St. Lucie Transportation Planning Organization

St. Lucie County Florida

art area regional transit

Reimagine TRANSIT

Transit Development Plan

September 2024

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Section 1. Introduction

This effort was initiated by the St. Lucie Transportation Planning Organization (TPO) in collaboration with Area Regional Transit (ART) to prepare a major update of the 10-Year Transit Development Plan (TDP), also dubbed "*Reimagine Transit* TDP."

This TDP represents the reimagined vision for transit in St. Lucie County from 2024 to 2033, functioning as the strategic guide for public transportation for the community. This TDP update allows the transit and planning agencies in St. Lucie County to outline actions to be taken in the following year and set transit goals for subsequent years. As a strategic plan, the TDP will also identify needs in an unconstrained fashion and for which currently there is no funding. As a development plan for local transit services, the plan will be consistent with community goals, reflect the priorities that leadership has established, and integrate the various community characteristics and development patterns that influence decisions and growth within St. Lucie County and its municipalities.

Preparing and submitting a TDP major update that complies with Florida Administrative Code (F.A.C.) Rule 14-73.001 (commonly called the TDP Rule) every five years is required by the Florida Department of Transportation (FDOT) as a prerequisite to of receiving State Public Transit Block Grant funds. According to Rule 14-73.001, F.A.C. – Public Transportation, "The TDP shall be the applicant's planning, development and operational guidance document to be used in developing the Transportation Improvement Program and the Department's Five-year Work Program."

The most recent 10-year TDP major update for ART was adopted in July 2019 for Fiscal Years (FY) 2020–2029. This current major update for FY 2025–2034 is due to FDOT by September 1, 2024.

TDP Requirements

FDOT requires that recipients of state Public Transit Block Grant funds prepare a major update of their TDP every five years to ensure that the provision of ART's public transportation system in St. Lucie County is consistent with the mobility needs of local communities. Current TDP requirements were formally adopted by FDOT on February 20, 2007. Major requirements of the Rule in:

- Major updates must be completed every 5 years, covering a 10-year planning horizon.
- A Public Involvement Plan must be developed and approved by FDOT or consistent with the approved Metropolitan/Transportation Planning Organization (MPO) Public Involvement Plan.
- FDOT, the Regional Workforce Development Board, and the MPO must be advised of all public meetings at which the TDP is presented and discussed, and these entities must be given the opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives, and 10-year implementation program.
- Estimation of the community's demand for transit service (10-year annual projections) must use the planning tools provided by FDOT or another demand estimation technique approved by FDOT.

Reimagine Transit TDP Process

The process to develop the *Reimagine Transit* TDP is consistent with FDOT's *Guidance for Preparing & Reviewing Transit Development Plans*, Ver. III (2022) known as the "TDP Handbook." As shown in Figure 1-1, this includes a series of seven discrete yet interrelated tasks to provide a full picture of the current transit operating environment and existing/future transit needs in St. Lucie County and its immediate region.

TDP Checklist

This TDP meets the requirements for a major update per Rule Chapter 14-73, F.A.C. Table 1-1 lists each is these requirements and where found in the *Reimagine Transit* TDP.

Figure 1-1: Reimagine Transit TDP Process

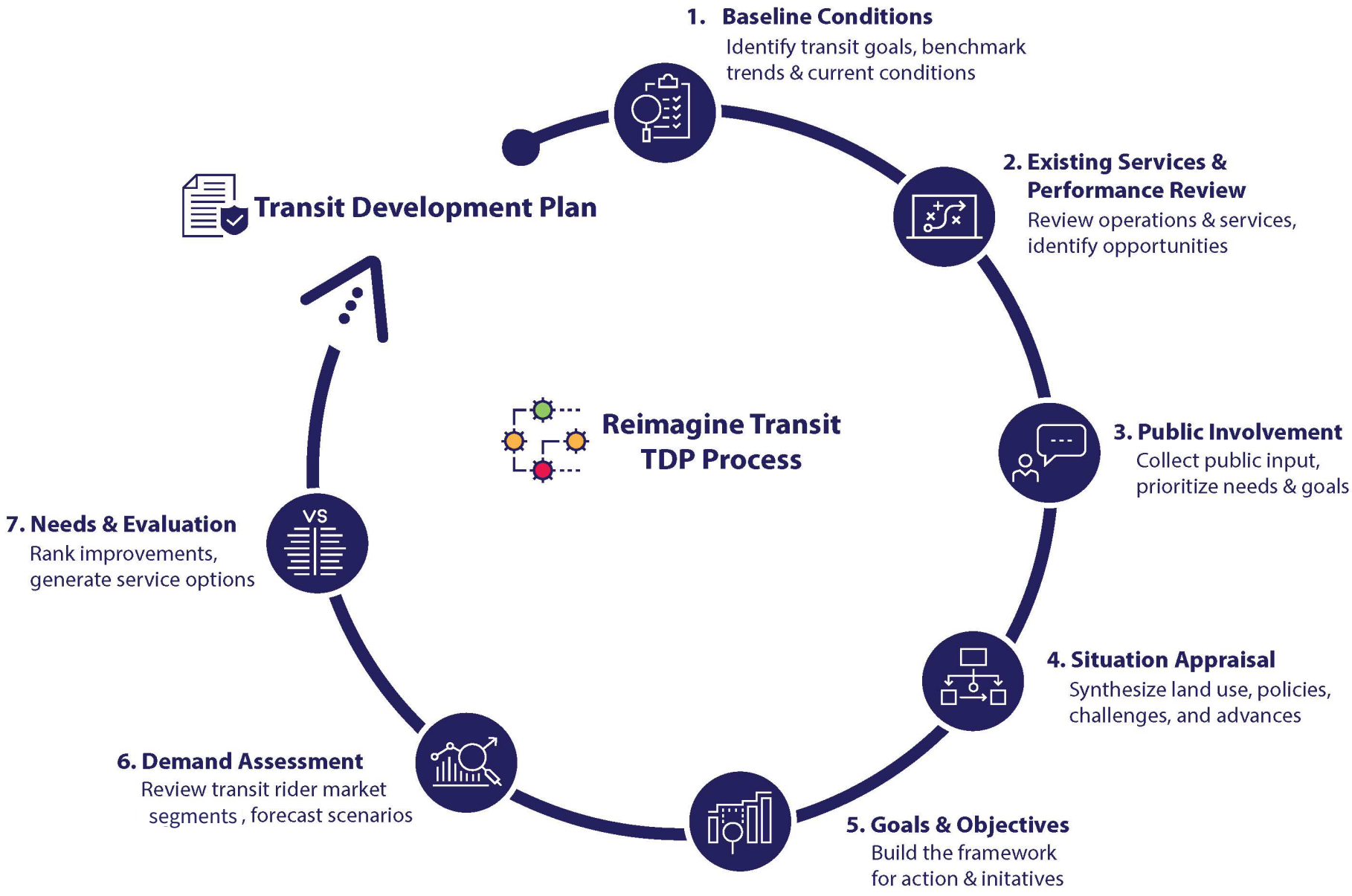


Table 1-1: TDP Checklist

Public Involvement Process		TDP Section
√	FDOT-approved TDP Public Involvement Plan (PIP)	4 & Appendix D
√	Opportunities for public involvement outlined in PIP	4 & Appendix D
√	Solicitation of comments from RWB	4
√	Notification to FDOT, RWB, and TPO about public meetings	4 & Appendix D
√	Provision of review opportunities to FDOT, RWB, and TPO	4
Situation Appraisal		
√	Plans and policy review	5
√	Socioeconomic trends	5
√	Land use	5
√	Organizational issues	5
√	Technology/innovation	5
√	Transit-friendly land use and urban design efforts	5
√	10-Year transit ridership projections	7
√	Farebox Recovery report	3 & Appendix B
Mission and Goals		
√	Mission and vision	6
√	Goals and objectives	6
Alternatives Development & Evaluation		
√	Documentation of development of transit alternatives	8
√	Documentation of evaluation of transit alternatives	8
Implementation Program		
√	10-year program of improvement strategies and policies	9
√	Maps indicating areas to be served and types and levels of service	9
√	10-year financial plan showing funding sources and expenditures of funds	9
√	Documentation of monitoring program to track performance	9 & Appendix E
√	Implementation plan with projects and/or services needed to meet the goals and objectives in the TDP	9
√	List of unfunded needs	9
Relationship to Other Plans		
√	Consistent with Florida Transportation Plan	5
√	Consistent with local government comprehensive plan	5
√	Consistent with regional transportation goals and objectives	5
Submission		
√	Adopted by St. Lucie County BOCC	July 2, 2024
√	Submitted to FDOT	July 2024

Organization of This TDP

This report is organized into 10 major sections, including this **Introduction.**

Section 2 summarizes the **Baseline Conditions** for the defined study area. This includes a review of the physical description of the study area and a population profile including demographic and socioeconomic characteristics and trends such as employment, income distribution, race, educational attainment, and poverty levels. Additionally, travel behavior and commuting trends are reviewed, including transportation ownership, modes of commuting, regional commute flows, and journey-to-work characteristics. Land use trends, transportation disadvantaged populations, major developments, major transit trip generators and attractors, Annual Average Daily Traffic (AADT), major activity centers, and tourism, also are explored.

Section 3 summarizes the **Existing Transit Service Review** for ART. An analysis of ART data and information is presented to help understand the demand for and supply of transit services. The trend and peer section examines historical data on service metrics for fixed-route service to better understand system-level performance over time and in comparison to other similar systems. A performance trend analysis provides a detailed examination over time of operating data for ART's fixed-route and demand response services. A peer agency review provides an opportunity for ART to compare its system-wide effectiveness and efficiency indicators with selected peer transit systems to help determine how well transit service is performing locally compared to similar transit agencies elsewhere.

Section 4 presents the **Public Involvement Summary**, including a summary review of the outreach efforts completed for the TDP and the associated findings. TDP outreach efforts were conducted in two phases and included stakeholder interviews, public input surveys, discussion group workshops, public workshops, presentations, and the use of online platforms and tools.

Section 5 provides the **Situation Appraisal**, which reviews the current planning and policy environment in the county to better understand transit needs. It begins with a plans and policy review, including an overview of what each plan or policy aims to address and highlights key implications for transit within St. Lucie County. Strengths and weaknesses of the system and potential threats to the provision of service in the county are identified, as are key opportunities for addressing the threats. In addition, insights are presented based on a review of socioeconomic trends, travel behavior and trends, public involvement, and land use assessments. Organizational attributes, funding issues, and technologies impacting the provision of transit service are also reviewed.

Section 6 provides updated **Goals and Objectives** to guide the implementation of the TDP to ensure consistency with the goals of the local community with respect to transportation.

Section 7 presents the **Transit Demand Assessment** summarizing the demand and mobility needs assessments conducted as part of the TDP. Included is a market assessment that examines potential

service gaps and latent demand using GIS-based analyses. A transit accessibility assessment provides an understanding of the reach of existing services within a set time window. Additionally, forecasted ridership estimates using the Transit Boardings Estimation and Simulation Tool (TBEST) are summarized.

Section 8 discusses **Transit Needs Development**. Improvements were developed based on four factors, including community needs and vision, situation appraisal, goals and objectives, and transit demand analysis. The 10-year needs are summarized based on service improvement type and supporting capital needs. This section also includes the transit needs evaluation used to assess the identified improvements. These results were then used to develop the 10-year TDP financial and implementation plans.

Section 9 summarizes the **10-Year Transit Plan** that outlines the recommended service and capital/technology/policy improvements as well as the unfunded needs. It also includes a discussion of the revenue assumptions and capital and operating costs used. Thereafter, the 10-year phased implementation plan for the TDP is summarized. Service, capital/technology, and policy improvements are programmed for the 10-year period. The improvements that may not be funded now, but that should be considered if additional funding becomes available, are also listed.

Section 10 summarizes techniques and approaches to help facilitate **Plan Implementation and Coordination** after adoption of the *Reimagine Transit* TDP. This section identifies implementation strategies and ways to make use of the various relationships, tools, and outreach materials from the TDP process to continue to build support for the implementation of the 10-Year TDP.

Section 2. Baseline Conditions

This section reviews the study area in the context of St. Lucie County and seeks to gain an understanding of the conditions in which ART is operating and potential influencing factors. This information provides the foundation upon which to review or analyze trends and helps identify areas of opportunity for future modified, enhanced, or expanded transit services.

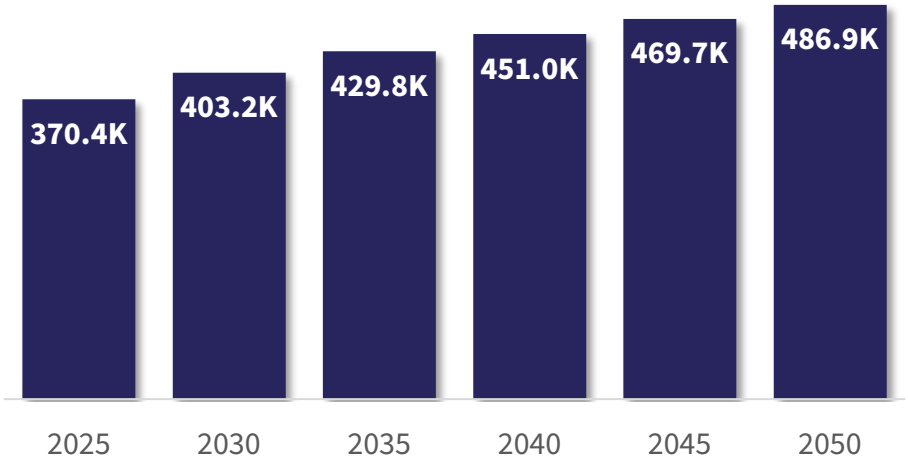
Study Area

St. Lucie County is located on the east coast of Florida and is bordered north by Indian River County, west by Okeechobee County, east by the Atlantic Ocean, and south by Martin County. The total land area of the county is 572 square miles with 21 miles of coastline. St. Lucie County's incorporated areas include the City of Fort Pierce (county seat), City of Port St. Lucie, and St. Lucie Village. Six major roadways intersect St. Lucie County: I-95, Florida's Turnpike, US 1, SR A1A, SR 68 (Orange Ave), SR 70 (Okeechobee Road and Virgina Ave), and SR 709 (Glades Cut Off Road). Map 2-1 illustrates the study area for the *Reimagine Transit* TDP.

Population

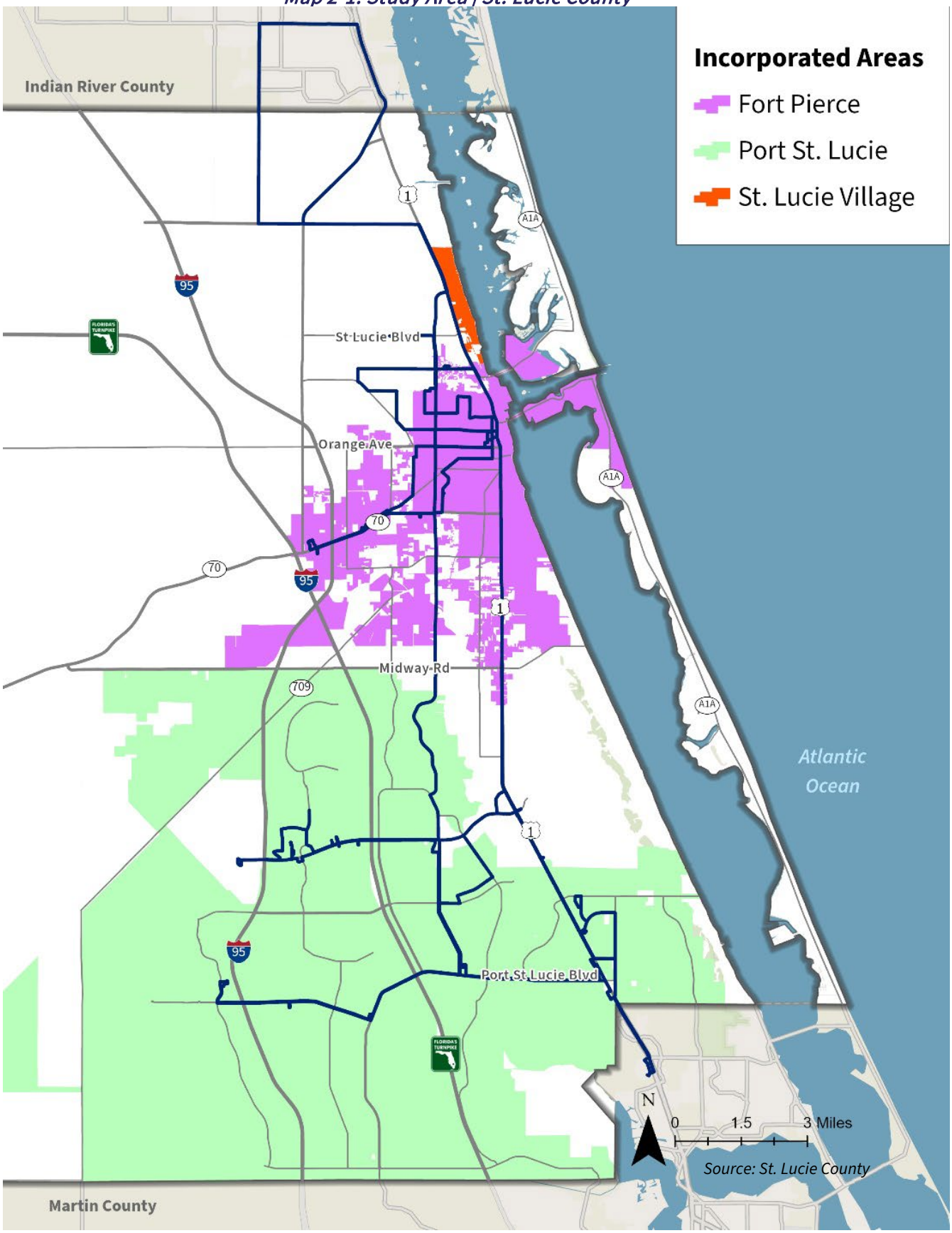
Higher population density can be a key indicator of a healthy transit market. Areas with high population density often are associated with land uses that promote transit use and amenities that promote pedestrian and bicycle activity. St. Lucie County is expected to experience population growth over the next two decades, with population exceeding 400,000 residents by 2030, and more than 480,000 residents by 2050. However, it is expected that the annual population growth rate will slow down from 9% in 2030 to 4% in 2050. Areas with expected higher growth are concentrated west of I-95 in Port St. Lucie. Parts of Fort Pierce are also expected to see higher density growth (more than 1,000 people per square mile).

Figure 2-1: Population Projection | 2025-2050

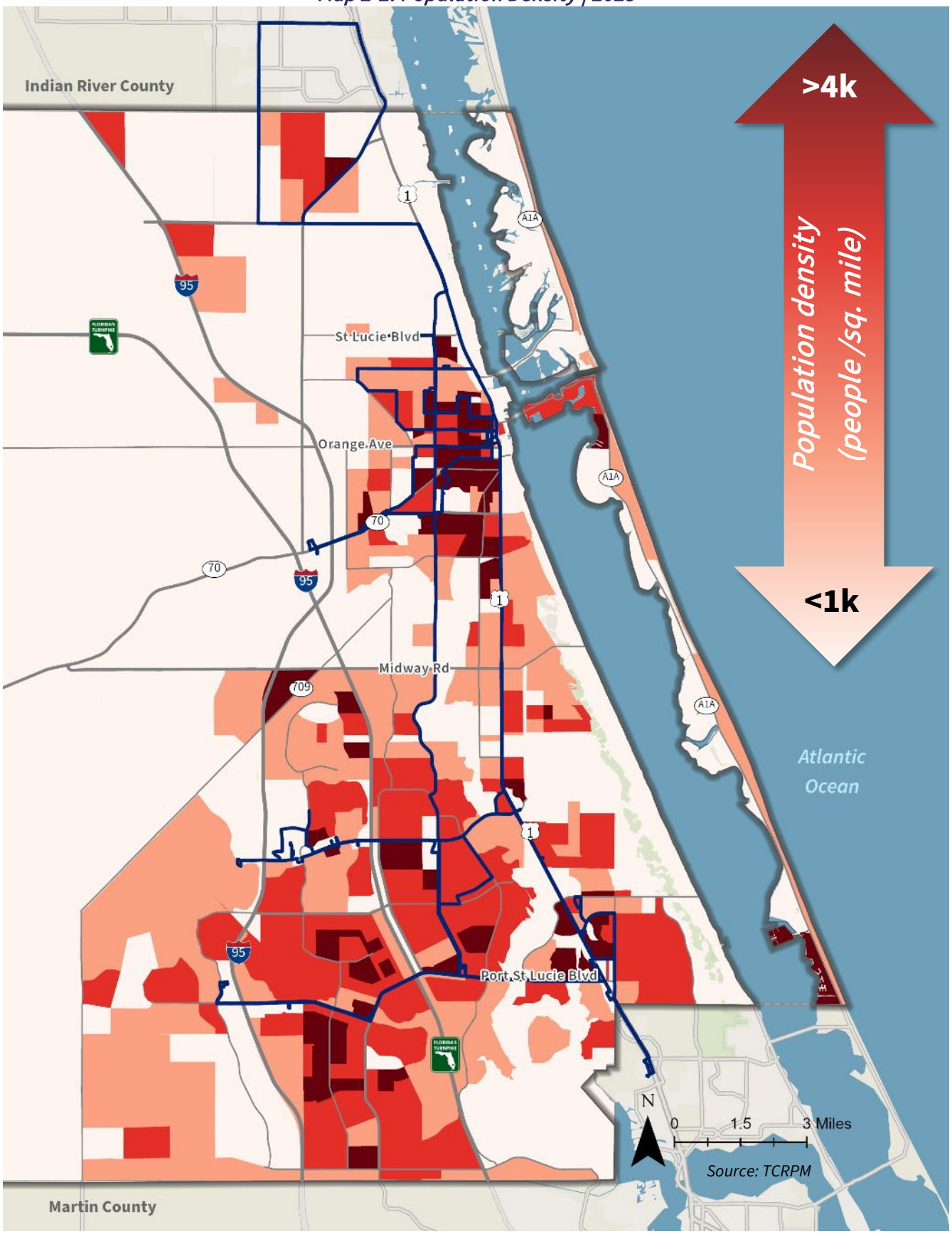


Source: University of Florida Bureau of Economic and Business Research (BEBR) Medium Projections

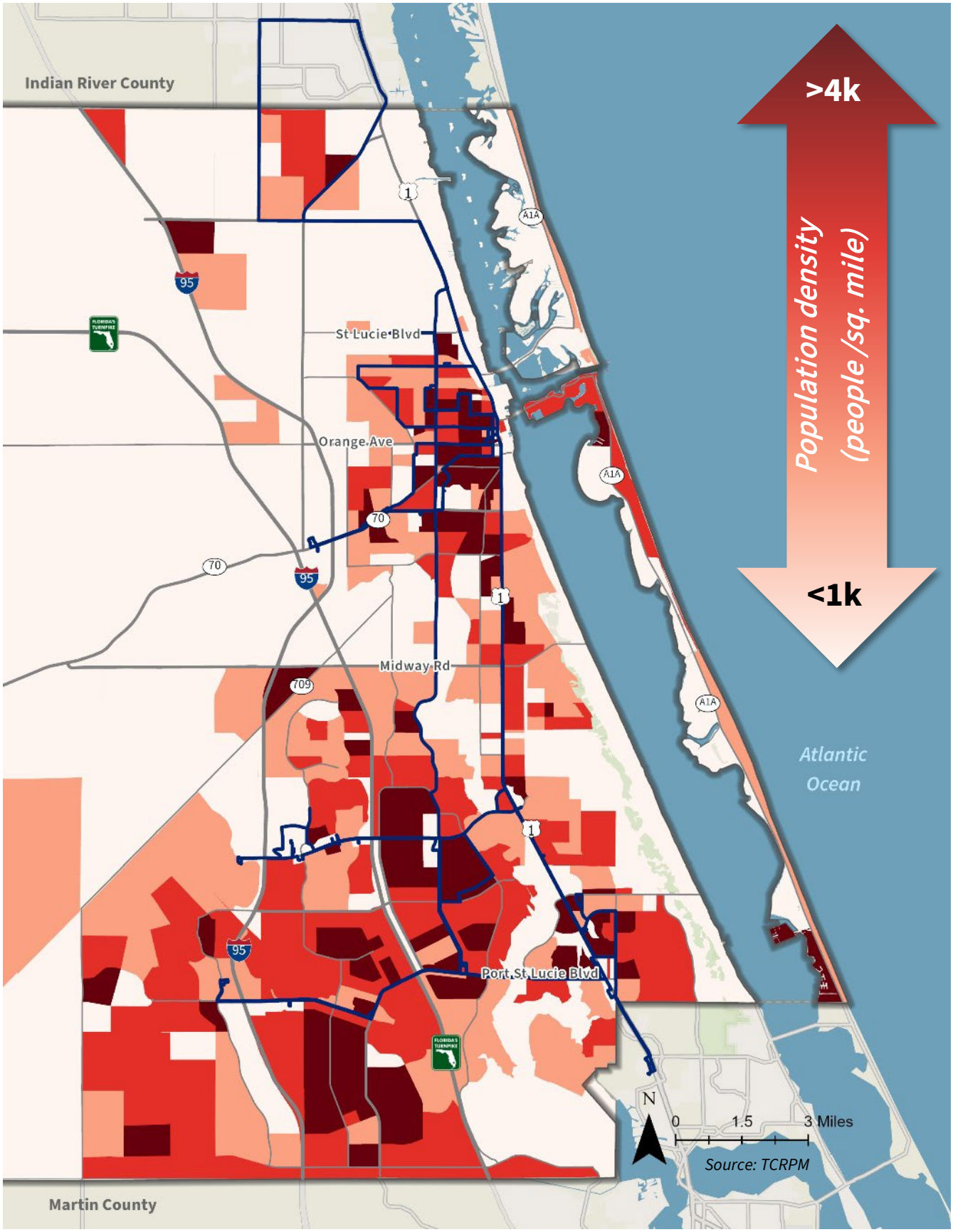
Map 2-1: Study Area | St. Lucie County



Map 2-2: Population Density | 2025



Map 2-3: Population Density | 2034

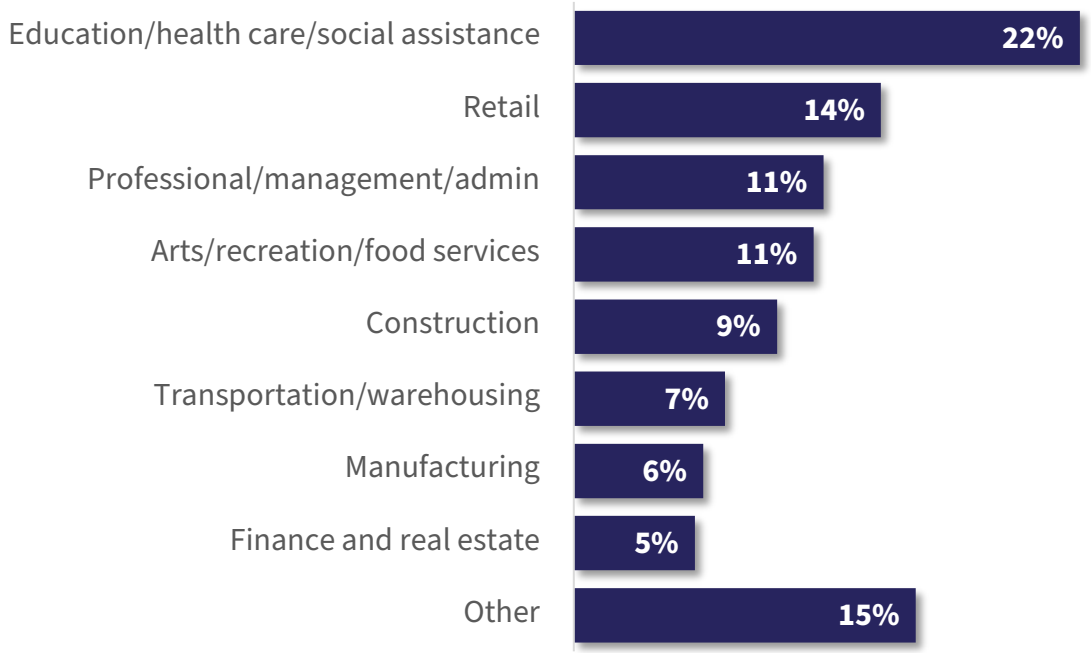


Employment

Employment density is another important factor to consider when analyzing a transit market. Areas of high employment density often include activity centers that cluster shopping centers, medical offices, and/or educational centers that attract transit trips. Urban centers like downtowns also tend to have higher employment densities and more limited parking, which also can increase transit demand.

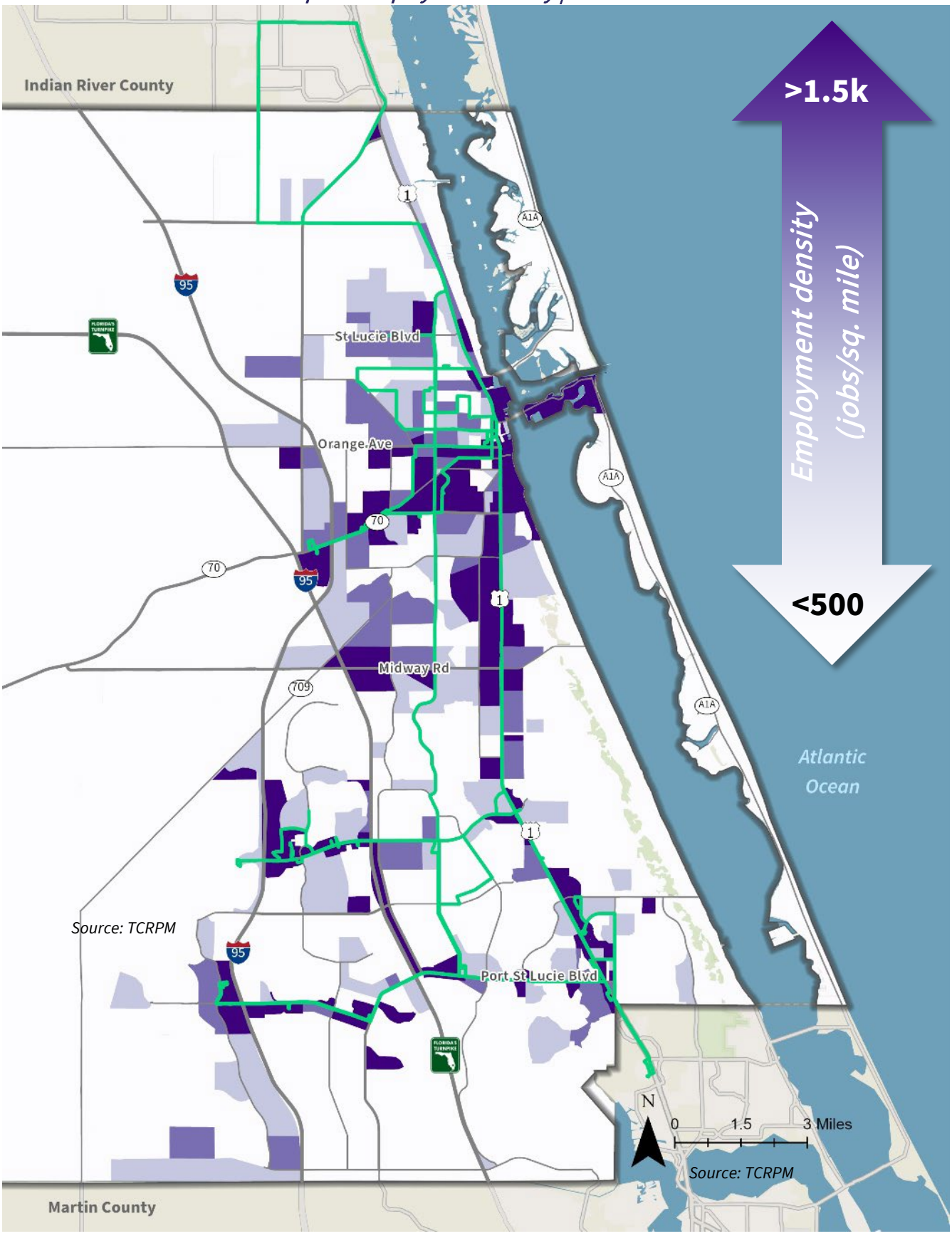
Employment markets and transit service hours can also influence transit use, particularly by those who are transit-dependent or work non-traditional work hours (e.g., third-shift workers). Based on 2021 data, the largest employment sectors in St. Lucie County are education/health care/social assistance (22%), retail (14%), professional/management/ administrative (11%), and art/recreation/food services (11%), making up nearly 60% of employment in St. Lucie County.

Figure 2-2: Occupations | 2021

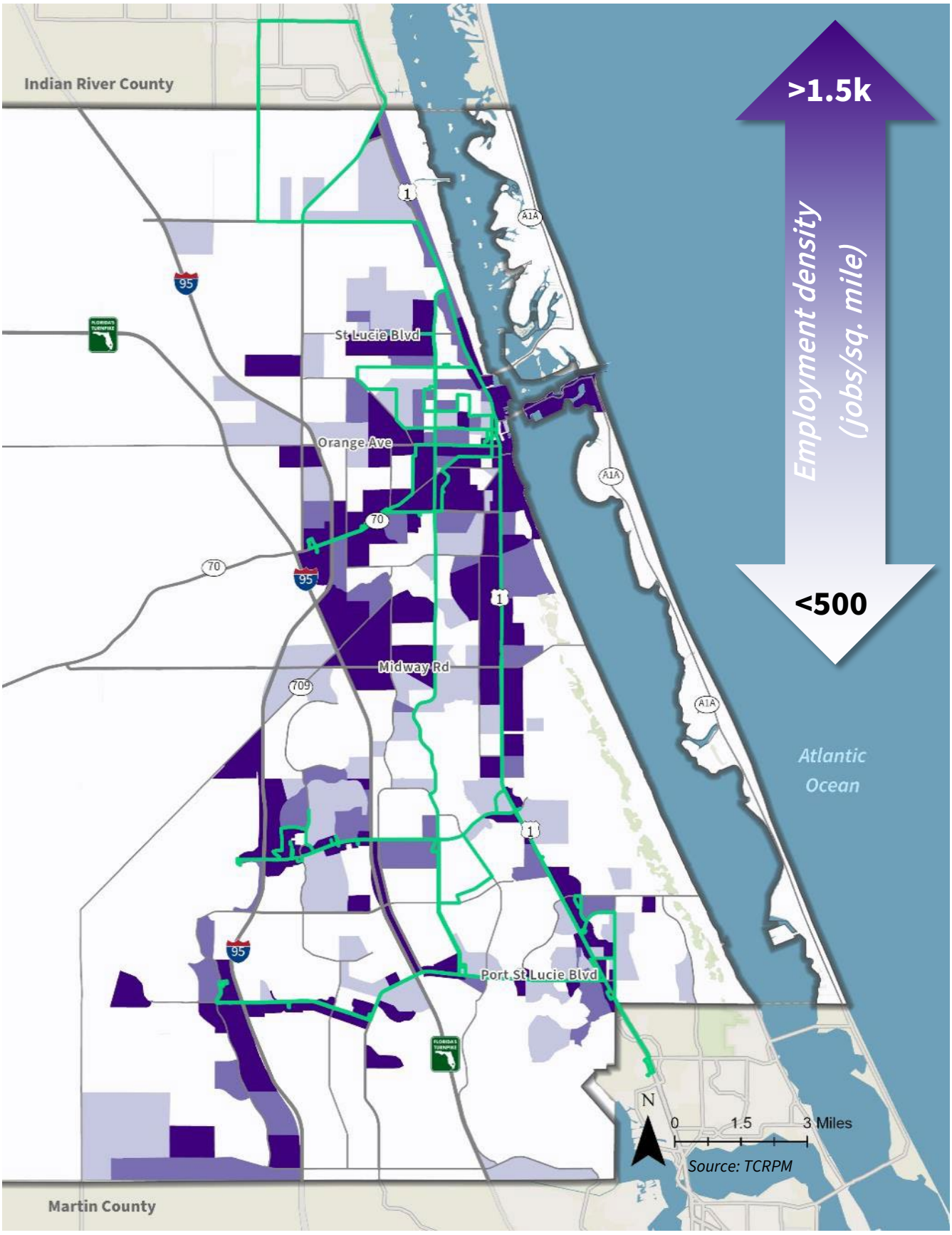


Source: ACS 5-Year Estimates (2017-2021)

Map 2-4: Employment Density | 2025



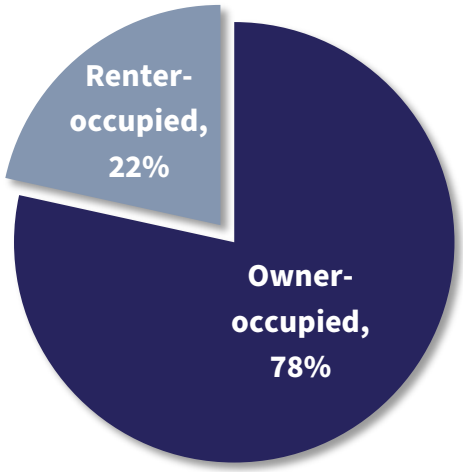
Map 2-5: Employment Density | 2034



Households

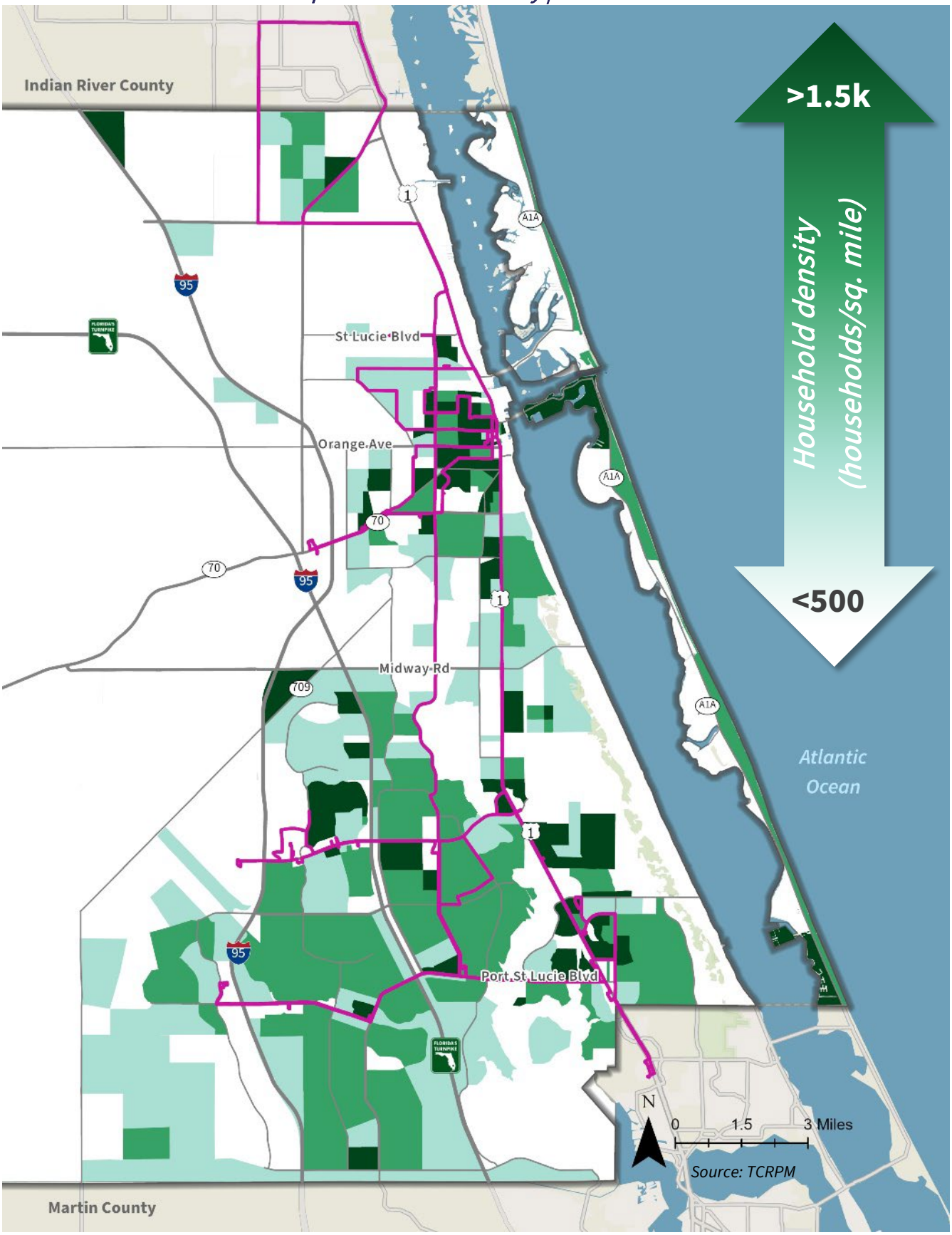
Considering that transit demand is often correlated with housing density, it is important to evaluate this and the housing profile in ART's service area. St. Lucie County continues to grow, which is most noted by the continuous investment in housing developments in recent years. Higher projected growth, particularly in the Port St. Lucie area adjacent to Martin County, may be due to the proximity of economic opportunities and recreational activities and being more affordable than adjacent housing markets.

Figure 2-3: Housing Tenure | 2021

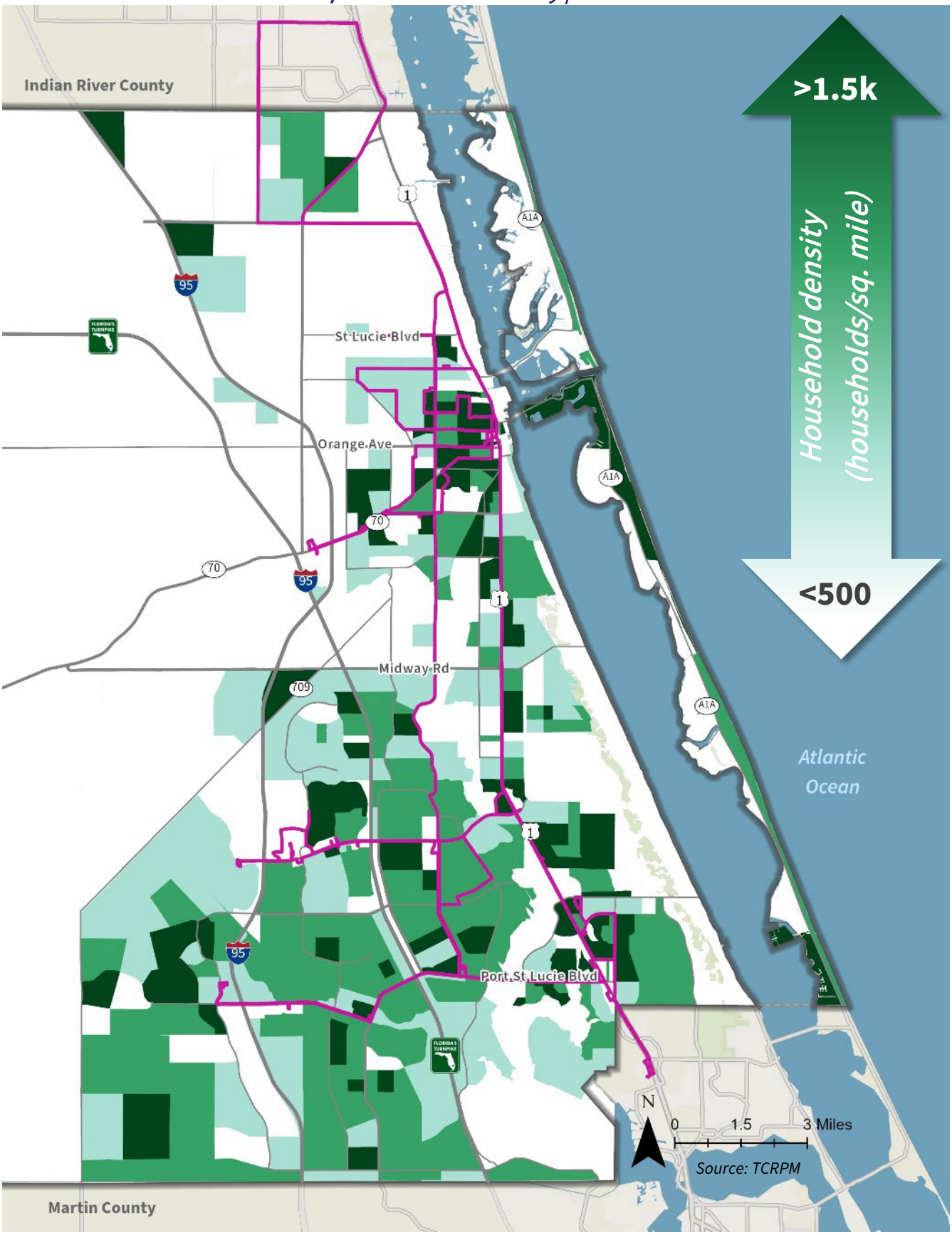


Source: ACS 5-Year Estimates (2017-2021)

Map 2-6: Household Density | 2025



Map 2-7: Household Density | 2034



Socio-Demographic Characteristics and Trends

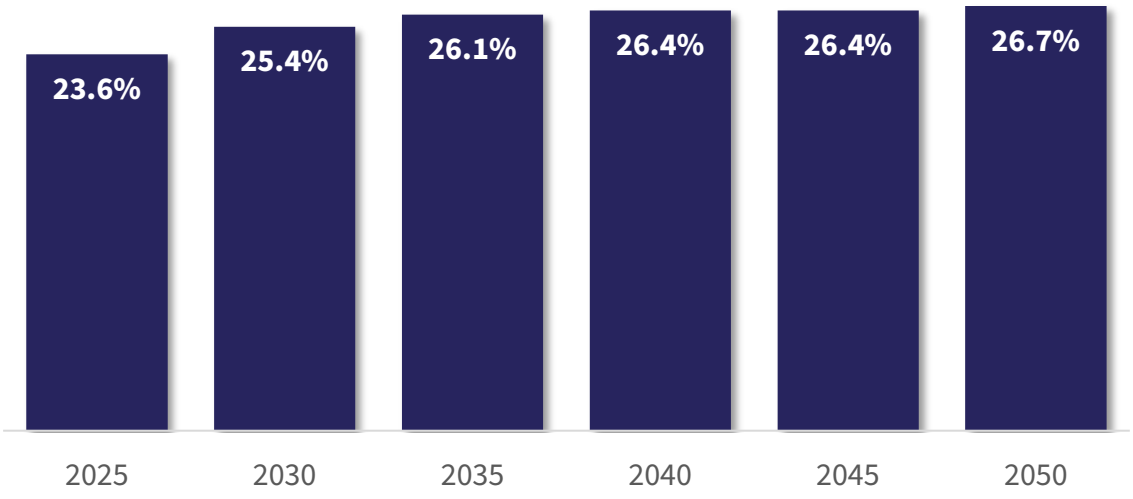
Age | Older Adults

By 2050, the percentage of older adult residents (65 or older) is expected to increase by 3%, to approximately 27% of the county's population. This is an important consideration for transit as a person's ability to drive is often reduced with age, leading to demand for other transportation options.

By 2050, 26.7% of the population will be 65+

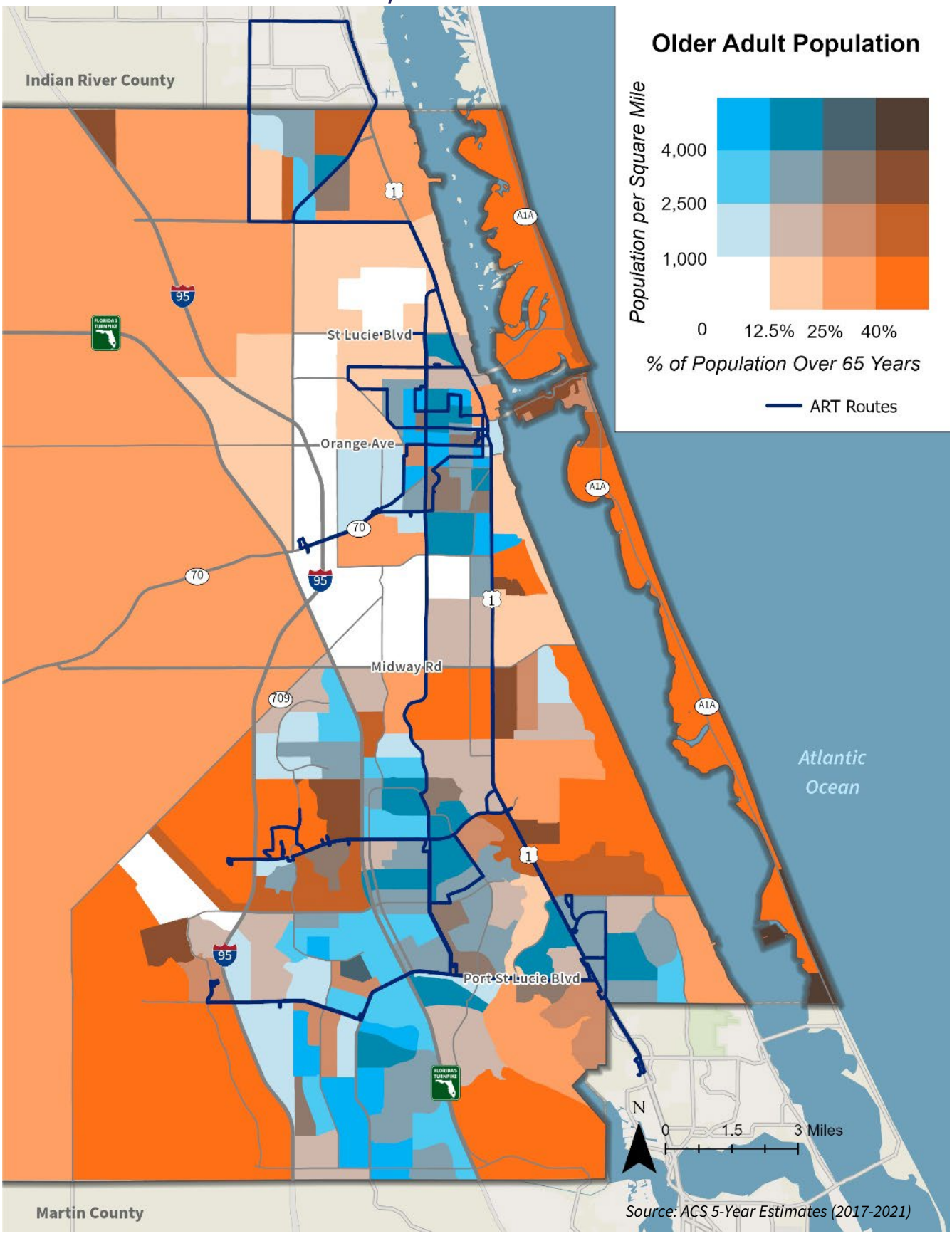
In St. Lucie County, the high densities of older adult populations are primarily in Port St. Lucie west of I-95 and east of US 1, and on Hutchinson Island.

Figure 2-4: Percentage of Older Adults (65+) | 2025-2050



Source: BEBR

Map 2-8: Older Adults



Age | Younger Adults

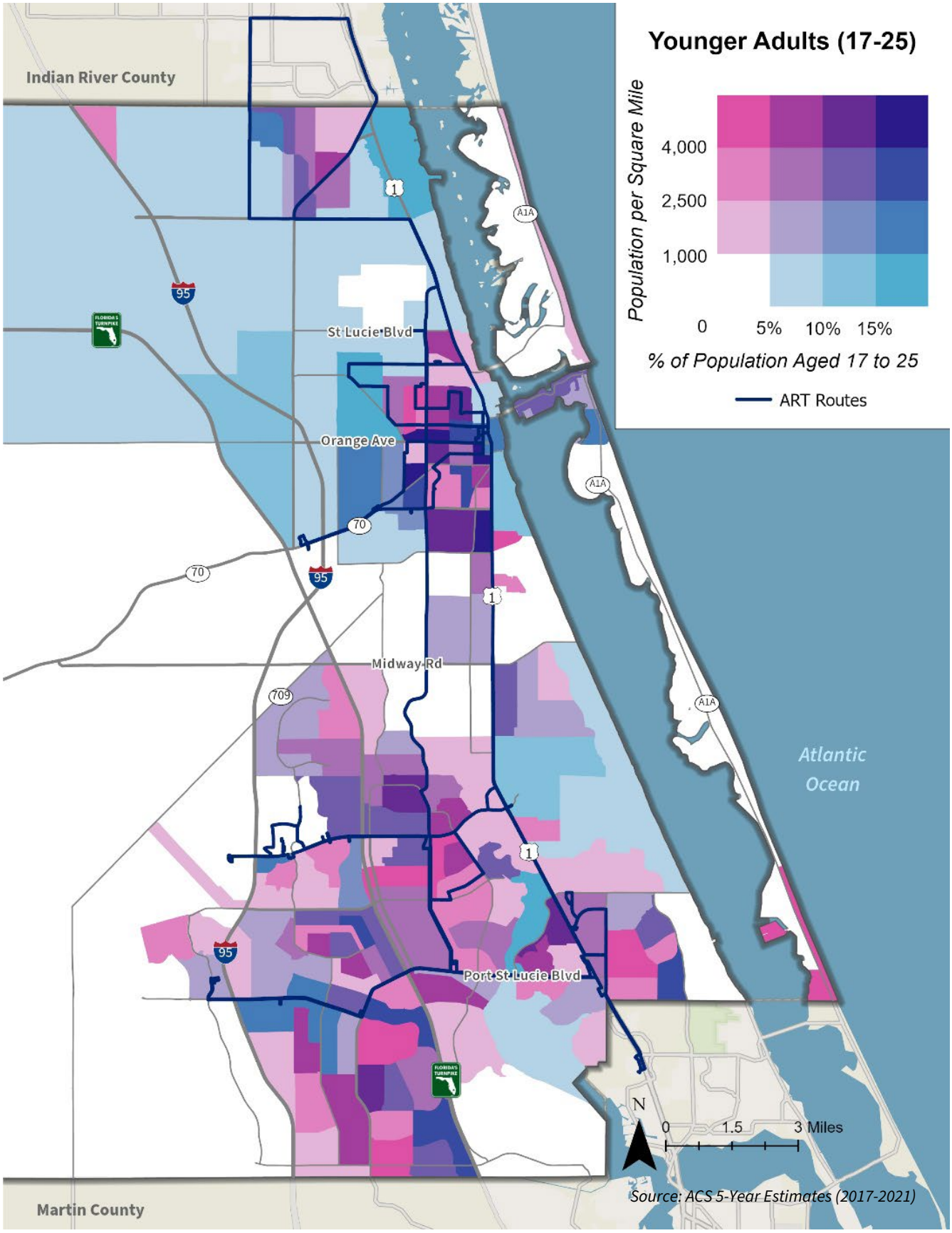
Millennials, or persons born between 1982 and 2000, generally exhibit a desire for different transportation modes and preferences than older generations. Millennials tend to drive less and desire more choices and flexibility in transit options. Younger adults born after Millennials, referred to as Generation Z, are continuing to exhibit these same preferences, indicating a more positive, long-term shift in transit habits.

The proportion of St. Lucie County residents aged 25–54 is projected to decline marginally (-1.3%) by 2050. This age group represents most working-age residents and adult students, many of whom commute daily to school or work. This may indicate a need for additional transit mode options.

The most densely populated areas of the county (Fort Pierce and central Port St. Lucie) have a mix of block groups with both high and low concentrations of younger adults.

Source: Visit St. Lucie

Map 2-9: Younger Adults

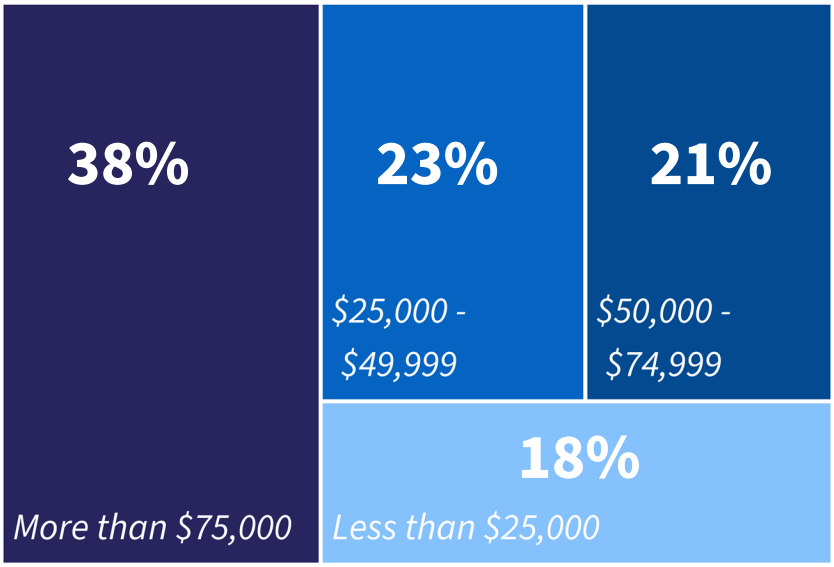


Income Distribution

Annual household income also can be a key indicator of potential public transit need, as low-income populations tend to use transit more than higher income earners.

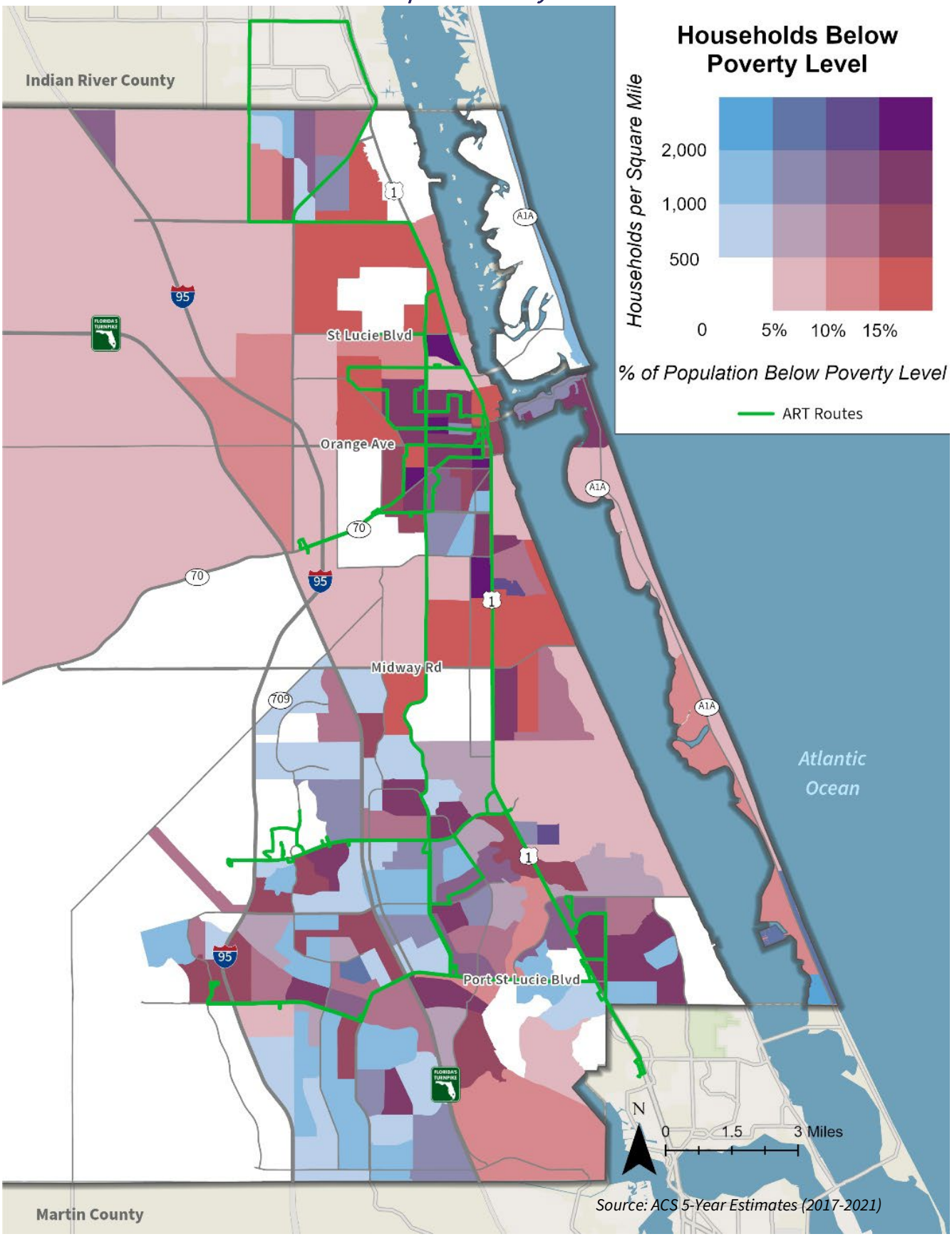
Approximately 38% of households earned more than $75,000 and 18% earned less than $25,000 in 2021. Fort Pierce is densely populated with households living below the poverty level. Port St. Lucie has a mix of block groups with both low and high concentrations of households living below the poverty level. Unincorporated St. Lucie County also has many areas with higher concentrations of households living below the poverty level, although less concentrated than in the municipalities.

