Road	Camp Keais Rd	0	-	0	-	5	10.00
106	68	Bridge at 16th St SE	South of Golden Gate Blvd.	0	-	0	-	5	10.00
N/A		TEST = Max Score	Test	5	10	5	15	5	10.00

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											7. Promote Multimodal
						7A - Trail improvements		7B - Multimodal improvement near health care, educational, recreational, and/or cultural facilities		7C - Provides multimodal improvements for transit dependent communities and underserved neighborhoods, and connects these neighborhoods to centers of employment and important destinations for transit-dependent households	
						New or improved trail/greenways = 5 No new or improved trail = 0		Improvement W/I 0.25 miles=5 Improvement not w/I 0.25 mile=0		Improvement with 0.25 miles CB No Vehicle = 5 No Improvement within 0.25 miles = 0	
						2.00		2.00		2.00	
2050 Map ID	**Revised Ranking**	**Project**	**From**	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score		
1	49	Benfield Road	City Gate Boulevard North	5	10.00	-	-	5	10.00		
2	56	Benfield Road	Hacienda Lakes Pkwy	-	-	-	-	5	10.00		
3	90	Big Cypress Parkway	Everglades Blvd north of I-75	-	-	-	-	5	10.00		
4	83	Big Cypress Parkway	Golden Gate Blvd	-	-	-	-	5	10.00		
5	85	Big Cypress Parkway	Vanderbilt Beach Road Ext.	-	-	-	-	-	-		
6	79	Big Cypress Parkway	Oil Well Road	-	-	-	-	-	-		
7	75	Camp Keais Rd	Oil Well Road	-	-	-	-	-	-		
8	65	Camp Keais Rd	Pope John Paul Blvd	5	10.00	-	-	-	-		
9	91	Camp Keais Rd Extension	Camp Keais Rd	-	-	-	-	-	-		
10	80	City Gate Blvd Extension	Landfill Blvd	-	-	-	-	5	10.00		
11	11	Collier Blvd (SR 951)	Pine Ridge Rd	-	-	5	10.00	-	-		
12	8	Collier Blvd (SR 951)	South of Manatee Rd	5	10.00	5	10.00	5	10.00		
13	76	Collier Blvd Extension	Collier Blvd (CR 951) Northern Terminus	5	10.00	-	-	-	-		
14	86	Corkscrew Rd	SR 82	-	-	5	10.00	-	-		
15	6	Davis Blvd (SR 84)	Airport Pulling Rd	5	10.00	5	10.00	5	10.00		
16	51	Everglades Blvd	I-75 (SR-93)	-	-	5	10.00	5	10.00		
17	44	Everglades Blvd	Golden Gate Blvd	-	-	-	-	5	10.00		
18	26	Everglades Blvd	Oil Well Rd	-	-	5	10.00	5	10.00		
19	77	Golden Gate Blvd	Everglades Blvd	-	-	-	-	5	10.00		
20	84	Golden Gate Blvd	Desoto Blvd	-	-	-	-	5	10.00		
21	73	Golden Gate Parkway	Livingston Rd	-	-	-	-	-	-		
22	29	Golden Gate Parkway	Livingston Rd	-	-	-	-	-	-		
23	9	Golden Gate Parkway	Santa Barbara Boulevard	-	-	5	10.00	5	10.00		
24	14	Green Boulevard	Santa Barbara/ Logan Boulevard	-	-	-	-	5	10.00		
25	70	Green Boulevard Extension	CR 951	-	-	-	-	5	10.00		
26	82	Green Boulevard Extension	23rd St SW	-	-	-	-	5	10.00		
27	78	Green Boulevard Extension	Wilson Blvd Ext	-	-	-	-	5	10.00		
28	81	Green Boulevard Extension	Everglades Blvd	-	-	-	-	-	-		
29	27	I-75 (SR 93)	Everglades Blvd	-	-	-	-	-	-		
30	47	I-75 (SR 93)	Vanderbilt Beach Rd	-	-	5	10.00	5	10.00		
31	45	I-75 (SR-93)	Collier Blvd (CR 951)	-	-	-	-	5	10.00		
33	2	Immokalee Road	Strand Blvd	5	10.00	5	10.00	5	10.00		
34	21	Immokalee Road	Logan Blvd	5	10.00	5	10.00	5	10.00		
35	42	Immokalee Road	Collier Blvd	5	10.00	-	-	-	-		
36	72	Immokalee Road	Bellaire Bay Dr	-	-	5	10.00	-	-		
37	4	Immokalee Rd (CR 846)	Camp Keais Rd	-	-	5	10.00	5	10.00		
38	12	Immokalee Rd (CR 846)	SR 29	-	-	5	10.00	5	10.00		
39	74	Immokalee Rd	Collier Blvd (CR 951)	5	10.00	-	-	-	-		
41	89	Keane Avenue	Inez Rd	-	-	-	-	5	10.00		
42	43	Little League Rd Extension	SR-82	-	-	5	10.00	-	-		
43	92	Little League Rd Extension	Lake Trafford Rd	-	-	-	-	-	-		
45	69	Livingston Road	Entrada Ave	-	-	5	10.00	-	-		
46	87	Livingston Road	Veterans Memorial Blvd	-	-	5	10.00	-	-		
47	19	Logan Boulevard	Green Boulevard	-	-	5	10.00	5	10.00		
48	28	Logan Boulevard	Vanderbilt Beach Rd	5	10.00	-	-	5	10.00		
49	35	Logan Boulevard	Pine Ridge Rd	-	-	5	10.00	5	10.00		
50	53	Oil Well Road / CR 858	Ave Maria Entrance	5	10.00	-	-	-	-		
51	58	Oil Well Road / CR 858	Camp Keais Road	5	10.00	-	-	-	-		
52	31	Old US 41	US 41 (SR 45)	-	-	-	-	5	10.00		
53	33	Orange Blossom Drive	Airport Pulling Road	-	-	5	10.00	5	10.00		
56	38	Pine Ridge Road	Logan Blvd	-	-	5	10.00	-	-		
57	40	Randall Blvd	Immokalee Rd	5	10.00	-	-	-	-		
58	39	Randall Boulevard	8th St NE	-	-	-	-	5	10.00		
59	57	Randall Boulevard	Everglades Blvd	-	-	-	-	5	10.00		
61	18	Santa Barbara Boulevard	Painted Leaf Lane	-	-	5	10.00	5	10.00		
62	3	SR 29 / North Main Street	North 9th St	-	-	5	10.00	5	10.00		
63	20	US 41 (SR 90) (Tamiami Trail)	Immokalee Rd	-	-	-	-	-	-		
64	7	US 41 (SR 90) (Tamiami Trail)	10th Street South	-	-	-	-	-	-		
65	5	US 41 (SR 90) (Tamiami Trail)	Goodlette-Frank Rd	-	-	-	-	5	10.00		
66	1	US 41 (SR 90) (Tamiami Trail)	Airport Pulling Rd	5	10.00	-	-	5	10.00		
67	16	US 41 (SR 90) (Tamiami Trail East)	Greenway Rd	5	10.00	-	-	5	10.00		
68	22	US 41 (SR 90) (Tamiami Trail East)	Collier Blvd (SR 951)	5	10.00	5	10.00	5	10.00		
69	54	US 41 (SR 90) (Tamiami Trail East)	Immokalee Road	-	-	5	10.00	-	-		
70	88	Vanderbilt Beach Road Extension	Everglades Blvd	-	-	-	-	5	10.00		
71	52	Vanderbilt Drive	Immokalee Rd	-	-	-	-	-	-		
72	48	Westclox Street Extension	Little League Road	-	-	-	-	-	-		
73	66	Wilson Blvd Extension	City Gate Boulevard Extension	-	-	-	-	-	-		
74	71	Wilson Blvd	Golden Gate Boulevard	-	-	-	-	-	-		
75	63	Bridge at 13th Street NW	North End at Vanderbilt Beach Road Extension	-	-	-	-	-	-		
76	59	Bridge at 18th Ave NE	Between Wilson Boulevard and 8th Street NE	-	-	-	-	-	-		
77	67	Bridge at 18th Ave NE	Between 8th Street NE and 16th Street NE	-	-	-	-	-	-		
78	64	Bridge at 47th Avenue NE	West of Everglades Boulevard	-	-	-	-	-	-		
79	62	Bridge at 62nd Avenue NE	West of 40th Street NE	-	-	-	-	-	-		
80	60	Bridge at Wilson Boulevard	South of 33rd Avenue NE	-	-	-	-	-	-		
81	50	Bridge at Wilson Boulevard, South End		-	-	-	-	5	10.00		
83	61	Bridge @ 23rd St. SW	South of Golden Gate Blvd.	-	-	-	-	-	-		
84	10	Golden Gate Pkwy. (Intersection)	Goodlette-Frank Rd.	-	-	5	10.00	5	10.00		
85	46	Pine Ridge Rd. (Intersection)	Airport Pulling Rd.	-	-	5	10.00	5	10.00		
86	36	Immokalee Rd. (Intersection)	Logan Blvd.	5	10.00	-	-	5	10.00		
87	55	Vanderbilt Beach Rd. (Intersection)	Livingston Rd.	-	-	-	-	5	10.00		
89	41	Collier Blvd. (Intersection)	Pine Ridge Rd.	-	-	5	10.00	-	-		
90	24	Pine Ridge Rd. (Intersection)	Goodlette-Frank Rd.	-	-	-	-	5	10.00		
91	30	US 41 (SR 90) (Tamiami Trail E) (Intersection)	Pine Ridge Rd.	-	-	5	10.00	-	-		
93	37	Vanderbilt Beach Rd (Intersection)	Airport Pulling Rd.	-	-	5	10.00	-	-		
94	23	Airport Pulling Rd. (Intersection)	Orange Blossom Dr.	-	-	5	10.00	5	10.00		
95	17	Airport Pulling Rd. (Intersection)	Golden Gate Pkwy.	-	-	-	-	5	10.00		
96	25	Airport Pulling Rd. (Intersection)	Radio Rd.	-	-	-	-	-	-		
97	15	Airport Pulling Rd. (Intersection)	Davis Blvd	-	-	-	-	5	10.00		
99	32	Immokalee Road	Randall Blvd	-	-	5	10.00	-	-		
100	13	Immokalee Road	Camp Keais Rd	-	-	-	-	-	-		
106	68	Bridge at 16th St SE	South of Golden Gate Blvd.	-	-	-	-	-	-		
N/A		TEST = Max Score	Test	5	10.00	5	10.00	5	10.00		

