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Introduction

1.0 LYNX FORWARD

“LYNX Forward” is an initiative that embodies the Central Florida Regional Transportation Authority’s (CFRTA), also known as LYNX, efforts of reimagining transit in the Central Florida region. This initiative represents an innovative effort towards improving the region’s **quality of life** and giving it a competitive advantage over other regions. LYNX FORWARD is a **strategic vision to advance** transit services in the Central Florida region over the next 10 years and beyond. The message is a **community inspired** plan and process to enhance the current system and to build a world class transit network meeting the needs of current and future users. The LYNX service area and its system characteristics are provided in Chapter 3.



LYNX FORWARD redefines LYNX to proactively support the community and provide innovative solutions that revolutionize public transit.

Transit Development Plan

The first effort in the LYNX FORWARD initiative is the completion of a Transit Development Plan (TDP). This plan is required by the Federal Transit Administration (FTA) and the Florida Department of Transportation (FDOT). The TDP report serves as the strategic guide for public transit services throughout the LYNX service area.

The document directs public transportation over the next 10 years and includes the following components:

- Documentation of study area conditions;
- Demographic characteristics;
- Evaluation of service area existing transit services;
- Market research, situation appraisal and needs assessment;
- Public involvement efforts; and
- Transit framework for the ten-year planning horizon.

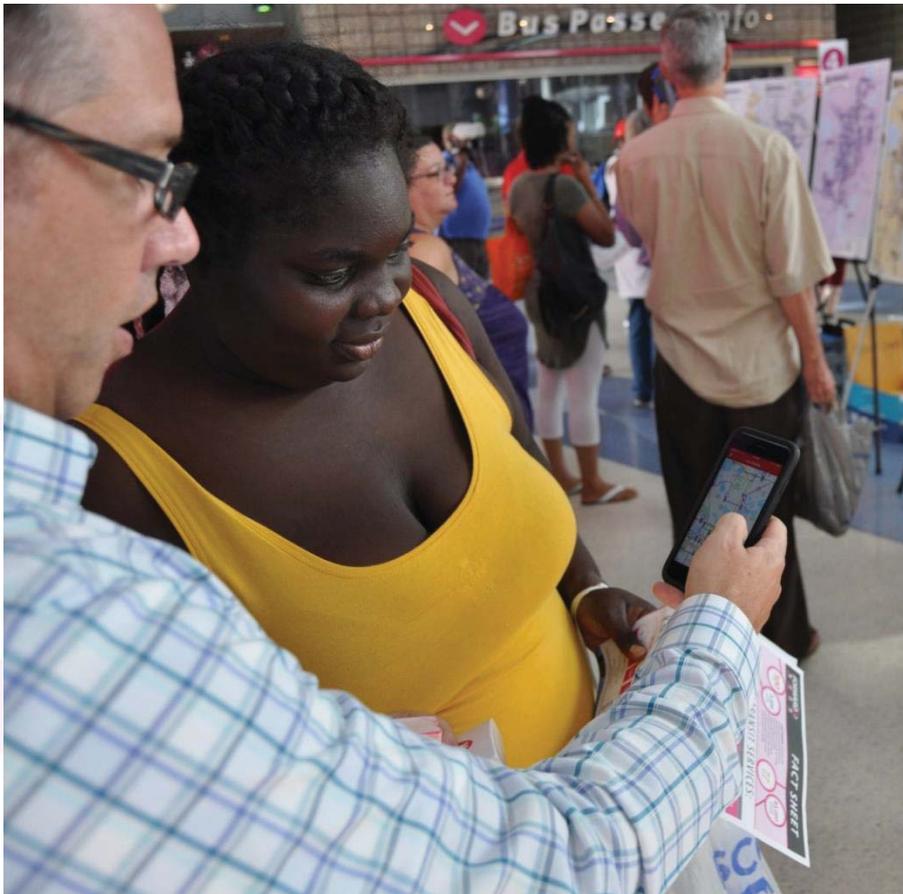
Route Optimization Study

Following the TDP, LYNX FORWARD will then focus on the completion of a Route Optimization Study (ROS). The goal of a ROS is to optimize transit service and ensure user travel patterns are served effectively while minimizing total system operating cost. The ROS seeks input from the public and develops ways to provide effective and efficient transit service to the region. The route optimization will identify new route alignments, changes to existing route alignments and schedules, advanced integration with other travel modes, and innovative strategies for offering alternative mobility options for the region. The ROS Plan will provide an integrated and efficient network of mobility services designed to ensure



Dedicated Bus Lanes on North International Drive

seamless and competitive transportation options throughout the region. Mobility options designed to speed regional travel such as regional express, commuter based express and limited stop services will ensure faster travel times through the service area. The ROS Plan will integrate emerging mobility services such as shared use services (ride-share, bike-share and Transportation Network Company – TNCs services) as well as known flexible service options into the mix of mobility services offered throughout the region.