Figure 2-5: Household Income Distribution | 2021



Source: ACS 5-Year Estimates (2017-2021)

Map 2-10: Poverty



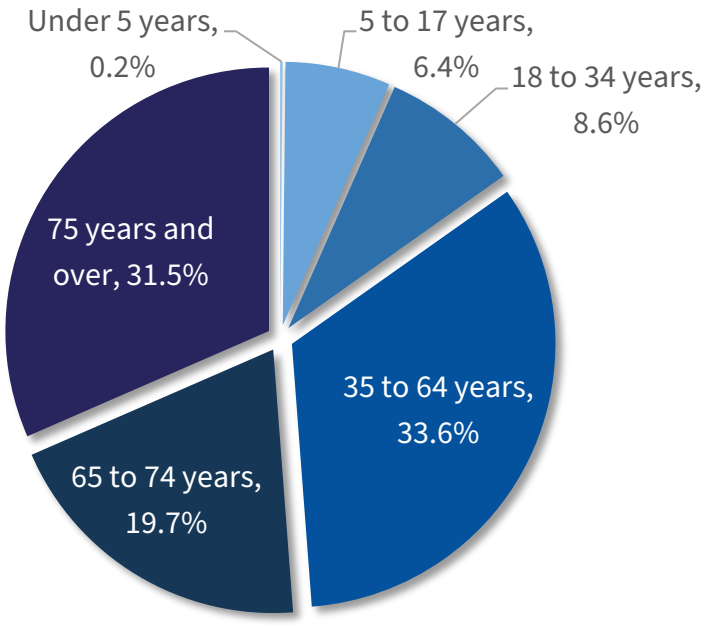
Source: ACS 5-Year Estimates (2017-2021)

Individuals with Disabilities

Persons with disabilities may need public transportation service for their mobility needs if they cannot drive or walk long distances. Monitoring changes in the number and where the population with disabilities are located is important to ensure they are properly served. According to ACS 5-Year Estimates (2017-2021), 15% of the. Lucie County's population has a disability.

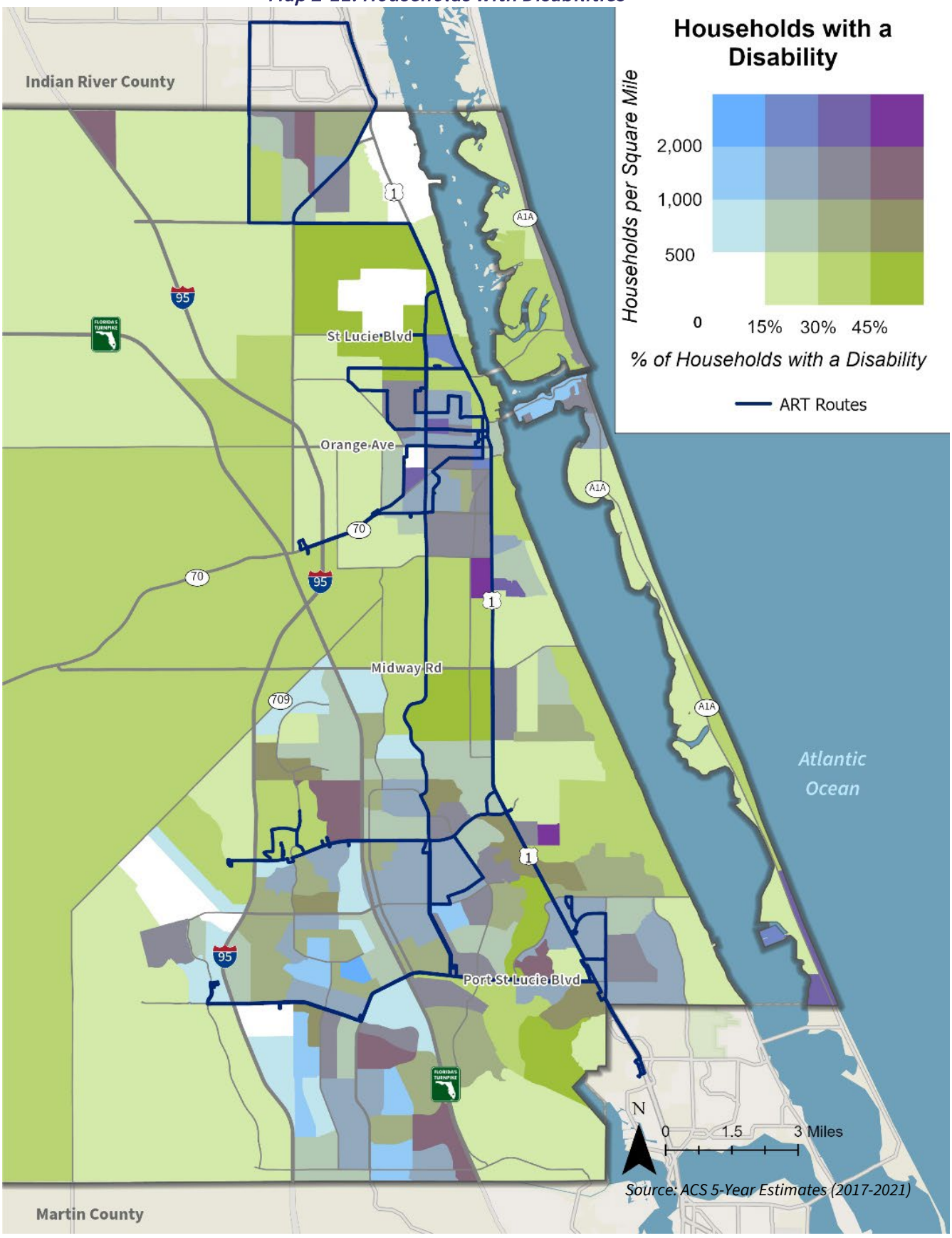
Households with one or more individuals with a disability are geographically spread out in St. Lucie County. The central part has a considerable percentage of individuals with a disability, although the population is not as dense as the core areas of Fort Pierce and Port St. Lucie, which have a mix of areas with high and low percentages of individuals with a disability.

Figure 2-6: Age Distribution of Individuals with Disabilities | 2021



Source: ACS 5-Year Estimates (2017-2021)

Map 2-11: Households with Disabilities

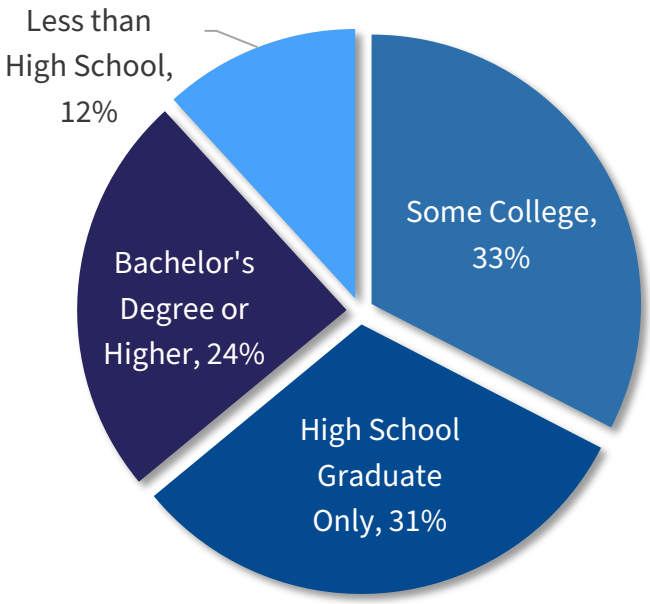


Educational Attainment

Education level is an important factor in understanding an area's demographics. The level of education has been shown to correlate with income, which affects the propensity of the population to use public transit.

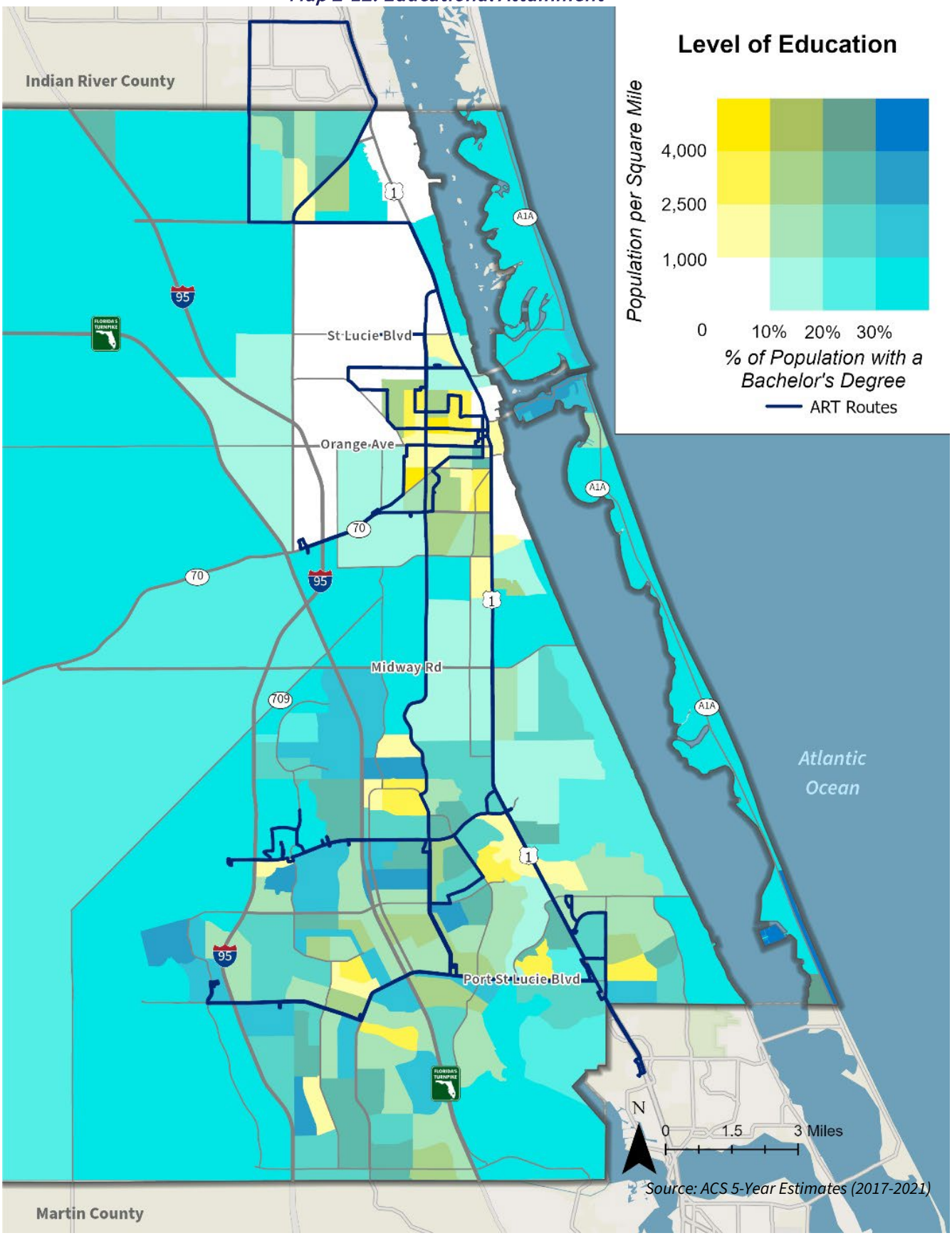
More than half of St. Lucie County residents, 57%, have some college credit or degree and 31% are high school graduates only. Educational attainment at the bachelor's degree level is highest on Hutchinson Island and west of I-95. It is lowest in central Fort Pierce and outlying areas of Port St. Lucie.

Figure 2-7: Highest Educational Attainment



Source: ACS 5-Year Estimates (2017-2021)

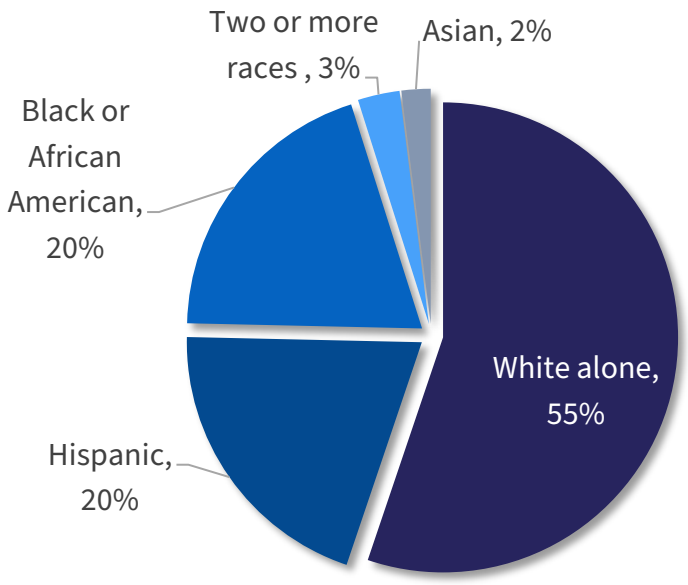
Map 2-12: Educational Attainment



Race and Ethnic Origin

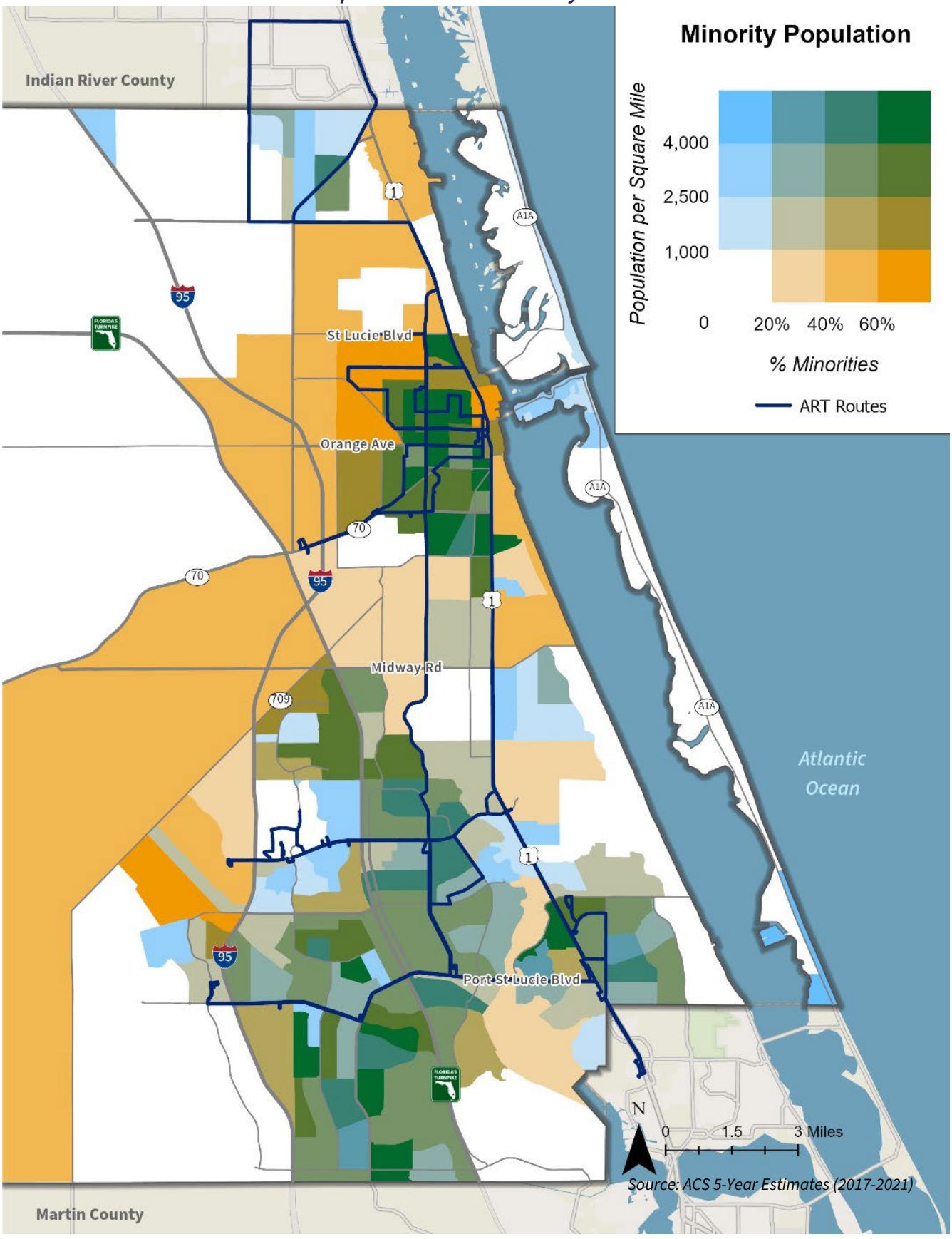
Historically non-white and ethnic groups represent a higher proportion of transit riders compared to the overall population. Currently, residents identifying as White alone comprise 55% of St. Lucie County's population. Map 2-14 shows the location of non-White minorities throughout the county. Fort Pierce has the most densely populated areas of minority groups. Southwestern Port St. Lucie is also populated by minority groups, but to a lesser density than in Fort Pierce.

Figure 2-8: Race and Ethnicity | 2021



Source: ACS 5-Year Estimates (2017-2021)

Map 2-13: Race and Ethnicity



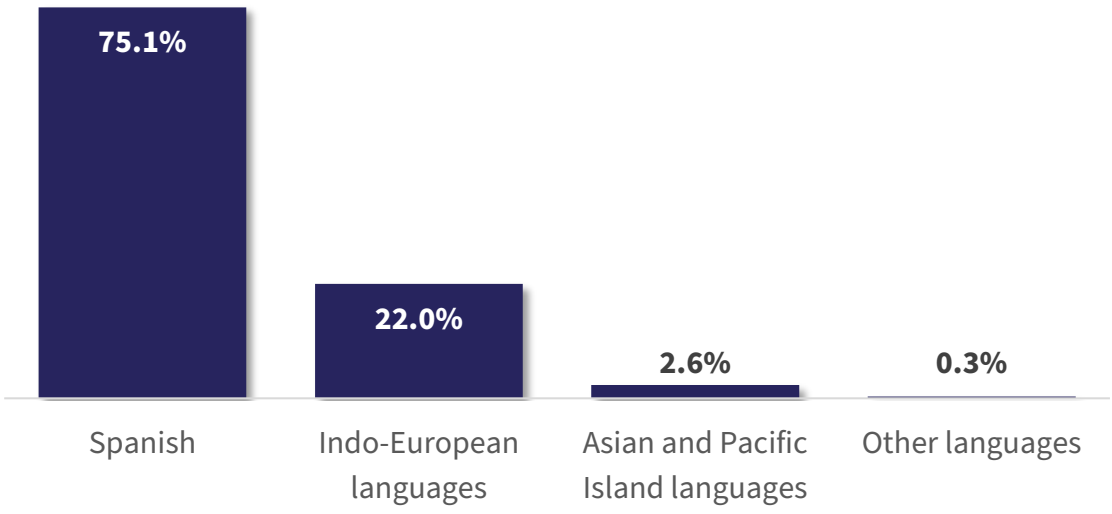
Source: ACS 5-Year Estimates (2017-2021)

Limited English Proficiency

Transit may also provide St. Lucie County residents with Limited English Proficiency (LEP) additional travel options to services and jobs. According to the U.S Census Bureau, LEP individuals are persons age 5 or older who self-identify as speaking English less than "very well." The total LEP population equals the sum of all individuals who speak a language other than English and speak English less than "very well."

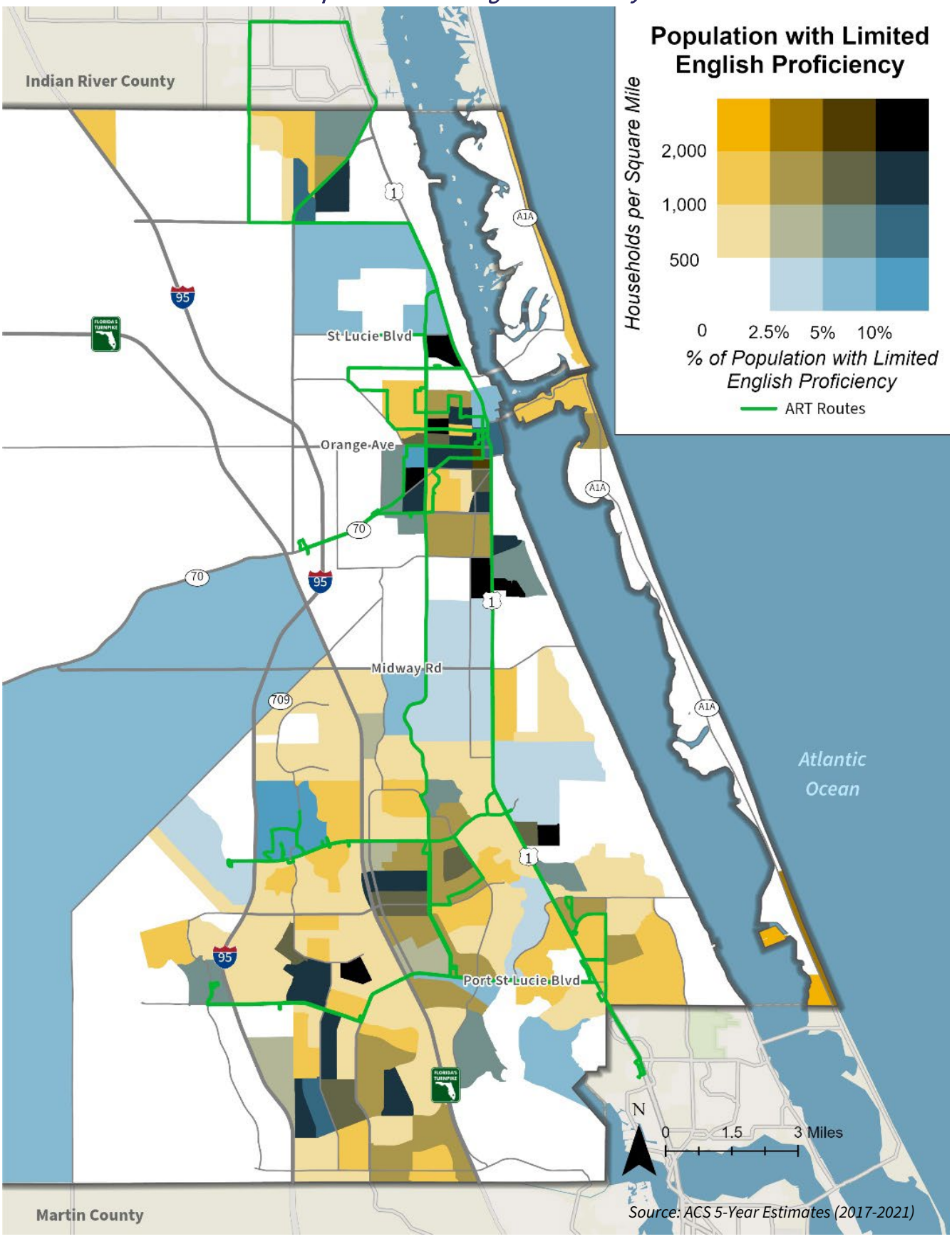
The levels of LEP persons in St. Lucie County vary by block group. However, Fort Pierce and Port St. Lucie west of Florida's Turnpike contain a higher concentration of LEP households.

Figure 2-9: LEP Household Language Breakdown | 2021



Source: ACS 5-Year Estimates (2017-2021)

Map 2-14: Limited English Proficiency

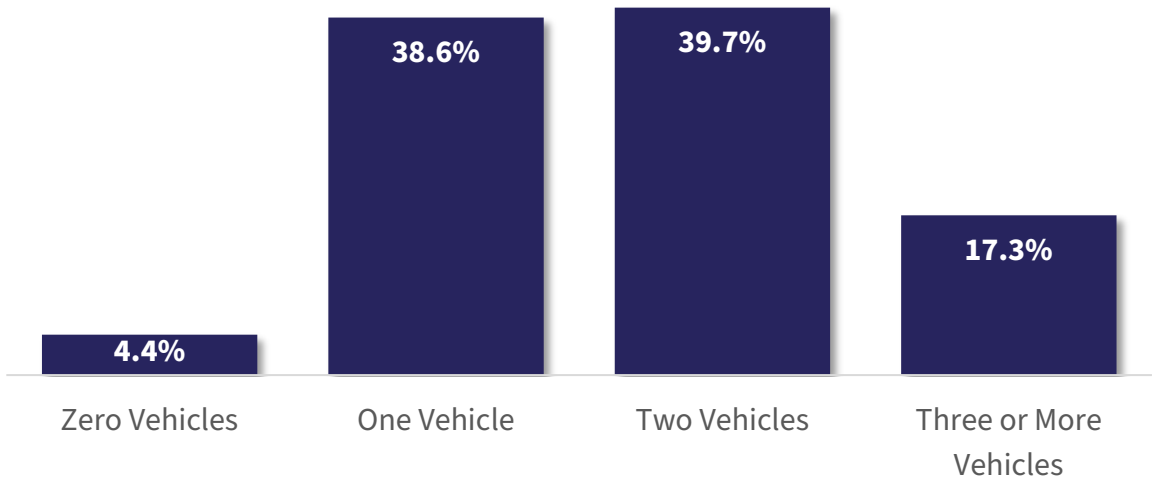


Automobile Ownership

Owning a vehicle can be a significant cost, particularly for households already near or below the poverty line. Households without a vehicle, either because of unaffordability or choice, are considered "zero-vehicle households" and are more likely to use transit for work, education, and recreational trips.

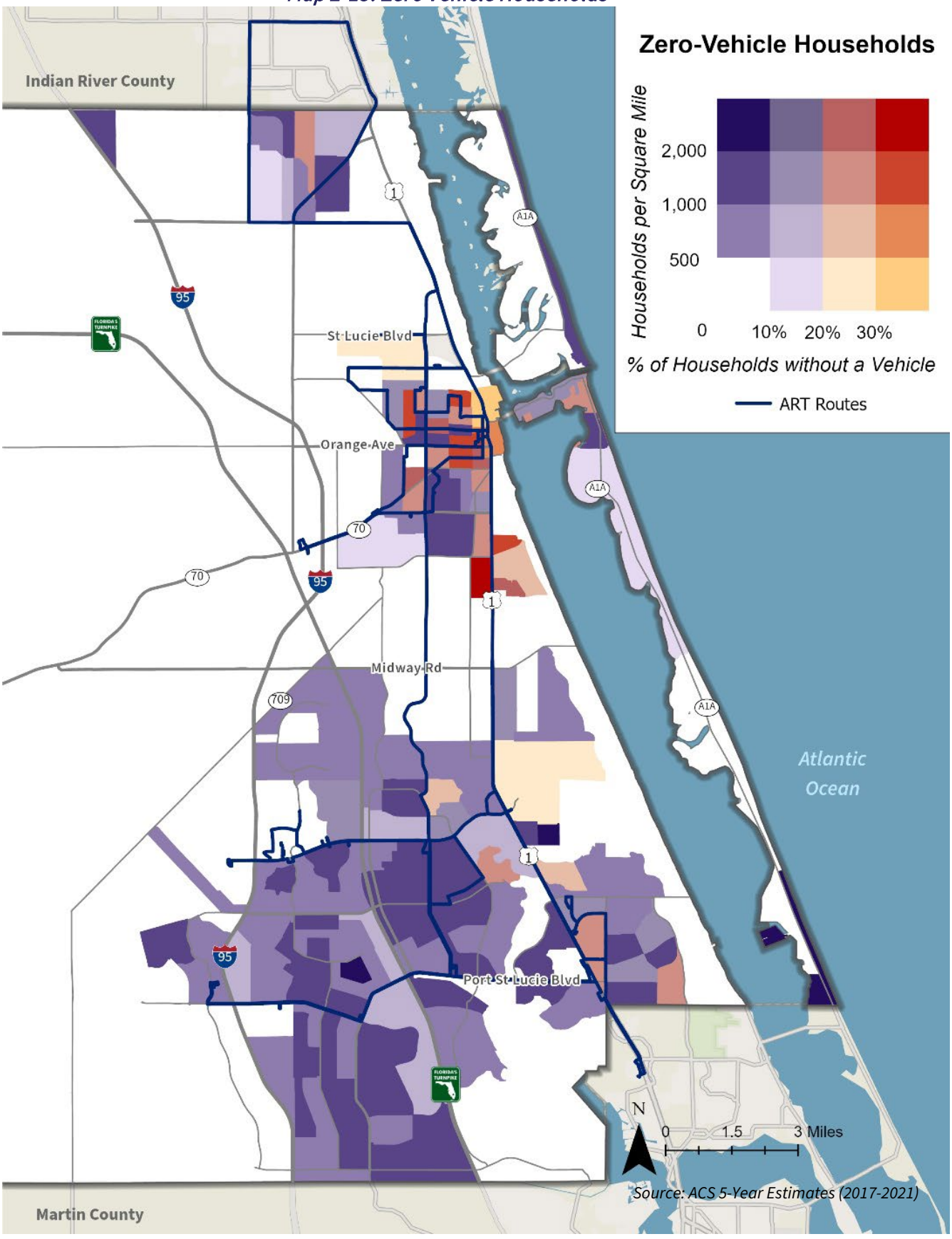
Most households in St. Lucie County have access to at least one vehicle and transit users are more likely to be zero or one-car households compared to all households. Most high-density areas of zero-vehicle households are in Fort Pierce.

Figure 2-10: Number of Vehicles Owned by Household | 2021



Source: ACS 5-Year Estimates (2017-2021)

Map 2-15: Zero Vehicle Households



Source: ACS 5-Year Estimates (2017-2021)

Travel Behavior and Commuting Trends

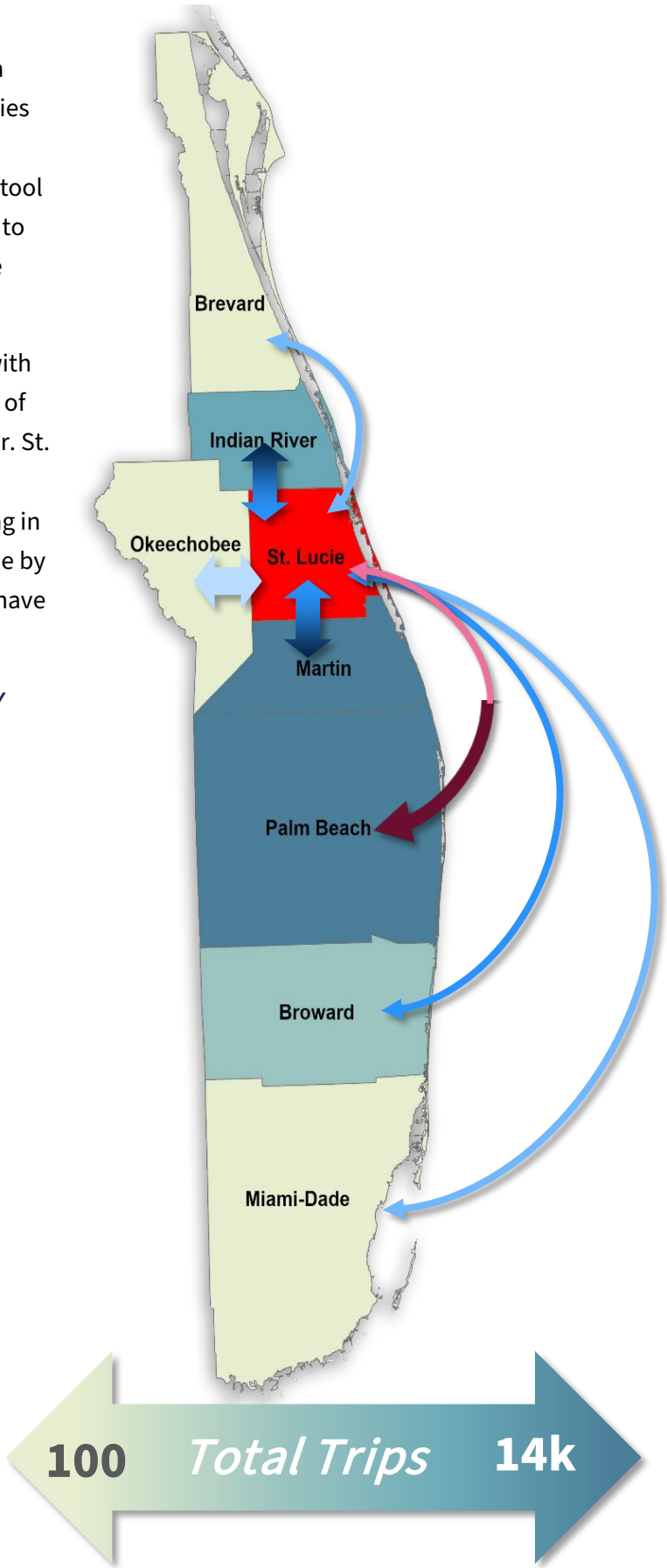
If offered as a viable and attractive option, transit can effectively connect residents to jobs and other activities across county lines. Data available from Longitudinal Employer-Household Dynamics (LEHD) "OnTheMap" tool developed by the U.S. Census Bureau, were analyzed to assess general travel patterns in and around St. Lucie County.

St. Lucie County has a strong economic connection with neighboring counties. This is evident in the exchange of workers who reside in one county but work in another. St. Lucie County houses more workers employed in neighboring counties than it employs workers residing in neighboring counties. The counties closest to St. Lucie by distance (Martin, Indian River, Palm Beach) typically have the largest commuter inflows and outflows.

Table 2-1: Commute Patterns | Inflow and Outflow

County	Inflow	Outflow
Martin	5,038	22,528
Palm Beach	1,408	14,155
Indian River	4,608	6,796
Broward	310	1,449
Brevard	1,159	773
Miami-Dade	133	743
Okeechobee	884	643

Source: LEHD "OnTheMap"



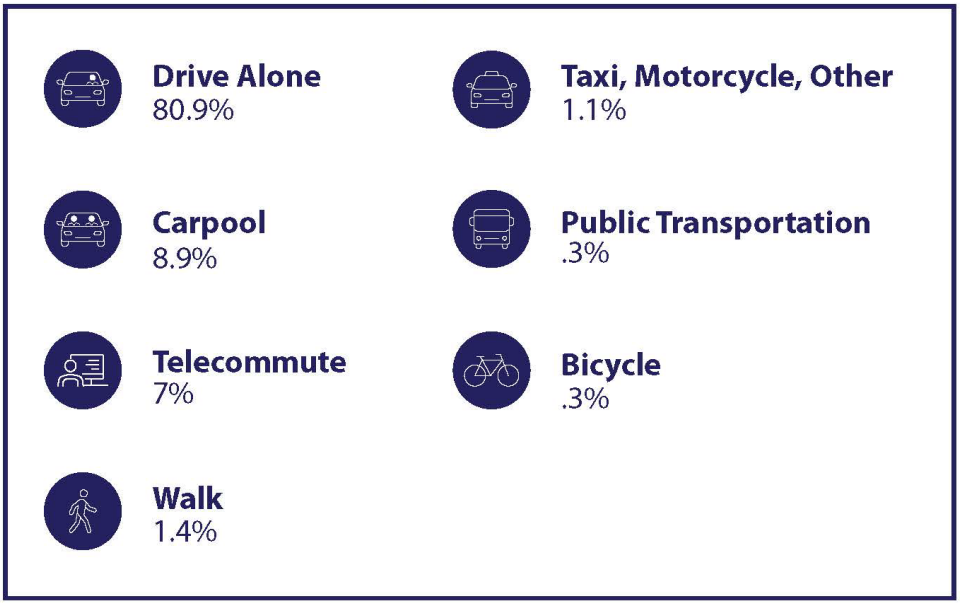
Commute Choices

Insight into St. Lucie County's commuter profile, such as commute modes and length, is important to understand how transit may supplement the community's travel options.

Most residents who commute to work drive alone (80.9%), which is like many suburban areas in Florida. The percentage who worked from home (7.0%) has increased since 2010.

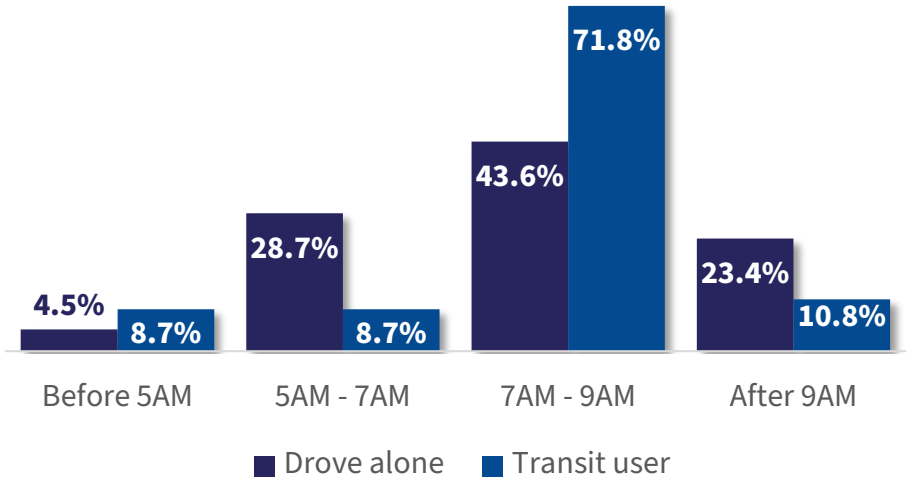
Approximately 44% of commuters who drive alone leave between 7:00 AM and 9:00 AM. Among transit users, 72% leave for work at that time. Furthermore, 35% of commuters who use public transit have a trip of 60+ minutes. The most frequent commute length for those who drive alone is between 15 to 29 minutes (37.9%).

Figure 2-11: Commute Modes | 2021



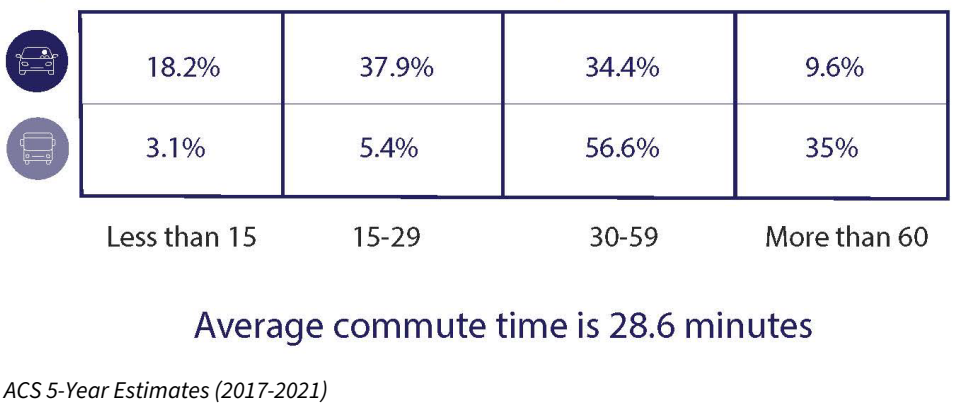
Source: ACS 5-Year Estimates (2017-2021)

Figure 2-12: Departure Time to Work | 2021



Source: ACS 5-Year Estimates (2017-2021)

Figure 2-13: Commute Time | Transit vs Drove Alone



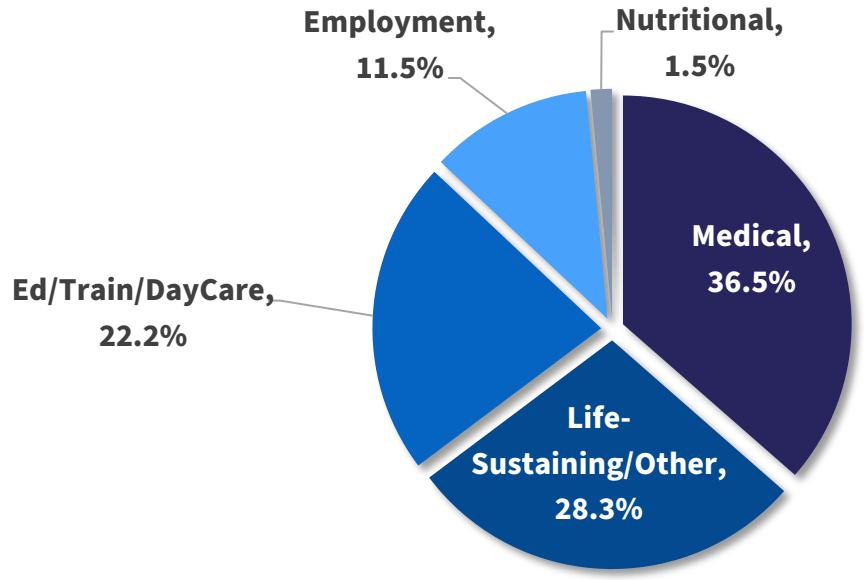
Source: ACS 5-Year Estimates (2017-2021)

Transportation Disadvantaged (TD) Population

St. Lucie County is also the designated Community Transportation Coordinator (CTC), providing travel options for people who cannot use fixed-route service and do not qualify for complementary ADA paratransit service. This door-to-door service is provided throughout the county for individuals with disabilities or who are age 67 or older or who qualify as low-income from anywhere in St. Lucie County under the Transportation Disadvantaged (TD) Program. To use TD services, individuals must apply for and be approved.

TD service connects qualified individuals to lifeline trips for medical, employment, educational, nutritional, or other life-sustaining purposes. According to the Florida Commission for the Transportation Disadvantaged's (CTD) 2021 Annual Operating Report, the top trip purpose reported was medical (36.5%), which increased since 2017 (21.2%). Trips for education/training/daycare purposes experienced a significant decrease, from 31.0% in 2017 to 22.2% in 2021.

Figure 2-14: TD Trips by Purpose /2021



Source: Commission of Transportation Disadvantaged

Major Trip Generators

Major trip generators often include medical facilities, recreational areas, educational establishments, major shopping centers, and government or business offices. Local major trip attractors are found throughout St. Lucie County, though typically located close to major roadways. Additionally, locations of event centers, schools, earning centers, and public parks were also reviewed.

Major Trip Attractors

St. Lucie County operates Clover Park, the spring training home of the New York Mets, summer home of the St. Lucie Mets, and the hub for all New York Mets minor league operations. Outside of baseball,

the sports complex hosts a variety of events including festivals, concerts, tournaments, and more. The stadium's seating capacity is 7,800, indicating a potential need for transit connections to the facility during major events.

Large public parks and spaces also can be considered major trip generators as visitors and residents want to enjoy them. The eastern/coastal portion of the county is home to the Savannas Preserve, Fort Pierce Inlet, and Avalon State Parks. Savannas Preserve State Park offers hiking trails and recreational activities such as canoeing, kayaking, and fishing for visitors. Popular activities at Fort Pierce Inlet State Park include swimming, scuba diving, and picnicking. Avalon State Park boasts more than a mile of undeveloped beachfront that is home to endangered sea turtles and is ideal for snorkelers and scuba divers. These parks are not adjacent to any existing fixed-route service.

Major hubs of shopping and retail are located throughout St. Lucie County, including the Town Center at St. Lucie West, the Landing at Tradition, and downtown Fort Pierce, attracting residents and visitors to the area. There are museums, a River Walk Center, and the Manatee Observation and Education Center in downtown Fort Pierce.

Source: St. Lucie County

Fenn Center

The Havert L. Fenn Center is an event facility in Fort Pierce that provides basketball/volleyball courts, six meeting rooms, and an exhibit hall/gymnasium. The Fenn Center is part of the Fort Pierce Parks system. Currently, only Route 3 serves the Fenn Center, with transfers to Routes 1, 2, and 7 at the Fort Pierce Intermodal Center.

St Lucie County Fairgrounds

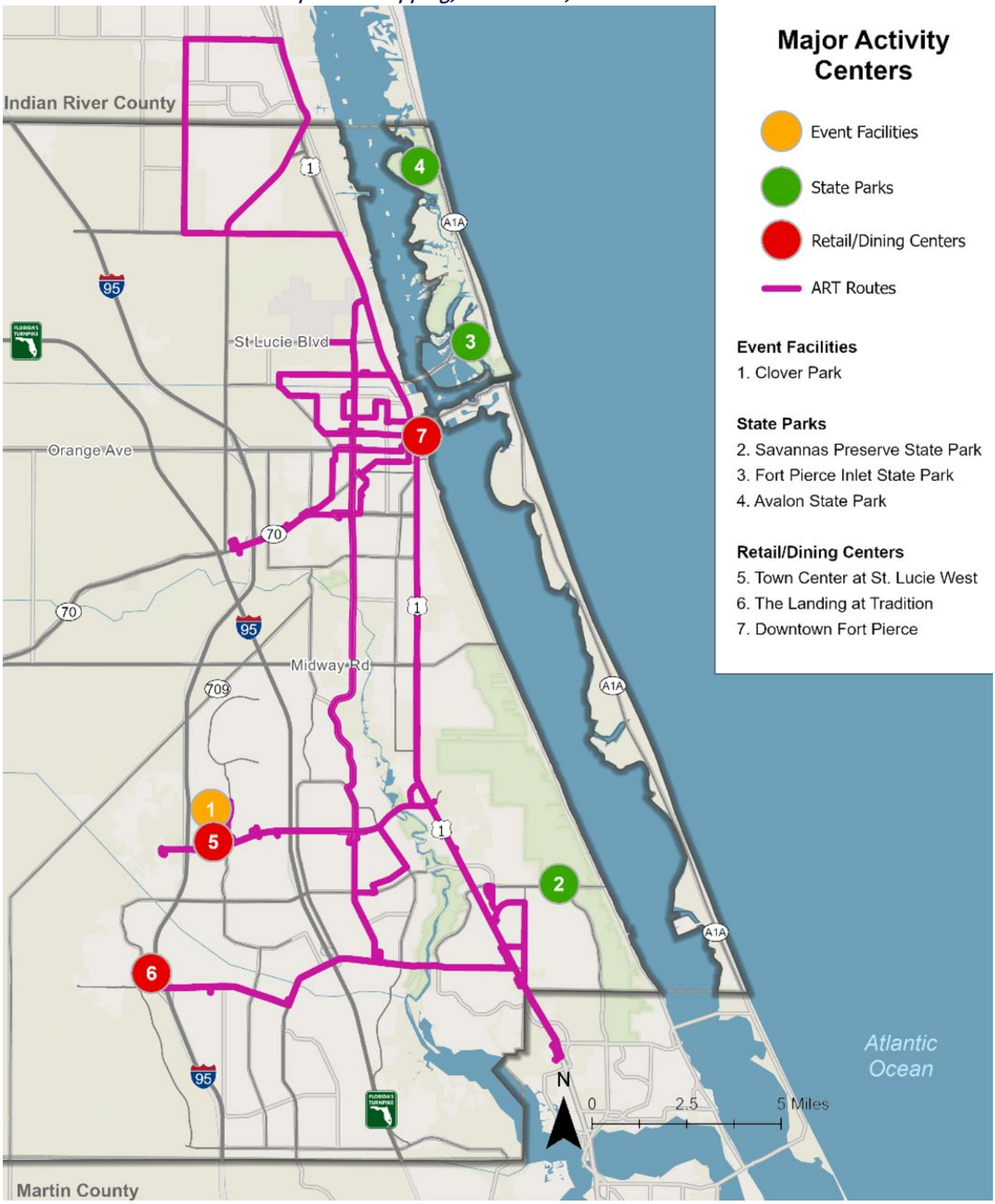
The St. Lucie County Fairgrounds, located on Midway Road, is host to the annual St. Lucie County Fair. The Fair is held from the end of February to the beginning of March. The Fair provides a 10-day educational experience for agriculture, horticulture, creative arts and crafts, sciences, and civics as well as entertainment. Currently, no ART routes serve the area. Additionally, no private shuttle service is provided according to the Fairground's website.

MidFlorida Event Center

The MidFlorida Credit Union Event Center is a multipurpose event center located off Walton Road, adjacent to US 1 in Port St. Lucie. The Event Center hosts many functions including concerts, banquets, artist exhibitions, holiday festivals, and the Strawberry Fest. In addition to cultural events, the Event Center holds an important civic function as a location for early voting and election day voting for local, state, and national elections. Currently, the Event Center is served by Route 4, with transfers to Routes 5 and 6 at the Port St. Lucie Intermodal Center.

Source: St. Lucie County

Map 2-16: Shopping, State Parks, Event Centers



Major Employers

A key set of trip generators are major employers. Besides education, the top industry in St. Lucie County is healthcare, followed by local government. Some of the listed employers have multiple locations with employees distributed throughout the county, rather than in one location.

Table 2-2: Top 10 Major Employers

Employer	Type	# of Employees
St. Lucie Public Schools	Education	5,253
HCA Florida Lawnwood Hospital	Healthcare	1,847
Cleveland Clinic Martin Health	Healthcare	1,500
City of Port St Lucie	Government	1,363
Walmart Distribution Center	Distribution	1,273
HCA Florida St. Lucie Hospital	Healthcare	937
St. Lucie County	Government	791
Indian River State College	Education	734
Pursuit Boats	Manufacture	684

Source: St. Lucie County EDC

Source: Benesch

Higher Education Institutions

It is also important to examine the number and distribution of higher education centers as students may not have access to a vehicle and may be more dependent on transit than working-age adults.

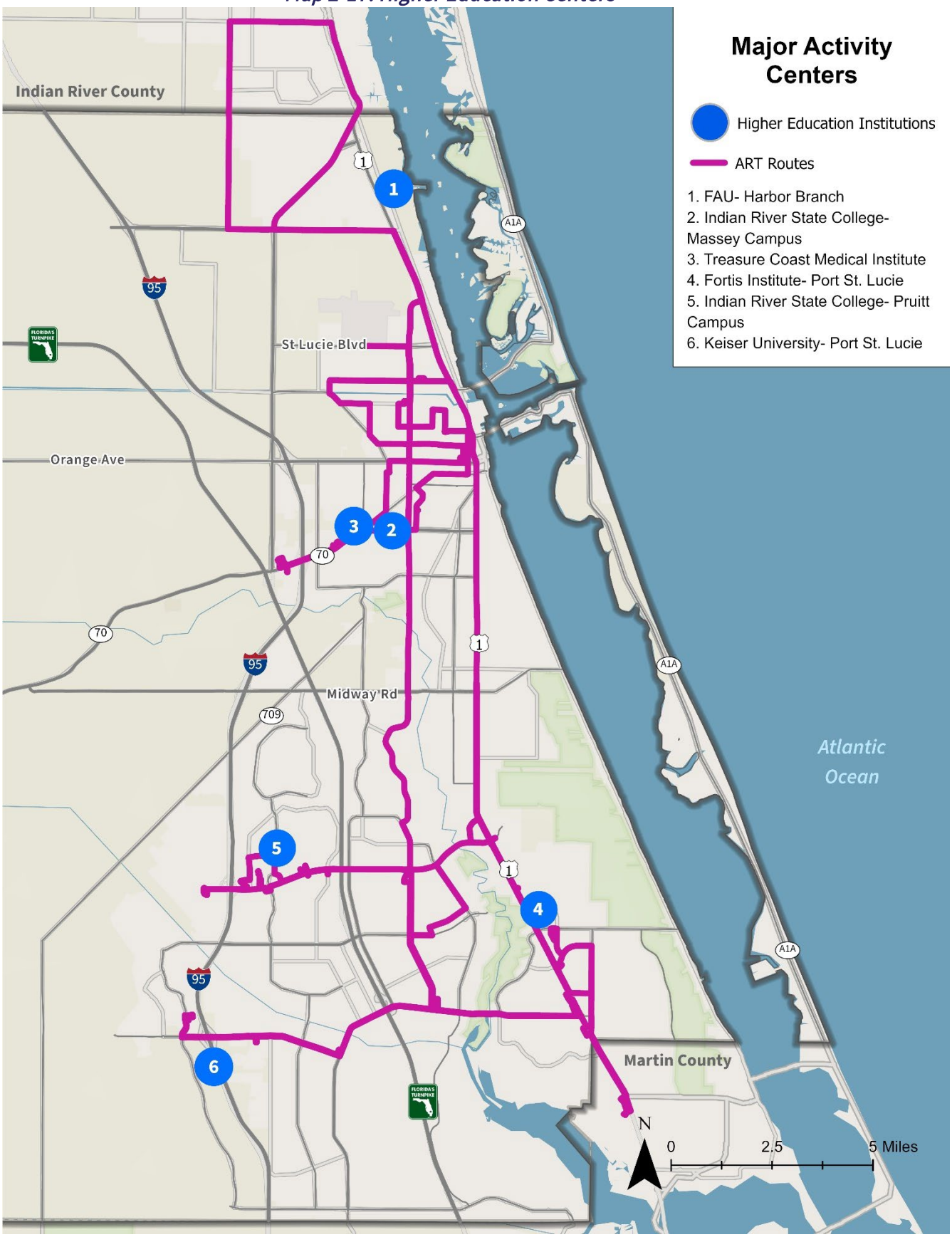
Indian River State College (IRSC) is the largest higher education institution in St. Lucie County. It serves over 22,000 students annually across 5 campuses and offers over 100 associate, bachelor, and technical educational programs. The main IRSC campus, Massey, is in Fort Pierce and Pruitt Campus is in Port St. Lucie.

Other higher education institutions in St. Lucie County include:

- Florida Atlantic University (FAU)—Harbor Branch
- Treasure Coast Medical Institute
- Barry University—Treasure Coast
- Fortis Institute—Port St. Lucie
- Keiser University—Port St. Lucie

Source: St. Lucie EDC

Map 2-17: Higher Education Centers



Tourism

Tourists are an important group of riders to consider when identifying local and regional transportation needs. Regional connections, such as to the major airports and activity centers, would be helpful, as transit costs less than renting a car and is convenient for visitors who do not want to or cannot drive. Many visitors come to St. Lucie County to enjoy beaches, nature, shopping, dining, and more. Most visitors (66%) travel to St. Lucie County by vehicle while 17% fly to Palm Beach International (PBI) Airport.

Impact of tourism on St. Lucie County

- *$801,665,800 of economic impact*
- *$520,562,200 in tourism spending*
- *1,195,560 annual visitors*
- *1,173,424 annual room nights by visitors*
- *$8.6 million in local sales tax revenue*

Source: 2017 Visitor Tracking and Economic Impact Study by Visit St. Lucie

Source: Visit St. Lucie

Roadway and Traffic Conditions

A review of the Annual Average Daily Traffic (AADT) on roadways in St. Lucie County was conducted using FDOT data. AADT, defined as the average volume of traffic on a section of roadway for a year, was included to assess congested roadways that may have opportunities to be better served by transit. Implementing transit on congested roadways may help decrease traffic, which can help reduce emissions and single-occupant vehicle miles.

In St. Lucie County, roads with the highest number of daily automobile trips are I-95, followed by Florida's Turnpike, US 1, Crosstown Parkway, Port St. Lucie Boulevard, and St. Lucie Boulevard.

Current and Future Land Uses

St. Lucie County

St. Lucie County coordinates land use and zoning for all unincorporated areas. Nearly the entire western half of St. Lucie County is designated for agricultural use. The rest of the unincorporated area is largely concentrated in the northeast, where much of the future land use is intended for Residential Urban and Towns, Villages, and Countryside uses.

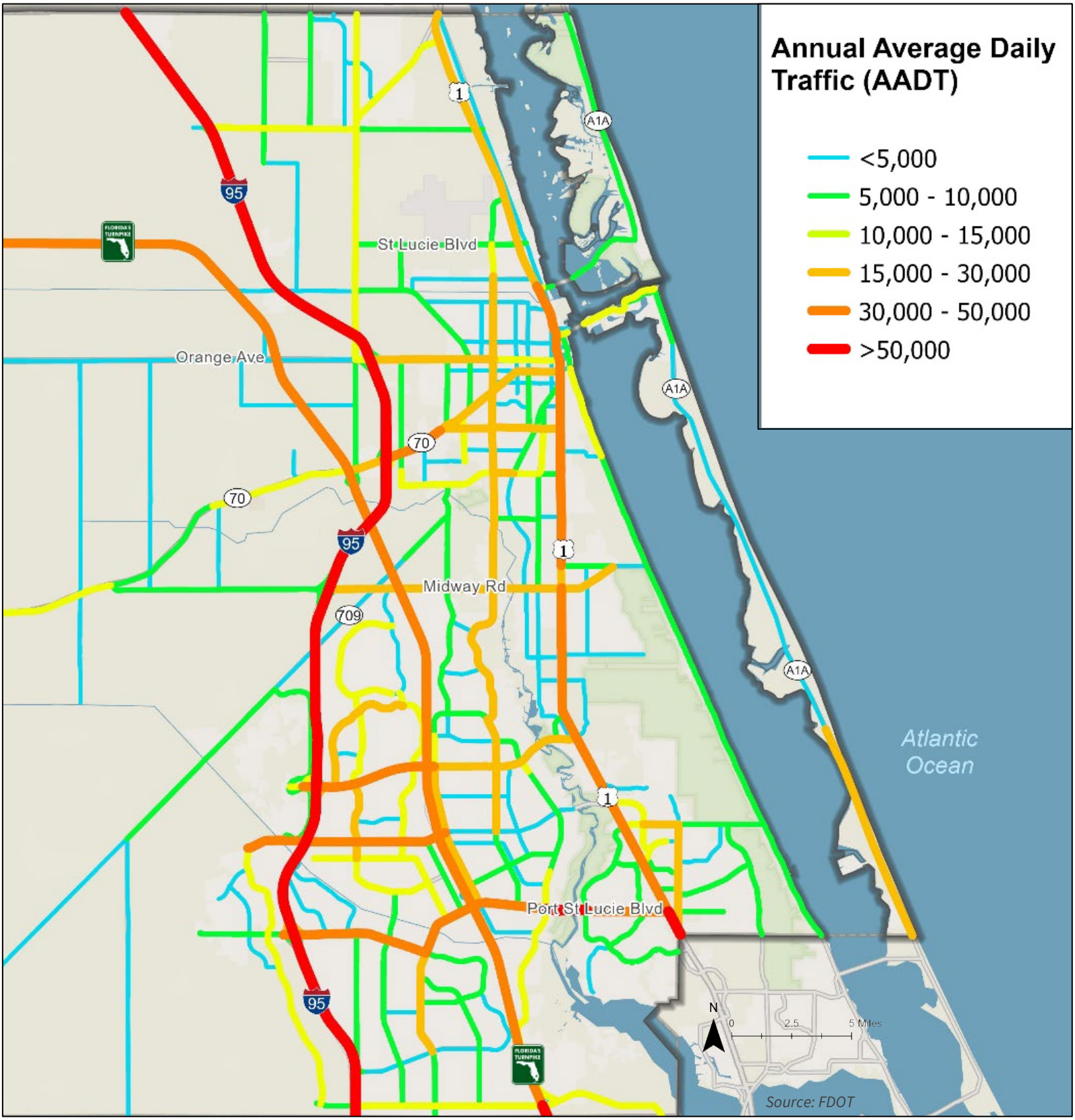
Fort Pierce

In Fort Pierce, most of the land is designated for General Commercial use (concentrated along SR 70 and US 1) and Medium Density Residential, especially in the more established parts of the city. Additionally, land use is more intense in the Central Business District, located downtown.