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				Solutions -					
				7D - Project improves transit within existing or future transit service areas (TSA) or within a CRA		7E - Bicycle or pedestrian improvement to transit access		7F - Improves safety and access for people of all ages and abilities; improves safety for people walking, biking, and using mobility devices	
				Within existing or future TSA (bus route) = 5 Inside a CRA = 5 No improvement = 0		Improve Access = 5 No improvement = 0		Improvement = 5 No Improvement = 0	
				2.00		2.00		2.00	
2050 Map ID	**Revised Ranking**	**Project**	**From**	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score
1	49	Benfield Road	City Gate Boulevard North	5	10	5	10	5	10.00
2	56	Benfield Road	Hacienda Lakes Pkwy	5	10	0	-	5	10.00
3	90	Big Cypress Parkway	Everglades Blvd north of I-75	0	-	0	-	5	10.00
4	83	Big Cypress Parkway	Golden Gate Blvd	0	-	0	-	5	10.00
5	85	Big Cypress Parkway	Vanderbilt Beach Road Ext.	0	-	0	-	5	10.00
6	79	Big Cypress Parkway	Oil Well Road	5	10	0	-	5	10.00
7	75	Camp Keais Rd	Oil Well Road	5	10	0	-	5	10.00
8	65	Camp Keais Rd	Pope John Paul Blvd	5	10	0	-	5	10.00
9	91	Camp Keais Rd Extension	Camp Keais Rd	0	-		-	0	-
10	80	City Gate Blvd Extension	Landfill Blvd	0	-	0	-	5	10.00
11	11	Collier Blvd (SR 951)	Pine Ridge Rd	0	-	5	10	5	10.00
12	8	Collier Blvd (SR 951)	South of Manatee Rd	0	-	5	10	5	10.00
13	76	Collier Blvd Extension	Collier Blvd (CR 951) Northern Terminus	5	10	5	10	5	10.00
14	86	Corkscrew Rd	SR 82	0	-		-	5	10.00
15	6	Davis Blvd (SR 84)	Airport Pulling Rd	0	-	5	10	5	10.00
16	51	Everglades Blvd	I-75 (SR-93)	0	-		-	5	10.00
17	44	Everglades Blvd	Golden Gate Blvd	0	-		-	5	10.00
18	26	Everglades Blvd	Oil Well Rd	5	10	5	10	5	10.00
19	77	Golden Gate Blvd	Everglades Blvd	0	-		-	5	10.00
20	84	Golden Gate Blvd	Desoto Blvd	0	-		-	5	10.00
21	73	Golden Gate Parkway	Livingston Rd	0	-		-	0	-
22	29	Golden Gate Parkway	Livingston Rd	5	10	5	10	5	10.00
23	9	Golden Gate Parkway	Santa Barbara Boulevard	5	10	5	10	5	10.00
24	14	Green Boulevard	Santa Barbara/ Logan Boulevard	5	10	5	10	5	10.00
25	70	Green Boulevard Extension	CR 951	5	10	5	10	5	10.00
26	82	Green Boulevard Extension	23rd St SW	0	-		-	5	10.00
27	78	Green Boulevard Extension	Wilson Blvd Ext	0	-		-	5	10.00
28	81	Green Boulevard Extension	Everglades Blvd	0	-		-	5	10.00
29	27	I-75 (SR 93)	Everglades Blvd	5	10		-	0	-
30	47	I-75 (SR 93)	Vanderbilt Beach Rd	0	-		-	0	-
31	45	I-75 (SR-93)	Collier Blvd (CR 951)	5	10		-	5	10.00
33	2	Immokalee Road	Strand Blvd	5	10	5	10	5	10.00
34	21	Immokalee Road	Logan Blvd	0	-	5	10	5	10.00
35	42	Immokalee Road	Collier Blvd	0	-	5	10	5	10.00
36	72	Immokalee Road	Bellaire Bay Dr	0	-		-	5	10.00
37	4	Immokalee Rd (CR 846)	Camp Keais Rd	5	10	5	10	5	10.00
38	12	Immokalee Rd (CR 846)	SR 29	5	10	5	10	5	10.00
39	74	Immokalee Rd	Collier Blvd (CR 951)	5	10		-	0	-
41	89	Keane Avenue	Inez Rd	0	-		-	5	10.00
42	43	Little League Rd Extension	SR-82	5	10		-	5	10.00
43	92	Little League Rd Extension	Lake Trafford Rd	0	-		-	0	-
45	69	Livingston Road	Entrada Ave	0	-		-	5	10.00
46	87	Livingston Road	Veterans Memorial Blvd	0	-		-	5	10.00
47	19	Logan Boulevard	Green Boulevard	5	10	5	10	5	10.00
48	28	Logan Boulevard	Vanderbilt Beach Rd	5	10	5	10	5	10.00
49	35	Logan Boulevard	Pine Ridge Rd	5	10		-	5	10.00
50	53	Oil Well Road / CR 858	Ave Maria Entrance	5	10		-	5	10.00
51	58	Oil Well Road / CR 858	Camp Keais Road	5	10		-	5	10.00
52	31	Old US 41	US 41 (SR 45)	5	10		-	5	10.00
53	33	Orange Blossom Drive	Airport Pulling Road	5	10	5	10	5	10.00
56	38	Pine Ridge Road	Logan Blvd	5	10	5	10	5	10.00
57	40	Randall Blvd	Immokalee Rd	5	10		-	0	-
58	39	Randall Boulevard	8th St NE	5	10		-	5	10.00
59	57	Randall Boulevard	Everglades Blvd	0		0		5	10.00
61	18	Santa Barbara Boulevard	Painted Leaf Lane	5	10	5	10	5	10.00
62	3	SR 29 / North Main Street	North 9th St	5	10	5	10	5	10.00
63	20	US 41 (SR 90) (Tamiami Trail)	Immokalee Rd	5	10	5	10	5	10.00
64	7	US 41 (SR 90) (Tamiami Trail)	10th Street South	5	10	5	10	5	10.00
65	5	US 41 (SR 90) (Tamiami Trail)	Goodlette-Frank Rd	5	10	5	10	5	10.00
66	1	US 41 (SR 90) (Tamiami Trail)	Airport Pulling Rd	5	10	5	10	5	10.00
67	16	US 41 (SR 90) (Tamiami Trail East)	Greenway Rd	5	10	5	10	5	10.00
68	22	US 41 (SR 90) (Tamiami Trail East)	Collier Blvd (SR 951)	5	10		-	0	-
69	54	US 41 (SR 90) (Tamiami Trail East)	Immokalee Road	5	10		-	0	-
70	88	Vanderbilt Beach Road Extension	Everglades Blvd	0	-		-	5	10.00
71	52	Vanderbilt Drive	Immokalee Rd	5	10		-	5	10.00
72	48	Westclox Street Extension	Little League Road	5	10	5	10	5	10.00
73	66	Wilson Blvd Extension	City Gate Boulevard Extension	5	10		-	5	10.00
74	71	Wilson Blvd	Golden Gate Boulevard	0	-	5	10	5	10.00
75	63	Bridge at 13th Street NW	North End at Vanderbilt Beach Road Extension	0	-		-	5	10.00
76	59	Bridge at 18th Ave NE	Between Wilson Boulevard and 8th Street NE	5	10		-	5	10.00
77	67	Bridge at 18th Ave NE	Between 8th Street NE and 16th Street NE	0	-		-	5	10.00
78	64	Bridge at 47th Avenue NE	West of Everglades Boulevard	0	-		-	5	10.00
79	62	Bridge at 62nd Avenue NE	West of 40th Street NE	0	-		-	5	10.00
80	60	Bridge at Wilson Boulevard	South of 33rd Avenue NE	5	10		-	5	10.00
81	50	Bridge at Wilson Boulevard, South End		5	10		-	5	10.00
83	61	Bridge @ 23rd St. SW	South of Golden Gate Blvd.	5	10		-	5	10.00
84	10	Golden Gate Pkwy. (Intersection)	Goodlette-Frank Rd.	5	10		-	0	-
85	46	Pine Ridge Rd. (Intersection)	Airport Pulling Rd.	5	10		-	0	-
86	36	Immokalee Rd. (Intersection)	Logan Blvd.	5	10		-	0	-
87	55	Vanderbilt Beach Rd. (Intersection)	Livingston Rd.	0	-		-	0	-
89	41	Collier Blvd. (Intersection)	Pine Ridge Rd.	5	10		-	0	-
90	24	Pine Ridge Rd. (Intersection)	Goodlette-Frank Rd.	5	10		-	0	-
91	30	US 41 (SR 90) (Tamiami Trail E) (Intersection)	Pine Ridge Rd.	5	10		-	0	-
93	37	Vanderbilt Beach Rd (Intersection)	Airport Pulling Rd.	5	10		-	0	-
94	23	Airport Pulling Rd. (Intersection)	Orange Blossom Dr.	5	10		-	0	-
95	17	Airport Pulling Rd. (Intersection)	Golden Gate Pkwy.	5	10		-	0	-
96	25	Airport Pulling Rd. (Intersection)	Radio Rd.	5	10		-	0	-
97	15	Airport Pulling Rd. (Intersection)	Davis Blvd	5	10		-	0	-
99	32	Immokalee Road	Randall Blvd	0	-	5	10	5	10.00
100	13	Immokalee Road	Camp Keais Rd	5	10	0	-	5	10.00
106	68	Bridge at 16th St SE	South of Golden Gate Blvd.	0	-	0	-	5	10.00
N/A		TEST = Max Score	Test	5	10	5	10	5	10.00