Transit Vision Plan

The components of the TDP and ROS set the tone for the evolution of premium transit in major corridors and form the basis for the LYNX Transit Vision Plan with the implementation of new processes and a new service framework. This plan identifies public transportation needs over the long term horizon and how LYNX will meet the needs of the community. LYNX FORWARD will offer much needed background analysis for advancing future transit network improvements.

Next Steps

LYNX must continue to evolve and improve, enhancing quality, integrating advancements, and pursuing cutting-edge technology. LYNX FORWARD will encapsulate all of the future service enhancements, technology initiatives and mobility options undertaken in the future. The immediate FORWARD enhancements will come with the ROS.

1.1 Background and History

LYNX transportation services began in the region in May of 1972 under the title of Orange Seminole Osceola Transportation Authority (OSOTA). The bus service became Tri-County Transit in 1984 and began doing business as LYNX in 1992. The official name was changed to Central Florida Regional Transportation Authority (CFRTA) in March of 1994. LYNX is responsible for providing and coordinating transportation services within the three counties of Orange, Osceola and Seminole. The three-county service area is approximately 2,540 square miles. Additionally, LYNX provides transit services on a contractual basis to the neighboring counties of Polk and Lake. The core service area includes 22 incorporated cities, with a mix of towns and unincorporated areas. It is a unique blend of cultures, rural and urban lifestyles, traditional and emerging industries. The 2016 Census estimates reflect a population increase of 15.9 % from 2010 to 2016, with 2.06 million residents living in the three-county service area. LYNX operates the following transit services within the tri-county region:

- **Motorbus Services:** LYNX provides directly-operated, fixed route bus services to the Central Florida region 365 days a year. LYNX has a total of 76 bus routes (called Links) in the three-county area. Motorbus services include local bus service, express bus service, FastLink commuter bus service and a BRT (LYMMO) downtown Orlando circulator service. In FY 2016, LYNX provided 26,259,736 passenger trips on Fixed Route, LYMMO, and express bus service. Most services are provided by standard 30', 35', 40' and 60' articulated transit vehicles.
- **Vanpool:** LYNX offers the Vanpool program to offset the rising cost of fuel, reduce congestion, and provide an alternative to traditional public transportation to individuals within the tri-county service area. Additionally, this program is utilized by many 5,310 sub-recipients as a means to offset the high costs of owning a paratransit vehicle or van. In FY 2016, LYNX provided 397,426 passenger trips through the Vanpool service.

LYNX also operates ACCESS LYNX and NeighborLink services that are currently performed under two separate third-party contracts with MV Transportation, which is responsible for virtually all aspects of these services: general management, trip-booking, scheduling, call center, service delivery, vehicle maintenance, data collection, and reporting.

- **ACCESS LYNX:** LYNX provides complementary, paratransit services to eligible individuals who are not able to use the regular fixed route bus service because of a disability or other limitations via the ACCESS LYNX service. The service is provided Monday to Sunday, above and beyond the ¾ mile service area. In FY 2016, LYNX provided 550,234 passenger trips through the ACCESS LYNX service.
- **NeighborLink Service (formerly PickUp Line):** This service began in June 2007 to offset impacts of reduced funding when traditional low performing fixed-routes were eliminated or reduced in the service area. There are currently 13 NeighborLink routes and the service is provided by a 15-passenger vehicle that operates on a route or as a demand response type service. The transportation

is provided anywhere within the designated service area or to a LYNX local bus stop. In FY 2016, LYNX provided 171,441 passenger trips through the NeighborLink service.

LYNX is transitioning to a Mobility Management/Broker service model in which mobility services shall be brokered by LYNX to a third-party Contractor to operate ACCESS LYNX and NeighborLink services. The key management and operational benefits LYNX will achieve from this Model include:

- Control of functions that affect costs, service quality, and service performance, eligibility, call center, trip-booking, brokering, and complaints.
- Management of service delivery options based on customer needs, trip type, geography, temporal circumstances, vehicle availability, and regulatory compliance.
- Brokered service delivery to the Contractor, or taxi and Transportation Network Companies (TNCs) under separate agreements, to perform the trip based on timeliness, service quality impacts, and cost considerations.
- Partnership in autonomous vehicle e-hailing demonstrations.



