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LeeTran – Lee County Transit
TRANSIT DEVELOPMENT PLAN
2026 – 2035 MAJOR UPDATE



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Lee County Transit Transit Development Plan 2026 – 2035 Major Update

February 2026

Prepared for:
Lee County Transit



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1. Introduction

1.1. Introduction

The Lee County Transit Development Plan (TDP) Major Update is a strategic guide for public transportation services in Lee County. The TDP covers a 10-year planning horizon guided through public and stakeholder outreach. The TDP represents the community’s vision and priorities for enhanced connectivity throughout the County via public transportation services.

1.2. State Requirements

The Florida Legislature enacted the State of Florida Public Transit Block Grant (PTBG) Program to provide a stable funding source for public transit. The Block Grant Program requires public transit service providers to develop, adopt, and update a ten-year TDP annually. According to Florida Administrative Code (FAC), Rule 14-73.001, “A TDP shall be the provider’s planning, development, and operational guidance document, based on a ten-year planning horizon and covers the year for which funding is sought and the nine subsequent years. A TDP or an annual TDP Update shall be used in developing the Department’s five-year Work Program, the Transportation Improvement Program, and the Department’s Program and Resource Plan.”

This Transit Development Plan (TDP) Major Update has been prepared in accordance with Florida Administrative Code (FAC) Rule 14-73.001. Effective July 9th, 2024, the revised Rule 14-73.001 pertaining to TDP’s adjusted the submission timelines and requirements for TDP Major Updates and Annual Progress Reports. Key changes for TDP Major Updates include the following:

LeeTran’s new submission deadline is March 1st, 2026 (previously September 1st).

Within 60 days of receiving an adopted TDP or Annual TDP Update, the Department will notify the provider as to whether or not the TDP or annual update is in compliance with the requirements of this rule, and, if not in compliance, a list of deficiencies will be cited to the provider for resubmittal. Within 30 days of any resubmitted TDP or annual update the Department will notify the provider as to whether or not the resubmission is in compliance with the requirements of this rule. TDPs filed late will be accepted if extenuating circumstances beyond the provider’s control exist, and the District Office is able to complete its review and approval process by June 30.

Metropolitan Transportation Planning Process Coordination Program.

This coordination program must define collaborative participation and consistency in developing and implementing both the TDP and Long-Range Transportation Plan (LRTP) with the local



Metropolitan Planning Organization (MPO), as well as other related MPO multi-modal planning and programming products including the Unified Planning Work Program (UPWP), the Transportation Improvement Plan (TIP), and Corridor Development Studies.

Land Use and Corridor Development Assessment.

An assessment of the extent to which the land use and urban design patterns in the provider's service area support or hinder the efficient provision of existing and future transit services, including any efforts being undertaken by the provider or local land use authorities to foster a more multi-modal operating environment. This assessment will also address priority transit corridors developed in the TDP as well as in the LRTP for consistency and coordination.

Ten-Year Operating and Capital Program (previously Ten-Year Implementation Program).

This program must include:

- *A **ten-year schedule of projects** that identifies the provider's future operating and capital projects over a 10-year planning horizon. The ten-year schedule of projects shall include project descriptions, maps indicating areas to be served, a project timeline, associated costs, and the type and level of service and capital improvements to be provided.*
- *A **financial plan**, which shall include a ten-year planning horizon that identifies each project's operating and capital expenses for the schedule of projects.*
- *A **list of priority projects** based on the 10-year schedule of projects, which shall include a ranking by each project's importance, the description, type, location, and identification of funding availability. This list can include projects that exceed beyond the tenth year.*



1.3. TDP Checklist

Table 1 includes the list of TDP requirements consistent with Rule 14-73.001 and indicates where each requirement has been addressed within this TDP Major Update document.

Table 1: TDP Preparer’s Checklist

TDP Preparer's Checklist	LeeTran TDP Section
Public Involvement and MPO Coordination	
Approved PIP for public involvement (TDP-specific PIP approved by FDOT)	Appendix B
Opportunities for public involvement outlined in PIP	Section 3
Summaries of outreach process and activities included in TDP	Section 3
Solicitation of comments from local/regional workforce board	Section 3
Notifications on public meetings to FDOT, local/regional workforce board, local government comprehensive planning departments, and MPO	Section 3, Appendix E
Review opportunities for FDOT, local/regional workforce board, local government comprehensive planning departments, and MPO	Section 3
Coordination with MPO on: LRTP data, outreach, and goals.	Sections 2, 3 and 4
Context Evaluation	
Relationship reviews of plans/studies as identified by TDP Rule	Appendix A, Section 2
Consistency review with UPWP, TIP, and Corridor Development Studies	Appendix A, Section 4
Land Use & Corridor Development	
Assessment of land use and urban design patterns	Section 4
Identification, evaluation, and ranking of priority transit corridors	Appendix F, Section 4
Operating & Capital Program	
Annual projection of transit ridership using FDOT-approved software tool or other FDOT-approved method	Section 5
10-year Schedule of Projects with descriptions, maps, timelines, costs, and the types and levels of service and capital improvements	Section 5
10-year Financial Plan with operating and capital costs for the Schedule of Projects	Section 5
Ranked List of Priority Projects based on the Schedule of Projects, with descriptions, types, locations, and funding availability	Section 5
TDP Report	
Presented to the MPO Board	December 12, 2025
Approved by transit agency governing board	January 20, 2026
Submitted to FDOT by March 1st, or a revised date as agreed by FDOT	Submitted February 2026



1.4. TDP Content

Including this Introduction, the Lee County TDP Major Update is organized into five major sections:

Section 2 includes a summary of the **Operating Context** for LeeTran. The evaluation of baseline conditions establishes a benchmark of demographic, land use, and other critical socio-economic trends within the operating environment. An evaluation of critical LeeTran service characteristics and performance indicators is also provided. This service evaluation also includes a peer review and a trend analysis. Lastly, this section also includes a relationship review of other transportation and land use plans that are relevant to LeeTran’s service area.

Section 3 defines and summarizes the **Public Involvement** activities performed as part of TDP development. This section also documents the effort taken to ensure coordination with the Lee County MPO’s planning process.

Section 4 is the **Land Use and Corridor Development** section of the TDP. A closer look at land use and urban design patterns in the study area is presented. Importantly, this section also includes an assessment of Priority Transit Corridors within Lee County. This information supports the effort to identify major transit supportive corridors that could benefit from transit investment.

Section 5 presents the **Ten-Year Operating and Capital Program**. The 10-year program includes a prioritized schedule of projects, including ridership demand estimates, and sets the 10-year program for operating and capital improvements, including unfunded needs. This section also documents capital and operating costs and assumptions. A phased implementation plan is presented to support the implementation of service and capital priorities over the horizon year of the plan, FY 2035.



2. Operating Context Evaluation

2.1. Baseline Conditions Review

Introduction

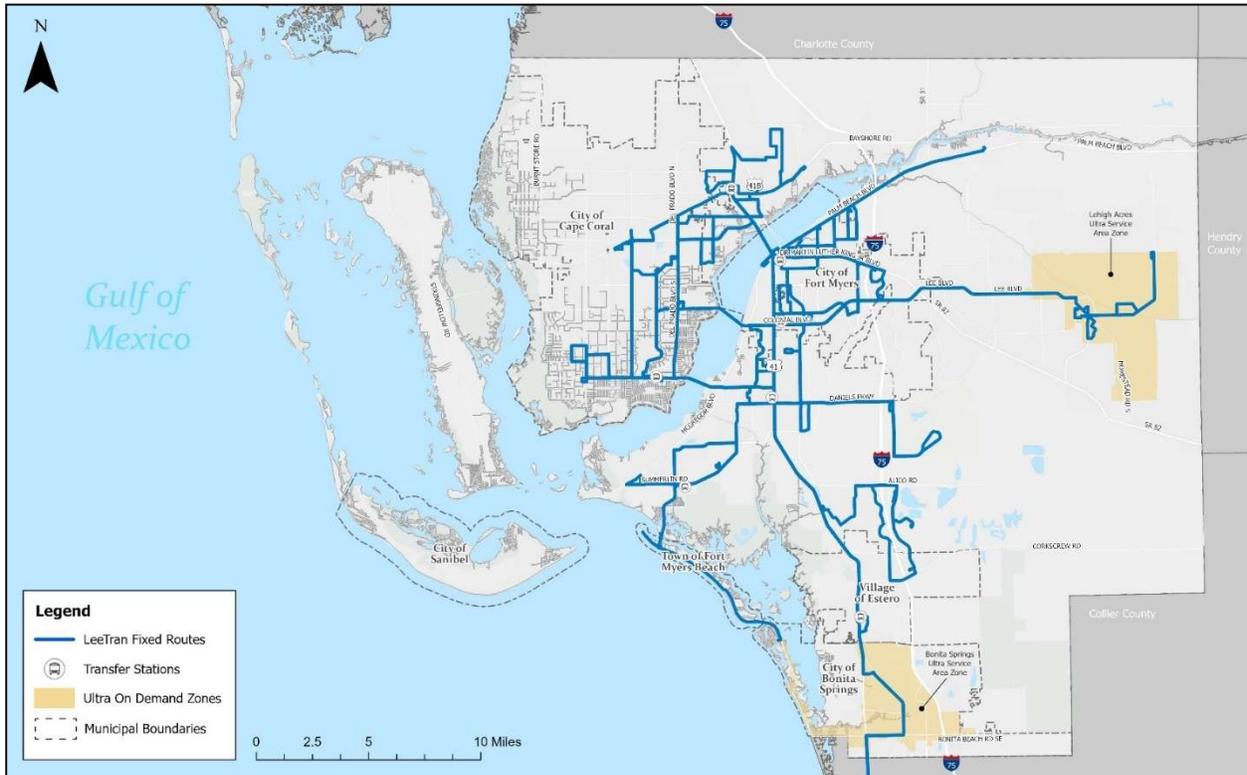
This baseline conditions review documents background information essential to understanding LeeTran’s operating environment, including a description of the service area and regional population characteristics, employment data, existing and future land uses, and tourism and trip generators. The information presented in this section is compiled from the most recently available data sources at the time of the preparation of this Major TDP Update. Data sources reviewed for the baseline conditions include American Community Survey (ACS) 5-Year Estimates, American Housing Survey, and the Bureau of Economic Business Research (BEBR).

Service Area

LeeTran provides transit service throughout Lee County (**Figure 1**). Lee County is in Southwest Florida and is bordered by Charlotte County to the north, Hendry County to the east, Collier County to the south, and the Gulf of Mexico to the west. There are six (6) incorporated municipalities in Lee County - City of Bonita Springs, City of Cape Coral, Village of Estero, City of Fort Myers, Town of Fort Myers Beach, and City of Sanibel. The County seat is in the City of Fort Myers, while the City of Cape Coral is the most populous incorporated area in the County. Lee County’s total land area is approximately 781 square miles.



Figure 1: LeeTran Service Area



Source: Lee County; LeeTran (2024)

Population Profile and Trends

Existing Population

Population data for Lee County was obtained from the 5-Year American Community Survey (ACS) for the years 2018 through 2022. As shown in **Table 2**, Lee County’s population increased from 618,754 in 2010 to 772,902 in 2022, an approximate 25 percent increase. Cape Coral is the most populous incorporated municipality in Lee County with a population of 198,912 in 2022. The Village of Estero had the largest increase in population from 2010 to 2022, with a 62 percent increase. The two (2) smallest municipalities experienced a decline in population between the years 2010 and 2022. The City of Sanibel experienced a less than one (1) percent decrease in population and the City of Fort Myers Beach experienced a ten (10) percent decrease in population. Unincorporated areas of Lee County experienced a population increase of 18.5 percent over the same twelve (12)-year period. The population growth of Lee County highlights the need for public transit services to continue providing accessibility and transportation choices to area residents, visitors, and employees.



Table 2: Population Trends of Lee County Municipal and Unincorporated Areas

Location	2010 Population	2020 Population	2022 Population	Percent Change 2010 – 2022	Percent Change 2020 - 2022
City of Bonita Springs	43,914	53,644	53,945	22.8%	0.6%
City of Cape Coral	154,305	194,016	198,912	28.9%	2.5%
City of Fort Myers	62,298	86,395	88,699	42.4%	2.7%
Town of Fort Myers Beach	6,277	5,582	5,650	-10.0%	1.2%
Village of Estero	22,612	36,939	36,685	62.2%	-0.7%
City of Sanibel	6,469	6,382	6,420	-0.8%	0.6%
Unincorporated	322,879	377,864	382,591	18.5%	1.3%
Total Population	618,754	760,822	772,902	24.9%	1.6%

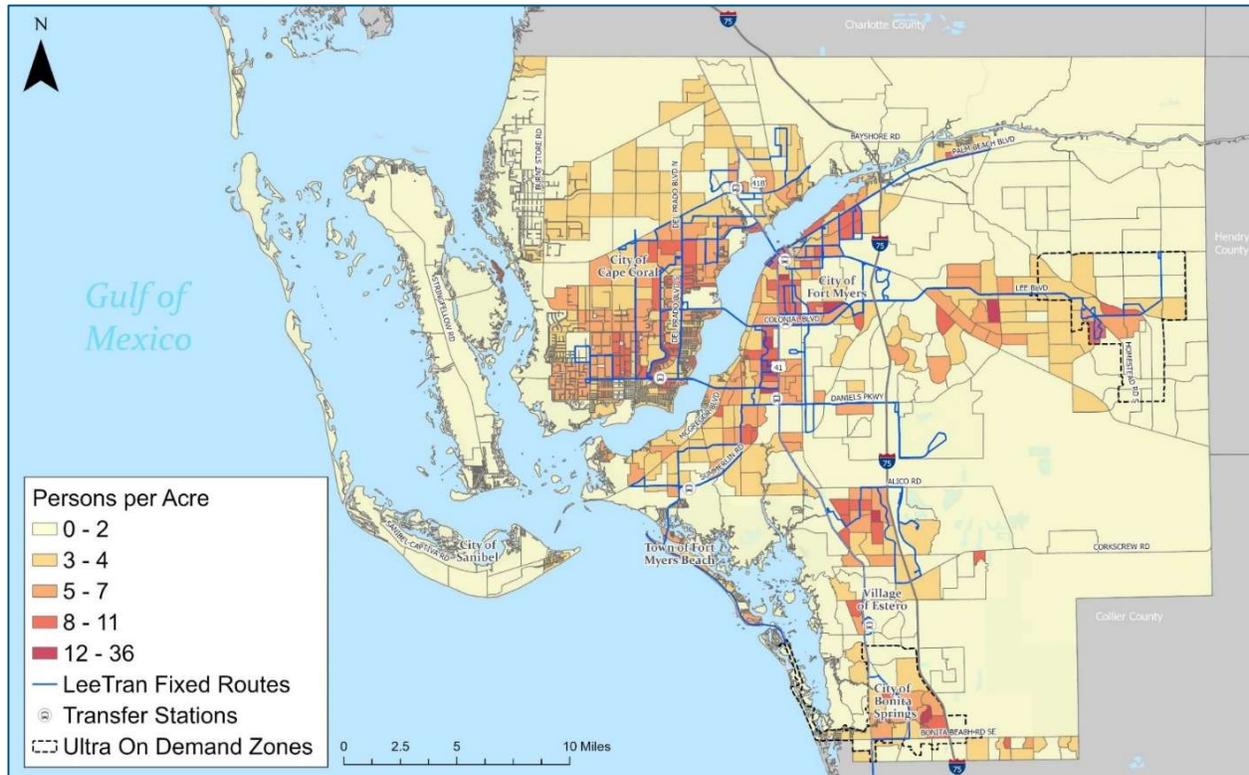
Source: U.S. Census Bureau Decennial and 5-Year ACS Data Tables P1 and B01001 (2022)

Existing Population Density

Population density is one (1) indicator of public transportation demand. Areas with higher population density typically support greater transit use and multimodal connectivity. The population density in Lee County varies throughout the County as the context changes between rural, suburban, and urban. **Figure 2** provides a map of population density in Lee County by Census Block Group. Generally, areas of high density (12 to 36 persons per acre) are located along the east coast of the Caloosahatchee River, in the City of Fort Myers, and in the City of Cape Coral, which is consistent with the development characteristics of these areas. Pockets of higher density populations are also present in Estero, Bonita Springs, Fort Myers Beach, and Lehigh Acres.



Figure 2: Lee County Existing Population Density



Source: U.S Census Bureau 5-Year Survey Table B01001 (2022)

Visitors and Seasonal Population

Hotel occupancy rates are an indicator of the seasonal and visitor population fluctuations in Lee County. The percentage of occupied hotel rooms indicate the level of demand for accommodations and the attractiveness of a region as a vacation destination. Seasonal population and tourism changes are significant for LeeTran as several routes and services operate seasonally and are designed to support tourism, visitor travel, and economic development in the County. **Table 3** shows the occupancy rate of coastal hotels, inland hotels, and total hotels by year. Hotel occupancy rates were higher in July 2022 than July 2019, signifying a rebound from the COVID-19 pandemic, but dropped in subsequent years due to the impact of Hurricane Ian.

Seasonal variations in hotel occupancy are provided in **Table 4**. As shown, higher occupancy rates are present in February and March in contrast to summer months, June, July, and August. Visitors are more likely to visit and stay in Lee County during the cooler months of the year, thereby placing greater demand on transportation infrastructure during that seasonal period.



Table 3: Lee County Hotel Occupancy by Year

Year	Coastal Hotels Occupancy	Inland Hotels Occupancy	Total Hotels Occupancy
July 2019	68.4%	62.9%	65.5%
July 2022	69.8%	70.6%	70.2%
July 2023	60.0%	70.3%	67.1%
July 2024	61.0%	61.3%	61.2%

Source: Lee County Visitor and Convention Bureau (2024)

Table 4: Hotel Occupancy – September 2024 through August 2025

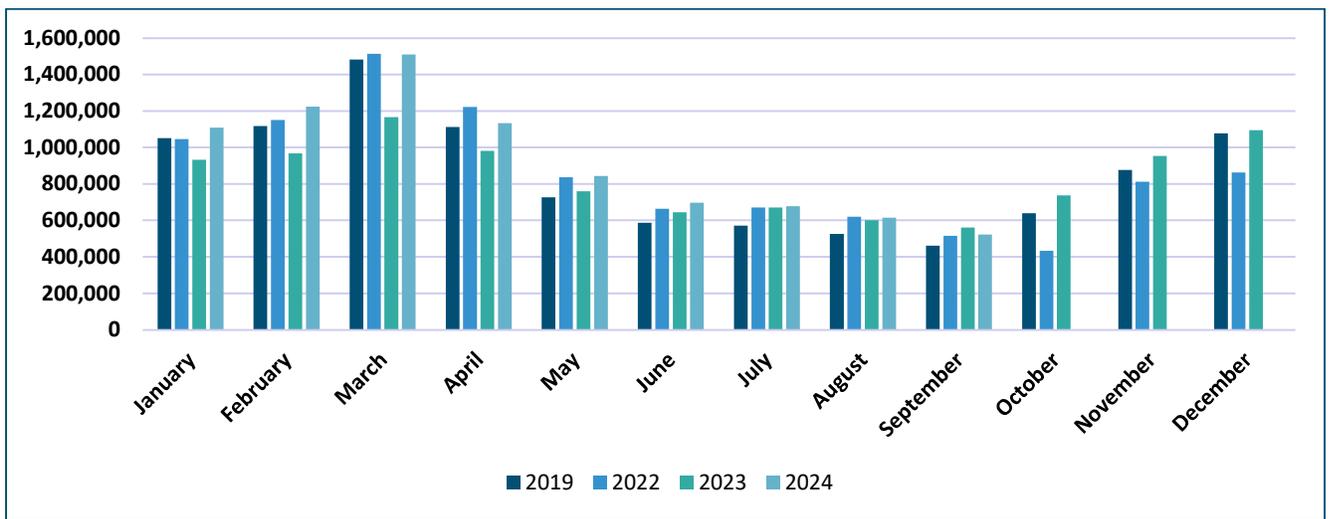
Month/Year	Coastal Hotels Occupancy	Inland Hotels Occupancy	Total Hotels Occupancy
September 2024	46%	52%	50%
October 2024	47%	71%	62%
November 2024	66%	70%	69%
December 2024	59%	68%	65%
January 2025	62%	71%	68%
February 2025	74%	82%	79%
March 2025	70%	77%	74%
April 2025	62%	66%	64%
May 2025	56%	59%	58%
June 2025	57%	55%	56%
July 2025	56%	57%	57%
August 2025	45%	52%	50%

Source: Lee County Visitor and Convention Bureau (2025)



In addition to hotel occupancy, the number of passengers travelling through the Southwest Florida International Airport (RSW) provides insight into the monthly inflow of visitors. As shown in **Figure 3**, a greater number of passengers travel through RSW between November and April, a timeframe that coincides with LeeTran’s seasonal schedule. In the aftermath of Hurricane Ian, the total number of passengers decreased in late 2022 and early 2023. Airport passenger traffic has bounced back with increased passenger activity throughout 2024 with the exception for the month of September.

Figure 3: Southwest Florida International Airport (RSW) Total Passengers



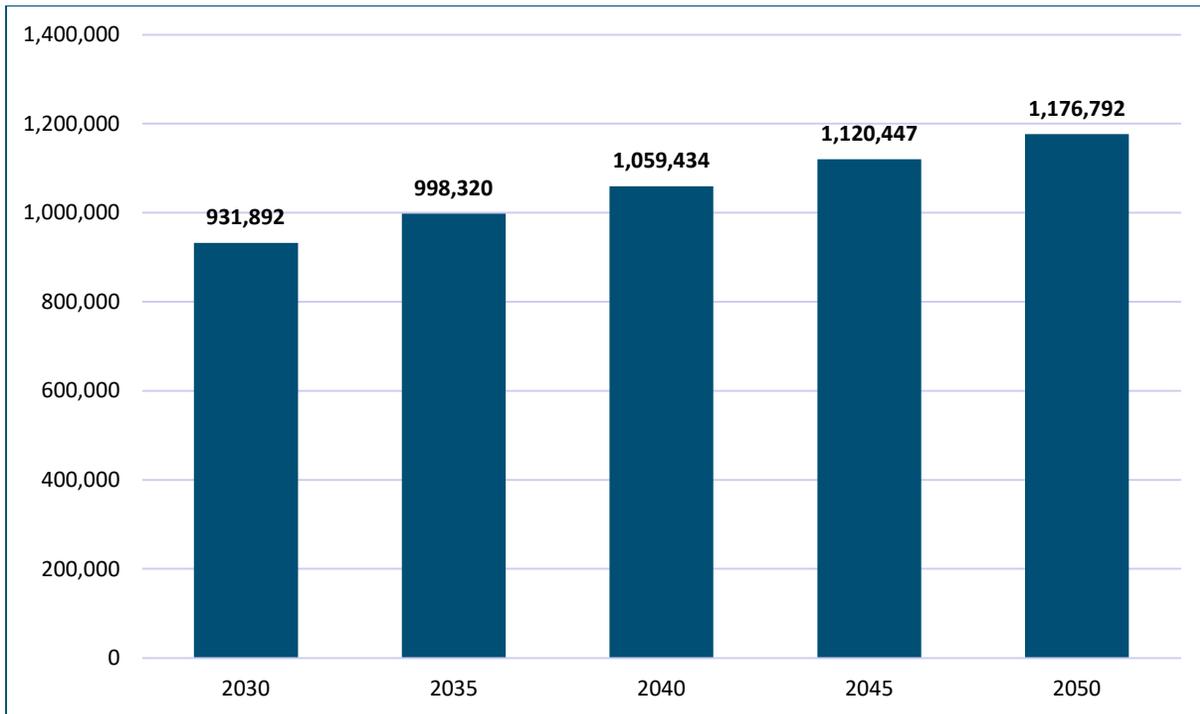
Source: Lee County Port Authority Department of Communications and Marketing (2024)



Future Population Projections

The Lee County Metropolitan Planning Organization (MPO) produces population projections for the County. As seen in **Figure 4**, Lee County’s population is projected to grow to 931,892 in 2030, an approximate 20 percent increase in population compared to 2022. Additionally, the County’s population is projected to increase by approximately 26 percent between 2030 and 2050, resulting in a total population of 1,176,792 by 2050.

Figure 4: Lee County Population Projection 2030 - 2050



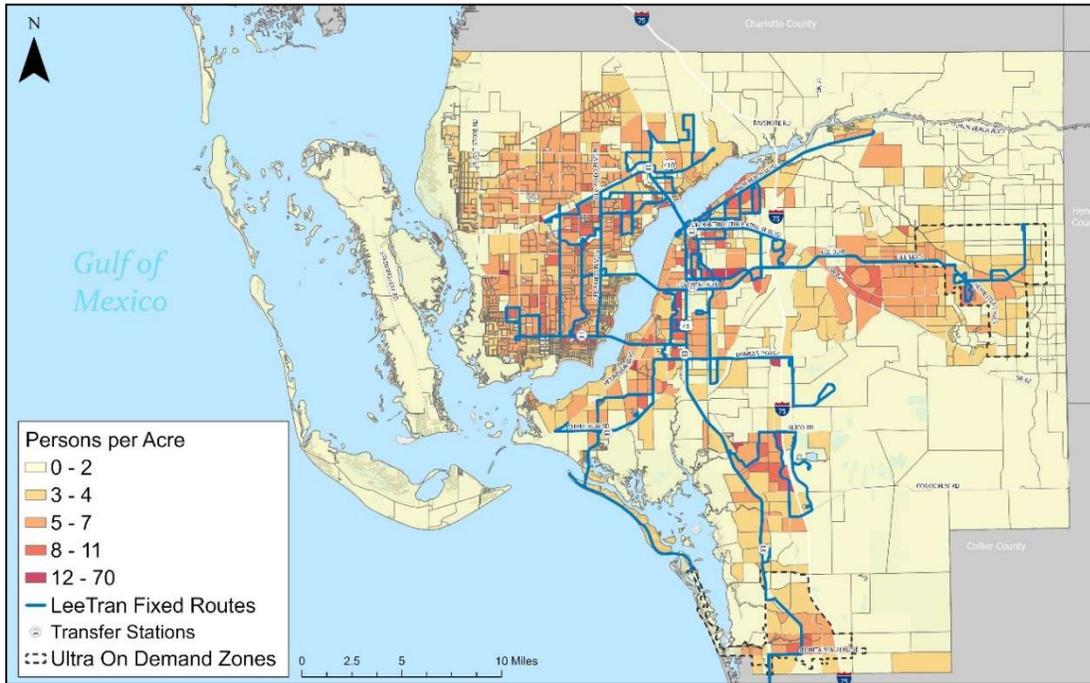
Source: Lee County MPO (2024)

Future Population Density

Lee County MPO population projections used for development of the County Long Range Transportation Plan (LRTP) were also used to understand population density. The residential population in Lee County is projected to increase to 998,320, by 2035, the planning horizon of this Major TDP update. The areas anticipated to experience increases in residential population density include Cape Coral, Lehigh Acres and its surroundings in eastern Lee County, and North Fort Myers. **Figure 5** provides a map of the 2035 population density projections in Lee County. **Figure 6** provides a map of the 2050 population density projections.