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										8. Promote the Integrate	
				8A - Improve access to regional travel (e.g. Interstates, Airports, Ports, and SIS)		8B - Improve access to tourist destinations		8C - Support Targeted redevelopments or CRAs (multimodal and/or vehicle improvements)	
				Improves access=5 Does not improve access=0		Improves access=5 Does not improve access=0		Yes=5 No=0	
				2.00		1.00		2.00	
2050 Map ID	**Revised Ranking**	**Project**	**From**	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score
1	49	Benfield Road	City Gate Boulevard North	5	10.00	5	5.00	0	-
2	56	Benfield Road	Hacienda Lakes Pkwy	0	-	5	5.00	0	-
3	90	Big Cypress Parkway	Everglades Blvd north of I-75	0	-	0	-	0	-
4	83	Big Cypress Parkway	Golden Gate Blvd	0	-	0	-	0	-
5	85	Big Cypress Parkway	Vanderbilt Beach Road Ext.	0	-	0	-	0	-
6	79	Big Cypress Parkway	Oil Well Road	0	-	0	-	0	-
7	75	Camp Keais Rd	Oil Well Road	0	-	0	-	0	-
8	65	Camp Keais Rd	Pope John Paul Blvd	0	-	0	-	0	-
9	91	Camp Keais Rd Extension	Camp Keais Rd	0	-	0	-	0	-
10	80	City Gate Blvd Extension	Landfill Blvd	0	-	5	5.00	0	-
11	11	Collier Blvd (SR 951)	Pine Ridge Rd	5	10.00	0	-	0	-
12	8	Collier Blvd (SR 951)	South of Manatee Rd	5	10.00	5	5.00	0	-
13	76	Collier Blvd Extension	Collier Blvd (CR 951) Northern Terminus	0	-	5	5.00	0	-
14	86	Corkscrew Rd	SR 82	0	-	0	-	0	-
15	6	Davis Blvd (SR 84)	Airport Pulling Rd	5	10.00	5	5.00	0	-
16	51	Everglades Blvd	I-75 (SR-93)	5	10.00	5	5.00	0	-
17	44	Everglades Blvd	Golden Gate Blvd	5	10.00	5	5.00	0	-
18	26	Everglades Blvd	Oil Well Rd	5	10.00	5	5.00	0	-
19	77	Golden Gate Blvd	Everglades Blvd	0	-	0	-	0	-
20	84	Golden Gate Blvd	Desoto Blvd	0	-	0	-	0	-
21	73	Golden Gate Parkway	Livingston Rd	0	-	0	-	0	-
22	29	Golden Gate Parkway	Livingston Rd	0	-	5	5.00	0	-
23	9	Golden Gate Parkway	Santa Barbara Boulevard	0	-	5	5.00	0	-
24	14	Green Boulevard	Santa Barbara/ Logan Boulevard	0	-	5	5.00	0	-
25	70	Green Boulevard Extension	CR 951	0	-	0	-	0	-
26	82	Green Boulevard Extension	23rd St SW	0	-	0	-	0	-
27	78	Green Boulevard Extension	Wilson Blvd Ext	0	-	0	-	0	-
28	81	Green Boulevard Extension	Everglades Blvd	0	-	0	-	0	-
29	27	I-75 (SR 93)	Everglades Blvd	5	10.00	5	5.00	0	-
30	47	I-75 (SR 93)	Vanderbilt Beach Rd	5	10.00	0	-	0	-
31	45	I-75 (SR-93)	Collier Blvd (CR 951)	5	10.00	5	5.00	0	-
33	2	Immokalee Road	Strand Blvd	0	-	5	5.00	0	-
34	21	Immokalee Road	Logan Blvd	0	-	5	5.00	0	-
35	42	Immokalee Road	Collier Blvd	0	-	5	5.00	0	-
36	72	Immokalee Road	Bellaire Bay Dr	0	-	5	5.00	0	-
37	4	Immokalee Rd (CR 846)	Camp Keais Rd	5	10.00	5	5.00	5	10.00
38	12	Immokalee Rd (CR 846)	SR 29	5	10.00	5	5.00	5	10.00
39	74	Immokalee Rd	Collier Blvd (CR 951)	0	-	0	-	0	-
41	89	Keane Avenue	Inez Rd	0	-	0	-	0	-
42	43	Little League Rd Extension	SR-82	0	-	0	-	5	10.00
43	92	Little League Rd Extension	Lake Trafford Rd	0	-	0	-	0	-
45	69	Livingston Road	Entrada Ave	0	-	0	-	0	-
46	87	Livingston Road	Veterans Memorial Blvd	0	-	0	-	0	-
47	19	Logan Boulevard	Green Boulevard	0	-	5	5.00	0	-
48	28	Logan Boulevard	Vanderbilt Beach Rd	0	-	0	-	0	-
49	35	Logan Boulevard	Pine Ridge Rd	0	-	5	5.00	0	-
50	53	Oil Well Road / CR 858	Ave Maria Entrance	5	10.00	0	-	0	-
51	58	Oil Well Road / CR 858	Camp Keais Road	5	10.00	0	-	0	-
52	31	Old US 41	US 41 (SR 45)	5	10.00	5	5.00	0	-
53	33	Orange Blossom Drive	Airport Pulling Road	0	-	5	5.00	0	-
56	38	Pine Ridge Road	Logan Blvd	5	10.00	5	5.00	0	-
57	40	Randall Blvd	Immokalee Rd	0	-	0	-	0	-
58	39	Randall Boulevard	8th St NE	0	-	0	-	0	-
59	57	Randall Boulevard	Everglades Blvd	0	-	0	-	0	-
61	18	Santa Barbara Boulevard	Painted Leaf Lane	0	-	5	5.00	0	-
62	3	SR 29 / North Main Street	North 9th St	5	10.00	5	5.00	5	10.00
63	20	US 41 (SR 90) (Tamiami Trail)	Immokalee Rd	5	10.00	5	5.00	0	-
64	7	US 41 (SR 90) (Tamiami Trail)	10th Street South	5	10.00	5	5.00	0	-
65	5	US 41 (SR 90) (Tamiami Trail)	Goodlette-Frank Rd	5	10.00	5	5.00	0	-
66	1	US 41 (SR 90) (Tamiami Trail)	Airport Pulling Rd	5	10.00	5	5.00	5	10.00
67	16	US 41 (SR 90) (Tamiami Trail East)	Greenway Rd	5	10.00	0	-	0	-
68	22	US 41 (SR 90) (Tamiami Trail East)	Collier Blvd (SR 951)	5	10.00	0	-	0	-
69	54	US 41 (SR 90) (Tamiami Trail East)	Immokalee Road	5	10.00	0	-	0	-
70	88	Vanderbilt Beach Road Extension	Everglades Blvd	0	-	0	-	0	-
71	52	Vanderbilt Drive	Immokalee Rd	0	-	5	5.00	0	-
72	48	Westclox Street Extension	Little League Road	0	-	0	-	5	10.00
73	66	Wilson Blvd Extension	City Gate Boulevard Extension	0	-	0	-	0	-
74	71	Wilson Blvd	Golden Gate Boulevard	0	-	0	-	0	-
75	63	Bridge at 13th Street NW	North End at Vanderbilt Beach Road Extension	0	-	0	-	0	-
76	59	Bridge at 18th Ave NE	Between Wilson Boulevard and 8th Street NE	0	-	0	-	0	-
77	67	Bridge at 18th Ave NE	Between 8th Street NE and 16th Street NE	0	-	0	-	0	-
78	64	Bridge at 47th Avenue NE	West of Everglades Boulevard	0	-	0	-	0	-
79	62	Bridge at 62nd Avenue NE	West of 40th Street NE	0	-	0	-	0	-
80	60	Bridge at Wilson Boulevard	South of 33rd Avenue NE	0	-	0	-	0	-
81	50	Bridge at Wilson Boulevard, South End		0	-	0	-	0	-
83	61	Bridge @ 23rd St. SW	South of Golden Gate Blvd.	0	-	0	-	0	-
84	10	Golden Gate Pkwy. (Intersection)	Goodlette-Frank Rd.	5	10.00	0	-	0	-
85	46	Pine Ridge Rd. (Intersection)	Airport Pulling Rd.	0	-	0	-	0	-
86	36	Immokalee Rd. (Intersection)	Logan Blvd.	0	-	0	-	0	-
87	55	Vanderbilt Beach Rd. (Intersection)	Livingston Rd.	0	-	0	-	0	-
89	41	Collier Blvd. (Intersection)	Pine Ridge Rd.	0	-	0	-	0	-
90	24	Pine Ridge Rd. (Intersection)	Goodlette-Frank Rd.	0	-	0	-	0	-
91	30	US 41 (SR 90) (Tamiami Trail E) (Intersection)	Pine Ridge Rd.	5	10.00	0	-	0	-
93	37	Vanderbilt Beach Rd (Intersection)	Airport Pulling Rd.	0	-	0	-	0	-
94	23	Airport Pulling Rd. (Intersection)	Orange Blossom Dr.	0	-	0	-	0	-
95	17	Airport Pulling Rd. (Intersection)	Golden Gate Pkwy.	5	10.00	0	-	0	-
96	25	Airport Pulling Rd. (Intersection)	Radio Rd.	5	10.00	0	-	0	-
97	15	Airport Pulling Rd. (Intersection)	Davis Blvd	5	10.00	0	-	0	-
99	32	Immokalee Road	Randall Blvd	0	-	0	-	0	-
100	13	Immokalee Road	Camp Keais Rd	5	10.00	0	-	0	-
106	68	Bridge at 16th St SE	South of Golden Gate Blvd.	0	-	0	-	0	-
N/A		TEST = Max Score	Test	5	10.00	5	5.00	5	10.00