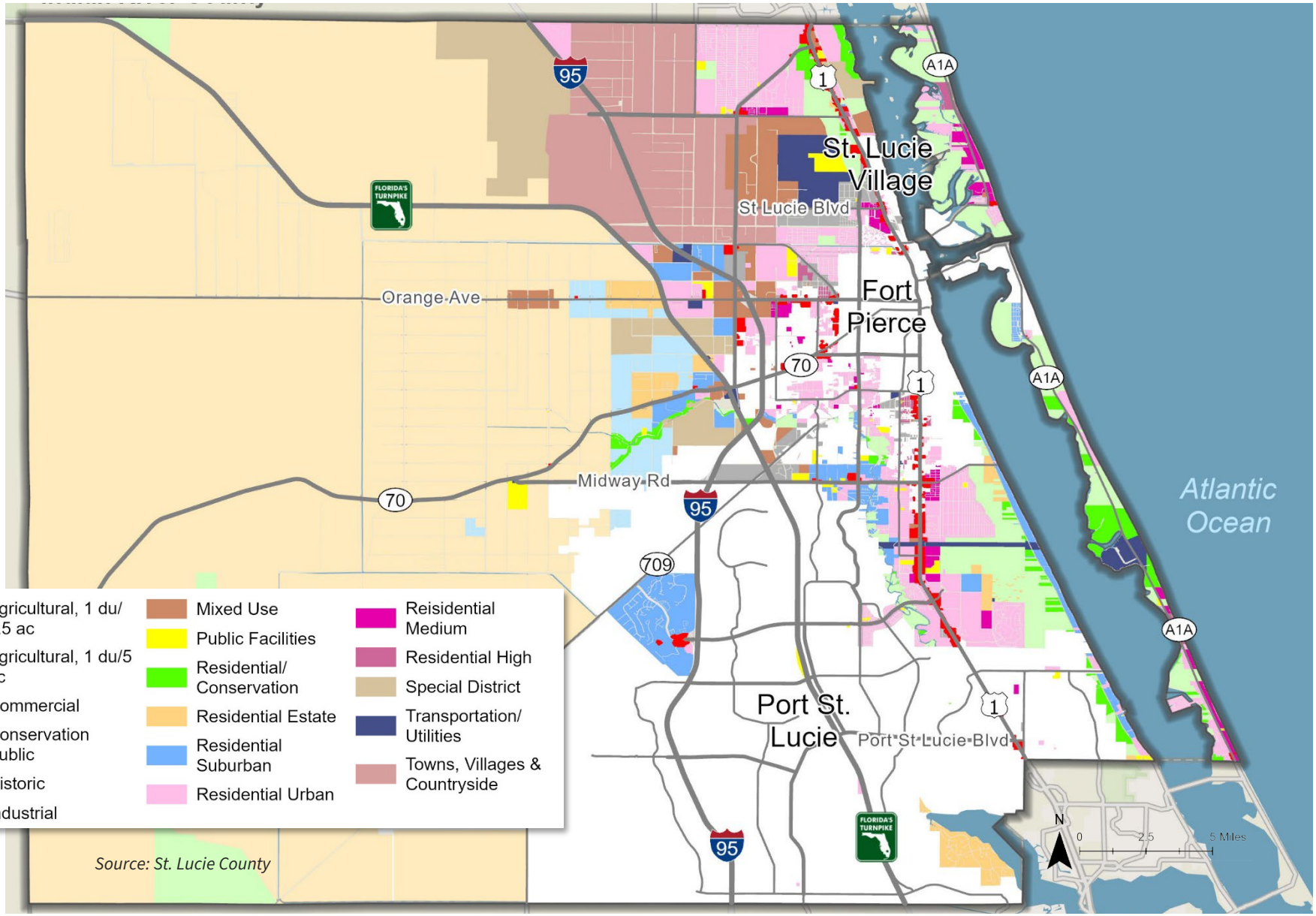
Port St. Lucie

Most land area in Port St. Lucie is designated Low Density Residential. Farther from the established areas of the city are areas of open space and large swaths of land set aside for New Community Development.

Map 2-18: Roadway and Traffic Conditions

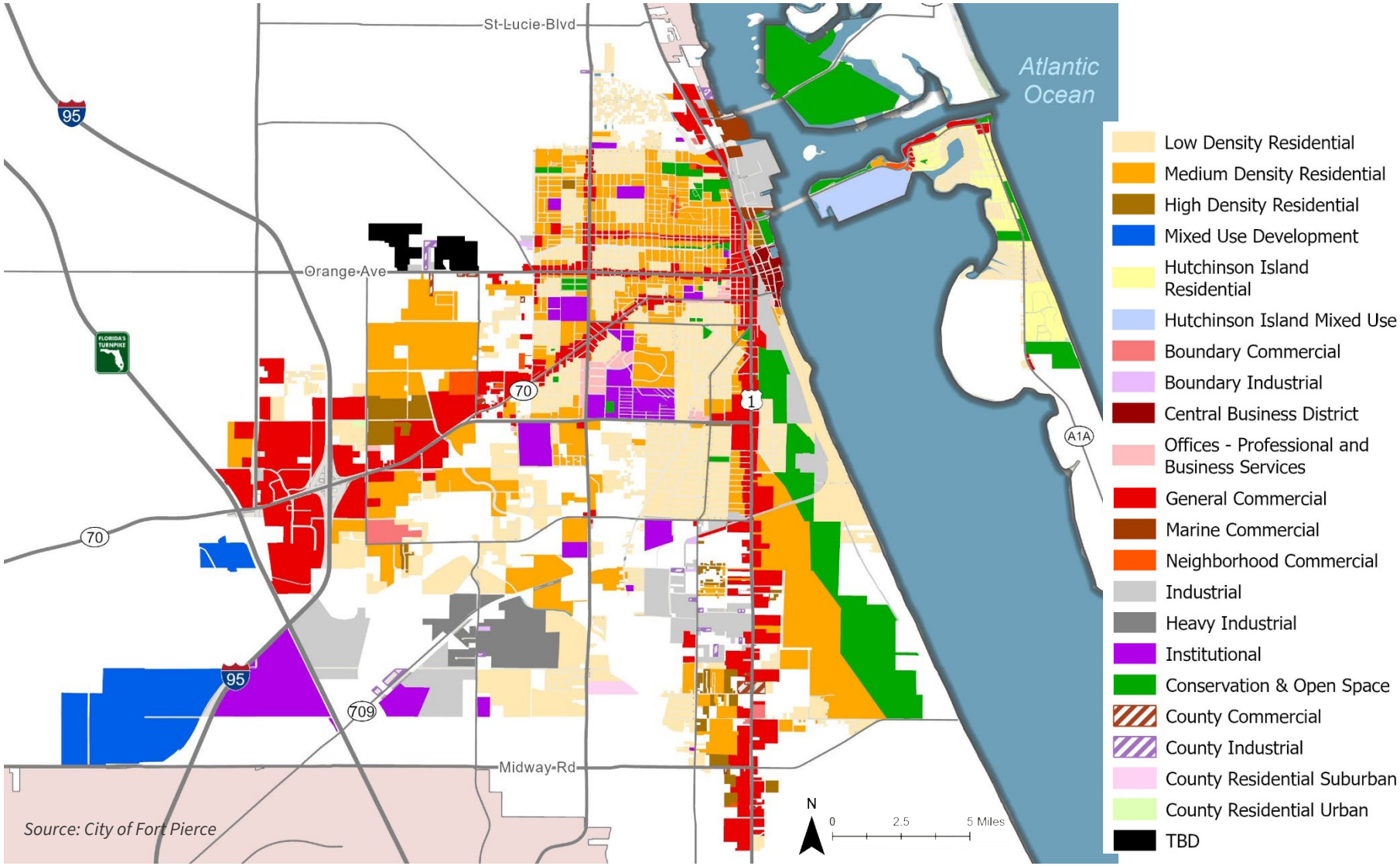


Map 2-19: Future Land Use | St. Lucie County



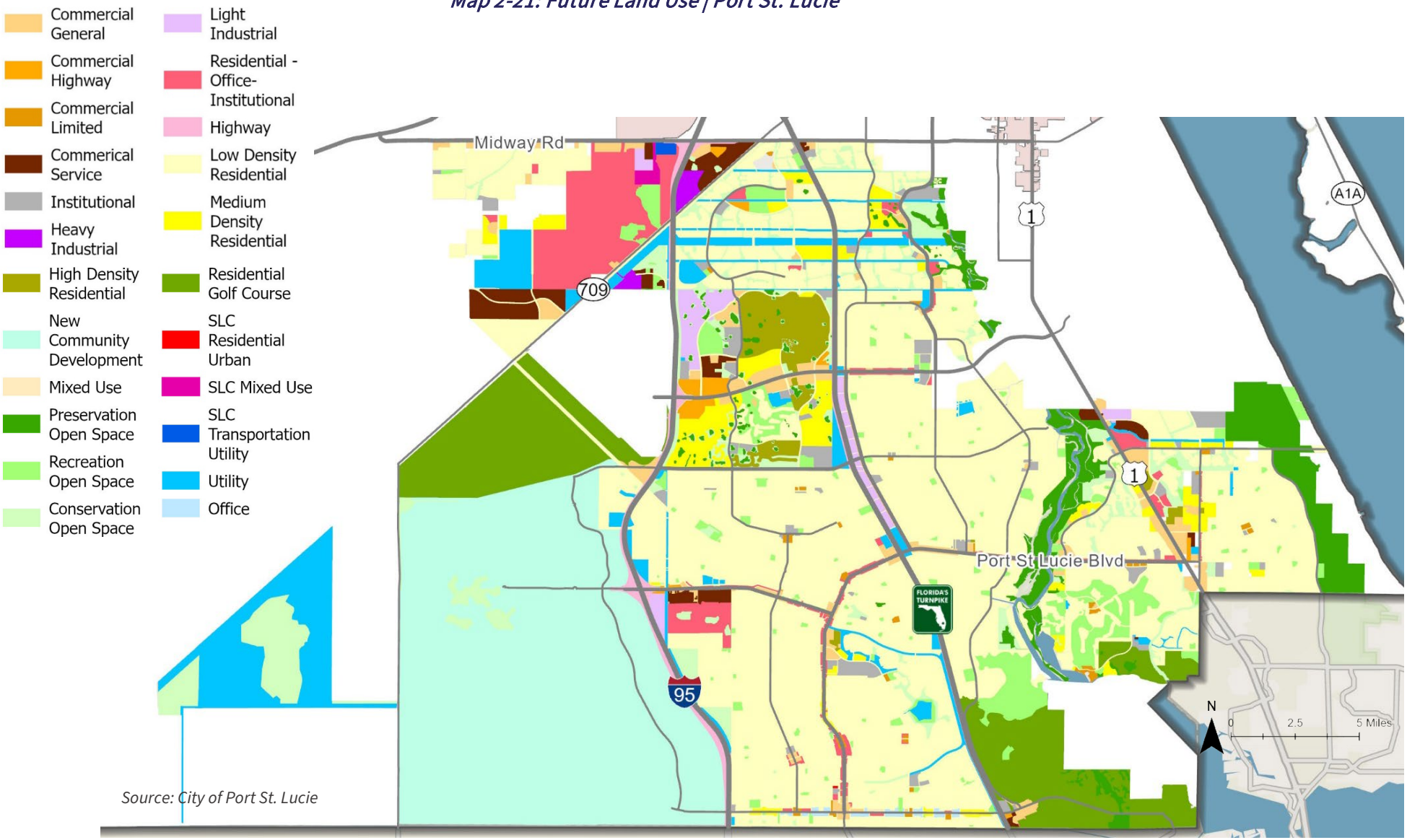
Source: St. Lucie County

Map 2-20: Future Land Use | Fort Pierce



Source: City of Fort Pierce

Map 2-21: Future Land Use | Port St. Lucie



Source: City of Port St. Lucie

Section 3. Existing Transit Services

This section provides an overview of the public transportation services and facilities provided by ART. In addition to fixed-route services, ART also provides on-demand microtransit services and federally-mandated complementary paratransit service to those eligible, as required by the Americans with Disabilities Act (ADA).

Information on providers of other public transportation services in St. Lucie County also is summarized to provide a comprehensive picture of the available services.

Furthermore, trend and peer analyses using key performance indicators for ART's fixed-route services also are summarized. These assess how efficiently ART supplies its transit service and how effectively those services meet the needs of the community, both over time and relative to other "peer" systems.

Source: Benesch

Transit Services Profile

ART provides fixed-route and ADA paratransit services to St. Lucie County in Port St. Lucie, Fort Pierce, and parts of unincorporated St. Lucie County. Additionally, it also provides regional transit connections to Indian River and Martin counties.

Fixed-Routes

ART's fixed-route bus network includes eight routes. Six routes operate Monday through Saturday, while two operate Monday through Friday. All routes are operated every hour on weekdays. Routes 2, 3, and 7 primarily serve the Fort Pierce area. Routes 4, 5, and 6 primarily serve Port St. Lucie. Routes 1 and 8 connect various areas north-south throughout St. Lucie County. Route 1 connects Fort Pierce to the Treasure Coast Mall in Martin County and Route 7 connects Fort Pierce to a transit hub in Indian River County.

All ART routes currently operate at 60-minute headways. Route 1 operated with 30-minute headways until 2020 but changed to hourly due to a decline in demand from the pandemic and ongoing operator shortages.

Table 3-1: Fixed-Route Service Characteristics | 2023

Route	Weekday		Saturday	
	Headway	Service Span	Headway	Service Span
1	60	6:00 AM-8:00 PM	60	8:00-12:00 PM & 1:00-4:00 PM
2	60	6:00 AM-8:00 PM	60	8:00-12:00 PM & 1:00-4:00 PM
3	60	6:00 AM-8:00 PM	60	8:00-12:00 PM & 1:00-4:00 PM
4	60	6:00 AM-8:00 PM	60	8:00-12:00 PM & 1:00-4:00 PM
5	60	6:00 AM-8:00 PM	60	8:00-12:00 PM & 1:00-4:00 PM
6	60	6:00 AM-8:00 PM	60	8:00-12:00 PM & 1:00-4:00 PM
7	60	7:00 AM-6:00 PM	-	-
8	60	7:00-11:00 AM & 3:00-7:00 PM	-	-

Source: ART

Microtransit

Microtransit is an on-demand curb-to-curb service provided by ART within designated zones. It can be hailed through an app or via phone and uses ADA-compliant vehicles to transport the customer. ART established its first microtransit zone, the South Zone, in March 2022 to serve southwest Port St. Lucie. In September 2023, the service was expanded to the St. Lucie West/Torino area, known as the North Zone.

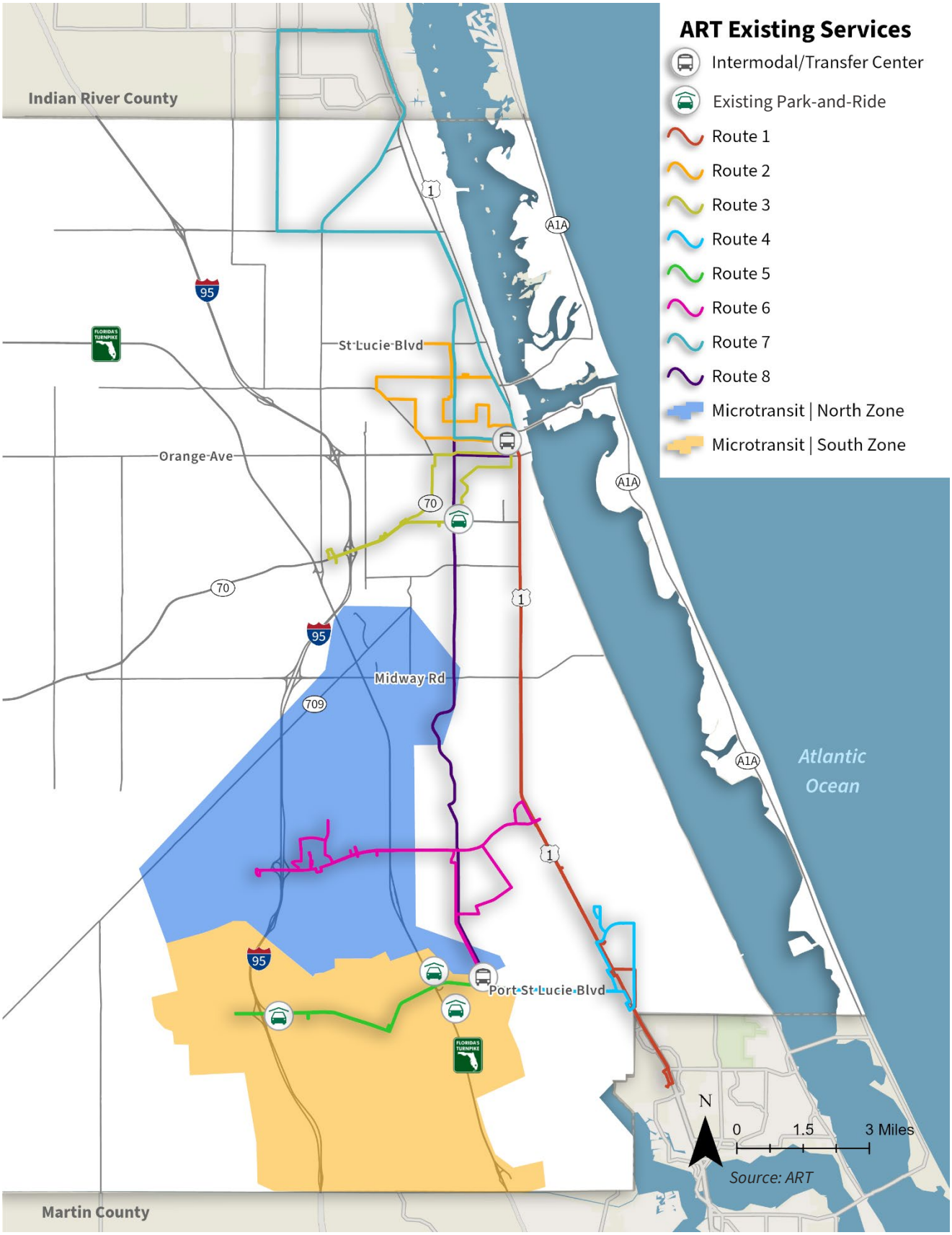
The service operates Monday through Friday from 6:00 AM-8:00 PM and Saturdays from 7:00 AM-4:45 PM. Passengers can connect to any destination within a zone or connect to the other zone via the three connection points listed below:

- Port St. Lucie Intermodal Center
- The Bayshore Park & Ride
- The Jobs Express Park & Ride

Map 3-1 shows ART's fixed-route and microtransit services along with other facilities described later.

Source: Benesch

Map 3-1: ART Existing Services



ADA Complementary Paratransit

ART also provides demand response transit service to persons qualifying under the ADA. These services are provided to residents who live within ¾ mile of the fixed-route system but are unable to access or ride fixed-route due to an eligible disability.

ART certifies a person as eligible for ADA paratransit service under one of the following categories:

- Category 1: Persons who, because of their physical, visual, mental, or emotional impairment, cannot board, ride, or disembark from an accessible vehicle.
- Category 2: Persons who can independently use an accessible bus, but none are available some or all of the time.
- Category 3: Persons who have a specific impairment that prevents them from accessing a stop within the service area.

Additionally, passengers will be assigned an eligibility category: unconditional, conditional, and temporary.

Advantage Ride

Funded by the State of Florida, Advantage Ride is a local and regional service that provides safe, reliable, and accessible services for individuals with intellectual or developmental disabilities. Those who are interested fill out a form that prompts staff to contact the individual to complete an application. Currently, those who qualify for the service can travel anywhere in Indian River, Martin, St. Lucie, or Okeechobee counties if the ride originates or ends in St. Lucie County.

Transportation Disadvantaged Paratransit

St. Lucie County is the designated CTC and is responsible for coordinating and/or providing transportation to individuals eligible under the Florida Transportation Disadvantaged (TD) program due to age, income, disability, or lack of access to other transportation options. TD service connects qualified individuals to medical, employment, educational, nutritional, or other life-sustaining trips.

Direct Connect

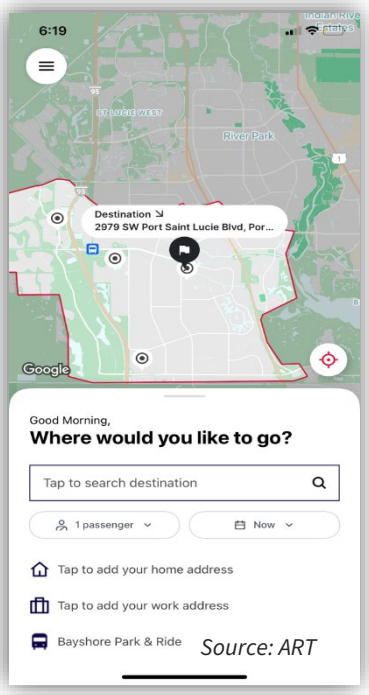
The Direct Connect program was developed in 2016 to help fixed-route and paratransit riders get to and from jobs, college classes, or medical appointments when fixed-route and paratransit service are not available, such as in early mornings, evenings, and weekends. To qualify for Direct Connect service, applicants must first be TD as defined in the Transportation Disadvantaged Service Plan (TDSP)[1] and be 18 years or older.

[1] Persons who are 67 years or older or; cannot ride fixed-route due to a disability or; income is below 200% of the Federal Poverty Guidelines for households and individuals; or all the aforementioned and must also demonstrate that the trip cannot be funded or performed by themselves or sponsored by another agency or person.

Transit Apps

ART's mobile app, RouteShout, allows riders to track the real-time location of the buses on their smartphone. Additionally, riders can view the location of the bus on the ART website to see the location.

ART's microtransit service also has a mobile app option for riders to book a ride on-demand, schedule a ride in advance, and track the vehicle's location.



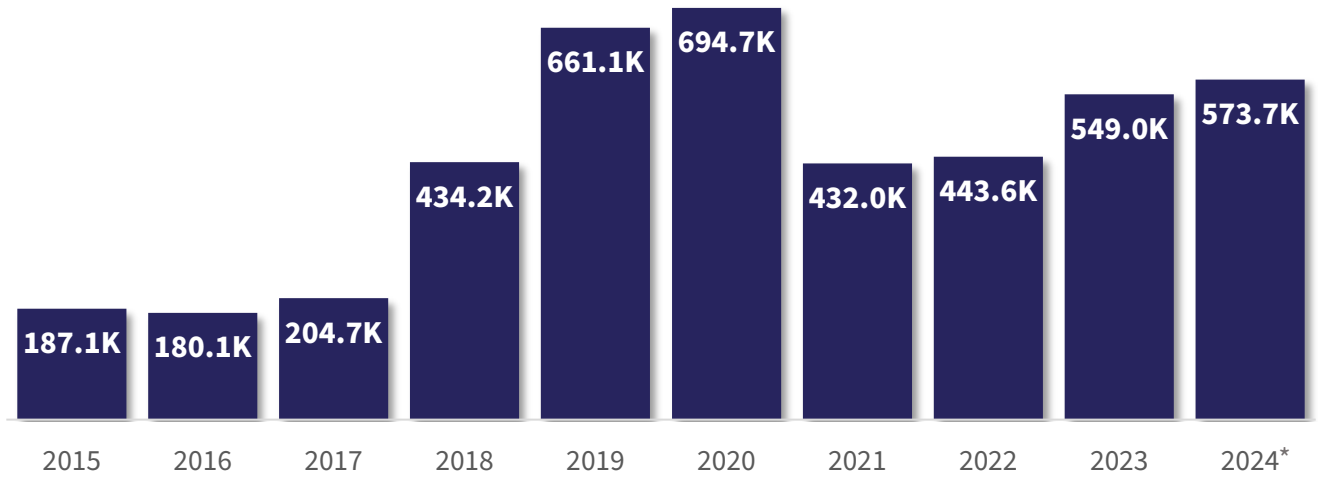
Source: ART

Transit Service Characteristics and Trends

Ridership Trends

A review of ART's systemwide ridership trends from 2015 to 2024 is shown in Figure 3-1. In September 2017, ART went fare-free and experienced a rapid increase in ridership until the pandemic. According to the Congressional Research Service, nationwide transit ridership fell by approximately 50% of pre-pandemic levels in 2020 and 2021. However, ART fared better than systems nationally and regionally, with ridership staying at approximately 62% of pre-pandemic ridership in 2021. Since 2021, ART ridership has increased, with a notable increase from 2022 to 2023 (24%).

Figure 3-1: ART Ridership | 2015-2024

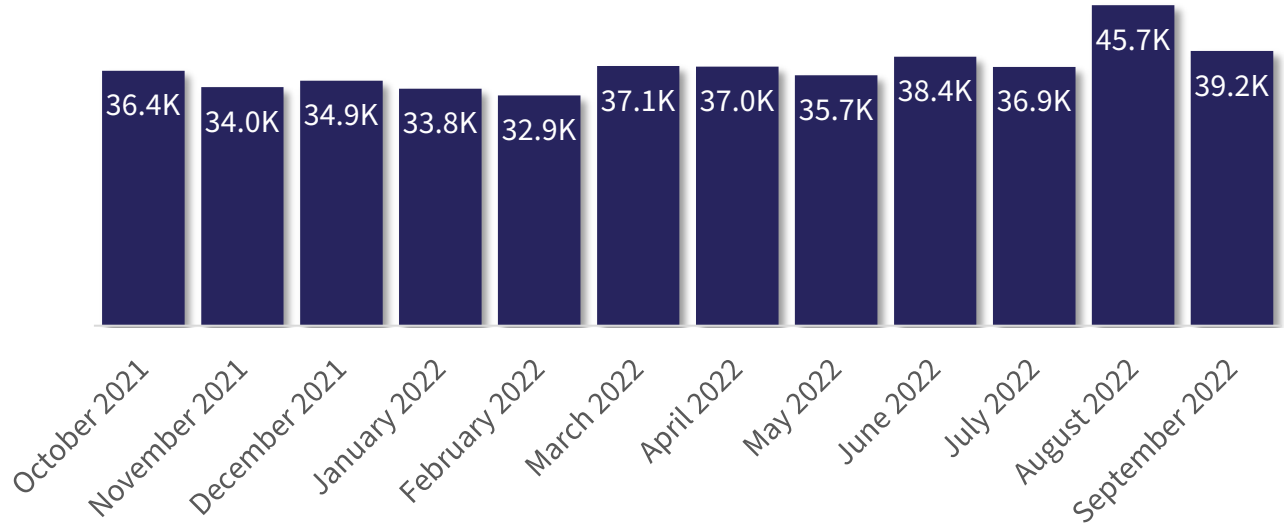


Source: NTD

**2024 annual ridership was projected based on seven months of actual data.*

Monthly ridership trends were also reviewed to understand how annual ridership is distributed. The average ridership for FY 2022 is 36,800 passengers per month. August 2022 experienced the highest ridership with over 45,000 passengers, or 10% of FY 2022 total.

Figure 3-2: ART Ridership | Monthly | FY 2022



Source: ART

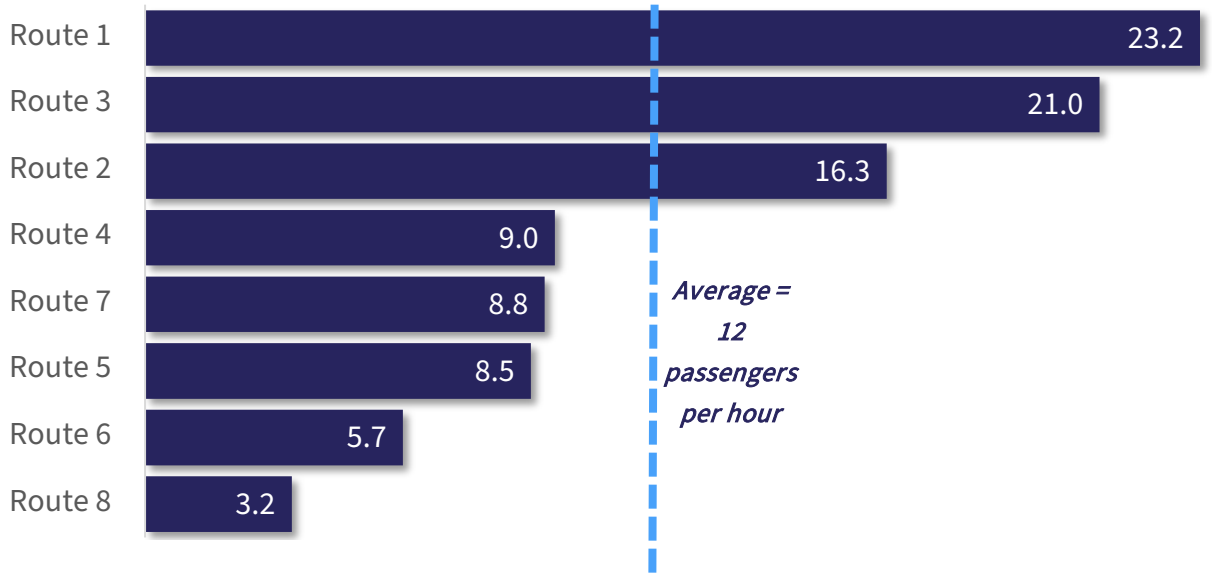
Source: Benesch

Productivity by Route

An additional assessment examined route productivity using ridership per revenue hour in FY 2022. The average ridership per revenue hour for the ART system is 12 passengers per revenue hour. The most productive route is Route 1 with over 23.2 passengers per revenue hour followed by Route 3 with 21 passengers per revenue hour and Route 2 with 16.3 passengers per revenue hour. Routes 1, 2, and 3 have above-average productivity. Route 1 is a regional route that connects to the Treasure Coast Mall via US 1 while Routes 2 and 3 primarily serve the Fort Pierce area.

The least productive routes include Routes 6 and 8 with 5.7 and 3.2 passengers per revenue hour, respectively. Route 8 began operation as the pandemic began in March 2020, which may be a contributing factor.

Figure 3-3: ART Ridership per Hour by Route | FY 2022



Source: ART

Existing Transit Facilities

ART maintains several passenger facilities throughout the county to accommodate fixed-route bus and microtransit riders.

Intermodal Centers

Two intermodal centers serve as major connection points for ART routes, located in Fort Pierce and Port St. Lucie. All routes in the respective areas converge to allow riders to transfer and access other ART services.

Fort Pierce Intermodal Center

ART's north transfer hub is the Fort Pierce Intermodal Center located at 434 N 8th Street near downtown Fort Pierce. The terminal provides transfers between four routes in the Fort Pierce area and Route 8 which provides a direct connection from Fort Pierce to Port St. Lucie. It has an extra-large shelter, benches, bathrooms, bicycle racks, trash cans, and two park-and-ride spots.

Port St Lucie Intermodal Center

The Port St Lucie Intermodal Center is in Port St. Lucie at 395 SE Deacon Avenue. It provides connections for three routes and connects to Route 8. The intermodal center has a large shelter, benches, picnic tables, trash cans, parking, and bicycle racks. There are plans to expand and improve this facility to better serve riders and the community.

Source: Benesch

Source: FDOT

Park-and-Ride Facilities

There are six park-and-ride facilities throughout St. Lucie County utilized by ART:

- Fort Pierce Intermodal Facility—434 North 8th Street Fort Pierce, FL 34950
- Saint Lucie County Administration Complex—2300 Virginia Avenue Fort Pierce, FL 34982
- Council on Aging Park & Ride—2501 SW Bayshore Boulevard Port Saint Lucie, FL 34952
- Port St Lucie Intermodal Transit Facility—395 SE Deacon Avenue, Port St. Lucie, FL 34984
- The Bayshore Park & Ride—1918 SW Bayshore Boulevard, Port St. Lucie, FL 34952
- Gatlin Boulevard Park & Ride—2198 SW Gatlin Boulevard, Port St. Lucie, FL 34953

In September 2021, the Gatlin Boulevard Park & Ride (also called Jobs Express Park & Ride) opened with amenities such as bus bays, electric car charging, and 162 free parking spaces for ART riders and commuters.


Source: ART

Future Administration and Maintenance Facility

ART's administration office is located at 2300 Virginia Avenue in Fort Pierce with other county departments. Due to ART's growth, a new facility in a central location is needed to provide adequate space for transit operations, administration, vehicle parking, and other purposes. The total project cost is expected to be $30 million (in FY 2021 dollars). Currently, ART has secured approximately $7.25 million for the facility through FDOT, local, and Coronavirus Aid, Relief, and Economic Security (CARES) Act funding.

Vehicle Inventory

ART's fleet consists of 58 active vehicles, as shown in Table 3-2. All vehicles have at least 2 wheelchair positions and are still within their useful life, based on FTA standards.

Table 3-2: Vehicle Inventory | 2023

Count	Model Year	Vehicle Type	Seats	Wheelchair Positions
Fixed-Route Vehicles				
11	2012	Gillig 29'	26	2
2	2014	Eldorado 31'	30	2
2	2019	Gillig 40'	36	2
3	2022	Eldorado 31'	28	2
Paratransit Vehicles				
1	2009	Jewish Federation	18	2
1	2011	Gulfstream Goodwill	14	2
1	2013	Champion 23’	2	10
5	2014	Champion 27'	2	9
5	2014	Champion 31'	4	9
2	2016	Forest River 23'	2	10
1	2019	Goshen Coach 29'	2	10
1	2020	Ford Transit Van 22'	2	6
10	2020	Braun Van	1	4
6	2021	Ford Challenger 23'	2	10
7	2022	Braun Van	1	4

Source: ART

Other Transportation Providers

A review of other private and public organizations providing transportation services in St. Lucie County or regionally was compiled. A comprehensive inventory of transportation providers is included in Appendix A. These providers serve the public or specific client groups such as persons with disabilities, older adults, or people needing medical care.

In addition to collecting basic information, select private providers were contacted by email and asked to complete a survey to obtain specific information on the following:

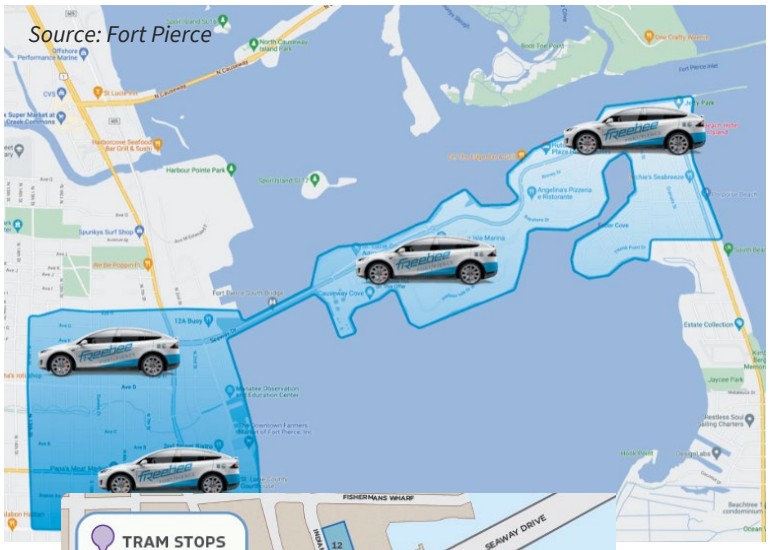
- Type of service(s) provided.
- Restrictions of clients.
- Boundaries of service area and primary destinations.
- Hours of operations and any applicable frequency, annual ridership, and fares.
- Information on facilities, including location, type, age, number of vehicles, and equipment.

A copy of the survey instrument is included in Appendix A.

The summary below includes other transportation options available in St. Lucie County but not included in the provider inventory because of the scale or nature of their services. Instead, they are

briefly identified herein to provide a more complete picture of the various public mobility options available to St. Lucie County residents and visitors.

Freebee is an on-demand pilot service that connects neighborhoods and destinations from Fort Pierce to Hutchison Island, funded by the Fort Pierce Redevelopment Agency (FPRA). This app-based private service uses electric vehicles to offer free door-to-door service in the designated zone. The service operates from 10:00 AM to 8:00 PM on Thursday and Sunday and from 10:00 AM to 10:00 PM on Friday and Saturday.

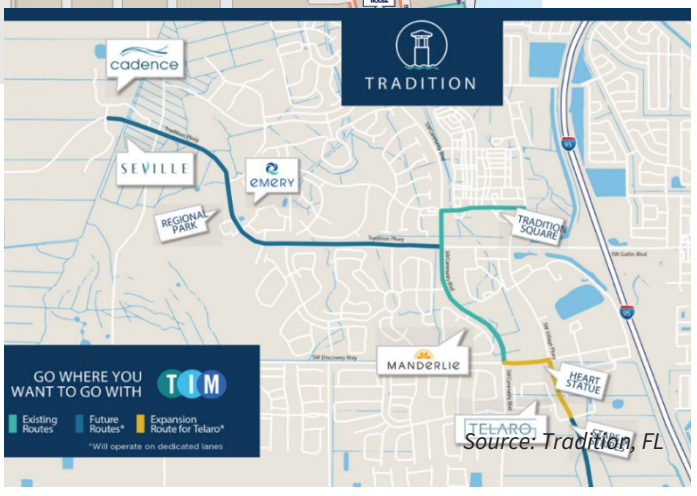


Source: Fort Pierce

City Tram is a circulator service in downtown Fort Pierce operating every 15 minutes on Friday from 5:00 PM to 9:00 PM and Saturday from 8:00 AM to 3:00 PM. This free tram service was introduced in 2019 and connects key parking facilities including Fort Pierce City Hall, Marian Square, and various parking lots/spaces along Indian River Drive and Backus Avenue.

Source: Fort Pierce

Tradition in Motion (TIM) is a free autonomous fixed-route shuttle connecting neighborhoods, shopping centers, and restaurants in the Tradition area. It serves destinations along Community Boulevard, including Tradition Square Monday through Sunday. Future route expansion will provide service on Tradition Parkway and SW Village Parkway. Service on SW Village Parkway is expected to operate in exclusive lanes.



Source: Tradition, FL

Uber and Lyft are Transportation Network Companies (TNC) providing app-based on-demand transportation throughout the county. Although services can be requested to and from anywhere, Uber and Lyft rides are most conveniently accessed in more urban areas where the driver supply and rider demand is higher.

Greyhound provides national intercity bus service. Regional Greyhound connections are made from Fort Pierce (Love's gas station on Okeechobee Road) and Port St. Lucie (Gatlin Boulevard Park & Ride) to other areas of Florida and the US.

FlixBus is a private national bus operator offering daily service from St. Lucie County to other cities throughout the country from the Wawa gas station in Fort Pierce and the Gatlin Boulevard Park & Ride in Port St. Lucie. The service also has amenities such as reclining seats, Wi-Fi, and power outlets.

Farebox Recovery

ART services went fare-free in September 2017. Prior to the fare-free implementation, ART's regular bus fare was $2.00 and its farebox recovery ratio declined from 14.68% in 2015 to 11.06% in 2016. The Farebox Recovery Report (FRR) is in Appendix B.

Peer and Trend Analysis

This section includes a review of selected service performance trends for ART, using available NTD data from the last five years. A peer review analysis also was conducted to compare ART's performance at a given point in time with other selected transit systems that have similar operating characteristics to what ART aspires to. The performance indicators included in this analysis help evaluate and benchmark the effectiveness and efficiency of ART services.

The trend analysis is only one aspect of transit performance evaluation; however, when combined with the peer review analysis, the results provide a starting point for understanding ART's performance over time when compared to other systems with similar characteristics. Each analysis is summarized in detail in the remainder of this section.

Data from the Florida Transit Information System (FTIS), a comprehensive repository of validated NTD data for transit agencies in the US, were used for these analyses. As published NTD data are typically two years behind the current operating year due to the FTA's rigorous review and validation processes, performance data for 2022 were not available from FTA and were obtained directly from ART for the trend analysis.

Performance Trend Analysis

To assess how efficiently ART supplies its fixed-route and demand response services and how effectively each meets the needs of the area, the trend analysis used key performance indicators and two types of measures, as summarized below.

- General Indicators—Quantity of service supply, passenger and fare revenue generation, and resource input.
- Effectiveness Measures—Extent to which the service is effectively provided.
- Efficiency Measures—Extent to which cost efficiency is achieved.

The trend analysis was organized by type of measure or indicator and includes statistics, figures, and tables to illustrate ART's performance over the past five years. The summary findings of the trend analysis for fixed-route and demand response are presented in Tables 3-3 and 3-4, respectively. Appendix C provides a detailed graphical summary of the trend analysis.

Table 3-3: Fixed-Route Trend Analysis | 2018-2022

Indicator/ Measure	2018	2019	2020	2021	2022	% Change (2018–2022)
General Indicators						
Passenger Trips	434,198	661,097	694,675	432,019	443,629	2.2%
Service Area Population	313,506	321,128	328,297	336,584	336,584	7.4%
Service Area Size (sq. miles)	572	572	572	572	572	0.0%
Revenue Miles	521,386	543,201	648,772	552,007	522,913	0.3%
Revenue Hours	33,261	35,355	41,216	36,082	33,848	1.8%
Total Operating Expense	$2,519,296	$2,630,625	$3,010,793	$3,214,167	$3,303,732	31.1%
Vehicles Operated in Max. Service	9	11	13	13	13	44.4%
Effectiveness Measures						
Revenue Miles per Revenue Hour	15.68	15.36	15.74	15.30	15.45	-1.4%
Passenger Trips per Revenue Hour	13.05	18.70	16.85	11.97	13.11	0.4%
Passenger Trips per Revenue Mile	0.83	1.22	1.07	0.78	0.85	1.9%
Efficiency Measures						
Operating Expense per Capita	$8.04	$8.19	$9.17	$9.55	$9.82	22.1%
Operating Expense per Passenger Trip	$5.80	$3.98	$4.33	$7.44	$7.45	28.3%
Operating Expense per Revenue Mile	$4.83	$4.84	$4.64	$5.82	$6.32	30.8%
Operating Expense per Revenue Hour	$75.74	$74.41	$73.05	$89.08	$97.60	28.9%

Source: NTD and ART

Fixed-Route Trend Analysis Summary

- General Indicators—All general indicators have increased from 2018 to 2022. Like many agencies, ART had to adjust operations to meet the challenges of the COVID-19 pandemic that began in March 2020 and dramatically changed general travel behavior. According to an American Public Transportation Association (APTA) January 2021 study on the impact of COVID-19 on public transit, national ridership dropped to 65% below pre-pandemic levels during FY 2020. ART's ridership decreased by approximately 38% from FYs 2020 to 2021, showing that the service is relied upon and a part of the fabric of the community. Furthermore, despite the pandemic, passenger trips have increased 2.2% from FYs 2018 to 2022 and revenue miles and revenue hours increased marginally (0.3% and 1.8%, respectively), reflecting that the system still had demand for growth. Although the operating expense increased (31.1%), the vehicles operated in maximum service (44.4%) grew at an accelerated rate suggesting ART expanded service at a faster rate than operating expenses increased.
- Effectiveness Measures—Despite regional and national transit industry trends, both passenger trips per revenue hour (0.4%) and passenger trips per revenue mile (1.9%) increased. This suggests that more ART riders are taking advantage of the increased service and taking longer trips.
- Efficiency Measures—The impact of the increased operating costs is evident in the decline of the efficiency measures. The operating expense per passenger trip (28.3%), operating expense per revenue mile (30.8%), and operating expense per revenue hour (28.9%) each increased, indicating some decline in overall cost efficiency over the past five years.

Source: Benesch

Table 3-4: Demand-Response Trend Analysis | 2018-2022

Indicator/ Measure	2018	2019	2020	2021	2022	% Change (2018–2022)
General Indicators						
Passenger Trips	102,979	90,596	68,212	59,456	103,793	0.8%
Service Area Population	313,506	321,128	328,297	336,584	336,584	7.4%
Service Area Size (sq. miles)	572	572	572	572	572	0.0%
Revenue Miles	546,048	473,184	384,346	474,274	763,597	39.8%
Revenue Hours	35,772	31,444	27,043	28,685	55,114	54.1%
Total Operating Expense	$3,291,892	$3,208,964	$3,100,927	$4,668,493	$4,977,130	51.2%
Vehicles Operated in Max. Service	24	24	24	16	31	29.2%
Effectiveness Measures						
Revenue Miles per Revenue Hour	15.26	15.05	14.21	16.53	13.85	-9.2%
Passenger Trips per Revenue Hour	2.88	2.88	2.52	2.07	1.88	-34.6%
Passenger Trips per Revenue Mile	0.19	0.19	0.18	0.13	0.14	-27.9%
Efficiency Measures						
Operating Expense per Capita	$10.50	$9.99	$9.45	$13.87	$14.79	40.8%
Operating Expense per Passenger Trip	$31.97	$35.42	$45.46	$78.52	$47.95	50.0%
Operating Expense per Revenue Mile	$6.03	$6.78	$8.07	$9.84	$6.52	8.1%
Operating Expense per Revenue Hour	$92.02	$102.05	$114.67	$162.75	$90.31	-1.9%

Source: NTD and ART

Demand-Response Trend Analysis Summary

- General Indicators—All general indicator metrics have increased. The total operating expense (51.2%) increased parallel to the increase in revenue hours (54.1%), suggesting that the increase in expense is due to the increased supply of service. This is further supported by the annual revenue miles (39.8%) and the number of vehicles operated in maximum service (29.2%) also increasing. Although overall service supply increased, the number of passenger trips only increased marginally, 0.8%, suggesting ART could more efficiently supply these additional trips. While cost increases are not desirable, they are somewhat inevitable due to the market, inflation, and other factors beyond the control of the transit agency.

- Effectiveness Measures—All effectiveness measures decreased over the five-year period. The passenger trips per revenue hour declined faster than the passenger trips per revenue mile suggesting that there was more use per mile and shorter trips.
- Efficiency Measures—Operating expense per passenger trip (50.0%) and operating expense per revenue mile (8.1%) have increased indicating some decline in overall cost efficiency. The operating expense per revenue hour (-1.9%) declined marginally, suggesting that ART expanded services efficiently.

Agency Peer Review Analysis

A peer system review was conducted to assess how ART's performance compares to selected transit agencies. Although validated 2021 NTD data are available in FTIS, this analysis uses 2019 data to not reflect the wide-ranging impacts on transit agencies due to the pandemic.

This analysis uses the same general performance indicators and efficiency and effectiveness measures to compare ART's fixed-route performance characteristics to a select group of transit agency peers. The peer selection process is described first, followed by the summary results of the peer review analyses.

Peer System Selection Methodology

The fixed-route and demand response peer system selection was conducted using 2019 NTD data available in FTIS. The agency data were then compared with 2019 data in FTIS for ART (formerly Treasure Coast Connector). The pool of possible peers was assessed and subsequently scored using the following method:

Step 1 | Geographic Elimination First, the field of peers was narrowed by geographic location to agencies in the southeast US, including Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, and Texas. These states are considered to have similar operating environments to ART. In addition, special consideration was given to transit properties operating geographically closer to ART.

Step 2 | Mode Review Using the subset of southeast agencies determined in Step 1, the pool was further narrowed by mode to agencies providing fixed-route or motorbus and/or demand response services (classified as "MB" and "DR" modes, respectively in the NTD). The selected agencies were separated by mode to ensure an appropriate peer set for the respective mode.

Step 3 | NTD Analysis Using 2019 NTD data, the pool of potential peers was scored through an objective assessment of eight standard key variables:

- Average speed (revenue miles/revenue hours)
- Passenger trips
- Revenue miles
- Service area population

- Service area population density
- Total operating expense
- Vehicles operated in maximum service (VOMS)
- Revenue hours

Maintaining separation by mode type, each agency was scored on each variable. The scores are based on an agency's similarity to ART's value for that variable for that year. An agency received a 1 point when its performance value for a variable was within one standard deviation of ART's performance value and 0.5 points for each variable that fell within two standard deviations of ART's performance value. If an agency's value fell outside of two standard deviations of ART's performance value, no points were given for that variable.

After each agency was scored on each variable, the agencies were ranked based on the total points received. Only the top 25 agencies in each mode from each year moved forward into Step 4.

Step 4 | Peer Selection Maintaining the agency lists by mode, the final list of peers was determined through further qualitative scoring. Any agency ART had identified as a peer through a past peer selection process or is geographically similar was given additional consideration. The final peer agencies selected are listed in Table 3-5.

Peer Review Analysis Summary | Fixed-Route

The results of the peer review analysis of ART's fixed-route bus service are presented in Table 3-6 in terms of its deviation above or below the peer group mean and a general assessment of the result.

Table 3-5: Fixed-Route Peers

Agency Name	Location
Augusta Richmond County Transit Department (Augusta Transit)	August, Georgia
Jackson Transit Authority (JTA)	Jackson, Tennessee
Indian River County (GoLine)	Vero Beach, FL
City of Ocala, Florida (SunTran)	Ocala, FL
Lake County Board of County Commissioners (LakeXPress)	Tavares, FL
The Marty	Stuart, FL

Table 3-6: Fixed-Route Peer Analysis

Indicator/Measure	ART % from Peer Mean	Assessment
General Indicators		
Passenger Trips	27.9%	Good
Revenue Miles	-7.1%	Can Improve
Revenue Hours	-2.8%	Can Improve
Total Operating Expense	-2.9%	Good
Vehicles Operated in Maximum Service	10.0%	Good
Effectiveness Measures		
Passenger Trips per Revenue Mile	51.4%	Good
Passenger Trips per Revenue Hour	46.8%	Good
Efficiency Measures		
Operating Expense per Passenger Trip	-47.0%	Good
Operating Expense per Revenue Mile	1.7%	Can Improve
Operating Expense per Revenue Hour	-0.6%	Good

- General Performance Indicators—ART provides a similar level of service to that of its peers but has a higher number of trips. This indicates that ART has been capturing a greater level of demand than its peers. Scoring below the peer mean in revenue miles (-7.1%) and revenue hours (-2.8%) while scoring above the peer mean in passenger trips at a high variance (27.9%) suggest that ART achieves better service productivity than its peers.
- Effectiveness Measures—ART has been effective in matching services to its current level of demand compared to its peers, achieving above-average numbers of passenger trips per revenue miles (51.4%) and hours (46.8%). This also suggests that ART achieves more service consumption than resources expended compared to its peers.
- Efficiency Measures—ART scored below the peer mean in most of the cost efficiency measures. It scored below the peer mean for operating expense per passenger trip (-47.0%), suggesting that ART has more efficient cost control compared to its peers. ART scored marginally above the peer mean for operating expense per revenue mile, which may suggest that its peers are supplying longer trips more efficiently.

Peer Review Analysis Summary | Demand-Response

Table 3-7 presents the final set of demand-response peers. The results of the peer review analysis of ART's demand-response bus service are presented in Table 3-8.

Table 3-7: Demand-Response Peers

Agency Name	Location
Charleston Area Regional Transportation Authority (CARTS)	Charleston, South Carolina
Transit Authority of Northern Kentucky (TANK)	Fort Wright, Kentucky
Northwest Alabama Council of Local Governments (NACOLG)	Muscle Shoals, Alabama
Manatee County Area Transit (MCAT)	Bradenton, Florida
Cabarrus County Transportation Services (CCTS)	Kannapolis, North Carolina
Capital Area Transit System (CATS)	Baton Rouge, Louisiana

Table 3-8: Demand-Response Peer Analysis

Indicator/Measure	ART % from Peer Mean	Assessment
General Indicators		
Passenger Trips	3.2%	Good
Revenue Miles	-28.9%	Can Improve
Revenue Hours	-29.0%	Can Improve
Total Operating Expense	11.3%	Can Improve
Vehicles Operated in Maximum Service	-11.7%	Good
Effectiveness Measures		
Passenger Trips per Revenue Mile	36.7%	Good
Passenger Trips per Revenue Hour	39.5%	Good
Efficiency Measures		
Operating Expense per Passenger Trip	8.7%	Can Improve
Operating Expense per Revenue Mile	56.7%	Can Improve
Operating Expense per Revenue Hour	61.0%	Can Improve

- General Performance Indicators—ART has performed well compared to its peers in most of the general performance indicators. Scoring above the peer mean in passenger trips (3.2%) and below the peer mean in revenue hours (-29.0%) suggests that ART achieves better demand response service productivity than its peers. Furthermore, ART manages to operate more efficiently with fewer vehicles than the peer average.
- Effectiveness Measures—ART scored above the peer mean in passenger trips per revenue hour (39.5%) and passenger trips per revenue mile (36.7%). Performing better indicates that ART achieves more from its resources expended than its peers.
- Efficiency Measures—Although ART has generally performed well when compared to its peers, its deviance from the operating expenses peer mean surpasses the deviance from passenger trips. This is somewhat justifiable because of its much higher positive variance from the peer mean for passenger trips per revenue hour (39.5%). This suggests that, although ART is spending more per revenue hour, revenue mile, or passenger trip than its peers, it is doing much more (i.e., serving more passengers) with each unit of this service resource allocated, compared to its peers.

Source: Benesch

Section 4. Public Involvement Summary

Public involvement input provides critical information for developing the 10-year transit needs in the community. With various avenues to gather public input, it helps to obtain information to ascertain community perceptions on and expectations for transit services locally and regionally. This section summarizes the public involvement process and related activities conducted for the *Reimagine Transit* TDP. Key findings from each of the completed events are also analyzed and discussed.

Prior to initiating any activities, ART, in partnership with the St. Lucie TPO, prepared a Public Involvement Plan (PIP) to guide the TDP public involvement process. The PIP was submitted for review and approval by FDOT District Four before implementing it. As shown in Appendix D, the PIP includes a wide range of activities to provide numerous opportunities for involvement by the public and key stakeholders representing local and regional public or private agencies and organizations.

Public Involvement Techniques

To engage a full range of community stakeholders and facilitate active participation during the *Reimagine Transit* TDP development process, activities categorized as direct or indirect were used.

Indirect involvement techniques use materials or methods to inform the public and stakeholders about the project, including branding, social media outreach, website content, emails, and other materials such as fact sheets, flyers, display boards, and media releases.

Direct involvement techniques directly engage the public and stakeholders "hands-on" in forums such as public workshops, stakeholder interviews, discussion groups, rider and non-rider surveys (in person or online), and presentations to elected officials.

Summary of *Reimagine Transit* Public Involvement Activities

Several direct and indirect public involvement activities were used to ensure adequate opportunities for ART's riders, community stakeholders, and the public to actively participate in the TDP development process. Table 4-1 summarizes the public involvement activities conducted for the *Reimagine Transit* TDP that engaged over 1,000 people.

Table 4-1: TDP Public Involvement Summary

Outreach Activity	Date	# Engaged
Project Review Meetings	July 2023– March 2024	7
Stakeholder Interviews	August – October 2023	25
Bus Operator Interviews & Survey	August 2023	11
Discussion Group Workshops		
Bus Rider	August 23, 2023	12
Social Services	September 7, 2023	9
Business and Education	September 7, 2023	6
Phase I Public Workshops		
Port St. Lucie	August 22, 2023	21
Fort Pierce	August 23, 2023	6
Phase II Public Workshops		
Port St. Lucie	February 13, 2024	55
Fort Pierce	February 13, 2024	22
Surveys		
Transit Needs Survey	August – November 2023	136
Transit Priorities Survey	February – March 2024	170
Other Outreach		
Email	July 2023– May 2024	96
Web/Social Media	August 2023– March 2024	404
TPO Committees & grassroots efforts	July 2023– May 2024	34
Total		**1,014**

Source: Benesch

Project Review Committee Meetings

One goal of the *Reimagine Transit* TDP is to ensure that it is developed with necessary oversight, quality control, and transparency. To support this, a Project Review Committee (PRC) was established to guide the TDP process and to facilitate project coordination among the various members.

The PRC was established based on guidance from ART and the St. Lucie TPO and included representatives/staff from ART, the TPO, and the Regional Workforce Board. The following is a summary of the key coordination activities.

- Project Kick-off/PRC Meeting #1—In July 2023, a virtual meeting was held with the PRC to discuss the TDP goals and objectives, review project tasks and deliverables, discuss the planned public involvement strategies, examine the coordination of the TDP with other local and regional plans, and review the project schedule.
- PRC Meeting #2—On November 2, 2023, the PRC met virtually to discuss the completed public outreach events, expectations for upcoming public outreach events, and development of the alternatives for the 10-year plan.
- PRC Meeting #3—On December 19, 2023, the PRC met virtually and reviewed the draft 10-year service and capital needs. Key findings from data analyses and the latest public outreach efforts were presented followed by a discussion about the 10-year TDP needs.
- PRC Meeting #4—On May 1, 2024, the PRC met virtually and reviewed the 10-year plan. The recommended service and capital improvements along with the latest public outreach efforts were presented followed by a discussion.
- Additional Virtual Meetings—Additional phone conversations/meetings were conducted to discuss applicable items or obtain direction from the staff.

TDP Branding

To uniquely identify it from other local and regional planning efforts and to increase awareness of this process, the TDP was branded as "*Reimagine Transit*" based on input from the PRC. While branding can make TDP public participation more engaging and user-friendly during the development process, its continued use post-adoption provides a consistent theme and message when promoting the TDP in the years to come.

Stakeholder Interviews

Stakeholder interviews are one-on-one meetings to gather input from policy, agency, or community leaders regarding the future of ART and transit needs in the community. This input enhances the understanding of local conditions for transit as assessed through the perceptions and attitudes of stakeholders representing members of the broader community. For the *Reimagine Transit* TDP, 25 stakeholders were interviewed from August to December 2023 (Table 4-2).

Interview Methodology and Technique

A uniform list of questions and discussion topics was developed and provided to each stakeholder ahead of the interview. The script for the interviews is included in Appendix D. The input received during these interviews was reviewed and major themes were identified and summarized. Overall, interviewees indicated the need for more transit options in St. Lucie County, including increased access to key employment, education, and commercial hubs and expanding transit services for everyone. A more detailed summary is provided following the table.