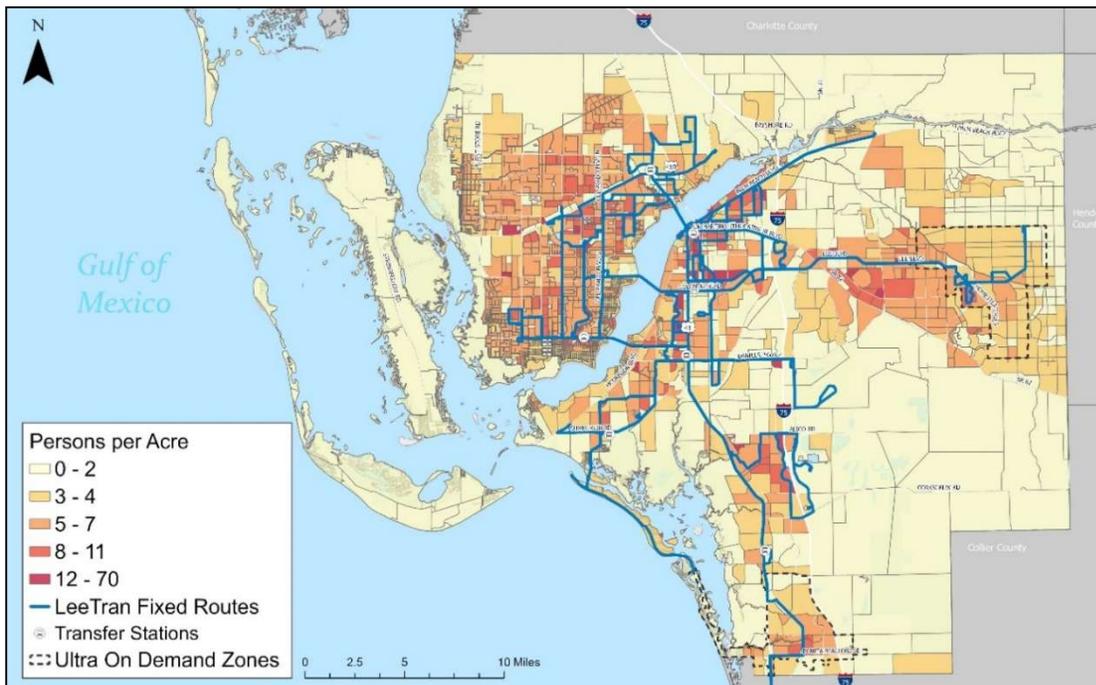


Figure 5: Future Population Density – 2035



Source: Lee County MPO (2024)

Figure 6: Future Population Density – 2050



Source: Lee County MPO (2024)



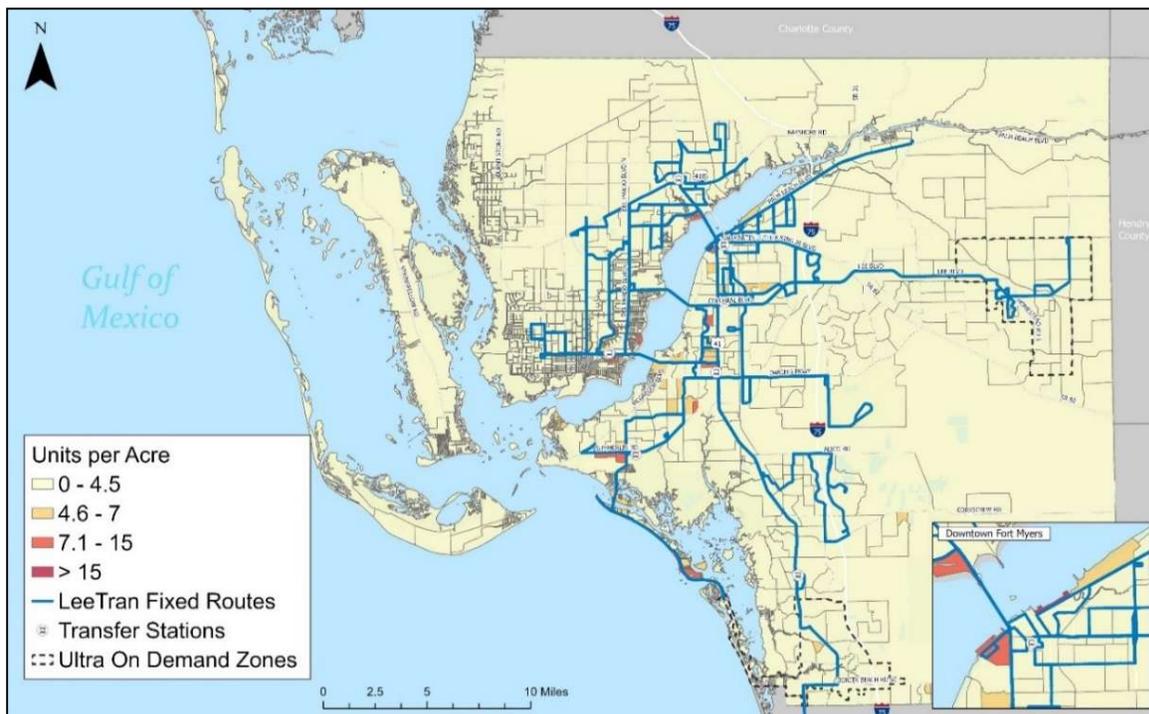
Housing Profile and Trends

Existing Housing Density

Housing location and housing density are also important indicators of public transportation demand. The U.S. Census Bureau defines a housing unit, or dwelling unit, as a house, an apartment, a mobile home or trailer, a group of rooms, or a single room occupied as separate living quarters, or if vacant, intended for occupancy as separate living quarters. In 2022, there were an estimated 442,078 housing units in Lee County. **Figure 7** provides a map of housing unit density in Lee County. Housing density is greatest along the Caloosahatchee River, in areas within downtown Fort Myers and Cape Coral, Lehigh Acres, portions of Estero and Bonita Springs, and Fort Myers Beach. The thresholds for housing unit density depicted on the map align with the Transit Capacity and Quality Level of Service Manual published by the *Transit Cooperative Research Program*. The Manual provides general guidance on when to consider a specific level of service (i.e., the number of buses per hour) for an area based on dwelling unit density as follows:

- Four and a half (4.5) dwelling units per acre (DU/A) = one (1) bus per hour. Most of Lee County falls into this category.
- Seven (7) DU/A = two (2) buses per hour
- 15 DU/A = six (6) buses per hour

Figure 7: Lee County Existing Housing Unit Density



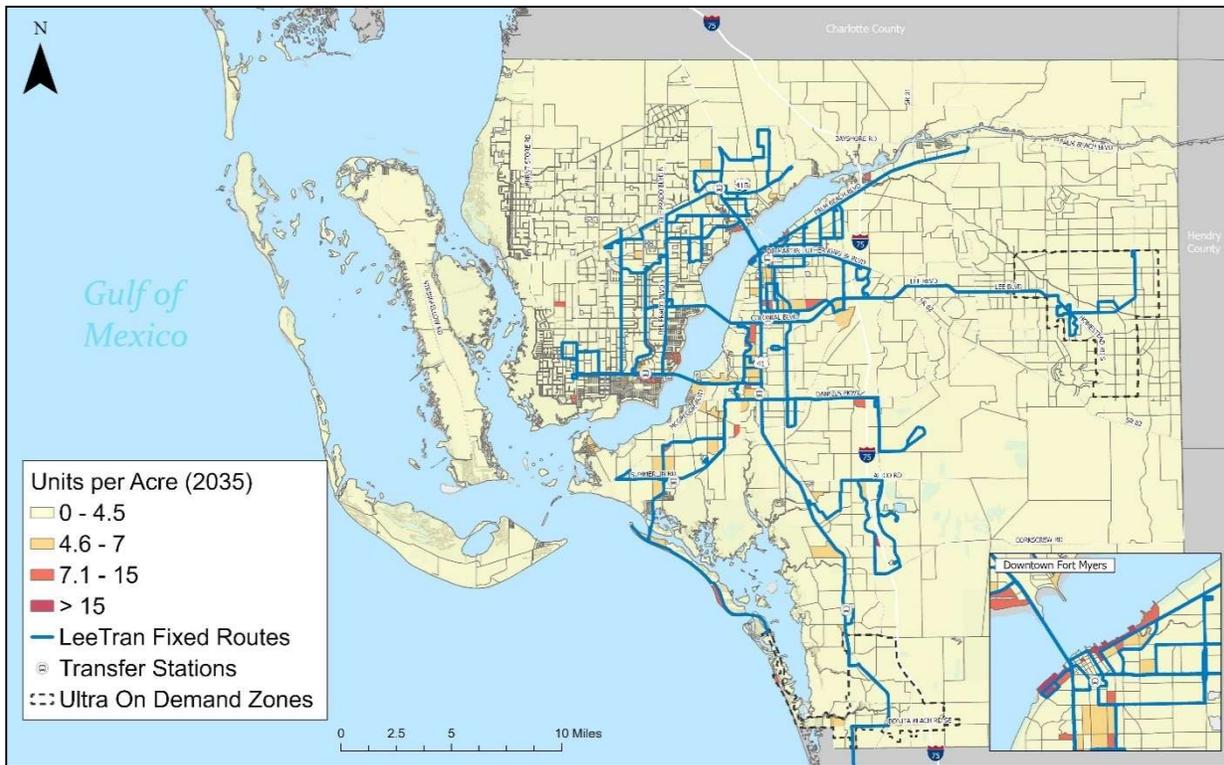
Source: U.S. Census Bureau 5-Year ACS Data Table B250 (2022)



Future Housing Unit Density

The Lee County MPO develops housing unit projections for the development of the County Long Range Transportation Plan (LRTP). The number of housing units in Lee County is projected to increase to 531,874 by 2035, the planning horizon of this Major TDP update. The areas anticipated to experience increases in housing unit density in 2035 include downtown Fort Myers, the south Fort Myers area, and pockets within Cape Coral. **Figure 8** provides a map of the 2035 housing unit density projections in Lee County. **Figure 9** provides a map of the 2050 housing unit density projections. The total number of housing units in Lee County in 2050 is projected to total 606,574.

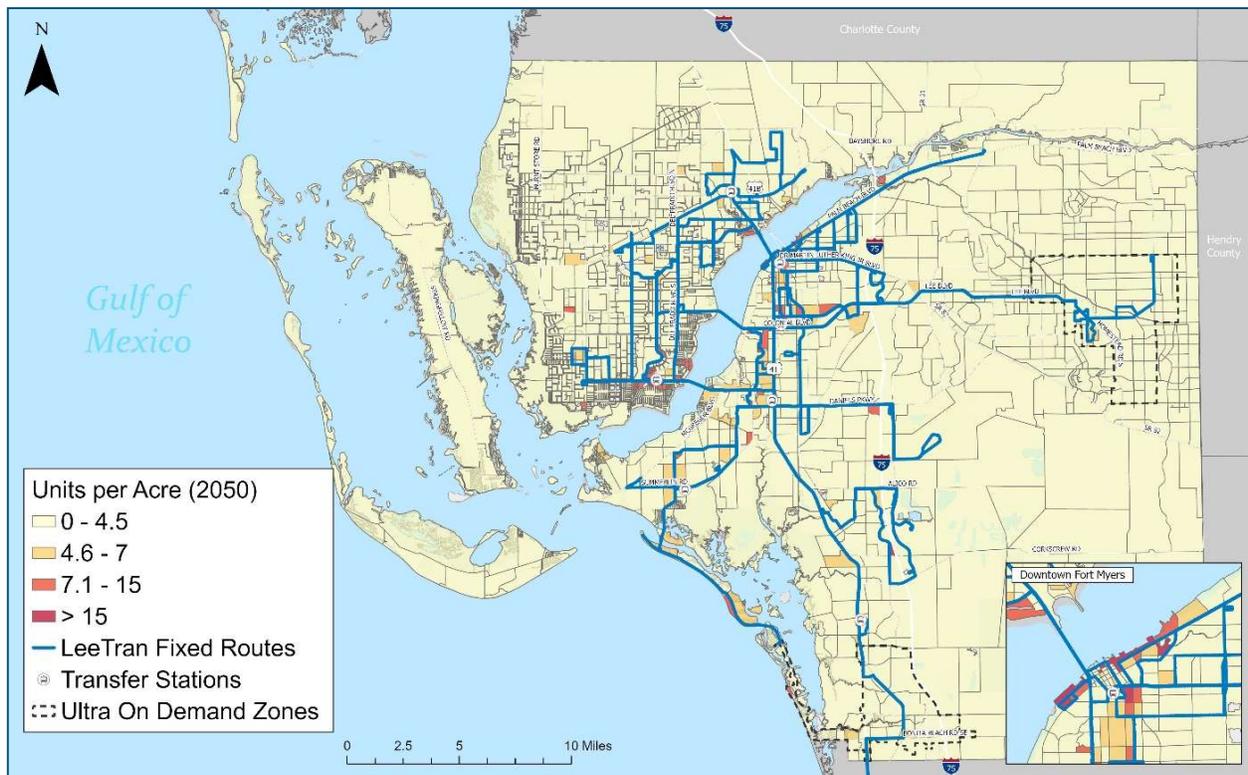
Figure 8: Future Housing Density - 2035



Source: Lee County MPO (2024)



Figure 9: Future Housing Unit Density - 2050



Source: Lee County MPO (2024)

Transit Propensity Characteristics

A transit propensity analysis is a standard practice in the transit industry used to understand the location of transit dependent riders within a given study area. The tool uses various demographic and socioeconomic criteria to identify areas with populations who are more inclined to use public transportation. Demographic criteria will vary by study area and/or transit agency, and for LeeTran, typically include age and income levels. By examining the location of populations who are traditionally more inclined to use transit, gaps in service can be identified. The following demographic and socioeconomic characteristics were reviewed to understand transit propensity in Lee County:

- **Age**
 - Youth Population – Individuals younger than the legal driving age tend to rely on public transit for travel to and from school, employment, and extracurricular activities.
 - Senior Population – Individuals older than 65 tend to have an increased dependency on public transit as a transportation option as they age.



- **Zero-Vehicle Households** - Households with no vehicles tend to rely on public transit as a transportation option.
- **Low Income** - Transportation costs can be burdensome for low-income households as a greater proportion of income is used for transportation-related expenses than non-low-income households. Low-Income is defined as individuals for whom poverty status is determined.

Age

Table 5 shows the existing and projected age distribution of Lee County by age cohort through 2050. In 2022, 18 percent of the population was younger than 18 years. The proportion of the population under 18 years old is expected to marginally decrease to 17 percent by 2050. There is another marginal decrease of residents ages 65 to 79, from 20 percent in 2022 to 19 percent in 2050. The largest increase is in the cohort of 80 years and older, increasing from seven (7) percent in 2022 to 11 percent in 2050. The age groups from 18 to 54 (the majority of the working population) is expected to remain as a stable portion of the population through 2050 at 40 percent.

Youth Population

Figure 10 shows the percentage of youth populations (individuals younger than 18 years old) by Census block. A greater proportion of youth population is present in eastern Lee County, including Lehigh Acres and its surrounding areas, as well as north of Cape Coral, Fort Myers, and Bonita Springs.

Senior Population

Senior populations are 65 years of age and older and make up approximately 27 percent of Lee County's total population. As depicted in **Figure 11**, a higher proportion of senior populations are present in Punta Rassa, north of North Fort Myers, west of Southwest Florida International Airport, Estero, and Sanibel. Greater proportions of a senior population emphasize a necessity of accessibility measures for mobility and safety at stations, affordable fare policies, and ensuring routes can assist seniors in reaching their frequently visited destinations.

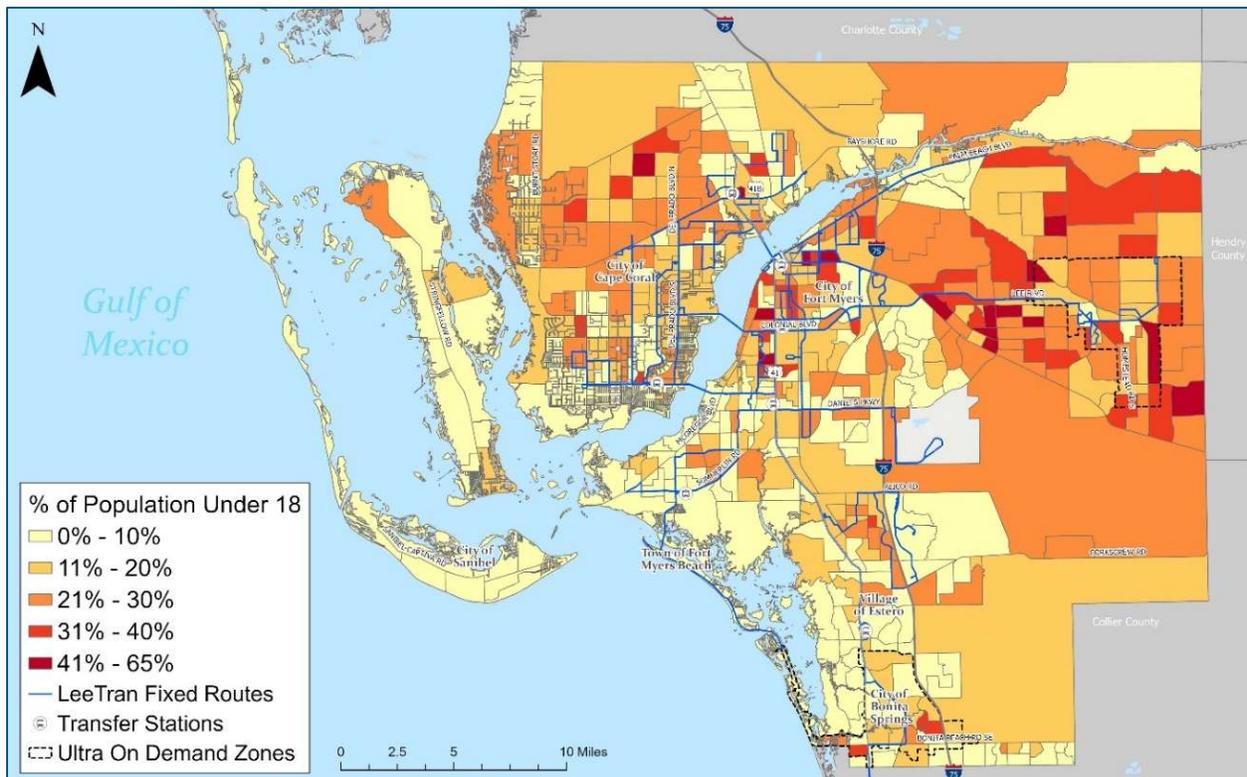


Table 5: Existing and Projected Age Distribution, 2022-2050

Age (Years)	2022	2025	2030	2035	2040	2045	2050
0-17	18%	18%	17%	17%	17%	17%	17%
18-24	7%	7%	7%	7%	7%	7%	7%
25-54	33%	33%	33%	34%	34%	33%	33%
55-64	14%	14%	12%	12%	12%	13%	14%
65-79	20%	21%	21%	21%	20%	19%	19%
80+	7%	7%	8%	9%	10%	11%	11%
Total	100%	100%	100%	100%	100%	100%	100%

Source: Bureau of Economic and Business Research (2022)

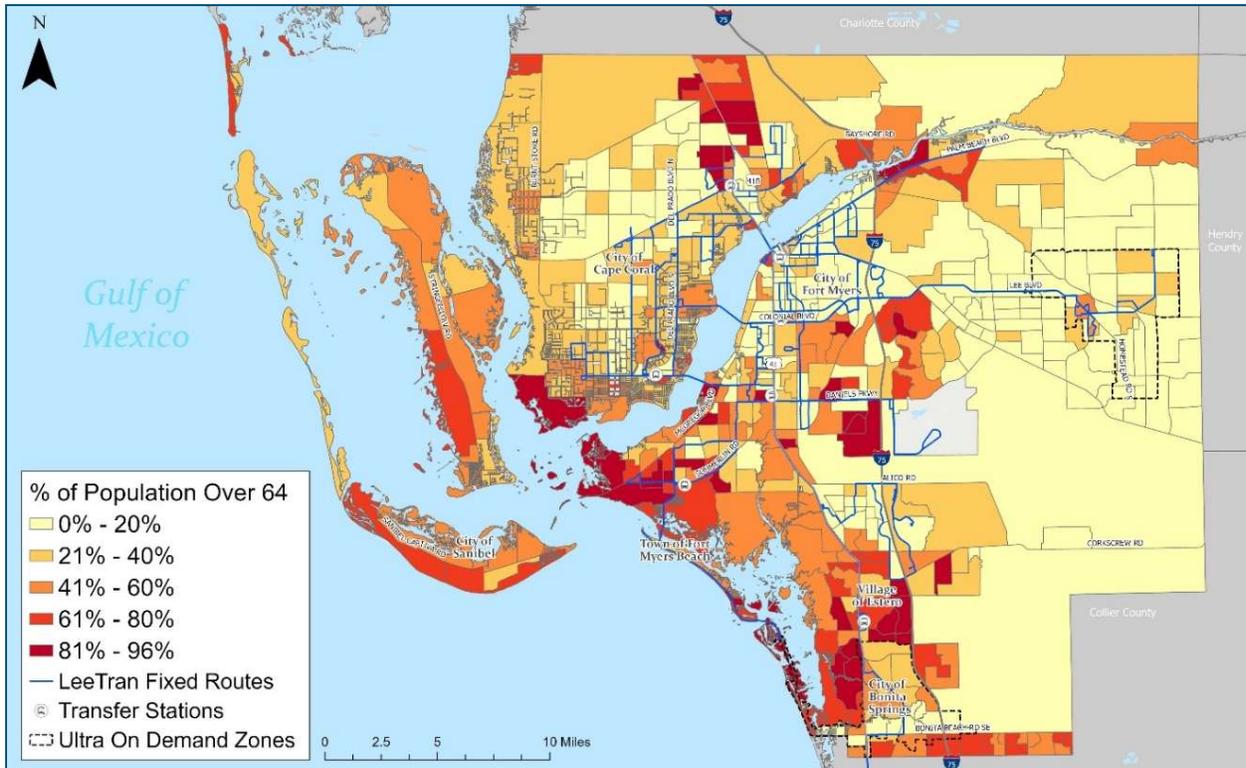
Figure 10: Percentage of Population Under 18 Years of Age



Source: U.S Census Bureau 5-Year Survey Table B01001 (2022)



Figure 11: Percentage of Population Ages 65 and Over



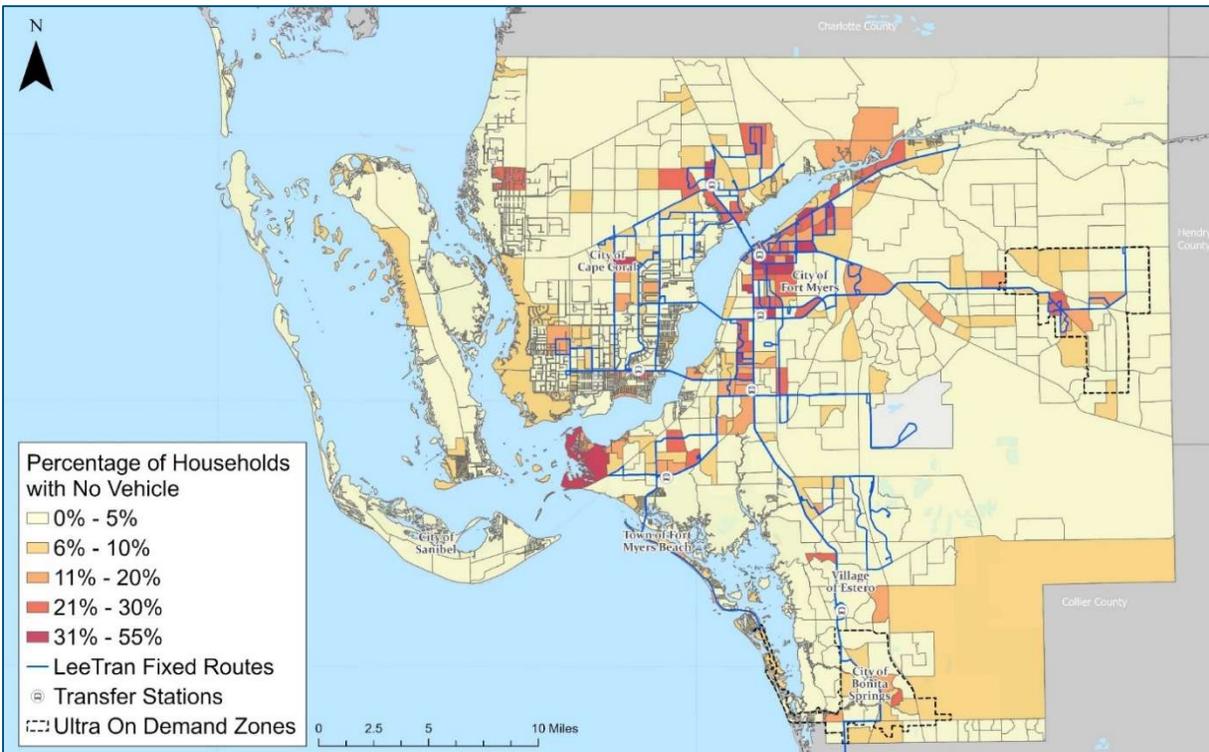
Source: U.S. Census Bureau 5-Year Survey Table B01001 (2022)

Vehicle Ownership

Households that do not own a vehicle are more likely to rely on public transportation for access to work, education, and health care resources. Lack of vehicle ownership limits transportation options, thus public transit is crucial for improving accessibility for zero-vehicle households. According to the 2022 ACS 5-Year Estimates (2018-2022), approximately five (5) percent of households in Lee County are zero-vehicle households. Approximately 40 percent of households have one (1) vehicle, and approximately 55 percent have two (2) or more vehicles. **Figure 12** shows the percentage of zero-vehicle households by Census Block Group in Lee County. Concentrations of zero-vehicles household are present south of Downtown Fort Myers and in North Fort Myers.



Figure 12: Lee County Zero Vehicle Households



Source: U.S. Census Bureau 5-Year ACS Data Table B25044 (2022)

Household Income

Annual income is a key metric in determining access to and reliance on public transportation, as income levels can greatly impact a household’s need for reliable public transportation services. Households with lower income levels tend to rely more on public transit as an affordable transportation option.

According to the U.S. Census Bureau, Lee County’s annual median household income is \$69,368 and the annual mean household income is \$97,521. The median household income level distribution of Lee County compared to the distribution of Florida is seen in **Table 6**. In 2022, 15.4 percent of households in Lee County earned less than \$25,000 annually, and 18.7 percent of households made between \$50,000 to \$74,999 annually. Thirty-two percent earned more than \$100,000 annually.

As shown in **Figure 13**, block groups with median annual household income levels less than \$50,000 are clustered in Downtown Fort Myers, in North Fort Myers north of Bayshore Road, and areas of Pine Island. The geographic distribution of households with higher annual income levels, greater than \$100,000, is northwest of the Southwest Florida International Airport and in pockets of Estero, Bonita Springs, and Sanibel.

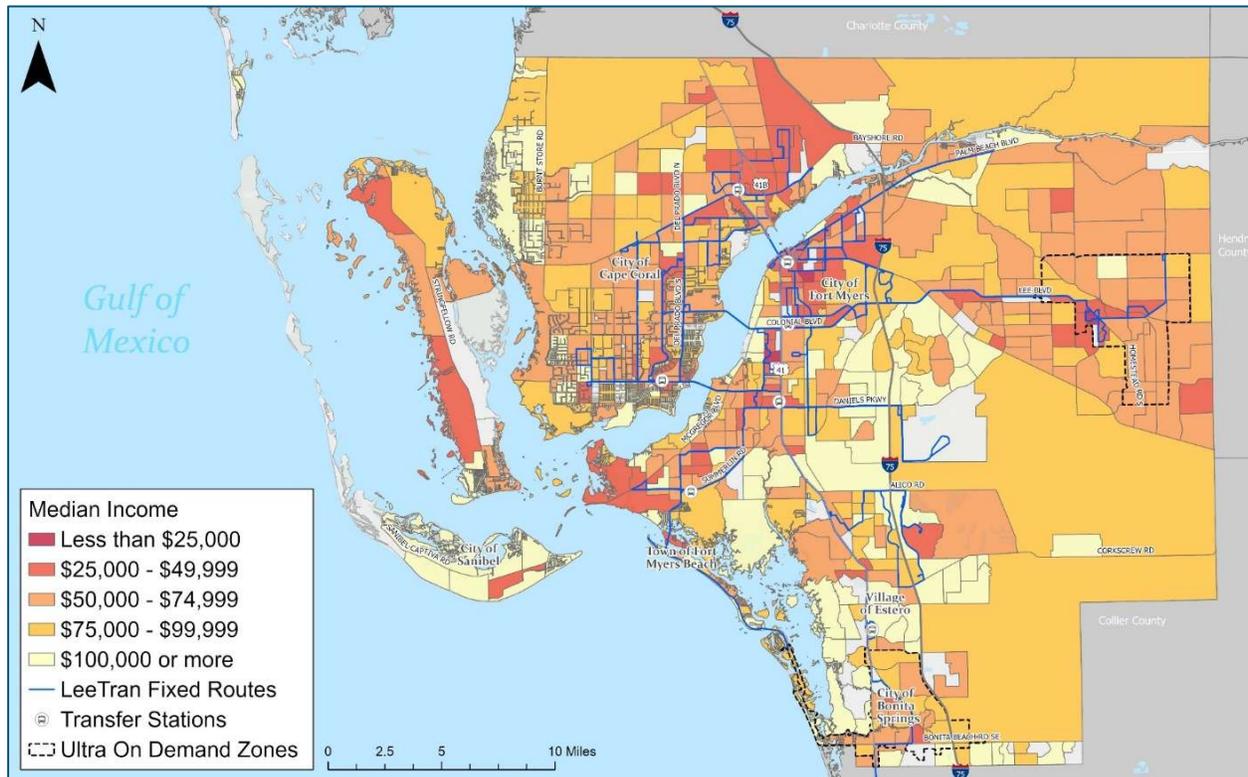


Table 6: Annual Household Income Level Distribution

Household Income Level	Lee County	Florida
Less than \$25,000	15.4%	16.5%
\$25,000 to \$49,999	19.7%	20.4%
\$50,000 to \$74,999	18.7%	17.6%
\$75,000 to \$99,999	14.2%	13.2%
\$100,000 and Greater	32.0%	32.3%
Total	100%	100%

Source: U.S. Census Bureau 5-Year ACS Data Table S1901 (2022)

Figure 13: Lee County Median Household Income



Source: U.S. Census Bureau 5-Year ACS Data Table B19013 (2022)

Employment Profile and Trends

Existing Employment and Labor Force

Employment is an important factor to consider when evaluating transit service areas. Transit can provide access to employment opportunities, particularly for populations that have limited access to private vehicles. By identifying major industries and employers, transit can be evaluated by its ability to effectively serve employment centers and areas with high job density.

Additionally, the labor force size is significant in that working individuals commute to and from their place of employment. The larger the labor force, the greater number of work trips will need to be accommodated by the transportation network. The U.S. Census Bureau defines the labor force as including all people classified in the civilian labor force, which consists of people aged 16 and over either employed or unemployed but actively searching for a job, and members of the U.S. Armed Forces.

As shown in **Table 7**, the Lee County labor force in 2022 was 348,312 persons, representing 53 percent of Lee County’s total population 16 years of age and older.

Table 7: Lee County Employment Status

Employment Status	Lee County Persons	Lee County Percentage	Florida Persons	Florida Percentage
Population 16 Years and Over	656,226	100%	17,893,588	100%
In Labor Force	348,312	53.1%	10,629,693	59.4%
Not in Labor Force	307,914	46.9%	7,263,895	40.6%

Source: U.S. Census Bureau 5-Year ACS Data Table DP03 (2022)

Employment by Type and Industry

The type of employment industries in Lee County was obtained from the 2022 ACS 5-Year Estimates (2018-2022). **Table 8** lists employment industries in Lee County. As shown in the table, Educational Services, and Healthcare and Social Assistance far exceed the share of other employment industries in the County.



Table 8: Lee County Employment by Occupation Type

Industry Type	Persons	Percentage
Educational Services, and Healthcare and Social Assistance	69,502	20.9%
Retail Trade	47,694	14.3%
Professional, Scientific, and Management, and Administrative and Waste Management Services	44,886	13.5%
Construction	39,813	12.0%
Arts, Entertainment, and Recreation, and Accommodation and Food Services	38,497	11.6%
Finance and Insurance, and Real Estate and Rental and Leasing	22,210	6.7%
Transportation and Warehousing, and Utilities	17,646	5.3%
Other Services, Except Public Administration	15,650	4.7%
Manufacturing	11,612	3.5%
Public Administration	10,505	3.2%
Wholesale Trade	7,254	2.2%
Information	5,241	1.6%
Agriculture, Forestry, Fishing and Hunting, and Mining	1,997	0.6%

Source: U.S. Census Bureau 5-Year ACS Data Table DP03 (2022)

Major Employers

Table 9 shows the top 25 employers by number of employees in Lee County. The top two (2) employers, Lee Memorial Health and Lee County Public Schools, align with the top industry in the county being Educational Services, and Healthcare and Social Assistance. It is important to note that concentrations of employees for several of the top ranking employers is difficult to gauge given that many larger employees have several locations throughout the county. Examples include Lee Memorial Health System, Lee County Public Schools, Publix, and Walmart.