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				d Planning of Transportation and Land Use					
				8D - Identified as a priority in partner agency plans (City, Transit, MPO, etc.)		8E - Vehicle or freight improvement to an intermodal facility		8F - Reduces household cost by providing for connectivity between housing and transportation	
				Was this project identified as a priority by partnering agencies or have prior investments, such as planning, design, or right-of-way? *ROW Acquisition = 5* *Design = 4* *Planning Study Underway or Done = 3* *Identified as Need by Partner Agency = 1* *No Prior Investment = 0*		Does the project improve vehicle or freight movement to intermodal facilities (i.e. airport, bus transfer station, freight center, park-n-ride etc.) Yes = 5 No = 0		Does this project improve capacity or direct access between major activity or employment centers and medium and high density housing development(s)? Yes = 5, No = 0	
				3.00		1.00		1.00	
2050 Map ID	**Revised Ranking**	**Project**	**From**	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score
1	49	Benfield Road	City Gate Boulevard North	5	15.00	5	5.00	5	5
2	56	Benfield Road	Hacienda Lakes Pkwy	5	15.00	5	5.00	5	5
3	90	Big Cypress Parkway	Everglades Blvd north of I-75	1	3.00	0	-	5	5
4	83	Big Cypress Parkway	Golden Gate Blvd	5	15.00	0	-	5	5
5	85	Big Cypress Parkway	Vanderbilt Beach Road Ext.	5	15.00	0	-	5	5
6	79	Big Cypress Parkway	Oil Well Road	5	15.00	0	-	5	5
7	75	Camp Keais Rd	Oil Well Road	5	15.00	5	5.00	5	5
8	65	Camp Keais Rd	Pope John Paul Blvd	5	15.00	5	5.00	5	5
9	91	Camp Keais Rd Extension	Camp Keais Rd	0	-	0	-	0	-
10	80	City Gate Blvd Extension	Landfill Blvd	3	9.00	5	5.00	0	-
11	11	Collier Blvd (SR 951)	Pine Ridge Rd	0	-	5	5.00	0	-
12	8	Collier Blvd (SR 951)	South of Manatee Rd	0	-	5	5.00	0	-
13	76	Collier Blvd Extension	Collier Blvd (CR 951) Northern Terminus	0	-	0	-	5	5
14	86	Corkscrew Rd	SR 82	0	-	0	-	0	-
15	6	Davis Blvd (SR 84)	Airport Pulling Rd	0	-	0	-	5	5
16	51	Everglades Blvd	I-75 (SR-93)	1	3.00	0	-	0	-
17	44	Everglades Blvd	Golden Gate Blvd	1	3.00	0	-	0	-
18	26	Everglades Blvd	Oil Well Rd	1	3.00	0	-	5	5
19	77	Golden Gate Blvd	Everglades Blvd	0	-	0	-	0	-
20	84	Golden Gate Blvd	Desoto Blvd	0	-	0	-	5	5
21	73	Golden Gate Parkway	Livingston Rd	3	9.00	5	5.00	0	-
22	29	Golden Gate Parkway	Livingston Rd	3	9.00	5	5.00	0	-
23	9	Golden Gate Parkway	Santa Barbara Boulevard	0	-	5	5.00	0	-
24	14	Green Boulevard	Santa Barbara/ Logan Boulevard	0	-	0	-	5	5
25	70	Green Boulevard Extension	CR 951	3	9.00	0	-	0	-
26	82	Green Boulevard Extension	23rd St SW	3	9.00	0	-	0	-
27	78	Green Boulevard Extension	Wilson Blvd Ext	3	9.00	0	-	0	-
28	81	Green Boulevard Extension	Everglades Blvd	3	9.00	0	-	0	-
29	27	I-75 (SR 93)	Everglades Blvd	3	9.00	5	5.00	0	-
30	47	I-75 (SR 93)	Vanderbilt Beach Rd	0	-	5	5.00	0	-
31	45	I-75 (SR-93)	Collier Blvd (CR 951)	0	-	5	5.00	5	5
33	2	Immokalee Road	Strand Blvd	4	12.00	5	5.00	5	5
34	21	Immokalee Road	Logan Blvd	0	-	5	5.00	5	5
35	42	Immokalee Road	Collier Blvd	0	-	5	5.00	5	5
36	72	Immokalee Road	Bellaire Bay Dr	0	-	5	5.00	5	5
37	4	Immokalee Rd (CR 846)	Camp Keais Rd	0	-	5	5.00	5	5
38	12	Immokalee Rd (CR 846)	SR 29	0	-	5	5.00	5	5
39	74	Immokalee Rd	Collier Blvd (CR 951)	0	-	5	5.00	5	5
41	89	Keane Avenue	Inez Rd	0	-	0	-	0	-
42	43	Little League Rd Extension	SR-82	0	-	5	5.00	0	-
43	92	Little League Rd Extension	Lake Trafford Rd	0	-	0	-	0	-
45	69	Livingston Road	Entrada Ave	5	15.00	0	-	5	5
46	87	Livingston Road	Veterans Memorial Blvd	0	-	0	-	0	-
47	19	Logan Boulevard	Green Boulevard	0	-	0	-	0	-
48	28	Logan Boulevard	Vanderbilt Beach Rd	5	15.00	0	-	0	-
49	35	Logan Boulevard	Pine Ridge Rd	5	15.00	0	-	5	5
50	53	Oil Well Road / CR 858	Ave Maria Entrance	5	15.00	5	5.00	5	5
51	58	Oil Well Road / CR 858	Camp Keais Road	5	15.00	5	5.00	5	5
52	31	Old US 41	US 41 (SR 45)	0	-	5	5.00	5	5
53	33	Orange Blossom Drive	Airport Pulling Road	0	-	5	5.00	5	5
56	38	Pine Ridge Road	Logan Blvd	4	12.00	5	5.00	0	-
57	40	Randall Blvd	Immokalee Rd	4	12.00	5	5.00	5	5
58	39	Randall Boulevard	8th St NE	3	9.00	0	-	0	-
59	57	Randall Boulevard	Everglades Blvd	3	9.00	0	-	5	5
61	18	Santa Barbara Boulevard	Painted Leaf Lane	0	-	0	-	0	-
62	3	SR 29 / North Main Street	North 9th St	0	-	5	5.00	5	5
63	20	US 41 (SR 90) (Tamiami Trail)	Immokalee Rd	0	-	5	5.00	5	5
64	7	US 41 (SR 90) (Tamiami Trail)	10th Street South	0	-	5	5.00	5	5
65	5	US 41 (SR 90) (Tamiami Trail)	Goodlette-Frank Rd	0	-	5	5.00	5	5
66	1	US 41 (SR 90) (Tamiami Trail)	Airport Pulling Rd	0	-	5	5.00	5	5
67	16	US 41 (SR 90) (Tamiami Trail East)	Greenway Rd	0	-	5	5.00	5	5
68	22	US 41 (SR 90) (Tamiami Trail East)	Collier Blvd (SR 951)	5	15.00	5	5.00	5	5
69	54	US 41 (SR 90) (Tamiami Trail East)	Immokalee Road	0	-	5	5.00	0	-
70	88	Vanderbilt Beach Road Extension	Everglades Blvd	0	-	0	-	0	-
71	52	Vanderbilt Drive	Immokalee Rd	3	9.00	0	-	5	5
72	48	Westclox Street Extension	Little League Road	0	-	0	-	0	-
73	66	Wilson Blvd Extension	City Gate Boulevard Extension	3	9.00	5	5.00	0	-
74	71	Wilson Blvd	Golden Gate Boulevard	4	12.00	0	-	5	5
75	63	Bridge at 13th Street NW	North End at Vanderbilt Beach Road Extension	4	12.00	0	-	0	-
76	59	Bridge at 18th Ave NE	Between Wilson Boulevard and 8th Street NE	3	9.00	0	-	0	-
77	67	Bridge at 18th Ave NE	Between 8th Street NE and 16th Street NE	3	9.00	0	-	0	-
78	64	Bridge at 47th Avenue NE	West of Everglades Boulevard	4	12.00	0	-	0	-
79	62	Bridge at 62nd Avenue NE	West of 40th Street NE	4	12.00	0	-	5	5
80	60	Bridge at Wilson Boulevard	South of 33rd Avenue NE	3	9.00	0	-	0	-
81	50	Bridge at Wilson Boulevard, South End		4	12.00	0	-	0	-
83	61	Bridge @ 23rd St. SW	South of Golden Gate Blvd.	3	9.00	0	-	0	-
84	10	Golden Gate Pkwy. (Intersection)	Goodlette-Frank Rd.	0	-	5	5.00	5	5
85	46	Pine Ridge Rd. (Intersection)	Airport Pulling Rd.	0	-	5	5.00	5	5
86	36	Immokalee Rd. (Intersection)	Logan Blvd.	3	9.00	5	5.00	0	-
87	55	Vanderbilt Beach Rd. (Intersection)	Livingston Rd.	3	9.00	0	-	5	5
89	41	Collier Blvd. (Intersection)	Pine Ridge Rd.	0	-	5	5.00	0	-
90	24	Pine Ridge Rd. (Intersection)	Goodlette-Frank Rd.	0	-	5	5.00	5	5
91	30	US 41 (SR 90) (Tamiami Trail E) (Intersection)	Pine Ridge Rd.	0	-	5	5.00	0	-
93	37	Vanderbilt Beach Rd (Intersection)	Airport Pulling Rd.	3	9.00	5	5.00	0	-
94	23	Airport Pulling Rd. (Intersection)	Orange Blossom Dr.	0	-	5	5.00	0	-
95	17	Airport Pulling Rd. (Intersection)	Golden Gate Pkwy.	0	-	5	5.00	0	-
96	25	Airport Pulling Rd. (Intersection)	Radio Rd.	0	-	5	5.00	5	5
97	15	Airport Pulling Rd. (Intersection)	Davis Blvd	0	-	5	5.00	5	5
99	32	Immokalee Road	Randall Blvd	0	-	5	5.00	5	5
100	13	Immokalee Road	Camp Keais Rd	0	-	0	-	5	5
106	68	Bridge at 16th St SE	South of Golden Gate Blvd.	3	9.00	0	-	0	-
N/A		TEST = Max Score	Test	5	15.00	5	5.00	5	5