Table 4-2: Stakeholder Information

Stakeholder	Organization	Title
Robert Driscoll	Council on Aging	Transit Director
Robert Dadiomoff	Veteran's Community	Representative
Jack Kelly	St. Lucie Public Schools	Board Member
George Landry	St. Lucie County BOCC	County Admin.
Mayte Santamaria	St. Lucie County BOCC	Dept. County Admin.
Peter Tesch	Economic Dev. Council	President
Cathy Townsend	St. Lucie County BOCC	Commissioner
Chris Dzadovsky	St. Lucie County BOCC	Commissioner
Larry Leet	St. Lucie County BOCC	Commissioner
Linda Bartz	St. Lucie County BOCC	Commissioner
Jamie Fowler	St. Lucie County BOCC	Commissioner
Shannon Martin	City of Port St. Lucie	Mayor
Jolien Caraballo	City of Port St. Lucie	Vice Mayor
Stephanie Morgan	City of Port St. Lucie	Council Member
David Pickett	City of Port St. Lucie	Council Member
Anthony Bonna	City of Port St. Lucie	Council Member
Linda Hudson	City of Fort Pierce	Mayor
Arnold Gaines	City of Fort Pierce	Commissioner
Curtis Johnson Jr.	City of Fort Pierce	Commissioner
Jeremiah Johnson	City of Fort Pierce	Commissioner
Michael Broderick	City of Fort Pierce	Commissioner
Nicholas Mimms	City of Fort Pierce	City Manager
Jesus Merejo	City of Port St. Lucie	City Manager
Dr. Timothy Moore	Indian River State College	President
William G. Theiss	Town of St. Lucie Village	Mayor

Transit Today (Input on Existing Services)

The section includes input on how transit is currently doing and how it is perceived in the community. In general, stakeholders responded positively to the services currently provided by ART and endorsed its role to provide mobility options in St. Lucie County.

ART is a valued and needed service in St. Lucie County.

Awareness of ART Services—Stakeholders agreed that transit is a necessary service in St. Lucie County and ART is doing a great job of supplying the service. However, it was also mentioned that, although most people are familiar with ART, there is a lack of awareness of what specific services ART provides, its service area, and other operating details.

On improving awareness, most agreed there needed to be multiple marketing strategies to attract more riders.

Perception of ART—As previously mentioned, stakeholders had positive comments about ART's role in the community. Most stakeholders felt that the community viewed ART as a service for those without access to a car or who are not able to drive. Many stakeholders perceive the service as being for those who do not have a choice to ride. Other stakeholders added that there is a worry about convenience and most agreed that it will take time to reduce single-occupant vehicle trips as residents are attached to their vehicles.

Access to Transit Information—Most respondents agreed that the information about the service is readily available and those who are interested would be able to find it. Although the information is available in many key locations, stakeholders mentioned that it would be helpful to have bus system materials in more places, such as popular shopping centers, doctor's offices, or government offices. Additionally, there were concerns expressed that those without access to smartphones or the internet, such as older adults, would not know how to access the system and there should be traditional information pamphlets available. Some stakeholders also suggested including ART information in local publications and circulars from social service agencies. Overall, most agreed there needed to be multiple marketing strategies to attract more riders.

Responsiveness of ART – Most stakeholders commented positively on the reputation that ART has regarding its responsiveness to the community's transit needs over the years.

Where Do We Want to Go? (How should the future ART network look?)

Expanded Service Area—Stakeholders identified expanding the current service area to help increase connectivity to jobs as a top priority. Stakeholders identified a desire for transit services connections IRSC campuses, key job centers, and the airport in the future to meet community needs, diversify the customer base, and increase ridership.

We need additional connections to jobs in St. Lucie County.

Some stakeholders mentioned Hutchinson Island as an area not currently served but that should be considered.

More On-Demand Transit—Implementing additional app-based microtransit services was also discussed. Stakeholders agreed that the smaller vehicles and point-to-point service was popular and they would like to see more of this service type, specifically targeting areas north of Fort Pierce, St. Lucie West, and Port St. Lucie. Some stakeholders mentioned that microtransit services are better for shorter trips than fixed routes.

Expanded Service Hours—There was consensus on the need for the service span to be extended, both earlier and later in the day. The stakeholders expressed their appreciation for the span of services currently provided and would like to see extended service hours so that workers with non-traditional/additional shifts would have reliable transportation to or from work. Some stakeholders also indicated a need for the service to operate seven days a week.

Enhanced Frequencies—Stakeholders agreed that to increase ridership and usage of ART, increasing the frequency of service is needed on US 1 and other key corridors. This would help attract choice riders by making the service more convenient and increasing quick connections to job centers.

Regional Transit—Stakeholders had varying views on regional transit connections. Several stakeholders commented on the need due to increased inter-county growth and development patterns, but most wanted to keep the workforce connections within St. Lucie County. Some stakeholders felt the connections to Vero Beach and Stuart were necessary while a few others indicated the need for connections to West Palm Beach and Okeechobee.

Improved Marketing and Education—All stakeholders commented on the need to expand marketing of the service and to educate the public on the many benefits of using transit. It was also recommended that ART should increase outreach to the community and educate residents on the services currently available.

Improved Infrastructure—Stakeholders commented that accessible and enhanced bus stop infrastructure like shelters and benches would be great marketing tools for ART and encourage riders by making it more comfortable to wait for the bus. Stakeholders also mentioned difficulty reaching bus stops where there are no sidewalks, especially along busy roads.

Rail Connection—Stakeholders also weighed in on and expressed excitement for a potential passenger rail connection in Fort Pierce. Since visitors arriving by passenger rail may not have a car, stakeholders felt that the County needs to anticipate connecting passenger rail passengers to and from their destinations. Stakeholders discussed that a local passenger rail station would help increase regional connectivity and bolster the local economy.

How Do We Get There? (What improvements are necessary to achieve that network?)

More Service and Service Span Expansion—All stakeholders agreed that more transit service in St. Lucie County is needed and there is a mismatch between the growing area and limited-service coverage and spans. Additionally, the need for more on-demand service was repeatedly mentioned. It was emphasized that expanding the service span is more important than adding new routes or service types.

More Frequent Service—Stakeholders identified improving frequency to help increase ridership as an ART key need for the next 10 years. Not only would this attract more discretionary riders, but higher frequencies on popular routes would also improve the service for current users.

Direct Connections – The discussion regarding more direct connections with possibly the use of smaller vehicles was discussed by some stakeholders. They felt there are opportunities to tailor services locally and residents may use the service more if it directly connects to nearby destinations like shopping centers, health/recreation facilities, and education centers, such as IRSC. Stakeholders agreed that current on-demand microtransit services should be expanded as there is existing and projected demand.

Enhanced and Safe Access to Bus Stops—Stakeholders frequently cited the need for better accessibility to existing bus stops. Some felt that it is a serious safety issue to walk along busy roadways without sidewalks or to wait in an area with low visibility to oncoming traffic.

Improved Amenities—Stakeholders commented on bus shelters and the need to provide protection from heavy rain, thunder/lightning, and sun in Florida. Stakeholders indicated that safe, accessible, and welcoming shelters are necessary. Stakeholders agreed that the existing park-and-rides are in good locations for riders to connect to and from St. Lucie County.

New Vehicle Types—Some stakeholders said they would like to see more technology-focused capital investments, such as autonomous and electric vehicles, to attract discretionary riders who may be more environmentally-conscious. Purchasing electric vehicles also aligns with St. Lucie County's goals to balance growth and infrastructure with natural preservation. One respondent indicated that autonomous vehicles are the future and ART should try to integrate them into the fleet as needed or when vehicles need replacements.

Other/General Comments:

- There is better awareness since ART has rebranded and staff have been actively doing community engagement.
- There is more interest and awareness in transit post-pandemic and since ART moved to a fare-free system.
- Job centers with warehouses are coming and will need transportation options for shift workers.

- Technology will continue to evolve and we must plan for it.
- Autonomous and electric vehicles will be a part of the solution to transportation issues.
- More marketing and education efforts are needed.


Source: Benesch

Bus Operator Interviews and Survey

Bus operators, as ambassadors of ART, have ongoing contact with the existing ridership base. Their ability to offer route-level and system assessments as well as rider input from their frequent interactions with riders makes their input critical for the TDP. As part of the TDP, input from 11 ART bus operators and supervisors was obtained through in-person discussions or a survey to gauge their opinions on existing services, future improvements, vision for ART, safety issues, and rider remarks.

Key operator input includes the following:

- Certain current segments should be reassessed to streamline before continued service.
- Sometimes keeping the bus schedule (staying on time) is difficult on routes on congested roadways, such as US 1.
- Riders need more bus shelters/benches.

Discussion Group Workshops

Another outreach activity completed for the *Reimagine Transit* TDP were discussion group workshops with small groups of stakeholders representing key focus areas for transit. Three discussion group workshops were held and served as a virtual roundtable. The participants took part in assessing existing services and determining future transit needs using questions to motivate and inspire conversation about the transit development process.

The TDP project team coordinated with the PRC to invite potential participants representing the following perspectives: current riders, social/public service agencies, and business/education. Thereafter, with the input received from the PRC members, including ART staff, potential participants were contacted by the project management team via email and phone calls to invite them to their respective discussions.

Discussion Group #1—Bus Riders

The first workshop was held with bus riders to gauge their perceptions of current ART services and what they see as future needs. Riders were identified by ART staff and were contacted by phone and email to attend. Additionally, some were engaged in discussions at the Port St. Lucie Intermodal Center. The workshop was held on August 23, 2023, from 10:00 AM –12:00 PM.


Source: Benesch

Eleven bus riders were involved in this discussion group and related follow-up efforts to ensure that all viewpoints were accommodated. The following is a summary of the comments received at the bus rider discussion group about existing and future ART services.

Transit Today

- Awareness—Participants agreed that the public is generally aware of ART but not all services that are available and what they entail.
- Responsiveness—Most participants agreed that ART is generally responsive to their needs and requests outside of later evening service and increased frequencies, which have not yet been implemented.

Where We Want to Go

- Frequency and Service Hours—Participants would like to see ART provide more service on existing routes by increasing frequency and span and a system that runs all week. Some participants would use ART to get to other jobs on the weekends but currently cannot due to limited or no weekend service.
- Expanded Service Area and New Connections—Participants overwhelmingly indicated they appreciate the current service but want it expanded to new areas. Additional services on

Bayshore Boulevard and Midway Road were mentioned, as well as the desire to reach more recreational activities throughout the county.

How We Get There

- Expanded Service—A key need for most ART riders is expanding services, particularly to new destinations, and additional service hours to access service jobs, recreational activities, or shopping centers. The drop in later evening service availability is a key issue for many.
- More Frequent Service—In addition to participants wanting expanded service coverage and spans, participants also mentioned higher frequency service as a key need, especially along denser corridors in the county.
- Marketing and Education—Participants suggested that ART do more awareness and marketing of the services using social media as an outreach tool and to educate the public on the benefits of transit.

Discussion Group #2—Social/Public Services Agencies

Social and public service agencies in St. Lucie County that regularly engage with current and potential ART riders were invited to the discussion group on September 7, 2023 to provide input on transit needs for their clients.

Participants from the neighboring Martin County and Indian River County transit agencies, HANDS Clinic, Family Care Council, CareerSource (regional workforce development board), United Way, and veterans organizations contributed to the discussion. Input obtained from a guided group discussion was categorized into key themes and summarized below.

Transit Today

- Expanded Availability of Information—Although information on transit is available, new riders may not know where to find it. Participants also mentioned a fear component for new riders, especially for persons with disabilities, about their ability to use the current services so trust needs to be built.
- More Awareness Needed—Participants felt that awareness of ART's services could be improved. Some participants mentioned that although adult residents do get information, high schoolers may not.
- Critical Need in the Community—Participants perceived ART as a critical service to the community. They mentioned how transit is vital for those with no other way to access services provided by social care and health care agencies. However, participants felt that the community at large views ART as a service used primarily by low-income, low-resource residents. One participant mentioned that there is a stereotype that the service is used by those who cannot drive or have a suspended license, as opposed to being part of the culture of the community as it is in other areas.

- ART is Doing a Good Job—Participants believed that ART provides a very reliable and effective service with the resources available. Some participants communicated to them that they would like to give up their car and use ART for their travel needs. Participants believed that ART is responsive to community needs.
- Increasing Traffic Congestion—When asked about congestion, participants felt that there is traffic in St. Lucie West and on Bayshore Boulevard and transit can provide a remedy.

Where We Want to Go

- Need More Connectivity Options – Participants recommended increasing local and regional connectivity. Some participants mentioned expanding service to currently unserved areas in the county. Participants like the regional service connections to Vero Beach and Stuart, but also mentioned needing connections to Okeechobee. The participant representing transit service in Indian River County mentioned that its riders enjoy and rely on ART services.
- Need More Convenient Options – Participants stated a need to improve the frequency of routes. Participants liked the existing microtransit service but felt there was a need east of the Turnpike.
- More Marketing Campaigns—Participants recommended developing a marketing campaign to encourage ridership targeting employers and education institutions.

How Do We Get There

- Increasing Connectivity—While participants noted the importance of regional connectivity for accessing social services, the focus should be on improving connectivity within St. Lucie County.
- Service Improvements—Later service and expanding service to new destinations were highlighted as important needs.
- Improved Technology and Infrastructure—Bus stop improvements ranked high on the list, including improved shelters against sun and rain and accessible connections to stops.
- Increased Marketing and Education—Participants strongly recommended creating an education campaign on the benefits and attractiveness of ART services, including promoting the cost savings of riding transit compared to driving.

Discussion Group #3—Business and Education

Stakeholders representing business and education sectors were invited to the third group discussion to get input from their perspective on transit in the county. The discussion group workshop was also held on September 7, 2023 and included representatives from the St. Lucie County Planning and Development Department, Treasure Coast International Airport, Economic Development Council (EDC), and St. Lucie Chamber of Commerce. Key highlights from this discussion are summarized below.

Transit Today

- ART Services are Needed—Overall, participants perceive ART as a critical service for the community but it needs to be more convenient to get people to and from lifeline trips, such as education and work. Participants discussed that businesses want employees to be able to use ART to get to work. Some participants mentioned ART can help more people access educational opportunities.
- Incorporate Technological Solutions—Participants expressed an interest in technology-based, on-demand microtransit. Participants were aware that the service exists in the Port St. Lucie area and thought that it was a promising solution implemented by ART successfully.
- Perception—Participants perceive that there is support for ART but many believe it is a service for the disadvantaged. Participants believe that the biggest obstacle to public transit is public sentiment. They would like to see a campaign to change this perception to one that ART is for everyone in the community.
- Need Better Infrastructure—Participants see a need to build safer transit bus stops and this effort could be coordinated with multimodal transportation improvements including sidewalks, trails, and crosswalks.
- Traffic Congestion is a Major Issue—Participants stated congestion is an issue in particular areas, like Port St. Lucie, during peak hours. They also expressed that most residents and leaders feel congestion is worsening and are receptive to remedies from transit.

Where We Want to Go

- Outreach is Needed for Ridership Growth—Participants suggested improved communication and collaboration via multiple outlets would help increase the awareness around ART. They would like to see a more coordinated effort to get information out by using popular venues like IRSC. Some felt that social media may be a tool to use but may not be as effective in spreading the word.
- Increased Service Options and Supply for Growth—Other participants expressed a need to enhance mobility options to battle traffic congestion. They expressed that more transit options, particularly serving Kings Highway and St. Lucie Boulevard, may help reduce congestion. Other participants agreed that transit connections to educational centers, such as IRSC, was a gap that needed to be filled.

How Do We Get There

- Expand Service Options—Overall, participants felt that a range of improvements, including traditional bus and on-demand options, are needed for transit to be more attractive to the community.
- Additional Marketing—Participants repeatedly agreed that ART's top priority should be marketing. With additional growth coming, outreach should be a priority, not only to the

workers, students, and visitors but also to those who are considered LEP or are other transportation groups.

- Regional Connectivity—Participants felt that regional connectivity is needed for educational opportunities. They thought there may be a need for additional or enhanced regional connections to Martin County.
- New Services and Service Enhancements—Participants mentioned using quick routes to reach north to south county while connecting key cities, job centers, the airport (at least later in the 10-year period), and IRSC campuses. Additionally, the frequency of transit should be increased in Fort Pierce, where it is most heavily used at this time.

Source: Benesch

Phase I Outreach

Open House Public Workshops

As part of the TDP public involvement process to determine how St. Lucie County should improve its service and to identify specific and additional service needs, two open house public workshops were held. The focus was to understand participants' views about ART and what St. Lucie County can do going forward to make transit a more viable travel alternative. PRC members were also invited to attend.

Source: Benesch

Workshop #1 – Port St. Lucie

The first public workshop was held at the Morningside Library in Port St. Lucie from 2:00 PM to 4:00 PM on August 22, 2023. This workshop was attended by 21 participants who offered the following input:

- Expanded Service Area—All participants agreed that there is an additional need for transit services in St. Lucie County and supported fixed-route transit and additional on-demand services.
- Increased Frequency—Participants indicated a desire for more frequent service on existing routes. Most participants agreed that more popular routes need service at least every 30 minutes.

In addition to various display boards and feedback stations, an interactive exercise was conducted. When participants were asked during the activity to identify if they would rather have additional traditional bus service or microtransit, most chose microtransit service. Additionally, most participants preferred an expanded service area even with low frequency more than high-frequency service with a limited-service area footprint.

Workshop #2—Fort Pierce

A second workshop was held on August 23, 2023, from 2:00 PM to 4:00 PM at the Zora Neale Hurston Library in Fort Pierce. Similar to the previous workshop, this event gathered information on the insights the public shared about transit issues throughout the county, but especially in that area. This workshop was attended by six participants who offered the following input:

- Expanded Service Area and Weekend Service—As in the previous workshop, almost all participants agreed there is a need for expanded services within the county that included a mix of fixed-route and on-demand service. Most attendees indicated more service in the west is needed, as the area is growing in employment and some new residential developments. Additionally, participants agreed that there is a need for weekend service.
- Increased Frequency—Participants expressed the need to connect to existing destinations more often. Participants said that service is needed more than every 60 minutes to connect to lifeline trips.

Like the first workshop, as part of the interactive activity participants would rather have microtransit service over additional traditional bus service. Additionally, most participants prefer an expanded service area with low frequency more than a high-frequency service with a limited service area.

Source: Benesch

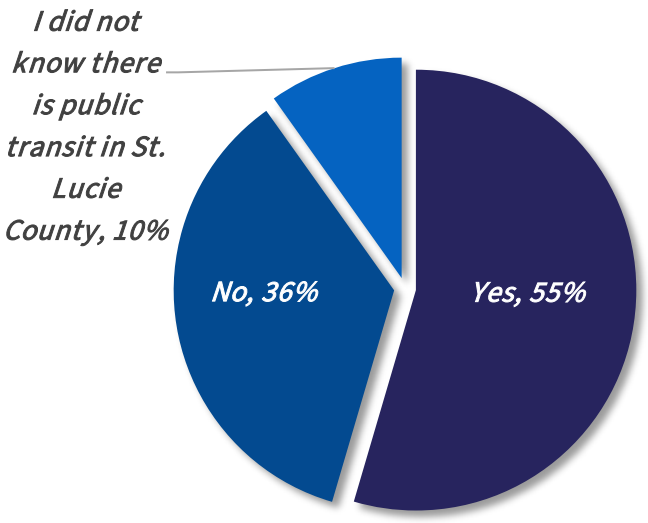
Transit Needs Survey

An online public input survey was initiated in August 2023 and made available via social media, email, the ART website, and electronic tablets at workshops. An awareness campaign on the survey was conducted using online platforms and through the various TDP stakeholders.

Questions were asked about current services, willingness to use public transit, and the community's transit needs. The survey was also designed to gauge public awareness of transit in St. Lucie County and to gather socio-demographic information about survey respondents. A total of 136 surveys were completed and the results are summarized below.

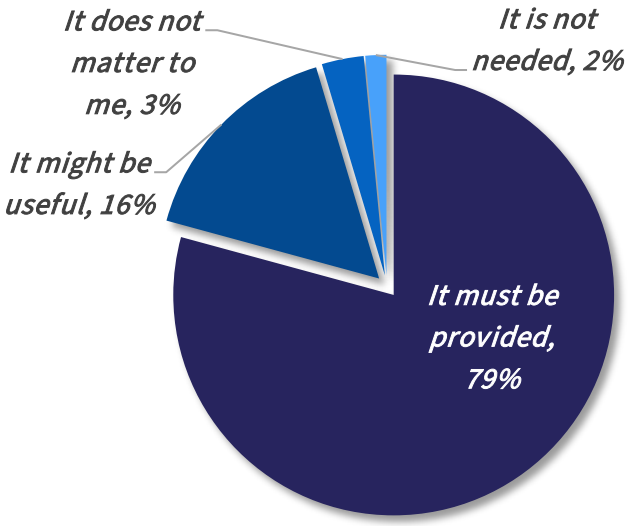
Survey respondents were asked if they or a member of their household have used ART. The majority responded they have used ART (55%). Figure 4-1 shows 36% had not and 10% did not know there is public transit in St. Lucie County.

Figure 4-1: Have you or a member of your household used St. Lucie County's public transportation service, Area Regional Transit (ART)?



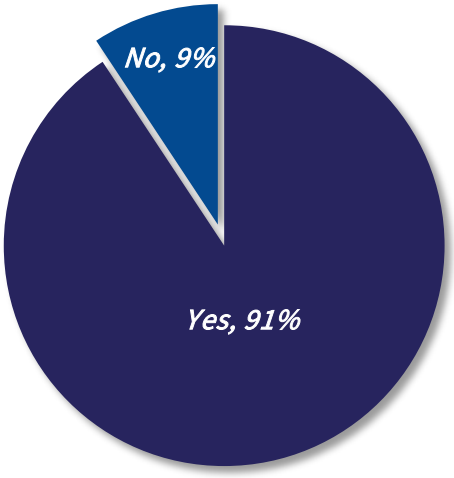
Although only 55% of respondents indicated they have used ART previously, 79% said that it must be provided (Figure 4-2). Some respondents thought that it might be useful (16%), and only 2% said it is not needed.

Figure 4-2: How important is providing bus transit services in St. Lucie County?



Respondents were asked if there is a need for additional or improved transit services in St. Lucie County. Most (91%) agreed that there is. Less than 10% of participants, as shown in Figure 4-3, said that there is not a need.

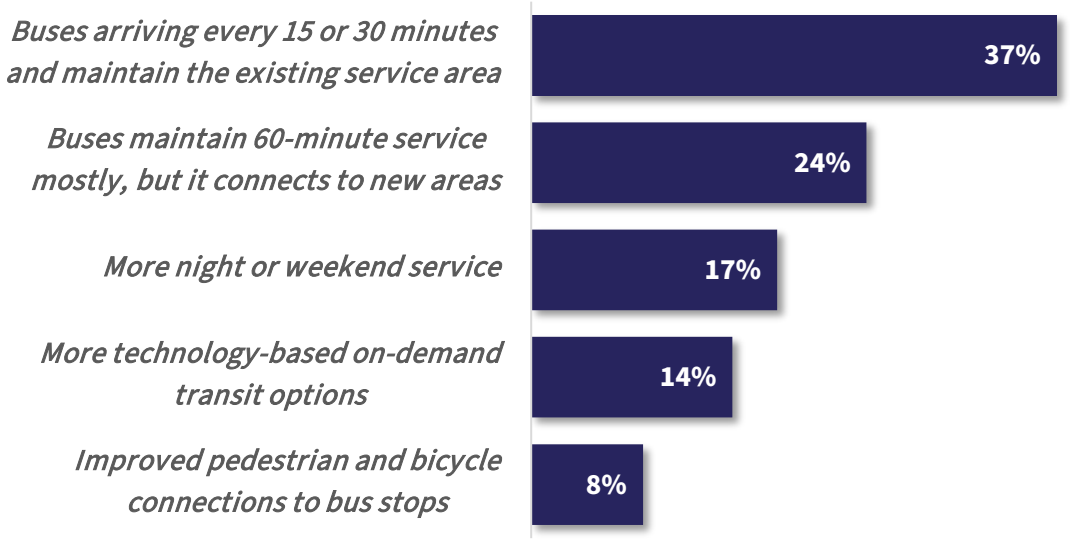
Figure 4-3: Do you think there is a need for additional/improved transit services in St. Lucie County?



To attract more riders, it is important to understand what would encourage non-users to use ARTor current riders to use the service more. Respondents were asked what would make transit services more appealing. The most popular response was the bus coming every 15-30 minutes while

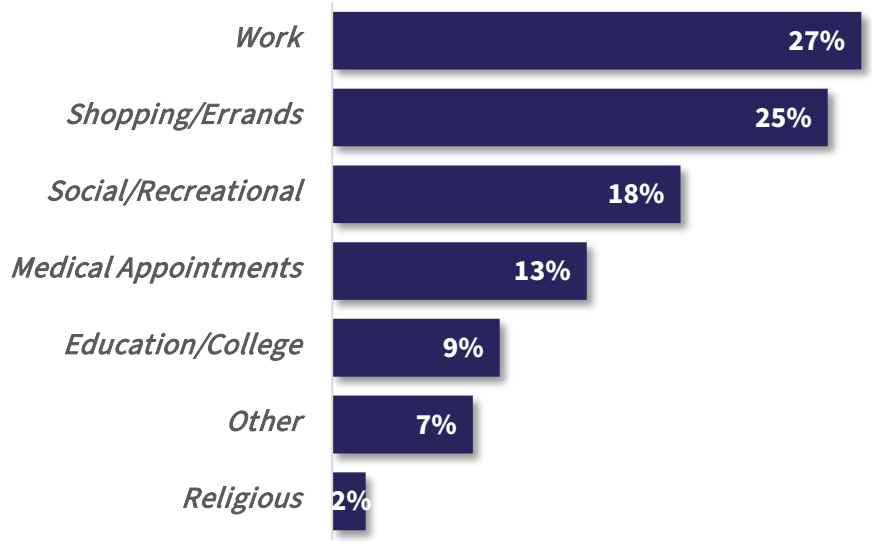
maintaining the existing service area (37%). Approximately 24% indicated bus maintain 60-minute service mostly, but it connects to new areas. Other options, such as more night or weekend service (17%), more technology-based on-demand transit options (14%), and improved pedestrian and bicycle connections to bus stops (8%) were also well-received, as shown in Figure 4-4.

Figure 4-4: What would make transit services more appealing for you to use it or use it more?



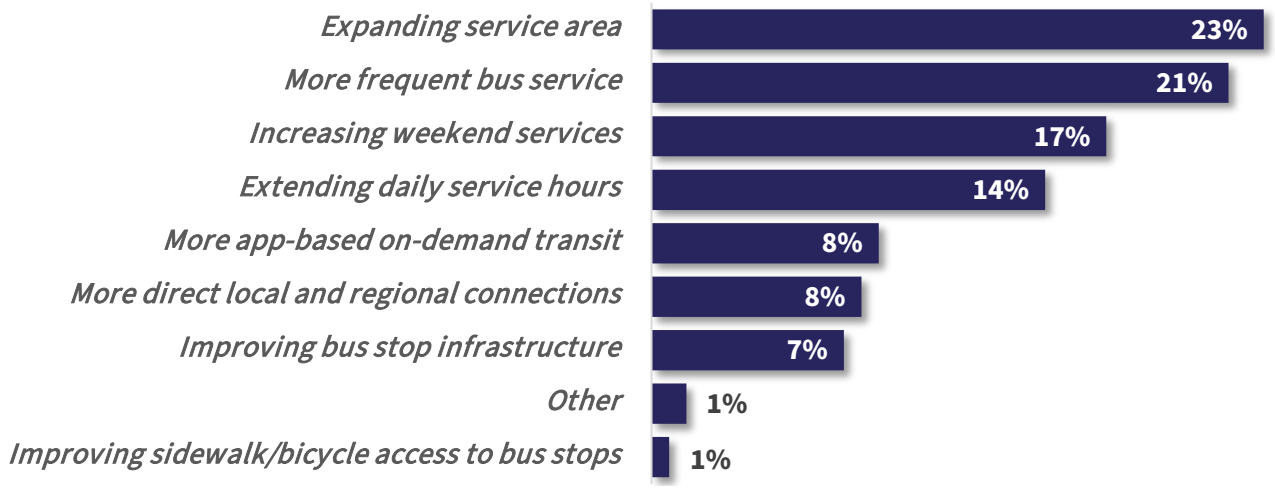
Respondents were asked where they currently (or would go) using ART services. The top three answers were work (27%), shopping/errands (25%), and social/recreation (18%) as shown in Figure 4-5. Additionally, medical appointments (13%), education/college (9%), other (7%), and religious (2%) were other selected destinations.

Figure 4-5: If you use bus services, or decide to use them in the future, where would you use it to go?



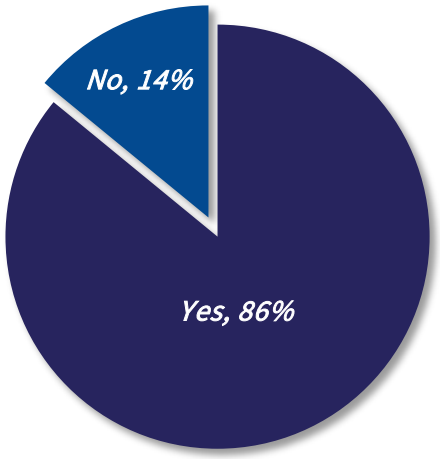
Respondents were asked to indicate what transit service improvements they would like to see in St. Lucie County (Figure 4-6). The top three responses were expanding the service area (23%), more frequent service (21%), and increasing weekend services (17%). Other responses included extending daily service hours (14%), more app-based on-demand transit (8%), more direct local and regional connections (8%), improving bus stop infrastructure (7%), other (1%), and improving sidewalk/bicycle access to bus stops (1%).

Figure 4-6: What improvements should ART prioritize over the next 10 years?



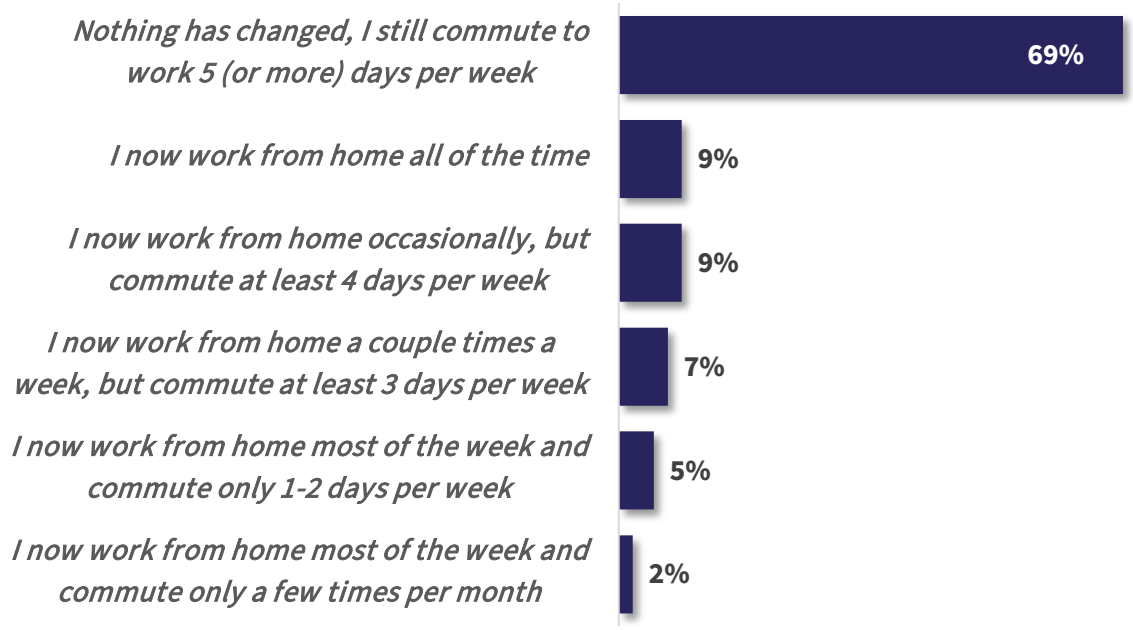
When asked if ART being fare-free encouraged respondents to use the service more, most (86%) said yes (Figure 4-7).

Figure 4-7: Currently there is no cost to ride St. Lucie County's fixed-route service, ART. Does this encourage you to use the service more?



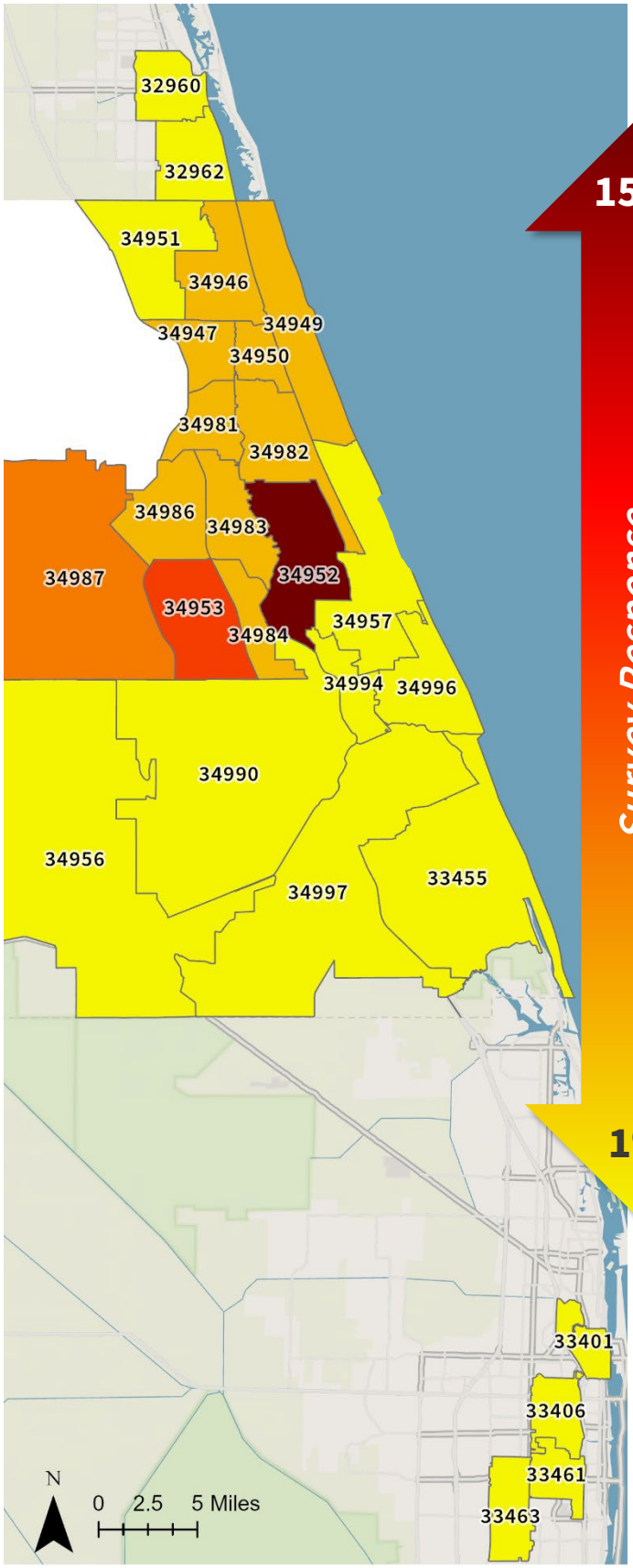
Determining commute patterns is important to ensure riders are properly served. Most respondents (69%) indicated that, post pandemic, they still commute to work 5+ days per week (Figure 4-8). An equal proportion of respondents said they work from home all the time (9%) or work from home occasionally, but commute at least 4 days per week (9%). Other respondents indicated that they work from home a couple of times a week, but commute at least 3 days per week (7%); they work from home most of the week and commute only 1-2 days per week (5%); or they work from home most of the week and commute only a few times per month (2%).

Figure 4-8: If you are currently employed, how has your work commute changed since the pandemic?



Respondents were asked to provide socio-demographic information, including work and home ZIP code, age, access to a personal vehicle, gender, ethnicity, race, and income. As shown in Maps 4-1 and 4-2, respondents selected the zip code of their residence and work. Most respondents indicated they live in zip codes 34952 (Port St. Lucie), 34953 (Port St. Lucie), or 34987 (unincorporated St. Lucie County) and work in 34982 (Fort Pierce), 34952 (Port St. Lucie), or 34950 (Fort Pierce).

Map 4-2: Home ZIP Codes

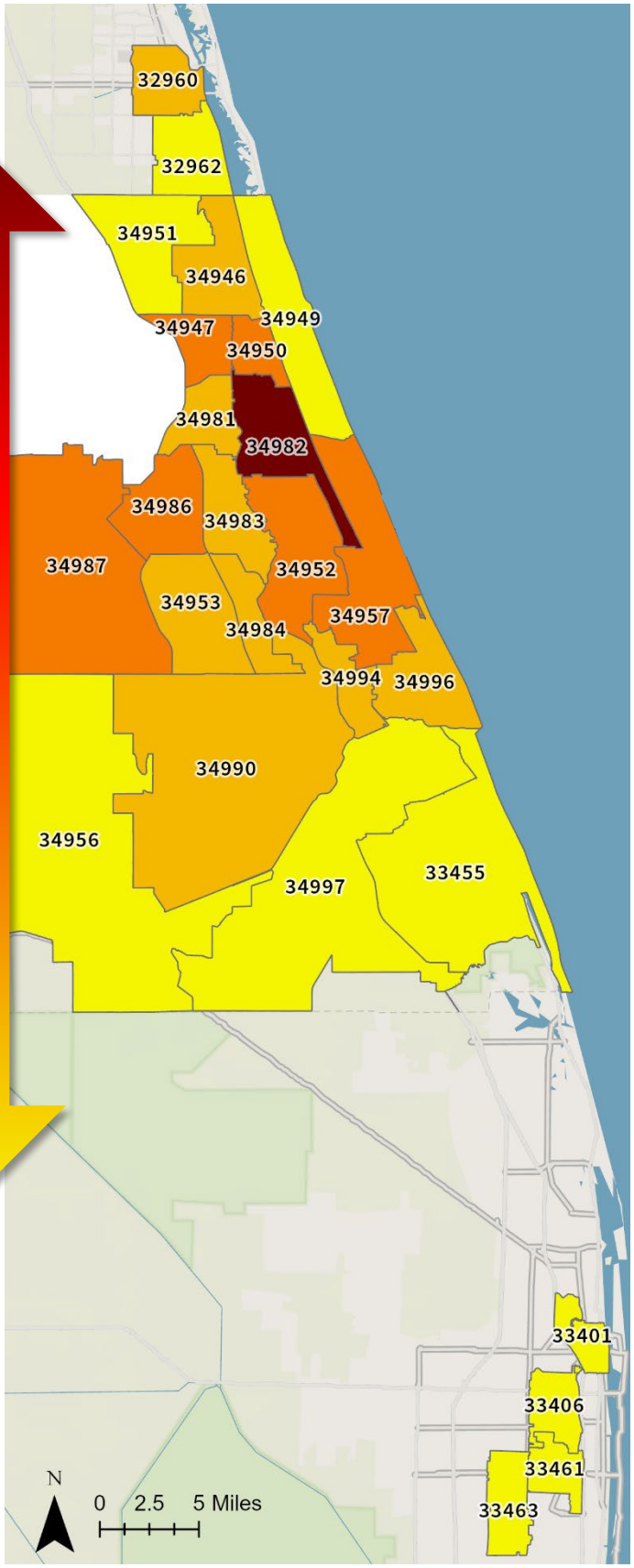


15%

Survey Response

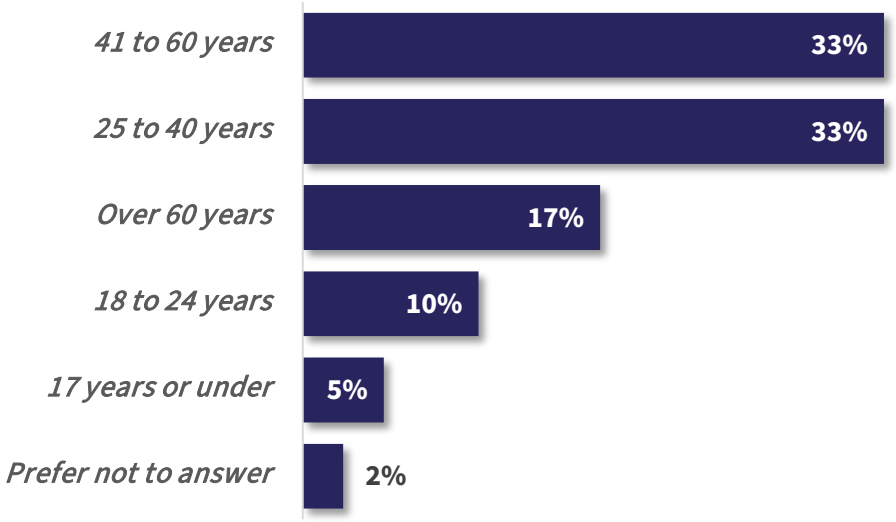
1%

Map 4-2: Work ZIP Codes



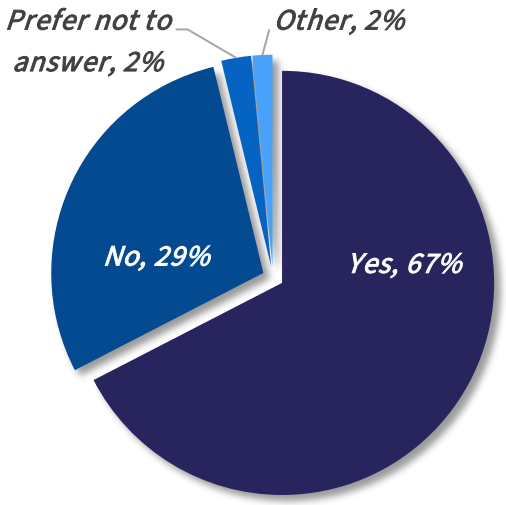
When asked their age, two-thirds of respondents fall in the range of 41-60 years old (33%) or 25 to 40 years old (33%). Approximately 17% are over 60 years old, 10% are 18-24 years old, 5% are 17 years or under, and 2% preferred not to answer (Figure 4-9).

Figure 4-9: How old are you?



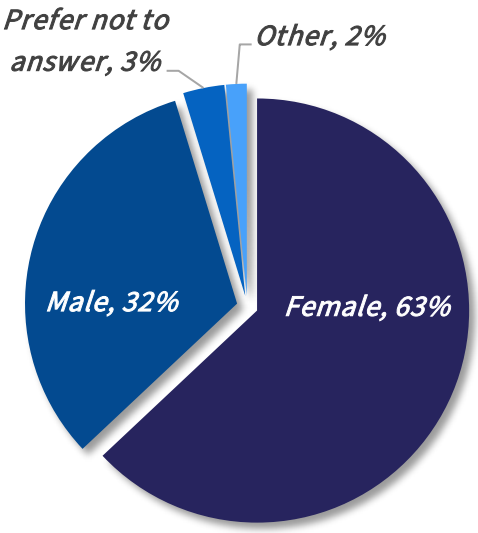
Respondents were asked about access to a personal vehicle. Most (67%) indicated they have access to a vehicle, 29% do not, 2% preferred not to answer, and 2% indicated "other" (Figure 4-10).

Figure 4-10: Do you have access to a personal vehicle?



Respondents were asked their gender. The majority identify as female (63%). The remaining identify as male (32%) or some other gender (2%), as shown in Figure 4-11. Approximately 3% indicated they would prefer not to answer.

Figure 4-11: Gender



Survey respondents were asked to provide their race and ethnicity. Figure 4-12 shows that 61% identify as White/Caucasian. The remaining respondents are Black/African American (18%), some other race (5%), American Indian/Alaska Native (2%), or Asian (2%). Approximately 11% preferred not to answer.

Most respondents (65%) identified as Non-Hispanic/Latino and 20% identified as Hispanic/Latino, as shown in Figure 4-13. Approximately 15% preferred not to answer.

Figure 4-12: Race

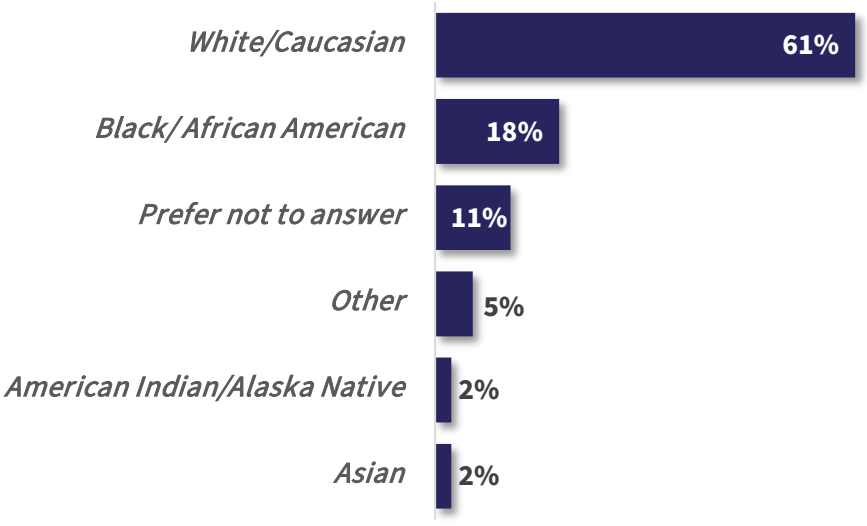
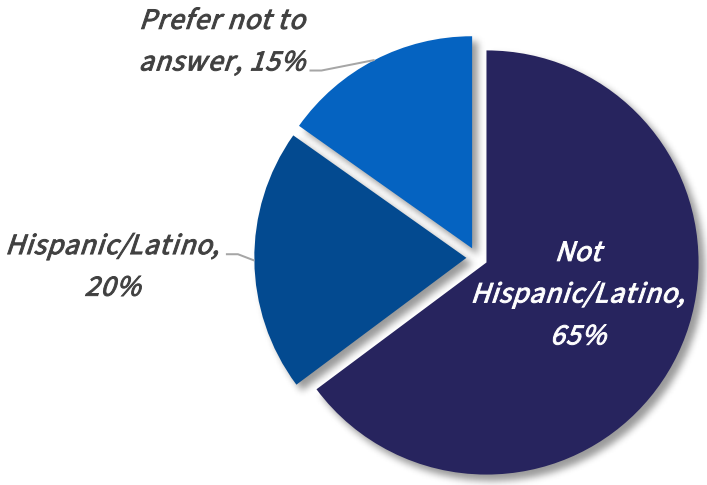
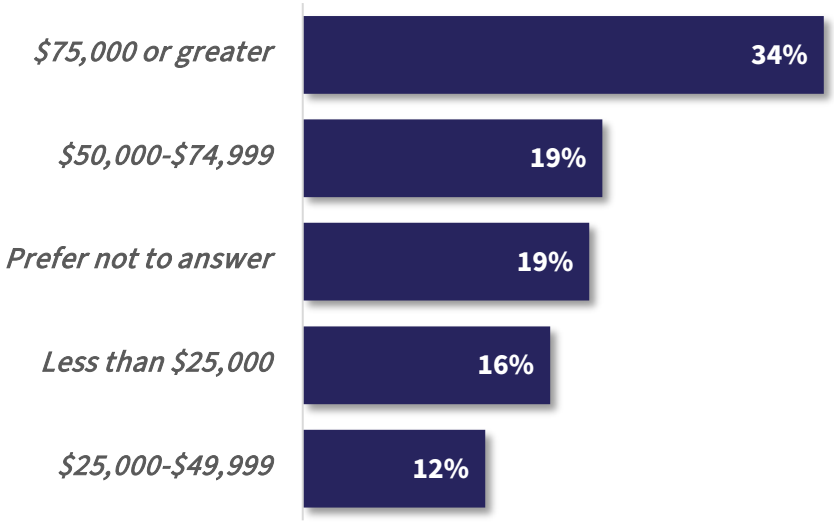


Figure 4-13: Ethnicity



As shown in Figure 4-14, approximately 34% of survey respondents indicated an annual household income over $75,000. Other responses include $50,000 to $74,999 (19%), 16% indicated under $25,000, and 12% responded $25,000 to $44,999. Approximately 19% preferred not to answer. According to the ACS, approximately 38% of St. Lucie County households earned more than $75,000, and 18% earned less than $25,000 in 2021.

Figure 4-14: Household Income



Phase II Outreach

Open House Public Workshops

Two workshops were held later in the TDP planning process to present the proposed 10-year transit improvements plan for St Lucie County to the public and to obtain feedback to help prioritize the proposed improvements.

Each was an open-house style format in which participants could come at any time to engage in discussions with ART and St. Lucie TPO staff, and the project consultant team. The participants viewed the display boards and materials showing existing service information, transit needs, and transit accessibility. Each attendee was encouraged to complete a transit priorities survey.

The workshops were attended by 77 participants, with 55 attending Port St. Lucie and 22 in Fort Pierce. Most attendees reported that they are ART riders or are interested in using the service.

Workshop #1—Port St. Lucie

The first public workshop was held at the Paula Lewis Branch Library from 9:00 AM to 12:00 PM on February 13, 2024.

Workshop #2—Fort Pierce

The second workshop was held at the Fenn Center in Fort Pierce from 2:00 PM to 4:00 PM on February 13, 2024.

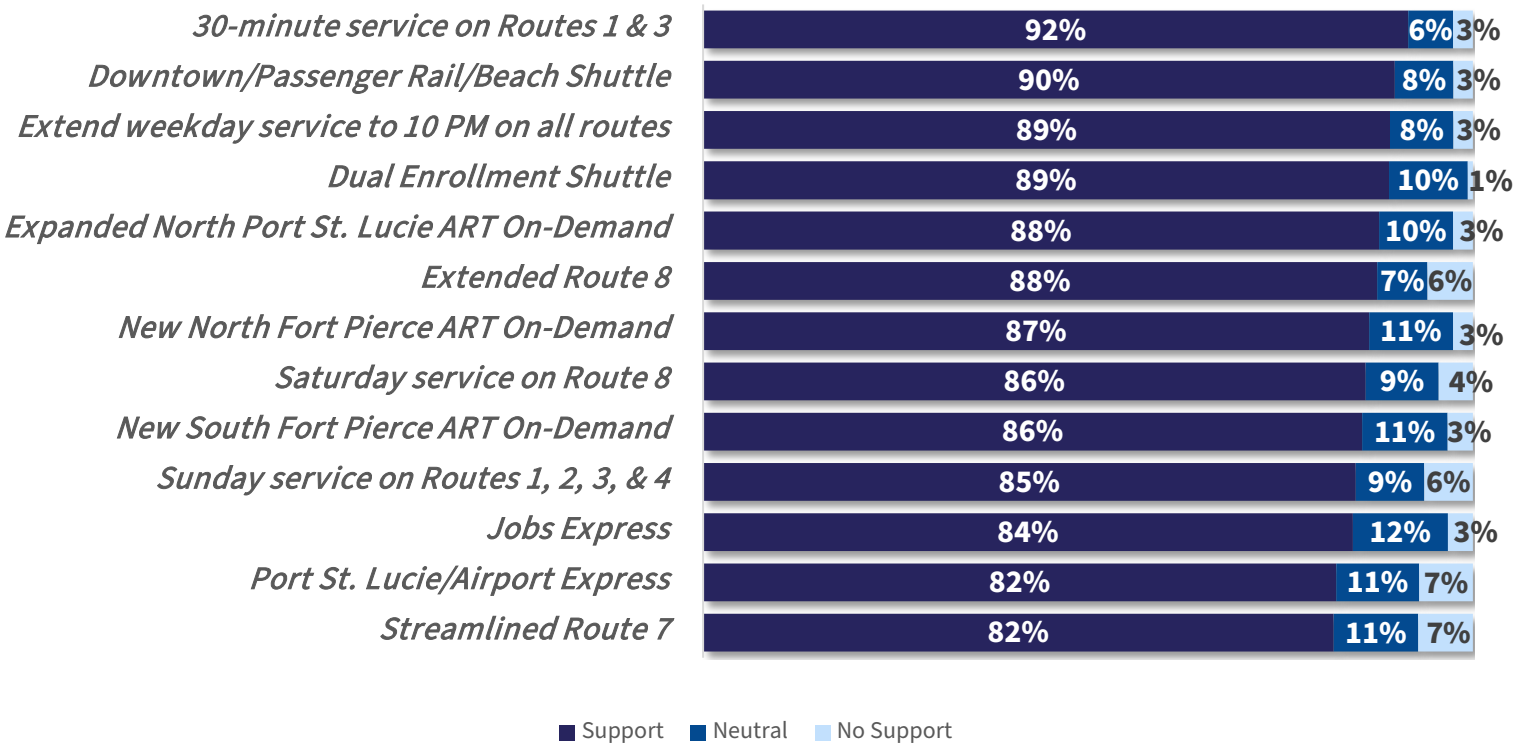
Transit Priorities Survey

Beginning in February 2024, a second TDP survey was made available online for the public to provide input on the recommended transit priorities. The survey was promoted on the St. Lucie TPO's social media and website, emailed to stakeholders, and made available at the public workshops. In total, 170 surveys were completed; a copy of the survey instrument is provided in Appendix D.

Respondents were asked to rate their support for potential service alternatives. The survey was presented with a map online and multiple display boards at the in-person workshops.

The first question asked survey participants if they or a member of their household have used ART. Then they were asked to rank their support for the proposed service alternatives. The service improvement with the most support was adding 30-minute service on Routes 1 and 3 (92%), followed by Downtown/Passenger Rail/Beach Shuttle (90%), and then extending weekday service to 10:00 PM (89%). All suggested service alternatives were received favorably, with "strongly support" being the most frequently selected for each option proposed. Figure 4-15 shows all service improvements ranked by strong support responses.

Figure 4-15: Transit Priorities Survey Results



Note: Percentages may not add up to 100% due to rounding.

Web and Social Media Outreach

Both indirect and direct public outreach techniques were used to enhance the effectiveness of the *Reimagine Transit* TDP public participation process. Several indirect outreach methods described below were also used to educate and inform the public about the TDP process.

ART's website provides information on service hours, route information, and other relevant information. During this process, advertisements and content for riders and the public to inform on the latest TDP outreach events and updates were also posted. Additionally, ART and the TPO used their respective websites to encourage the public to take TDP surveys and attend the workshops.

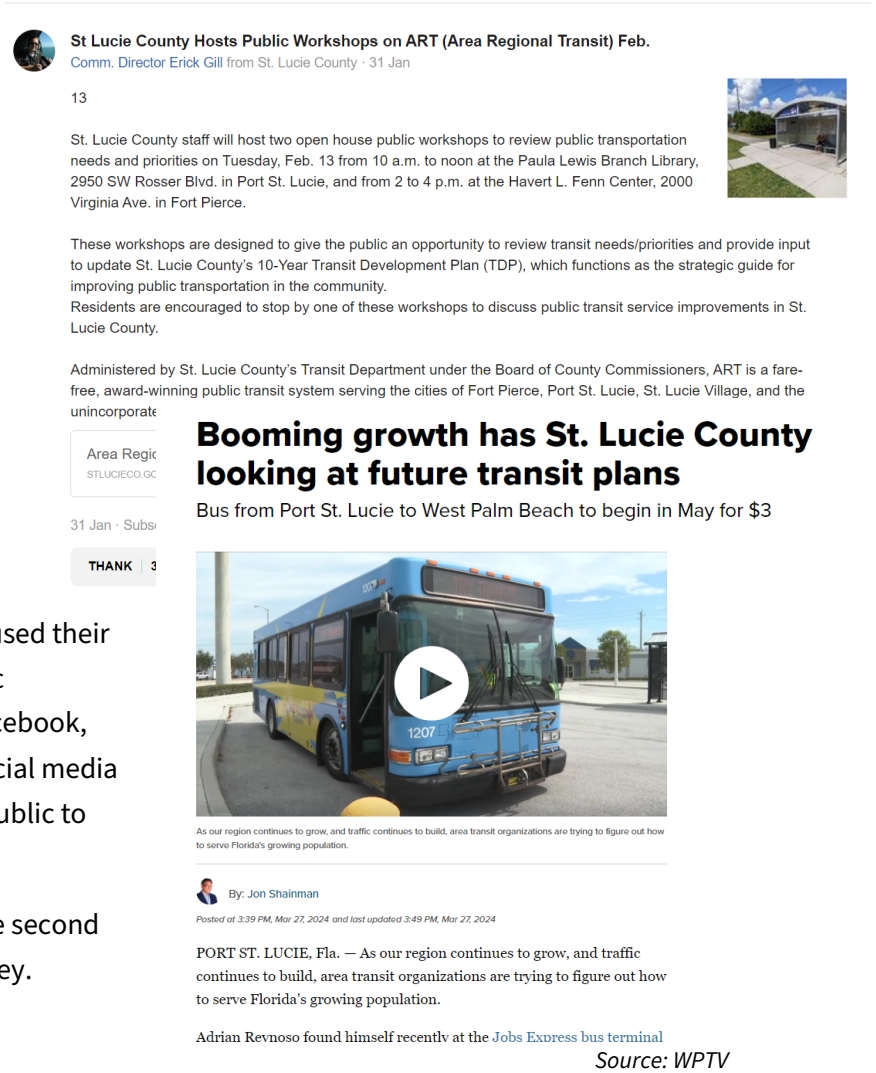
Email

Numerous emails with information about the online survey, upcoming public workshops, and the general TDP development process were used to engage and encourage public participation. Stakeholders and discussion group members were sent email notices and reminders for upcoming events such as the public workshops and encouraged to redistribute the information to other interested parties.

Media

St. Lucie County and the St. Lucie TPO also used their social media accounts to promote the public workshops and online TDP surveys. With Facebook, Nextdoor, and X (formerly Twitter) posts, social media was used as another platform to allow the public to submit questions.

Furthermore, local news media attended the second phase of workshops and advertised the survey.



Source: WPTV

Section 5. Situation Appraisal

Conducting a situation appraisal as part of this TDP helps ART examine its current strengths and weaknesses. It also helps to identify existing or emerging challenges and opportunities for the provision of its services and assists in the development of future transit needs in the community. This situation appraisal is also a key requirement under the current TDP Rule.

Prior to this appraisal, a review of locally, regionally, and federally approved plans and studies relevant to this TDP was conducted. This ensures consistency between the 10-year transit plan goals and initiatives and any policies and planning efforts relevant to ART's services. The current planning initiatives/policy guidance from these plans were also reviewed to better understand the policy context under which transit operates in St. Lucie County and the region.

Review of Plans and Studies

Various public and private entities conduct studies to produce plans and policies at local and regional levels to address transportation issues and opportunities that may impact bus services in St. Lucie County and the immediate region. In addition, certain federal and state plans and regulations also may impact the provision of local transit services.

Due to these potential impacts, this plans and policy review may help ART understand and support its navigation of the existing local goals framework while concurrently pursuing its own goals for creating a viable and accessible transit system locally and for the region. Relevant transportation planning and programming documents are summarized, with an emphasis on those elements having implications for ART's services.