Table 9: Major Employers in Lee County

Employer	Employees
Lee Memorial Health System	13,558
Lee County Public Schools	11,174
Lee County Public Government	9,377
Publix Super Market	5,199
Chico's Fas Inc.	3,903
Herc Rentals	2,400
Amazon	2,200
Gartner	2,100
Florida Gulf Coast University	1,778
Walmart	1,509
Shell Point Retirement Community	1,401
Radiology Regional Center	1,247
Florida SouthWestern State College	1,245
McDonald's	1,150
Hertz	1,073
Home Depot	1,070
Hope Hospice	1,021
South Seas Island Resort	980
Walsh Group	971
Walgreens	833
Salus Care	811
News-Press	728
CVS Pharmacy	617
Lee County Electric Co-op	593
WCI Communities	589

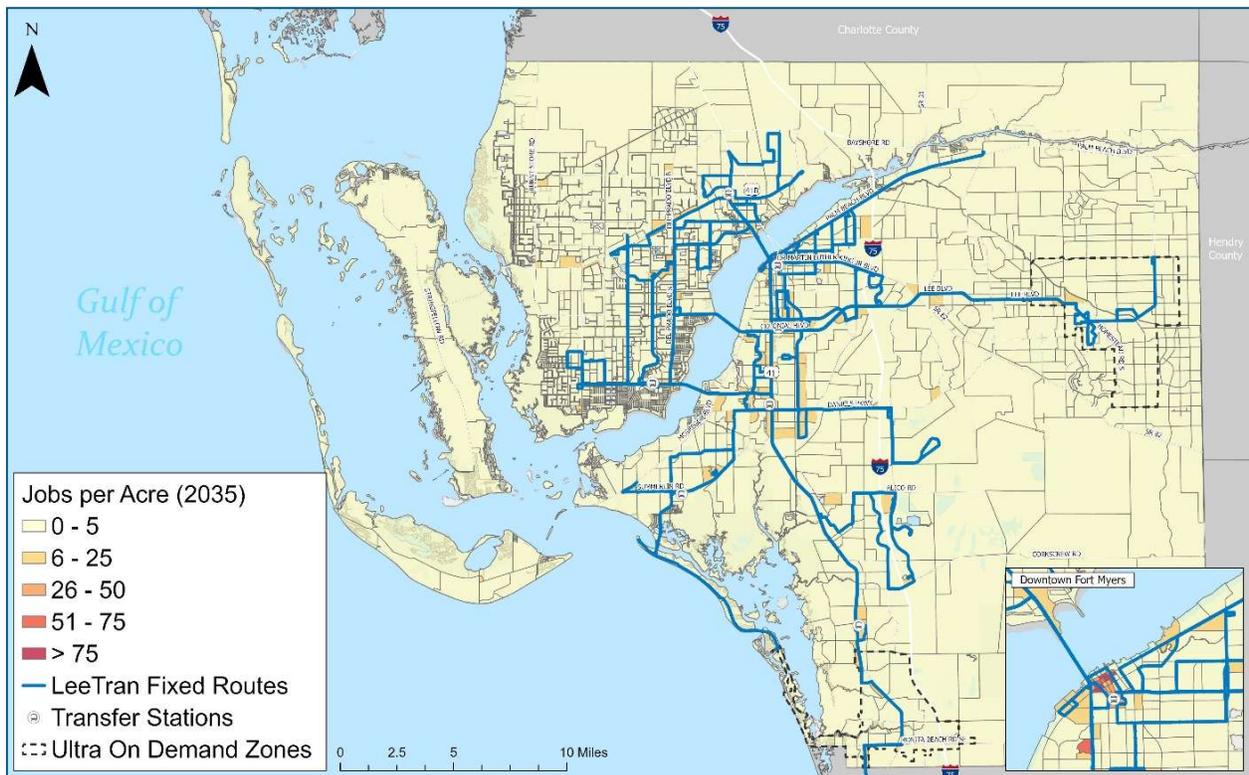
Source: Florida Gulf Coast University Regional Economic Research Institute (2023)



Future Employment Projections

The Lee County MPO develops employment projections for the development of the County Long Range Transportation Plan (LRTP). The total number of employees in Lee County is projected to increase to 332,232 persons by 2035, the planning horizon of the Major TDP update. The areas anticipated to experience increases in employment density in 2035 include Cape Coral, north of Estero, and areas within Bonita Springs. **Figure 14** provides a map of the 2035 employment density projections in Lee County. The total number of employees in Lee County is projected to increase to 389,830 by 2050. **Figure 15** provides a map of the 2050 employment density projections.

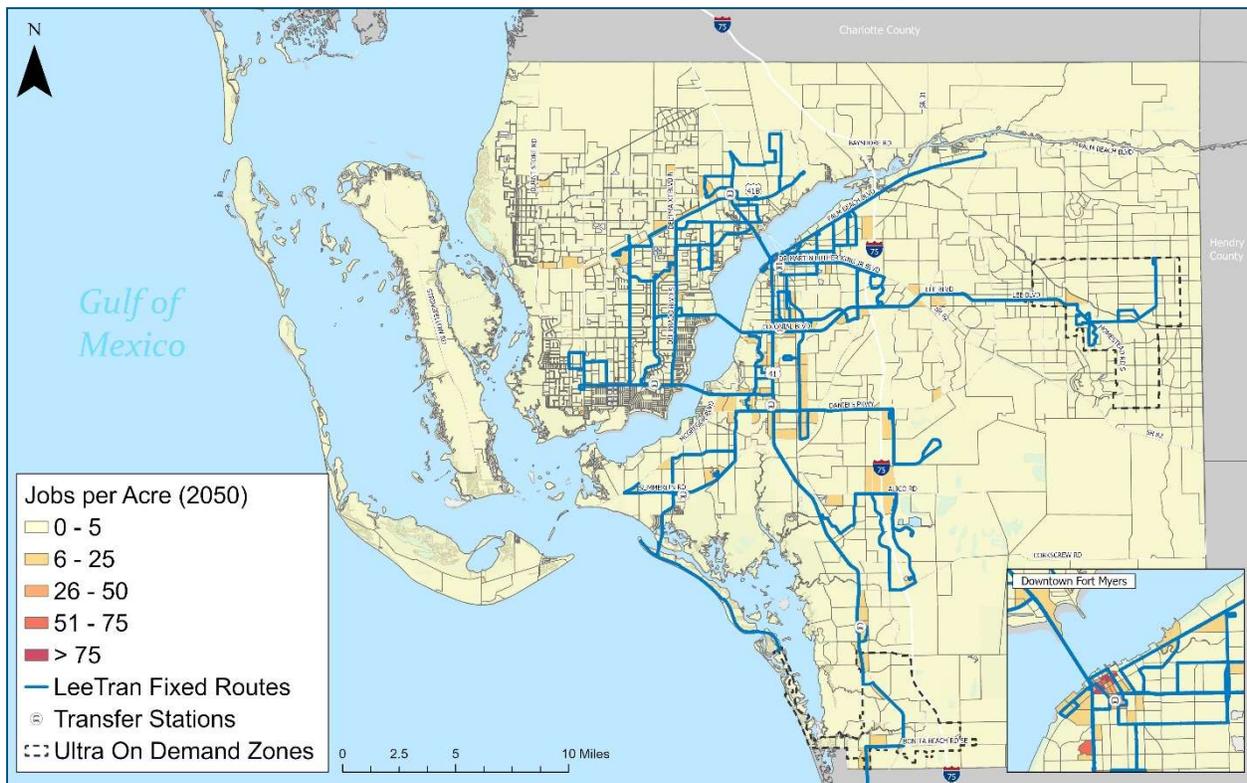
Figure 14: Lee County Future Employment Density - 2035



Source: Lee County MPO (2024)



Figure 15: Lee County Future Employment Density - 2050



Source: Lee County MPO (2024)

Transportation Network

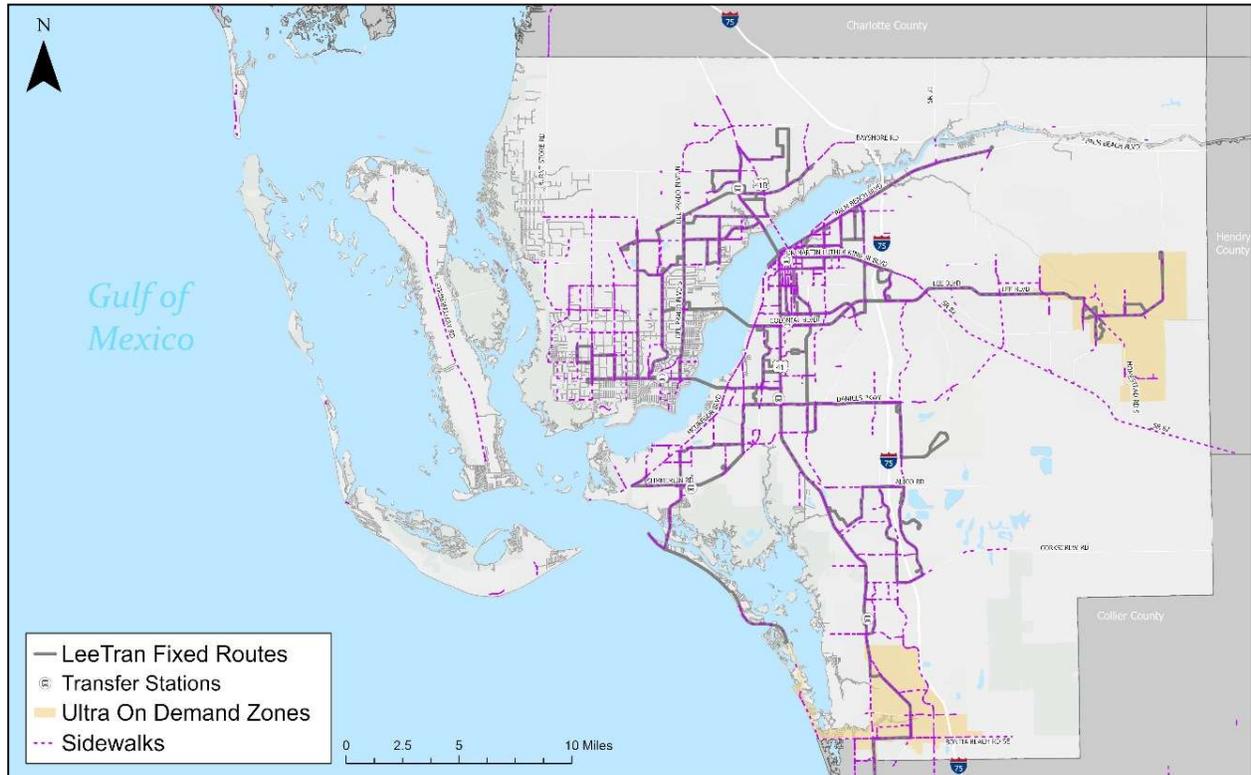
Bicycle and Pedestrian Network

Bicycle and pedestrian facilities enhance active transportation and provide safer access for non-motorized users to their destinations. These networks also serve as important first-mile and last-mile connections to transit service. The existing sidewalk network in Lee County on major roads is shown in **Figure 16**. Generally, sidewalks are available on at least one side of the roadway on major roadway corridors. As shown in **Figure 16**, gaps in the sidewalk network are present along corridors where LeeTran operates.

Figure 17 shows the location of bicycle lanes and multi-use paths in Lee County on non-local roads. Similar to sidewalks, bicycle lanes are present along major roadway corridors but gaps in the network exist on some roadways where LeeTran fixed-routes also operate.



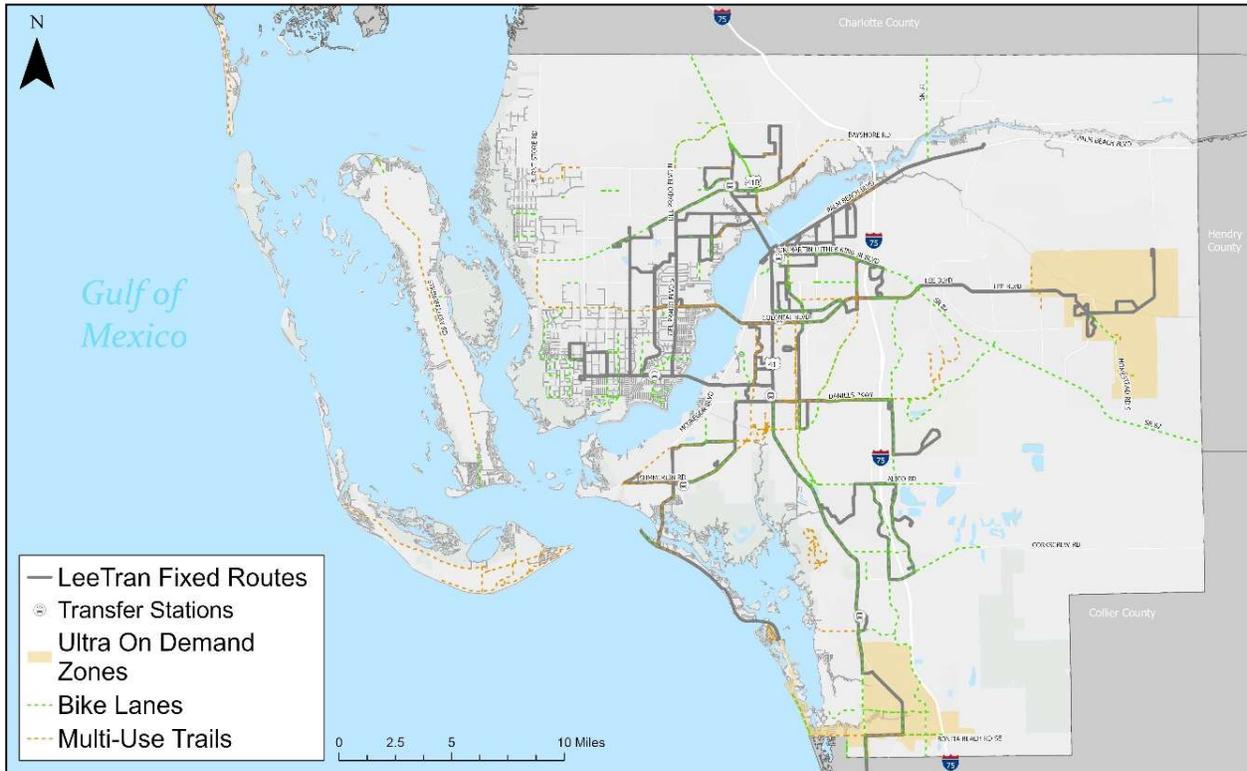
Figure 16: Lee County Sidewalk Network



Source: FDOT (2024)



Figure 17: Lee County Bicycle Facilities Network



Source: FDOT (2024)

Roadway and Traffic Conditions

Major arterials in Lee County currently experience congestion and these congested conditions are expected to worsen as expected growth in population and tourism occurs. Level of Service (LOS) is a quantitative value that describes the operating conditions of roads based on traffic volumes, geometry, travel time, and traffic control. LOS ranges from A to F, with A being free-flow traffic movement and F indicating severe congestion and a breakdown of traffic flow.

Table 10 highlights the most congested segments of roadway in Lee County, those with LOS F in either 2022 and/or in the projected year of 2027. **Table 10** also includes information on road type and the presence of fixed-route bus service on the road. These congested roadway segments provide opportunities for transit service investment to mitigate congestion and improve roadway travel conditions for all users.

Table 10: Roadway Level of Service for Congested Roads in Lee County, 2022 and 2027

Roadway	Section	Current LOS (2022)	Projected LOS (2027)	Road Type	Transit Availability
Bayshore Road (SR 78)	US 41 to New Post Road/Hart Road	D	F	Arterial	Route 590
Bayshore Road (SR 78)	Hart Road to Slater Road	F	F	Arterial	Route 590
Captiva Drive	Blind Pass to South Seas Plantation Road	F	F	Collector	No
Corkscrew Road	Alico Road to County Line	E	F	Arterial	No
Daniels Parkway	Six Mile Parkway to Palomino Lane	E	F	Controlled Access Arterial	Route 50
Daniels Parkway	Palomino Lane to I-75	E	F	Controlled Access Arterial	Route 50
Daniels Parkway	Gateway Boulevard to SR 82	F	F	Controlled Access Arterial	No
Estero Boulevard	Tropical Shores Way to Center Street	F	F	Arterial	Route 410
I-75	Bonita Beach Road to Corkscrew Road	D	F	Interstate Highway	No
I-75	Corkscrew Road to Alico Road	D	F	Interstate Highway	No
McGregor Boulevard (SR 867)	Winkler Road to Tanglewood Boulevard	F	F	Arterial	No
Ortiz Avenue	Colonial Boulevard to SR 82	F	F	Controlled Access Arterial	Route 5
Ortiz Avenue	SR 82 to Lockett Road	E	F	Arterial	No
Palm Beach Boulevard (SR 80)	SR 31 to Buckingham Road	F	F	Arterial	Route 100
Pine Island Road (SR 78)	City Limits east of Barrett Road to US 41	D	F	Arterial	Route 595
Six Mile Parkway (SR 739)	US 41 to Metro Parkway	D	F	Arterial	No
SR 31 (Arcadia Road)	SR 80 to SR 78	F	F	Arterial	No

Roadway	Section	Current LOS (2022)	Projected LOS (2027)	Road Type	Transit Availability
SR 31 (Arcadia Road)	SR 78 to County Line	F	F	Arterial	No
US 41 (South Tamiami Trail)	Old 41 to Corkscrew Road	F	F	Arterial	Routes 140 and 240
US 41 (South Tamiami Trail)	Sanibel Boulevard to Alico Road	F	F	Arterial	Routes 140 and 240
US 41 (South Tamiami Trail)	Alico Road to Island Park Road	F	F	Arterial	Routes 140 and 240
US 41 (South Tamiami Trail)	Island Park Road to Briarcliff Road	D	F	Arterial	Routes 140 and 240
US 41 (South Tamiami Trail)	Briarcliff Road to Six Mile Parkway	F	F	Arterial	Routes 140 and 240
US 41 (Cleveland Avenue)	Daniels Parkway to College Parkway	F	F	Arterial	Route 40, 30, 50, 80, and 240
US 41 (Cleveland Avenue)	South Airport Road to Boy Scout Road	F	F	Arterial	Route 140
US 41 (Cleveland Avenue)	City Limits to N Key Drive	F	F	Arterial	Routes 70 and 140
US 41 (Cleveland Avenue)	N Key Drive to Hancock B. Parkway	F	F	Arterial	Routes 70 and 140
US 41 (Cleveland Avenue)	Hancock B. Parkway to Pondella Road	F	F	Arterial	Routes 70 and 140
Veterans Memorial Parkway	Santa Barbara Blvd to Country Club Blvd	F	F	Expressway	No
SW 23rd Street	Gunnery Road to Sunshine Boulevard	E	F	Arterial	No

Source: Lee County Public Facilities and Concurrency Report (2023)



Commute Patterns

Table 11 provides 2022 commuting choices by mode in Lee County. Driving alone is the most common commute mode at 74.8 percent. Carpooling is the second most common commute choice at 9.6 percent, while 11.4 percent of people work from home. Half a percent of people reported using public transportation to commute, which is less than both bicycling and walking.

Table 12 provides the commuting travel time to work by the length of time. The average travel time to work is 27.9 minutes in Lee County. Given that most commuters drive alone for their daily commute, the result could be more traffic congestion, particularly during peak hours.

Table 11: Commute Mode in Lee County

Commute Choice	Percentage
Drove Alone	74.8%
Worked From Home	11.4%
Carpooled	9.6%
Other Means	1.9%
Walked	1.1%
Bicycle	0.6%
Public Transportation (Excluding Taxicab)	0.5%

Source: U.S. Census Bureau 5-Year ACS Data Table DP03 (2022)

Table 12: Travel Time to Work in Lee County

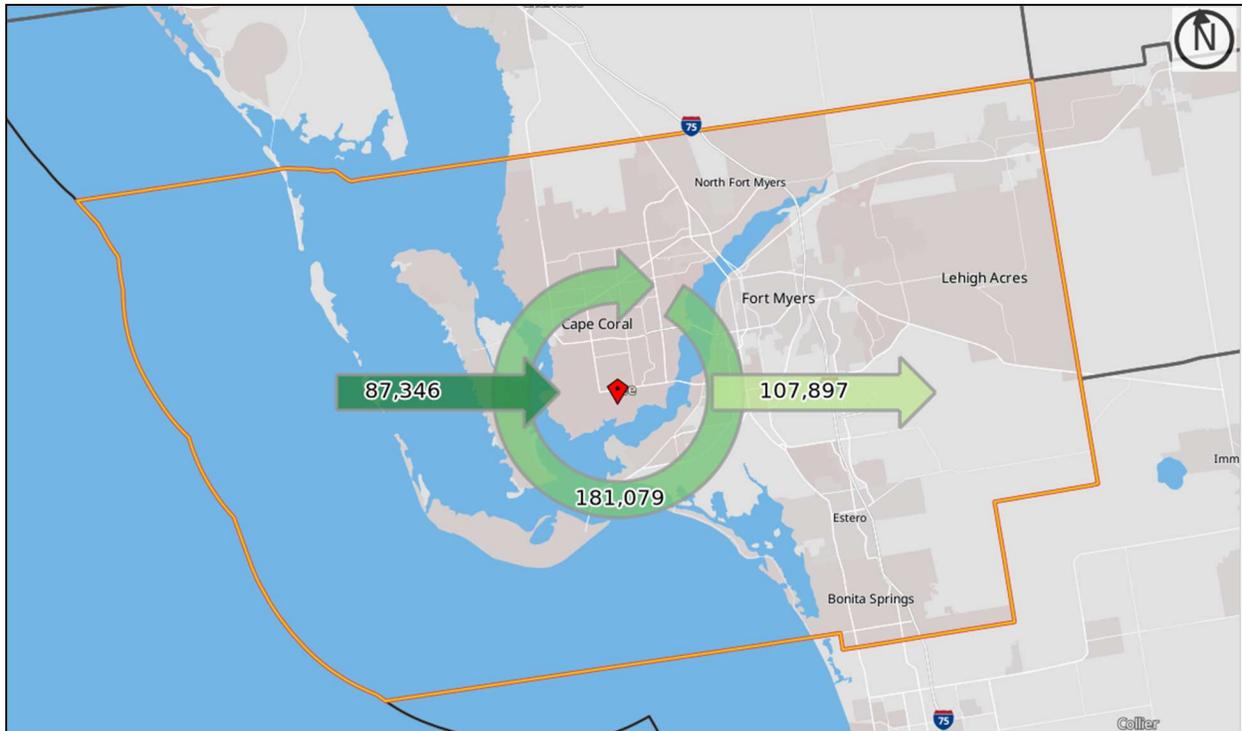
Commute Length of Time	Lee County	Florida	United States
Less than 10 minutes	8.7%	8.9%	12.5%
10 to 14 minutes	11.4%	11.3%	13.2%
15 to 19 minutes	13.6%	14.7%	15.3%
20 to 24 minutes	15.3%	15.4%	14.3%
25 to 29 minutes	7.5%	7.0%	6.7%
30 to 34 minutes	17.0%	16.8%	13.7%
35 to 44 minutes	8.7%	8.0%	7.1%
45 to 59 minutes	9.8%	9.4%	8.1%
60 or more minutes	8.1%	8.5%	8.9%
Mean Travel Time to Work	27.9 minutes	27.9 minutes	26.7 minutes

Source: U.S. Census Bureau 5-Year ACS Data Table S0801 (2022)



Data on worker mobility in Lee County indicates a high level of movement among residents and workers into, out of, and within Lee County. **Figure 18** visually represents these widescale commuting patterns. Over 181,000 Lee County residents live and work within Lee County, while almost 108,000 Lee County residents travel to another county for work. Approximately 87,000 Lee County workers reside outside of Lee County.

Figure 18: Inflow and Outflow of Workers - Lee County



Source: OnTheMap, U.S. Census Bureau (2022)



2.2. Evaluation of Existing Services

Lee County Transit (LeeTran) Overview

Lee County Transit (LeeTran) delivers public transportation services across Lee County, Florida, encompassing the incorporated areas of Bonita Springs, Cape Coral, Fort Myers, Village of Estero, and Fort Myers Beach. LeeTran’s range of services includes:

Existing Services

Fixed-Route Bus Lines: Regularly scheduled routes serving key destinations throughout the county.

On-Demand Transportation: Flexible, rider-requested services for enhanced convenience and accessibility.

Paratransit Services: Specialized transportation options for eligible riders with disabilities, meeting ADA and TD program requirements.

Fixed-Route Services

LeeTran operates 22 fixed bus routes year-round as part of its fixed-route network, illustrated in **Figure 19**. One fixed route, the LinC 600, provides intercounty service to Collier County. Additionally, three (3) seasonal routes including the Fort Myers Beach Tram (Route 420), Downtown Fort Myers Blue Line (Route 500), and Gold Line (Route 505) trolleys.

Out of the 22 year-round fixed routes, 13 operate Monday through Sunday. Eight routes operate Monday through Saturday, and one route operates Monday through Friday. LeeTran does not provide service on the following holidays: New Year’s Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving, and Christmas Day.

Service Frequency and Span

Service frequency and span are important operating characteristics that transit users consider when planning their trips. Service frequency refers to how often a bus arrives at a stop location, while span refers to the daily hours of operation of a route on a given day. Both factors are important in determining the convenience and accessibility of a route for transit users. Service frequency and service span details for LeeTran’s 22 fixed routes are presented in **Table 13**.



Performance Metrics for FY 2024

General performance statistics for FY 2024 are summarized for each fixed-route in **Table 14**. Performance statistics include: passenger trips, revenue miles, revenue hours, estimated operating expense, and estimated fare revenue. These metrics provide an overview of service supply, cost, and demand for each route. The general performance metrics provided in **Table 15** serve as the development of benchmark performance metrics, enabling effective comparison across the fixed route network. These benchmarks assist in identifying underperforming services and areas for potential improvement.

Key benchmark metrics, shown in **Table 15**, include:

- **Passenger Trips per Revenue Hour:** This metric evaluates the efficiency of service by assessing the average number of passengers served during each revenue hour of operation.
- **Operating Expense per Passenger Trip:** This metric provides insights into the cost-effectiveness of individual routes by calculating the average operating expense incurred per passenger trip.

By analyzing these benchmarks, LeeTran can monitor route performance, optimize resource allocation, and identify opportunities to enhance service delivery while maintaining financial sustainability.



Figure 19: LeeTran System Map

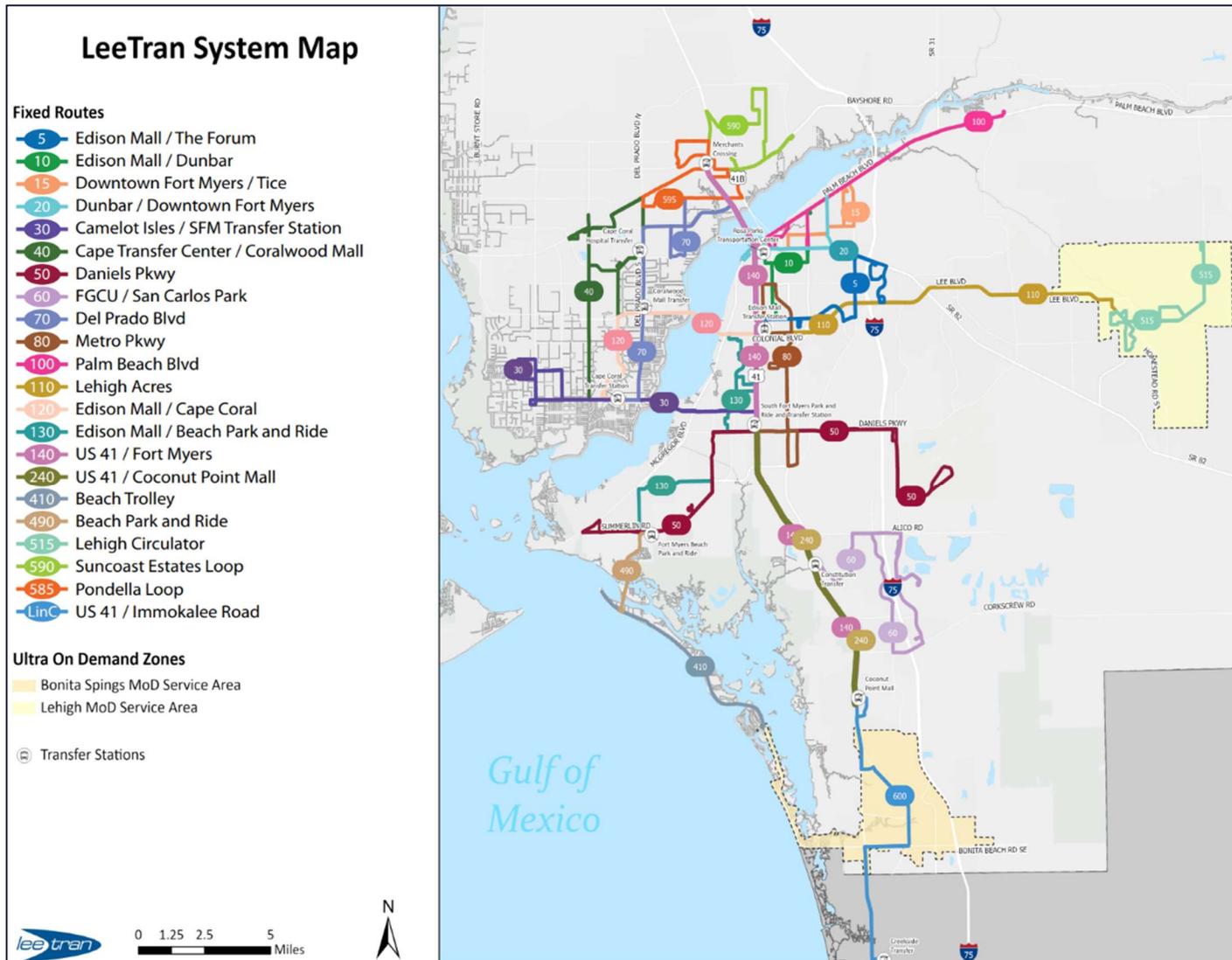


Table 13: LeeTran Fixed Route Service Schedule

Route Number	Route Description	Weekday		Saturday		Sunday	
		Frequency	Span	Frequency	Span	Frequency	Span
5	Edison Mall to The Forum	80 minutes	6:05 AM – 8:35 PM	80 minutes	6:05 AM – 8:35 PM	-	-
10	Edison Mall and Dunbar	80 minutes	6:45 AM – 10:00 PM	80 minutes	6:45 AM – 10:00 PM	-	-
15	Downtown Fort Myers and Tice	60 minutes	5:45 AM – 9:30 PM	60 minutes	5:45 AM – 9:30 PM	60 minutes	5:45 AM – 6:55 PM
20	Dunbar and Downtown Fort Myers	38 minutes	5:00 AM – 9:17 PM	25 minutes	5:00 AM – 8:22 PM	-	-
30	Camelot Isles to South Fort Myers Transfer Station	36 minutes	5:48 AM – 9:24 PM	36 minutes	5:48 AM – 9:24 PM	-	-
40	Cape Transfer Center to Coralwood Mall	65 minutes	5:35 AM – 9:03 PM	65 minutes	5:40 AM – 7:35 PM	-	-
50	SWFL Airport to Beach Park and Ride	60 minutes	6:20 AM – 10:43 PM	60 minutes	6:20 AM – 10:43 PM	116 minutes	6:53 AM – 7:32 PM
60	US 41 and Constitution to Gulf Coast Town Center	45 minutes	6:20 AM – 9:45 PM	50 minutes	7:05 AM – 8:20 PM	-	-
70	Cape Coral and Fort Myers	30 minutes	5:15 AM – 10:13 PM	30 minutes	5:45 AM – 9:20 PM	60 minutes	6:40 AM – 8:10 PM
80	South Fort Myers Transfer Station to Edison Mall	97 minutes	6:40 AM – 7:33 PM	-	-	-	-
100	Riverdale to Downtown Fort Myers	30 minutes	5:17 AM – 10:06 PM	30 minutes	5:17 AM – 10:06 PM	85 minutes	7:35 AM – 8:10 PM
110	Lehigh Acres to Edison Mall	60 minutes	5:00 AM – 10:50 PM	60 minutes	5:00 AM – 10:50 PM	35 minutes	6:10 AM – 8:52 PM

Route Number	Route Description	Weekday		Saturday		Sunday	
		Frequency	Span	Frequency	Span	Frequency	Span
120	Edison Mall to Cape Coral Transfer Center	80 minutes	6:00 AM – 9:09 PM	80 minutes	6:00 AM – 9:09 PM	95 minutes	8:30 AM – 5:58 PM
130	Edison Mall to Beach Park and Ride	48 minutes	5:37 AM – 9:09 PM	120 minutes	6:25 AM – 8:29 PM	116 minutes	8:35 AM – 6:23 PM
140	Merchants Crossing to South Fort Myers Transfer Station	10 minutes	5:00 AM – 10:58 PM	10 minutes	5:00 AM – 10:58 PM	55 minutes	6:05 AM – 8:55 PM
240	South Fort Myers Transfer Station to Coconut Point Mall	60 minutes	5:15 AM – 9:56 PM	60 minutes	5:15 AM – 9:56 PM	-	-
410	Bowditch Park to Lovers Key State Park	80 minutes	6:32 AM – 10:40 PM	80 minutes	6:32 AM – 10:40 PM	80 minutes	6:32 AM – 10:40 PM
490	Beach Park and Ride to Times Square	17 minutes	6:15 AM – 10:55 PM	17 minutes	6:15 AM – 10:55 PM	17 minutes	6:15 AM – 10:55 PM
515	Lehigh Circulator, Homestead Plaza to Joel Boulevard	60 minutes	5:35 AM – 9:56 PM	60 minutes	5:35 AM – 9:56 PM	-	-
590	North Fort Myers, Suncoast Estates Loop	60 minutes	5:09 AM – 8:56 PM	60 minutes	5:09 AM – 8:56 PM	120 minutes	9:00 AM – 5:59 PM
595	North Fort Myers, Pondella Loop	60 minutes	5:04 AM – 9:07 PM	60 minutes	5:04 AM – 9:07 PM	120 minutes	8:50 AM – 6:59 PM
LinC 600	Coconut Point Mall to Creekside Transfer Center	60 minutes	5:45 AM – 9:19 PM	60 minutes	5:45 AM – 9:19 PM	90 minutes	7:26 AM – 5:54 PM