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					9. Promote Sustainability in the Planning of Transportation and Land Use		**10. Promote Agile, Resilient, and Quality Transportation Infrastructure in Transportation Decision-Making**				**11. Consider Autonomous and Connected Vehicles (A/V) Technology in the Future**			
					Project benefits low income areas and improves sustainability through increased housing choices and reduced auto dependency		10A - Promotes transportation infrastructure resilience related to sea level rise, flooding, and storms		10B - Promotes housing and transportation in areas that better withstand extreme weather		Utilize technological improvements (Intelligent Transportation Systems, Transit Signal Priority, etc.)			
					Does the project bring better mobility to a low income areas and CRA's (i.e. bike/ped, improvement along a bus route or stop, etc.) Project in target area=5 Project not in target area=0		Within 0.25 miles of NOAA 1 ft Sea Level Rise Flooding Area = 5, Wiithin 0.25 miles of NOAA 1 ft Sea Level Rise Low Lying Area = 3, Not in High Risk Area = 0		Is this project a new facility within a high-risk area? Within 0.25 miles of NOAA 1 ft Sea Level Rise Flooding or Low-Lying Area = 0, Not in a High Risk Area = 5		travel modes improved=5 travel modes not improved=0		**Unweighted**	**Weighted**
					8.00		2.00		2.00		4.00			
2050 Map ID	**Revised Ranking**	**Project**	**From**	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Highest unweighted score = 140	Highest Weighted score = 450
1	49	Benfield Road	City Gate Boulevard North	0	-	0	-	5	10	0	-	69	167
2	56	Benfield Road	Hacienda Lakes Pkwy	0	-	5	10	0	-	0	-	64	157
3	90	Big Cypress Parkway	Everglades Blvd north of I-75	0	-	0	-	5	10	0	-	27	86
4	83	Big Cypress Parkway	Golden Gate Blvd	0	-	0	-	5	10	0	-	34	107
5	85	Big Cypress Parkway	Vanderbilt Beach Road Ext.	0	-	0	-	5	10	0	-	30	100
6	79	Big Cypress Parkway	Oil Well Road	0	-	0	-	5	10	0	-	37	116
7	75	Camp Keais Rd	Oil Well Road	0	-	0	-	5	10	0	-	47	131
8	65	Camp Keais Rd	Pope John Paul Blvd	0	-	0	-	5	10	0	-	53	144
9	91	Camp Keais Rd Extension	Camp Keais Rd	0	-	0	-	0	-	0	-	0	-
10	80	City Gate Blvd Extension	Landfill Blvd	0	-	0	-	5	10	0	-	42	116
11	11	Collier Blvd (SR 951)	Pine Ridge Rd	5	40	0	-	5	10	5	20	73	259
12	8	Collier Blvd (SR 951)	South of Manatee Rd	5	40	5	10	5	10	0	-	88	269
13	76	Collier Blvd Extension	Collier Blvd (CR 951) Northern Terminus	0	-	0	-	5	10	0	-	47	126
14	86	Corkscrew Rd	SR 82	0	-	0	-	5	10	0	-	28	99
15	6	Davis Blvd (SR 84)	Airport Pulling Rd	5	40	0	-	5	10	0	-	87	276
16	51	Everglades Blvd	I-75 (SR-93)	0	-	0	-	5	10	0	-	50	165
17	44	Everglades Blvd	Golden Gate Blvd	0	-	0	-	5	10	0	-	52	176
18	26	Everglades Blvd	Oil Well Rd	0	-	0	-	5	10	0	-	76	218
19	77	Golden Gate Blvd	Everglades Blvd	0	-	0	-	5	10	0	-	34	117
20	84	Golden Gate Blvd	Desoto Blvd	0	-	0	-	5	10	0	-	33	104
21	73	Golden Gate Parkway	Livingston Rd	0	-	0	-	5	10	0	-	43	134
22	29	Golden Gate Parkway	Livingston Rd	0	-	0	-	5	10	0	-	67	206
23	9	Golden Gate Parkway	Santa Barbara Boulevard	5	40	5	10	5	10	0	-	84	262
24	14	Green Boulevard	Santa Barbara/ Logan Boulevard	5	40	0	-	5	10	0	-	74	247
25	70	Green Boulevard Extension	CR 951	0	-	0	-	5	10	0	-	47	141
26	82	Green Boulevard Extension	23rd St SW	0	-	0	-	5	10	0	-	31	108
27	78	Green Boulevard Extension	Wilson Blvd Ext	0	-	0	-	5	10	0	-	34	117
28	81	Green Boulevard Extension	Everglades Blvd	0	-	0	-	5	10	0	-	30	110
29	27	I-75 (SR 93)	Everglades Blvd	0	-	0	-	5	10	5	20	62	216
30	47	I-75 (SR 93)	Vanderbilt Beach Rd	0	-	0	-	5	10	5	20	58	169
31	45	I-75 (SR-93)	Collier Blvd (CR 951)	0	-	0	-	5	10	0	-	69	172
33	2	Immokalee Road	Strand Blvd	5	40	0	-	5	10	0	-	101	313
34	21	Immokalee Road	Logan Blvd	0	-	0	-	5	10	0	-	81	228
35	42	Immokalee Road	Collier Blvd	0	-	0	-	5	10	0	-	63	184
36	72	Immokalee Road	Bellaire Bay Dr	0	-	0	-	5	10	0	-	45	135
37	4	Immokalee Rd (CR 846)	Camp Keais Rd	5	40	0	-	5	10	0	-	98	289
38	12	Immokalee Rd (CR 846)	SR 29	5	40	0	-	5	10	0	-	92	256
39	74	Immokalee Rd	Collier Blvd (CR 951)	0	-	0	-	5	10	0	-	49	132