Table 5-1: Local Plans

Plan Title	Geographic Applicability	Year	Preparing Agency	Plan/Program Overview	Key Considerations/Implications for TDP
St. Lucie TPO Micro-Mobility Study	St. Lucie County	2022	St. Lucie TPO	This study reviewed the needs and characteristics of various low- speed transportation options, compared them to existing conditions in the transportation network, land development patterns and demographics for three distinctly different study areas and develops considerations that the St. Lucie TPO can implement or coordinate to promote more widespread and greater density of micro-mobility options throughout St. Lucie County.	The study produced considerations for future transit services for each key area studied. • Downtown Fort Pierce is well served by fixed transit routes as well as the Fort Pierce Tram, providing nearly complete coverage so as a first-last-mile effort, the focus is to increase usage of micro-mobility before focusing on increasing fixed-route bus service. • For the Torino Study Area, a micro-mobility transit circulator with a hybrid route-deviation service could connect residential development along Torino Parkway and NW Cashmere Boulevard to commercial and employment destinations along NW Peacock Boulevard, California Boulevard, and St. Lucie West Boulevard. • For the Tradition Area, plan calls to extend Route 5 south along Village Parkway to provide direct transit service between the Port St. Lucie Intermodal Facility and the large employment centers of the Tradition Innovation Center. If the Tradition in Motion (TIM) micro-mobility is extended here as anticipated, the County should coordinate but still provide direct transit service to these employment centers.
Smart Moves 2045 Long Range Transportation Plan (LRTP)	St Lucie County	2021	St Lucie TPO	The LRTP is the 25-year vision for St Lucie County's multimodal transportation network and is updated every five years to respond to updated trends and community needs.	The 2019 TDP served as the foundation for the long-range plan transit needs. The 2045 Transit Needs plan assumes a continuation of the current bus transit network and the following new or improved service needs: • Increasing frequency on Routes 2 and 3, extending weekday service hours, and implementing capital and infrastructure improvements. • Crosstown Parkway route. • Fort Pierce to South Hutchinson Island connector. • Route 5 split on Gatlin Boulevard and Port St. Lucie Boulevard. • Midway Road connection. • Palm Beach Express. • Selvitz Road and Bayshore Boulevard route. • Route on Virginia Avenue. • Passenger train connecting Miami to Orlando. • Adding microtransit service in Indian River Estates/adjacent to Torino Parkway.
Jobs Express Terminal Connectivity Study	St. Lucie County	2020	St. Lucie TPO	The study reviewed multimodal connectivity to/from the Jobs Express Terminal that was programmed for construction in 2020. The terminal is expected to support regional commuter trips to and from the St. Lucie County area. The study effort included a multimodal safety assessment of Gatlin Boulevard/Tradition Parkway from west of Village Parkway to east of Rosser Boulevard. The assessment included evaluating, transit, bike, and ped network connectivity to the site.	The following transit improvements were considered within the two-mile radius of the study area, in addition to numerous pedestrian and bicycle safety and connectivity improvements to access the Jobs Express Terminal. • Short-term Recommendations—Provide enhanced Treasure Coast Connector microtransit service within designated mobility zone(s) including connecting persons to the Jobs Express Terminal, fixed-route, and commuter bus service. • Mid- and Long-term Recommendations—For Gatlin Boulevard, improve bus stop facilities within the study area to include boarding/alighting area, sidewalk connection, shelter and bench, and ADA accessibility. Review transit routes to the Jobs Express Terminal to improve connectivity to/from nearby neighborhoods (i.e., circulator routes) with peak-period short headways.
St. Lucie County 2020-2029 TDP Major Update	St. Lucie County	2019	ART/St. Lucie TPO	The State of Florida Public Transit Block Grant Program requires urban public transit service providers to develop and adopt a 10-Year TDP per FDOT requirements. Major updates must be completed every five years and include an assessment of baseline conditions, a public involvement plan, and ridership estimates.	The adopted TDP Needs Plan calls for enhancing current services by expanding service span, weekend service, adding new microtransit service, new fixed-routes, and needed capital, infrastructure, and information technology investments. The funded implementation plan include: • Increase frequency on Routes 2 and 3. • Add new service connecting Fort Pierce to Port St. Lucie via 25th Street. • Torino Parkway microtransit service.

Table 5-1: Local Plans (Continued)

Plan Title	Geographic Applicability	Year	Preparing Agency	Plan/Program Overview	Key Considerations/Implications for TDP
St. Lucie County 2021 TDP Annual Progress Report	St. Lucie County	2021	ART/St. Lucie TPO	Provides an annual status report on transit improvements identified in the St. Lucie County 2020-2029 TDP Major Update.	Provided updates on variety of service and capital projects in the last TDP major update. • Fort Pierce/Port St. Lucie Express (25th Street)—The new Route 8 on 25th Street was implemented in 2020. • Palm Beach Express—The new commuter service operated by Palm Tran is expected to be implemented soon. • Fort Pierce to South Hutchinson Island—Funding award is pending and the project was set to start in 2022. • Tradition/Gatlin Area Microtransit was Implemented in 2020, The microtransit pilot project was later incorporated as a permanent option of the transit system. • Torino Pkwy Microtransit—Funding award is pending and the project was set to start in 2022 in Port St. Lucie. • New Administration & Operations Facility—With initial funding from CARES Act, this was initially intended to be completed by 2023. • Port St. Lucie Intermodal/Passenger Area—This has not been started yet but funding is on track.
Automated Connected Electric and Shared-Use (ACES) Sustainable Transportation Plan	St. Lucie County	2023	St. Lucie TPO	The ACES vehicle network will continue to consider infrastructure improvements that expand capacity, using all transportation modes, more effectively using existing structure in St. Lucie County.	This plan proposes ACES Mobility Hubs, or centers that integrate placemaking and transportation, throughout the county. Hub locations were determined by geographic, operational, emergency and resiliency, land use, and equity factors then prioritized as follows (in order): • Fort Pierce Downtown (Orange Avenue and FEC Railroad). • Becker Road (I-95 Interchange and Becker Road). • Okeechobee Road (Okeechobee Road and I-95 Interchange to Fort Pierce West). • US 1 and Port St. Lucie Boulevard (Intersection of US 1 and SE Port St. Lucie Boulevard). • Midway Road (I-95 Interchange and Midway Road). • St. Lucie West (I-95 Interchange and St. Lucie West Boulevard). • Crosstown Parkway (I-95 Interchange and Crosstown Parkway). • Port St. Lucie Boulevard and Airoso Boulevard (Port St. Lucie Boulevard and Florida's Turnpike/Airoso Boulevard). • Orange Avenue (I-95 Interchange and Orange Avenue). • Indrio Road Planned Development (I-95 Interchange and Indrio Road).
Congestion Management Process Major Update	St. Lucie County	2018	St. Lucie TPO	The plan Identifies and prioritizes projects that improve transportation system performance and reliability to submit to the FDOT Five-Year Work Program, the TPO's List of Priority Projects (LOPP), and the TPO's Transportation Improvement Program (TIP).	Evaluates roadway segments and identifies those that need further congestion mitigation. Multimodal improvements include pedestrian infrastructure and public transit. Road segments with public transit that were identified for further congestion mitigation include: • Gatlin Boulevard (west of I-95 to Port St. Lucie Boulevard). • St. Lucie West Boulevard (I-95 to Bayshore Boulevard).
Transportation Disadvantaged Service Plan (TDSP)	St. Lucie County	2023	ART/St. Lucie TPO	The St. Lucie County TDSP addresses the needs of elderly, disabled, or economically disadvantaged people within the county. It reflects a careful review of various data, travel patterns, policies, agency responsibilities and funding to define a five-year detailed implementation plan (which is updated annually) to help meet those needs.	Anticipates the need for an increasing transportation disadvantaged population including people with disabilities, elderly, and low-income. The implementation plan includes the following ongoing needed system improvements: • Increase fixed-route utilization and maintain/increase the number of passengers per vehicle hour. • Manage the cost per passenger trips and the cost per vehicle hour. • Implement innovative pilot programs for after-hours transportation services. • Identify additional park-and-ride lots within St. Lucie County. • Install bus shelters.

Table 5-1: Local Plans (Continued)

Plan Title	Geographic Applicability	Year	Preparing Agency	Plan/Program Overview	Key Considerations/Implications for TDP
St. Lucie County Comprehensive Plan	St. Lucie County	2022	St. Lucie County	Primary policy document that addresses land use, transportation, capital projects, public facilities, and economic development goals, among others, for the county.	Promotes public transit as a sustainable transportation option in St. Lucie County. Prescribes several transit-supportive goals, objectives, and policies, such as the need to support efforts to extend passenger rail service, protect right-of-way for exclusive mass transit corridors, and coordinate with other transit agencies to meet regional mobility needs. Policies supportive of transit include: • Promote transit use to reduce greenhouse gas emissions. • Assist local coordinated community providers to find additional state and federal funds to expand service. • Promote transit use through marketing and public information efforts. • Continu to monitor the demand for transit in St. Lucie County.
City of Fort Pierce Comprehensive Plan	City of Fort Pierce	2020	City of Fort Pierce	Primary policy document that addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for the city	Encourages alternative transportation options to alleviate traffic along major roadways. Transit-supportive goals, objectives, and policies include: • Support multimodal transportation through site design and development standards, including promotion of transit-oriented development principles. • Develop a transportation demand management (TDM) program to encourage vanpool use and accessibility to transit. • Implement complete streets designs and seek to decrease the modal split for single-occupant vehicles. • Enhance transit services along US 1, including the possibility of contributing to ART or support facilities to mitigate traffic. • Implement pedestrian and transit infrastructure on all primary city corridors.
City of Port St. Lucie Comprehensive Plan	City of Port St. Lucie	2020	City of Port St. Lucie	Primary policy document that addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for the city	Emphasizes the need for a safe and convenient multimodal network. Policies that are supportive of transit include: • Increase transit ridership and coordinate with the county to expand the number of future transit routes. • Establish new transit facilities and routes to meet demand and construct new transit amenities/new bus stops on new and existing routes. • Encourage new developments to support transit amenities. • Support regional transit system.

Table 5-2: Regional Plans

Plan Title	Geographic Applicability	Year	Preparing Agency	Plan/Program Overview	Key Considerations/Implications for TDP
Indian River County (IRC) 2024-2033 TDP Major Update	Indian River County	2023	Indian River County	The IRC TDP Major Update includes a strategic guide for GoLine service with funded and unfunded service recommendations (as part of its funded short-term plan and unfunded long-terms plans).	The adopted TDP calls for improving the current service quality by expanding service span, weekend service, and needed capital, infrastructure, and information technology investments. The funded short-term service enhancements include: • Weekday service span from 7:00 PM to 9:00 PM (FY 2025). • Saturday service span of 7:00 AM to 7:00 PM (FY 2027). • Addition of Route 13 service on Saturdays (FY 2027). • Addition of Sunday service (FY 2029) The plan does not mention any new services to St. Lucie County in the next 10 years.
Martin County 2020-2029 TDP Major Update	Martin County	2019	Martin County	TDP Major Update guides Marty services over the next 10 years, as currently required by Florida law. The TDP derives transit and mobility needs, cost/revenue projections, and community transit goals, objectives, and policies.	Recommends several improvements to the Marty transit system, including enhancements to existing fixed-route services, new local and regional routes, and new local microtransit services. It is recommended that Route 1, which connects to ART at the Treasure Coast Mall, extends service hours from 8:00 AM to 10:00 PM and adds Saturday service. The plan does not mention any new service connections to St. Lucie County in the next 10 years.

Table 5-3: State Plans

Plan Title	Geographic Applicability	Most Recent Update	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
State of Florida Transportation Disadvantaged 5-Year/20-Year Plan	Florida	2007	FCTD	Accomplish cost-effective, efficient, unduplicated, and cohesive TD services within its respective service area. Includes the explanation of the Florida Coordinated Transportation System, five-year report card, Florida Office of Program Policy Analysis and Government Accountability Review, and a strategic vision and goals, objectives, and measures.	• Develop and field-test model community transportation system for TD persons; create strategy for Florida CTD to support development of universal transportation system. • Long-range strategic vision includes developing a universal cost-effective transportation system with a uniform funding system and services that are designed and implemented regionally throughout the state.
FDOT Complete Streets Implementation Update: Handbook and Design Manual	Florida	2018	FDOT	Developed to create alternative transportation systems to facilitate Complete Streets focused design.	• Revising guidance, standards, manuals, policies, and other documents. • Updating how decision-making is processed. • Modifying evaluation of performance. • Managing communication between agencies. • Updating training and education in agencies.
Florida Transportation Plan	Florida	2020	FDOT	Florida's long-range transportation plan, as required by state and federal law.	Supports development of state, regional, and local transit services through series of related goals and objectives, emphasizing new and innovative approaches by all modes to meet needs today and in future. Most recent update emphasizes: • Safety and security for Florida's residents, visitors, and businesses. • Resilient and quality infrastructure. • Connected, efficient, and reliable mobility for people and freight. • Transportation choices that improve equity and accessibility. • Transportation solutions that strengthen Florida's economy. • Mobility solutions that enhance Florida's communities. • Transportation systems that enhance Florida's environment.
Infrastructure Investment and Jobs Act	USA	2021	117th US Congress	Reauthorizes and expands federal funding for the nation's surface transportation infrastructure, including transit systems and rail transportation network. Maintains strong commitment to safety.	Authorizes federal funding to advance public transportation through safety, modernization, climate, and equity. • Includes $33.5 billion for transit capital and operating assistance in urbanized areas and $4.6 billion to support rural transit systems. • Funds dedicated to repairing and upgrading existing infrastructure, increasing accessibility, expanding service areas, upgrading buses to zero-emissions models. • Increases funding to meet transportation needs for older adults and people with disabilities. • Provides $12 billion in partnership grants for intercity rail service.
Implications to Public Transportation of Emerging Technologies	USA	2016	National Center for Transit Research	Discusses how new technologies are impacting public transportation.	White paper that explores possible consequences for public transportation as result of introduction of new technologies such as autonomous vehicles, connected vehicles, and other innovations that impact efficiency, cost-effectiveness, and overall demand for transportation.

Situation Appraisal

Transit systems function best when the many factors that can impact providing services effectively and efficiently are known. A "situation appraisal" is an assessment process that is specifically infused with a strategic planning focus to help identify and quantify/qualify such factors.

This section summarizes the situation appraisal conducted for ART so that staff, stakeholders, and other constituents will better understand the system's local operating environment. The situation appraisal assesses and documents the key aspects of the transit operating environment, examines the strengths and weaknesses of the system, and identifies existing barriers or threats to the provision of transit service in the county. This appraisal can assist in identifying key opportunities for addressing threats and/or enhancing the transit-friendliness of the operating environment, as summarized in the remainder of this section.

Development and Growth Trends

It is beneficial to understand the demographic trends and markets that can impact public transportation services. Key findings from the assessment of socioeconomic and demographic trends for this TDP are summarized below.

St. Lucie County is projected to increase its population by 30% by 2050. Currently, nearly 24% of the population is 65 and older and approximately 45% of the population identify as non-White minorities. Of this 45%, 20% identify as Black/African American and 20% Hispanic.

- St. Lucie County is projected to have over 480,000 residents by 2050, more than a 30% increase over the current population.
- Currently the 65 and older age cohort is 23.6% of the population. This age group will continue to grow, peaking at 26.7% in 2045.
- More than one in three jobs located in St. Lucie County are in the educational services, health care and social assistance, or retail trade industries. Areas between the Florida Turnpike and S 25th Street, north of Midway Road are expected to increase in employment density in the coming decade.
- Although 38% of St. Lucie County households have an annual income of $75,000 or more, 18% earn $25,000 or less.
- Approximately 4.4% of households in St. Lucie County are zero-vehicle households. Approximately 78% of households own one or two vehicles.

Implications

Since the pandemic, St. Lucie County has continued to grow in population and jobs, creating more demand for alternative modes of transportation like transit. The older adult population, which has a higher tendency to use transit, is projected to grow more rapidly and eventually become more than one in four of the county population by 2045.

There are still sizable segments of minorities and low-income households in the county. These demographic characteristics are typically considered to be more inclined to use public transportation, an indication of why St. Lucie County should continue to provide and improve transit for access to jobs and other services. While traditional riders should be a key focus for service, ART should also aim to attract more discretionary riders, or riders who have the choice of riding or driving their own vehicle. Key considerations for ART include enhancing mobility options and promoting more efficient use of commute times for these potential riders with high frequency and more direct routes, as well as enhanced marketing of existing and proposed services.

Travel Behavior and Patterns

It is important to understand existing travel and commuting behaviors and patterns to determine possible impacts or benefits affecting public transit services. Some key findings are as follows:

Travel patterns show 47% of commuters into St Lucie County come from Martin and Palm Beach counties and 78% of St. Lucie commuters leave to work in these two counties.

- Although post-pandemic (2022) commuters in St. Lucie County continue to use their personal vehicles to commute (80.9%), the share of those who worked from home reached nearly 7%.
- According to the ACS, most public transit users (71.8%) and those who drive alone (43.6%) report leaving home between 7:00 AM and 9:00 AM, the traditional peak traffic hours.
- Most non-freeway automobile travel, primarily with a single occupant, continues to be on US 1. Growth in the Port St Lucie area has added other high-traveled roadways, including Crosstown Parkway, Port St. Lucie Boulevard, and St. Lucie West Boulevard.
- The average commute time in St. Lucie County is 28.6 minutes. More than half (56.6%) of transit users report a travel time between 30 to 59 minutes while 37.9% of those that drove alone indicated their commute time was between 15 to 29 minutes.

Implications

While ART already serves most high population and job density areas, to capture more discretionary riders it may need to consider increasing frequencies during peak hours and on key corridors. Operating more frequent service, while expensive, may be the best way to encourage new riders as the average commute time while driving is currently less than 30 minutes. This suggests that convenience of car travel may still be hindering additional discretionary ridership for transit.

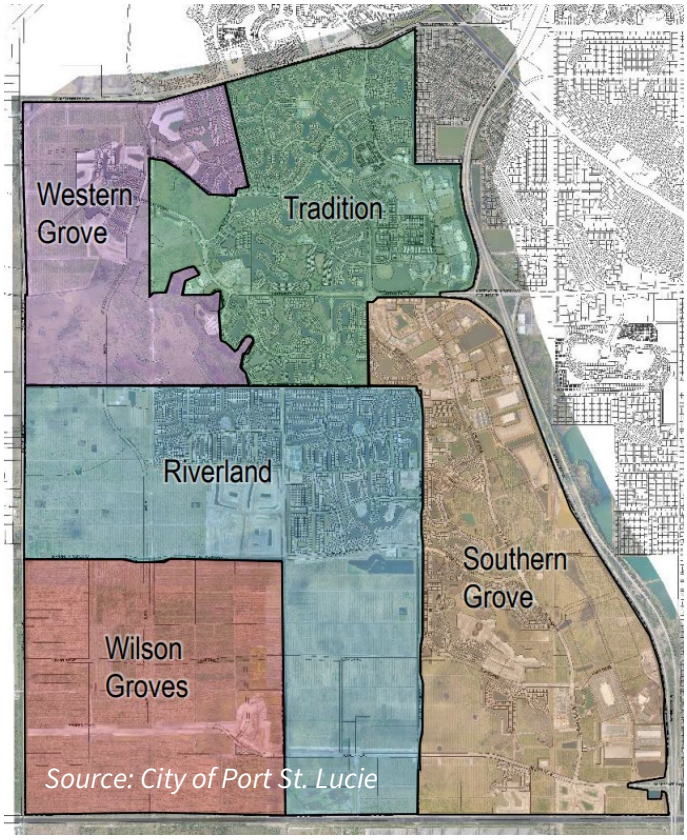
Furthermore, data from the ACS indicate that more than one-third of St. Lucie County residents are employed in educational services, health care and social assistance, or retail industries, which can

have fluctuating work schedules that may require travel during later hours at night. ART should explore supplying earlier/later service in areas where there are major hospitals or shopping centers.

Continued suburban growth outside of ART's current service area will continue to be a challenge, as ART must balance increasing service in existing core areas against demand for expanding services to new areas. As traditional bus service travels through congested corridors, new services such as express bus may be considered to connect frequently accessed destinations, shortening travel time for riders. In less populated areas, services like on-demand microtransit may help with connecting suburban communities and outlying neighborhoods, offering transportation alternatives.

Land Use/Urban Design/Growth

St. Lucie County is currently in the top 20 most populous Florida counties and ranked sixth in population growth in Florida in 2022, according to BEBR. Furthermore, both Fort Pierce and Port St. Lucie are included in the top 100 most populous cities in Florida and the Port St. Lucie was among the top 25 cities for population growth in 2022.



Most growth is in Port St Lucie where there are five Development of Regional Impact (DRIs): Tradition, Western Grove, Riverland, Southern Grove, and Wilson Groves. While Tradition is mostly bult, the remaining areas are expected to add approximately 23,500 dwelling units. Furthermore, the "Jobs Corridor" in Southern Grove, which is home to Amazon, Cheney Brothers, FedEx, and the Cleveland Clinic among others, only has around one-third of space remaining and available for sale.

In April 2023, St. Lucie County, the City of Fort Pierce, and the Fort Pierce Redevelopment Agency (FPRA) entered into an interlocal agreement to solicit input from those in the real estate/development sector about a mixed-use affordable development in the Lincoln Park District around the Avenue D and 7th Street area. This would complement the other nearby developments like Kings Landing, and will feature retail, restaurants, and a new hotel.

Furthermore, an assessment was conducted to better examine the impact of local land use conditions and policies on public transit needs using available existing and future land use data for St Lucie

County and its key municipalities. It is important to identify the current and future areas of St. Lucie County that may benefit the most from the provision/expansion of public transit services. Key findings from this review are as follows:

- In unincorporated St. Lucie County, transit-supportive land uses such as High Density Residential (greater than 15 dwelling units/acre) and Mixed Use (up to 15 dwelling units/acre) designations are found mainly along major corridors, such as US 1 adjacent to Fort Pierce city limits.

Part of St. Lucie County's goal is to "balance responsible growth and infrastructure with natural preservation. "

- Within Fort Pierce city limits, the Central Business District use allows for up to 30 dwelling units per acre with a density bonus.
- Most land in Fort Pierce, specifically concentrated along SR 70 and US 1, is designated for General Commercial use and Medium Density Residential. Adjacent to downtown Fort Pierce, the most popular residential land use is medium density residential.
- There is a New Community Development (up to 35 dwelling units/acre) area located west of I-95 north of the county line in Port St. Lucie. Most of Port St. Lucie is mostly designated for low-density residential uses.
- According to the St. Lucie TPO, US 1 has sidewalks and bike lanes on both sides where it connects Martin County. Adjacent land uses in the vicinity include Commercial uses.

Implications

As developers invest in new and expanded neighborhoods and retail space in St. Lucie County, ART should continue to monitor and utilize any opportunity to include transit-friendly design and transit amenities. With the addition of trip generators with a diverse set of residential and commercial/retail developments and the mobility needs that come with it, ART can expect to see greater demand for its services, such as microtransit to connect locally and commuter routes to connect regionally.

ART should take advantage of this opportunity in a time of such rapid growth to continue to be involved and support changes in Port St. Lucie that will result in transit supportive higher-density/intensity developments and/or transit oriented developments. However, low-density residential land uses/development, located in the southern part of the county, may still be a challenging environment to provide efficient transit services as demand continues to grow. ART should continue to monitor route performance and adjust operations as needed to respond to changing land use and development patterns. Furthermore, ART should continue to work with municipalities and the County to strengthen development requirements that are supportive of transit.

In Fort Pierce, while most major corridors are served by ART, the 2020 FPRA Redevelopment Plan mentions the need for more transit: extended service hours, more frequency, and additional multimodal connections.

Tourism and Visitors

Tourism is important to the local economy, supporting local service jobs and affecting transportation patterns. Key findings from the assessment of tourism-related data include the following:

- More than 1.1 million tourists arrived in St. Lucie County in 2017.
- Most visitors arrive to St. Lucie County via driving.
- It is estimated that $8.6 million annually has been generated in local sales revenue from tourists.

Implications

Seasonal residents and visitors affect the travel characteristics in St. Lucie County. Having higher demand October-April can stretch resources and shift demand to other modes. As St. Lucie County continues to welcome visitors and seasonal residents, ART can play a role in attraction connectivity and relieving traffic congestion and parking demand.

Public Involvement

ART, in coordination with the St. Lucie TPO, conducted a series of outreach events to gather input on transit needs for the *Reimagine Transit* TDP and to raise awareness of ART's services. Following are key needs identified during the TDP public involvement efforts to date:

- *Increasing Service Supply*—Stakeholders specifically identified the need for expanded service hours, including both earlier and later, as a top priority. Persons employed in service-based industries with limited transportation options are unable to use transit to work within the current service hours.
- *Higher Frequency Service*—Public feedback emphasized the need to make frequency a priority. Stakeholders have mentioned that implementing 30 minute or better headways has the potential to generate more ridership. Adding more frequent service to help connect people to economic opportunities while attracting more choice ridership also was mentioned.
- *Increasing Service Options*—The public and key stakeholders agreed that expanding microtransit services will enhance the attractiveness of transit.
- *Additional Local Connections*—The need for additional local connections serving new areas, notably on Midway Road and Bayshore Boulevard, was mentioned by the public.
- *Awareness Campaign*—Implementing an awareness/education campaign to promote existing transit services is necessary to generate new ridership. Partnering with private entities such as education centers and larger businesses to help generate interest in the services was also identified.

Implications

Input from the community indicates that ART services are an essential and an integral part of the county transportation network. Both stakeholders and the public expect ART to continue to improve transit services. Increased service supply, like 30-minute headways and expanding service hours, are needed to increase the quality of service for current riders and attract potential new riders. These are also critical enhancements if transit grows to become a viable transportation alternative to driving. Continued success depends on the ability of ART to adapt and implement services that will expand its rider base and capture new transit markets.

The lack of awareness of the current services was identified by most as a major hurdle to overcome, but the ongoing efforts by ART to improve awareness was acknowledged. Hiring a dedicated transit marketing coordinator may help, especially with targeted initiatives. For example, social media campaigns directed at youth and college students which research suggests are more open to transportation alternatives than previous generations, could increase awareness among this group of potential riders.

ART has a unique opportunity to use this public input to "reimagine" various aspects of its network due to modified/changed travel patterns post pandemic. If more people work from home or reduce driving due to increased costs, this may provide an opportunity for ART to fill that transportation gap.

Organizational Attributes and Funding

ART operates as a stand-alone County department managed by a Transit Director. There are seven dedicated staff who administer ART's fixed-route, paratransit, microtransit, and special transportation services. The fixed-route and paratransit services are operated by a third-party contractor, MV Transportation.

The St. Lucie Board of County Commissioners (BOCC) is the governing body for ART and is tasked with providing funding support and approving the TDP and other transit-related initiatives.

ART is primarily funded by the St. Lucie Transit Municipal Services Taxing Unit (MSTU), established in 2002 to generate local funds to leverage state and federal funding for public transit. Recently, the BOCC approved an increase in the millage rate for transit services, from 0.1269 to 0.2500, starting in FY 2023. It also extended the Transit MSTU Interlocal Agreements through December 31, 2041. ART is among the few transit agencies in Florida with a dedicated source of funding, providing a solid base for ART to plan future services and leverage state and federal grants/funds.

This organizational structure has changed since the previous TDP was adopted. Previously known as the Treasure Coast Connector, the county's transit system was formerly operated by the St. Lucie Council on Aging.

Implications

Stakeholders and the public commented on the positive impact ART has made with its current management and organizational structure/administration. Throughout the public involvement process, stakeholders and discussion group members commended ART for its ability to navigate the pandemic, a difficult task for any transit agency. In addition to showing resiliency, ART has used the pandemic as a "reset" to rebrand and establish a solid foundation for expanding transit with the addition of app-based microtransit services.

With the increased millage rate, leveraging new state and federal revenue sources should be a priority for ART. As improved transit services may attract more visitors and can bolster economic development by connecting workers to jobs, municipalities may also be open to dedicating a portion of their local funds as an investment/fair share allocation for transit. With improved transit service and other riding arrangements with ART, hotels may be able to rely on transit services to provide necessary transportation to their guests, resulting in hotels moving away from transporting people via their private shuttles. Private partnerships with local businesses and education centers may also be a viable avenue of funding and should be explored. The TDP should be used as a strategic blueprint that ART needs to explore these local options to make transit better work for its community and the region in the next 10 years.

Technology

ART continues to implement technologies to improve the quality of its services and enhance the overall transit riding experience for its patrons. In addition to various software and hardware/infrastructure upgrades to its fleet and facilities, ART should continue to offer technology upgrades to passengers.

Furthermore, the addition of zone-based microtransit also has added more technology and tools to ART. As part of this service, it has launched the *ART On-Demand* microtransit app for users and added various software platforms for the driver/dispatch to plan those trips.

Considerations for additional technology upgrades for ART may include the following:

- *No/low emission Alternative Fuel Buses: Electric Vehicles (EVs)*—Currently, ART operates a fleet of vehicles powered by fossil fuels. When replacing buses over the next 10 years, considering vehicles with no/low emission fuel technologies like electric, CNG, or electric- hybrid may help reduce ART's carbon footprint while also improving its image as a technologically-advanced and an environmental-friendly option for travel. Although the upfront capital cost of these vehicles may be higher, they may offer longer-term savings on fuel costs.
- *Wi-Fi*—Providing Wi-Fi at major transfer locations and inside buses can offer convenience to riders and an additional incentive to use transit. It can also help improve the quality of the rider's experience and help market the bus ride to discretionary/choice riders. The initial Wi-Fi

login page can be an alternative way for ART to communicate important information to riders, such as service changes, request feedback via surveys, etc.

- *Transit Signal Priority (TSP)/Queue Jumps*—With traffic congestion increasing due to growth, applying TSP and queue jumps at high volume/congested intersections may help increase bus travel times and the attractiveness of ART.

Implications

ART should continue to invest in new and emerging technologies to increase the accessibility and attractiveness of its services as it strives to attract new riders, while increasing the quality of the experience for existing riders. Adding technologies, like Wi-Fi on buses, may attract those looking to make their commute more productive. Additionally, transitioning to EVs, may allow ART to attract riders who are environmentally conscious and take advantage of federal and state grant opportunities to help fund no or low-emission transit vehicles.

Furthermore, ART should work with its local and regional partners, including FDOT, St. Lucie TPO, and St. Lucie County to implement bus preferential treatments, such as TSP and/or queue jumps on corridors such as US 1. As this may require collaboration across agencies, ART should initiate discussions on infrastructure constraints and operational considerations well before implementation of such treatments.

Regional Coordination

The primary way that ART ensures regional coordination is by maintaining strong working relationships with its partners. As part of its vision for enhancing mobility in the region, ART consistently coordinates with FDOT and partners with GoLine and The Marty to connect riders to Indian River and Martin counties, respectively. Furthermore, a new express route connecting Port St. Lucie to West Palm Beach is anticipated to start operating soon, expanding ART's regional coordination to Palm Tran.

Implications

Partnerships with GoLine, The Marty, Palm Tran, and FDOT are crucial to improving regional travel by transit. As the public and visitors to the region want connectivity, it is imperative for ART to maintain strong regional partnerships to ensure easy movement between systems.

Furthermore, with 13% of Route 1's revenue miles operating in Martin County, ART should explore the possibility of Martin County financially contributing to improving frequencies on this route, as it is estimated that more than 27,000 commuters travel to and from St. Lucie and Martin counties daily. Also, Okeechobee County is another common destination/origin for daily commuters not served by ART. While a regular service may not be feasible at this time due to the distance and comparatively low demand, ART should continue to monitor future opportunities.

Section 6. Goals and Objectives

This section summarizes the transit goals and objectives for the *Reimagine Transit* TDP, providing the policy direction to guide ART to achieve the community's vision for transit over the next 10 years.

The goals and objectives were developed by updating the adopted TDP goals/objectives following a review and assessment of existing conditions, feedback received from the public involvement process, findings in the Situation Appraisal, and discussions with staff. The updated goals and objectives for the *Reimagine Transit* TDP are presented below.

Goal 1: Provide an effective, efficient, safe, and convenient public transit service that meets the mobility needs of the County.

Objective 1.1 Increase the number of one-way, fixed-route passenger trips by an average of 5% annually.

Strategy 1.1.1 Implement capital and service improvements and expansions consistent with the priorities identified in the *Reimagine Transit* TDP.

Strategy 1.1.2 Expand opportunities for regional travel, including express bus services, park-and-ride facility access, and feeder services for any potential regional rail connections.

Strategy 1.1.3 Meet at least once quarterly with regional partners, such as GoLine, The Marty, Palm Tran, and FDOT, to coordinate on the pursuit and implementation of regional transit opportunities.

Strategy 1.1.4 Improve frequency on high performing routes to 30-minute headways or better.

Strategy 1.1.5 Expand weekday service hours and add weekend service based on transit demand.

Strategy 1.1.6 Expand app-based on-demand microtransit services in suitable areas utilizing vans or smaller bus vehicles.

Strategy 1.1.7 Develop the current route network to accommodate potential addition of a passenger rail station in St. Lucie County.

Objective 1.2 Maintain service reliability and on-time performance.

Strategy 1.2.1 Maintain state of good repair targets consistent with the Transit Asset Management (TAM) Plan for revenue vehicles.

Strategy 1.2.2 Ensure no less than 10,000 miles between roadcalls.

Strategy 1.2.3 Achieve on-time performance of 90% or better for fixed-route services.

Strategy 1.2.4 Operate a fixed-route fleet of vehicles with an average age of less than seven years.

Objective 1.3 Develop a system-wide performance monitoring program.

Strategy 1.3.1 Implement a performance monitoring program-that provides a threshold for determining individual route performance and when improvements are to be considered.

Strategy 1.3.2 Evaluate and modify fixed-route bus service that falls below 75% of the system-wide average for passenger trips per revenue hour.

Strategy 1.3.3 Incorporate measures from the performance monitoring program-and create quarterly reports on fixed-route and paratransit services.

Strategy 1.3.4 Integrate TAM targets and other desired standards into an overall performance monitoring program, adopted by the Board of County Commissioners.

Strategy 1.3.5 Track rider complaints and review quarterly.

Objective 1.4 Form partnerships with public and private entities to develop innovative services and technology programs and pilot projects.

Strategy 1.4.1 Identify and engage at least two potential public and private partners annually.

Strategy 1.4.2 Develop at least one action plan annually with identified partners to pursue and identify potential microtransit pilot projects and possible funding sources. Pursue and implement at least one additional pilot project by FY 2027.

Strategy 1.4.3 Develop at least one action plan annually with identified partners to pursue and identify potential alternative fuel vehicle applications, best practices, and possible grant resources.

Strategy 1.4.4 Coordinate with FDOT and South Florida Commuter Services to identify and approach major employers and initiate employee commuter programs, introduce new routes, and/or other commute options to improve access to current and emerging jobs.

Strategy 1.4.5 Explore the possibility of implementing and/or expanding autonomous vehicle transit in Tradition and/or other applicable such areas.

Objective 1.5 Improve accessibility to transit services and facilities.

Strategy 1.5.1 Work with St. Lucie County and its municipalities to develop an inventory of sidewalks and gaps within a ½-mile of each bus stop, outlining a transit-related accessible path needs plan by FY 2026.

Strategy 1.5.2 Enhance sidewalk development and accessibility to bus stops and transit stations by annually identifying gaps in accessible paths and working with the TPO, School

Board, and other local jurisdictions to incorporate accessibility into their project evaluation and prioritization process for funding.

Strategy 1.5.3 Systematically improve infrastructure including benches, shelters, signage, and overall accessibility at bus stops by utilizing the Transit Facility Needs and ADA Transition Plan; update the ADA Transition Plan no less than every three years.

Strategy 1.5.4 By FY 2027, integrate the Transit Facility Needs and ADA Transition Plan into the development review process to ensure that developers are contributing to the funding of vital transit infrastructure and accessibility.

Goal 2: Offer financially-efficient and affordable transit services.

Objective 2.1 Maintain cost efficiencies and financial stability.

Strategy 2.1.1 Maintain funding levels for fixed-route bus service consistent with the *Reimagine Transit* TDP-financial plan.

Strategy 2.1.2 Implement efficiency improvements and operational adjustments that will prevent an increase in operating costs per revenue mile of more than 5% annually.

Objective 2.2 Identify and evaluate additional opportunities to enhance revenues.

Strategy 2.2.1 At a minimum, submit three annual grant applications/requests for capital and/or operating funds available through federal, state, and local grant programs.

Strategy 2.2.2 Meet annually with the St. Lucie County Planning Division to jointly develop improved and/or development regulations that support increased contributions from developers for transit facilities or new services.

Strategy 2.2.3 No less than annually, review the new or emerging developments for private/partner contributions to support enhanced or new transit services.

Goal 3: Enhance visibility of ART in the community through marketing and education efforts.

Objective 3.1 Achieve regional and local support of transit initiatives.

Strategy 3.1.1 Reach out to at least three major employers and institutions annually to assess marketing and educational opportunities and develop partnerships for implementation of enhanced public transportation services.

Strategy 3.1.2 Develop and maintain a contact database and distribution list for use in notifying customers and potential customers about system improvements and changes.

Strategy 3.1.3 Develop an action plan and a series of public awareness resources that describe the benefits of transit service and outline transit as an attractive and cost-effective travel option.

Strategy 3.1.4 Implement the action plan to increase public awareness of the benefits of transit service by marketing transit as an attractive and cost-effective travel option, reviewing the effectiveness and updating at least annually.

Strategy 3.1.5 Communicate through newsletter or presentation to at least 10 audiences, including governmental bodies, community groups, transit passengers, neighboring transit agencies, on the state of transit in St. Lucie County on an annual basis.

Objective 3.2 Implement a marketing plan.

Strategy 3.2.1 Annually review schedules and rider information to ensure they are easily accessible to customers.

Strategy 3.2.2 Annually review and update the marketing plan.

Strategy 3.2.3 Implement the marketing plan and pursue annual advertisement opportunities; develop marketing resources and materials as outlined in the plan.

Strategy 3.2.4 Annually review and update electronic communications (web site, social media, etc.) to ensure user-friendly formats.

Strategy 3.2.5 Coordinate marketing strategies outlined in the marketing plan with the South Florida Commuter Services program on targeting commuters within and commuting to and from St. Lucie County.

Strategy 3.2.6 Utilize strategies that strengthen transit brand identity, aligning with transit agency and County goals and initiatives.

Objective 3.3 Support and participate in local and regional economic development and transportation planning efforts.

Strategy 3.3.1 Continue developing local partnerships to ensure long-term viability of public transportation options in St. Lucie County.

Strategy 3.3.2 Coordinate with other County Departments including Community Development, Planning and Development Services, Veteran Services, Parks and Recreation, and the Visitor and Convention Bureau to align strategies and advance efforts that support transit.

Goal 4: Promote transit supportive land use and policies.

Objective 4.1 Review/update local development codes to enhance the ability to fund and develop new transit options in growing areas.

Strategy 4.1.1 Meet at least annually with appropriate County departments and the municipal jurisdictions to identify strategies that will encourage and foster the development community to provide/build transit-supportive development.

Strategy 4.1.2 Coordinate with the St. Lucie County Planning Department to support the use of development incentives for developers and major employers to support and promote public transportation.

Strategy 4.1.3 Meet annually with local municipalities to develop, approve, and support the use of development incentives for developers and major employers to support and promote public transportation.

Strategy 4.1.4 Coordinate with County departments to encourage a mix of residential, commercial, higher-density development around transit nodes and corridors.

Goal 5: Minimize the environmental impacts of public transportation and advocate for sustainable community values.

Objective 5.1 Reduce ART's carbon footprint and fuel costs.

Strategy 5.1.1 Investigate converting transit fleet to no/low emission alternative fuel bus vehicles as existing vehicles reach their useful life benchmark.

Strategy 5.1.2 Evaluate the fuel and maintenance cost of the existing fleet and compare to projected costs of no/low emission alternative fuel vehicle capital and maintenance cost.

Strategy 5.1.3 Explore federal grants to fund fleet replacement with no/low emission alternative fuel vehicles.

Objective 5.2 Evaluate bicycle storage at major transfer centers/park-and-ride facilities and ensure all bicycle racks on buses are able to carry the maximum capacity.

Strategy 5.2.1 Implement a policy to allow foldable bicycles on board or allow all bicycles on board if the vehicle is less than 50% capacity.

Strategy 5.2.3 Evaluate bicycle storage capacity at all ART stops annually and consider implementing secured covered bicycle storage at major transfer stations.

Section 7. Transit Demand and Accessibility Assessment

This section summarizes transit demand and accessibility assessments conducted to understand existing and potential travel needs locally and regionally. These types of latent demand assessments are a key component of TDPs and, when combined with the initial analyses and outreach, serve as building blocks for identifying the community's transit needs. This section summarizes the demand and mobility needs assessment conducted as part of the *Reimagine Transit* 10-year TDP.

The following assessment techniques were used, as described below.

- Transit Market Assessments—Two market assessment tools were used to assess demand for transit services for the next 10 years. The tools assessed traditional and discretionary transit user markets in St. Lucie County for the TDP Major Update.
- Existing Transit Accessibility Analysis—A transit accessibility assessment was conducted using existing transit data and software tools to understand ART's existing coverage and accessibility gaps compared to potential coverage needs locally and regionally.
- Ridership Demand Assessment—Projected ridership demand for the existing transit network was analyzed to gauge route level and systemwide demand to maintain the current transit service levels and facilities. The fixed-route projections were prepared using the Transit Boardings Estimation and Simulation Tool (TBEST), the FDOT-approved ridership estimation software for TDPs.

Transit Market Assessment

Two GIS-based tools were utilized to expand the analysis of population and employment data, summarized previously in this TDP. The Density Threshold Assessment (DTA) supplements these findings by illustrating the relationship between the discretionary market and the use of transit as a commuting alternative. The Transit Orientation Index (TOI) measures levels of traditional rider markets, such as older adults, youth, and low-income/no vehicle households, compared to existing transit coverage to gauge propensity for transit use.

Discretionary Rider Markets

The discretionary market includes potential riders living and/or working in higher-density areas who may choose to use transit as a commuting or transportation alternative. A DTA was conducted using industry-standard density thresholds to identify areas within the county that exhibit transit-supportive residential and employee density levels both today and in the future. Socioeconomic data for the study area, including dwelling unit and employment data developed for the regional travel demand model, were used to conduct the DTA.

Density Threshold Assessment Methodology

Regionally-developed socioeconomic data, including dwelling unit and employment data at the Traffic Analysis Zone (TAZ) level, were obtained. Using these data variables through a process of linear interpolation using 2015 and 2045 data points from LRTP data, existing (2025) and future (2034) dwelling unit and employment data were derived and analyzed.

Three density thresholds based on industry standards/research were used to identify areas characterized by density levels able to sustain some level of fixed-route transit operations:

- Minimum Investment – reflects minimum dwelling unit or employment densities to support basic fixed-route transit services (i.e., local fixed-route bus service).
- High Investment – reflects increased dwelling unit or employment densities that may support higher levels of transit investment (i.e., more frequent service, longer service span, etc.).
- Very High Investment – reflects very high dwelling unit or employment densities that may support more significant levels of transit investment (i.e., very frequent services, later service hours, weekend service, premium modes, etc.).

Table 7-1 presents the dwelling unit and employment density thresholds associated with each level of transit investment.

Table 7-1: DTA Density Thresholds

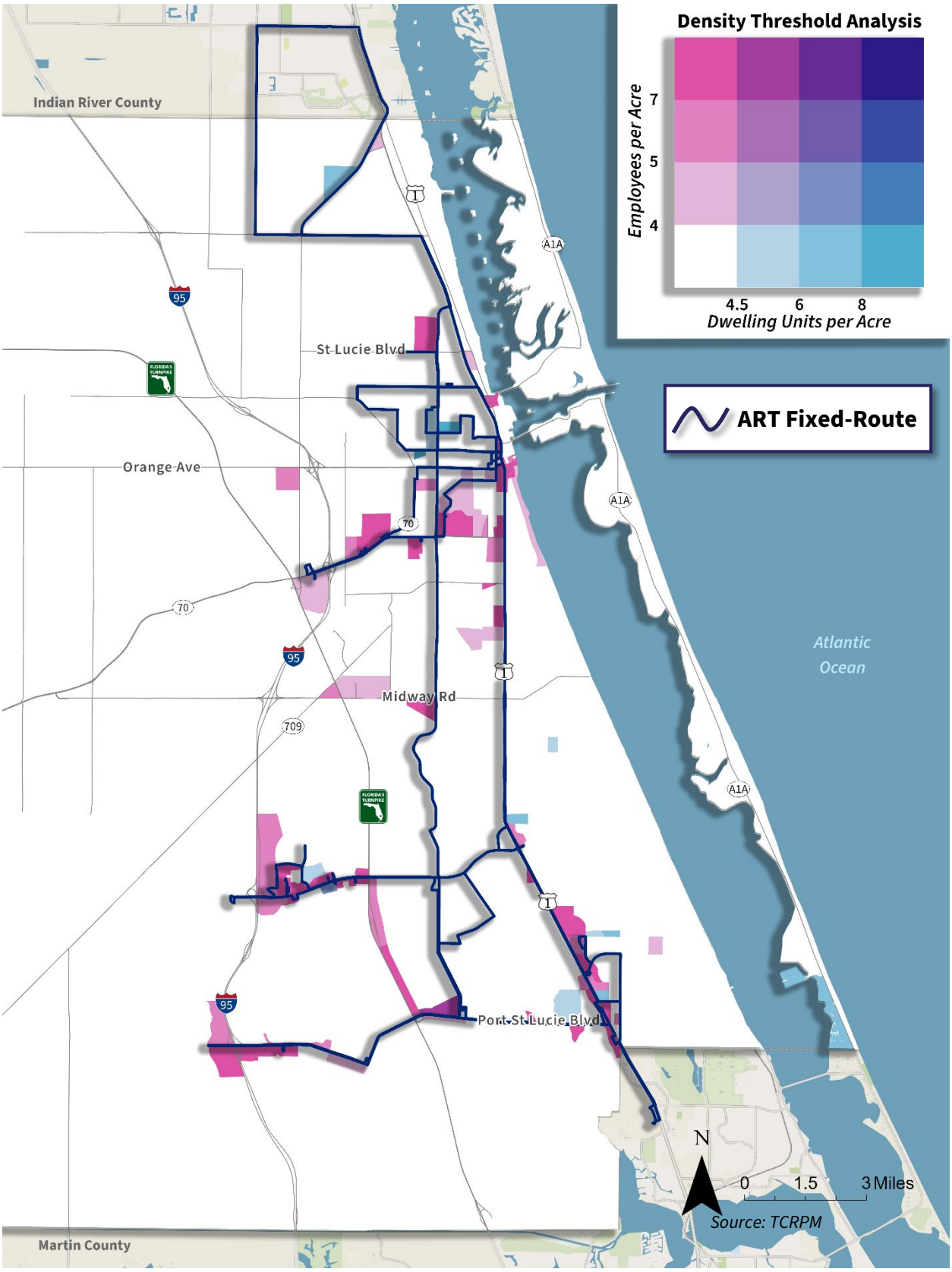
Level of Transit Investment	Dwelling Unit Density Minimum /Threshold[1]	Employment Density Minimum/Threshold[2]
Minimum Investment	4.5–5 dwelling units/acre	4 employees/acre
High Investment	6–7 dwelling units/acre	5–6 employees/acre
Very High Investment	≥8 dwelling units/acre	≥7 employees/acre

[1] TRB, National Research Council, TCRP Report 16, Volume 1 (1996), "Transit and Land Use Form," November 2002, MTC Resolution 3434 TOD Policy for Regional Transit Expansion Projects.

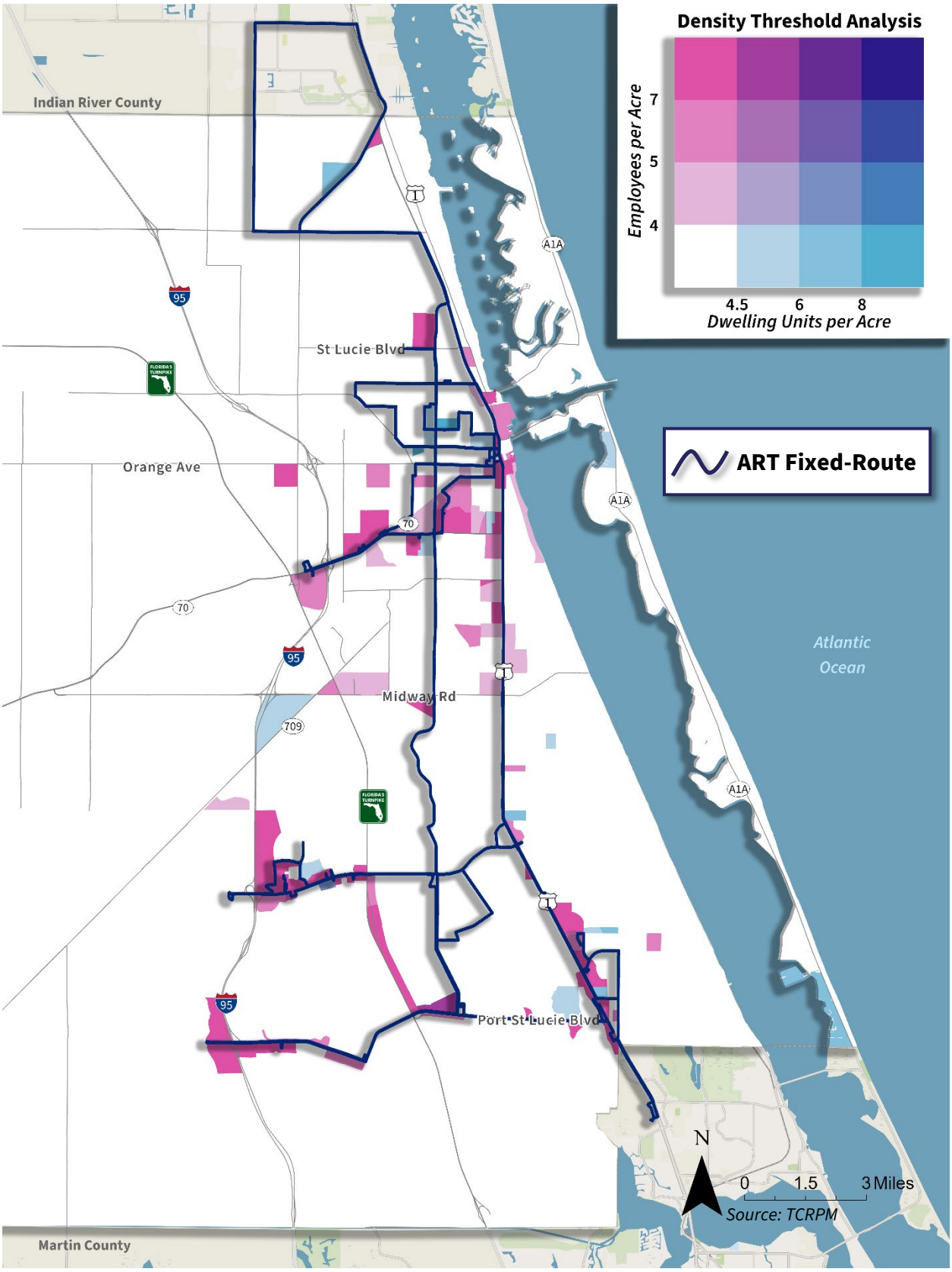
[2] Based on review of research on relationship between transit technology and employment densities.

Maps 7-1 and 7-2 illustrate the 2025 and 2034 DTA analyses conducted for St. Lucie County, identifying areas that support different levels of transit investment based on existing and future dwelling unit and employment densities. These maps also include an overlay of the existing ART route network to gauge how well the current transit network covers the areas considered supportive of at least a minimum level of transit investment. As density increases, areas generally become more transit-supportive. The DTA assists in determining the presence of optimal conditions for varying levels of fixed-route transit service. The results of these analyses also will be critical for subsequent use in the assessment of transit needs and demand.

Map 7-1: DTA | 2025



Map 7-2: DTA | 2034



DTA Summary of Findings

The 2025 DTA analysis indicates that the discretionary transit markets are derived mainly from employment densities rather than from dwelling unit densities and can be summarized as follows:

- Minimum employment densities are located throughout the eastern part of the county, primarily located along major corridors such as US 1, I-95, Port St. Lucie Boulevard, and St. Lucie West Boulevard.
- Most areas with minimum dwelling unit densities are in central Fort Pierce, along major corridors in Port St. Lucie, and Hutchison Island South.
- All areas considered to meet the "high" or "very high" employment thresholds for transit investment are located:
    - On St. Lucie Boulevard along N 25th Street.
    - Along US 1 between St. Lucie Boulevard and Port St. Lucie Boulevard.
    - Along St. Lucie West Boulevard between I-95 and Florida Turnpike.
    - Between St. Lucie West Boulevard and Port St. Lucie Boulevard along the Florida Turnpike, along Port St. Lucie Boulevard adjacent to I-95, and adjacent to Okeechobee Road east of the Florida Turnpike.
- Most areas that meet at least the minimum DTA thresholds are currently served by ART.
- Based on the 2034 DTA analysis, all areas in the 2025 DTA that meet the "high" or "very high" thresholds for dwelling units and/or employment will remain. Some new areas that meet the "minimum" requirement will be adjacent to established areas as follows:
    - Between I-95 and Glades Cutoff Road along Midway Road.
    - West of A1A on Hutchison Island.

Traditional Rider Markets

The traditional rider market includes population segments that historically have a higher propensity to use or are dependent on public transit for their transportation needs. For some individuals, the ability to drive is greatly diminished with age and they must rely on others for transportation. Younger people may not have a driver's license or car or may be more open to using transit to reach work, school, and recreational activities than prior generations. For lower-income households, transportation costs can be burdensome, as a greater proportion of income is used for transportation-related expenses compared to higher-income households. Households with restricted income may have less vehicle access and be more likely to rely on public transportation. The TOI assists in identifying residential areas of the county where traditional rider markets exist defined as:

- Youth (15 to 24 years)
- Low-income households (meet the federal poverty definition)
- Zero-vehicle households
- Older adults (65+ years)

Transit Orientation Index Development Methodology

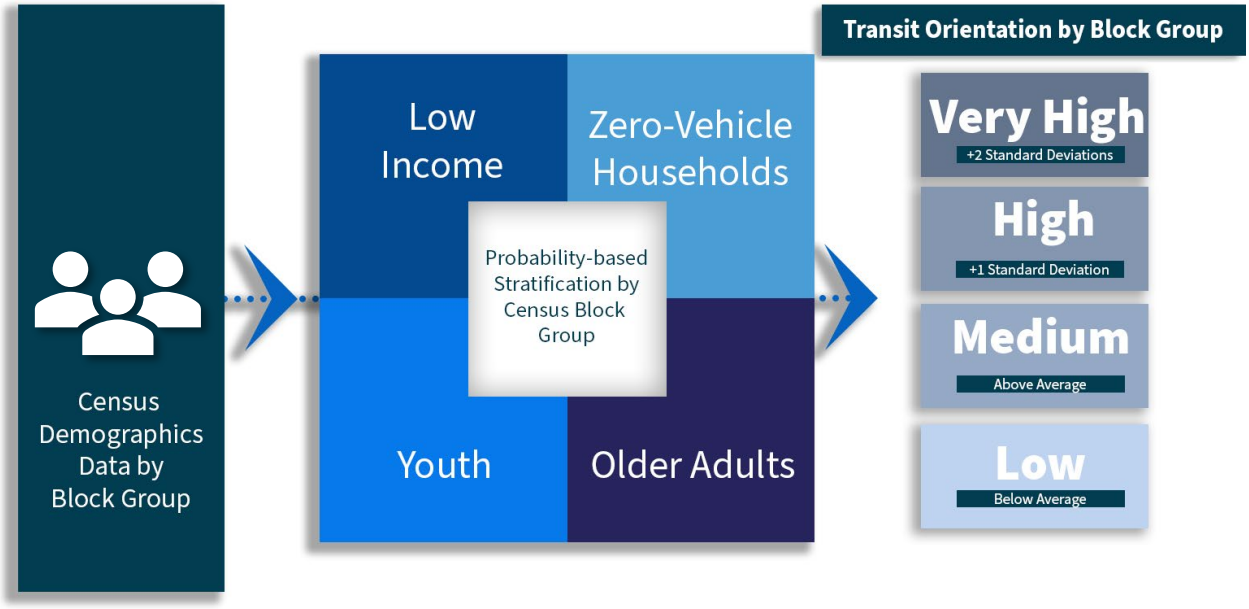
To create the TOI for this analysis, demographic data from the 2023 ACS 5-Year Estimates were analyzed at the block group level for the selected demographic variables. Census block groups representing the study area were selected, and the percentage distributions for each demographic characteristic previously identified were compiled for each. These proportions were then ranked in descending order. Using the TOI methodology, an average proportion and standard deviation for each demographic characteristic was computed. A standard deviation measures the extent to which the actual percent values for each block group vary from the average. With a normal "bell-shaped" distribution, approximately 68% of the values will be within 1 standard deviation of the average percent and 95% will be within 2 standard deviations of the average. The proportions were stratified into three segments—average percent, average percent plus 1 standard deviation, and average percent plus 2 standard deviations.

The resulting values for each block group were placed into one of four categories for each demographic characteristic—Below Average ("Low"), Above Average but within 1 Standard Deviation ("Medium"), Above Average but between 1 and 2 Standard Deviations ("High"), and Above Average but more than 2 Standard Deviations ("Very High"). The scores were assigned using a comparative probability distribution methodology by first estimating the probability that a block group would be within a given category for a given demographic characteristic.

Individual category scores were summed to obtain a composite score for each block group, and the block groups were ranked by composite score. Block groups with the highest scores were indicated as having a "Very High" orientation for transit use based on the four demographic characteristics. Other categories were indicated as having "High," "Medium," and "Low" orientations, respectively. Using this composite ranking, each study area Census block group was ranked as "Very High," "High," "Medium," or "Low" in their levels of transit orientation.

Understanding the corresponding population density is important when considering transit service for a block group with orientation towards transit. If a block group has a high orientation towards transit but is very low in population density, it may be more difficult to serve riders compared to an area that is both very highly oriented towards transit and highly dense in population. As a result, TOI categories were cross-tabulated with area density to maximize the effectiveness of the TOI developed for the study area. In addition, a "Very Low" TOI category was created to identify the lowest-density areas from this analysis.