Source: LeeTran, October 2025



Table 14: Fixed-Route General Service Metrics, FY24

Route Number	Route Description	Passenger Trips	Revenue Miles	Revenue Hours	Estimated Operating Expense	Estimated Fare Revenue
5	Edison Mall to The Forum	37,654	69,082	4,418	\$ 492,017	\$ 54,777
10	Edison Mall and Dunbar	49,810	56,280	4,407	\$ 490,746	\$ 69,222
15	Downtown Fort Myers and Tice	40,129	67,969	5,497	\$ 612,211	\$ 54,757
20	Dunbar and Downtown Fort Myers	80,672	103,659	8,242	\$ 917,900	\$ 110,444
30	Camelot Isles to South Fort Myers Transfer Station	53,426	130,782	8,496	\$ 946,191	\$ 76,602
40	Cape Transfer Center to Coralwood Mall	21,940	115,394	6,170	\$ 687,084	\$ 39,612
50	SWFL Airport to Beach Park and Ride	49,978	191,782	9,989	\$ 1,112,452	\$ 73,238
60	US 41 and Constitution to Gulf Coast Town Center	15,684	80,755	4,591	\$ 511,248	\$ 22,289
70	Cape Coral and Fort Myers	95,328	182,425	10,484	\$ 1,167,525	\$ 137,444
80	South Fort Myers Transfer Station to Edison Mall	12,286	50,013	3,180	\$ 354,117	\$ 16,916
100	Riverdale to Downtown Fort Myers	142,194	226,388	11,828	\$ 1,317,260	\$ 196,313
110	Lehigh Acres to Edison Mall	152,681	190,171	11,529	\$ 1,283,952	\$ 219,179
120	Edison Mall to Cape Coral Transfer Center	31,402	90,380	5,123	\$ 570,492	\$ 46,050
130	Edison Mall to Beach Park and Ride	89,574	135,516	8,488	\$ 945,279	\$ 123,126
140	Merchants Crossing to South Fort Myers Transfer Center	554,916	384,121	29,313	\$ 3,264,504	\$ 787,021
240	South Fort Myers Transfer Station to Coconut Point Mall	92,013	122,608	7,469	\$ 831,807	\$ 131,636
410	Bowditch Park to Lovers Key State Park	18,415	95,144	5,645	\$ 628,613	\$ 17,032
420	FMB Tram	49,058	17,311	1,808	\$ 201,350	\$ -
490	Beach Park and Ride to Times Square	47,322	71,704	4,806	\$ 535,181	\$ 46,782



Route Number	Route Description	Passenger Trips	Revenue Miles	Revenue Hours	Estimated Operating Expense	Estimated Fare Revenue
500	Downtown Trolley	20,435	22,260	3,106	\$ 345,865	\$ -
505	Downtown Trolley	4,752	30,148	3,039	\$ 338,391	\$ -
515	Lehigh Circulator, Homestead Plaza to Joel Boulevard	26,702	94,825	4,962	\$ 552,559	\$ 37,006
590	North Fort Myers, Suncoast Estates Loop	48,633	79,781	4,611	\$ 513,553	\$ 65,296
595	North Fort Myers, Pondella Loop	19,934	75,434	5,108	\$ 568,806	\$ 29,054
LinC 600	Coconut Point Mall to Creekside Transfer Center	71,375	130,678	7,181	\$ 799,702	\$ 98,756

Source: LeeTran, 2024



Table 15: Fixed-Route Route By Route Performance Metrics, FY24

Route	Route Description	Passenger Trips Per Revenue Hour	Operating Expense Per Passenger Trip
5	Edison Mall to The Forum	8.5	\$ 13.07
10	Edison Mall and Dunbar	11.3	\$ 9.85
15	Downtown Fort Myers and Tice	7.3	\$ 15.26
20	Dunbar and Downtown Fort Myers	9.8	\$ 11.38
30	Camelot Isles to South Fort Myers Transfer Station	6.3	\$ 17.71
40	Cape Transfer Center to Coralwood Mall	3.6	\$ 31.32
50	SWFL Airport to Beach Park and Ride	5.0	\$ 22.26
60	US 41 and Constitution to Gulf Coast Town Center	3.4	\$ 32.60
70	Cape Coral and Fort Myers	9.1	\$ 12.25
80	South Fort Myers Transfer Station to Edison Mall	3.9	\$ 28.82
100	Riverdale to Downtown Fort Myers	12.0	\$ 9.26
110	Lehigh Acres to Edison Mall	13.2	\$ 8.41
120	Edison Mall to Cape Coral Transfer Center	6.1	\$ 18.17
130	Edison mall to Beach Park and Ride	10.6	\$ 10.55
140	Merchants Crossing to South Fort Myers Transfer Center	18.9	\$ 5.88
240	South Fort Myers Transfer Station to Coconut Point Mall	12.3	\$ 9.04
410	Bowditch Park to Lovers Key State Park	3.3	\$ 34.14
420	FMB Tram	27.1	\$ 4.10
490	Beach Park and Ride to Times Square	9.8	\$ 11.31
500	Downtown Trolley	6.6	\$ 16.93
505	Downtown Trolley	1.6	\$ 71.21
515	Beach Park and Ride to Times Square	5.4	\$ 20.69
590	Lehigh Circulator, Homestead Plaza to Joel Boulevard	10.5	\$ 10.56
595	North Fort Myers, Suncoast Estates Loop	3.9	\$ 28.53
600	North Fort Myers, Pondella Loop	9.9	\$ 11.20
System Wide		10.2	\$ 10.94



On-Demand and Paratransit Services

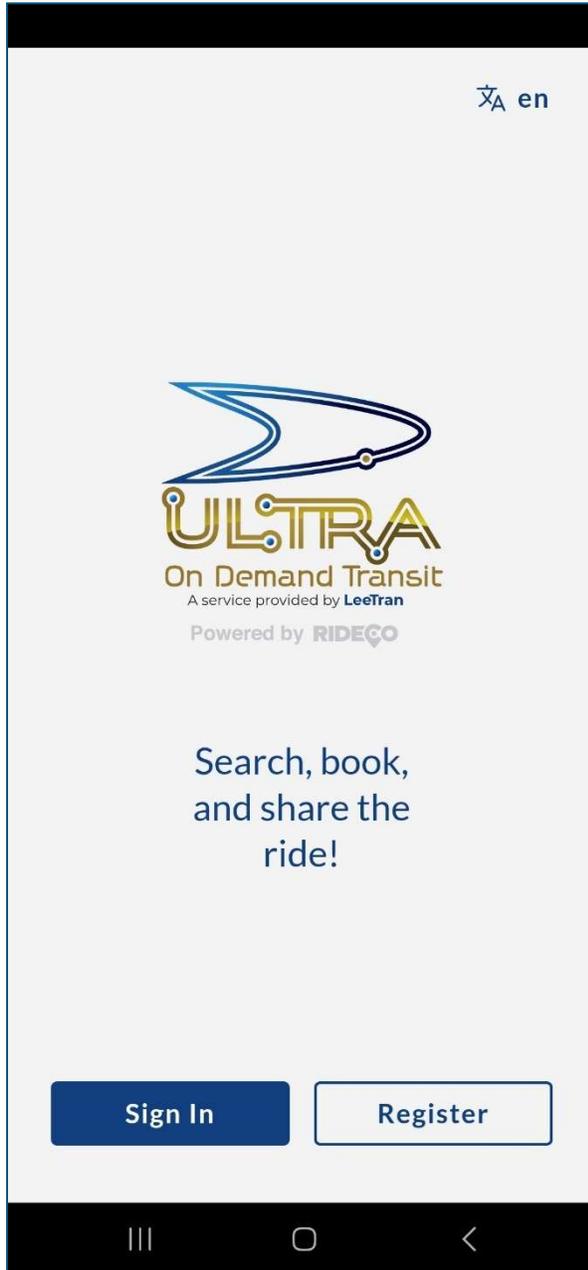
LeeTran provides a variety of on-demand transportation options designed to enhance mobility for residents in areas with limited fixed-route coverage and for individuals with disabilities or other barriers to using traditional public transit services. ULTRA On-Demand is LeeTran’s curb-to-curb service and is available in two designated zones. The ULTRA service offers flexible, convenient transportation for passengers, ensuring accessibility to essential destinations, especially in areas not well-served by fixed-route buses. LeeTran’s paratransit service operations consist of its ADA complementary paratransit service program and the Transportation Disadvantaged (TD) service program for eligible individuals.

ULTRA Service

The ULTRA service was launched by LeeTran in 2022 to address the growing demand for innovative and flexible service delivery methods. ULTRA operates as a shared ride, curb-to-curb transit service that picks up and drops off passengers within defined service zones. Currently, there are two Ultra service zones in operation, one in Lehigh Acres and a second one in Bonita Springs (See **Figure 19**, pg 34). Passengers can book rides within these zones for efficient and convenient transportation

service that is tailored to their specific trip. Branded vehicles are used to provide the service, distinguishing ULTRA from other LeeTran operations and enhancing its visibility in the community.





To request trips, passengers use a mobile application or they may call LeeTran customer service. The mobile application provides broad functionality, including requesting trips, matching vehicle type and capacity based on the number of passengers requesting trips, mobility aids, and other accommodations passengers may need. This level of information also facilitates LeeTran service delivery in terms of directing appropriate vehicles, scheduling, and charging appropriate fares. ULTRA operates from 7:00 AM to 6:00 PM Monday through Sunday, and trips can be requested until 5:30 PM for same-day service. Fares for ULTRA are \$3.00 per ride.

ADA Paratransit Service (“Passport”)

In Compliance with ADA regulations, LeeTran provides ADA complementary paratransit service to eligible customers. The ADA service is branded as “Passport.” Passport provides shared ride, advanced registration, origin-to-destination, or door-to-door service for eligible persons unable to use the regular fixed-route service due to a disability. An application process is in place to determine eligibility for Passport service. ADA eligibility falls under three categories:

1. **Category 1:** Individuals who, due to their disability, cannot independently use a regular, accessible bus.
2. **Category 2:** Individuals who are capable of using the regular bus but cannot do so because vehicles, terminals, or stops are not accessible.
3. **Category 3:** Individuals who cannot travel independently to or from a bus stop due to their individual or unique circumstance.



Passport services are offered only in areas where LeeTran’s fixed-route services are available. Both the trip’s origin and destination must be within three-quarters of a mile of a LeeTran bus route. The service is offered during the same operating hours as LeeTran’s fixed-route services. Trips must be scheduled at least one day, but not more than two weeks, in advance. The fare for Passport service is \$3.00 per one-way trip, which is twice the fare of LeeTran’s fixed route service.

Transportation Disadvantaged (TD) Service Program

Lee County serves as the Community Transportation Coordinator (CTC) for the local Transportation Disadvantaged (TD) Service Program. The TD program provides transportation services and funding for transportation disadvantaged persons through a state organization, the Florida Commission for the Transportation Disadvantaged (FCTD). The definition of transportation disadvantaged comes from the Florida Statutes under Chapter 427 Section 011 – “Those persons who because of physical or mental disability, income status, or age are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, shopping, social activities, or other life-sustaining activities, or children who are handicapped or high-risk.” CTCs are allowed discretion in determining specific TD program eligibility but must ensure the local definition aligns with the State statute.

For Lee County, eligibility for the TD Program is determined using two criteria

- Inability to transport oneself due to physical, mental, or age-related limitations.
- Inability to purchase transportation, as determined by household income (proof of income must be provided during the eligibility determination process.)

The origin and destination of a trip for TD service must be located outside of the three-quarters of a mile Passport ADA corridor, which results in a TD service area that includes the remainder of the entire County. TD Service is provided seven (7) days a week from 6:00 AM to 7:00 PM and must be scheduled two (2) days in advance.

As the CTC, Lee County coordinates transportation with several service providers through TD coordination contracts. These partnerships ensure efficient delivery of transportation services for eligible individuals. Agencies with TD coordination contracts with Lee County, serving as the CTC, are listed in **Table 16**.



Table 16: TD Program Coordination Contracts

Agency Name	Contact Name	Contact Information
Sally J. Pimentel Deaf & Hard of Hearing Center	Amy Turner, Executive Director	Sally J. Pimentel Deaf & Hard of Hearing Center 1860 Boy Scout Drive B208 Fort Myers, FL 33907 Phone: 239-461-0334 Mobile: 239-462-2039 Email: amyturner@dhhc.life
Dr. Piper Center for Social Services	Tina Parsons, Executive Director	Dr. Piper Center for Social Services, Inc. 2607 Dr. Ella Piper Way Fort Myers, FL 33916 (239) 332-5346 melissa@drpipercenter.org stephanie@drpipercenter.org
Hope Hospice and Community Services, Inc.	Jim Lampley, CFO	Hope Hospice and Community Services, Inc. 9470 Health Park Circle (239) 483-4673 Jill.Lampley@hopehcs.org BardillN@chaptershealth.org
Lighthouse of Southwest Florida, Inc.	Amy Singer, CEO	Lighthouse of SWFL 35 W. Mariana Ave, N. Fort Myers, FL 33903 (239) 997-7797 asinger@lighthouseswfl.org
Sunrise Community of SW Florida Inc.	Margaret Feldman	Sunrise Community of SW Florida, Inc. 9040 Sunset Drive Miami, FL 33173 (786) 314-6097 mfeldman@sunrisegroup.org

On-Demand and Paratransit Service Productivity

As shown in **Table 17**, ridership levels vary for each program with the Ultra service experiencing the largest increase since its implementation. This is due to the rollout of the Bonita Springs service in 2022. ADA ridership has also steadily grown, and this is reflective of the growing population in Lee County, including growth in the number of older persons.



Table 17: On-Demand and Paratransit Service Ridership

Service	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
ADA	133,765	140,593	111,547	134,348	157,014	151,356	152,714
TD	-	-	-	17,552	24,525	27,818	21,254
Ultra	-	-	-	-	17,465	57,301	69,581

Fare Structure

The regular one-way adult cash fare on LeeTran fixed routes is \$1.50 for fixed route buses or \$0.75 for Beach Trolley fares. The Beach Trolleys include Routes 410 and 490 which serve Fort Myers Beach. There are also several multi-use fare pass options including the All-Day Pass, 7-Day Passes, and 31-Day Pass. LeeTran also offers a 12-Trip Pass. The multi-day and multi-trip passes can offer more affordable options for frequent transit users, and fares may be loaded onto a reusable Tropicard or purchased as a Limited Use Pass.

LeeTran offers a mobile ticketing option for fixed-route passengers called LeeFare. Passengers can simply download the mobile ticketing application, set up an account, and load fares. Fares loaded through the mobile application are available for immediate use. Additionally, mobile application functionality allows passengers to also plan a trip, view routes and stops and generate real-time arrival times.

LeeTran offers discounted fares to senior individuals ages 65 and older, those who have disabilities, and full-time students with use of a Tropicard. Children ages six (6) and younger are not charged to ride on fixed routes. The complete fare structure can be seen in **Table 18**.

Table 18: LeeTran Fare Structure

Fixed-Route Bus			
Fare Category	Adult Fare	Senior/Disabled Passes	Student Passes
One-Way Trip	\$1.50	\$0.75	\$0.75
All Day Pass	\$4.00	-	-
7-Day Pass	\$15.00	\$11.00	\$12.00
31-Day Pass	\$40.00	\$23.00	\$25.00
12-Trip Pass	\$13.50	\$6.50	\$6.75
Trolley			
Fare Category	Adult Fare	Senior/Disabled Passes	Student Passes
One-Way Trip	\$0.75	\$0.35	\$0.35
All-Day Pass	\$2.00	-	-
3-day Pass	\$4.00	-	-

Source: LeeTran



Transit Facilities

LeeTran maintains several facilities that support the operation and maintenance of its fixed-route bus, trolley, and paratransit services, as detailed in the following subsections.

Administration and Maintenance Facility

LeeTran Headquarters is located at 3401 Metro Parkway in Fort Myers. This facility serves as the central hub for LeeTran’s operations, administration, and maintenance functions. The headquarters consists of two buildings, an administrative building that accommodates office, meeting, and training spaces, and a maintenance building which includes space for both maintenance and operations functions. The maintenance building consists of 23 bus bays and a large parking lot with space for over 200 buses.

Transfer Centers and Park and Rides

LeeTran operates six (6) main transfer stations:

- **Rosa Parks Transportation Center** – Widman Avenue & Jackson Street
 - *Connecting Routes: 10, 15, 20, 70, 100, and 140*
- **Cape Coral Transfer Station** – SE 47th Terrace & SE 8th Ct
 - *Connecting Routes: 30, 40, 70, and 120*
- **Edison Mall Transfer Station** – E Mall Dr & Solomon Blvd
 - *Connecting Routes: 5, 10, 80, 110, 120, 130, and 140*
- **Fort Myers Beach Park and Ride** – Summerlin Square Dr & Pine Ridge Rd
 - *Connecting Routes: 50, 130, and 490*
- **South Fort Myers Park and Ride/Transfer Station** – US 41 Service Rd & Cypress Trace Rd
 - *Connecting Routes: 30, 50, 80, 140, and 240*
- **Lehigh Acres Transfer Station** – 1121 Village Lakes Boulevard
 - *Connecting Routes: 110, 515, and Lehigh Acres MOD*

LeeTran completed a total renovation of one of its major transportation hubs, Rosa Parks Transportation Center, in June 2022, and added the South Fort Myers Park and Ride and Transfer Station in June 2023. The construction of the new Lehigh Acres Park and Ride Transfer Facility was completed in Spring 2025 and supports the public transportation service demand of the growing population in that area of the County.

In addition to the six major transfer stations, there are six smaller transfer areas within the LeeTran system which provide connections between routes. These include the following:

- **Coconut Point Mall** – Mediterranean Dr & Plaza del Lago Dr
 - *Connecting Routes: 140, 240, and LinC 600*



- **Merchants Crossing** – Stockton Street & N Cleveland Ave
 - *Connecting Routes: 140, 590, and 595*
- **Cape Coral Hospital Transfer**
 - *Connecting Routes: 40 and 70*
- **Coralwood Mall Transfer**
 - *Connecting Routes: 40, 70, and 120*
- **Constitution Transfer**
 - *Connecting Routes: 60, 140, and 240*
- **Creekside Transfer (located within Collier County)**
 - *Connecting Routes: LeeTran 600 and Collier Area Transit Routes 11, 12, and 27*

Adjacent County Public Transportation Services

Collier Area Transit

Collier Area Transit (CAT) is the fixed-route service provider for Collier County, located directly south of Lee County. CAT operates approximately 16 routes, serving a largely suburban environment, similar to that of Lee County, with dispersed activity centers and employment hubs. Currently, CAT does not provide direct service into Lee County. However, inter-county service is available via the LeeTran Route 600, which connects to CAT service at Immokalee Road.

Charlotte County Transit

Charlotte County Transit is a shared ride, curb-to-curb public transportation service provided to the public throughout Charlotte County. Service operates Monday through Friday, and reservations are based on a first-come, first-served basis. Passengers can book trips by calling in reservations or by using the Charlotte Rides Mobile App. Service areas include Englewood, Port Charlotte, and Punta Gorda. At this time, there is no public transportation service connection between Charlotte County and Lee County.

Hendry County Transit

Hendry County operates a small fixed-route transit system. Three routes provide connection between Belle Glade in Palm Beach County, through Clewiston, and to LaBelle. There is no connection into Lee County. The service is provided Monday through Fridays.



2.3. System-Wide Performance

Trend Analysis

A fixed-route trend analysis was conducted consistent with the TDP requirement to evaluate the performance of existing transit services. Data obtained from the FTA National Transit Database (NTD) for fiscal years 2019 through 2024 were used to examine trends for select performance, service effectiveness, and cost efficiency measures. This comprehensive evaluation provides insights into the operational and financial performance of the transit system over the analyzed period.

Table 19 displays the measures included in the trend analysis. The analysis focuses on four general areas:

1. **General Service Measures** – Summarizes agency characteristics and overall level of transit service provided by the agency and consumed by its customers.
2. **Service Productivity Measures** – Evaluates how many passengers are served per unit of service, how well an agency deploys its resources, and the degree to which service is provided within the service area.
3. **Maintenance Productivity Measures** – Evaluates the maintenance productivity of the operations and the existing fleet.
4. **Cost Efficiency Measures**– Assesses the system’s financial performance.

Contextual Considerations

This trend analysis spans two significant events that impacted transit operations:

- **COVID-19 Pandemic:** The pandemic was a disruptive public health emergency, causing a rapid decline in transit use. FY 2019 and FY 2020 likely reflect the effects of public policies and behavioral changes during the pandemic. Ridership recovery remains ongoing.
- **Hurricane Ian (September 2022):** This major weather event caused widespread disruptions across Lee County, significantly affecting transit operations in FY 2023.



Table 19: Trend Analysis Measures

General Service	Service Productivity	Maintenance Productivity	Cost Efficiency
Passenger Trips	Revenue Hours per Capita	Average Age of Fleet (Years)	Operating Expense per Service Area Capita
Passenger Fare Revenue	Revenue Miles per Revenue Hour	Vehicle Miles Between Service Disruption	Operating Expense per Passenger Trip
Service Area Population	Passenger Trips per Service Area Capita		Operating Expense per Revenue Mile
Service Area Size (Square Miles)	Passenger Trips per Revenue Hour		Operating Expense per Revenue Hour
Revenue Miles	Passenger Trips per Revenue Mile		Farebox Recovery Ratio (%)
Revenue Hours			Average Fare
Total Operating Expense			
Vehicles in Max. Service			

General Service Measures

General Service Measures include agency characteristics and reflect the overall level of transit service provided by the agency and consumed by its customers. These operating statistics are used to calculate effectiveness and efficiency measures. **Table 20** provides an overview of all the general service metrics. A summary of the general service measures over the six-year analysis period is provided below.

1. **Passenger Trips** decreased by 38.5 percent over the six-year period, with the largest decrease (43.9 percent) between FY 2019 and FY 2021. Pandemic-related concerns tied to virus transmission in crowded spaces during FY 2020 and persisting in FY 2021 depressed transit trip-making during that period. Furthermore, the Hurricane Ian weather event also impacted service operations and bus ridership.
2. **Passenger Fare Revenue** increased slightly by 2.8 percent between FY 2019 and FY 2024. The largest change, a decrease between FY2019 and FY2020, was pandemic-related. Post-pandemic, fare revenues have now exceeded pre-pandemic fare revenue levels.
3. **Service Area Population** increased by 13 percent over the six-year trend analysis period.
4. **Revenue Miles and Hours** both experienced an overall decrease of 6 and 7.2 percent, respectively.
5. **Total Operating Expense** increased by 12.8 percent over the six-year trend period.
6. **Vehicles in Maximum Service** decreased by 8 vehicles, effectively a 16.7 decrease, over the six-year trend period.



Table 20: LeeTran General Service Measures, FY 2019 – FY 2024

General Performance Measure	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	% Change FY19 - FY24
Passenger Trips	2,971,742	2,216,106	1,685,810	2,057,592	1,525,767	1,826,313	-38.5%
Passenger Fare Revenue	\$2,386,336	\$1,423,668	\$1,617,921	\$1,698,542	\$1,660,437	\$2,452,745	2.8%
Service Area Population	735,148	750,493	782,579	802,178	834,573	860,959	17.1%
Service Area Size (Square Miles)	814	814	820	820	820	820	0.7%
Revenue Miles	2,993,228	2,680,518	3,010,727	2,851,565	2,650,181	2,814,609	-6.0%
Revenue Hours	193,428	172,361	196,187	194,635	174,727	179,487	-7.2%
Total Operating Expense	\$17,713,698	\$17,533,165	\$18,343,062	\$19,343,652	\$19,510,056	\$19,988,808	12.8%
Vehicles in Max. Service	48	50	49	45	41	40	-16.7%

Service Productivity Measures

Service productivity measures are derived from general service statistics to evaluate how many passengers use LeeTran per every unit of service (i.e., supply and demand), how well an agency deploys its resources, and the degree to which service is provided within the service area. **Table 21** provides an overview of LeeTran service productivity measures across the six-year analysis period. A summary of the observed service productivity and coverage trends between FY 2019 and FY 2024 is provided below.

- **Revenue Miles per Revenue Hour** increased by 1.3 percent over the six-year period which means that the average speed of the entire fixed-route service, 15.7 miles per hour in FY 2024, with minimal change since FY 2019.
- **Passenger Trips per Service Area per Capita** decreased by 45.8 percent over the six-year analysis period indicating that fewer trips are being taken on LeeTran fixed routes per person as the County’s population grows.
- **Passenger Trips per Revenue Hour and Revenue Mile** are the benchmarks for service productivity and both experienced decreases over the six-year analysis period, 33.8 percent and 34.5 percent, respectively.



These trends highlight the challenges faced by LeeTran in maintaining service productivity amid shifting demand, population growth, and external factors such as the pandemic and natural disasters.

Table 21: LeeTran Service Productivity Measures, FY 2019 – FY 2024

Service Productivity Measure	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	% Change FY19 - FY24
Revenue Miles per Revenue Hour	15.5	15.6	15.3	14.7	15.17	15.68	1.3%
Passenger Trips per Service Area Capita	4.0	3.0	2.2	2.6	1.83	2.12	-47.0%
Passenger Trips per Revenue Hour	15.4	12.9	8.6	10.6	8.7	10.2	-33.8%
Passenger Trips per Revenue Mile	1.0	0.8	0.6	0.7	0.58	0.65	-34.5%

Maintenance Productivity Measures

Maintenance productivity measures assess the system’s fleet performance ensuring that vehicles operate at optimal levels including the average age of the fleet and vehicle miles between service disruptions.

Table 22 provides a detailed overview of LeeTran’s service maintenance productivity measures across the six-year analysis period. Below is a summary of the observed maintenance productivity measures trends between FY 2019 and FY 2024.

- **The average age of the LeeTran fleet** increased slightly over the six years, approximately 1.3 years.
- **Vehicle Miles between Service Disruptions** increased by over 26 percent between FY 19 and FY 23. This indicates an improvement in vehicle maintenance practices despite an increase in the average age of the fleet.



Table 22: LeeTran Maintenance Productivity Measures, FY 2019 – FY 2024

Maintenance Productivity Measures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	% Change FY19 - FY24
Average Age of Fleet (Years)	5.3	6.3	6.7	6.8	7.2	6.6	25.5%
Vehicle Miles Between Service Disruption	21,863	30,989	50,868	37,334	27,616	23,621	8.0%

Cost Efficiency Measures

Cost efficiency measures assess the system’s financial performance by measuring how much an agency spends per passenger trip and the cost required to provide a unit of service (i.e., revenue hours or revenue miles). **Table 23** provides an overview of LeeTran cost efficiency measures across the six-year trend analysis period. A summary of the observed cost efficiency trends between FY 2019 and FY 2024 is provided below.

- **Operating Expense per Service Area Capita** remained relatively constant over the six-year period with a decrease of 0.6 percent. This measure is largely an indicator of the level of investment in public transportation services and the resulting trend reflects little change in the level of investment, increase or decrease, as the County continues to grow in population size.
- **Operating Expense per Passenger Trip** increased by 83.6 Percent over the six-year period and this can be attributed to the impact of the COVID pandemic and Hurricane Ian on ridership levels. This suggests that fewer passengers were taking trips, but operating costs remained steady, or even increased, creating higher costs per trip.
- **Operating Expense per Revenue Mile and Revenue Hour** both experienced an increase over the six-year period, 20 percent and 21.6 percent, respectively.
- **Farebox Recovery Ratio** decreased by 39.6 percent over the six-year period and this too reflects the pandemic and hurricane disruptions in bus service utilization.
- **Average Fare** increased by 67.5 percent over the six-year period. Despite the loss in ridership, each passenger is paying more per trip, as an overall average, in FY 2024 than in all other years in the trend analysis.

Overall, while ridership and farebox recovery ratios have suffered, the increase in operating expenses per service mile and hour could reflect the challenges of maintaining service levels while dealing with decreased ridership. The rise in average fare likely reflects attempts to balance the loss of riders with higher ticket prices to cover operational costs.



Table 23: LeeTran Fixed-Route Cost Efficiency Measures, FY 2019 – FY 2024

Cost Efficiency Measures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	% Change FY19 - FY24
Operating Expense per Service Area Capita	\$24.10	\$23.36	\$23.44	\$24.11	\$23.38	\$23.22	-3.7%
Operating Expense per Passenger Trip	\$5.96	\$7.91	\$10.88	\$9.40	\$12.79	\$10.94	83.6%
Operating Expense per Revenue Mile	\$5.92	\$6.54	\$6.09	\$6.78	\$7.36	\$7.10	20.0%
Operating Expense per Revenue Hour	\$91.58	\$101.72	\$93.50	\$99.38	\$111.66	\$111.37	21.6%
Farebox Recovery Ratio (%)	13.47	8.12	8.82	8.78	8.51	8.14	-39.6%
Average Fare	\$0.80	\$0.64	\$0.96	\$0.83	\$1.09	\$1.34	67.5%

Trend Analysis Takeaways

The trend analysis is an important TDP analysis tool as it allows for the evaluation of changes over time. Key takeaways for the trend analysis completed for this TDP Major Update include the following.

- **Ridership is recovering from two recent, major service disruptions.** Passenger trips are slowly rebounding from the impacts of the Covid pandemic and Hurricane Ian. Fixed-route ridership levels further increased in FY 24 to over 1.8 million, almost a 20 percent increase from FY2023.
- **Ridership trends align with the nationwide experience for fixed route bus operations.** Many of the decreases reflected in productivity-related measures are a function of the Covid pandemic and the trend experienced by LeeTran is consistent with nationwide trends where most transit agencies saw large decreases in ridership in FY 2020 and FY 2021, but are slowly seeing ridership return to pre-pandemic levels.
- **Gains in Mobility On Demand ridership may be disproportionately impacting fixed-route productivity.** A closer examination of service productivity for fixed-route services replaced by Microtransit may help understand how overall fixed-route service efficiency is being impacted.



- **Operating expenses continue to rise despite decreases in service supply.** Despite a reduction in revenue service miles and hours, -6 percent and -7.2 percent, respectively, operating expenses continue to increase. The trend analysis reflects a 12.8 percent increase between FY 2019 and FY 2024. This equates to an increase in the overall cost per revenue hour, which increased from \$91.58 in FY 2019 to \$111.37 in FY 2024.
- **Maintenance productivity measures point to a positive trend,** where miles between disruptions have increased by over 26 percent despite an increase in the average age of the heavy-duty bus fleet.
- **Service productivity and cost efficiency measures magnify how the population growth in Lee County has not equated to commensurate increases in public transportation use or investment.** Passenger trips per service area population decreased (-45.8%) and operating expense per service area capita has remained steady over the six-year trend period.