41	89	Keane Avenue	Inez Rd	0	-	0	-	5	10	0	-	26	93
42	43	Little League Rd Extension	SR-82	5	40	0	-	5	10	0	-	56	178
43	92	Little League Rd Extension	Lake Trafford Rd	0	-	0	-	0	-	0	-	0	-
45	69	Livingston Road	Entrada Ave	0	-	0	-	5	10	0	-	46	143
46	87	Livingston Road	Veterans Memorial Blvd	0	-	0	-	5	10	0	-	28	99
47	19	Logan Boulevard	Green Boulevard	5	40	0	-	5	10	0	-	73	229
48	28	Logan Boulevard	Vanderbilt Beach Rd	0	-	0	-	5	10	0	-	71	208
49	35	Logan Boulevard	Pine Ridge Rd	0	-	0	-	5	10	0	-	73	199
50	53	Oil Well Road / CR 858	Ave Maria Entrance	0	-	0	-	5	10	0	-	61	163
51	58	Oil Well Road / CR 858	Camp Keais Road	0	-	0	-	5	10	0	-	58	154
52	31	Old US 41	US 41 (SR 45)	0	-	0	-	5	10	0	-	73	204
53	33	Orange Blossom Drive	Airport Pulling Road	0	-	0	-	5	10	0	-	79	202
56	38	Pine Ridge Road	Logan Blvd	0	-	0	-	5	10	0	-	72	191
57	40	Randall Blvd	Immokalee Rd	5	40	0	-	5	10	0	-	59	187
58	39	Randall Boulevard	8th St NE	0	-	0	-	5	10	0	-	51	188
59	57	Randall Boulevard	Everglades Blvd	0	-	0	-	5	10	0	-	47	156
61	18	Santa Barbara Boulevard	Painted Leaf Lane	5	40	0	-	5	10	0	-	74	232
62	3	SR 29 / North Main Street	North 9th St	5	40	0	-	5	10	0	-	110	310
63	20	US 41 (SR 90) (Tamiami Trail)	Immokalee Rd	0	-	5	10	5	10	0	-	83	229
64	7	US 41 (SR 90) (Tamiami Trail)	10th Street South	5	40	5	10	5	10	0	-	95	270
65	5	US 41 (SR 90) (Tamiami Trail)	Goodlette-Frank Rd	5	40	5	10	5	10	0	-	99	277
66	1	US 41 (SR 90) (Tamiami Trail)	Airport Pulling Rd	5	40	5	10	5	10	0	-	109	317
67	16	US 41 (SR 90) (Tamiami Trail East)	Greenway Rd	5	40	5	10	5	10	0	-	83	234
68	22	US 41 (SR 90) (Tamiami Trail East)	Collier Blvd (SR 951)	5	40	0	-	5	10	0	-	85	225
69	54	US 41 (SR 90) (Tamiami Trail East)	Immokalee Road	0	-	0	-	5	10	0	-	59	162
70	88	Vanderbilt Beach Road Extension	Everglades Blvd	0	-	0	-	5	10	0	-	28	99
71	52	Vanderbilt Drive	Immokalee Rd	0	-	5	10	5	10	0	-	60	165
72	48	Westclox Street Extension	Little League Road	5	40	0	-	5	10	0	-	48	169
73	66	Wilson Blvd Extension	City Gate Boulevard Extension	0	-	0	-	5	10	0	-	48	144
74	71	Wilson Blvd	Golden Gate Boulevard	0	-	0	-	5	10	0	-	45	140
75	63	Bridge at 13th Street NW	North End at Vanderbilt Beach Road Extension	0	-	0	-	5	10	0	-	39	147
76	59	Bridge at 18th Ave NE	Between Wilson Boulevard and 8th Street NE	0	-	0	-	5	10	0	-	43	154
77	67	Bridge at 18th Ave NE	Between 8th Street NE and 16th Street NE	0	-	0	-	5	10	0	-	38	144
78	64	Bridge at 47th Avenue NE	West of Everglades Boulevard	0	-	0	-	5	10	0	-	39	147
79	62	Bridge at 62nd Avenue NE	West of 40th Street NE	0	-	0	-	5	10	0	-	44	152
80	60	Bridge at Wilson Boulevard	South of 33rd Avenue NE	0	-	0	-	5	10	0	-	43	154
81	50	Bridge at Wilson Boulevard, South End		0	-	0	-	5	10	0	-	49	167
83	61	Bridge @ 23rd St. SW	South of Golden Gate Blvd.	0	-	0	-	5	10	0	-	43	154
84	10	Golden Gate Pkwy. (Intersection)	Goodlette-Frank Rd.	5	40	5	10	5	10	5	20	89	262
85	46	Pine Ridge Rd. (Intersection)	Airport Pulling Rd.	0	-	0	-	5	10	0	-	65	170
86	36	Immokalee Rd. (Intersection)	Logan Blvd.	0	-	0	-	5	10	5	20	65	195
87	55	Vanderbilt Beach Rd. (Intersection)	Livingston Rd.	0	-	0	-	5	10	5	20	51	158
89	41	Collier Blvd. (Intersection)	Pine Ridge Rd.	5	40	0	-	5	10	0	-	55	185
90	24	Pine Ridge Rd. (Intersection)	Goodlette-Frank Rd.	5	40	0	-	5	10	5	20	70	220
91	30	US 41 (SR 90) (Tamiami Trail E) (Intersection)	Pine Ridge Rd.	5	40	0	-	5	10	5	20	70	205
93	37	Vanderbilt Beach Rd (Intersection)	Airport Pulling Rd.	0	-	0	-	5	10	5	20	66	193
94	23	Airport Pulling Rd. (Intersection)	Orange Blossom Dr.	5	40	0	-	5	10	5	20	70	225
95	17	Airport Pulling Rd. (Intersection)	Golden Gate Pkwy.	5	40	5	10	5	10	5	20	73	234
96	25	Airport Pulling Rd. (Intersection)	Radio Rd.	5	40	0	-	5	10	5	20	68	219
97	15	Airport Pulling Rd. (Intersection)	Davis Blvd	5	40	0	-	5	10	5	20	78	239
99	32	Immokalee Road	Randall Blvd	5	40	0	-	0	-	0	-	58	204
100	13	Immokalee Road	Camp Keais Rd	5	40	0	-	0	-	5	20	65	250
106	68	Bridge at 16th St SE	South of Golden Gate Blvd.	0	-	0	-	5	10	0	-	38	144
N/A		TEST = Max Score	Test	5	40	5	10	5	10	5	20	140	430