Figure 7-1: TOI Methodology



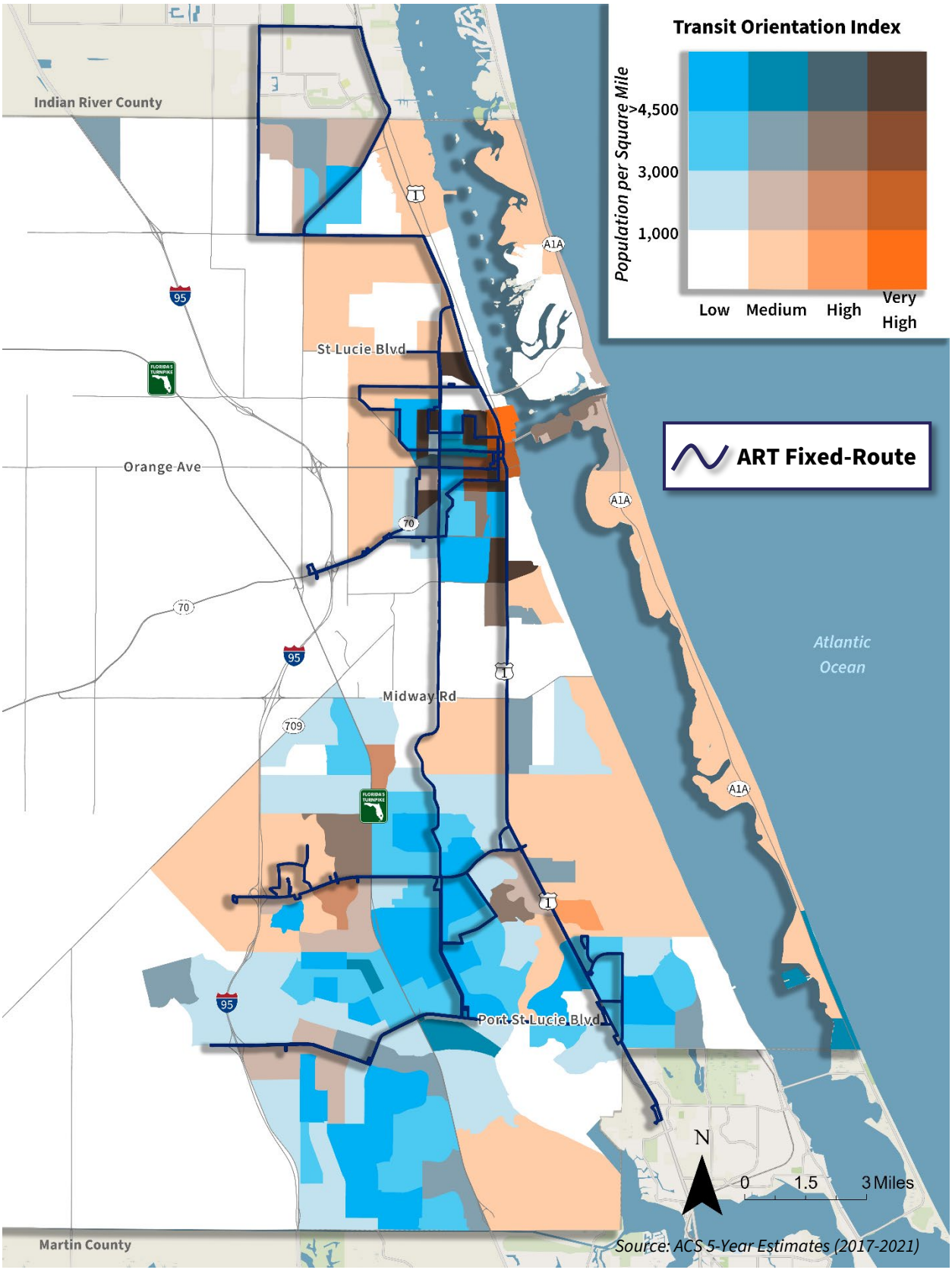
Map 7-3 illustrates the 2023 TOI in terms of population density, reflecting areas throughout St. Lucie County with varying traditional market potential.

Traditional Market Summary

Results from the TOI analysis are as follows:

- All areas considered to meet the "high" or "very high" TOI thresholds for transit investment are in the following areas:
  - In and surrounding downtown Fort Pierce
  - Hutchinson Island
  - Near Oleander Boulevard and US 1 south of Virginia Avenue
  - A few tracts in St. Lucie West
  - Near US 1 and Crosstown Parkway
- Most tracts with both high population densities and "high" or "very high" TOI scores are in central Fort Pierce, Port St. Lucie west of US 1, and south of St. Lucie West Boulevard.

Map 7-3: TOI | 2023



Source: ACS 5-Year Estimates (2017-2021)

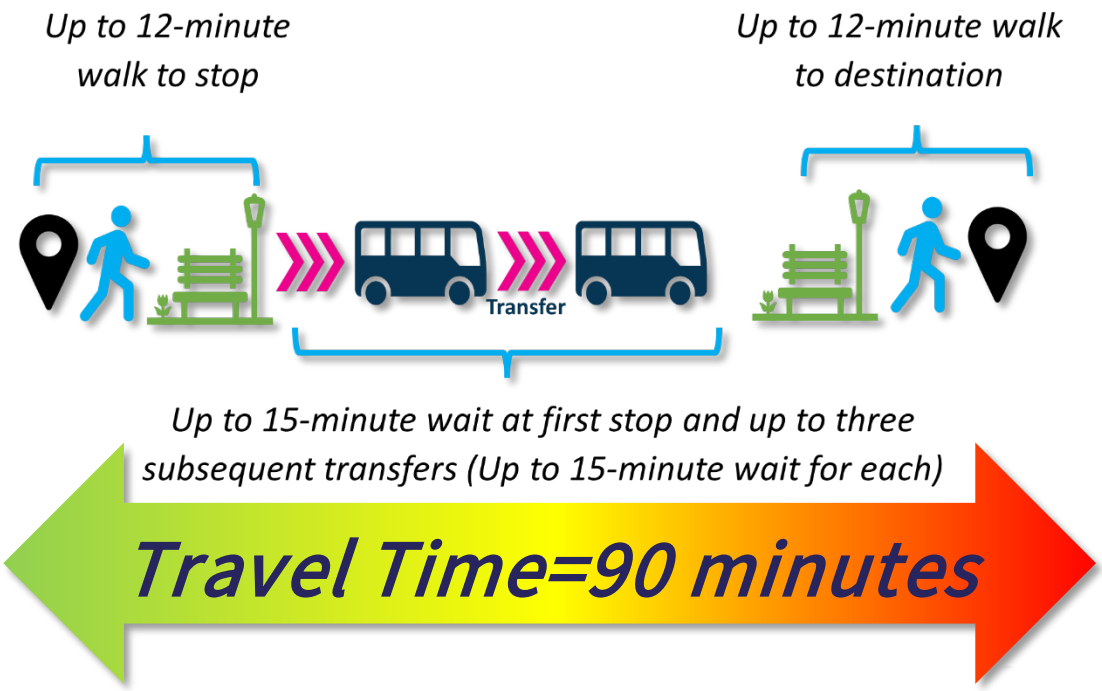
Existing Transit Accessibility Analysis

An analysis was conducted to identify the degree of accessibility from key transfer hubs via the current ART fixed-route system. The extent to which a given major transfer hub, which typically is located at a major destination, is accessible via transit can provide valuable information on how the current system may impact travel patterns of current and potential riders. The Fort Pierce Intermodal Center and the Port St. Lucie Intermodal Center were selected for the analysis.

Using service area data and functionalities from TBEST, a travel time analysis for current and potential ART users was conducted. For these locations, accessibility was measured in the morning peak travel period with a ¼-mile walk access to transit. It is important to note that the total travel time in this analysis includes multiple components of a transit trips as illustrated in Figure 7-2.

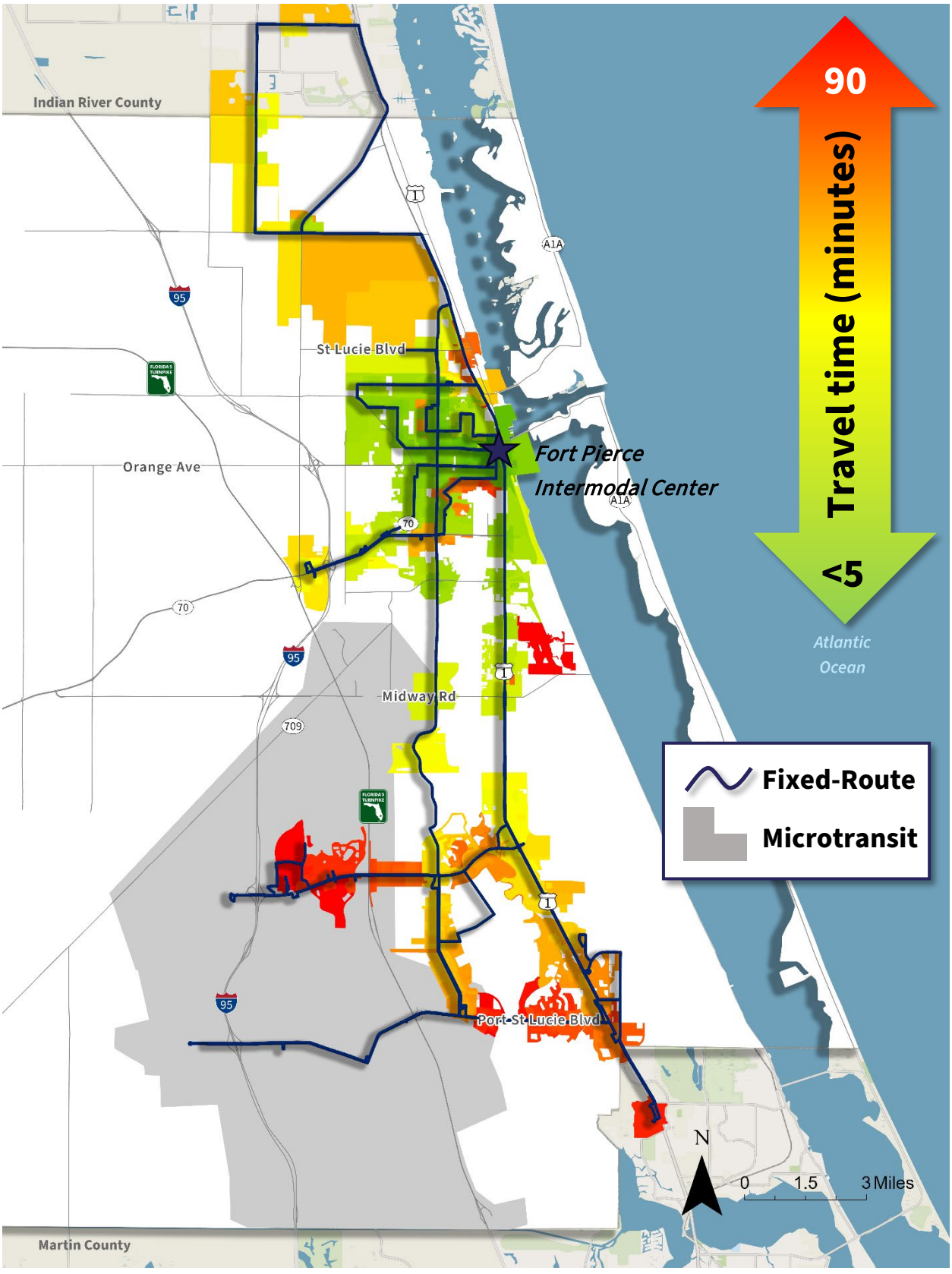
The accessibility/travel patterns analysis results are shown in Maps 7-4 and 7-5. The maps include the existing route network and key interstates and roadways. Areas not colored according to the legend are beyond the 90-minute travel time shed or are not populated areas.

Figure 7-2: Components of the 90-Minute Bus Trip

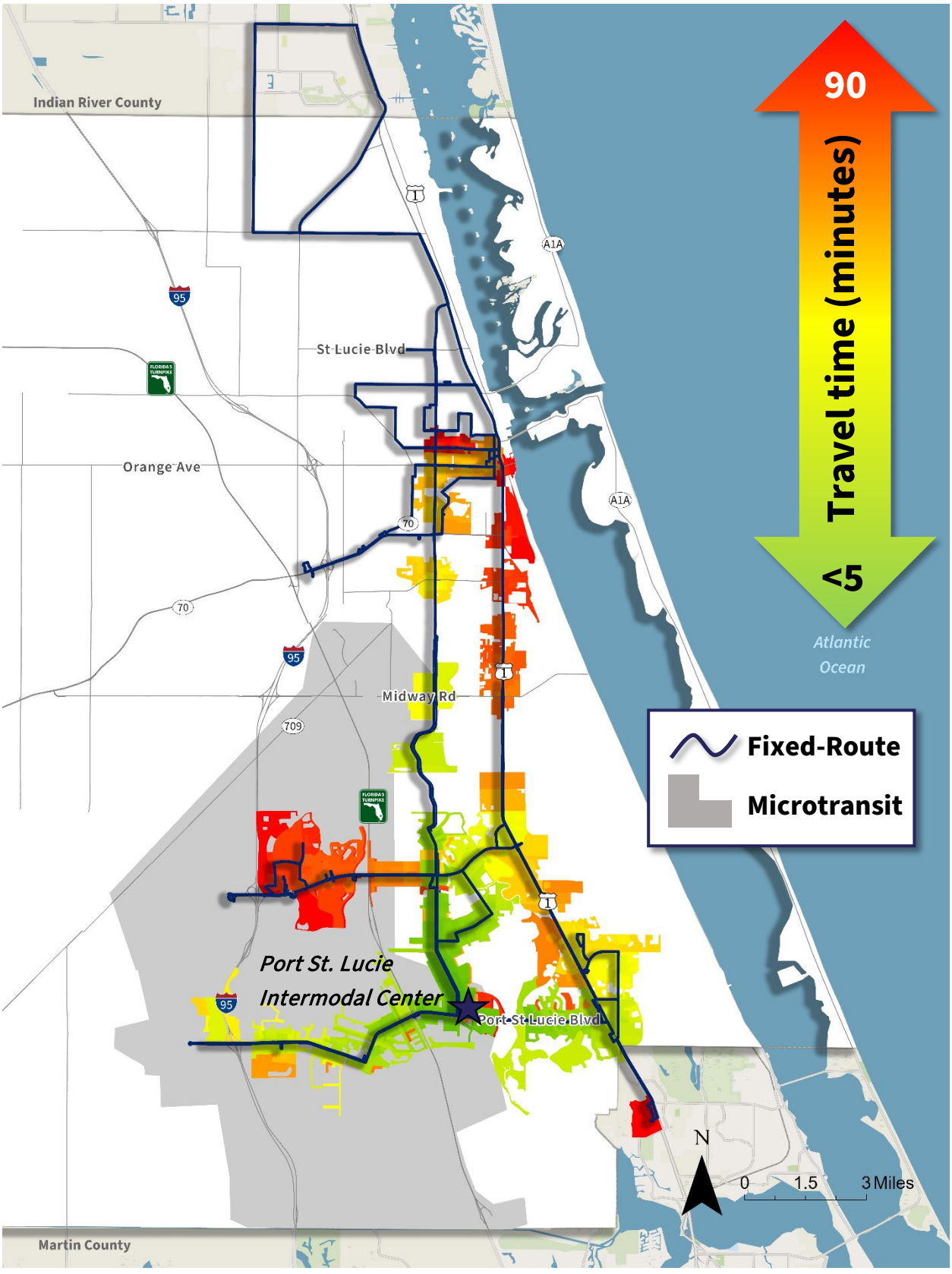


Source: Benesch

Map 7-4: Fort Pierce Intermodal Center Accessibility



Map 7-5: Port St. Lucie Intermodal Center Accessibility



Fort Pierce Intermodal Center

The Fort Pierce Intermodal Center is located at Avenue D and N 8th Street, just northwest of downtown Fort Pierce. Routes 1, 2, 3, 7, and 8 serve the Fort Pierce Intermodal Center and most areas in Fort Pierce are quickly accessible. Riders can also access Port St. Lucie via US 1 and S 25th Street. More than 85,200 residents live and 39,400 jobs are within a 90-minute transit ride from the Fort Pierce Intermodal Center.

Port St. Lucie Intermodal Center

The Port St. Lucie Intermodal Center is located at SE Thanksgiving Avenue and SE Belvedere Street, just north of Port St. Lucie Boulevard and adjacent to the city's municipal complex and community center. Routes 4, 5, 6, and 8 serve the Port St. Lucie Intermodal Center and it is most directly accessible from most areas in Port St. Lucie. Service reaches Fort Pierce via Airoso Boulevard and St. James Drive. Approximately 84,000 residents in these areas live within a 90-minute transit ride from the Port St. Lucie Intermodal Center. Furthermore, this transit hub provides access to more than 32,300 jobs within a 90-minute transit ride.

Ridership Demand Assessment

As another component of the transit demand assessment, forecasted transit ridership for the existing and proposed fixed-route transit networks were analyzed using TBEST, the FDOT-approved ridership estimation software for TDPs. This analysis gauges the route-level and system-wide demand, assuming both maintaining existing transit services and implementing the needed improvements identified in the TDP.

TBEST is a comprehensive transit analysis and ridership-forecasting model that can simulate travel demand at the individual route level. The software was designed to provide near- and mid-term forecasts of transit ridership consistent with the needs of transit operational planning and TDP development. In producing model outputs, TBEST also considers the following:

- Transit Network Connectivity—The level of connectivity between routes within a bus network; the greater the connectivity between bus routes, the more efficient the bus service becomes.
- Spatial and Temporal Accessibility—Service frequency and distance between stops; the larger the physical distance between potential bus riders and bus stops, the lower the level of service utilization. Similarly, less frequent service is perceived as less reliable and, in turn, utilization decreases.
- Time-of-Day Variations—Peak-period travel patterns are accommodated by rewarding peak service periods with greater service utilization forecasts.
- Route Competition and Route Complementarities—Competition between routes is considered. Routes connecting to the same destinations or anchor points or that travel on common corridors experience decreases in service utilization. Conversely, routes that are

synchronized and support each other in terms of service to major destinations or transfer locations and schedule benefit from that complementary relationship.

The following sections outline the model input and assumptions, describe the TBEST scenarios performed, and summarize the ridership forecasts produced by TBEST.

Model Inputs / Assumptions and Limitations

TBEST uses various demographic and transit network data as model inputs. This analysis used the recently-released TBEST Land Use Model structure (TBEST Land Use Model 2023), which is supported by parcel-level data from the Florida Department of Revenue (DOR) statewide tax database. The DOR parcel data contain land use designations and supporting attributes that allow the application of Institute of Transportation Engineers (ITE)-based trip generation rates at the parcel level as an indicator of travel activity.

It should be noted, however, that the model is not interactive with roadway network conditions. Therefore, ridership forecasts will not show direct sensitivity to changes in roadway traffic conditions, speeds, or roadway connectivity.

Transit Network

The transit route network for all existing ART routes was created to reflect 2023 conditions, the validation year for the model. General Transit Feed Specification (GTFS) data as of September 2023 were obtained from ART to provide the input for the base transit system. Data include:

- Route alignments
- Route patterns
- Bus stop locations
- Service spans
- Existing headways during peak and off-peak periods (frequency at which a bus arrives at a stop—e.g., 1 bus every 60 minutes)

The GTFS data were verified to ensure the most recent bus service spans and headways; edits were made as needed. Transfer locations were manually coded in the network properties.

Socioeconomic Data

To gain consistency with local existing and projected socioeconomic conditions, updated zonal population and employment totals derived from the St. Lucie TPO's 2045 LRTP were used. TBEST identifies spatial intersection between the zonal data and the Census block group geometry of the region to calculate growth rates by Census block group. Once calculated, the Census block group growth rates are stored within TBEST and applied when using all TBEST analysis engines. Using the data inputs listed above, the model captures market demand (population, demographics, employment, and land use characteristics) within ¼-mile of each stop.

Population and employment data are hard-coded into the model and cannot be modified by end-users. As applied, the growth rates do not reflect fluctuating economic conditions experienced in real time.

Special Generators

Special generators were identified and coded into TBEST to evaluate the opportunity for generating high ridership. ART special generators include the following:

- Universities—IRSC Massey and IRSC Pruitt campuses
- Transfer Hubs—Fort Pierce Intermodal Facility, Port St. Lucie Intermodal Facility, Jobs Express Park-and-Ride, Treasure Coast Mall (Martin County), and Intergenerational Recreation Center (Indian River County)
- Park-and-Rides—Fort Pierce Intermodal Facility, Port St. Lucie Intermodal Facility, and Jobs Express Park & Ride
- Shopping Malls—Treasure Coast Mall (Martin County), Tradition Village Center, and Town Center at St. Lucie West
- Event Centers—MidFlorida Credit Union Event Center
- Hospitals—HCA Florida St. Lucie Hospital, HCA Florida Lawnwood Hospital, and Cleveland Clinic Tradition Hospital
- Airports—Treasure Coast International Airport

TBEST Model Limitations

TBEST is an important tool for evaluating improvements to existing and future transit services; however, model outputs do not account for latent transit demand that could yield significantly higher ridership. In addition, TBEST cannot display sensitivities to external factors such as an improved marketing and advertising program, fuel prices, parking supply, walkability, and other local conditions so model outputs may over-estimate demand in isolated cases.

Although TBEST provides ridership projections at the route and bus stop levels, its strength lies more in its ability to facilitate relative comparisons of ridership productivity for evaluation in actual service implementation decisions. Therefore, it is important for ART to integrate sound planning judgment and experience when interpreting TBEST results.

Microtransit Ridership Estimation

There are few methods to estimate ridership demand for on-demand service. In 2016, the National Center for Transit Research (NCTR) published *Estimating Ridership of Rural Demand-Response Transit Services* documenting the use of NTD data from agencies across the US to calibrate on-demand ridership estimation. Like TBEST, this model may not capture nuanced local factors that influence on-demand service, but rather estimates potential demand based on common factors across service providers.

The model examines the impact of traditional transit markets on ridership and assumes that ridership can be estimated through total population, percentage over age 65, percentage of households without access to a vehicle, agency operation of fixed-route services in addition to on-demand service, operation of services within a municipality, fare cost, and the location of the transit agency within a certain FTA region.

Ridership Forecast

Using these inputs, assumptions, and route level ridership data obtained from ART, the TBEST model was validated for the year 2023. Using the validation model as the base 2023 model, the following model scenarios and fixed-route ridership forecasts were developed for this TDP major update:

- 2025 Status Quo Scenario—Assumes the current network in 2025.
- 2034 Status Quo Scenario—Assumes no TDP improvements are implemented and the current level of service is maintained over the next 10 years.
- 2034 TDP Scenario—Assumes TDP improvements are implemented over the next 10 years.

The TBEST forecast for ART's fixed-route system was supplemented with the microtransit ridership estimation using the NCTR methodology. Table 7-2 shows the overall forecast ridership for the 2025 and 2034 Status Quo and TDP scenarios. Additionally, it shows the percent change in ridership at the route and system levels for the Status Quo scenario from 2025 to 2034 and the potential growth by route from the Status Quo to TDP scenario in 2034.

Table 7-2: Ridership Projections | Status Quo and TDP Scenarios

Service	Route	Status Quo		TDP	Potential Change	
		2025	2034	2034	Status Quo (2025-2034)	2034 Potential Growth
Fixed-Route	1	198,893	249,461	414,409	25.4%	66.1%
	2	65,152	81,009	92,706	24.3%	14.4%
	3	88,095	109,385	165,045	24.2%	50.9%
	4	39,704	49,748	53,804	25.3%	8.2%
	5	24,985	30,722	N/A	23.0%	-
	6	45,115	55,214	N/A	22.4%	-
	7	24,909	31,245	36,965	25.4%	18.3%
	8	2,931	3,665	7,958	25.0%	117.1%
	Downtown/Passenger Rail/Beach Shuttle	N/A	N/A	112,625	-	-
	Dual Enrollment Shuttle	N/A	N/A	19,859	-	-
	Port St. Lucie Express	N/A	N/A	11,503	-	-
	Airport/College Express	N/A	N/A	42,252	-	-
ART On Demand	North Port St. Lucie	34,669	49,259	57,409	42.1%	16.5%
	South Port St. Lucie	17,179	20,309	22,817	18.2%	12.3%
	New North Fort Pierce	N/A	N/A	125,299	-	-
	New South Fort Pierce	N/A	N/A	32,548	-	-
	Total	**541,632**	**680,017**	**1,195,199**	**25.5%**	**75.8%**

Sources: TBEST for fixed-route ridership forecast; NCTR methodology for microtransit ridership forecast.

Section 8. Transit Needs Development

This section summarizes the development and evaluation of potential transit improvements for the *Reimagine Transit* TDP. The primary objective of this component is to leverage the data analysis and outreach completed thus far to develop potential service improvements and supporting capital projects to fulfill the unmet transit demand and mobility needs. Developed without consideration of funding constraints, the proposed improvements or alternatives, represent ART's transit needs for the next 10 years.

The identified improvement needs will be prioritized using an evaluation process that considers public input and other qualitative and quantitative criteria, as discussed in this section. The resulting list of improvements will then be used to develop the 10-year implementation and financial plans for the TDP. Prioritized transit needs will assist in selecting and implementing service improvements as funding becomes available and as the demand for ART continues to grow.

Development of Transit Needs

The *Reimagine Transit* needs for the next 10 years in St Lucie County were developed through the following methods.

- *Community Direction and Vision* – Many public outreach techniques were used throughout the *Reimagine Transit* TDP planning process to obtain public input on desired vision and direction for public transportation and the corresponding needs. Surveys, public workshops, interviews with community stakeholders, riders, and even bus operators were held. In addition, small group discussion workshops with key stakeholders were also conducted to gather input from the local or regional leaders, elected officials, riders, and ART employees regarding the direction/vision for transit in the next 10 years.
- *Situation Appraisal*—Major updates to 10-year TDPs must include an appraisal of the environment in which the transit agency operates. This unique assessment helps to better understand ART's operating environment within the context of numerous key elements, as specified in the TDP Rule. The implications from the situation appraisal findings were considered in identifying potential transit alternatives.
- *Goals and Objectives*—Objectives and policies often provide insight into transit needs within the community and the potential means with which to meet them. ART's TDP goals and objectives, updated as part of this effort, emphasize or enhance many of the broader community goals and support transit as a viable choice of travel and a practical option for residents and visitors in the next 10-years.
- *Transit Demand Assessment*—The assessment of transit demand and needs included the use of various GIS-based analyses, software tools, and methodologies to assess

demographic data and land use patterns conducive to transit. These technical analyses, together with the baseline conditions assessment and performance reviews previously conducted, were used to identify areas with transit-supportive characteristics when developing the list of transit alternatives.

10-Year Transit Needs

Based on these methods, transit needs were identified and grouped into three categories: service, capital, and technology/policy improvements. The specific improvements under each category developed for the *Reimagine Transit* TDP to meet the diverse travel needs in St. Lucie County are summarized below and illustrated on Map 8-1.

Service Needs

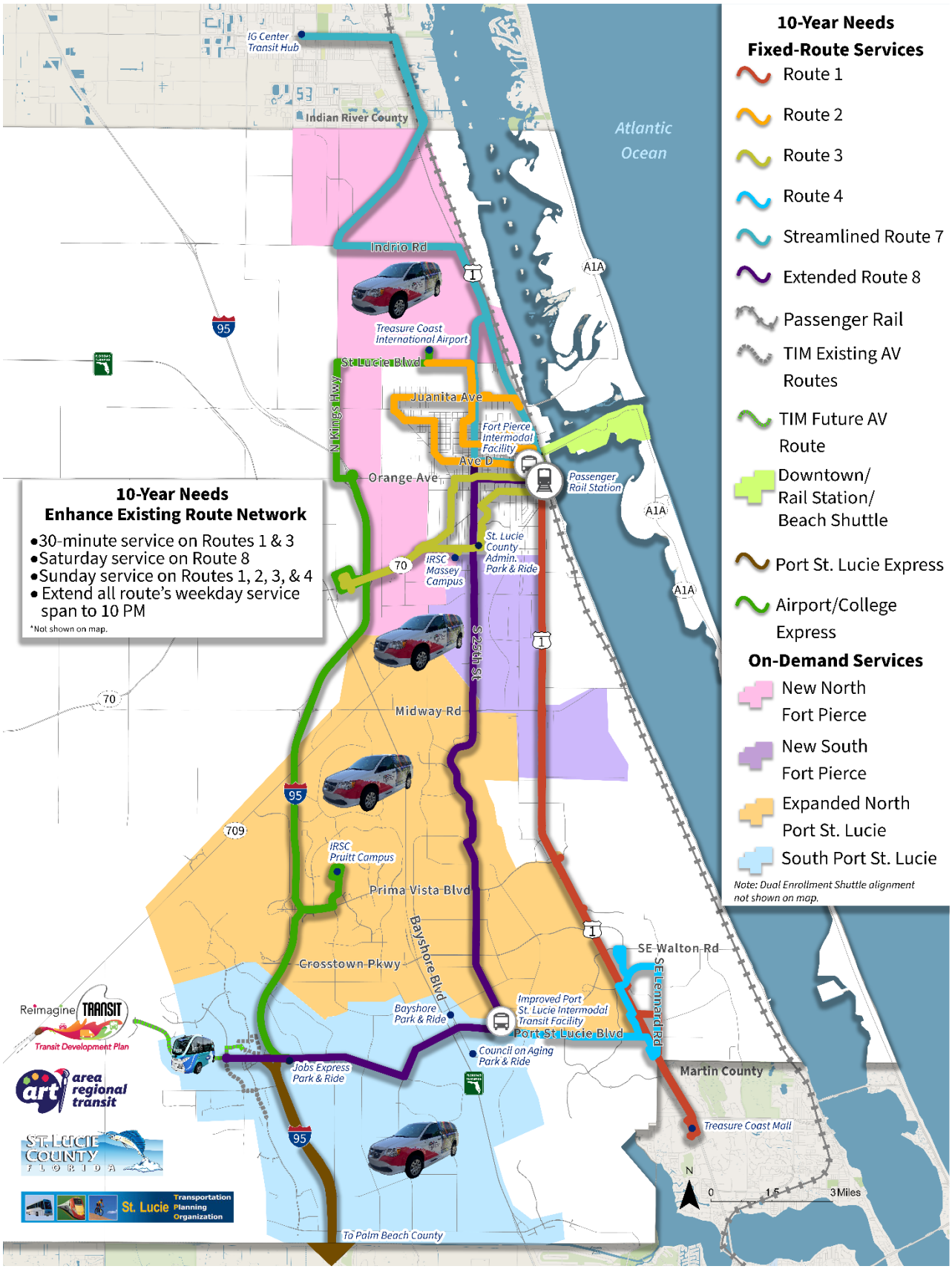
Service needs focus on expanding ART's reach via various technology-based services and quick connections while also making the current system more efficient and useful. Improvements to address these needs include increasing route frequencies, expanding hours/days of service, and repurposing some routes to maximize usefulness to the community. The 10-year service needs also include service expansion improvements to add new routes or expanding premium transit options, such as app-based on-demand microtransit.

Enhance Existing Fixed-Route Bus Route Network

A review of baseline conditions, existing service performance data, and input from the public and bus operators indicated a need to streamline operations by repurposing and/or extending certain routes. This will optimize ART's fixed-route network to better serve the community, enhance rider experience, and provide direct connections to key destinations.

Source: Benesch

Map 8-1: Reimagine Transit TDP 10-Year Needs



- **Streamline Route 7**—Realign Route 7 to operate only on 9th Street in Indian River County, US 1, Turnpike Feeder Road, and Indrio Road.
- **Repurpose Route 5**—Discontinue Route 5 and repurpose resources to extend Route 8.
- **Extended Route 8**—Extend Route 8 from the current terminus at Port St. Lucie Intermodal Center to the Tradition area to provide direct connections between Fort Pierce and Port St. Lucie, including the Tradition area and the new Jobs Express Park & Ride.
- **Repurpose Route 6**—Eliminate Route 6 and repurpose resources into expanding ART On Demand within that area.
- **Expand ART On Demand North**—Expand microtransit zone to cover the eliminated Route 6 service area.
- **Increase Frequency on Route 1 and Route 3**—Increase frequencies to 30 minutes on Routes 1 and 3 to support current demand and attract even more riders to these two best performing ART routes.
- **Add Saturday Service on Route 8**—With expanded Route 8 connecting to Tradition and other activity centers in Port St. Lucie, add Saturday service to provide a direct weekend connection from Fort Pierce to these employment centers and to the former Route 5 service area.
- **Extend Service Span by Two Hours**—Extend hours of bus service until 10 PM on weekdays to increase the convenience of using transit to work or shopping trips.
- **Add Sunday Service on Routes 1, 2, 3, 4**—Add limited Sunday service on selected routes to provide seven day transit network access to key locations and corridors.

Add New Fixed-Route Services

As St. Lucie County's population and employment continues to grow, the need for alternatives modes of transportation mobility options increases. Transit will also continue to be a potential remedy to mitigate worsening traffic congestion resulting from this continued growth. To provide increased network connectivity and expand service coverage, the following new services are recommended for the TDP.

- **Downtown/Rail Station/Beach Shuttle**—Input from the community and stakeholders indicated a need conveniently and quickly connect downtown Fort Pierce to key trip generators/hubs within and adjacent to it. This proposed new shuttle would connect the Fort Pierce downtown area to any future passenger rail station, the beaches on Hutchison Island, and Fort Pierce Intermodal Center. This shuttle service will complement the current FreeBee service, adding another layer of quick and convenient travel option in Fort Pierce, operating all week every 15 minutes.
- **Port St. Lucie Express**—This regional connection to link Port St. Lucie to Palm Beach County and the Palm Tran network via I-95 has already been planned. Regional travel flow data in combination with public input supports a transit connection to Palm Beach County, extending the reach of ART in the region. While the operating characteristics for this express route have

not been finalized, this TDP recommends weekday AM and PM peak hour service for the Port St. Lucie Express.

- **Airport/College Express**—With the anticipated growth, stakeholders and discussion group members indicated a need for transit to connect to the Treasure Coast International Airport. The Port St. Lucie/Airport Express would connect the Jobs Express Park & Ride and the Treasure Coast International Airport via I-95. The route would provide a quick north-south link, while connecting key cities, job centers, airport, and IRSC campuses. Additionally, the route will stop on Kings Highway and provide another connection to Fort Pierce via Route 3.
- **Dual Enrollment Shuttle**—This new shuttle service would connect selected high schools with IRSC campuses in St. Lucie County (and may include locations in Martin County with potential regional funding). The service is primarily focused on helping dual enrollment students travel between school and college campuses. This improvement is expected to be implemented as a pilot program using electric vehicles.
- **Establish Vanpool Program**—Currently there is no established vanpool program in St. Lucie County. ART should coordinate with South Florida Commuter Services to provide this option.
- **Expanded Tradition in Motion (TIM) AV Connector**—This plan assumes the expansion of existing privately-funded AV service currently operating in Tradition. There are two planned routes to expand the autonomous network to new communities and job centers, potentially including Amazon, Cheney Brothers, and FedEx locations. This service connects to extended Route 8.

Expand ART On-Demand Microtransit Services

ART On Demand has become a popular transit option in St. Lucie County. It is also accessible to persons with disabilities who cannot access a fixed route stop and would otherwise rely on ADA paratransit service. The concept promotes transit, provides efficient service in low-density areas, and enhances access to transit beyond current service areas. These services also serve as first/last-mile service for riders of regular fixed-route transit services.

The *Reimagine Transit* plan recommends significantly expanding on-demand transit over the next 10 years to meet localized mobility needs, as described below:

- **Expand ART On Demand North Port St. Lucie**—With the potential repurposing of Route 6, ART On Demand North Zone should be expanded to cover areas previously served by this route. The expanded zone would connect riders in the Port St. Lucie area to Route 1, the Port St. Lucie Intermodal Facility, the IRSC Pruitt campus, and other destinations along US 1. The expanded ART On Demand North Zone would cover areas adjacent to Glades Cut Off Road to US 1 from Port St. Lucie Boulevard to areas south of Edwards Road.
- **New ART On Demand Service in South Fort Pierce**—A new on-demand zone is needed to enhance transit access in south Fort Pierce and the Indian River Estates neighborhood. The proposed zone covers areas south of Virginia Ave east of Selvitz Road, north of Easy Street, and

borders the expanded North Zone. The traditional transit market segments and residents/workers in this zone would be connected to shopping centers within the zone, to neighboring on-demand zones, and to Routes 8 and to Route 1 that provide regional access. This zone would provide on-demand service Monday through Saturday.

- **New ART On Demand Service in North Fort Pierce**—A new on-demand zone is needed south of the Indian River County line and north of St Lucie Boulevard to provide service for neighborhoods and businesses in the growing north Fort Pierce area and connections to Routes 3 and 7, which provides access to Indian River County. Although data show potential demand, especially from traditional rider markets, currently there is no local neighborhood service other than the US 1 corridor. This zone would span from the Indian River County line to the expanded ART On Demand North Port St. Lucie zone bordering I-95 and operate Monday through Saturday.

Table 8-1 summarizes these improvements by route/service type at the end of the 10-Year TDP.

Table 8-1: ART 10-Year Needs Service Characteristics

Route/Service Area	Headway	Weekday Service Span	Days of Service
Fixed-Route			
1	30	6:00 AM–10:00 PM	Monday–Sunday
2	60	6:00 AM–10:00 PM	Monday–Sunday
3	30	6:00 AM–10:00 PM	Monday–Sunday
4	60	6:00 AM–10:00 PM	Monday– Sunday
Streamlined 7	60	6:00 AM–10:00 PM	Monday–Friday
Extended 8	60	6:00 AM–10:00 PM	Monday–Saturday
Downtown/Passenger Rail/Beach Shuttle	15	6:00 AM–10:00 PM	Monday–Saturday
Port St. Lucie Express	Peak	5:00 AM–8:00 AM; 5:30 PM–8:30 PM	Monday–Friday
Airport/College Express	60	6:00 AM–6:00 PM	Monday–Friday
Dual Enrollment Shuttle	60	10:00 AM–6:00 PM	Monday–Friday
Expanded TIM	Varies	10:00 AM–2:00 PM; 5:00 PM–9:00 PM	Monday–Sunday
ART On Demand Microtransit			
North Port St. Lucie	On-demand	6:00 AM–10:00 PM	Monday–Saturday
South Port St. Lucie	On-demand	6:00 AM–10:00 PM	Monday–Saturday
North Fort Pierce	On-demand	6:00 AM–10:00 PM	Monday–Saturday
South Fort Pierce	On-demand	6:00 AM–10:00 PM	Monday–Saturday

Capital/Infrastructure/Technology/Policy Needs

Implementation of these transit services should be supported by necessary capital infrastructure and technology improvements to ensure an enhanced experience for ART users. The following improvements have been identified to support the operational investments summarized previously.

New Port St. Lucie Intermodal Center

This new facility improvement in Port St. Lucie is planned and upon completion will replace the existing transfer center adjacent to the Port St. Lucie Community Center and Airoso Boulevard. Currently, it is estimated to cost $3 million. ART has secured $1.5 million from the FTA for construction and an additional $1.5 million from FDOT. The project is currently in the design phase and will have restroom facilities and crime prevention through environmental design (CPTED) features.

New ART Operations & Maintenance Facility

This new facility is already planned to centralize ART services (Figure 8-1). Located along Selvitz Road, it will consolidate transit operations, administration, maintenance, and vehicle storage.

Figure 8-1: ART Operations & Maintenance Facility Concept

Figure 8-2: High Ridership Bus Stop Concept

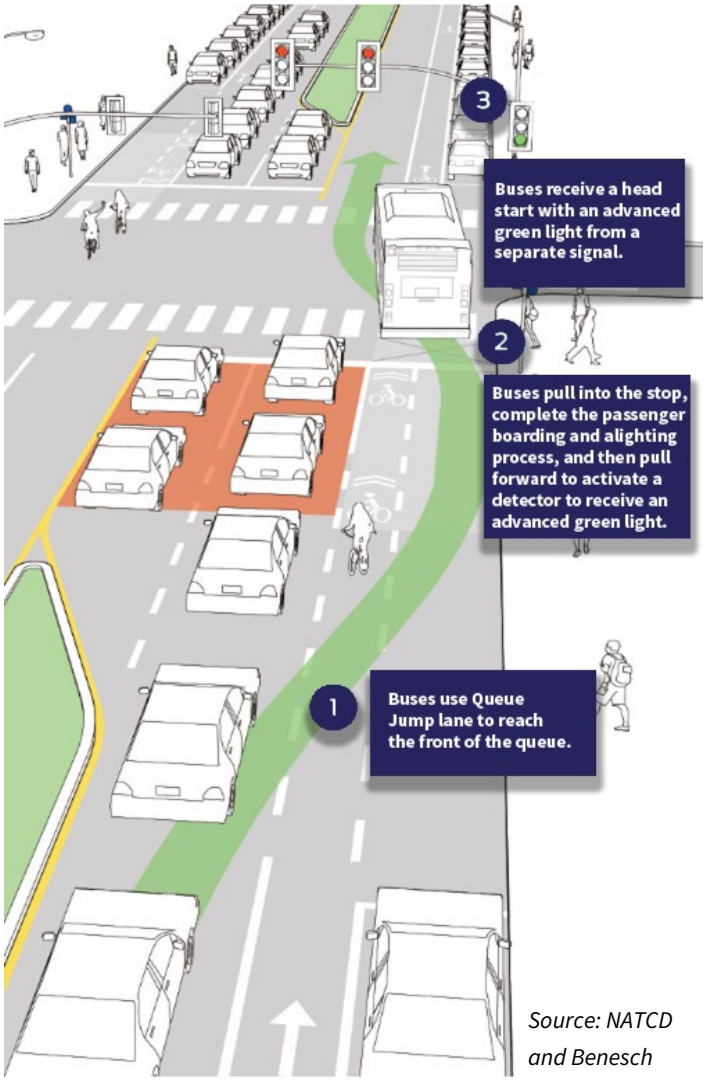
Invest in Bus Stop Infrastructure at High Ridership Stops

ART needs to continue investing in bus stop infrastructure such as shelters, benches, bike racks, and other amenities at its highest ridership stops to support the proposed new routes and enhancements to existing services (Figure 8-2). Installing these amenities may help attract more discretionary riders and provide current riders with a higher quality experience.

Vehicle Replacement/Alternative Fuel Vehicle Fleet Integration Program

ART should work with St. Lucie County, the St. Lucie TPO, and other partners to explore purchasing alternative fuel vehicles when implementing the previously identified service needs, especially with the new proposed services. ART should also consider acquiring alternative fuel buses to replace its current diesel fleet, which may attract discretionary riders and support ART's overall marketing strategy to appeal to a wider population base.

Figure 8-3: TSP with Queue Jump Lane Concept



Source: NATCD and Benesch

Bus Preferential Treatment

Traffic can impact the travel time of transit services operating in mixed traffic, possibly making transit unattractive to potential riders and unreliable for current riders. Bus preferential treatments such as Transit Signal Priority (TSP) and/or queue jumps may help buses to adhere to schedules during congested periods on key corridors such as US 1. Figure 8-3 shows a TSP and queue jump configuration example to help prioritize transit movement at an intersection.

TSP and/or queue jumps are recommended for selected intersections with high traffic volumes to improve transit's appeal over driving on the same corridor. ART should coordinate with FDOT to plan and implement TSP and queue jumps along major transit corridors such as on US 1. Identifying intersections and specific technologies to deploy these measures will require a separate study.

Wi-Fi on Buses and Selected Bus Stops

Adding Wi-Fi on buses and at select high-ridership bus stops will add convenience while offering other practical benefits. Adding Wi-Fi at high-ridership bus stops will assist riders transferring from a fixed-route to ART On Demand or access ART's real-time bus information. Additionally, this feature can allow riders to work or complete schoolwork online while riding. Overall, this new feature will improve the overall rider experience while assisting ART with communication.

Source: Benesch

Enhanced Paratransit Service Eligibility Process

To make the program more efficient and cost feasible, St. Lucie County should improve the current ADA paratransit eligibility process by allowing doctors to certify riders to ensure fair and effective access to transportation.

Fare Policy/Structure Evaluation Study

ART should conduct a review and evaluation of its current fare-free structure within the next three years. With the popularity and potential expansion of ART On Demand services, this is an essential post-TDP need. ART should review the impacts of staying fare-free and the potential for implementing a fare structure and revised policies. This could include an analysis of new fare collection technology, peer system fare structures, and the estimated impact on ridership. It is also an optime time to conduct a fare policy/structure evaluation study in the "new normal" after the pandemic and at a time ART is reimagining its services.

It is recommended that St. Lucie County implements a fare structure, at a minimum, for ART On Demand while complying with all federal rules regarding fare policy changes. The on-demand service will connect to additional destinations quickly, making ART On Demand a premium service.

Expand Transit Marketing/Education Program

Although it is important to make transit more convenient to use and attractive to appeal to new ridership, it is equally important to ensure that the community is aware of where/when these services are available and how they work. Based on input from the public and stakeholders, lack of awareness and education about ART's services and facilities is a major hurdle to making transit a more viable option in St. Lucie County.

A carefully coordinated and multi-year marketing campaign and awareness strategy involving local stakeholders and businesses is recommended. While this TDP keeps the details and scale of this effort open, it strongly emphasizes the need for such a program prior to implementing the proposed *Reimagine Transit* improvements.

Establish Route-Level Performance Monitoring Program

A performance monitoring program tracks and measures the performance and efficiency of routes and the system. ART should continue its monitoring efforts and establish a performance monitoring program, similar to the sample process in Appendix E, for new transit services implemented in the next 10 years.

Source: Benesch

Evaluation of Transit Needs

This section presents the evaluation methodology for the 10-year transit needs to assess the strategies and help ART set meaningful priorities for funding over the next 10 years. The evaluation process is structured to cover a wide spectrum of factors that are qualitative and quantitative to ensure it is comprehensive.

A quantitative-qualitative hybrid methodology was used to evaluate and prioritize the transit needs. By conducting this evaluation, ART can meaningfully prioritize projects and allocate funding using an objective process. The four evaluation categories identified below and the category weights discussed were used to rank the TDP service needs.

- ***Public Support***—A key reason for the success of any improvement is its acceptance and support by the community it serves and impacts. The conclusions from public outreach efforts and input from stakeholders are reviewed to gauge public support.
- ***Potential Demand***—The findings from GIS-based technical analyses conducted as part of the demand/gap assessment and ridership projections are reviewed to assess the potential demand.
- ***Activity Center Connectivity***—Connectivity to key activity centers and hubs plays a critical role as ART focuses on enhancing services for residents and meeting the demands of creating a truly multimodal transportation system for their use.
- ***Financial Feasibility***—Financial feasibility with funding often is one of the most restrictive factors and, therefore, is sometimes a heavily-weighted criterion. The costs of implementation were considered together with the associated funding and policy support.

Table 8-2 lists the evaluation criteria and their associated measures of effectiveness. Each measure and criterion are assigned a weight to relay the relative importance of each among the group of criteria.

Table 8-2: 10-Year TDP Service Needs Evaluation Factors and Weights

Criteria	Measure	Measure Description	Measure Weight	Criteria Weight
Public Support	Public Input	Level of interest in specific alternatives (Very High, High, Moderate, None), gathered via TDP public input surveys	15%	35%
	Stakeholder Input	Level of interest in specific improvements (None, Moderate, High, Very High), gathered via the TDP outreach process	20%	
Ridership Potential	Traditional Market Coverage	Coverage of traditional markets (TOI of "High" or "Very High")	10%	25%
	Discretionary Market Coverage	Coverage of discretionary markets (areas with 4+ jobs or dwelling units per acre from the DTA)	10%	
	Ridership Productivity	TBEST demand model trips per hour simulated 2034 ridership	5%	
Activity Center Connectivity	Connections to Key Destinations	Connections to key population and employment hubs within St. Lucie County and the immediate region	10%	10%
Financial Feasibility	Cost Efficiency	Operating cost per trip	30%	30%
Total			**100%**	**100%**

Improvement Scoring Thresholds

A mix of qualitative and quantitative analyses is used to gain a more comprehensive understanding of priorities for ART. A score is assigned to each proposed improvement. For the quantitative criteria (e.g., traditional market, choice market, trips per hour, and operating cost per trip) the scoring is determined using the average of the entire data set and one standard deviation above or below the average. For the remaining qualitative criteria, the score is based on professional judgment of the information (i.e., collective stakeholder input) compared across the transit alternatives. A higher score is consistent with a higher ranking for a given alternative.

Table 8-3 shows the thresholds and scoring for each criterion used in the transit needs evaluation.

Table 8-3: 10-Year Needs Evaluation—Scoring Thresholds

Measure	Range	Score
Public Input	Less than (Average – 1 SD)	1
	Between (Average – 1 SD) to Average	3
	More than Average to (Average + 1 SD)	5
	More than (Average + 1 SD)	7
Stakeholder Input	None	1
	Moderate	3
	High	5
	Very High	7
Traditional Market Potential	Low (Average – 1 SD)	1
	Average (Average – 1 SD to Average)	3
	High (Average to Average + 1 SD)	5
	Very High (Average to Average + 2 SD)	7
Discretionary Market Potential	Low (Average – 1 SD)	1
	Average (Average – 1 SD to Average)	3
	High (Average to Average + 1 SD)	5
	Very High (Average to Average + 2 SD)	7
Ridership Productivity (Trips per Hour)	Low (Average – 1 SD)	1
	Average (Average – 1 SD to Average)	3
	High (Average to Average + 1 SD)	5
	Very High (Average to Average + 2 SD)	7
Connections to Key Destinations	None	1
	Moderate	3
	High	5
	Very High	7
Cort Efficiency (Operating Cost per Trip)	Low (Average – 1 SD)	1
	Average (Average – 1 SD to Average)	3
	High (Average to Average + 1 SD)	5
	Very High (Average to Average + 2 SD)	7

Note: SD = statistical Standard Deviation

Each criterion is assigned a weight to measure its relative importance among all criteria to be applied. For each transit improvement, a score was determined either through the computation of the selected measure of effectiveness or the educated judgment of the analyst. Potential scores were assigned depending on the relative comparison of a given transit improvement with other transit improvements as it relates to a given criterion. A higher score is consistent with a higher ranking for a given improvement for the criterion being evaluated. The thresholds for computation-based criteria were determined using the average of the entire data set and one standard deviation above or below the average.

Alternatives Evaluation Results Summary

Table 8-2 shows the scores and relative ranking of each TDP service improvement, which identifies the priorities based on the evaluation methodology and are used to develop the 10-year implementation plan.

Table 8-4: 10-Year Service Improvements Evaluation Results

Rank	Improvements	General Public Input	Stakeholder Input	Traditional Market Coverage	Discretionary Market Coverage	Ridership Productivity	Connections to Key Destinations	Cost Efficiency	Score
1	Expanded North Port St. Lucie Microtransit	7	7	5	7	7	7	7	6.8
2	30-minute Frequency on Routes 1 and 3	7	7	5	7	7	7	7	6.8
3	New North Fort Pierce Microtransit	7	7	7	5	7	5	7	6.6
4	Extend Weekday Service Span to 10 PM	7	7	7	7	7	7	5	6.4
5	New South Fort Pierce Microtransit	7	7	3	5	5	7	7	6.3
6	Downtown/Rail Station/Beach Shuttle	7	5	5	5	5	7	7	6.1
7	Add Sun. Service on Routes 1, 2, 3, and 4	5	3	7	7	7	5	7	5.7
8	Extended Route 8	5	7	3	7	5	7	3	5
9	Dual Enrollment Shuttle	5	5	3	3	1	5	7	5
10	Add Saturday Service on Route 8	3	5	3	5	3	5	5	4.4
11	Streamline Route 7	1	1	5	3	7	3	7	3.9
12	Port St. Lucie Express	3	3	1	3	3	5	5	3.6
13	Airport/College Express	3	3	1	1	3	3	1	2

7 Very High 5 High 3 Moderate 1 Low/None

Section 9. Reimagine Transit: 10-Year Plan

This section summarizes the recommended 10-year transit plan for the *Reimagine Transit* TDP. This plan is crafted and derived from extensive data analysis along with input and support from the local community and its key stakeholders to reimagine transit services in St. Lucie County. The plan seeks to increase access and availability of alternative transportation modes within and adjacent to the county.

The recommended transit service, capital, technology, and policy improvements presented in this section are a culmination of the efforts conducted for this TDP, as summarized previously, to provide a road map to reimagine transit in St Lucie County. This includes improvement projects that can be funded or are unfunded. The capital/operating cost and revenue assumptions used to develop these funded and unfunded priorities are summarized before presenting a financial plan for the 10-year TDP. Subsequently, the 10-year implementation plan to reimagine St. Lucie's transit also is detailed.

Reimagine Transit

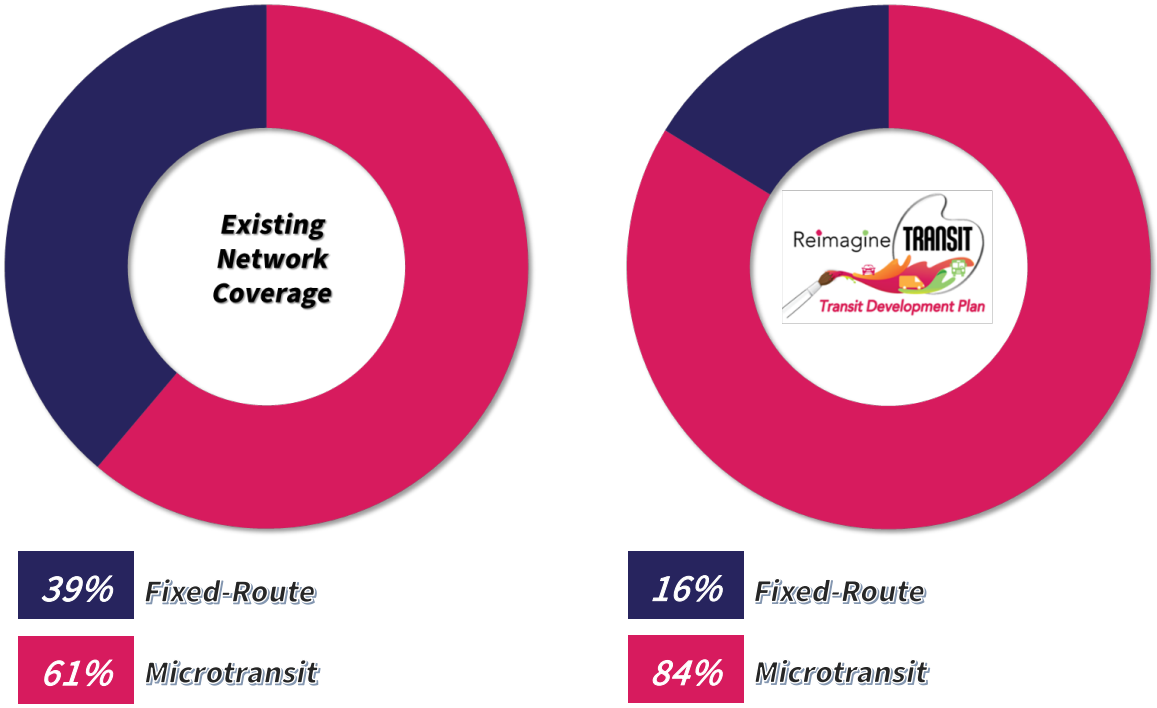
With guidance and direction from St Lucie TPO and St Lucie County, the *Reimagine Transit* TDP was developed to rethink transit options in the county. By reconfiguring and repurposing the traditional fixed-route bus network and expanding technology-based on-demand microtransit services significantly, transit in St Lucie will serve more areas and a greater number of people and trip purposes.

Immediate and sweeping changes to the services currently provided are not intended nor included in the 10-year plan to not disproportionately impact any service area or communities currently served. However, the recommended plan does include a clear shift from providing traditional large-vehicle bus services to more technology-based microtransit services using smaller vehicles.

As shown in Figure 9-1, the geographic coverage area of traditional bus service would see a reduction from 39% to 16%, while on-demand microtransit service would increase from 39% to 84% over the next 10 years. However, the reimagined plan still includes the large-vehicle fixed-route bus service options, especially on major corridors, as they are more efficient in capacity and cost.

With the implementation of this TDP, the transit service coverage in St Lucie County would increase by 96% by 2034, providing the residents and visitors of St Lucie County a mix of transit services to connect locally and regionally, including an app- and phone-based microtransit system, fixed-route bus service on major roadway and in high demand areas, express buses to connect regionally, and a vanpool program.

Figure 9-1: Mode Share | Existing and Reimagine Transit



The recommended 10-year service, capital, and technology improvements for the *Reimagine Transit* plan, presented in the remainder of this section, were derived after examining the previously presented needs with consideration to community direction, an understanding of the unique environment, review of goals and objectives, and demand assessments in conjunction with the projected funding sources. The recommended services are identified under each of the major improvement categories, including service, capital/infrastructure, and policy.

Service Improvements

The *Reimagine Transit* TDP service improvements that support the reconfiguration of service in St. Lucie County include the following.

Enhance Existing Fixed-Route Bus Route Network

- **30-minute Frequency on Routes 1 and 3**—Increase headways on Routes 1 and 3, which are the most productive ART routes today, to 30 minutes to create a high-frequency network.

Routes 1 and 3 will also connect with other ART routes at the Fort Pierce Intermodal Center, extending its reach.

- **Add Sunday Service on Routes 1, 2, 3, 4**—Add limited Sunday service on Routes 1, 2, 3, and 4 to provide riders who utilize these highly productive routes with daily service to key locations and corridors.
- **Repurpose Route 5**—Discontinue Route 5 and repurpose resources to extend Route 8.
- **Repurpose Route 6**—Discontinue Route 6 and repurpose resources into expanding ART On Demand microtransit within the Route 6 service area.
- **Streamline Route 7**—Realign segments of Route 7 to better serve residents in north St. Lucie County by creating north and south connectivity on Turnpike Feeder Road and US 1.
- **Extend Route 8**—Use repurposed resources from Route 5 to extend Route 8 from its current terminus at the Port St. Lucie Intermodal Center to the Tradition area. This route will then provide a one-seat ride between Fort Pierce and Tradition as well as to the Jobs Express Park & Ride, which is served by the new regional bus service from Palm Beach County.
- **Add Saturday Service on Route 8**—Add Saturday service on extended Route 8 will provide a direct weekend connection from Fort Pierce to the Tradition area.
- **Extend Evening Service Span**—The ART fixed-route network will provide service until 10:00 PM to extend transit service/access to later hours on weekdays.

Add New Services

- **Port St. Lucie Express**—A regional connection from Jobs Express Park & Ride in Port St. Lucie to Palm Beach County, linking ART to the Palm Tran bus network.
- **Downtown/Rail Station/Beach Shuttle**—Quick and high-frequency downtown-based service that will connect downtown Fort Pierce to Fort Pierce Intermodal Center, beaches on Hutchison Island, and any future passenger rail station in Fort Pierce (location to be determined).
- **Dual Enrollment Shuttle**—Shuttle service that will connect selected high schools in St. Lucie County to IRSC campuses.
- **Establish Vanpool Program**—A collaborative effort led by ART with South Florida Commuter Services to establish a well-coordinated vanpool program, adding another layer of travel alternatives in St. Lucie County.

Expand On-Demand Microtransit Services

The most significant improvement in the *Reimagine Transit* plan is the expansion of technology-based on-demand microtransit for St. Lucie County in the next 10 years. In addition to continuing the two existing and popular ART On Demand zones in the north and south Port St. Lucie areas, the plan recommends expanding ART On Demand microtransit services to substantially widen transit access in most of the populated areas in St. Lucie County over the next 10 years. The recommended plan expands the microtransit coverage, identified previously in the 10-year needs plan, to even more

areas, based on input from the recent TDP Phase II public outreach efforts, County staff direction, and a review of available and projected revenues. The recommended new microtransit service zones for the *Reimagine Transit* TDP, as summarized below, will offer an additional 121 square miles of transit access in St. Lucie County, compared to 71 square miles today.

- **New ART On Demand Service in Central Fort Pierce**—This zone would add on-demand transit in the area adjacent to the Treasure Coast International Airport/south of Indrio Road and north of St Lucie Boulevard. This service would provide on-demand coverage to neighborhoods and businesses in the Fort Pierce area in addition to the IRSC Massey campus. This zone expands coverage to a growing area while giving access to existing local Routes 2 and 3 and a regional connection to Indian River County, Route 7.
- **New ART On Demand Service in North St. Lucie**—This on-demand transit zone enhances transit access and establishes on-demand service in north St. Lucie County, an area that now only has transit access to regional Route 7. The zone covers areas south of Indian River County and borders the Central Zone while connecting to the Fort Pierce Intermodal Center.
- **New ART On Demand Service in Indian River Estates**—This new on-demand transit zone would connect riders in the Indian River Estates/Port St. Lucie area to Route 1 (which is proposed to operate every 30 minutes) and the extended Route 8, the Fort Pierce Intermodal Facility, and other destinations along US 1 north of Prima Vista Boulevard.
- **New ART On Demand Service in South St. Lucie**—This new on-demand transit zone aims to connect riders in the southeastern part of St. Lucie within the area and to Routes 1 and 4, the Port St. Lucie Intermodal Facility, and various destinations along US 1 and Port St. Lucie Boulevard.
- **Maintain ART On Demand Service in North Port St. Lucie**—The existing ART On Demand North Zone will be maintained, serving south of the Crosstown Parkway to the Midway Road area and west of 25th Street to areas near Glades Cutoff Road. This zone will also be expanded cover areas previously served by Route 6 while connecting riders in the Port St. Lucie area to extended Route 8, the Port St. Lucie Intermodal Facility, and the IRSC Pruitt campus.
- **Maintain ART On Demand Service in South Port St. Lucie**—The existing ART On Demand South Zone in Port St. Lucie would continue to serve areas south of the Crosstown Parkway to the St. Lucie County line from the Tradition area to the St. Lucie River. Like the ART On Demand North Zone, it will connect to the Port St. Lucie Intermodal Facility in addition to the Jobs Express and Bayshore park-and-ride facilities.