Peer Review

Introduction

Agency peer reviews assess the efficiency and effectiveness of an agency's operations compared to similarly situated transit agencies. The peer review serves as a companion analysis to the trend analysis, and together, the two analyses provide a strong foundation for understanding the strengths and opportunities of the transit system.

The peer review performed for this TDP Update compares LeeTran to six peer agencies. The selection of agency peers is based on three factors:

- Florida Transit Information System (FTIS) TCRP G-11 Peer Selection Method. This method uses NTD data to identify comparable transit agencies across the country. Factors include service area characteristics (i.e., urbanized area population, service area population, service area size) and operational characteristics (i.e., vehicles operated in maximum service, passenger trips). https://ftis.org/iNTD-Urban/tcrp_141.pdf
- Review of previous LeeTran peers
- Professional judgment and consultation with LeeTran staff

The resulting peers, shown in **Table 24**, include three Florida transit agencies and three out-of-state agencies. All are located in and around growing metro areas or offer tourist-based services.



LeeTran fixed-route service performance will be compared to selected peer systems using FY 22 NTD data for consistency. FY 2022 is the most recent year for which complete NTD data is available for all peer group agencies. The analysis is based on four general categories of performance measures, which are consistent with the performance categories included in the trend analysis:

- **General Service Measures** – Summary of agency characteristics and overall level of transit service provided by the agency and consumed by its customers.
- **Service Productivity Measures** – Evaluate how many passengers are served per unit of service, how well an agency deploys its resources, and the degree to which service is provided within the service area.
- **Maintenance Productivity Measures** – Evaluates the maintenance productivity of the operations and the existing fleet.
- **Cost Efficiency Measures**– Assesses the system’s financial performance.

Table 24: Selected Peers

Agency Name	City	State
Space Coast Area Transit (SCAT)	Titusville	FL
Metropolitan Transit Authority (MTA)	Nashville	TN
Knoxville Area Transit (KAT)	Knoxville	TN
Chatham Area Transit Authority (CAT)	Savannah	GA
Lakeland Area Mass Transit District (Citrus Connection)	Lakeland	FL
Escambia County Area Transit (ECAT)	Pensacola	FL

General Service Measures

Table 25 and **Table 26** show general service measures for LeeTran and the selected peers. As described above, these measures depict the overall level of transit service from agency and consumer perspectives. Importantly, these measures serve largely as a basis for normalizing performance metrics presented in the other performance review categories, specifically service productivity and cost efficiency measures. In terms of passenger trips, passenger fare revenue, total operating expense, and vehicles in maximum service, LeeTran is below the average of the peer group. The agency is above the average of its peers in service area population, service area size, revenue miles, and revenue hours. Overall, LeeTran operates at a lower expense and greater mileage with less than average passenger trips in the general service measures category.



Table 25: Fixed-Route General Service Measures, FY 2022

Agency Name	Passenger Trips	Passenger Fare Revenue	Service Area Population	Service Area Size (Square Miles)	Revenue Miles	Revenue Hours	Total Operating Expense	Vehicles in Max. Service
LeeTran	2,057,592	\$1,698,542	802,178	820	2,851,565	194,635	\$19,343,652	45
Space Coast Area Transit (SCAT)	1,641,202	\$829,718	622,159	1,557	2,092,444	109,215	\$10,781,542	35
Metropolitan Transit Authority (MTA)	6,059,665	\$5,764,663	703,953	504	5,692,335	464,704	\$56,969,798	135
Knoxville Area Transit (KAT)	1,984,743	\$1,067,198	192,648	104	2,448,097	197,937	\$19,683,728	51
Chatham Area Transit Authority (CAT)	1,799,488	\$2,748,213	296,329	331	1,883,559	127,064	\$20,557,682	35
Lakeland Area Mass Transit District (Citrus Connection)	613,383	\$455,952	724,777	77	1,790,750	109,890	\$13,050,903	41
Escambia County Area Transit (ECAT)	733,141	\$744,609	241,661	189	1,208,652	87,563	\$9,342,156	45

Table 26: Fixed Route General Service Measures Comparison, FY 2022

General Service Measure	LeeTran	Peer Minimum	Peer Maximum	Peer Mean	LeeTran % Difference From Mean
Passenger Trips	2,057,592	613,383	6,059,665	2,138,604	-3.8%
Passenger Fare Revenue	\$1,698,542	\$455,952	\$5,764,663	\$1,935,059	-12.2%
Service Area Population	802,178	192,648	724,777	463,588	73.0%
Service Area Size (Square Miles)	820	77	1,557	460	78.1%
Revenue Miles	2,851,565	1,208,652	5,692,335	2,519,306	13.2%
Revenue Hours	194,635	87,563	464,704	182,729	6.5%
Total Operating Expense	\$19,343,652	\$9,342,156	\$56,969,798	\$21,730,968	-11.0%
Vehicles in Max. Service	45	35	135	57	-21.1%



Service Productivity Measures

Table 27 and **Table 28** show service productivity, which examines the supply of service (i.e., unit of service) against utilization amongst peers. Units of service include per capita, per revenue hour, and per revenue mile. LeeTran is within the average for most service productivity measures. The two metrics where LeeTran falls well below the peer group average include those metrics which are normalized using service area population (i.e., service area capita), revenue hours per capita and passenger trips per capita.

Table 27: Fixed-Route Peer Service Productivity, FY 2022

Agency Name	Revenue Hours per Capita	Revenue Miles per Revenue Hour	Passenger Trips per Service Area Capita	Passenger Trips per Revenue Hour	Passenger Trips per Revenue Mile
LeeTran	0.24	14.65	2.57	10.57	0.72
Space Coast Area Transit (SCAT)	0.18	19.16	2.64	15.03	0.78
Metropolitan Transit Authority (MTA)	0.66	12.25	8.61	13.04	1.06
Knoxville Area Transit (KAT)	1.03	12.37	10.30	10.03	0.81
Chatham Area Transit Authority (CAT)	0.43	14.82	6.07	14.16	0.96
Lakeland Area Mass Transit District (Citrus Connection)	0.15	16.30	0.85	5.58	0.34
Escambia County Area Transit (ECAT)	0.36	13.80	3.03	8.37	0.61

Table 28: Fixed-Route Peer Service Productivity Measures Comparison, FY 2022

System Productivity Measure	LeeTran	Peer Minimum	Peer Maximum	Peer Mean	LeeTran % Difference From Mean
Revenue Hours per Capita	0.24	0.15	1.03	0.47	-48.1%
Revenue Miles per Revenue Hour	14.65	12.25	19.16	14.78	-0.9%
Passenger Trips per Capita	2.57	0.85	10.30	5.25	-51.2%
Passenger Trips per Revenue Hour	10.57	5.58	15.03	11.03	-4.2%
Passenger Trips per Revenue Mile	0.72	0.34	1.06	0.76	-5.1%



Maintenance Productivity

Table 29 and **Table 30** show maintenance productivity measures, indicating how well LeeTran maintained and replaced its fleet of fixed-route vehicles. LeeTran is below the average for fleet age, which is a positive outcome, and above the average for miles between service disruptions, which is also a positive outcome.

Table 29: Fixed-Route Peer Maintenance Productivity, FY 2022

Agency Name	Average Age of Fleet (Years)	Revenue Miles Between Service Disruption
LeeTran	6.8	35,205
Space Coast Area Transit (SCAT)	8.6	38,749
Metropolitan Transit Authority (MTA)	5.7	6,550
Knoxville Area Transit (KAT)	6.8	10,644
Chatham Area Transit Authority (CAT)	9.0	64,950
Lakeland Area Mass Transit District (Citrus Connection)	6.7	6,996*
Escambia County Area Transit (ECAT)	9.4	10,419

*NTD Data does not include information on PT service disruption. Data only reflects MB DO information.

Table 30: Fixed-Route Peer Maintenance Productivity Measures Comparison, FY 2022

Maintenance Productivity Measure	LeeTran	Peer Minimum	Peer Maximum	Peer Mean	LeeTran % Difference From Mean
Average Age of Fleet (Years)	6.8	5.7	9	7.7	-11.9%
Vehicle Miles Between Service Disruption	35,205	6,550	64,950	26,262.4	34.1%

Cost Efficiency Measures

Table 31 and **Table 32** show cost efficiency measures that assess how well LeeTran allocated resources across services. Overall, LeeTran demonstrates improved cost efficiency among this peer group. All metrics that normalize operating expense reflect an average less than the peer group average (i.e., operating expenses per passenger trip, revenue mile, and revenue hour). Operating expense per capita is unique in that the value of this metric gauges the level of investment in fixed-route services. LeeTran falls well below the average for operating expense per capita.



Table 31: Fixed-Route Cost Efficiency, FY 2022

Agency Name	Operating Expense per Service Area Capita	Operating Expense per Passenger Trip	Operating Expense per Revenue Mile	Operating Expense per Revenue Hour	Farebox Recovery Ratio (%)	Average Fare
LeeTran	\$24.11	\$9.40	\$6.78	\$99.38	8.78%	\$0.83
Space Coast Area Transit (SCAT)	\$17.33	\$6.57	\$5.15	\$98.72	7.70%	\$0.51
Metropolitan Transit Authority (MTA)	\$80.93	\$9.40	\$10.01	\$122.59	10.12%	\$0.95
Knoxville Area Transit (KAT)	\$102.17	\$9.92	\$8.04	\$99.44	5.42%	\$0.54
Chatham Area Transit Authority (CAT)	\$69.37	\$11.42	\$10.91	\$161.79	13.37%	\$1.53
Lakeland Area Mass Transit District (Citrus Connection)	\$18.01	\$21.28	\$7.29	\$118.76	3.49%	\$0.74
Escambia County Area Transit (ECAT)	\$38.66	\$12.74	\$7.73	\$106.69	7.97%	\$1.02

Table 32: Fixed-Route Cost Efficiency Measures Comparisons, FY 2022

Cost Efficiency Measure	LeeTran	Peer Minimum	Peer Maximum	Peer Mean	LeeTran % Difference From Mean
Operating Expense per Service Area Capita	\$24.11	\$17.33	\$102.17	\$54.41	-55.7%
Operating Expense per Passenger Trip	\$9.40	\$6.57	\$21.28	\$11.89	-20.9%
Operating Expense per Revenue Mile	\$6.78	\$5.15	\$10.91	\$8.19	-17.2%
Operating Expense per Revenue Hour	\$99.38	\$98.72	\$161.79	\$118.00	-15.8%
Farebox Recovery Ratio (%)	8.8%	3.0%	13.0%	8.0%	9.6%
Average Fare	\$0.83	\$0.51	\$1.53	\$0.88	-5.9%



Peer Review Key Takeaways

The peer review provides a valuable comparison of LeeTran’s performance relative to its peer agencies. Key takeaways for the peer analysis completed for this TDP Major Update include the following.

- **The LeeTran service area population is the highest among the peer group and reflects LeeTran as the CTC for the County.** As CTC, the service area includes all of Lee County which results in the countywide population being included as part of LeeTran’s service area. Metrics that use population (i.e., per capita) are directly impacted by this measure.
- **LeeTran is within the average for important service productivity measures,** passenger trips per revenue hour and passenger trips per revenue mile. The two metrics where LeeTran falls well below the peer group average include those metrics which are normalized using service area population (i.e., service area capita), revenue hours per capita and passenger trips per capita.
- **LeeTran is performing well in terms of maintenance productivity** and is above its peers in terms of fleet age and vehicle miles between service interruptions.
- **Compared to its peer group, LeeTran maintains a cost-efficient operation.** Operating expenses per passenger trip, revenue mile, and revenue hour are all well below the peer group average.
- **LeeTran invests much less in fixed-route services compared to the peer group average.** This result can be gleaned from the review of operating expense per capita, which is understood to reflect the level of investment in fixed-route services. Interestingly, the three Florida agencies all show much less of an investment than the three out-of-state agencies included in the peer review.



2.4. Relationship Review to Other Plans

A review of State, regional, and local planning documents was conducted for the TDP Major Update to understand the relationship between plans applicable to the LeeTran service area. The goals and objectives of these plans are important considerations for this TDP Major Update to ensure consistency and coordination with local, regional, and State planning efforts. The plans reviewed include the following:

- Florida Transportation Plan (FTP)
- Florida Department of Transportation (FDOT) District One Bus Rapid Transit (BRT) Feasibility Study
- Lee County Metropolitan Planning Organization (MPO) Long Range Transportation Plan (LRTP)
- MPO Unified Planning Work Program (UPWP)
- MPO Transportation Improvement Program
- Local Comprehensive Plans (County and Lee County incorporated cities)

Appendix A summarizes the plans reviewed for applicability and consistency with this TDP Major Update by jurisdiction (State, regional, local). The table begins with State level documents to establish the overarching transportation vision and priorities for Florida. Regional plans follow and document Southwest Florida planning efforts relevant to the TDP Major Update. Lastly, local transportation and land use plans are reviewed in the table. The table identifies the following information for each plan:

- Plan Title (Year)
- Geographic Applicability
- Responsible Agency
- Plan Overview
- Plan Goals or Recommendations
- LeeTran TDP Major Update Key Consideration



3. Outreach and Coordination

3.1. Public Involvement Process

TDP Coordination & Guidance

Consistent with FDOT TDP Rule FAC 14-73, a TDP-specific Public Involvement Plan (PIP) was developed at the beginning of the TDP planning process. The TDP-specific PIP was submitted to FDOT and approved in August 2024. The PIP included a strategy to educate and reach out to LeeTran riders, community residents and engage with stakeholders while ensuring the TDP implementation plan reflects the community’s public transportation priorities.

The FY 2026 TDP Major Update PIP is included in Appendix B. The full PIP includes further details on plan goals and objectives, identified stakeholders, promotional strategies and more details proposed for each outreach activity.

Public Involvement Purpose and Goals

LeeTran framed its TDP Public Involvement Plan around a set purpose and goals. The purpose of the PIP was to provide quality and equitable outreach during the TDP process by ensuring that the Lee County community was offered ample opportunities to engage in the TDP process, contribute to project dialogue, and assist in informing LeeTran of local perspectives and needs related to identified TDP improvements. The PIP was designed specifically to provide community and stakeholder implementation guidance over the course of the TDP process.

Four main goals were created based on the purpose of the Public Involvement Plan. The goals of the LeeTran TDP PIP were to:

- Facilitate inclusive and comprehensive public outreach during the TDP planning process.





- Promote awareness and understanding of LeeTran and the TDP process.
- Update the LeeTran TDP in a manner that considers and reflects public feedback received through the TDP planning process.
- Enhance LeeTran outreach efforts through continued observation and evaluation of outreach strategies.

Public Involvement Activities

Stakeholder Identification

A proposed list of relevant stakeholders was identified in the Public Involvement Plan. This group of stakeholders features a wide range of representatives from Lee County departments, educational institutions, social service agencies, healthcare providers, and anchor business and economic development groups. A total of 46 different stakeholders and groups were identified and invited to be a part of the TDP process. The full list of identified stakeholders can be found in the full Public Involvement Plan in Appendix B.

TDP Steering Committee

The Project Steering Committee was formed to guide the TDP Major Update process. From the proposed stakeholders list, a more focused group was invited to be a part of the project steering committee and this group provided input at key project milestones as well as evaluating the prioritization and programming of TDP projects. Organizations invited to participate on the Steering Committee included the following:

- LeeTran
- Lee County Department of Transportation
- Lee County Community Development
- Lee County Metropolitan Planning Organization (MPO)
- Florida Department of Transportation (FDOT)
- Regional Workforce Development Board (CareerSource Southwest Florida)
- Lee County Economic Development Office
- Lee County Housing Authority
- City of Cape Coral
- City of Fort Myers
- City of Fort Myers Beach
- City of Bonita Springs



In total, four steering meetings were held throughout the TDP Major Update process as outlined in the public involvement plan. The content and details of each meeting are summarized below:

- A. **Meeting #1 – August 29, 2024:** The initial Steering Committee meeting defined the TDP requirements and informed the committee of changes in the TDP process. The project schedule was shared along with the expectations for LeeTran and other steering committee participants. Early system wide findings were also presented, including an evaluation of existing service and a peer agency analysis. The public involvement plan was also discussed.
- B. **Meeting #2 – December 16, 2024:** Progress on ongoing system findings were presented along with focus group results. Route performance was discussed at a more detailed level, while there was also a major focus on land use and coordinating transit-supportive land uses with transit services.
- C. **Meeting #3 – February 17, 2025:** A discussion was facilitated regarding potential service alternatives and changes to the existing public transportation network. This led to the initial proposal of 15 service alternatives that included frequency improvements, new services, and route restructuring. The prioritization framework for the proposed service alternatives was also presented for feedback and discussion.
- D. **Meeting #4 – August 27, 2025:** Short, mid, and long-term service proposals were presented. The prioritization methodology used to establish relative programming for high-ranking projects was also presented for steering committee feedback. The draft 10-year implementation plan and estimated operating and capital costs were shared with the group.





Stakeholder Focus Groups

On October 17, 2024, in-person stakeholder focus groups were held at LeeTran Headquarters to facilitate the identification and consensus on transportation priorities for the 2026 – 2035 Transit Development Plan (TDP) Major Update. Representatives from local businesses, organizations,

and social service agencies who serve Lee County were invited to the stakeholder focus groups. The resulting attendance included a diverse mix of participants including community organizations, County staff, and non-profit agencies. Twenty-eight stakeholders in total attended the two focus group sessions and each was organized into two activities:

- **Presentation:** A presentation to provide an overview of the TDP process and existing LeeTran services. During the presentation polling questions were used to gauge stakeholder opinions prior to the Nominal Group Technique (NGT) exercise.
- **Interactive Exercise:** A facilitated NGT exercise to collect input and collectively rank transportation service priorities in Lee County.

Both the 10:00 am and 2:00 pm groups yielded consistent answers to the polling questions that were presented both before and after the NGT exercise. Key takeaways from the survey responses were as follows:

- Stakeholders were split on the primary purpose of Lee County’s public transportation service. Some stakeholders viewed LeeTran as a social service, while others viewed it as a way to manage traffic congestion.
- Given budget constraints, stakeholders agreed funding should be allocated mostly towards areas with high ridership demand versus a focus on coverage.
- Stakeholders viewed shorter wait times and more direct service as the two most important ways to increase ridership attractivity.





Given the brainstorming nature of the nominal group exercise, the two focus groups yielded slightly different priorities and solutions for LeeTran. The 10 a.m. focus group wanted to prioritize more on-demand services in areas of high social need, connect major activity centers, and use smaller vehicles to improve the service frequency of fixed-route services along high congestion corridors. The 2 p.m. group prioritized improved stop amenities, improving information, communications, and service marketing, and improving fixed route frequency in order to better connect to employment areas to reduce congestion.

The full results from both the survey and NGE exercise can be found in Appendix B.

One-on-One Stakeholder Interviews and Discussions

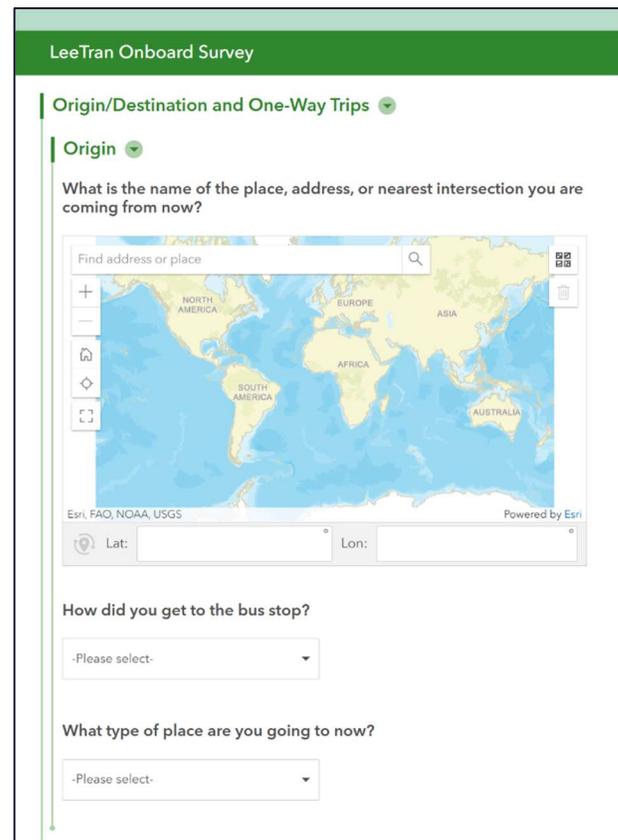
Several one-on-one discussions were also held with key stakeholders. These individual discussions provided insight into the opportunity for service changes, partnerships, and implementation of proposed projects. One-on-one discussions were held with representatives from the following organizations:

1. **City of Cape Coral.** Several discussions were held with Cape Coral staff regarding their ongoing Mobility Plan and Mobility Fee work.
2. **Lee County Administration.** Meetings with County leadership were held in order to ensure consistency with ongoing and future County wide initiatives and priorities.
3. **Charlotte County Transit.** The focus of this conversation was the possibility of inter-county connectivity.
4. **Florida Gulf Coast University (FGCU).** A specific conversation with FGCU staff was held to better understand current FGCU shuttle operations and the overlap of shuttle services with LeeTran Route 60 operations.
5. **Collier Area Transit.** The focus of this conversation was the possibility of inter-county connectivity and consistency with TDP inter-county priorities.



On-Board Survey

An on-board survey of LeeTran fixed-route bus passengers was performed in December 2024. An on-board survey is one of the most effective ways to reach regular bus riders. The method used for surveying bus riders was an in-person, tablet-based survey instrument administered to passengers aboard LeeTran bus routes. The on-board survey was distributed by a team of trained survey personnel who completed an orientation session, which was conducted prior to the survey dates. The orientation instructed staff on their duties and responsibilities regarding the survey and allowed survey staff to discuss possible issues or concerns they might have while conducting the survey. Spanish speaking surveyors were recruited to assist persons with limited English proficiency.



Survey questions addressed the following four major categories:

- A. **Origin/Destination and One-Way Trip Questions** – These questions ask respondents about where they start and end their particular trip. Additionally, questions about how they get to and from the bus stop and if they transferred from another route are included in this category.
- B. **Demographic Information** – Include questions about respondents’ race, age, household income, and other demographic information. This information allows LeeTran to better understand who is using their services.
- C. **Service Priorities** – Critical to the TDP process, respondents were asked about what improvements could be made to make LeeTran better for them.
- D. **Travel Behavior/Characteristics Questions** – Questions in this category include what fare type and media were used to board the bus, how often respondents use LeeTran, and how the rider accesses information about LeeTran services, among other questions.



A total of 761 responses were recorded for the on-board survey effort. Full on-board survey results are in Appendix D. Key take aways drawn from the information collected include the following.

- **Service Priorities.** The top three service priorities from the on-board survey include the following:
 - Bus stop improvements (i.e., shelters and benches)
 - More frequent service on existing routes
 - Extended service hours on existing routes
- **Fare Payment Type.** A large proportion of LeeTran bus riders use cash to board the bus. Forty-seven percent of respondents indicated using cash to pay their bus fare.
- **Customer Satisfaction.** Most LeeTran riders are satisfied with services offered by LeeTran. Sixty-three percent of respondents were either very satisfied or satisfied with LeeTran service.
- **Transit Dependent Population.** Results from the survey point to a transit dependent population.
 - Twenty-six percent of respondents indicated that they would not be able to complete their trip if LeeTran was not available.
 - Household income results indicate that almost 90 percent of respondents who responded to the household income question have a household income of less than \$36,000.
 - Fifty-seven percent of respondents indicated that they make use of LeeTran service a minimum of 3 days per week.
- **Transfers.** Many LeeTran bus riders use multiple bus routes to complete their trips. Thirty percent of respondents indicated using a transfer to complete their given bus trip.
- **Service Information.** Riders use a variety of outlets to get bus service information including mobile applications, Google, the LeeTran website, printed bus schedules and calls to LeeTran. Despite all the available options for obtaining LeeTran service information, only 48 percent of respondents found it easy to use bus schedule information.

LeeTran Staff TDP Alternatives Workshop(s)

Several workshop sessions with key LeeTran staff were held in Spring 2025 to discuss service alternatives, capital, and technology needs. The process was iterative as there was a focus on remaining cost neutral in the short term (i.e., the first three years of the TDP planning horizon). The list of service improvements would eventually be included in short, mid, and long-term TDP



implementation phases. The staff alternatives workshops also included discussions on various TDP elements, including technical analyses and coordination elements required to implement proposed projects and initiatives. Furthermore, LeeTran staff shared subject matter expertise in regard to equipment and staff resources and requirements for deploying proposed on demand service in specific areas of the County.

Public Workshops and Station Outreach

TDP alternatives were shared with the general public via three different activities: open house workshops, station outreach, and online using a web-based survey. An important aspect of this outreach effort was to understand the level of importance of each proposed TDP alternative. A survey instrument was shared at both the workshops and at all station outreach events that allowed respondents to indicate the level of importance of each proposed project by way of a Likert scale. That information was then used to prioritize service proposals.

Two separate Transit Development Plan Update Open Houses were held at the following times and locations:

A. LeeTran Headquarters

3401 Metro Parkway
Fort Myers, FL 33901
July 10, 2025
4:30 PM to 6:30 PM

B. Bonita Springs Library

10560 Reynolds Street
Bonita Springs, FL 34135
July 15, 2025
4:30 PM to 6:30 PM

At both open house events, separate stations were set up that informed the public regarding the TDP process, the current status of LeeTran service, proposed service changes, and an interactive board that allowed attendees to provide feedback on the proposed service changes. In this manner, attendees could view materials at their own pace and ask questions of available staff.





Station outreach activities were held at five of LeeTran’s major transit centers including:

- Rosa Parks Transit Center
- Edison Mall
- South Fort Myers Transfer Center
- Lehigh Acres Transit Center
- Cape Coral Transit Center

Station outreach was conducted at peak hours of the day with the specific focus to reach bus riders. Giveaways and other trinkets were offered to draw more interest into the TDP outreach activities. In addition, Spanish speaking staff were available at most events as that effort facilitated participation by many bus riders who would not have provided their feedback otherwise.

Advertising for both open houses and station outreach events was posted on LeeTran’s Facebook page and at LeeTran stops and stations. Flyers were also made available in Spanish and Creole on the LeeTran Facebook page and LeeTran stations. Workshop notifications, materials, and the survey instrument are included in Appendix E.

Project Prioritization Survey

As noted, a survey was used to gauge the level of importance for each proposed TDP project. The TDP project prioritization survey was disseminated at all public workshops, station outreach events, and via the web/internet. The web-based version of the survey was prepared using Survey Monkey. The survey asked respondents about the 11 initially proposed mid-to long-term LeeTran service modifications. Each question contained one of the proposals and asked residents to choose whether each improvement was very important, fairly important, somewhat unimportant, or not at all important. An additional space was provided for each respondent to provide any additional requests or thoughts on LeeTran service. The survey yielded 173 total written and on-line responses. Survey responses were scored based on a scale of one to four, with one meaning not at all important and four equating to very important. Responses were then averaged for each service improvement. While the average response was 3.3, (above fairly important) the standard deviation of was minimal (i.e., .14). This implies that

**PUBLIC NOTICE LEE COUNTY TRANSIT (LEETRAN)
TRANSIT DEVELOPMENT PLAN UPDATE INPUT OUTREACH**

The public is invited to provide input on the **LeeTran Transit Development Plan** update and propose modifications to existing public transportation services.



Wednesday
JULY 9

- **Rosa Parks Transportation Center**
AM and PM availability
- **Lehigh Acres Transfer Center**
(11:30 AM - 2:00 PM)
- **South Fort Myers Transfer Center**
(4:30 PM - 6:30 PM)

Thursday
JULY 10

- **Edison Mall Transfer**
(6:30 AM - 8:30 AM)
- **Lee Tran Headquarters Open House**
(4 PM-7 PM)

Tuesday
JULY 15

- **Bonita Springs Public Library Open House**
(4:00 PM - 7:00 PM)

LeeTran and consultant staff will be available at the listed locations to answer questions and collect input.

Additional information is available on the website at:
<https://www.leegov.com/leetrans>

LeeTran welcomes written comments by e-mail to rideleetrans@leegov.com or by postal mail to LeeTran, 3401 Metro Parkway, Fort Myers, FL 33901, attn: "Planning Dept." Lee County will not discriminate against individuals on the basis of race, color, national origin, sex, age, disability, religion, income or family status. To request language interpretation, document translation or an ADA qualified reasonable modifications at no charge to the requestor contact Ramona Morrow, (239) 533-6224, Florida Relay Service 711, at least five business days in advance.






the public viewed each proposed service improvement of relatively equal importance. Full results of the survey are available in section 5.3.

Promotional Activities

LeeTran’s Facebook account has grown to connect with over 3,900 residents and is used to provide Lee County residents with service updates and promotional materials. As a result, LeeTran used Facebook to announce engagement events and opportunities, inform the public on project status and collect feedback. Community engagement flyers were posted in both English and Spanish multiple times before events occurred to maximize awareness. Project prioritization survey links were also posted to LeeTran’s Facebook page, offering residents another avenue to provide feedback.

Plan Adoption

The TDP Major Update was presented to critical groups such as the Lee County BOCC and the MPO Board. These meetings helped inform and gather feedback concerning the major update, which led to the adoption of the major update by the Lee County Board of County Commissioners at their January 20, 2026, regular meeting.

- A. **MPO Board: December 12, 2025** – A presentation of the Draft TDP Plan elements was presented to the MPO Board. The MPO Board consists of representation for all incorporated and unincorporated areas of Lee County. Information on the TDP update, results, and findings, and an overview of the TDP 10-year financial and implementation plan were provided to the Board.
- B. **Lee County BOCC Plan Adoption Meeting: January 20, 2026** – The final adoption meeting for the TDP in preparation for submittal to FDOT.

3.2. MPO Planning Process Coordination

Per TDP Rule 14-73.001 Part 3c of the F.A.C, the process for TDP major updates shall include a detailed coordination program that defines collaboration between the transit agency and the MPO. That collaboration is to take place to further consistency between the TDP Major Update and the LRTP development processes, including the resulting program of projects. To meet this requirement, coordination with the Lee County MPO was integrated throughout the TDP Major Update Process. Specifically, coordination consisted of the following key elements:

- A. **Plans Consistency.** A relationship review of MPO documents and plans was performed as part of this TDP update (See Appendix A).



- B. **Steering Committee Participation.** MPO staff were invited and actively participated in all TDP Steering Committee meetings.
- C. **MPO Data and Long-Range Forecasts.** Population, employment, and housing density information used to establish the TDP operating context were developed using MPO travel demand model traffic analysis zones (TAZ) and the corresponding MPO long range forecasts.
- D. **MPO Committee and Board Presentations.** As indicated, presentations of the TDP were made to the MPO subcommittees (i.e., the Technical Advisory Committee and the Citizens Advisory Committee) and the MPO Board prior to final adoption by the Lee County BOCC.
- E. **Transit Corridor Evaluation and Prioritization.** The MPO's Transit Corridor Evaluation and Prioritization was used to select and prioritize transit corridors for inclusion in the TDP program of projects. This evaluation is a key coordination element as both the MPO and LeeTran applied the resulting analysis to inform decisions on priority transit corridors.
- F. **Coordinated LRTP and TDP Development Timelines.** Major Updates of the TDP are now consistent with LRTP Updates and this allowed for consistency in long term corridor planning. The LRTP due date is December 2025 and much of the TDP Major Update was completed in line with that development.