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Collier MPO 2050 LRTP - DRAFT Cost Feasible Projects

7D attachment 2
TAC/CAC 9/22/25

							2031-2035					2036-2040					2041-2050					
2050 LRTP Project ID	Needs Evaluation Ranking	FACILITY	FROM	TO	PROJECT DESCRIPTION	Length (mi.)	Funding Source	Pre-Eng	ROW	CST	Plan Period Total	Funding Source	Pre-Eng	ROW	CST	Plan Period Total	Funding Source	Pre-Eng	ROW	CST	Plan Period Total	Total YOE Costs
N/A	N/A	Collier MPO Planning Costs	N/A	N/A	N/A	N/A	**SU**	**$5,000,000**			$5,000,000	**SU**	**$5,000,000**			$5,000,000	**SU**	**$10,000,000**			$10,000,000	**$20,000,000**
N/A	N/A	CMC/Safety Initiatives	N/A	N/A	N/A	N/A	**SU**	**$7,500,000**			$7,500,000	**SU**	**$7,500,000**			$7,500,000	**SU**	**$15,000,000**			$15,000,000	**$30,000,000**
75	62	Bridge at 13th Street NW	North End at Vanderbilt Beach Road Ext		New Bridge over Canal.	N/A	**Other Roads/ County**			**$8,584,950**	$8,584,950					$0					$0	**$8,584,950**
12	8	Collier Blvd (SR 951)	South of Manatee Rd	North of Tower Rd	Widen from 4 to 6 lanes.	0.36	**SHS**			**$6,952,793**	$6,952,793	**SHS/SU**			**$14,683,054**	$14,683,054					$0	**$21,635,846**
47	19	Logan Boulevard	Green Boulevard	Pine Ridge Rd	Widen from 4 to 6 lanes.	0.89	**County**			**$23,459,624**	$23,459,624					$0					$0	**$23,459,624**
61	18	Santa Barbara Boulevard	Painted Leaf Lane	Green Boulevard	Widen from 4 to 6 lanes.	1.46	**County**			**$40,256,201**	$40,256,201					$0					$0	**$40,256,201**
81	49	Bridge at Wilson Boulevard, South End			New Bridge over Canal.	N/A	**County**			**$8,584,950**	$8,584,950					$0					$0	**$8,584,950**
100	13	Immokalee Rd	Camp Keais Rd		Roundabout /Intersection Improvement	N/A	**County**			**$25,800,000**	$25,800,000					$0					$0	**$25,800,000**
79	61	Bridge at 62nd Avenue NE	West of 40th Street NE		New Bridge over Canal.	N/A	**County**			**$8,584,950**	$8,584,950					$0					$0	**$8,584,950**
56	37	Pine Ridge Road	Logan Blvd	Collier Blvd	Widen from 4 to 6 lanes.	1.89	**County**				$0	County			**$8,533,081**	$8,533,081	**County**			**$32,569,160**	$32,569,160	**$41,102,241**
74	69	Wilson Blvd	Golden Gate Boulevard	Immokalee Rd	Widen from 2 to 4 lanes.	3.21					$0	**County**			**$137,861,943**	$137,861,943					$0	**$137,861,943**
21	71	Golden Gate Parkway	Livingston Rd		Overpass (GGP over Livingston)	0.00	**County**		**$5,224,500**	**$43,410,226**	$48,634,726	**County/ Other Roads**			**$24,210,755**	$24,210,755					$0	**$72,845,481**
29	27	I-75 (SR 93)	Vicinity of Everglades Blvd		New Partial Interchange. EB Off-Ramp and WB On-Ramp	N/A	**SU**	**$8,380,686**			$8,380,686	**SU**	**$4,771,833**	**$6,318,000**		$11,089,833	**SU**			**$26,144,168**	$26,144,168	**$45,614,687**
67	16	US 41 (SR 90) (Tamiami Trail East)	Greenway Rd	6 L Farm Rd	Widen from 2 to 4 lanes.	2.46	**SU/SHS**	**$10,125,328**			$10,125,328					$0	**SHS**			**$25,380,000**	$25,380,000	**$35,505,328**
16	50	Everglades Blvd	I-75 (SR-93)	Golden Gate Blvd	Widen from 2 to 4 lanes.	5.34	**County**	**$8,185,024**			$8,185,024					$0	**County**	**$23,409,266**	**$25,857,356**	**$123,112,292**	$172,378,913	**$180,563,937**
94	17	Airport Pulling Rd. (Intersection)	Orange Blossom Dr.		Intersection Innovation/Improvements	N/A					$0					$0	**County**	**$1,544,883**	**$654,750**	**$7,922,475**	$10,122,108	**$10,122,108**
18	26	Everglades Blvd	Oil Well Rd	Immokalee Rd	Widen from 2 to 4 lanes.	4.99					$0					$0	**County/Other Roads**	**$37,611,996**	**$23,399,310**	**$15,430,000**	$76,441,306	**$76,441,306**
37	4	Immokalee Rd (CR 846)	Camp Keais Rd	Carver St	Widen from 2-Lanes to 4 Lanes with Sidewalks, Bike Lanes, and Curb & Gutter (Includes M&R of existing pavement)	2.39					$0					$0	**County**	**$16,372,510**	**$11,593,973**		$27,966,483	**$27,966,483**
106	68	Bridge at 16th SE	South of Golden Gate Blvd		New Bridge over Canal.	N/A											**County**			**$12,910,700**	$12,910,700	**$12,910,700**

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EXECUTIVE SUMMARY
DISTRIBUTION ITEMS
ITEM 10A

Administrative Modification #1 to FY 2026-2030 Transportation Improvement Program (TIP) Adding Updated Transit Safety Targets

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OBJECTIVE: For the Committee to receive a copy of Administrative Modification #1 to the FY2026-30 TIP.

CONSIDERATIONS: FDOT advises MPOs to update transit asset management and safety measures and targets with every LRTP update and in each updated TIP.

STAFF RECOMMENDATION: Provided for informational purposes.

Prepared By: Anne McLaughlin, MPO Director

ATTACHMENTS:

1. Administrative Modification #1 Adding Updated Transit Safety Targets to the FY26-30 TIP

TIP Administrative Modification #1
FY 2026 – 2030 TIP

Action	FPN	Project Name	Description & Limits	Requested By	Fund	Phase	FY	Amount
Add Updated Transit Safety Targets	n/a	n/a	n/a	FDOT	n/a	n/a	n/a	n/a

Total Project Cost: n/a

Responsible Agency: n/a

TIP Reference Page: Appendix K – Amendments and Admin Mods

LRTP Reference Page: n/a (FDOT MPO TIP checklist requirement)

COLLIER METROPOLITAN
PLANNING ORGANIZATION



Approved By: Date: 9/12/22

Anne McLaughlin, MPO Executive Director

For Distribution on: 9/22/25 TAC/CAC; 10/10/25 MPO Board

SPT Category	Measure- per 100K VRM	Fixed Route Target				
		2021	2022	2023	AVG	Target
		1,381,925	1,366,218	1,352,831		
		13.82	13.66	13.53		
Safety Events	Total Number of Safety Events	6	4	2	4.00	4.00
	Safety Event Rate	0.43	0.29	0.15	0.29	0.29
Fatalities	Fatalities	0	0	0	0.00	0.00
	Fatality Rate	0.00	0.00	0.00	0.00	0.00
Injuries	Total Number of Injuries	6	3	2	3.67	3.67
	Injury Rate	0.43	0.22	0.15	0.27	0.27
Assaults	Total Number of Assaults on Transit Workers	0	0	0	0.00	0.00
	Assaults on Transit Workers Rate	0.00	0.00	0.00	0.00	0.00
System Reliability	Total Number of Major Mechanical System Failures	134	70	137	113.67	113.67
	Mean distance (miles) between major mechanical failures	10,312.87	19,517.40	9,874.68	13,234.98	13,234.98