Map 9-1 shows the recommended 10-Year plan.

Map 9-1: 2034 Reimagine Transit Network

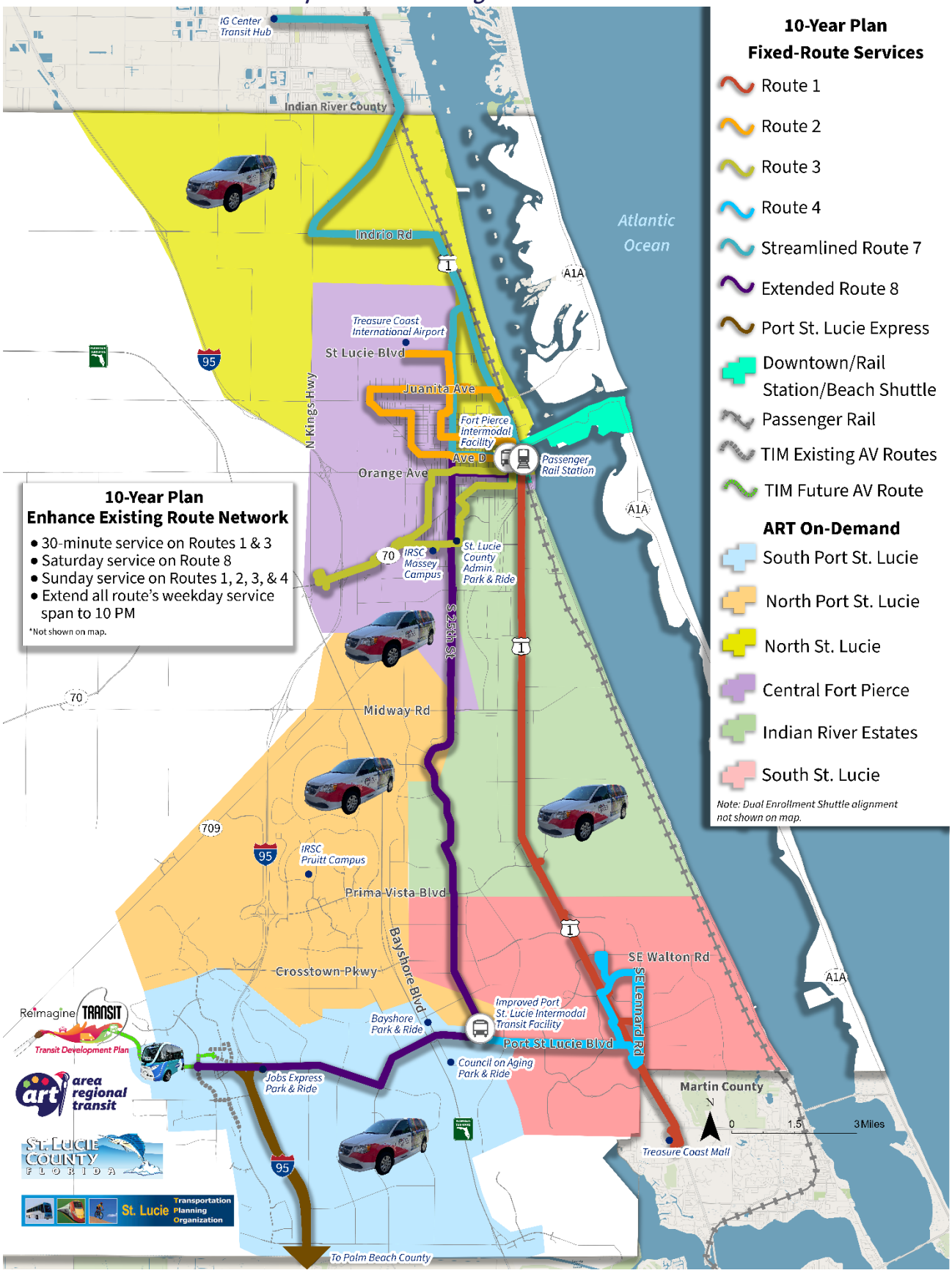


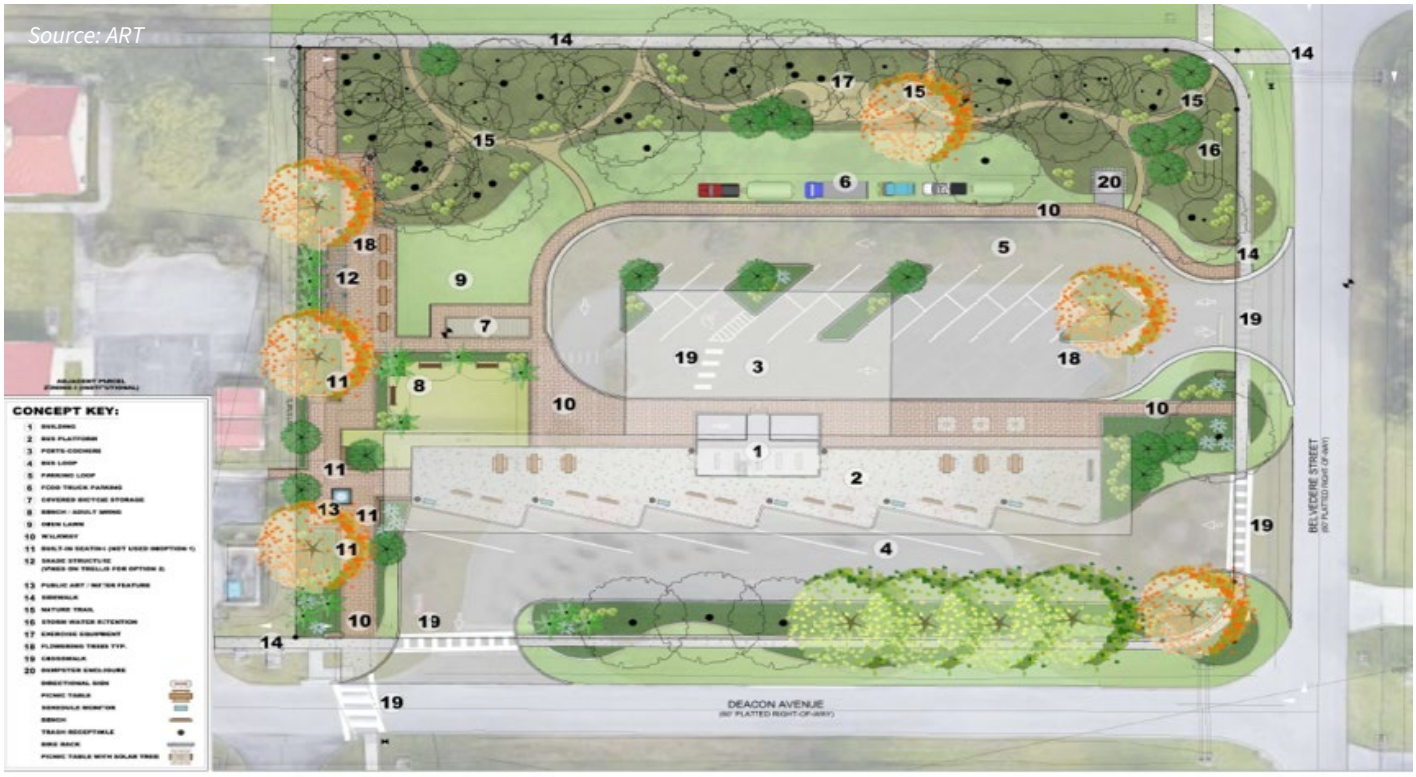
Table 9-1: Recommended ART 10-Year Network Characteristics

Route/Service Area	Headway	Weekday Service Span	Days of Service
Fixed-Route			
1	30	6:00 AM–10:00 PM	Monday–Sunday
2	60	6:00 AM–10:00 PM	Monday–Sunday
3	30	6:00 AM–10:00 PM	Monday–Sunday
4	60	6:00 AM–10:00 PM	Monday–Sunday
Streamlined 7	60	6:00 AM–10:00 PM	Monday–Friday
Extended 8	60	6:00 AM–10:00 PM	Monday–Saturday
Downtown/Passenger Rail Station/Beach Shuttle	15	6:00 AM–10:00 PM	Monday–Saturday
Port St. Lucie Express	N/A	2 trips AM & PM Peak	Monday–Friday
Dual Enrollment Shuttle	60	10:00 AM–6:00 PM	Monday–Friday
Expanded TIM	Varies	10:00 AM–2:00 PM 5:00 PM–9:00 PM	Monday–Sunday
ART On Demand Microtransit			
North Port St. Lucie	On-demand	6:00 AM–10:00 PM	Monday–Saturday
South Port St. Lucie	On-demand	6:00 AM–10:00 PM	Monday–Saturday
Central Fort Pierce	On-demand	6:00 AM–10:00 PM	Monday–Saturday
North St. Lucie	On-demand	6:00 AM–10:00 PM	Monday–Saturday
Indian River Estates	On-demand	6:00 AM–10:00 PM	Monday–Saturday
South St. Lucie	On-demand	6:00 AM–10:00 PM	Monday–Saturday

Capital/Policy/Technology Improvements

- **New ART Operations & Maintenance Facility**– The proposed operations and maintenance facility in St. Lucie County, now in the concept phase and expected to be located along Selvitz Road, will assist in supporting operations and increasing demand for services with the projected growth in the County. The facility will consolidate maintenance, administration, operations, vehicle parking, and vehicle maintenance to one single site for better coordination and efficiency. Partial funding for this facility has already been identified and future competitive grant funding will be pursued for the remaining amount needed.
- **New Port St. Lucie Intermodal Center** – The new Port St. Lucie Intermodal Center, which will be built at the same location ART currently uses as a key transfer point, is currently in the design phase and is soon expected to be advertised for a construction bid. The new and enhanced facility will feature six bus bays and incorporate CPTED design features along with restrooms.

Figure 9-2: Proposed Port St. Lucie Intermodal Center



- **Continue bus stop infrastructure and accessibility program** – ART's transit infrastructure and accessibility program will be continued, allowing ART to improve existing bus stop infrastructure/amenities where the need exists and/or demand warrants. Improving infrastructure can improve the rider experience and comfort at bus stops for existing riders and can help attract new riders.
- **Expand transit marketing and education campaign** – While ART staff tries continuously to reach out to the community to educate them on its services, its efforts have been limited due to limited financial and personnel resources. Therefore, to educate the community and improve awareness, which has been highlighted repeatedly by elected officials, stakeholders, and the public, additional financial resources are included to expand the current marketing/education efforts. Other than using the traditional tools, this would include increased use of social media platforms and other online tools. Emphasis also would be on increasing the awareness of various technologies, such as the real-time bus locater or ride-reservation apps available for the riders.
- **Enhanced performance monitoring program** – The existing performance monitoring of ART's services should be enhanced. A sample performance monitoring program is included in Appendix E for ART's consideration. A performance monitoring program tracks the

performance and efficiency of routes and the system as a whole and provides a convenient tool for ensuring the provision of efficient and effective transit service.

- **Deploy TSP/queue jumps at selected intersections** – TSP technologies and queue jumps will be deployed at applicable intersections on US-1 as part of implementing the enhancement of Route 1 service. Currently, there are 12 signalized intersections along US-1 selected for TSP and 12 selected for queue jumps. However, further evaluations/studies are necessary to determine the actual scale of deployment prior to implementing the technology.
- **Fare Policy/Structure Evaluation Study –** ART has been fare-free since 2017. ART should conduct a study to evaluate potential systemwide changes to fare amount and policy along with the resulting implications.
- **Continue fleet replacement and acquisition program** – As previously noted, ART should continue vehicle replacements and acquisitions to operate the proposed 10-year network.

10-Year TDP Financial Plan

A financial plan was developed and is summarized in this section to help program and facilitate the implementation of TDP improvements in the next 10 years. The cost and revenue assumptions used to develop the financial plan and a summary of cost and revenue projections are presented. The summary includes annual costs for service and capital projects including infrastructure, technology, or policy improvements programmed for implementation within the next 10 years and supporting revenues that are reasonably expected to be available to fund the implementation.

Operating Cost Assumptions

Numerous assumptions were made to forecast transit operating costs from 2025 through 2034. These assumptions are based on data from ART and other transit industry data. Key operating cost assumptions include the following:

- Operating costs for fixed-route services were estimated using an operating cost per revenue hour of $84.96 (2024$), based on an analysis of current and historical performance data provided by ART.
- Operating costs for current and new ART On Demand services were estimated using a per revenue hour cost of $26.23 (2024$) for FY 2025, based information provided by ART. Due to an anticipated new contract, an increase in cost is expected and an estimated revenue hour cost of $50.00 was used subsequently.
- Operating costs for paratransit, Advantage Ride, Direct Connect, and other purchased transportation services and associated software and other expenses are based on information provided by ART.
- Establishing and maintaining a vanpool program is estimated at $100,000 (2025$) annually. The cost was estimated based on the peer review in the St. Lucie Vanpool Assessment.

- As TIM services are privately funded, the operating costs for current or future TIM services are not included in this plan.
- As previously noted, the Dual Enrollment and Downtown/Passenger Rail Station/Beach Shuttles' routing are not yet determined. For cost calculation purposes, the following was assumed:
    - The Dual Enrollment Shuttle is to operate 8 hours a day during weekdays only using 2 vehicles.
    - The Downtown/Passenger Rail Station/Beach Shuttle is to operate 16 hours a day on weekdays and Saturdays using 1 vehicle.
- Based on data from ART, an inflation rate of approximately 2% was assumed. Salaries, which are categorized under "Other Expenses," are inflated at a rate of 3%.

Capital/Infrastructure Cost Assumptions

Several assumptions were made to project costs for infrastructure/technology needs to support implementation of the service alternatives described previously. These capital cost assumptions include the following:

- Based on data from ART an inflation rate of 2% was assumed.
- The cost of the Port St. Lucie Intermodal and Operations and Maintenance Facility architectural and engineering design and construction permitting, provided by ART, is assumed at $1.45 million (2025$) annually for FYs 2025 and Y2026. The construction of the Operations and Maintenance Facility is pending grant funding but is expected to cost $30 million.
- The costs of technology upgrades, bus stop/shelter improvements, and planning studies were based on information provided by ART.
- The cost of deploying TSP at an intersection is assumed to be $25,000 (2024$) and converting existing right-turn lanes to queue jump lanes at an intersection is assumed at $150,000 (2024$) per intersection. These assumptions are based on recent data from studies in the southeast region of the U.S. This plan assumes there will be 12 intersections where TSP and queue jumps will be deployed.
- The cost of Wi-Fi on buses is assumed to be $25,000 (2024$) annually with an initial set-up cost of $100,000 (2024$). This assumption is based on recent data from studies in the southeast region of the U.S.

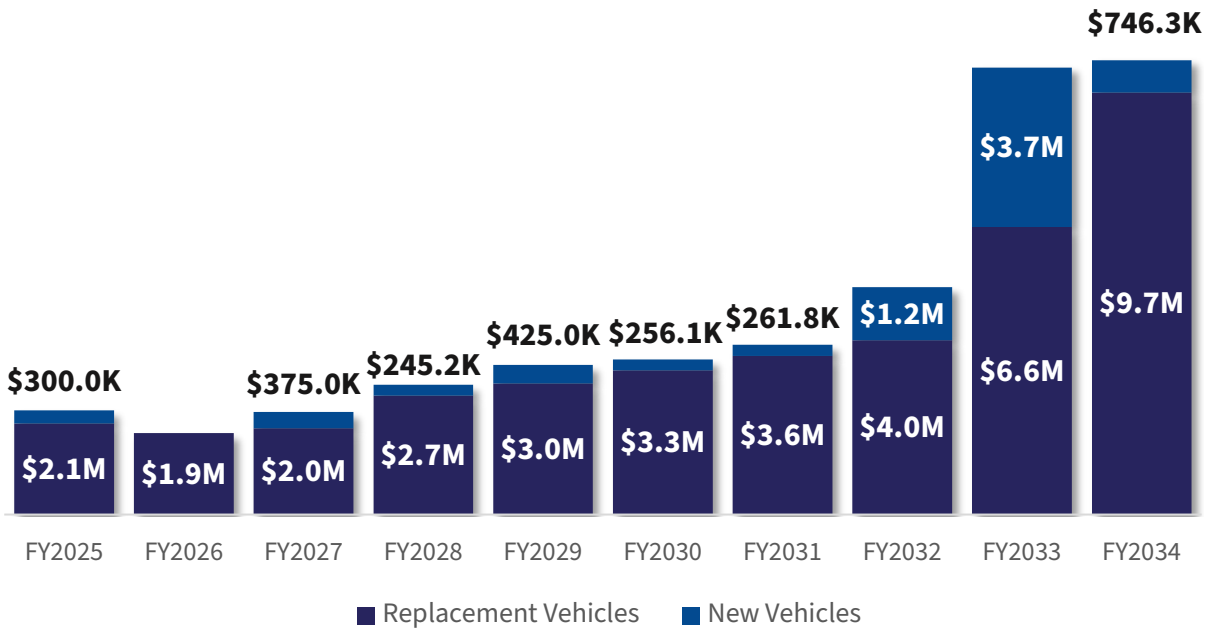
Vehicle Replacement/Acquisition

The vehicle replacement plan is a critical component of the financial plan. Figure 9-3 shows the cost for replacement and new vehicles by year for the TDP. The FTA-standard rate of 20% spare vehicle ratio is assumed for any new vehicle purchases.

The following assumptions were made:

- Vehicle life cycle (in years) assumptions are based on guidance from ART and include 12 years for fixed-route buses and 7 years for paratransit buses.
- Replacement vehicles planned to be purchased include those necessary to replace vehicles within the existing fleet that will reach the end of their useful life within the TDP planning period.
- The cost of a diesel bus is assumed at $600,000 (2024$) and the cost of a microtransit van is assumed at $74,897 (2024$), derived from data provided by ART staff.
- Due to the implementation of the ART On Demand Central Fort Pierce in FY 2025, it was assumed that the vehicles needed to support the service have already been acquired.
- As previously noted, an annual growth rate of 2% is used for capital cost projections, including vehicles.

Figure 9-3: 10-Year Vehicle Replacement and Acquisition Cost Plan



Other Cost Assumptions

When developing capital or operational improvements, it is important to anticipate supporting services such as additional planning resources and education/ marketing campaign costs. The following assumptions were made:

- The cost of expanding the transit marketing/education program is assumed at $100,000 (2024$) annually, beginning in FY 2026.
- The Transit Fare and Financial Study is assumed to be $300,000 (2026$).

Revenue Assumptions

Several revenue-related assumptions were used to project streams of revenue to support the 10-year TDP implementation. Revenue assumptions and projections for ART are based on data from ART staff, and information on transit industry/FDOT funding programs. The basic structure/composition of ART's mix of funding sources today, including federal, state, local, and agency-generated revenues, is expected to continue for the next 10 years.

The following additional key assumptions were used to project *Reimagine Transit* TDP revenues:

- Revenue projections from federal sources, including annual FTA formula grant funds and short-term grants, are based on information from ART.
- Contributions from the FTA 5307 Coronavirus Aid, Relief, and Economic Security (CARES) Act are assumed at $2.7 million (2025$) in FY 2025.
- Projections for existing funds from FDOT, such as Block Grant funding, are assumed to continue, per ART.
- Projections for existing FDOT grants, such as Corridor Development and Service Development funding, are assumed to continue until FY 2026, per ART.
- The Florida CTD trip and equipment funding is expected to continue at $692,800 (2025$) annually.
- Local sources, including MSTU funds, are assumed at $8.4 million annually (2025$). Reserves from MSTU are expected to contribute $4.3 million (2025$) for FY 2025. Contributions from the MSTU for buildings are expected to contribute $53,250 (2025$) in FY 2025.
- Contributions from the General Fund are expected to be $5.5 million (2025$) in FY 2025.
- Other revenues include Clear Channel advertising, $66,105 (2025$) annually, and interest on investments, $20,240 (2025$) annually.
- Capital funds that are expected to roll over from the previous fiscal year are $867,715 (2025$) in FY 2025.
- This plan assumes additional new funding to assist with the implementation of key projects to improve the attractiveness of transit for discretionary riders and increase the quality of service for existing riders locally and regionally.

  - A new federal Section 5310 operating grant is expected to contribute $100,000 (2026$) annually from FYs 2026 to 2034.
  - A new federal Section 5310 travel training grant totaling $803,179 from FYs 2025 to 2034.
  - A new federal Section 5311 grant is assumed for $642,978 in total from FYs 2025 to 2034.
  - A new FDOT Service Development grant would fund partial operating expenses for new microtransit service over three years.
  - A new FDOT Intermodal Grant, assumed at $1.5 million (2025$), would fund some of the Port St. Lucie Intermodal Center.
  - A new FDOT grant would help cover replacement and new vehicles.
  - FDOT Corridor Development funding, in partnership with Palm Tran, will cover operating and capital expenses for the Port St. Lucie Express.
  - South Florida Commuter Services funding for the vanpool services is assumed at $100,000 (2025$) annually.
  - New local or grant funding, totaling $28 million, is needed to fund the new operations and maintenance facility and the Port St. Lucie Intermodal Facility.
- As ART is currently fare-free, the plan assumes no change to the current fare policy and no fare revenues.

10-Year Cost/Revenue Summary

Annual operating and capital costs and supporting revenues for ART are summarized in Table 9-2. As shown, it would cost $186.5 million to operate ART services in the next 10 years, with another $97.0 million in capital costs to support the necessary fleet and capital infrastructure. Operating costs would continue to be funded mainly with a mix of local, state, and federal sources.

Figure 9-4 shows the annual operating and capital costs for the *Reimagine Transit* TDP implementation plan, and Figure 9-5 shows the total costs and revenues by year to support it. Figure 9-6 shows the expected revenues by source.

Table 9-2: 10-Year Financial Plan

Cost/Revenue	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	Total
Operating Costs											
Existing ART Fixed-Route	$3,420,105	$3,488,508	$3,558,278	$3,629,443	$3,702,032	$3,776,073	$3,059,926	$3,121,124	$3,183,547	$3,247,218	**$34,186,253**
Existing ART On-Demand (Zone 1 and 2)	$1,350,320	$3,042,000	$3,102,840	$3,163,680	$3,224,520	$3,285,360	$3,346,200	$3,407,040	$3,467,880	$3,528,720	**$30,918,560**
Paratransit	$4,520,304	$4,429,898	$4,341,300	$4,254,474	$4,211,929	$4,169,810	$4,128,112	$4,086,831	$4,045,962	$4,005,503	**$42,194,123**
Advantage Ride	$152,550	$155,143	$157,781	$160,463	$163,191	$165,965	$168,787	$171,656	$175,089	$178,591	**$1,649,216**
Direct Connect	$459,318	$468,504	$477,874	$487,432	$497,181	$507,124	$517,267	$527,612	$538,164	$548,928	**$5,029,404**
Purchased Transportation Staffing and Maintenance	$2,409,637	$2,323,507	$2,369,977	$2,417,377	$2,465,724	$2,515,039	$2,565,339	$2,616,646	$2,668,979	$2,722,359	**$25,074,584**
Software	$452,032	$219,078	$223,459	$227,928	$246,886	$251,823	$266,051	$278,118	$283,681	$289,354	**$2,738,410**
Other Operating Expenses	$1,373,799	$1,012,038	$1,041,098	$1,071,004	$1,101,780	$1,133,453	$1,166,049	$1,199,594	$1,223,586	$1,248,057	**$11,570,457**
New Vanpool Program	$100,000	$102,000	$104,040	$106,121	$108,243	$110,408	$112,616	$114,869	$117,166	$119,509	**$1,094,972**
New ART On-Demand Microtransit	$368,269	$936,000	$954,720	$973,440	$1,736,280	$1,769,040	$2,574,000	$2,620,800	$3,467,880	$3,528,720	**$18,929,149**
30-minute Frequency on Route 1	$702,979	$717,039	$731,380	$746,007	$760,928	$776,146	$791,669	$807,502	$823,652	$840,125	**$7,697,429**
Extended Route 8	$182,351	$186,373	$190,483	$194,684	$198,978	$203,366	$207,851	$212,435	$217,120	$221,909	**$2,015,549**
Sunday Service on Routes 1, 2, 3, & 4	$0	$0	$0	$0	$0	$151,072	$154,404	$157,809	$161,289	$164,847	**$789,420**
Add Saturday Service on Route 8	$0	$0	$0	$0	$0	$0	$92,642	$94,685	$96,774	$98,908	**$383,009**
30-minute Frequency on Route 3	$0	$0	$0	$0	$0	$0	$0	$0	$427,691	$437,124	**$864,815**
Extend Weekday Service to 10PM	$0	$0	$0	$0	$0	$0	$0	$0	$0	$427,756	**$427,756**
Dual Enrollment Shuttle	$0	$0	$0	$0	$0	$0	$0	$0	$0	$427,756	**$427,756**
Downtown/Rail Station/Beach Shuttle	$0	$0	$0	$0	$0	$0	$0	$0	$0	$515,674	**$515,674**
Total Operating Costs	**$15,491,665**	**$17,080,087**	**$17,253,229**	**$17,432,052**	**$18,417,671**	**$18,814,679**	**$19,150,912**	**$19,416,722**	**$20,898,461**	**$22,551,056**	**$186,506,535**
Capital Costs											
New Vehicles	$300,000	$0	$375,000	$245,178	$425,000	$256,112	$261,761	$1,214,404	$3,650,799	$746,263	**$7,474,517**
Replacement Vehicles	$2,086,458	$1,865,393	$1,974,829	$2,730,000	$3,003,000	$3,303,300	$3,633,630	$3,996,993	$6,595,038	$9,672,723	**$38,861,365**
Vehicles	**$2,386,458**	**$1,865,393**	**$2,349,829**	**$2,975,178**	**$3,428,000**	**$3,559,412**	**$3,895,391**	**$5,211,397**	**$10,245,837**	**$10,418,986**	**$46,335,882**
Planning Studies	$0	$0	$0	$200,000	$0	$0	$0	$300,000	$250,000	$300,000	**$1,050,000**
Transit Fare & Financial Study	$0	$300,000	$0	$0	$0	$0	$0	$0	$0	$0	**$300,000**
Technology Upgrades	$385,000	$500,000	$0	$0	$0	$0	$337,849	$344,606	$351,498	$717,056	**$2,636,008**
New and Existing Bus Stop/Shelter Improvements	$108,704	$221,756	$226,191	$230,715	$235,329	$240,036	$244,837	$374,600	$764,184	$779,468	**$3,425,821**
O+M Facility	$1,207,000	$1,207,000	$0	$15,000,000	$15,000,000	$0	$0	$0	$0	$0	**$32,414,000**
PSL Intermodal Facility	$215,500	$215,500	$4,500,000	$0	$0	$0	$0	$0	$0	$0	**$4,931,000**
Expand Transit Marketing/Education Program	$0	$208,919	$213,527	$218,236	$223,049	$227,968	$232,996	$476,269	$486,773	$995,018	**$3,282,755**
TSP	$0	$104,460	$106,763	$0	$0	$0	$0	$59,534	$60,847	$0	**$331,603**
Queue Jumps	$0	$626,757	$640,580	$0	$0	$0	$0	$357,202	$365,080	$0	**$1,989,619**
Wi-Fi on Buses	$0	$0	$100,000	$27,279	$27,881	$28,496	$29,125	$29,767	$30,423	$31,094	**$304,066**
Other Capital and Policy	**$1,916,204**	**$3,384,392**	**$5,787,061**	**$15,676,231**	**$15,486,260**	**$496,500**	**$844,806**	**$1,941,978**	**$2,308,805**	**$2,822,635**	**$50,664,872**
Total Capital Costs	**$4,302,662**	**$5,249,785**	**$8,136,890**	**$18,651,409**	**$18,914,260**	**$4,055,912**	**$4,740,197**	**$7,153,375**	**$12,554,643**	**$13,241,622**	**$97,000,754**
Revenues											
Local Operating Funds											
MSTU	$8,416,621	$8,584,953	$8,756,652	$8,931,786	$9,110,421	$9,292,630	$9,478,482	$9,668,052	$9,861,413	$10,058,641	**$92,159,652**
MSTU Reserves	$4,336,883	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$4,336,883**
South Florida Commuter Services	$100,000	$102,000	$104,040	$106,121	$108,243	$110,408	$112,616	$114,869	$117,166	$119,509	**$1,094,972**
Federal Funds											
Supergrant- 5307	$2,447,711	$2,937,253	$3,524,704	$4,229,645	$5,075,574	$6,090,688	$7,308,826	$8,770,591	$10,524,709	$12,629,651	**$63,539,352**
5310 Operating Grant	$0	$100,000	$102,000	$104,040	$106,121	$108,243	$110,408	$112,616	$114,869	$117,166	**$975,463**
5310 Travel Training	$159,456	$0	$75,000	$76,500	$78,030	$79,591	$81,182	$82,806	$84,462	$86,151	**$803,179**
5311	$128,000	$0	$60,000	$61,200	$62,424	$63,672	$64,946	$66,245	$67,570	$68,921	**$642,978**
State Funds											
FDOT Corridor Development	$300,000	$300,000	$0	$0	$0	$0	$0	$0	$0	$0	**$600,000**
FDOT Block Grant	$766,399	$781,727	$797,362	$813,309	$829,575	$846,166	$863,090	$880,352	$897,959	$915,918	**$8,391,855**
FDOT Service Dev- Micro Zone 2	$429,647	$159,098	$0	$0	$0	$0	$0	$0	$0	$0	**$588,745**
FCTD Trip & Equipment Grant	$692,844	$706,701	$720,835	$735,252	$749,957	$764,956	$780,255	$795,860	$811,777	$828,013	**$7,586,448**
FDOT Service Development- New Micro Zones	$0	$0	$0	$0	$432,515	$440,744	$839,693	$465,336	$873,940	$889,453	**$3,941,681**
Other Revenues											
Clear Channel Advertising	$66,105	$67,427	$68,776	$70,151	$71,554	$72,985	$74,445	$75,934	$77,453	$79,002	**$723,831**
Interest on Investments	$20,340	$20,747	$21,162	$21,585	$22,017	$22,457	$22,906	$23,364	$23,832	$24,308	**$222,717**
Total Operating Revenues	**$17,864,006**	**$13,759,906**	**$14,230,530**	**$15,149,587**	**$16,646,430**	**$17,892,541**	**$19,736,850**	**$21,056,024**	**$23,455,148**	**$25,816,733**	**$185,607,757**
Capital Revenues											
Local Funds- taken from operations	$390,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$390,000**
General Fund 316	$4,248,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$4,248,000**
General Fund 316 Reserves	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$1,000,000**
General Fund 001 (Building - 562000)	$230,564	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$230,564**
MSTU Buildings 130 (552200)	$53,250	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$53,250**
FTA Super Grant (5307 + 5339)	$2,287,752	$2,745,302	$3,294,363	$3,953,235	$4,743,883	$5,692,659	$6,831,191	$8,197,429	$9,836,915	$11,804,298	**$59,387,027**
FTA/FDOT 5310 Vehicle grant	$593,409	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$593,409**
FDOT Intermodal Grant	$1,500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$1,500,000**
FTA 5307 CARES Act Grant (130138)	$2,724,971	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$2,724,971**
Capital Funds Rolled Over	$867,715	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$867,715**
New Local or Grant Funds Needed	$0	$1,900,000	$26,000,000	$0	$0	$0	$0	$0	$0	$0	**$27,900,000**
Total Capital Revenues	**$13,895,661**	**$4,645,302**	**$29,294,363**	**$3,953,235**	**$4,743,883**	**$5,692,659**	**$6,831,191**	**$8,197,429**	**$9,836,915**	**$11,804,298**	**$98,894,936**
All Revenues	**$31,759,667**	**$18,405,209**	**$43,524,893**	**$19,102,823**	**$21,390,313**	**$23,585,200**	**$26,568,040**	**$29,253,453**	**$33,292,063**	**$37,621,031**	**$284,502,692**
10-Year Cost & Revenue Summary											
Total Revenues	**$31,759,667**	**$18,405,209**	**$43,524,893**	**$19,102,823**	**$21,390,313**	**$23,585,200**	**$26,568,040**	**$29,253,453**	**$33,292,063**	**$37,621,031**	**$284,502,692**
Total Costs	**$19,794,327**	**$22,329,872**	**$25,390,120**	**$36,083,461**	**$37,331,931**	**$22,870,592**	**$23,891,109**	**$26,570,096**	**$33,453,104**	**$35,792,677**	**$283,507,289**
Revenues Minus Costs	**$11,965,340**	**-$3,924,663**	**$18,134,773**	**-$16,980,638**	**-$15,941,618**	**$714,608**	**$2,676,932**	**$2,683,357**	**-$161,040**	**$1,828,354**	
Rollover from Prev. Year	**$0**	**$11,965,340**	**$8,040,676**	**$26,175,450**	**$9,194,811**	**-$6,746,807**	**-$6,032,199**	**-$3,355,267**	**-$671,910**	**-$832,950**	
Surplus/Shortfall	**$11,965,340**	**$8,040,676**	**$26,175,450**	**$9,194,811**	**($6,746,807)**	**($6,032,199)**	**($3,355,267)**	**($671,910)**	**($832,950)**	**$995,404**	**$995,404**

Figure 9-4: Total Costs—Operating and Capital

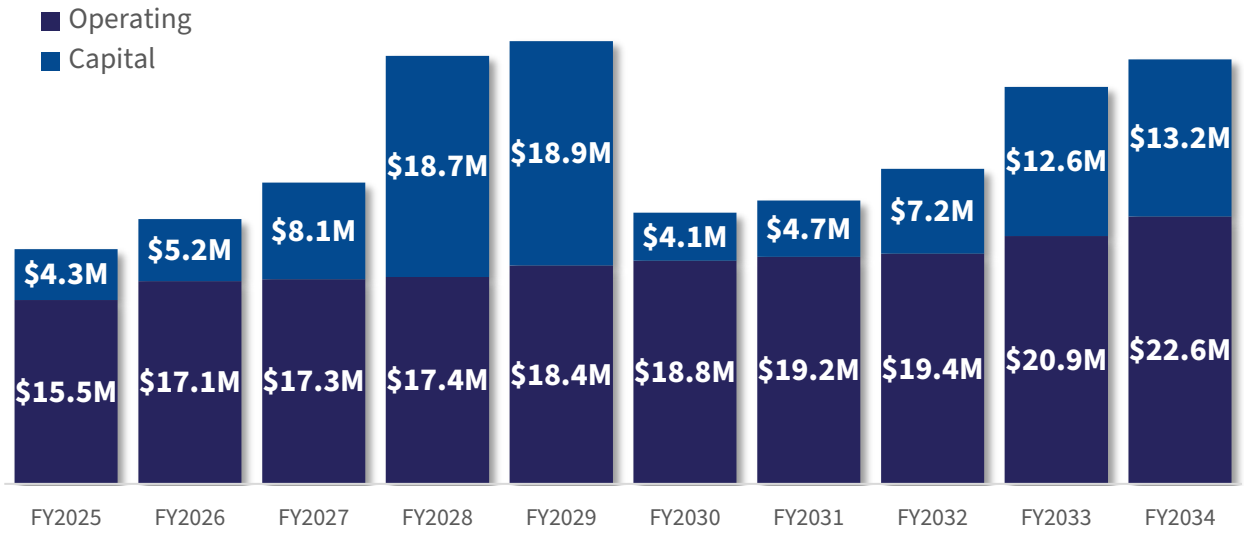


Figure 9-5: Total Costs and Revenues

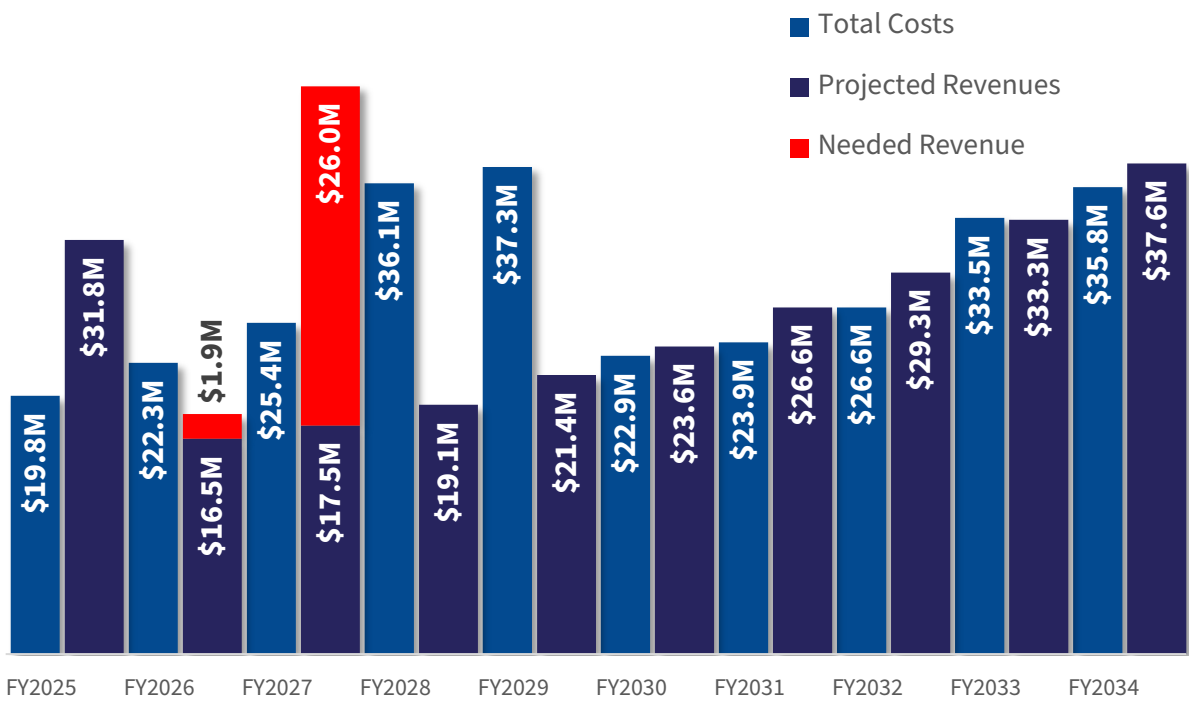
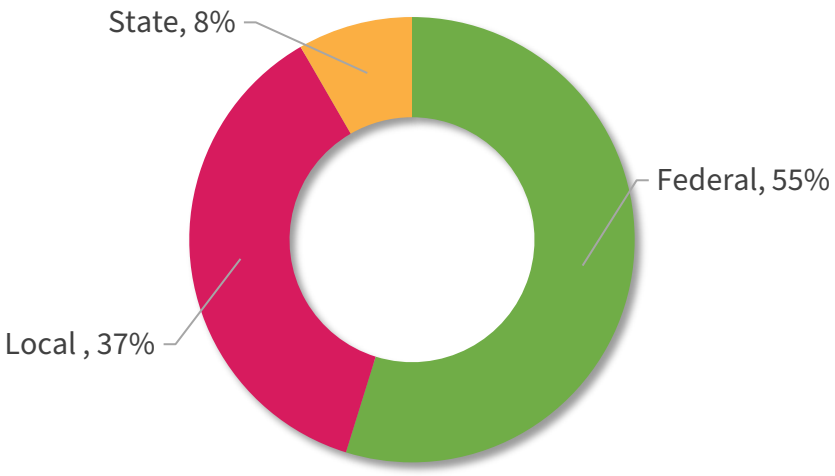


Figure 9-6: 10-Year Revenue Distribution



10-Year TDP Implementation Plan

The implementation plans presented in Tables 9-3 and 9-4, respectively, outline operating and capital improvements that are funded in the 10-Year TDP, as well as unfunded needs. The tables also show the implementation years, operating and capital costs associated with the improvements, and the type of anticipated funding sources for the plan.

It should be noted that the schedule shown in the table does not preclude the opportunity to delay or advance any projects. As priorities change, funding assumptions do not materialize, and/or more funding becomes available, this project implementation schedule can and should be adjusted.

Table 9-3: Reimagine Transit TDP Implementation Plan and Unfunded Needs | Service

Improvements	Funding Status	Implementation Year (FY)	Annual Operating Cost (2025$)	Total Capital Cost (2025$)	Potential Revenue Source	TDP Goal/Objective
Central Fort Pierce ART On Demand	Funded	2025	$368,269	$224,691	Local/FDOT Service Dev.	1 2 5
Port St. Lucie Express	Funded	2025	$1,100,000	N/A	FDOT Corridor Dev./Palm Tran	1 2 3 5
30-minute Frequency on Route 1	Funded	2025	$702,979	N/A	Local	1 2 5
Streamline Route 7	Funded	2025	$0	N/A	Local	1 2 5
Extended Route 8	Funded	2025	$182,351	N/A	Local	1 2 5
Establish Vanpool	Funded	2025	$100,000	N/A	Local	1 2 5
South St. Lucie ART On Demand	Funded	2029	$694,620	$224,691	Local/FDOT Service Dev.	1 2 5
Add Sun. Service on Routes 1, 2, 3, and 4	Funded	2030	$132,538	N/A	Local	1 2 5
Indian River Estates ART On Demand	Funded	2031	$694,620	$224,691	Local/FDOT Service Dev.	1 2 5
Add Saturday Service on Route 8	Funded	2031	$79,523	N/A	Local	1 2 5
30-minute Frequency on Route 3	Funded	2033	$351,450	$600,000	Local	1 2 5
North St. Lucie ART On Demand	Funded	2033	$694,620	$224,691	Local/FDOT Service Dev.	1 2 5
Extend Weekday Service Span to 10 PM	Funded	2034	$343,918		Local	1 2 5
Dual Enrollment Shuttle	Funded	2034	$343,918	$1,200,000	Local	1 2 5
Downtown/Passenger Rail Station/Beach Shuttle	Funded	2034	$414,605	$600,000	Local	1 2 5
Airport/College Express	Unfunded	Unfunded	$257,939	$600,000	Unfunded	1 2 5

Table 9-4: Reimagine Transit TDP Implementation Plan and Unfunded Needs | Capital

Improvements	Funding Status	Implementation Year (FY)	Annual Operating Cost (2025$)	Total Capital Cost (2025$)	Potential Revenue Source	TDP Goal/Objective
Bus Stop/Shelter Improvements	Funded	2025	N/A	$100,000	FTA	1 2 3 4 5
Port St. Lucie Intermodal	Partially Funded	2025-2027	N/A	$5,000,000	Local/FTA	1 2 3 4 5
Operations and Maint. Facility	Partially Funded	2025-2029	N/A	$30,000,000	Local/FTA	1 2 3 4 5
Fare Policy/Structure Evaluation Study	Funded	2026	N/A	$300,000	Local	1 2
Expand Transit Marketing/ Education Program	Funded	2026	N/A	$100,000	Local	1 2 3 5
TSP	Funded	2026-2033	N/A	$25,000	Local/FTA	1 2 3 4 5
Queue Jumps	Funded	2026-2033	N/A	$150,000	Local/FTA	1 2 3 4 5
Wi-Fi on Buses	Funded	2027-2034	$25,000	$100,000	Local	1 2 3 5

Section 10. Coordination and Implementation

The goal of this TDP is to develop an implementable transit plan for ART that reimagines the current transit network, potentially making it a viable and accessible option to all. However, developing the *Reimagine Transit* plan and obtaining the approval of the decision-makers to implement the TDP are only the first steps in a longer process of bringing the TDP to fruition.

The ultimate success of *Reimagine Transit* would require balancing of the technical challenges with the art of navigating the local funding and political landscapes. This balancing act necessitates that a transit agency and its partners develop and lean on their competence, consistency, and political acuity, as well as remaining highly resilient and able to absorb and successfully respond to both praise and criticism during the process.

To support transit agency and its partners make this transition and prepare them to maneuver through the challenges ahead as the TDP's recommendations evolve into implementable projects, this section provides useful tools/guidance for implementing TDP recommendations and integrating them into the ART's existing operations, as well as the planning fabric of the community and region. Starting with plan adoption, this section presents a set of actions for ART to ensure that the TDP is implemented, coordinated, and communicated in the coming months and years.

Implementation/Coordination Action Items

The following action items should be carefully considered and followed through to ensure that public support and funding and operational support are preserved until the next major TDP update:

Secure and Maintaining Funding for the Plan

St. Lucie County has put forth significant efforts to improve and promote transit by becoming fare-free. In discussions during the TDP outreach process, stakeholders were supportive of remaining fare-free and expanding to new service types. While the MSTU-based dedicated funding for transit has increased significantly, it should be managed well and maximized for leveraging other funding, so the benefits of this funding increase are maximized and maintained. Making sure the necessary funding is available each year to maintain and add any new services or facilities programmed in the TDP implementation plan is key to the success of this transit plan. While the TDP implementation schedule does not preclude the opportunity to delay or advance any projects, ART should put its best efforts into staying on schedule.

Engage Regional Partners

FDOT's commitment to enhancing mobility strategies to develop major connected corridors with transit operations, transforming passenger terminals into mobility hubs with a wide range of modal options, and first/last mile connections allows ART an opportunity to partner with FDOT to secure state and federal funds to help support similar strategies in its TDP. ART should continue to identify

potential grants and apply for funding to implement transit alternatives, and use the information provided in the TDP to develop project applications, including defining/describing the projects, justifying needs, providing service and operational parameters, outlining a proposed budget, and providing performance measures. In addition, discussions with FDOT on participating in the FDOT Commuter Services program on a new vanpool program should continue and may expand to other modes as well. It will be important to coordinate with regional transit agency partners as well, including Palm Tran and The Marty, for additional/enhanced opportunities for regional connections.

Build on TDP Efforts and Engage with the Community

Throughout the development process, the TDP has identified advocates and stakeholders while reaching out to the public for input and guidance on developing ART's future needs. The agency should leverage these relationships to continue building support for the recommended improvements, especially those that may require strong support and buy-in from the community. Additionally, community engagement efforts should include working with appropriate agencies to ensure a holistic approach to both land use and transit. Interested agency personnel may serve as facilitators for a grassroots outreach program or could become transit ambassadors to raise awareness of existing services and additional support for new services. However, to assist these efforts, it is important that ART prioritize projects and strategies that align closely with and support the community's vision and emphasize its commitment to be a good steward of public funds.

Boost Awareness and Motivate with the TDP

The adopted TDP should be used as a tool to substantiate and explain the reasons for continued investments in transit services and capital needs. The return on investment from conducting this planning effort should span at least over the next five years until the next major update is undertaken. ART should capitalize on and continue to maximize community support whenever possible to realize the recommended implementation plan.

Develop and Use the TDP Executive Summary as a Marketing Tool

The *Reimagine Transit* TDP Executive Summary, once developed after the TDP adoption, should be used as a promotional tool and an effective medium to continue generating support for the TDP's recommendations. A concise document that includes only key information from the TDP may be more effective than distributing a large report with technical details for soliciting support from the public and/or stakeholders. ART should share this executive summary as part of marketing/awareness campaigns, targeting meetings, activities, and events to provide details of the planned transit growth and educate the community and leaders to keep the momentum of the TDP process fresh beyond the TDP adoption.

Inform and Coordinate with Other Plans

The St Lucie TPO's efforts in preparing the transit element of its LRTP should be coordinated with ART and leverage the alternatives and recommendations from the *Reimagine Transit* TDP. Better timing

and coordination of these plans can make the related analyses, outreach, and results far more valuable and productive for each plan. In addition, analyses completed during the TDP can be used to help update required plans for ADA access and Title VI service provisions, as they document how the system will serve older adults and other populations that fall under Title VI protections. The adopted TDP can also be useful to other entities with subsequent planning efforts, such as local TD plans, comprehensive plans, area redevelopment plans, plans to develop affordable housing, and Florida's Strategic Intermodal System (SIS) Needs Plan.

Source: Benesch

Appendix A. Existing Services Data

Transportation Service Provider Survey

Area Regional Transit (ART) is in the process of developing its ten-year Transit Development Plan (TDP) major update, in accordance with the Florida Administrative Code (FAC) Rule 14-73.001 for the Florida Department of Transportation (FDOT). The State of Florida requires that ART list all of the transportation providers within its geographic service area within these documents. **Please take the time to fill out this survey and assist ART in providing better transportation to all of St. Lucie County's residents.**

What is the name of your company?

What type of service do you provide? (e.g., bus, vanpool, taxi, demand response, charter)

1000

Does your service have any restrictions related to clients, trip purpose, or destination?

1000

What are the boundaries of your service area?

1000

What are your hours of operation?

What is your service frequency?

What is your average annual ridership?

What is your fare per trip?

1000

What are your primary destinations?

1000

Please list the location of your facilities:

1000

Please list the type of vehicles in your fleet:

1000

Please list any other equipment used to perform daily operations (e.g., automotive repair)

1000

Please list any affiliations with groups or programs involved with public transit:

1000

Table A-1: Other Transportation Providers

Provider	Eligible Riders	Service Type	Vehicle Type Provided
A Transportation Solution	Older Adults	Door-to-Door	Wheelchair Van
A1A Limo	Private Pay Consumers	Door-to-Door	Ambulatory Van, Limousine/Luxury Car
AATC – Wheel Get you There	Persons with Disabilities, Older Adults, Private Pay Consumers	Door-to-Door	Car, Non-Emergency Stretcher Van, Wheelchair Van
Accessible Home Health Care of Treasure Coast	Cancer Patients, Persons with Disabilities, Older Adults, Private Pay Consumers	Door-to-Door	Car
Alpha Transportation Services	Private Pay Consumers	Door-to-Door	Bus, Limousine/Luxury Car, Mini-Bus, SUV, Van
American Cancer Society Road to Recovery Program	Cancer Patients	Flexible-Route	Car, Taxi
Florida Shuttle Services	Private Pay Consumers	Door-to-Door, Fixed-Route	Mini-Bus
Helpers for Seniors	Persons with Disabilities, Older Adults, Private Pay Consumers	Door-to-Door	Car
Round The Clock Transportation Service	Private Pay Consumers	Door-to-Door	Wheelchair Van
Run An Errand	Private Pay Consumers	Door-to-Door	Van
Trans Mobility	Cancer Patients, Persons with Disabilities, Older Adults Private Pay Consumers	Door-to-Door	Non-Emergency Stretcher Van, Wheelchair Van
Turbo Transport Services LLC	Cancer Patients, Persons with Disabilities, Older Adults, Public, Veterans	Door-to-Door	Ambulatory Van, Car, Van
Veterans Services of St. Lucie County	Veterans	Flexible-Route	Ambulatory Van

Appendix B. Farebox Recovery Report

CURRENT FAREBOX RECOVERY RATIO

As ART is fare-free, the farebox recovery ratio (FRR) was 0% for all fixed-route services in FY 2022.

PRIOR YEAR FARE STUDIES AND CHANGES

The last ART fare change was in September 2017 to eliminate fares. As a result, the system is fare free.

STRATEGIES THAT WILL AFFECT THE FAREBOX RECOVERY RATIO

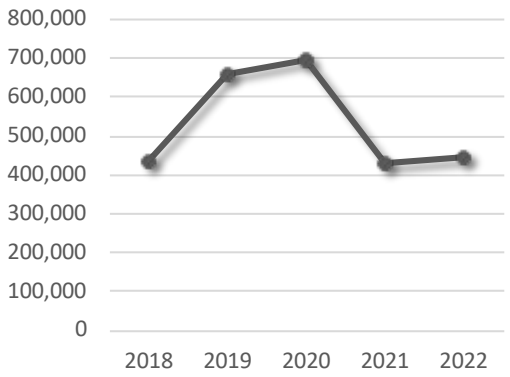
The FY 2025-2034 *Reimage Transit* TDP identifies strategies that will be used to maintain or increase the farebox recovery ration if fares are reinstated, including the following:

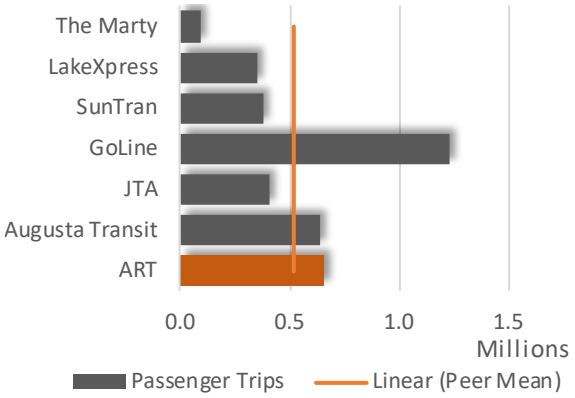
- Monitor key performance measures for individual fixed routes.
- Ensure that transit serves major activity centers, potentially increasing the effectiveness of service.
- Continue to transition TD and ADA passengers to fixed-route services, as feasible, to increase ridership.
- Increase ridership through enhanced marketing and community relations activities.
- Provide local employers with incentives for transit use.
- Provide convenient locations for bus passes to be purchased.
- Monitor opportunities to secure additional funding to improve frequencies on existing routes to make service more attractive to new riders.
- Conduct on-board surveys at least every four years to gather information on how to make services more convenient and useful to patrons.
- Complete ongoing preventative maintenance activities and repair/replace fareboxes as needed to ensure the fare collection equipment is performing at optimum capacity.
- Coordinate with The Marty to implement regional fares .