In addition to coordinating TDP efforts, LeeTran continues to have a seat on the Lee County MPO Technical Advisory Committee. The TAC meets monthly to coordinate both locally and regionally on priority projects and proposed long range transportation efforts. The result is an ongoing dialogue between LeeTran, the Lee County MPO, and individual local jurisdictions. Other joint activities between LeeTran and the MPO include LeeTran participation on the Lee County Transportation Disadvantaged Local Coordinating Board and representation on the Traffic Management and Operations Committee.



4. Land Use & Corridor Development

4.1. Land Use & Urban Design Assessment

Introduction

The TDP Rule -14-73.001 of the Florida Administrative Code (F.A.C.), requires the assessment of land use and urban design patterns in the transit service area to understand land uses that support or hinder the provision of existing and future transit services. The rule requirement also includes documentation of transit agency and local land use authority initiatives undertaken to foster a more multi-modal operating environment. The specific rule language on the Land Use and Corridor Development Assessment requirement is referenced below.

An assessment of the extent to which the land use and urban design patterns in the provider's service area support or hinder the efficient provision of existing and future transit services, including any efforts being undertaken by the provider or local land use authorities to foster a more multi-modal operating environment. This assessment will also address priority transit corridors developed in the TDP as well as in the LRTP for consistency and coordination.

The intention of the rule is to help create more effective, efficient, and multimodal transportation systems that serve current and future needs by integrating land use planning and corridor development with transit planning. Accordingly, an assessment of existing land use policies, transit supportive policies, and existing multimodal connectivity was completed for the LeeTran service area and includes an assessment of Lee County policies, as well as the incorporated jurisdictions in Lee County.



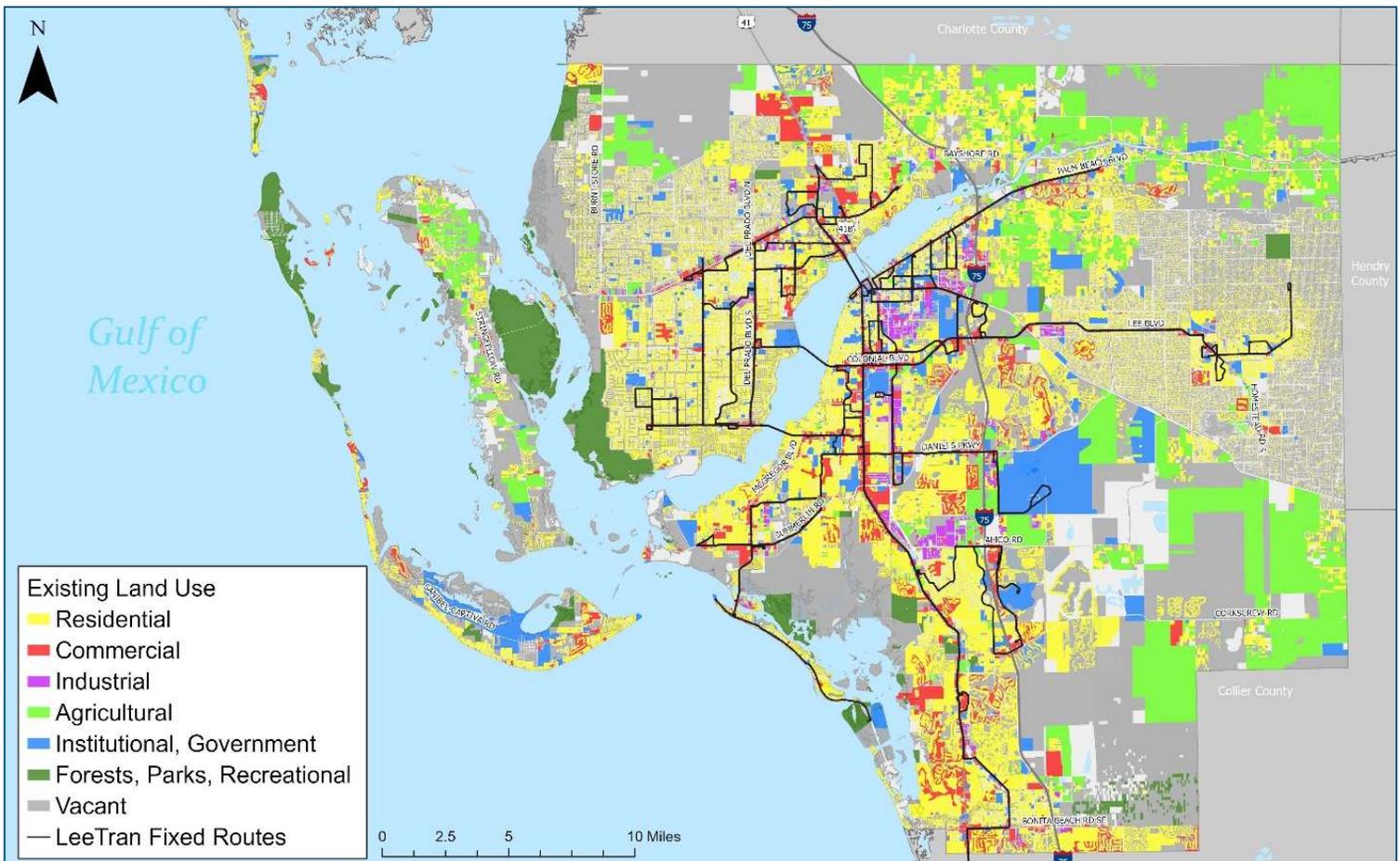
Land Use

Land use and transportation are intrinsically connected. Transit planning should consider existing and future land uses and densities when determining service needs.

Existing Land Use

Lee County’s existing land use is depicted in **Figure 20**. The existing land use in Lee County is largely residential with commercial and industrial uses located along major roadway corridors. Agricultural lands are mostly present in the northern and eastern fringes of the County. Conservation lands and recreational uses are located throughout the County but are largely concentrated along the coastline and on island in the Gulf of Mexico.

Figure 20: Lee County Existing Land Use



Source: Lee County Maps and Apps (2024)



Future Land Use

Future Land Use (FLU) designations indicate where growth and increased residential and commercial density are targeted in the County. Municipal and County visions of increasing density in residential, mixed-use, and commercial areas can play a crucial role in supporting transit infrastructure and service. The FLU for the unincorporated and incorporated areas of Lee County was reviewed to understand the location and opportunity for transit-supportive land uses.

Unincorporated Lee County

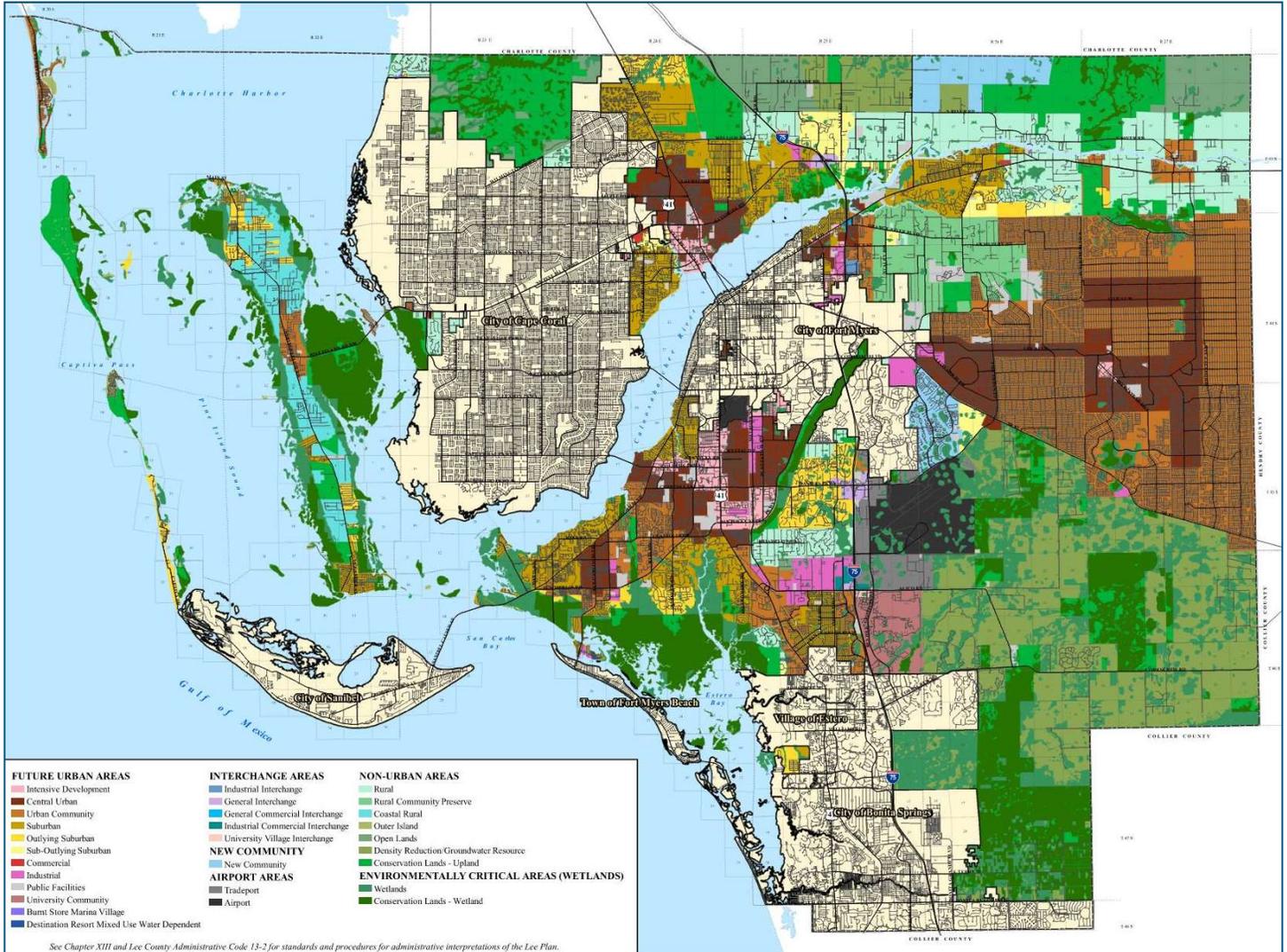
Figure 21 depicts FLU for Unincorporated Lee County. FLU in Unincorporated Lee County is categorized into six (6) area types – Future Urban Areas, Interchange Areas, New Community, Airport Areas, Non-Urban Areas, and Environmentally Critical Areas (Wetlands). The general characteristics of these area types may better align with different transit service types, such as fixed-route or on-demand service based on the proposed land use density and intensity in these areas. Future Urban Areas are located east of the City of Fort Myers in the Lehigh Acres area and northeast of the City of Cape Coral. Non-Urban Areas are generally rural and open land areas, which are in the northern area of the County, in the southeast corner, and on barrier and spoil islands adjacent the Gulf of Mexico.

Mixed Use Overlay

In addition to the information available through the FLU, Lee County has also created Mixed-Use Overlay standards and has designated specific areas of the County where these standards apply. Mixed-Use Overlays are shown in **Figure 22**. Specifically, the Mixed-Use Overlay delineate areas where mixed use development will have a positive impact on transportation facilities through increased transit service, internal trip capture, and reduced travel distance. Mixed-Use Overlay standards can be found under Objective 11.2 of the Lee County Comprehensive Plan.



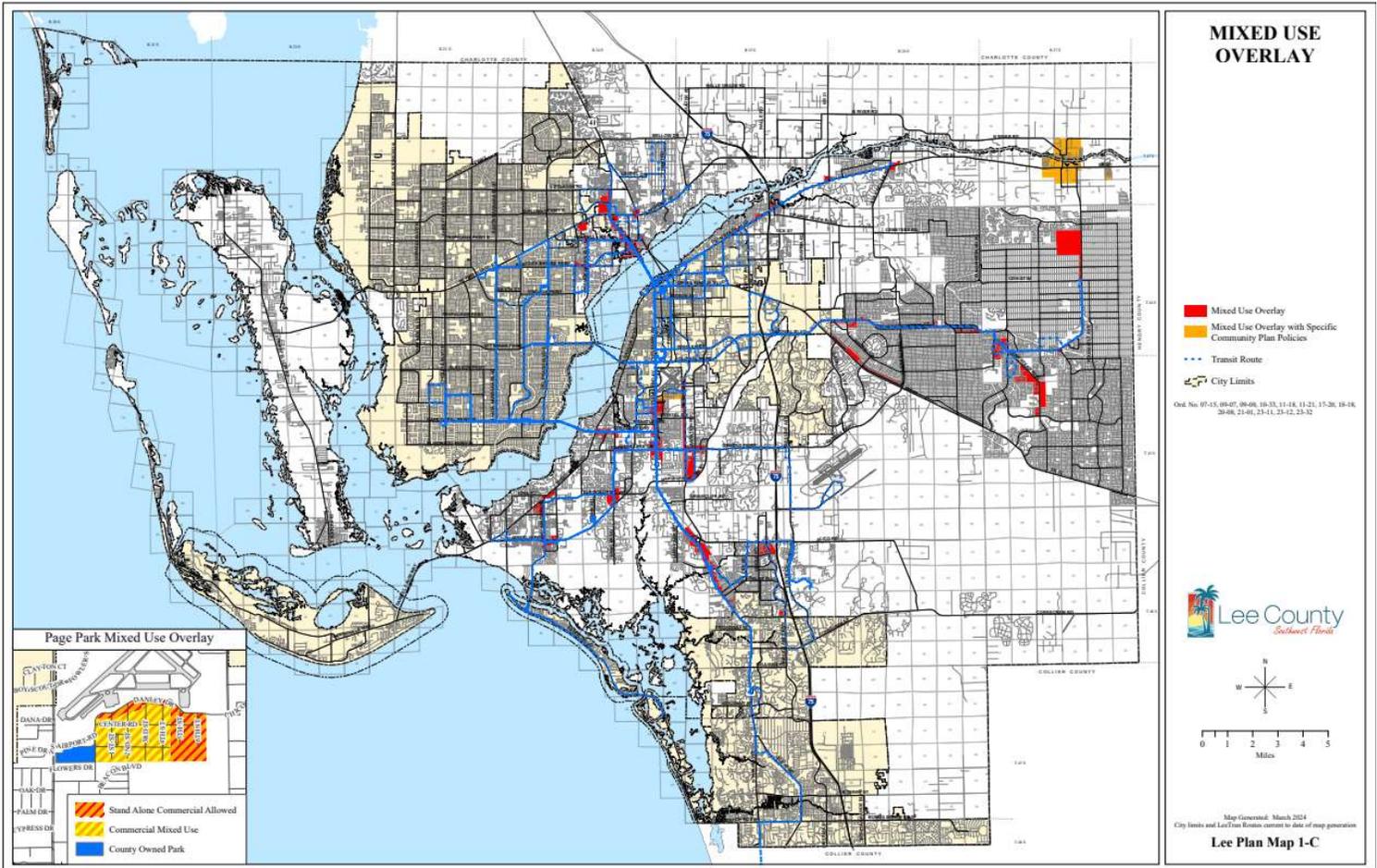
Figure 21: Unincorporated Lee County Future Land Use



Source: Lee County (2020)



Figure 22: Lee County Mixed Use Overlay

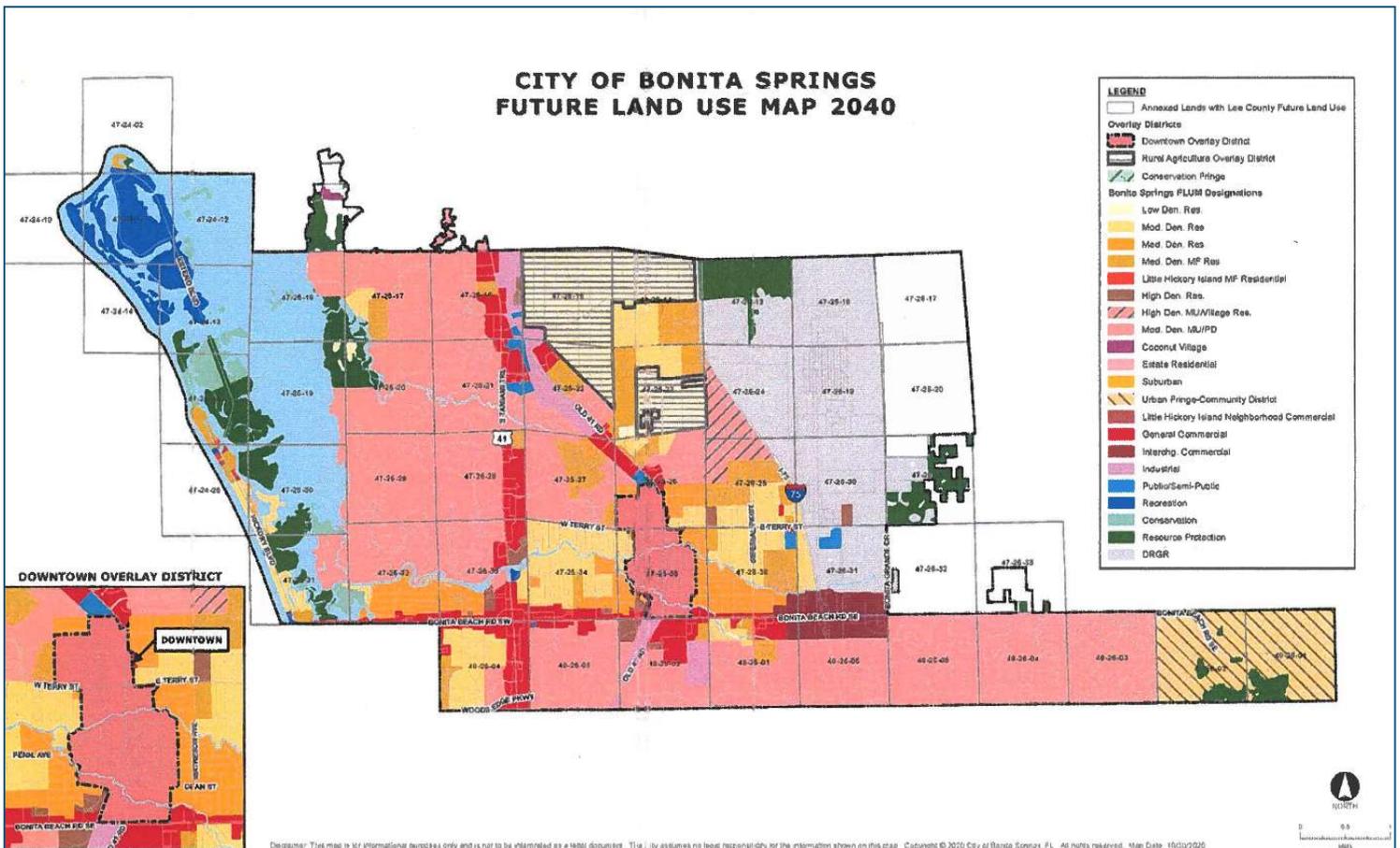




City of Bonita Springs

The FLU in the City of Bonita Springs is depicted in **Figure 23**. The City of Bonita Springs is largely comprised of medium density residential future land uses with general commercial land uses along major corridors, such as US 41 and Bonita Beach Road. Additionally, there are minimal areas of high density residential in the City with the exception of some areas adjacent to and near the I-75 corridor.

Figure 23: City of Bonita Springs Future Land Use



Source: City of Bonita Springs (2020)



City of Cape Coral

The City of Cape Coral is the largest municipality in Lee County by size and population. As depicted in **Figure 24**, nearly two-thirds of the City's FLU is single family residential. Commercial FLUs are present throughout the City along major roadway corridors. Mixed-use FLUs are also present in the City. The Downtown area has a mixed-use FLU. The Cape Coral Transfer Center is located in Downtown and the mixed-used FLU demonstrates the area's ability to support transit service.

City of Fort Myers

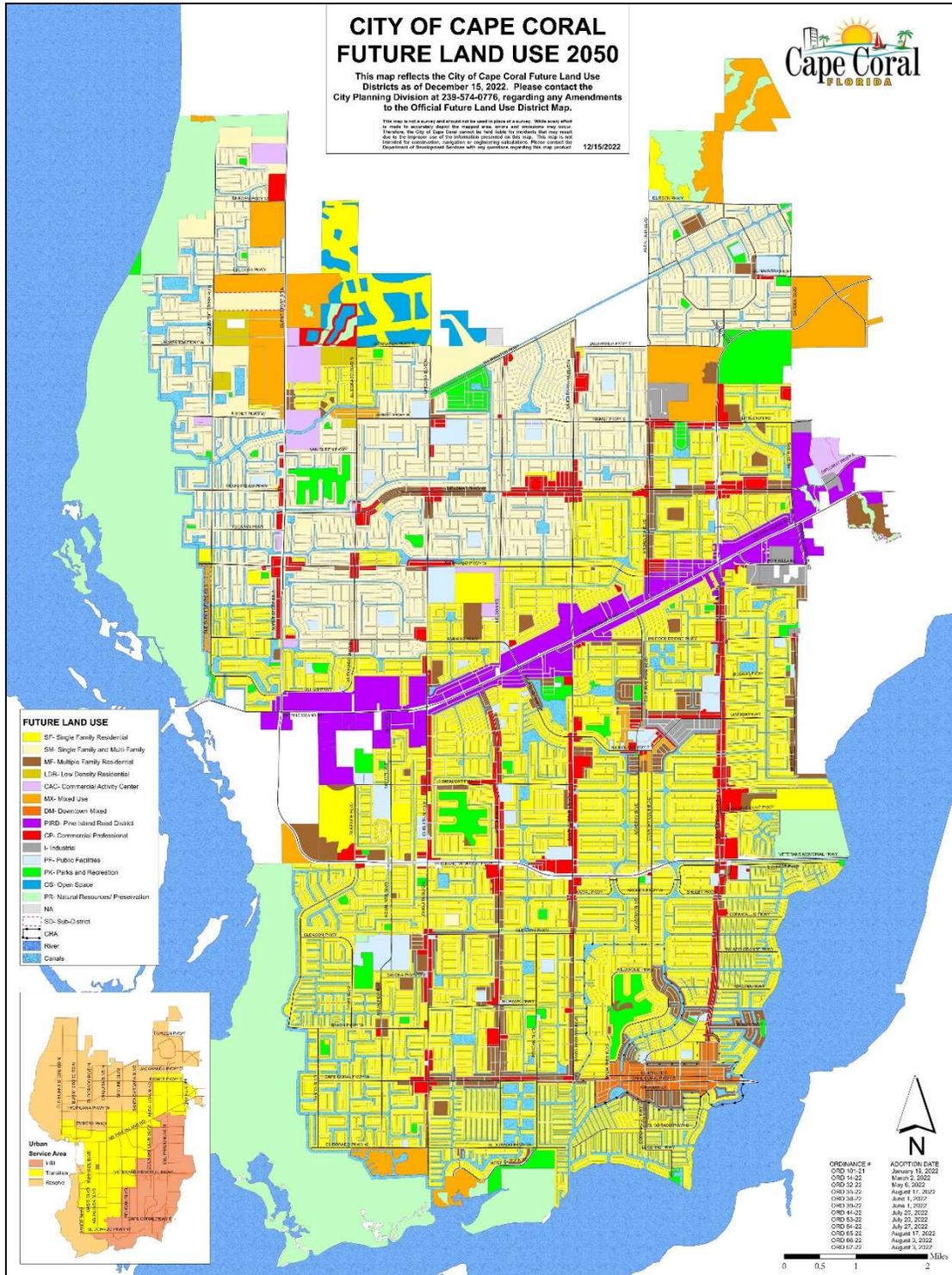
The FLU in the City of Fort Myers includes a mix of residential, commercial, industrial, mixed-use, and recreational and conservation land (**Figure 25**). Mixed uses are generally located in the downtown area and along the Caloosahatchee River, while residential uses are dispersed throughout the City. Commercial and industrial uses are mainly concentrated along major roadway corridors in the City.

City of Sanibel

The City of Sanibel FLU was adopted in 2007 as part of the update to the City's Comprehensive Plan (the Sanibel Plan). The FLU categories in the City of Sanibel include Ecological, Commercial, Resort Housing, Wetlands Conservation, and Environmentally Sensitive Lands categories. Commercial uses are generally located along Periwinkle Way in the eastern portion of the island.



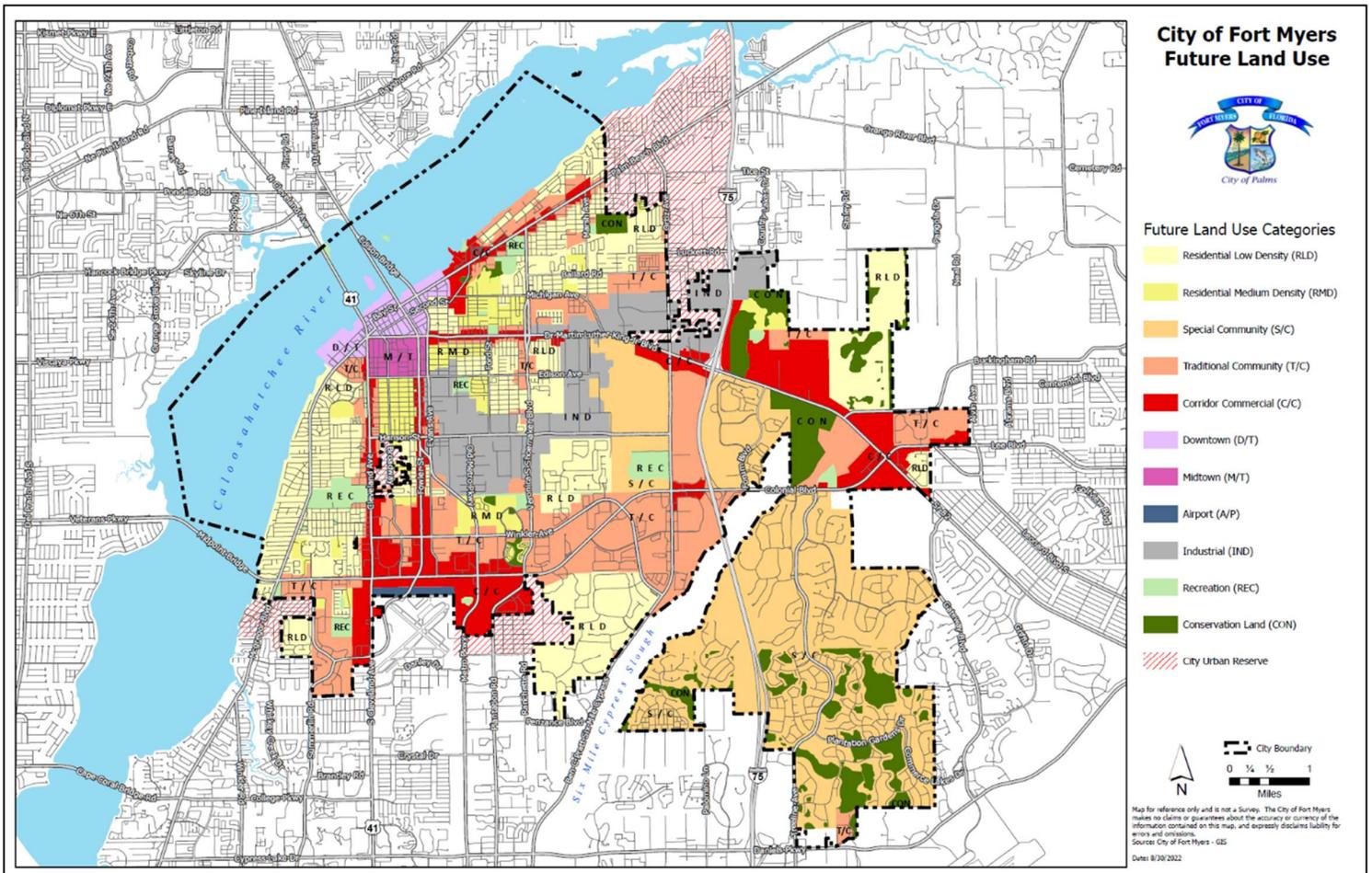
Figure 24: City of Cape Coral Future Land Use



Source: City of Cape Coral (2022)



Figure 25: City of Fort Myers Future Land Use



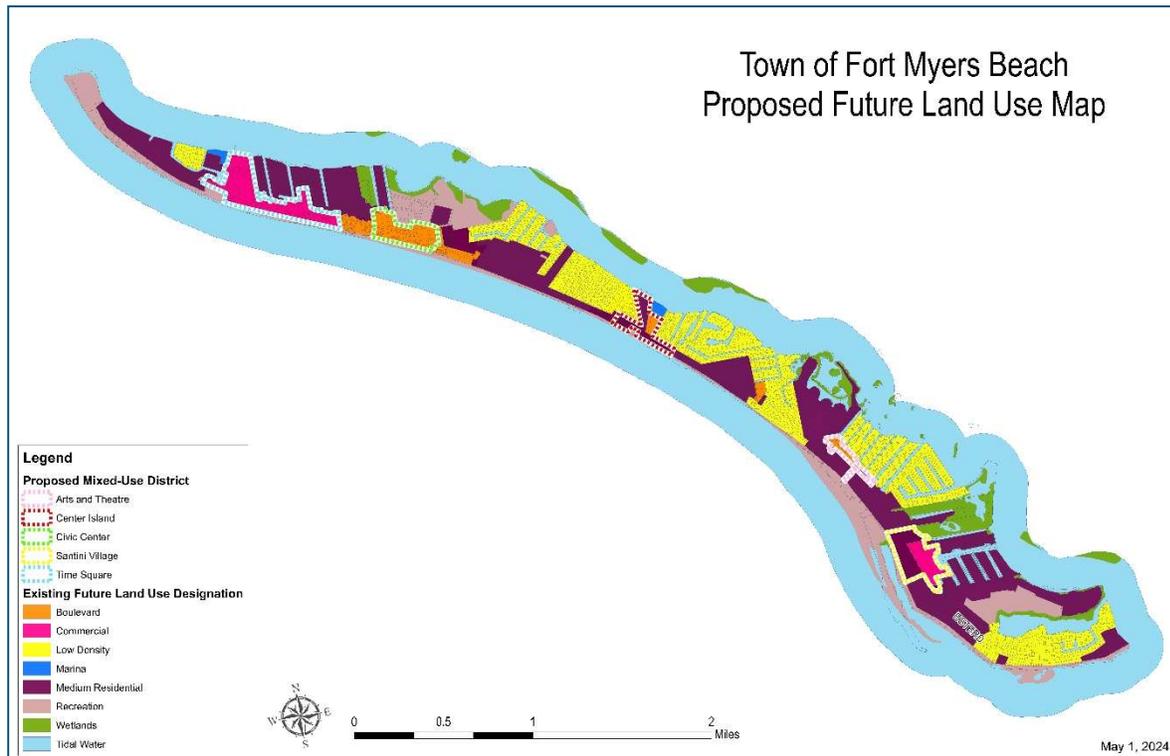
Source: City of Fort Myers (2022)



Town of Fort Myers Beach

The Town of Fort Myers Beach is generally comprised of low density and medium density residential FLU (**Figure 26**). Mixed-use FLU is present in targeted districts throughout the Town. These mixed-use districts highlight potential for increased transit service demand and need. Recreational and wetlands FLUs are scattered throughout coastal areas and preservation areas, both places of interest to residents and visitors.