SPT Category	Measure- per 100K VRM	Paratransit Target				
		2021	2022	2023	AVG	Target
		989,918	1,306,827	1,400,491		
		9.90	13.07	14.00		
Safety Events	Total Number of Safety Events	3	5	1	3.00	3.00
	Safety Event Rate	0.30	0.38	0.07	0.25	0.23
Fatalities	Fatalities	0	0	0	0.00	0.00
	Fatality Rate	0.00	0.00	0.00	0.00	0.00
Injuries	Total Number of Injuries	3	5	1	3.00	3.00
	Injury Rate	0.30	0.38	0.07	0.25	0.23
Assaults	Total Number of Assaults on Transit Workers	0	0	0	0.00	0.00
	Assaults on Transit Workers Rate	0.00	0.00	0.00	0.00	0.00
System Reliability	Total Number of Major Mechanical System Failures	60	9	44	37.67	37.67
	Mean distance (miles) between major mechanical failures	16,498.63	145,203.00	31,829.34	64,510.32	64,510.32

MPO Requirements

Florida Department of Transportation Office of Policy Planning

Transportation Performance Management

February 2023

OVERVIEW

This document highlights key target setting provisions of Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) performance management requirements for state Departments of Transportation (DOT), Metropolitan Planning Organizations (MPO), and public transportation providers.*

TRANSPORTATION PERFORMANCE MANAGEMENT FRAMEWORK

Federal transportation law requires state DOTs and MPOs to implement Transportation Performance Management (TPM), a strategic approach to making investment and policy decisions to achieve performance goals. TPM uses past performance levels and forecasted conditions to measure progress toward strategic goals as a means to guide investments.

PM1	PM2	PM3	TRANSIT ASSET MANAGEMENT	TRANSIT SAFETY
HIGHWAY SAFETY	BRIDGE AND PAVEMENT	SYSTEM PERFORMANCE AND FREIGHT MOVEMENT	(TAM)	

Three FHWA Performance Measures (PM) rules and two FTA transit rules establish various performance measures to assess highway safety (PM1), bridge and pavement condition (PM2), system performance and freight movement (PM3), transit asset management (TAM), and transit safety. The FHWA and FTA Planning Rule and the performance measures rules also specify how MPOs should set targets, report performance, and integrate performance management into their Long Range Transportation Plans (LRTP) and Transportation Improvement Programs (TIP).*

Long Range Transportation Plans

The LRTP must:

- Describe performance measures and targets used in assessing the performance of the transportation system.
- Include a System Performance Report that:
  - Evaluates the performance of the transportation system with respect to performance targets.
  - Documents the progress achieved by the MPO in meeting the targets.
- Integrate the goals, objectives, performance measures, and targets described in other plans and processes required as part of a performance-based program.

Transportation Improvement Programs

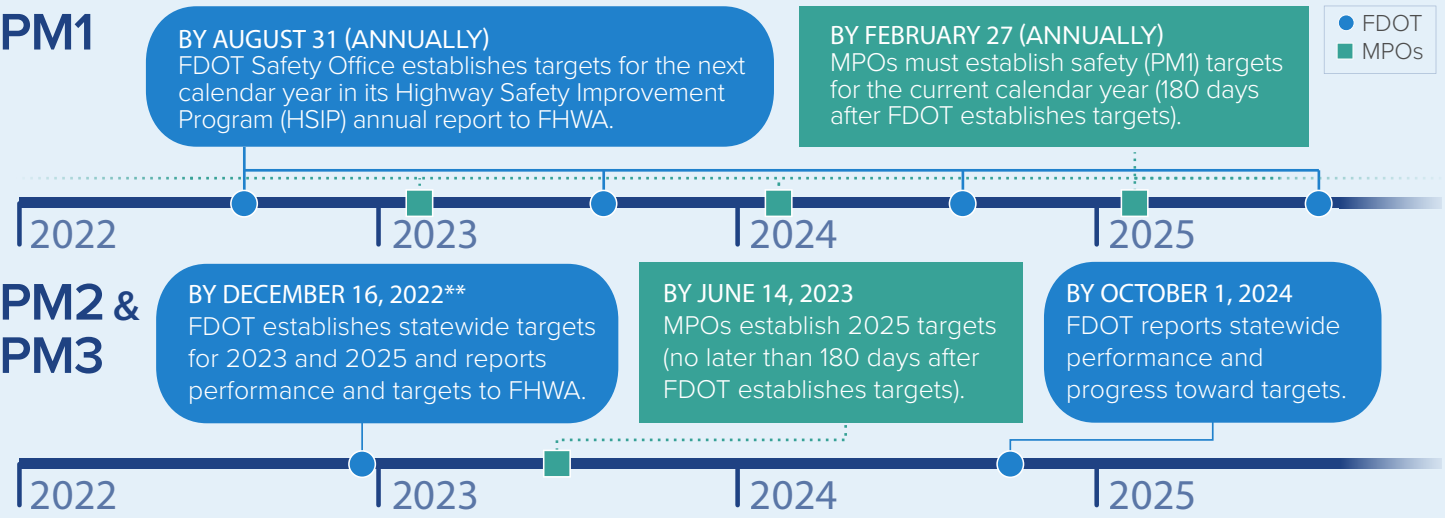
The TIP must:

- Reflect the investment priorities established in the LRTP.
- Be designed such that once implemented, it makes progress toward achieving the performance targets.
- Include a description of the anticipated effect of the TIP toward achieving the performance targets, linking investment priorities to performance targets.

FDOT and the Metropolitan Planning Organization Advisory Council (MPOAC) have developed model language for inclusion of performance measures and targets in LRTPs and TIPs

*Please refer to the five accompanying fact sheets to obtain key information for the three FHWA performance measures rules and two FTA transit rules.

TIMELINE FOR MPO ACTIONS



TIMEFRAME

TRANSIT ASSET MANAGEMENT AND TRANSIT SAFETY

PUBLIC TRANSPORTATION PROVIDERS

TAM	*Transit Safety*
• Update TAM Plan/Group TAM Plan every 4 years • Update TAM targets annually	• Update safety targets annually

MPOs

- Update MPO transit targets with every LRTP update
- **Reflect MPO targets and public transportation provider(s) current targets in each updated TIP**

TARGET SETTING OPTIONS

The Florida Department of Transportation (FDOT), the MPOs, and public transportation providers set their respective performance targets in coordination with one another. All MPOs establish a target for each applicable performance measure by one of two options:

Support the target established by FDOT or the public transportation provider(s).

The MPO agrees to plan and program projects so that they contribute toward the accomplishment of the state or public transportation provider(s) target.

OR

Establish own target.

The MPO coordinates with FDOT or the public transportation provider(s) regarding the methodology used to develop the target and the proposed target prior to establishing a final target.

For the **PM1, PM2, and PM3 measures**, MPOs must establish their targets no later than 180 days after FDOT sets its targets. For the **transit asset management and safety measures**, MPOs are not required to establish transit targets annually each time the public transportation provider(s) establishes targets. Instead, MPO transit targets must be established when the MPO updates the LRTP. MPOs will reflect current public transportation provider(s) targets in the updated TIP.

ASSESSMENT OF SIGNIFICANT PROGRESS

FHWA will not assess MPO target achievement. However, FHWA and FTA will review MPO adherence to performance management requirements as part of periodic transportation planning process reviews.

** FHWA changed the due date from October 1, 2022 due to a technical issue with the reporting system.

FOR MORE INFORMATION PLEASE CONTACT

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From: Omar Deleon <Omar.Deleon@colliercountyfl.gov>
Sent: Thursday, June 26, 2025 2:16 PM
To: Dusty Hansen <Dusty.Hansen@colliercountyfl.gov>
Subject: CAT - Safety Performance Measure and Targets 2025

Hello Dusty,

Please find attached CAT's Safety Performance Measures and Targets for 2025. These measures have been recently been approved by the Board.

Thank you.

Omar Deleon
Manager - Public Transit
Public Transit & Neighborhood Enhancement

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