Appendix C. Peer and Trend Data

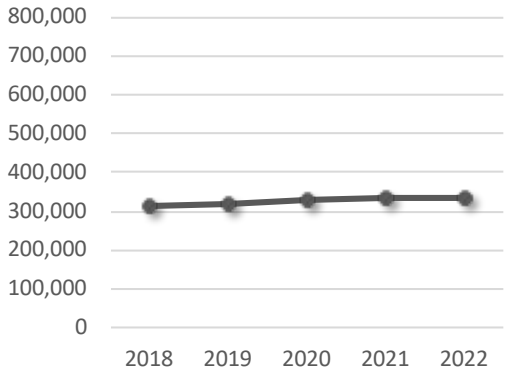
Fixed-Route

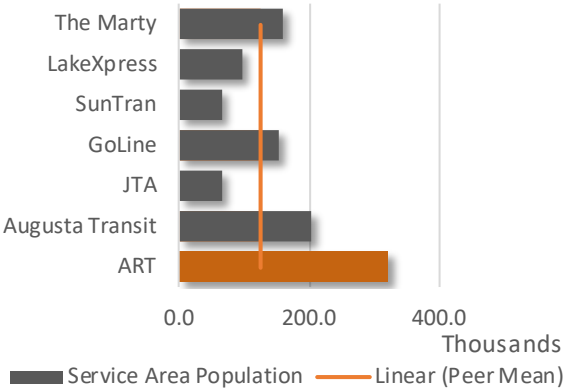
Passenger Trips



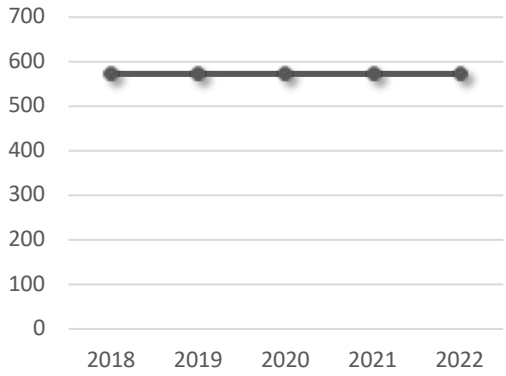


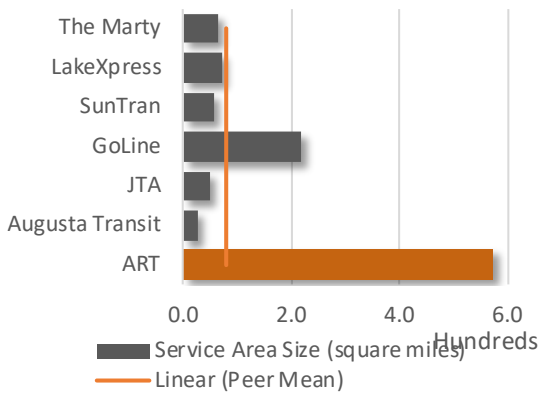
Service Area Population



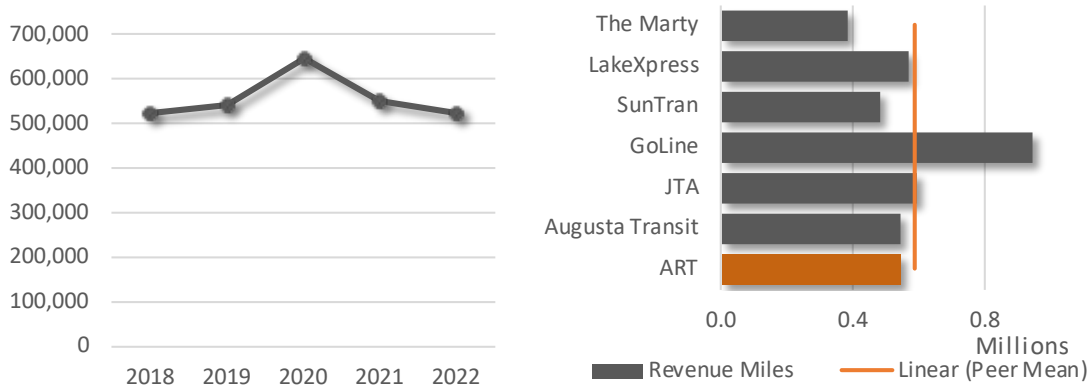


Service Area Size (Sq. Miles)

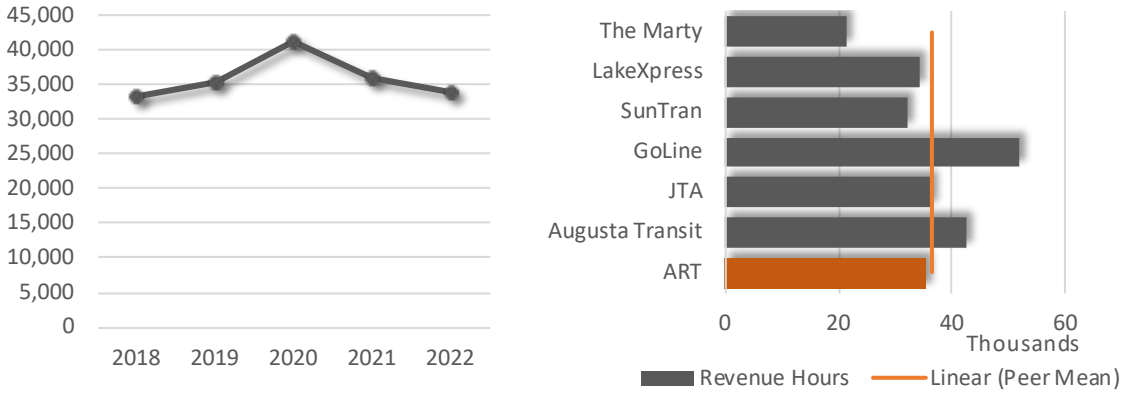




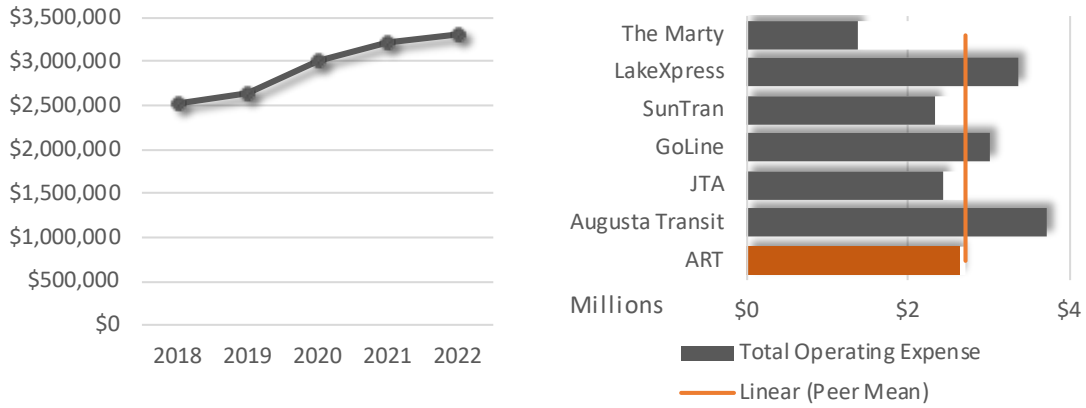
Revenue Miles



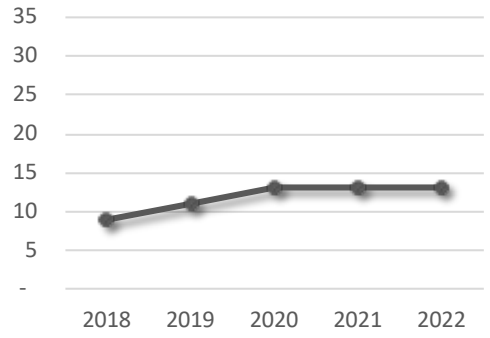
Revenue Hours

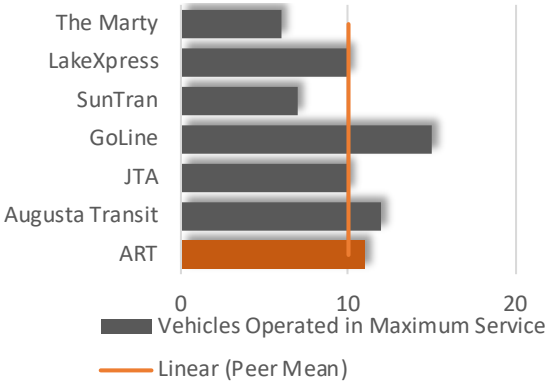


Total Operating Expense

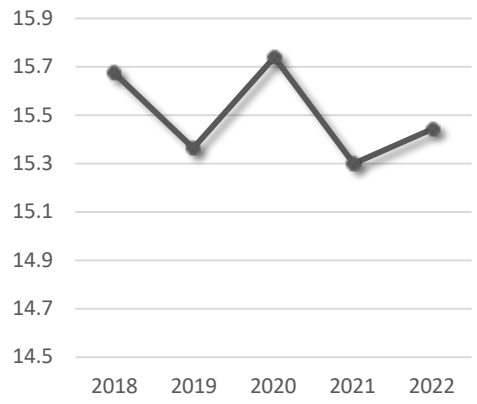


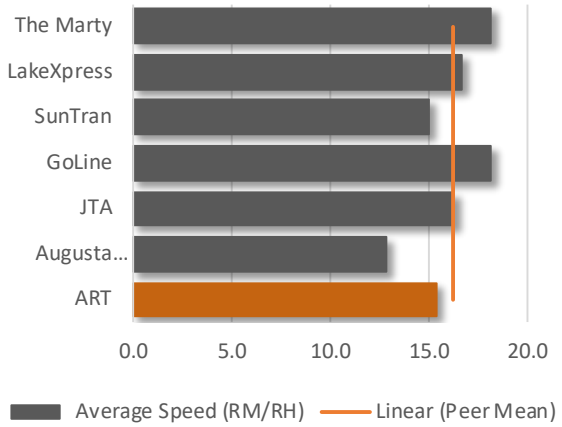
Vehicles Operated in Maximum Service



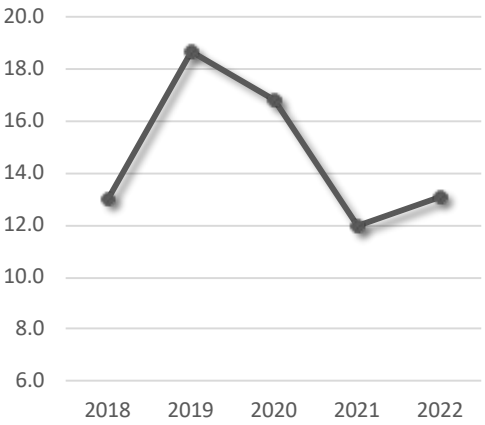


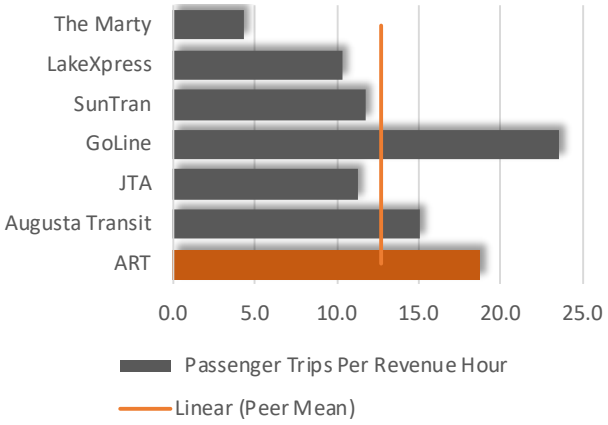
Revenue Miles per Revenue Hour



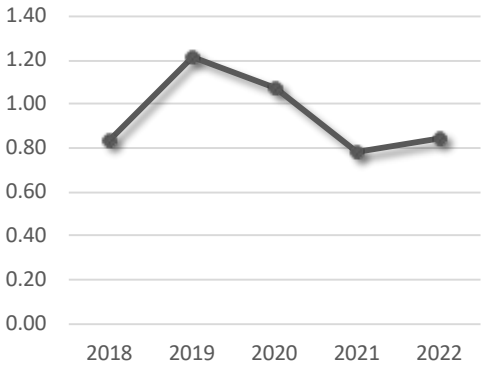


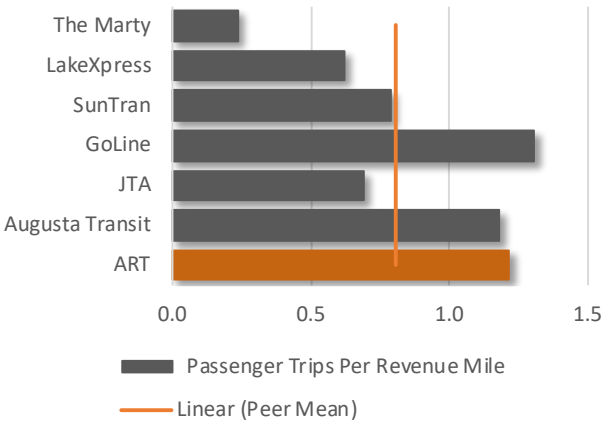
Passenger Trips per Revenue Hour



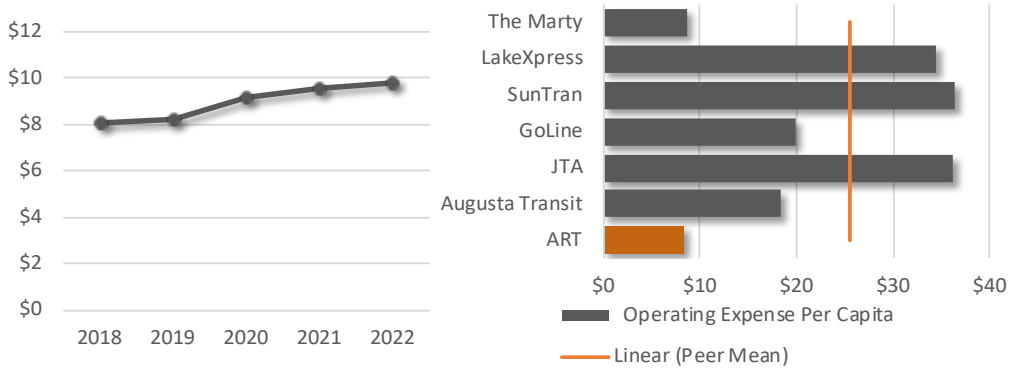


Passenger Trips per Revenue Mile

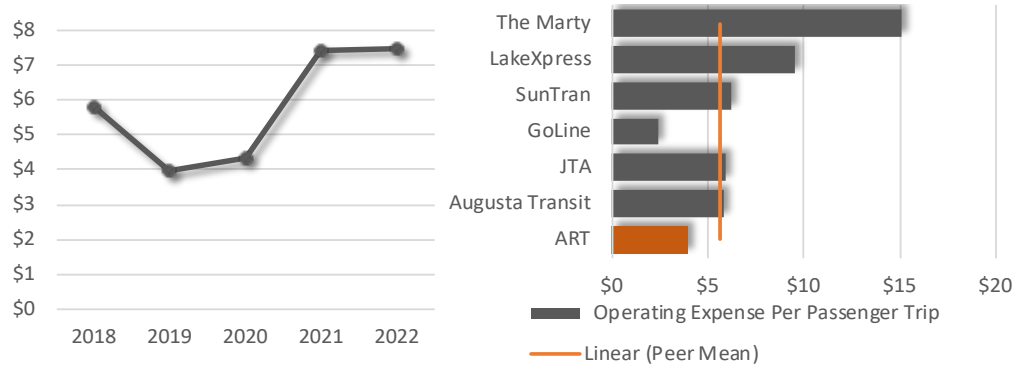




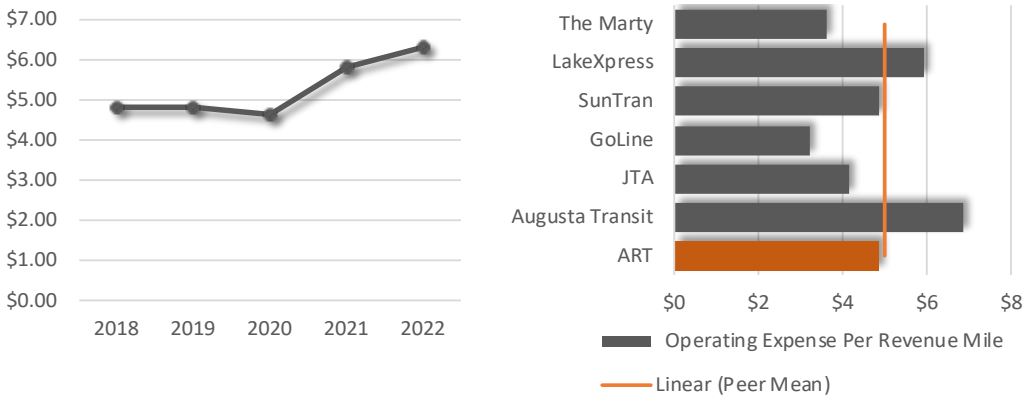
Operating Expense per Capita



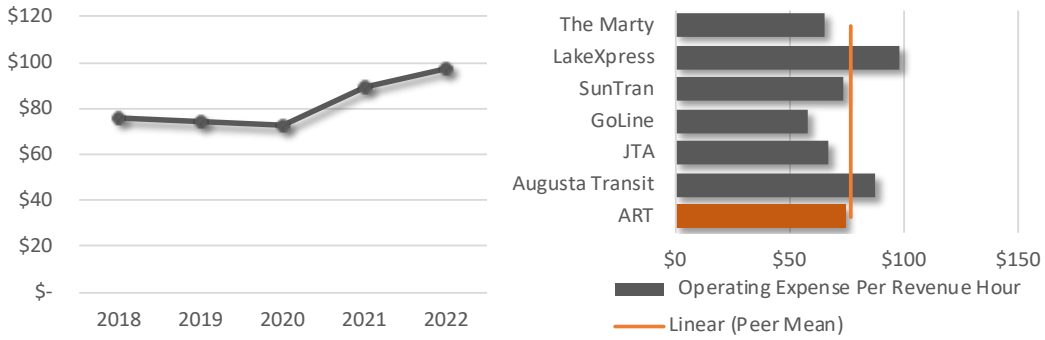
Operating Expense per Passenger Trip



Operating Expense per Revenue Mile

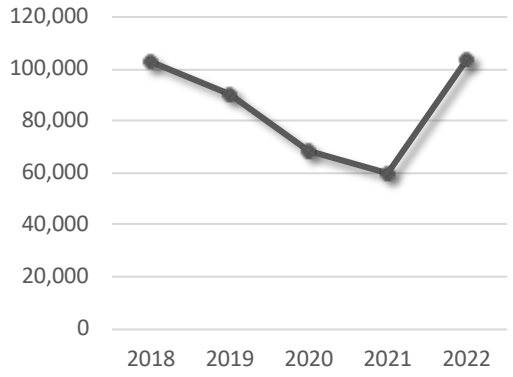


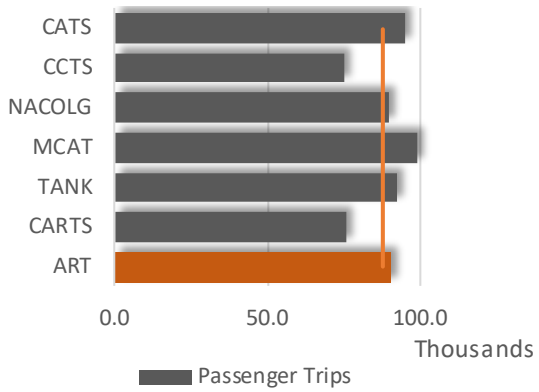
Operating Expense per Revenue Hour



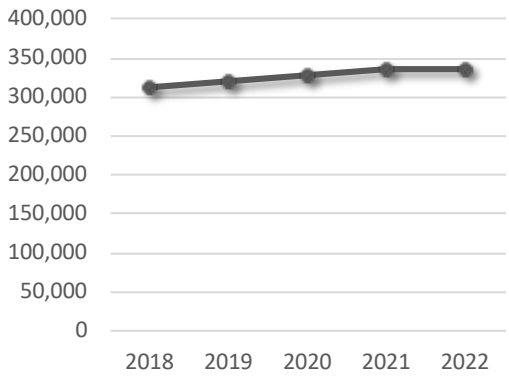
Demand Response

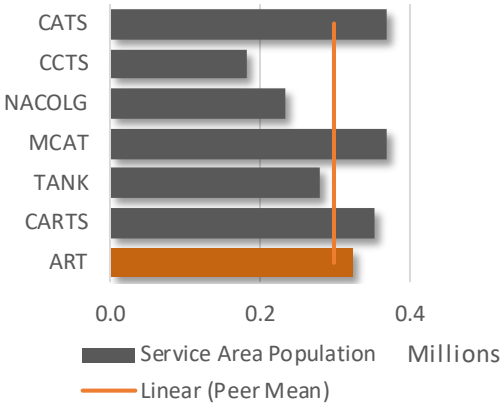
Passenger Trips



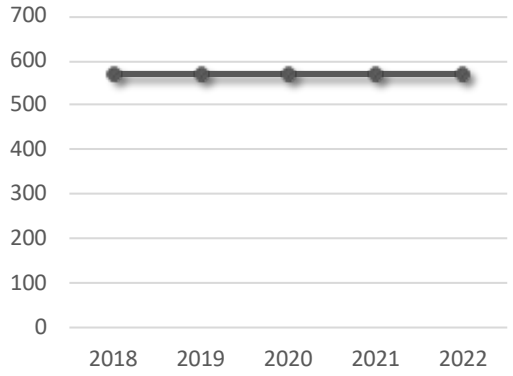


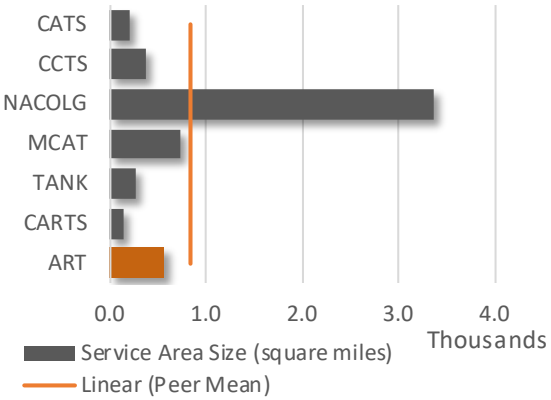
Service Area Population





Service Area Size (sq. miles)





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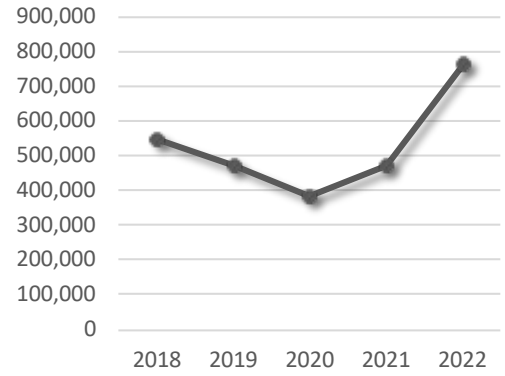

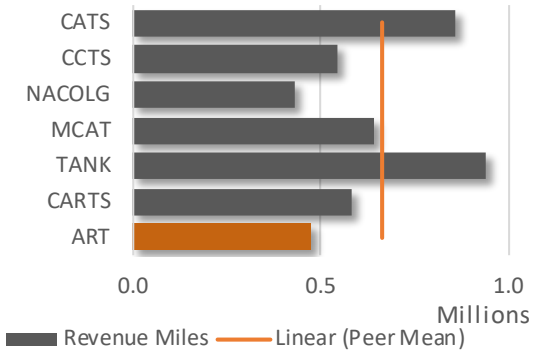

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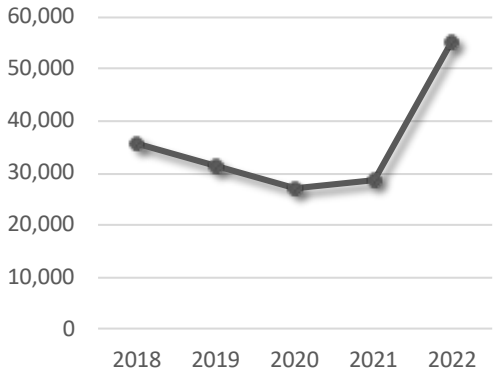

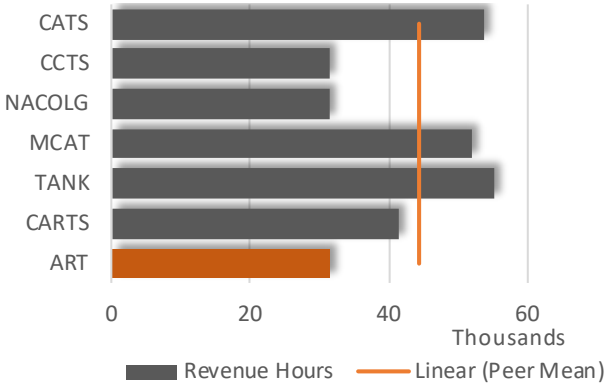

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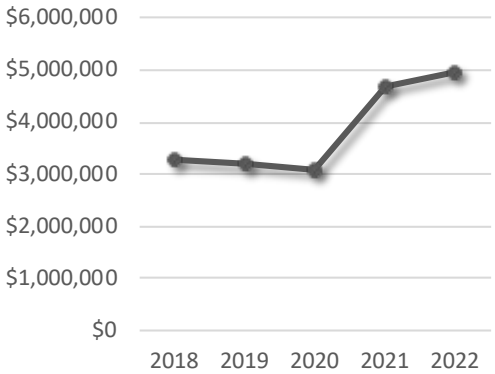
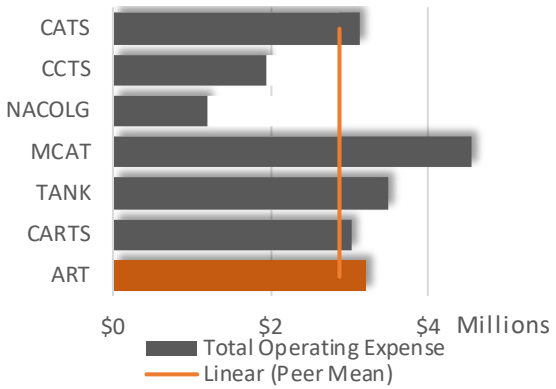
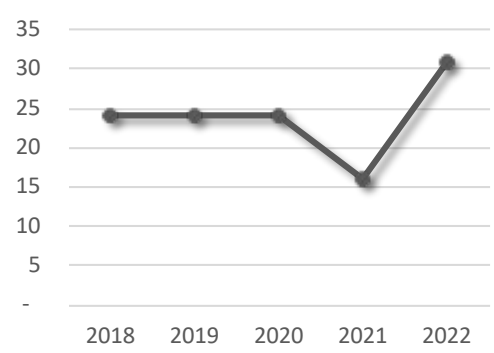
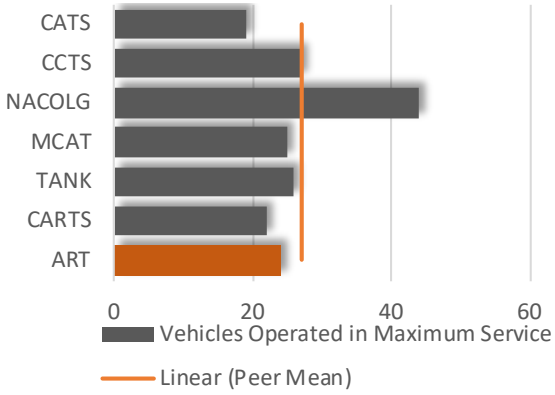




Vehicles Operated in Maximum Service





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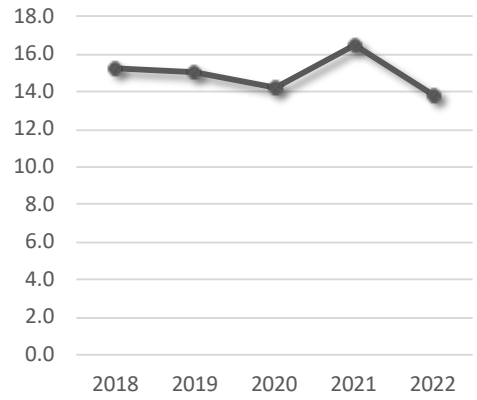
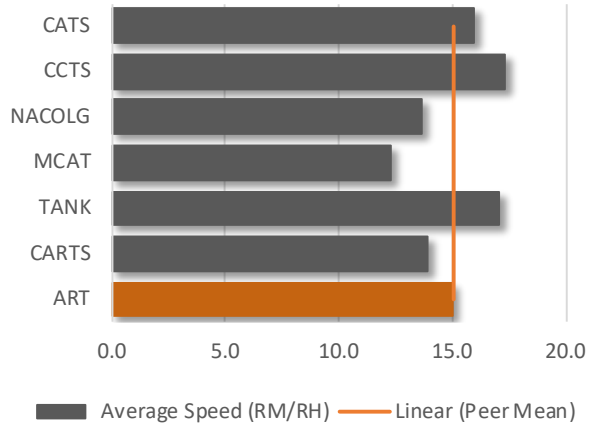
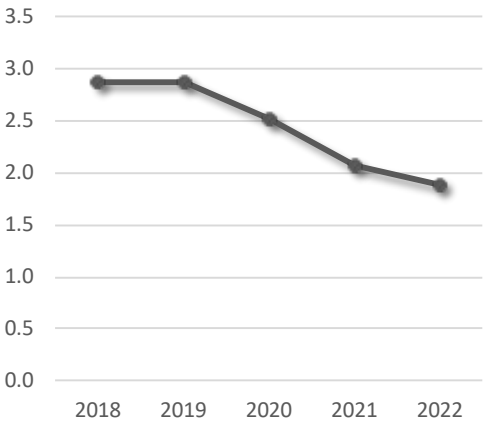
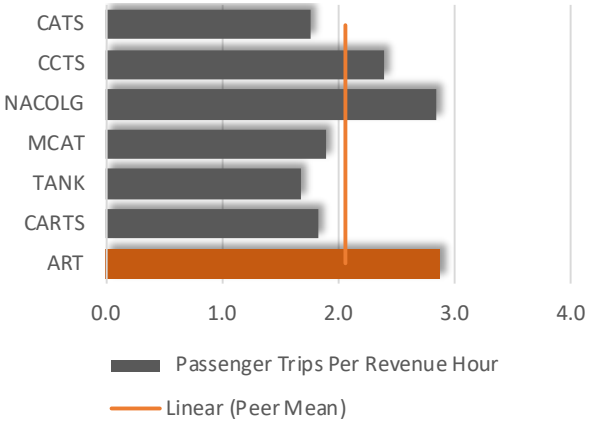


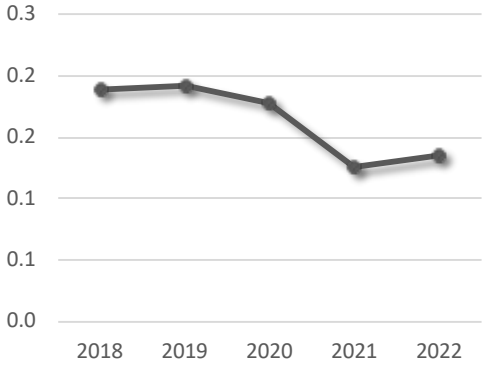


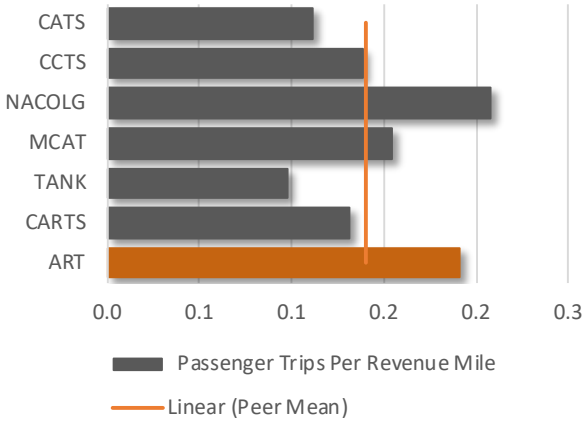
Passenger Trips per Revenue Hour



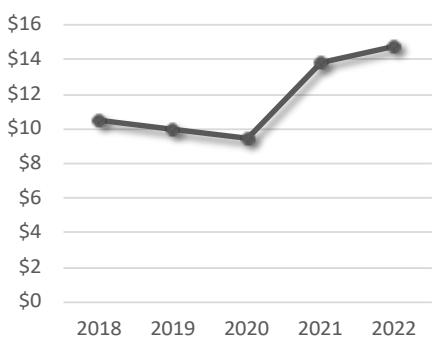


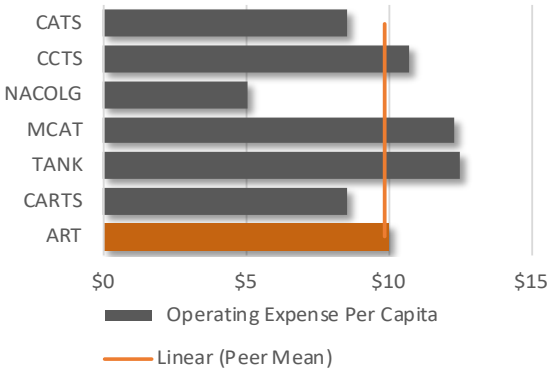
Passenger Trips per Revenue Mile



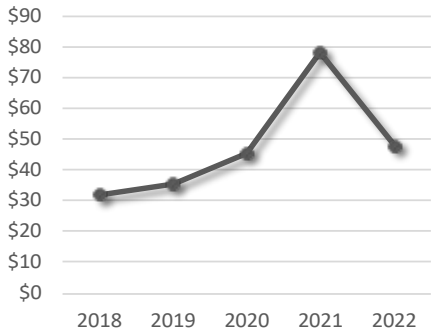


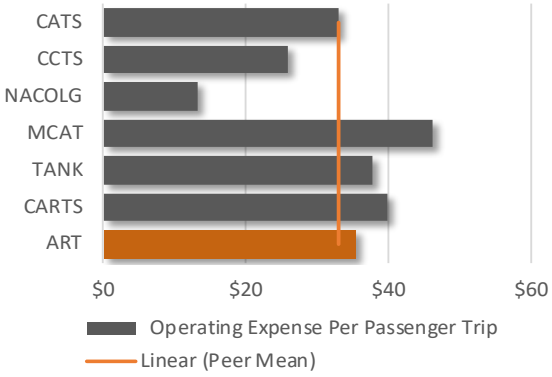
Operating Expense per Capita



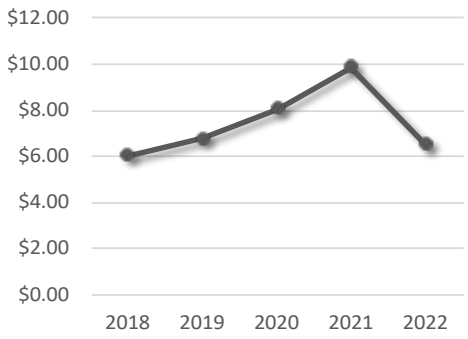


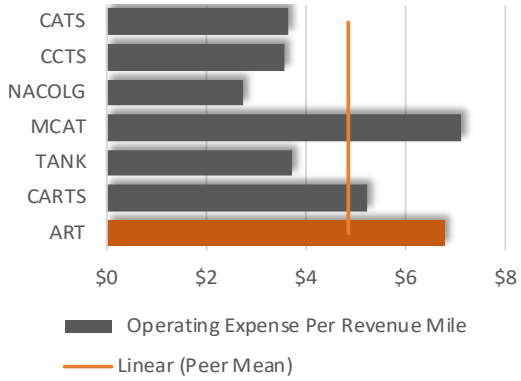
Operating Expense per Passenger Trip



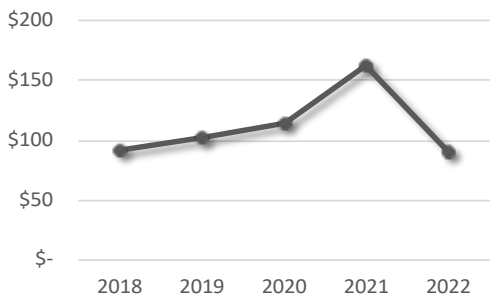


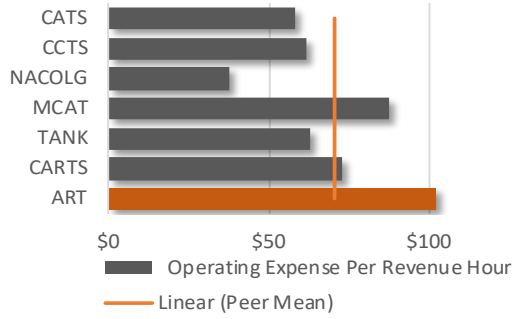
Operating Expense per Revenue Mile





Operating Expense per Revenue Hour





Appendix D. Public Involvement Materials

Reimagine TRANSIT

Transit Development Plan

Public Involvement Plan

St. Lucie County Florida

St. Lucie Transportation Planning Organization

art area regional transit

August 2023

Table of Contents

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1.0 Introduction

This Public Involvement Plan (PIP) summarizes the details and proposed schedule for the public outreach activities for Area Regional Transit's (ART) 10-Year Transit Development Plan (TDP) Major Update. The TDP, developed in collaboration with the St. Lucie Transportation Planning Organization (TPO), guides the transit vision in St. Lucie County for ART – the County owned fixed-route bus transit system operating under contract with MV Transportation.

The Florida Department of Transportation (FDOT) requires that all transit agencies receiving State Block Grant funding prepare a major TDP update every five years, with annual progress reports and monitoring in the interim years. The State of Florida Public Transit Block Grant Program was enacted by the Florida Legislature to provide a stable source of funding for public transit. The 10-Year TDP Major Update will cover FYs 2025-2034 and the adopted TDP will be submitted to the FDOT by September 1, 2024. The St. Lucie County Board of County Commissioners (BOCC) is the governing board for the ART system and will be the approving authority for the TDP prior to submitting to FDOT. St. Lucie TPO conducts the transportation planning activities in the St. Lucie County urbanized area and will coordinate with ART in the development of this TDP.

A primary goal of this TDP update is to identify strategies to increase ridership and efficiency for ART's current services and enhance connectivity to other local or regional transit services. The resulting TDP will also be compliant with the TDP Rule outlined in Chapter 14-73, F.A.C. As a strategic plan, the TDP will identify needs in an unconstrained fashion and identify service improvements that are currently unfunded. The 10-year vision generated during this plan update will reimagine transit and provide a beneficial tie and be consistent with the St. Lucie TPO's long range transportation goals and plans.

This PIP also has been developed in accordance with the TDP Rule, which requires that the creation/update of a TDP include public input. The PIP must be submitted for review and approval by the local FDOT District ("the Department," as referenced in the Rule) before the PIP can be put into effect. Rule 14-73.001 requires that the TDP preparation include the following activities:

- A PIP approved by FDOT or the local Transportation Planning Organization (TPO)'s PPP, approved by both the Federal Transit Administration (FTA) and the Federal Highway Administration (FHWA).
- Description of the process used and the public involvement activities undertaken.
- Solicitation of comments from FDOT, the TPO, and the regional Workforce Development Board on the mission, goals, objectives, alternatives, and 10-year implementation program.
- Notification of all public meetings at which the TDP is presented to or discussed with FDOT, the TPO, and the regional Workforce Development Board.

The goal of the PIP is to engage key stakeholders and a broad spectrum of the public to gather valuable public feedback on transit needs, priorities, and implementation strategies to enhance public transportation in St. Lucie County. The PIP outlines strategies that encourage community input and buy-in. It provides ample opportunity for the public, state and local agencies, elected officials, and other interested stakeholders to understand the components of the plan and its benefits by providing open, two-way communication.

The PIP is written to match the TDP scope of services yet provide flexibility as the TDP is being developed. While the outreach activities are set, the exact time frame and types or number of activities are subject to change to accomplish the best results for ART with the available resources.

As a public transit agency and recipient of federal and state funding for ART, St. Lucie County is required to adhere to federal non-discrimination regulations, including Title VI of the Civil Rights Act of 1964. St. Lucie County has developed and maintains a Title VI Plan, outlining the procedures that will guide the public involvement activities outlined in this PIP to ensure inclusive and representative participation, including minorities and limited English proficiency (LEP) populations. By reference, this PIP integrates the policies and procedures of the Title VI Plan into the programs, activities, and services of this PIP.

The remainder of this PIP illustrates how ART will engage the public and stakeholder groups to inform the TDP.

2.0 TDP Public Involvement Process

The public involvement process seeks transit user and non-user public input on transit needs, priorities, and implementation strategies to enhance public transportation in St. Lucie County. To use the TDP process to improve the way ART provides service, this public outreach effort will ensure that a broad range of groups are consulted, including passengers, major employers, social service providers, ART employees, and the public. Furthermore, a variety of public involvement techniques were selected for inclusion in the PIP to ensure the active participation of citizens in the community. Table 2-1 presents the types of activities that will be completed for the TDP and the tools associated with each.

Table 2-1: TDP Public Involvement Activities

Public Involvement Activity		ART TDP PIP
Collateral Materials and Visual Aids	Flyers and other informational items	✓
	Web outreach	✓
	Social media and email outreach	✓
Community Engagement, Review, and Comment	Online surveys	✓
	Public workshops	✓
	Open houses	✓
	Stakeholder interviews	✓
	Discussion group workshops	✓
	Email, in-person, and telephone comments	✓
Agency Coordination	TDP review committee	✓
	Regional coordination	✓
	Federal, state, and local officials	✓

Phases of Outreach

ART's approach to this TDP outreach process consists of two phases:

- *Phase I* – ART will conduct outreach to the community to seek public input on transit service, capital, technology, and infrastructure needs for the next 10 years. Public online surveys, stakeholder interviews, discussion group workshops, operator discussions, and open houses will be part of this phase.
- *Phase II* – Following extensive evaluation of the input received during Phase I and development of recommendations, additional outreach will occur to seek public input on the recommendations, priorities, and implementation strategies to reimagine public transportation in St. Lucie County.

The following section summarizes these activities in detail. Efforts will also be made to gather input from individuals with LEP in St. Lucie County. To the extent possible, the project team will provide pertinent materials such as surveys and workshop flyers in Spanish.

3.0 Public Involvement Activities

Numerous public involvement techniques were selected for inclusion in the PIP to support active participation from the community. The remainder of this section summarizes these activities in detail.

Project Review Committee Meetings

As one of the initial outreach tasks for the TDP, a Project Review Committee (PRC) was established to support and help guide the overall TDP effort and serve as a technical resource for data and information. The PRC members invited to participate include representatives from ART/St Lucie County, the St Lucie TPO, and the Regional Workforce Development Board (RWDB).

A kick-off meeting with the PRC for the project was held on July 19, 2023, to discuss the project scope, project schedule, milestones, and deliverables (although the RWDB representative was not part of the kickoff but will be invited to the remaining meetings). The following items were discussed.

- Key objectives of this update – what this plan should achieve
- Project tasks and deliverables
- Public involvement strategy, potential participants, and schedule
- Overall project schedule

Key timelines, particularly for near-term anticipated completion dates, were clarified and a substantial discussion took place regarding the composition and timeline for the public involvement activities. Four additional meetings with the PRC are envisioned at key technical/outreach milestones, as follows:

- October 2023 – Provide initial outreach findings and conduct a transit needs discussion
- January 2024 – Present draft TDP needs
- March 2024 – Present draft TDP implementation plan
- May 2024 – Present draft 10-Year TDP

Branding

Branding for the TDP will be used to set it apart and make the TDP easily recognized for its unique attributes. As part of this effort, a logo and project identity will be used. This branding logo will be used on all printed and online materials to the extent possible, including flyers, presentations, reports, displays, and social media posts to make the TDP planning process uniquely identifiable and attractive.

Stakeholder Interviews

Identifying key stakeholders and early coordination with various agencies and elected officials is crucial to the success of any transportation project. Having a proactive outreach program to engage key agencies, organizations, and elected officials allows them an opportunity to offer critical feedback and be informed when addressing questions from their constituents or the media on the TDP.

The project team will conduct interviews with representatives of key public and private sector stakeholders identified by ART and TPO staff to obtain feedback about perceptions and attitudes towards transit in St. Lucie County. This is a key component of the public involvement effort and will enhance the understanding of local conditions from those who rely on transit. In total, up to 25

stakeholders will be engaged through interviews to better understand the commuting habits of their employees or constituents, their current use of transit, and the transit use of their clients or customers, if applicable. This will allow them to provide suggestions for improvements to transit services. They will be provided with an overview that will include information on the purpose of the TDP, ways to stay involved, and other pertinent information. Prior to conducting interviews, a draft interview questionnaire will be submitted to ART and TPO staff for review and approval. The interviews will be scheduled in advance and conducted virtually. Once all stakeholder interviews are complete, the project team will prepare a draft summary of the stakeholder interviews as part of its public involvement documentation records.

Organizations identified by ART and TPO staff for interviews are shown in Table 3-1 with an approximate number of potential stakeholder invitees from each entity shown. However, this list is tentative and will be maintained and updated as necessary in consultation with the PRC to ensure engaging the 25 stakeholders mentioned previously.

In addition to providing their input on transit's future in the County, the representatives from these organizations will also be asked to contribute to the outreach campaign by distributing notifications via email, share flyers, and other helpful material to spread the word on any upcoming outreach efforts such as public workshops, electronic surveys, and other activities outlined later in this PIP.

Table 3-1: Potential Stakeholders and Organizations

TDP Stakeholder	Organization
Darrell Drummond	St. Lucie Council on Aging
Robert Dadiomoff	Veteran's Community
Jack Kelly	St. Lucie Public Schools
George Landry	St. Lucie County Administrator
Mayte Santamaria	Deputy County Administrator II
Peter Tesch	President- Economic Development Council of St. Lucie
Cathy Townsend	St. Lucie County Commissioner
Chris Dzadovsky	St. Lucie County Commissioner
Larry Leet	St. Lucie County Commissioner
Linda Bartz	St. Lucie County Commissioner
Jamie Fowler	St. Lucie County Commissioner
Shannon M. Martin	City of Port St. Lucie Mayor
Jolien Caraballo	City of Port St. Lucie Vice Mayor
Stephanie Morgan	City of Port St. Lucie Councilmember
David Pickett	City of Port St. Lucie Councilmember
Anthony Bonna	City of Port St. Lucie Councilmember
Linda Hudson	City of Fort Pierce Mayor
Arnold S. Gaines	City of Fort Pierce Commissioner
Curtis Johnson Jr.	City of Fort Pierce Commissioner
Jeremiah Johnson	City of Fort Pierce Commissioner
Michael Broderick	City of Fort Pierce Commissioner
Nicholas C. Mimms	City Manager
Jesus Merejo	City Manager
Dr. Timothy Moore	President- Indian River State College
William G. Theiss	Mayor- Town of St. Lucie Village

Discussion Group Workshops

The TDP outreach will include three invitation-based discussion group workshops, each involving a smaller group of participants (8–12 persons) in an intimate setting to promote more in-depth, open-ended discussion about transit issues, needs, and opportunities. To identify and invite potential participants to each workshop, the project team has coordinated with ART and TPO staff. Each discussion group will be attended by participants from organizations and groups of similar interests to engage in a productive and robust discussion that will help ART plan its future transit services and allocate resources efficiently.

The outreach process includes the following three types of discussion groups:

- Business/education/hospitals/chambers
- Social service/workforce agency
- Current ART riders

To make it convenient for stakeholders to attend and participate without the need to travel to and from a physical location, these discussions will be held virtually except for the rider discussion, which may be held in-person to increase participation. A detailed presentation to provide the project background and goals will be developed for use at the workshops prior to engaging the participants in a forum discussion with a series of guided questions.

Bus Operator Interviews & Survey

As ambassadors of the transit agency, bus operators have the most opportunity for, and greatest depth of, contact with existing patrons on a day-to-day basis. This makes them an asset for vetting rider input and providing important insights into route and system network issues related to operations, safety, scheduling, and other concerns.

The project team will obtain valuable system and route level observations from bus operators and supervisors by participating in casual interviews/discussions, most likely in the operator break room at ART's operations facility to minimize any interruption to their daily routines. An operator interview script will be developed for use as a guide for these discussions.

To obtain any operator/supervisor input not captured at these interviews/discussions, a Bus Operator Survey also will be prepared and distributed among ART operators.

Open House Public Workshops

Two open houses will be conducted to solicit feedback regarding transit needs and vision during Phase I outreach. These workshops will be held at locations identified by ART/TPO staff and may include locations where people gather, such as a shopping mall or libraries. They will be designed to capture information from seasonal and permanent residents about community values, needs, and priorities. Additionally, they will feature displays and interactive information exchange, public surveys, and enlistment for social media.

Public Input Survey

To understand the needs and concerns of persons who cannot participate in other outreach events, the project team will conduct an online survey of the public. Development of the survey will be coordinated with the PRC. The survey will be conducted in the first phase of the TDP outreach to seek public input on needs and obtain information related to attitudes, latent demand, and general support of the community related to public transit services.

The online survey will be posted on the ART and TPO websites and distributed via current email and social media outlets. As is feasible, the survey link will be posted on other stakeholder websites and a

tablet-based and/or hard copy version provided at public meetings and discussion groups. Participants will be encouraged to complete the survey online to improve the ease and accuracy of data collection and reporting. In addition, participants attending the discussion group workshops will be invited to disseminate the survey links. Survey responses will be compiled and all comments will be included in the final results.

Phase II Public Workshops

Two additional open-house public workshops will be hosted to solicit feedback regarding TDP alternatives and priorities during the later stages of the TDP planning process. Like the Phase I workshops, these workshops will be held as standalone events at different locations to illustrate proposed transit service alternatives to the public using display boards and other visuals. These workshops will provide an opportunity to offer input on the effectiveness of the proposed service concepts to meet the transit needs of the communities ART serves.

Social Media Outreach

The project team will coordinate with St. Lucie County Public Information Office (PIO) to utilize existing social media channels to inform the public on TDP outreach opportunities. It is envisioned that posts to social media will occur as necessary, mostly prior to and after any outreach events.

Collateral Materials and Public Notification

Collateral materials will be developed, as applicable and necessary, to distribute information about public outreach activities to include the following:

- **Fact Sheets** – to distribute information to the public at outreach events and public workshops that offer an overview of the TDP mission and goals while promoting the value and importance of public involvement; will direct and encourage the public to reach out to public involvement specialists to share questions and concerns.
- **Flyers** – to share information with the public about upcoming events and the value of their participation; will direct the public to visit the ART website to stay involved and informed with the development of the TDP.
- **Project Presentation** – a user-friendly, graphical presentation to support the communication and adoption of the TDP; will be available for use by ART and TPO staff beyond the adoption of the TDP.
- **Display Boards** – service and demographic maps, plan proposals, and more for use at public workshops and open houses.

4.0 Public Involvement Activity Schedule

A public outreach schedule has been developed to ensure completion and approval of the TDP by St. Lucie County BOCC by September 1, 2024. Table 4-1 presents the tentative schedule for the public outreach activities included in the *Reimagine Transit* TDP.

The overall schedule for the TDP, which shows the timeline for outreach activities as well as other components of the TDP, is shown in Figure A-1.

Table 4-1: Tentative Public Involvement Activity Schedule

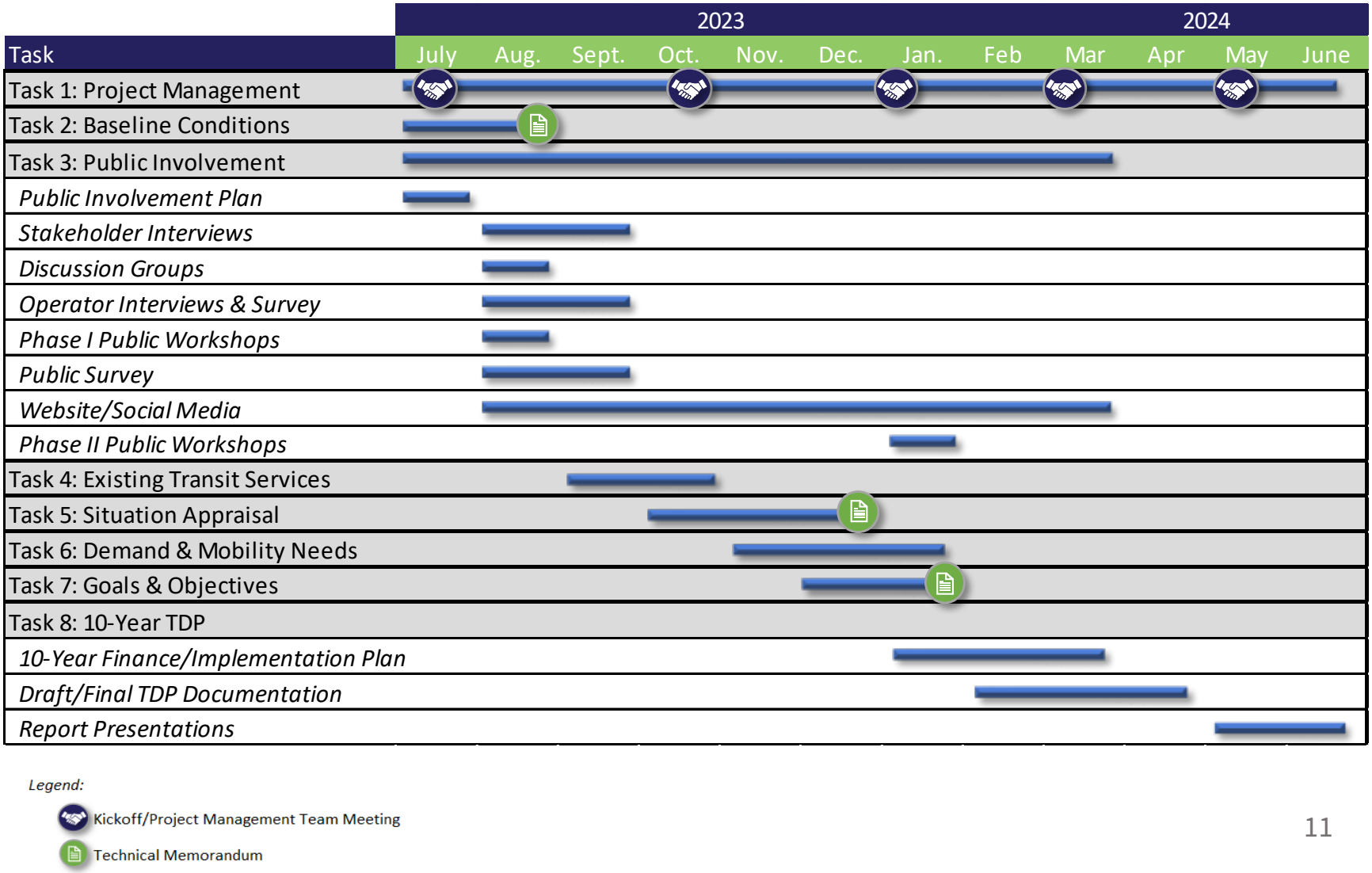
Outreach Item	Date
Branding	July 2023
Stakeholder Interviews	August- September 2023
Public Input Survey	August- September 2023
Discussion Group Workshops	August 2023
Operator Interviews & Survey	August - September 2023
Phase I Public Workshops	August 2023
Phase II Public Workshops	January 2024
Report Presentations	May/June 2024

Appendix A

TDP Activity Schedule

Appendix A displays the tentative schedule for the TDP, including the PIP activities presented herein.

Figure A-1: TDP Activity Schedule



Stakeholder Interview Guide
Ten-Year TDP Major Update

A. Today

1) How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in recent years?

2) Do you feel there are adequate local and regional transit connections today? If not, what type of improvements are needed?

3) What is your perception of ART's role in the community?
   a. Is it to transport workers, elderly, low income, individuals with disabilities, tourists, attracting choice riders, to prevent congestion, to reduce emissions, to create economic opportunities?

4) Do you think ART is responsive to the community's needs for transit? If not, what needs to change to be more responsive?

5) Is information on ART's services readily available in the community? If not, where else should this information be available?

6) Is traffic congestion a problem in any area/location in St. Lucie County? If so, what role can transit play in mitigating this problem?

7) What are your thoughts on the current paratransit services available in St. Lucie County?

B. Where We Want to Go

8) What goals have the community voiced for transit?

9) What is your long-term vision for transit in St. Lucie County? Do you have some 5–10-year goals to help foster or move toward that vision?

10) What is happening in the county in terms of growth and development? Where? How can transit best respond to these trends?

11) Should ART be looking at new markets for transit service, or should it concentrate on its existing markets?

12) Is more regional transportation needed to connect St. Lucie with surrounding counties (Indian River, Martin, Okeechobee, Palm Beach)?

13) What are your thoughts on a Brightline stop in St. Lucie County?

C. How We Get There

14) What transit improvements are needed in St. Lucie County to attract more riders and meet local community goals as well as any regional goals on transit?

15) Is there a need for more park and ride lots, possibly in conjunction with any express or limited-stop bus services to local and regional destinations?

16) Are there areas currently not served or underserved by transit that should be a higher priority? What are those areas?

17) Are there policies that should be added or obstacles that should affect ART reaching the goals mentioned earlier?

D. Final Thoughts

18) Are there any areas/aspects that ART could improve upon?

19) If you could pick one thing to change about the transit system, what would it be?

20) What is your vision for transit in the next 5 to 10 years? Next 20 years?

Transit Development Plan - Major Update

1. **Have you or a member of your household used St. Lucie County's public transportation service, Area Regional Transit (ART)?**
   - ☐ Yes
   - ☐ No
2. **How important is providing bus transit services in St. Lucie County?**
   - ☐ It must be provided
   - ☐ It might be useful
   - ☐ It does not matter to me
   - ☐ It is not needed
3. **Do you think there is a need for additional/improved transit services in St. Lucie County?**
   - ☐ Yes
   - ☐ No
4. **What would make transit services more appealing for you to use it or use it more?**
   - ☐ Buses arriving every 15 or 30 minutes and maintain the existing service area
   - ☐ Buses maintain 60 minute service mostly, but it connects to new areas
   - ☐ More night or weekend service
   - ☐ Improved pedestrian and bicycle connections to bus stops
   - ☐ More technology-based on-demand transit options
5. **If you use bus services, or decide to use them in the future, where would you use it to go? (Select up to THREE)**
   - ☐ Work
   - ☐ Shopping/Errands
   - ☐ Social/Recreational
   - ☐ Education/College
   - ☐ Medical Appointments
   - ☐ Religious
   - ☐ Other: _____
6. **What improvements should ART prioritize over the next 10 years? (Select up to THREE)**
   - ☐ More frequent bus service
   - ☐ Expanding service area
   - ☐ Extending daily service hours
   - ☐ Increasing weekend services
   - ☐ More technology-based on-demand transit
   - ☐ More direct local and regional connections
   - ☐ Improving bus stop amenities (shelters, benches, bike racks, etc.)
   - ☐ Improving pedestrian and bicycle access to bus stops
   - ☐ Other: _____

7. **Currently there is no cost to ride St. Lucie County's fixed-route service, Area Regional Transit (ART). Does this encourage you to use the service more?**
   - ☐ Yes
   - ☐ No
8. **If you are currently employed, how has your work commute changed since the pandemic?**
   - ☐ Nothing has changed, I still commute to work 5 (or more) days per week
   - ☐ I now work from home occasionally, but commute at least 4 days per week
   - ☐ I now work from home a couple times a week, but commute at least 3 days per week
   - ☐ I now work from home most of the week and commute only 1-2 days per week
   - ☐ I now work from home most of the week and commute only a few times per month
   - ☐ I now work from home all of the time
9. **The zip code of your…**
   - ☐ Home is_____
   - ☐ Work/school is (if applicable) _____
10. **How old are you?**
    - ☐ 17 years or under
    - ☐ 18 to 24 years
    - ☐ 25 to 40 years
    - ☐ 41 to 60 years
    - ☐ Over 60 years
    - ☐ Prefer not to answer
11. **Do you have access to a personal vehicle?**
    - ☐ Yes
    - ☐ No
    - ☐ Other _____
12. **My gender is…**
    - ☐ Male
    - ☐ Female
    - ☐ Other _____
    - ☐ Prefer not to answer
13. **What is your ethnicity?**
    - ☐ American Indian/Alaska Native
    - ☐ Asian
    - ☐ Black/ African American
    - ☐ White/Caucasian
    - ☐ Other _____
    - ☐ Prefer not to answer
14. **What is your race?**
    - ☐ Hispanic/Latino
    - ☐ Not Hispanic/Latino
    - ☐ Prefer not to answer
15. **My total household income is…**
    - ☐ Less than $25,000
    - ☐ $25,000-$44,999
    - ☐ $50,000-$74,999
    - ☐ $75,000 or greater
    - ☐ Prefer not to answer

Area Regional Transit (ART) is conducting a transit priorities survey for their 10-Year Transit Development Plan (TDP). Please answer the following questions to help us understand how we can better meet the County's transit needs in the next 10 years!

1. Have you or member of your household used St. Lucie County's public transportation service, Area Regional Transit (ART)?

- ☐ Yes
- ☐ No
- ☐ I did not know there is public transit in St. Lucie County.

2. Please review the **Proposed 10-Year Transit Needs** map and indicate your level of support for the following potential service improvements.

	Recommendations	Strongly Support		Neutral		No Support
	30-minute service on Routes 1 & 3	5	4	3	2	1
	Saturday service on Route 8	5	4	3	2	1
	Sunday service on Routes 1, 2, 3, & 4	5	4	3	2	1
	Extend weekday service to 10 PM on all routes	5	4	3	2	1
	Streamlined Route 7	5	4	3	2	1
	Extended Route 8	5	4	3	2	1
	Downtown/Brightline/Beach Shuttle	5	4	3	2	1
	Jobs Express	5	4	3	2	1
	Port St. Lucie/Airport Express	5	4	3	2	1
	Dual Enrollment Shuttle (connect students between high schools and IRSC)	5	4	3	2	1
	New North Fort Pierce ART On-Demand	5	4	3	2	1
	New South Fort Pierce ART On-Demand	5	4	3	2	1
	Expanded North Port St. Lucie ART On-Demand	5	4	3	2	1

If you have any comments, please use the space below.

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Thank you for participating!

Appendix E. Performance Monitoring Program

Performance Measures and Indicators

Once the proposed transit services are implemented, the following performance indicators and measures should be monitored by ART quarterly for its fixed-route and on-demand services as part of the recommended performance-monitoring program:

- Passenger Trips—Annual number of passenger boardings on the transit vehicles.
- Revenue Hours—Number of annual hours of vehicle operation while in active service (available to pick up revenue passengers).
- Revenue Miles—Number of annual miles of vehicle operation while in active service (available to pick up revenue passengers).
- Passenger Trips per Revenue Hour—Ratio of passenger trips to revenue hours of operation.

As fixed-route-type services typically take up to three years to become established and productive, the performance data up to that point should be reviewed and interpreted cautiously. Although adjustments/modifications are encouraged, outright discontinuations based on performance monitoring data alone are discouraged.

Evaluation, Methodology, and Process

This process is based on two measures, trips per mile and trips per hour, which are weighted equally to derive an overall route score. An individual route's score for a particular measure is based on a comparison of the measure as a percentage of the system average. These individual measure scores are added together and divided by two to get a final aggregate score. This final composite performance score is an indication of a route's performance for the two measures when compared to the system average for those measures. A higher score represents better overall performance when compared to other routes.

The noted comparative performance evaluation can be beneficial, but caution should be exercised when using the final scores and rankings, because these figures are comparing routes to one another and may not reflect the specific goals established for a particular route (i.e., geographic coverage vs. ridership performance). The process is particularly useful, however, in highlighting those routes that may have comparative performance-related issues. These routes can then be singled out for closer observation in future quarters or years to determine specific changes that may help mitigate any performance issues.

Once a route score is determined, routes can be ranked to show the highest performing and lowest performing routes. The rankings are a useful proxy for determining the comparative performance of any route, as well as highlighting changes in performance over time. To track the performance variation over time, three performance levels have been developed:

- Level I "Good" (≥ 75%)—Transit routes in this category are performing efficiently compared with the average level of all the agency's routes.
- Level II "Monitor" (30–74%)—Routes in this category exhibit varying levels of performance problems and require more detailed analysis (e.g., ride checks, on-board surveys, increased marketing efforts, etc.) to aid in identifying specific changes that can be made to help improve the route's performance.
- Level III "Requires Attention" (≤ 29%)—Routes in this category exhibit poor performance and low efficiency. Recommendations for these routes may include truncation of the route, reduction in the route's number of revenue hours, or discontinuation of the route.

Figure E-1 illustrates the three evaluation levels and notes the recommended thresholds for each level.

Figure E-1: Route Performance Evaluation Levels