Figure 26: Town of Fort Myers Beach Future Land Use



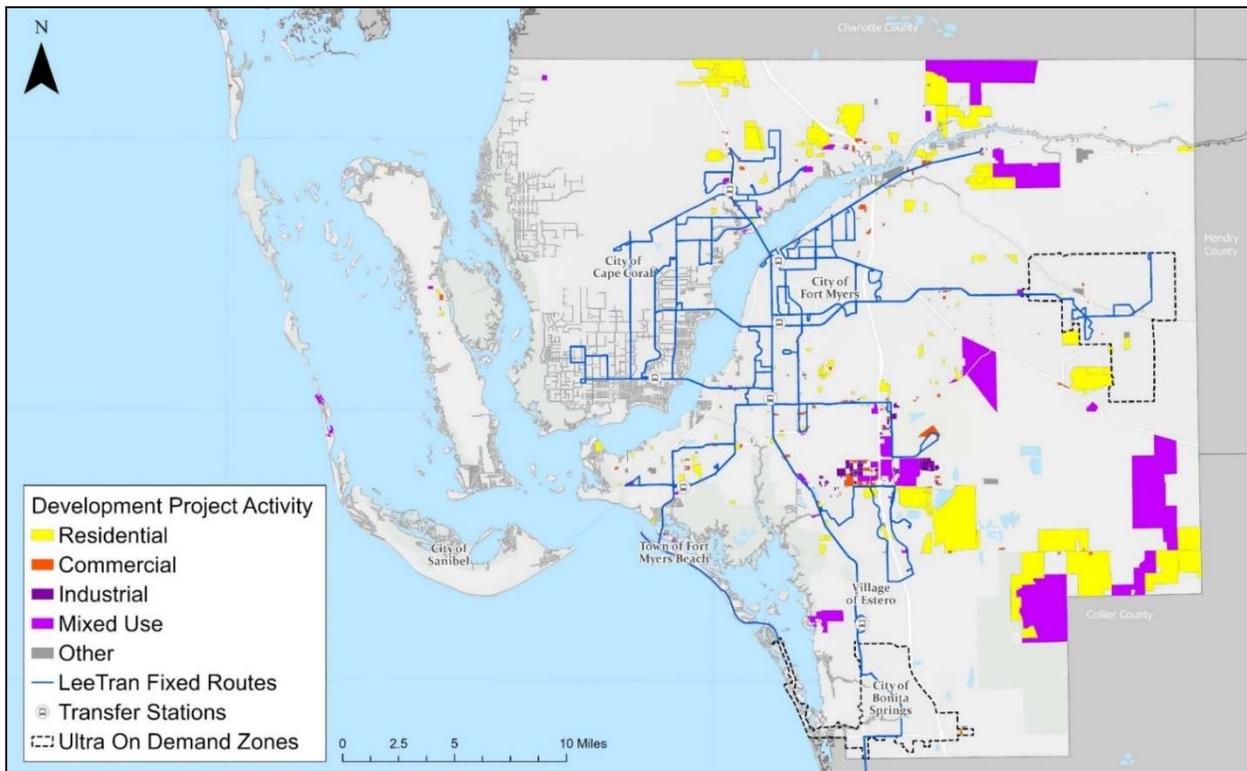
Source: Town of Fort Myers Beach (2024)



Major Developments

The Lee County Economic Development Office compiles data for new development projects and investment activity in Lee County. **Figure 28** shows the distribution of these projects by land use type and location. Suburban, unincorporated areas in the County will see many major residential and mixed-use projects in the near future. Commercial projects are more scattered throughout the County on major roads and industrial developments are generally concentrated near Southwest Florida International Airport. While there are significant developments planned in unincorporated areas in east Lee County, it is important to note the numerous smaller developments are occurring as infill development in the more urban areas and incorporated areas of the County.

Figure 28: Development Project Activity in Lee County



Source: Lee County (2024)



Land Use Key Findings and Considerations

A number of key findings and conclusions can be drawn from the review of land use plans.

These findings include the following:

- **Lee County’s 2024 Comprehensive Plan.** The Lee County Comprehensive Plan includes transportation and Future Land Use (FLU) goals, objectives, and policies that support the provision of existing and future transit services. Specific goals, objectives, and policies that support existing and future transit service from a land use perspective are provided Appendix A – Relationship Review to Other Plans.
- **Mixed-Use Overlays.**
 - The County has identified a number of Mixed-Use Overlay areas. Mixed-Use Overlays are intended to encourage diversified land development, a variety of housing types, and connectivity. Many Mixed-Use overlays are located along major corridors including US 41, SR 82, Lee Boulevard, and Metro Parkway. Some are currently served by LeeTran fixed-route service while others are not, including two which are located within or near Lehigh Acres.
 - Several municipalities also identify mixed-use districts including Cape Coral near their Downtown, Fort Myers Beach, and the City of Fort Myers, near their Downtown district. Similar to the County Mixed-Use Overlays, most of these mixed-use areas are currently served by LeeTran fixed-route operations.
- **Major Development Projects.** Many large developments that are in the works are located in the eastern part of the County and far from existing public services. The location of these developments will place a strain on the transportation network and LeeTran as there will continue to be pressure to provide efficient and attractive public transportation services throughout the County despite limited resources.
- **Residential Densities.** The Transit Cooperative Research Program’s (TCRP) *Transit Capacity and Quality of Service Manual* identifies matches minimum household density thresholds to varying levels of service (i.e., level of service frequency), with the minimum household density guideline being four dwelling units per acre for a level of fixed-route service of every 60 minutes. Many of the FLU designations within each municipal and County codes include density maximums that are in line with the minimum level of density where fixed route service could be considered. Select FLUs include the following and each FLU can be viewed in terms of its location in the map series presented in this section. As noted, many of the higher density FLUs are located near key commercial areas or along major corridors.



- **Lee County:** Intensive Development, Central Urban, Urban Community, and Suburban.
- **Cape Coral:** Single-Family Residential, Multi-Family Residential, Commercial/Professional, Mixed-Use, Downtown Mixed, Pine Island Road District, and Commercial Activity Center
- **Fort Myers:** Residential Low Density, Residential Medium Density, Traditional Community, Corridor Commercial, Downtown, and Midtown.

4.2. Corridor Development Assessment

The goal of the corridor development assessment is to identify and prioritize a network of transit-supportive corridors in the County. This assessment will inform development of projects to be included in the TDP 10-Year Operating and Capital Program. Importantly, this step in the LeeTran TDP Major Update process was performed by the Lee County MPO as part of LRTP development. In this manner, consistency is maintained between MPO LRTP and LeeTran TDP planning efforts and outcomes.

The MPO Transit Corridor Evaluation and Prioritization report is included in Appendix F and was prepared consistent with TDP requirements in FAC Rule 14-73.001. The specific methodology applied a GIS and spreadsheet-based approach to quantify, score, and rank corridors using four major categories of criteria. Criteria included the following:

- Service Area Characteristics
 - Transit Dependent Markets
 - Discretionary Markets
 - Community Input
- Urban Design Patterns
 - Floor Area Ratio
 - Transit Supportive Land Use
 - Existing/Future Transit Level of Service
 - Existing Ridership Demand
- Multimodal Environment
 - Sidewalk Density
 - Bicycle Trail Density
 - Safety



EVOLVE

Rethink. Revitalize. Reinvent.

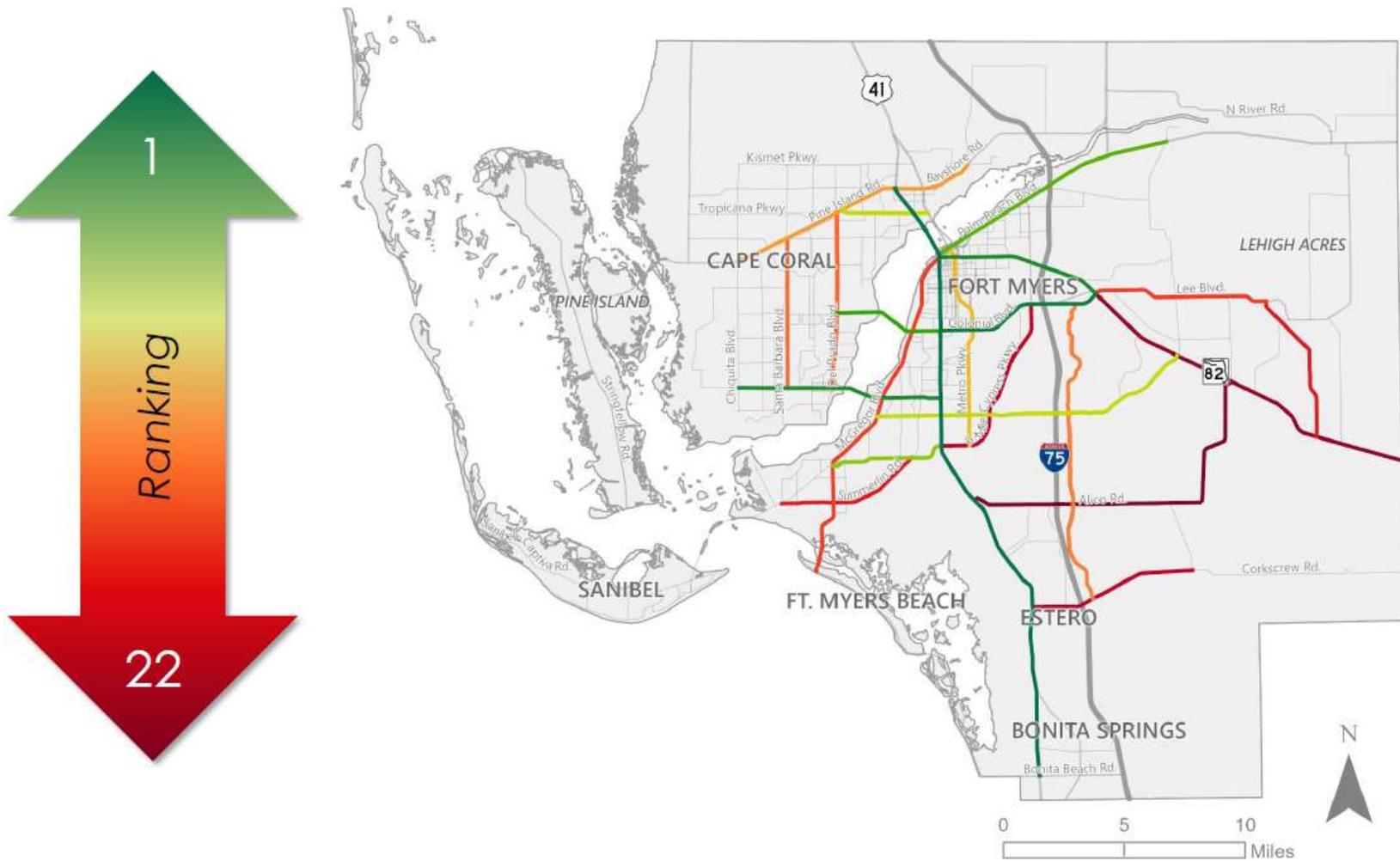


The resulting analysis reflected a composite score for each corridor analyzed and the rankings are shown in **Table 33** and illustrated in **Figure 29**. As shown, LeeTran operates fixed-route service on many of the highest-ranking corridors. These corridors could benefit from an enhanced level of service. Additionally, several corridors scoring above the overall average for the group, 3.7, have segments which do not currently have fixed route service. Examples include Daniels Pkwy east of RSW and Pine Island Road west of Nicholas Pkwy.

Table 33: Priority Transit Corridors

Rank	Corridor Name	Transit Dependent Markets	Discretionary Market	Community Direction	Floor Area Ratio	Transit Supportive Land Use	Existing/Future Transit LOS	Existing Ridership Demand	Sidewalk Density	Bicycle Trail Density	Safety	Weighted Score
1	US 41	5	7	7	5	3	7	7	3	5	7	5.7
2	Colonial Blvd	3	3	7	3	5	5	5	5	7	7	5.3
3	College Pkwy	7	7	7	7	3	7	5	7	1	3	5.1
4	MLK Blvd	7	3	5	3	3	5	5	7	3	7	5
5	Veterans Pkwy	3	3	5	5	7	7	3	7	1	5	4.7
6	Palm Beach Blvd	7	3	7	5	3	7	5	3	1	5	4.7
7	Gladiolus Dr	5	3	7	5	5	3	3	5	7	3	4.5
8	Cypress Lake/ Daniels Pkwy	3	3	5	3	7	3	3	5	3	7	4.3
8	Pondella Rd	7	3	3	5	3	3	3	3	7	5	4.1
10	Metro Pkwy	5	7	5	7	5	3	3	3	3	3	4.1
11	Pine Island	5	5	3	5	3	3	3	3	7	3	4
12	Treeline Rd	7	3	5	3	7	3	3	1	5	3	3.8
13	Del Prado Blvd	1	3	3	7	3	5	3	3	5	1	3.5
13	Santa Barbara Blvd	1	3	5	7	3	5	3	3	5	1	3.5
15	Lee Blvd	1	5	1	3	1	3	3	3	3	7	3.3
15	McGregor Blvd	3	3	3	5	3	3	1	5	1	3	3
17	Summerlin Rd	3	3	3	3	3	5	3	3	1	3	2.9
17	Homestead Rd	5	1	3	3	3	3	1	3	3	3	2.5
19	Corkscrew Rd	3	3	1	1	3	1	1	3	5	3	2.4
19	Six Mile Cypress Pkwy	1	5	1	3	3	1	1	1	5	3	2.2
21	SR 82	3	1	1	1	3	1	1	3	3	3	1.9
22	Alico Rd	1	3	1	1	3	1	1	1	3	3	1.7

Figure 29: Priority Transit Corridors



5. Ten-Year Operating & Capital Program

In compliance with FDOT TDP Rule FAC 14-73.001, Part (3)(f), a 10-year operating and capital program that covers the 10-year planning horizon of this TDP Major Update has been prepared. The 10-year program of projects is the result of evidence gathered in each of the previous sections of the TDP. The financial plan includes operating, and capital costs and defines what TDP projects are funded and unfunded.

5.1. Needs and Alternatives

LeeTran’s transit needs and alternatives were developed to represent the program of future transit needs during the upcoming 10-year period. The alternatives presented were developed to improve LeeTran’s service offerings without considering potential funding constraints. The alternatives were developed based on a comprehensive needs assessment utilizing data gathered and presented in the prior sections of this TDP.

Transit Needs Development

Transit alternatives for the 2026-2035 TDP Major Update are derived from data gathered from public/stakeholder outreach, evaluation of the LeeTran’s existing services, land use and population analyses, and alignment with MPO and local planning efforts. Below are the four core areas that needs were identified from, ultimately informing what alternatives are included in the TDP:

- **Public/Stakeholder Outreach:** As covered in section three, the public engagement activities guided the TDP process. Stakeholders were able to provide input through progress meetings and focus group events while Lee County residents were able to provide feedback on current LeeTran services and the prioritization of alternatives later in the process.
- **Spatial Analysis:** Spatial analysis of socioeconomic conditions in the study area, including projected population density and employment density shifts, were analyzed to ensure the TDP includes service alternatives that encapsulate changes in population during and beyond the TDP planning horizon.
- **Current System Performance and Peer Analysis:** By analyzing system performance, LeeTran can better understand the effectiveness of its current operation and where to shift resources to increase ridership. Context on the system’s performance was also provided through the analysis of other similar peer agencies.



- **Alignment with MPO and other Local Planning Efforts:** To ensure consistency with past planning efforts and findings, including with the Lee County MPO, existing plans were reviewed. In doing this, the needs of the community were better understood, and new services were developed to address needs that align with community goals and initiatives.

Service Alternatives

Service alternatives include improvements to route frequencies, route realignments, and fixed-route combinations. Additionally, several new services that will enhance public transportation options to new areas are proposed. Lastly, alternatives are organized into short-term, mid-term, and long-term improvements, with short-term improvements reflecting cost-neutral service modifications designed to improve efficiency of the fixed-route network.

Short-Term Service Improvements

Short-term service improvements are planned to occur during the first three fiscal years of the TDP planning horizon (FY 2026-2028) and are composed of service changes to existing LeeTran fixed routes. These service changes aim to be cost neutral by reallocating resources from lower ridership routes to pay for service improvements on routes with higher ridership demand. The following improvements were identified for LeeTran in the short-term.

- **Route 20:** Remove duplicative service with Route 5 to the Lee County Jail facility. Headways would improve from roughly 40 minutes to 30 minutes.
- **Route 40:** Realign to operate in a clockwise loop along Santa Barbara Blvd and Country Club Drive and connecting to Pine Island Road and the Cape Coral Transfer Center. Daily vehicle requirement will be reduced to one. Existing peak service frequency would increase from 53 to 65 minutes.
- **Route 50:** End route at Fort Myers Beach Park and Ride. Peak service frequency would improve from 90 minutes to 60 minutes.
- **Route 70:** Realign to create more direct service between the Cape Coral Transfer Center and Merchant's Crossing. A new connection to the VA Healthcare Center is created and service across the river and into Downtown Fort Myers is discontinued. Peak service frequency would improve from 60 minutes to 50 minutes.
- **Route 80:** Modify service alignment to expand coverage into the Pine Manor neighborhood. Peak service frequency would improve from 98 minutes to 90 minutes.
- **Route 120:** Extend service north to the Cape Coral Hospital. The realignment would remove service coverage south of the Veterans Pkwy along Country Club Blvd. The



realigned Route 40 would serve Country Club Blvd south of Veterans Pkwy. This Route 120 change will improve the peak service frequency from 80 to 70 minutes.

- **Route 130:** Improve connectivity and productivity by adding service to the South Fort Myers Transfer Station and adding one vehicle to the daily operation. Peak service frequency would improve from 60 to 45 minutes. Three vehicles would now be required for the route, an increase from two previously.
- **Route 490:** Extend service from the Fort Myers Beach Park and Ride to the Sanibel Outlets. Peak service frequency would increase only slightly from 35 to 40 minutes with the addition of one vehicle in daily operation.
- **Route 595:** Realign to pick up service areas removed with the Route 70 realignment. Peak service frequency would increase from 60 to 80 minutes.

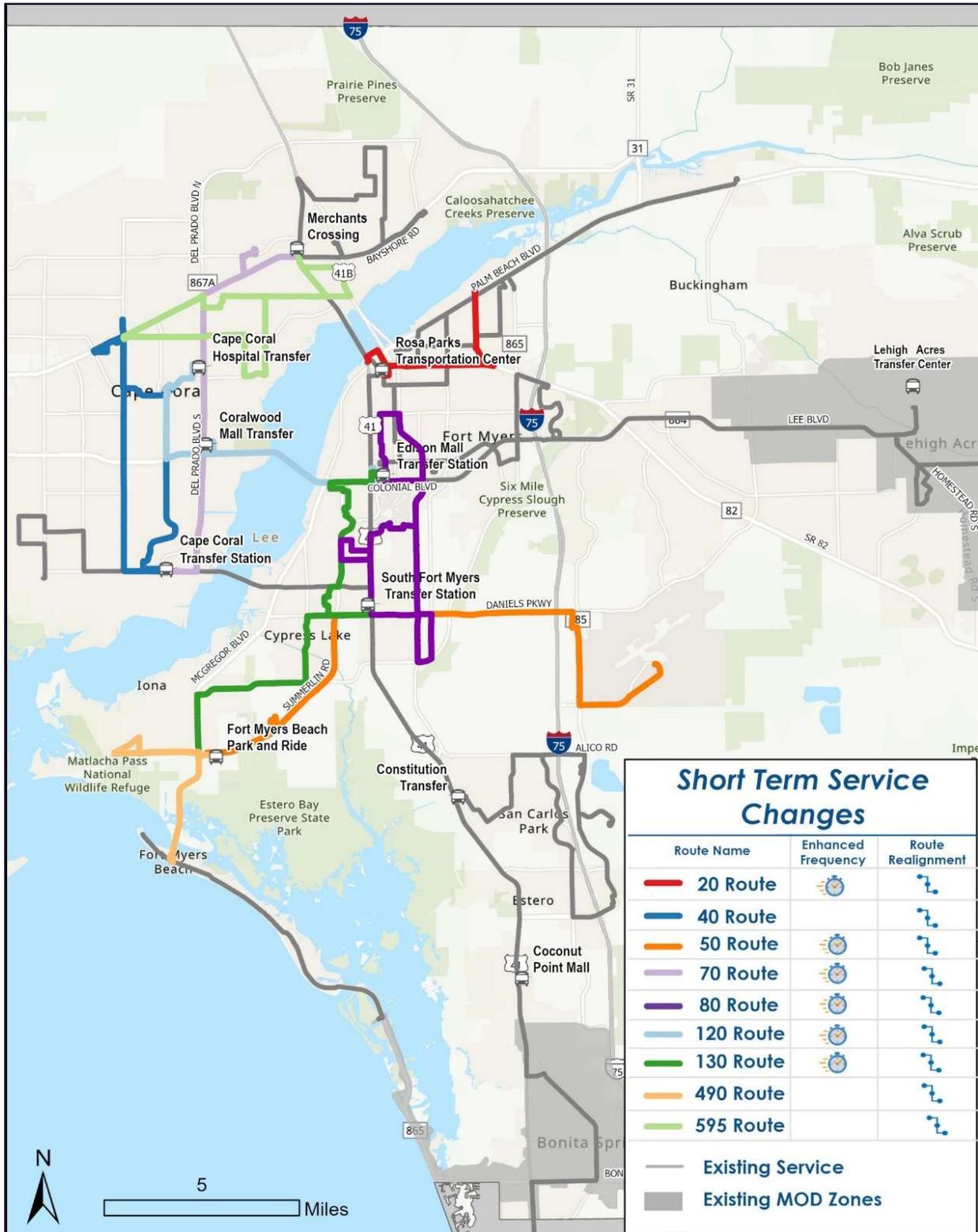
Short-term route realignments are further summarized in terms of their change in **Table 34** and visualized in **Figure 30** below.

Table 34: LeeTran Short Term Service Alternatives

Service Area	Route	Description of Change	New Peak Service Frequency	New Vehicle Requirement	Existing Peak Service Frequency	Existing Vehicle Requirement
Cape Coral + North Fort Myers	40	Realign to Country Club Blvd.	65	1	53	2
	70	Realign To Pine Island Road & VA Healthcare.	50	2	60	2
	120	Extend North to Cape Coral Hospital. Remove from south Country Club Blvd service.	70	1	80	1
	595	Realign to pick up segments removed with the 70 change.	80	1	60	1
South Fort Myers	50	Truncate at Fort Myers Beach Park and Ride.	60	2	89	2
	80	Realign to Pine Manor neighborhood.	90	1	98	1
	130	Realign to South Fort Myers Transfer Center.	45	3	60	2
	490	Extend to Sanibel Outlets	40	2	35	1
Fort Myers	20	Discontinue Service to Lee County Jail	30	2	40	2



Figure 30: LeeTran Short Term Service Alternatives





Mid to Long-Term Service Improvements

A group of unfunded service improvements is identified for the period from FY 2029 to FY 2035. This timeframe includes the mid-term and long-term phases of the TDP 10-year planning horizon. These improvements are not cost neutral like the short-term improvements and require additional capital and operating expenses to make implementation possible. As a result, some of these service requirements are “unfunded,” making it important to prioritize. The service improvements include enhanced frequency on three fixed route lines, two new fixed route services and three proposed MOD zones. Inter-county service by Collier Area Transit is also included which would connect Lee County residents to adjacent Collier County. Mid- and long-term service improvements are shown in **Figure 31**.

Enhanced Service Frequency

- **Route 100:** Improve service frequency between downtown and I-75 to every 30 minutes. Frequency is currently between 35 and 40 minutes. New daily vehicle requirement increases from two to three.
- **Route 70:** Improve service frequency to every 30 minutes. The new vehicle requirement increases from two to three.
- **Route 240/600:** Improve service frequency to every 30 minutes. The new vehicle requirement increases from three to five.

New Fixed Route Service

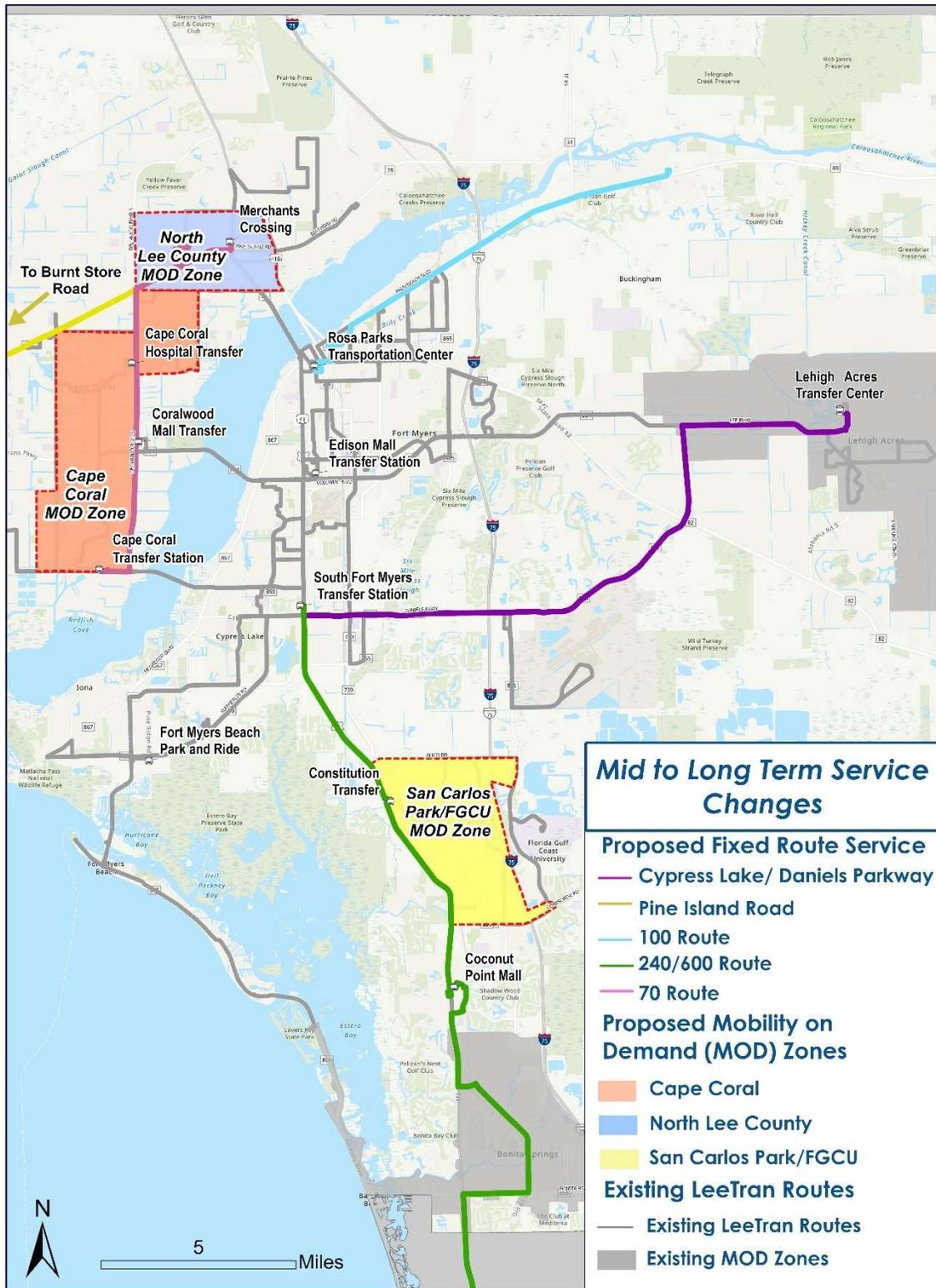
- **Cypress Lake/Daniels Parkway:** New service between the South Fort Myers Transfer Center to the Lehigh Acres Transfer Center via Daniels Pkwy, Gunnery Rd, and Lee Blvd. The new route would require two vehicles and have a 60-minute peak service frequency.
- **Pine Island Road:** New service along Pine Island Road from Merchants Crossing to Burnt Store Road. The new route requires one additional vehicle and would have a 65-minute peak service frequency.

New On-Demand Service:

- **Cape Coral MOD:** The MOD would replace the Route 40 and offer over 16 square miles of coverage area to include the Cape Coral Hospital and many residential areas. Two additional vehicles will be required for this MOD.
- **North Lee County MOD:** The MOD lies adjacent to the Cape Coral MOD Zone and requires one additional vehicle. The MOD service would replace Route 595 and offers seven miles of coverage area that includes a major services corridor and the VA Clinic.
- **San Carlos Park/FGCU MOD:** The MOD service would replace Route 60 and offer 11 square miles of coverage area including the San Carlos neighborhood with a connection to Florida Gulf Coast University Campus. Two additional vehicles will be required for this MOD service.



Figure 31: LeeTran Proposed Mid to Long-Term Service Alternatives





Capital, Technology, and Planning

LeeTran has devoted a significant portion of resources towards capital improvements, particularly related to its facilities. Several new transit centers were also recently completed and are open for operation including the Lehigh Acres Transfer Center and South Fort Myers Transit Center. Additionally, improvements were made to the Rosa Parks Transportation Center. Key capital activities over the 10-year TDP planning horizon include the following:

- **Fleet Replacement:** LeeTran’s required fleet replacement makes up a majority of its capital budget and timely replacement of fleet equipment is critical for maintaining reliable service. A full fleet replacement plan is shown in the Financial Plan sub section of this TDP.
- **Fleet Expansion:** New services identified in the mid and long term TDP planning horizon will require an increase in both heavy duty and paratransit vehicles.
- **ADA Bus Stop Upgrades:** LeeTran is continuing its efforts to improve bus stop facilities and ADA compliance based off its findings from the Bus Stop Accessibility Study and Transition Plan. LeeTran allocates \$650,000 per year for associated capital improvements.
- **Super Stops:** Super stops are identified for key activity points where two or more LeeTran bus routes meet and consist of shelter infrastructure along with a bus pull out bay with capacity for two buses (See Appendix G). Two super stops are programmed in the TDP planning horizon.
- **Transit Signal Priority:** Transit Signal Priority (TSP) has been a priority for the US 41 corridor for several years and is expected to be implemented and in operation in the short term. TSP helps decrease travel times by syncing the location of buses with traffic signals and prioritizing buses at intersections where possible. TSP will further improve operations on Route 140, the main spine of the LeeTran fixed route system and the busiest route in the network.
- **Automatic Passenger Counters:** LeeTran is working to complete a full fleet install of Automatic Passenger Counters. Installations of new equipment will occur as part of each new and replacement vehicle. APC information will help more accurately count ridership by location, direction, and time of day.





- **Comprehensive Operations Analysis:** It is anticipated that fully operable and validated APC equipment will be available in the short-term and an initial application would include development of a detailed stop-by-stop productivity and running time analysis. Much of this efficiency review could be performed in-house by LeeTran staff and would result in improvements that further reallocate resources to more productive areas and/or identify potential new MOD zones.

Both the integration with TSP and APC upgrades are fully integrated with other operating and capital cost expense items and do not have a separate line item within the financial plan.

5.2. Ridership Demand Estimation

A LeeTran fixed-route ridership demand analysis was conducted utilizing ridership forecasts prepared with the FDOT-approved transit demand forecasting tool, Transit Boardings Estimation and Simulation Tool (TBEST). This analysis gauges ridership demand at the route and system-wide level using a baseline of existing LeeTran service levels. TBEST is a comprehensive transit planning tool and ridership forecasting model capable of providing short and mid-term transit ridership forecasts consistent with existing transit operational needs and TDP development standards. TBEST considers the following factors when producing model outputs:

- **Transit Network Connectivity:** The level of connectivity between routes within the fixed-route bus network. Greater connectivity within the fixed-route bus network allows LeeTran to operate a more efficient service for passenger trips and a rider's ability to traverse the County.
- **Temporal and Spatial Accessibility:** The level of service frequency and distance between bus stops in the fixed-route bus network. Less frequent bus service is perceived as less reliable, leading to lower transit utilization. Similarly, the larger the physical distance between potential transit customers and their bus stop will lead to lower utilization of transit as well.
- **Time-of-Day Variations:** TBEST considers peak-period travel periods by rewarding peak times with higher ridership forecasts.
- **Route Competition and Route Complementation:** TBEST accounts for competition for ridership between routes. Routes that connect to the same destinations or anchor points or traverse the same road corridors have potential riders split between those routes. Conversely, synchronized routes that support each other in serving major destinations or transfer points benefit from that complementary relationship.



The ridership demand analysis section outlines the inputs and assumptions used to model LeeTran service, including a description of the modeled TBEST scenario run, and summarizes the produced ridership forecasts.

Model Inputs, Assumptions, and Limitations

TBEST uses demographic characteristics of the transit service area and network as model inputs. The LeeTran ridership forecast model utilized TBEST version 5.0 in addition to the newly released 2024 Land Use Model, allowing for more up-to-date assumptions on Lee County’s current land use patterns. The TBEST Land Use Model contains parcel-level data developed by the Florida Department of Revenue (DOR) statewide tax database. The DOR parcel data utilizes land use designations and supporting attributes that allow for applying Institute of Transportation Engineers (ITE)-based trip generation rates at a parcel level as a factor in modeling travel activity. While the user may adjust the TBEST Land Use Model to allow for greater flexibility in inputting assumptions not captured by the model, no changes to the model were made for this analysis. Importantly, the TBEST model accounts for land use data and the configuration of the fixed-route system but it cannot account for roadway network conditions. Therefore, ridership forecasts cannot show direct sensitivity to roadway traffic conditions, speeds, or lane configurations. The following other considerations were made when applying the TBEST model to attain ridership forecasts:

Transit Network

A base LeeTran fixed-route network was developed to reflect existing 2025 conditions. The most recent version of the LeeTran GTFS file was altered to reflect existing ridership counts obtained from LeeTran staff in the base year of 2025. In addition, TBEST allows for the coding of stop-level special generators that serve major trip generators such as hospitals, park-and-rides, shopping malls, and universities. Below is a list of the special generators that were inputted at specific stops.

University:

- Florida SouthWestern State College
- Florida Gulf Coast University

Transfer Station:

- Cape Coral Transfer Center
- Rosa Parks Transfer Center
- Constitution Transfer
- Creekside Transfer



Park and Ride:

- The South Hub Park and Ride (South County Park and Ride)
- Lehigh Acres Park and Ride - NEW smaller transfer station
- Beach Park and Ride

Shopping Mall:

- Bell Tower Shops
- Edison Mall
- Miromar Outlets
- Gulf Coast Town Center
- Merchants Crossing
- Coconut Point Mall
- Coralwood Mall

Hospital:

- Cape Coral Hospital
- Lee Memorial Hospital
- Lehigh Regional Medical Center
- Health Park Medical Center

Airport:

- Southwest Florida International Airport

Demographic Data

Demographic data that was utilized as the base input for the model was derived from the 2020 Census geography and population characteristics, 2023 ACS 5-Year Estimate tables, 2022 Longitudinal Employer-Household Dynamics (LEHD) Employment data, and the 2024 Florida Parcel Land Use data as provided by TBEST. Using those data inputs, the model can capture market demand (population, demographics, employment, and land use characteristics) within a quarter mile (1/4) of each stop.

Population and Employment Growth Rates

TBEST utilizes a socio-economic data growth function to project population growth and employment data. Socio-economic growth rates were assumed using the University of Florida's Bureau of Economic and Business Research (BEBR) medium growth rate projections for 2030-2035. This medium growth rate was embedded in the model as 1.71 percent. As applied, these growth rates do not reflect fluctuating economic conditions experienced in real-time.

Microtransit Ridership Estimations

For zone-based transit services such as microtransit that may be under consideration for LeeTran, TBEST cannot develop ridership forecasts. Therefore, microtransit alternatives analysis was conducted using Remix. A summary of Microtransit ridership forecasting using Remix is provided in Appendix H.

TBEST Model Limitations

According to Rule 14-73.001 Florida Administrative Code, TBEST is an FDOT-approved model for transit ridership forecasting required for TDPs in Florida. However, while TBEST has become an essential and widely used tool for these evaluations for transit agencies, model outputs do not account for extraneous factors such as latent transit demand that could yield higher ridership, and correspondingly, model outputs may not correctly account for actual transit demand. Additionally, TBEST cannot account for externalities such as marketing changes, changes in fare, local conditions, and other public disruptions that may lead to lowered ridership, such as the COVID-19 Pandemic.

While TBEST provides ridership projections at both the route segment and stop level, TBEST is best utilized as a comparison tool for relative ridership productivity. Consequently, model outputs are not absolute ridership projections but can be used to evaluate service alterations that LeeTran may consider.

Due to these considerations, it is essential that LeeTran integrates sound planning judgment and lived experience of transit operations for the agency when interpreting TBEST results.

Ridership Forecasts

Table 35 provides a detailed comparison of annual ridership for all routes, showing FY 2024 ridership, projected annual ridership in 2035 without any route modifications (No Build), and projected annual ridership in 2035 with new route modifications (Build). Notably, Route 140 has the highest ridership across all scenarios, with a significant increase to 879,827 in the Build scenario. New routes such as Cypress and Pine Island are projected to have substantial ridership in the Build scenario, with 165,092 and 115,489 respectively. Some routes, like Routes 20 and 50, show a decrease in ridership in the Build scenario compared to the No Build scenario. Additionally, routes 240 and 600 are replaced with a new 30-minute service in the Build scenario. Overall, total ridership is projected to be much higher in the 2035 Build scenario, 2,845,272 than in the 2035 No Build scenario, 2,211,694. The difference in growth from FY 2024 is 55.8 percent and 21.1 percent for Build and No Build, respectively.

For LeeTran to grow its ridership beyond what has been forecast, service enhancements should be targeted strategically to accommodate growth and changing travel behaviors across the County.



Table 35: LeeTran Fixed-Route Ridership Projections and Ridership Growth, 2025-2035

Route	Annual Ridership (2024)	Annual Ridership (2035 No Build)	Annual Ridership (2035 Build)
5	37,654	44,849	59,718
10	49,810	60,632	68,777
15	40,129	49,266	48,683
20	80,672	98,879	53,354
30	53,426	62,916	66,728
40	21,940	25,840	13,886
50	49,978	58,682	47,119
60	15,684	18,503	23,624
70	95,328	114,732	148,399
80	12,286	13,994	21,466
100	142,194	176,580	176,689
110	152,681	180,161	158,615
120	31,402	37,050	22,663
130	89,574	106,308	134,280
140	554,916	683,397	879,827
410	18,415	22,844	19,775
420	49,058	14,567	14,303
490	47,322	57,332	110,769
500	20,435	59,639	60,235
505	4,752	23,014	23,934
515	26,702	31,190	31,992
590	48,633	56,419	74,061
595	19,934	23,325	29,676
New Routes			
Cypress	--	--	165,092
Pine Island	--	--	115,489
240/600	--	--	276,118
Routes Removed for Model Run			
240	92,013	108,075	--
600	71,375	83,500	--
Total:	1,826,313	2,211,694	2,845,272

*Seasonal routes are excluded as base scenario data is premised on May ridership.



5.3. Prioritization and Programming

Service Alternatives Methodology

A prioritization matrix considering five different variables was created to inform the final 10-year implementation and financial plan. The alternatives developed for the 2026-2035 TDP Major Update contain service enhancements and new routes that aim to increase ridership and improve the LeeTran ridership experience.

The prioritization matrix is shown in **Table 36**. The table indicates each criteria, the measure of effectiveness, threshold ranges, and the corresponding scores for each range. As shown, each project was able to receive up to 5 points for each criterion. The resulting scores were then weighted and summed to develop an overall score for each proposed TDP alternative.

Table 36: Project Prioritization Criteria

Criteria	Measure of Effectiveness	Data Source	Range/Thresholds	Score
Public and Stakeholder Input	Level of support as indicated by Transit Priorities Survey	Transit Priorities Survey	More than 1 SD above the Average	5
			Average to 1 SD above the Average	3
			Less than Average	1
Priority Transit Corridor	MPO Transit Corridor Evaluation and Prioritization Score	MPO	More than 1 SD above the Average	5
			Average to 1 SD above the Average	3
			Less than Average/Not a Priority Corridor	1
Ridership Productivity	Passenger Trips per Revenue Hour	TBEST	More than 1 SD above the Average	5
			Average to 1 SD above the Average	3
			Less than Average	1
Cost Efficiency	Operating Expense per Passenger Trip	TBEST and LeeTran Cost Allocation Model	Less than 1 SD below the Average	5
			Above 1 SD below the Average to Average	3
			Above the Average	1
Financial Feasibility	Opportunity for funding partnership	Expressed interest or indication in existing plan	High (Committed/Budgeted)	5
			Low (Planned)	3
			None (Unspecified/Unknown)	1

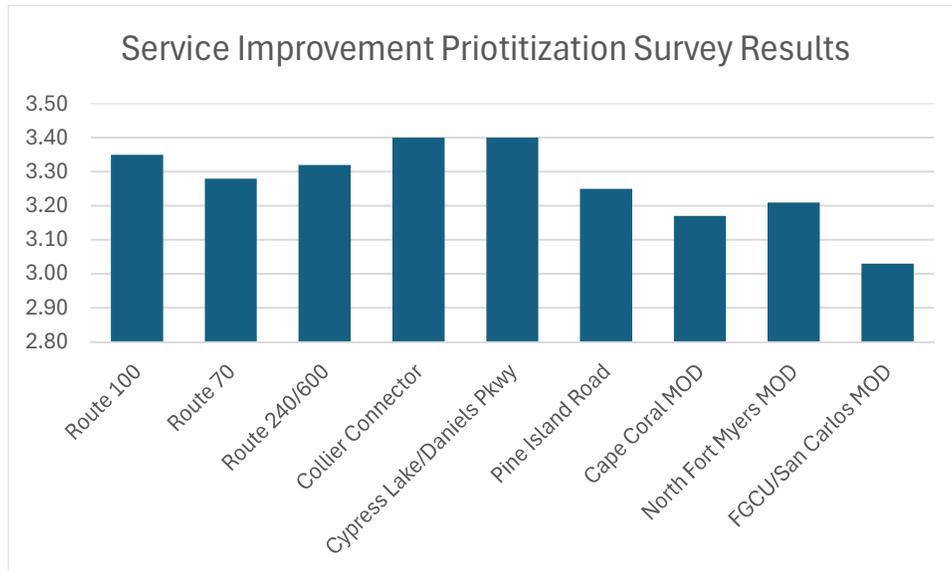


Public Input

To measure public opinion on the 11 initially proposed service alternatives, a survey was made available to the public. Respondents were asked to indicate how important each proposed service alternative was to them. Respondents could rank each alternative individually on a scale of 1-4, with one equating to not at all important, two equating to somewhat unimportant, three equating to fairly important and four equating to very important. Additional space was available at the end of the survey for respondents to provide open-ended responses. Participation was available both digitally and in person. Digitally, survey links were made available through the LeeTran Facebook page and the LeeTran website. Additionally, the survey was offered at all workshop and station outreach activities described in Section 3. A total of 174 survey responses were recorded, but survey responses were unequal across all 11 proposed improvements as some service improvements garnered more responses than others. The average response of each TDP service improvement is visualized below in **Figure 32**.

As shown in **Figure 32**, all projects received a score of three or greater, meaning respondents collectively identified all improvements as fairly important. As a result, in lieu of applying scoring based on an average of all scores and a standard deviation, all projects received a three except the top-ranking projects, the Collier Connector and the Cypress Lake/Daniels Pkwy service to Lehigh Acres.

Figure 32: Service Improvement Prioritization Survey Average Scores





Priority Transit Corridor

In coordination with LeeTran, Lee County MPO conducted a transit corridor evaluation and prioritization study to maximize potential transit benefits and rank priority transit corridors. The full two-phase multi-criteria Transit Corridor Evaluation and Prioritization process is included in Appendix F.

TDP service alternatives were matched with the service corridors and corresponding scoring from the MPO evaluation. The related MPO evaluation scoring was used to develop an average and standard deviation for TDP projects. Corresponding points were then assigned based on the TDP prioritization matrix. The highest ranking TDP project for the priority transit corridor criterion was the improvement to service frequency on Routes 240 and 600 which operate on the US 41 corridor.

Ridership Productivity

Measuring the ridership potential of service alternatives is another important element in deciding both the feasibility and priority of TDP projects. Using FDOT's TBEST Ridership Forecasting Tool, 2035 projections were made for two different scenarios. Scenario A captured ridership in a no build scenario, where current LeeTran routes and services remained unchanged, while Scenario B, the Build Scenario included the nine proposed mid-long term service proposals. Build scenario ridership was divided by the revenue service hours for each respective TDP project to calculate the number of passenger trips per revenue service hour. This measure of efficiency was then used to give each service improvement a score of 1, 3 or 5 based on an average and standard deviation. Importantly, the Collier Connector service was not included in the TBEST BUILD scenario given undefined limits and CAT network connectivity at the time of forecast preparation. As a result, medium range scoring for ridership productivity and cost efficiency were assigned to that service.

Cost Efficiency

Ridership calculated from TBEST's Forecasting Tool was also used to find the projected operating expense per passenger trip for each service alternative. The estimated annual operating cost of each service was divided by TBEST ridership projections. Projected operating costs were calculated by multiplying estimated revenue service hours by the fully allocated cost per hour for each service type from the LeeTran cost allocation model. The fixed-route cost per revenue hour is \$102.76 and the on-demand cost per revenue hour is \$78.44. While results are similar to the ridership productivity, several service improvements performed better in cost efficiency.

Financial Feasibility

To measure the overall financial feasibility of each service improvement, existing funding commitments in plans were reviewed for each project. While most service improvements are currently unfunded and would require grant funding or a reallocation of funds, some service improvements are more feasible. The Cape Coral MOD for example could be funded with a new Mobility Fee being considered by the City of Cape Coral. In addition, MOD service could be partially funded by reallocating resources from discontinued fixed routes. For example, the FGCU/San Carlos MOD could be partially funded by removal of the Route 60 and the North Lee County MOD could be partially funded by removal of the Route 595.

Overall Results

Table 37 and **Table 38** reflect the priority scoring results.

Table 37 includes the measure of effectiveness and criteria scoring for each project and **Table 38** lists projects in rank order based on the weighting applied to each criterion. Weighting was applied as public outreach results were considered low in terms of quantity of respondents and because they were not reflective or inclusive of stakeholder focus group priorities. Consequently, public input was weighted lower than all other prioritization criteria.

As shown in **Table 38**, the Route 240/600 service frequency improvement is the top-ranking service alternative from among all the proposed TDP projects.

Table 37: TDP Prioritization Results and Final Scoring

Service	Public and Stakeholder Input		Priority Transit Corridor		Ridership Productivity		Cost Efficiency		Financial Feasibility	
	Prioritization Average	Weighted Score	Measure	Weighted Score	Passenger Trips/ Revenue Service Hour	Weighted Score	Operating Expense/ Passenger Trip (\$)	Weighted Score	Feasibility	Weighted Score
Cape Coral MOD	3.17	3	3.5	1	2.6	1	30.4	1	Low	3
Route 240/600	3.32	3	5.7	5	10.5	3	9.81	3	None	1
FGCU/San Carlos MOD	3.03	3	3.8	3	2.0	1	40.13	1	Low	3
Route 100	3.35	3	4.7	3	10.4	3	9.92	3	None	1
Route 70	3.28	3	3.5	1	8.8	3	11.63	3	None	1
North Lee County MOD	3.21	3	4.1	3	2.5	1	31.14	1	Low	3
Pine Island Road	3.25	3	4	3	11.1	5	9.24	3	None	1
Cypress Lake/ Daniels Parkway	3.40	5	4.3	3	9.0	3	11.47	3	None	1
Collier Connector*	3.40	5	1.9	1	N/A	3	N/A	3	None	1

Table 38: TDP Alternatives Prioritization Final Scoring and Ranking

Rank	Project	Public and Stakeholder Input (10%)	Priority Transit Corridor (22.5%)	Ridership Productivity (22.5%)	Cost Efficiency (22.5%)	Financial Feasibility (22.5%)	Weighted Score
	Fixed Routes						
1	Route 240/600 Improved Service Frequency	3	5	3	3	1	3
1	Pine Island Road	3	3	5	3	1	3
3	Cypress Lake/Daniels Parkway	5	3	3	3	1	2.8
4	Route 100 Improved Service Frequency	3	3	3	3	1	2.6
5	Collier Connector	5	1	1	5	1	2.3
6	Route 70 Improved Service Frequency	3	1	3	3	1	2.1
	MOD Services						
6	FGCU/San Carlos MOD	3	3	1	1	3	2.1
6	North Lee County MOD	3	3	1	1	3	2.1
9	Cape Coral MOD	3	1	1	1	3	1.7



5.4. Financial Plan

A financial plan and 10-year prioritized schedule of projects were developed in accordance with FDOT TDP Rule 14-73.001, Part 3f. The financial plan includes operating and capital expenses for the 10-year TDP prioritized program of projects. The financial plan also identifies funding needs required to implement the full program of projects based on a phased implementation plan. Financial summaries, as well as charts and figures, are implemented to visually represent the scale of funded and unfunded needs.

Operating Cost Assumptions

Assumptions developed to forecast operating expenses over the 10-year TDP planning horizon were based on several sources of information including the Lee County FY 2025-26 draft budget, the LeeTran Cost Allocation Model, and discussions with LeeTran staff about historical costs. Key assumptions included the following:

- Total LeeTran FY 2026 operating costs are based on the adopted Lee County FY 2025-26 budget.
- The assumed operating cost of both existing and proposed fixed route services is \$102.76 per revenue hour of service. This estimate is based on LeeTran’s Cost Allocation Model.
- The assumed MOD and paratransit cost per revenue hour of service is \$78.44. This estimate is also based on LeeTran’s Cost Allocation Model.
- Revenue service hours for both existing and new fixed routes are based on FY 2024 service hours and estimated service hours established for the service alternatives. MOD service hours were determined using the Remix On-Demand Planning tool.
- All operating costs are subject to a 3 percent annual inflation factor, with a base year of 2025. This is based on assumed increases in wages, energy costs, and maintenance costs.

Capital Cost Assumptions

Discussions with LeeTran staff regarding historical costs anchored the capital cost assumptions included in development of the overall financial plan.

1. Stop amenities and infrastructure have an annual pre-allocated dollar amount of \$650,000 each year during the ten-year cycle.
2. All new and replacement vehicle costs are based on recent LeeTran fleet purchases.
 - Heavy Duty Buses: \$680,000.
 - Paratransit Vehicles (Cutaway Vans): \$168,000
 - Trolley Vehicles: \$400,000



- Support Vehicles: \$24,000
- 3. Vehicle replacement is based on useful life for Heavy Duty Buses and Trolleys, every 12 years and every 10 years, respectively. Trolley vehicle costs reflect light or medium Trolley vehicles. The replacement schedule for the Paratransit and Support fleets is based on a realistic schedule of replacement which reflects a range of six to eight vehicles to be purchased in any one year of the plan for Paratransit and five vehicles to be replaced annually for the Support Fleet. The 10-year fleet replacement plan is shown in **Table 39**.
- 4. Superstop construction is estimated to be \$166,900 each, with an additional 10 percent added for design. Superstop costs do not include ROW or property acquisition costs.
- 5. Costs for new technology (i.e., TSP and APC Upgrades) are assumed to either be covered by other partners, as in the case of TSP or, in the case of the APC Upgrades, are incorporated into the costs for all new and replacement vehicle purchases.
- 6. All capital costs are subject to a 3 percent annual inflation factor, with a base year of 2025. This is based on an annual increase in equipment and material costs.

Table 39: LeeTran Vehicle Replacement Plan (FY26-35)

Vehicle Type	2025 Unit Cost	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Units
Heavy Duty Bus	\$680,000			5		5	4		6	5	2	27
Paratransit	\$168,000	6	6	6	8	8	8	8	6	6	8	70
Support	\$24,000	5	5	5	5	5	5	5	5	5	5	50
Tram	\$144,000	1				1					1	3
Trolley	\$400,000	7									3	10
Total		19	11	16	13	19	17	13	17	16	19	160

Phased Implementation Plan

The final phased implementation plan is based on the prioritization of service alternatives, as well as discussion with stakeholders. **Table 40** lists the project name, description, implementation year, annual incremental operating cost, additional vehicle requirements and an indication of whether the project is an unfunded need. Projects are categorized into three phases including a short-term phase (2026-2028), a mid-term phase (2029-2031), and a long-term phase (2032-2035). Because the Collier Connector would be operated by Collier Area Transit, costs and vehicle requirements are not applicable.

Table 40: Phased Implementation Plan

Route	Description	Implementation Year	Incremental Annual Operating Cost (\$2025)	Expansion Vehicle Requirement	Unfunded Need?
Short-Term (2026 - 2028)					
Route Optimization	Service efficiency improvements on multiple existing fixed routes	2026-2028	No Additional Cost	0	Cost Neutral
Cape Coral MOD	Cape Coral North/South along Del Prado, Country Club and Santa Barbara Boulevard	2028	\$1,167,000	4	Unfunded
Medium-Term (2029 - 2031)					
Routes 240/600	Improve service frequency to 30 minutes	2029	\$1,150,000	2	Unfunded
FGCU/San Carlos MOD	On-demand service in San Carlos Park with pick up/drop off at FGCU	2030	\$628,000	2	Unfunded
Route 100	Improve service frequency between Downtown and I-75	2030	\$483,000	1	Unfunded
Route 70	Improve service frequency to 30 minutes	2031	\$605,000	1	Unfunded
Collier Connector*	New inter-county connector along SR 82 to be implemented and operated by Collier Area Transit	2031	N/A	0	Unfunded
Long-Term (2032 - 2035)					
North Lee County MOD	On-demand service in North Lee County Area	2033	\$314,000	1	Unfunded
Pine Island Road	New service on Pine Island Road from Merchants Crossing to Burnt Store Road	2033	\$548,000	1	Unfunded
Cypress Lake/Daniels Parkway	New service on Daniels Parkway between South Fort Myers Transfer Center to Lehigh Acres Transfer Center	2035	\$975,000	2	Unfunded

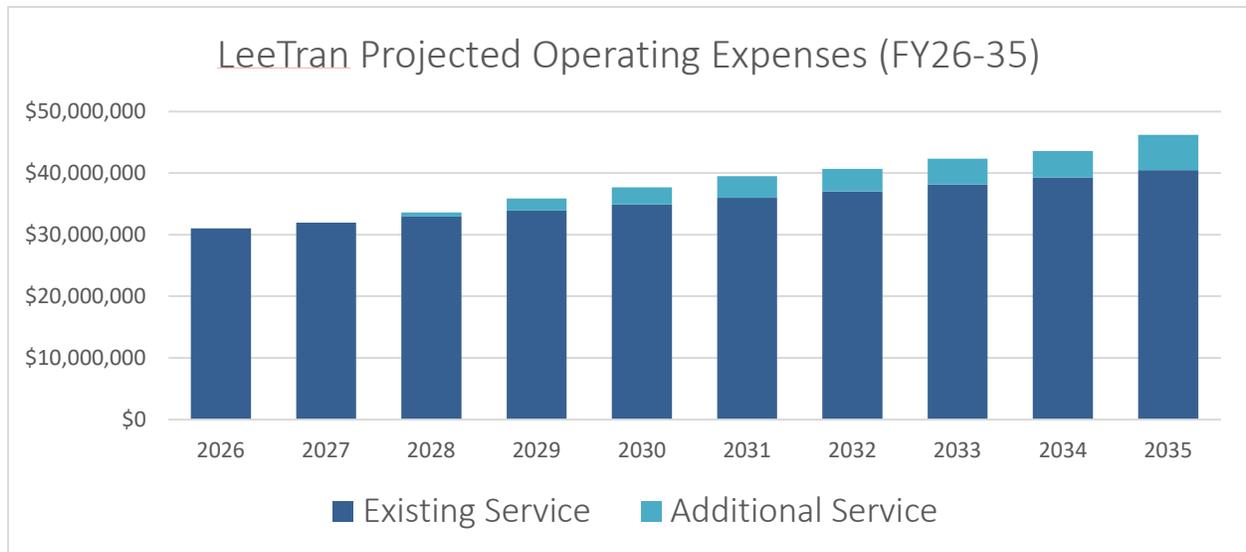
*The Collier Connector service will be implemented and operated by Collier Area Transit (CAT).



10-Year TDP Operating Costs

Table 41 and **Figure 33** summarize annual LeeTran TDP operating expenses for FY 2026 through 2035. **Table 41** shows year-by-year estimates developed for the plan and **Figure 33** reflects annual operating costs for maintaining existing service in dark blue and the cost for new or expanded service in light blue. The cost for implementing new services is premised on the implementation years outlined in the phased implementation plan shown in **Table 40**. Total 10-Year TDP operating expenses are estimated to be \$382 million, with \$27 million to be associated with implementation of new or expanded services.

Figure 33: TDP 10-Year Operating Expenses





10-Year TDP Capital Costs

Table 42 and **Figure 34** summarize annual LeeTran TDP capital expenses for FY 2026 through 2035. **Table 42** shows year-by-year estimates developed for the plan and **Figure 34** reflects annual capital costs in a bar chart format. Over the ten-year TDP period, total capital expenses are estimated to be \$55 million. Year-to-year fluctuations in the annual capital expense are largely due to the fleet replacement schedule where more heavy-duty buses will have reached their useful life than in other years. As indicated, there are no major facilities in the capital program.

Figure 34: TDP 10-Year Capital Expenses

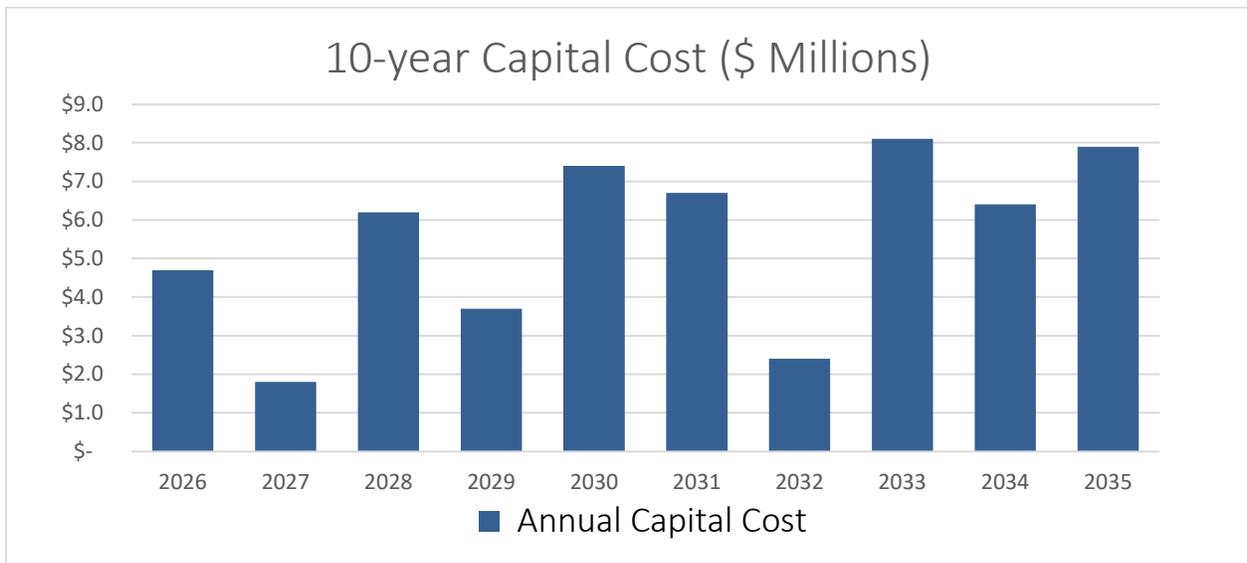


Table 41: TDP 10-Year Operating Expenses (Year by Year)

Fiscal Year	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Existing Service											
Fixed Route	\$20,048,849	\$20,650,314	\$21,269,824	\$21,907,919	\$22,565,156	\$23,242,111	\$23,939,374	\$24,657,555	\$25,397,282	\$26,159,201	\$229,837,585
Paratransit	\$10,975,514	\$11,304,779	\$11,643,923	\$11,993,240	\$12,353,038	\$12,723,629	\$13,105,338	\$13,498,498	\$13,903,453	\$14,320,556	\$125,821,966
Proposed New Service											
New Fixed Route	\$0	\$0	\$0	\$1,293,903	\$1,892,673	\$2,672,137	\$2,752,301	\$3,528,994	\$3,634,864	\$5,053,976	\$20,828,850
New MOD Service	\$0	\$0	\$678,872	\$699,238	\$855,734	\$881,406	\$907,849	\$632,078	\$651,040	\$670,571	\$5,976,789
Total Annual Operating Cost	\$31,024,363	\$31,955,094	\$33,592,619	\$35,894,300	\$37,666,601	\$39,519,283	\$40,704,861	\$42,317,125	\$43,586,639	\$46,204,304	\$382,465,190

Table 42: TDP 10-Year Capital Expenses (Year by Year)

Fiscal Year	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Vehicles											
Bus Fleet Replacement	\$4,072,000	\$1,161,840	\$4,803,755	\$1,599,752	\$5,636,548	\$4,850,403	\$1,748,093	\$6,405,183	\$5,735,935	\$5,438,295	\$41,451,804
Total Bus Fleet Expansion	\$0	\$0	\$712,925	\$1,486,109	\$1,143,517	\$788,306	\$0	\$1,042,933	\$0	\$1,774,492	\$6,948,281
Facilities											
Stop Amenities, Infrastructure, Sidewalks	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$6,500,000
Super Stops (Two locations)						\$367,180					
Total Annual Capital Cost	\$4,722,000	\$1,811,840	\$6,166,680	\$3,735,861	\$7,430,065	\$6,655,889	\$2,398,093	\$8,098,116	\$6,385,935	\$7,862,786	\$55,267,265



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Appendix A:

Relationship Review of Other Plans



Appendix B:

TDP Public Involvement Plan



Appendix C:

Focus Group Summaries



Appendix D:

On Board Survey



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Appendix E:

Workshop and Outreach Materials



Appendix F:

Lee County MPO Corridor Evaluation and Prioritization



Appendix G:

Super Stop Opinion of Probable Construction Cost



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Appendix H:

Remix On-Demand Ridership Forecasts