1.2 Report Organization

The report is organized into eight sections

Section 1	• Introduction outlines TDP requirements and includes contact information for the agency.
Section 2	• Goals and Objectives presents the goals and objectives that were identified and vetted with LYNX funding partners and the general public.
Section 3	• Baseline Conditions describes local demographic and land use data, including a review of local planning and policy documents relating to transit operations in Central Florida.
Section 4	• Evaluation of Existing Transit Service includes the assessment of current performance of the system, as well as a comparison of LYNX with peer transit agencies.
Section 5	• Situation Appraisal includes a review of socioeconomic trends, organizational issues, regional and local transportation plans and technology; with an emphasis on issues that may have implications for public transportation in the LYNX Service Area.
Section 6	• Public Involvement provides a summary of the public engagement activities and results for the TDP major update and summarizes public outreach events and surveys conducted.
Section 7	• Alternatives Evaluation considers the service alternatives that were identified and discussed through the public outreach and engagement process.
Section 8	• Financial Plan uses LYNX' current and recent budget and performance information to project future expenditures and revenue to support the LYNX FORWARD vision of transit service in Central Florida.

1.3 TDP Requirements – Checklist

This plan meets the requirements for a major TDP update in accordance with Rule Chapter 14-73, Florida Administrative Code (FAC). This ten-year document is a planning, development and governing guidance document which encompasses a ten-year planning horizon covering the year for which funding is sought (2018) and the nine subsequent years (2019-2027). In addition, state law requires TDPs to have minor updates completed annually to allow the document to address changing trends and technologies. This plan, which addresses transit and mobility needs, cost and revenue projections, and community transit goals, objectives and initiatives, is used to develop the FDOT's Five Year Work Program, Transportation Improvement Program (TIP), and the Departments Program and Resource Plan. The TDP will be adopted by the LYNX Board of Directors. **Table 1-1** is a list of TDP requirements from Rule 14-73.001 and where each item can be located within the TDP report.



Table 1-1. TDP Checklist

Transit Development Plans	Related Section
Is the document a planning, development, and operational guidance document?	1.0
Uses a ten-year planning horizon covering the year for which funding is sought and the nine subsequent years (required for grant program recipients under Section 341.052, F.S.)	1.3
Used to develop FDOT's Five Year Work Program, TIP, and FDOT's Program and Resource Plan.	1.3
Adopted by the provider's governing body.	1.3
Updated every five years and include the following elements:	1.3
Public Involvement Process	Related Section
Includes opportunities for public involvement as outlined in the TDP Public Involvement Plan (PIP), approved by the Department or as outlined in the local MPO's PIP, approved by both the FTA and the FHWA	6.0
The provider is authorized to establish time limits for receipt of comments.	6.4.3
Includes a description of the process used and the public involvement activities undertaken.	6.0
As required by Section 341.052, F.S., are comments solicited from regional workforce boards established under Chapter 445, F.S.?	6.6.2
Was the Department, regional workforce board, and MPO advised of all public meetings where the TDP is to be presented or discussed?	6.6
Did the Department, regional workforce board, and MPO have an opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives, and ten-year implementation program?	2.4.3
Situation Appraisal	Related Section
Is the TDP a strategic planning document?	1.0
Does the TDP include an appraisal of factors within and outside the provider that affects the provision of transit service? At a minimum the TDP should include the following:	5.0
An appraisal and assessment of the effects of land use plans, actions, policies, and trends.	5.3
The effects of state and local transportation plans, actions, policies, and trends.	5.4
The effects of other governmental actions and policies.	5.1
The effects of other organizational issues.	5.5
The effects of technology on the transit system.	5.6
Does the TDP include an assessment and estimation of the community's demand for transit service using the planning tools provided by the Department, or a Department approved transit demand estimation technique with supporting demographic, land use, transportation, and transit data? The result of the transit demand estimation process shall be a ten-year annual projection of transit ridership.	5.7
If the provider used a Department approved demand estimation technique, does it include a) demographic data, b) land use data, and c) transit data?	5.7
Is the result of the transit demand estimation process a ten-year annual projection of transit ridership?	5.7
Does the TDP include an assessment of the extent to which the land use and urban design patterns in the provider's service area support or hinder the efficient provision of transit service, including any efforts being undertaken by the provider or local land use authorities to foster a more transit-friendly operating environment?	5.1, 5.3

Mission and Goals	Related Section
Does the TDP include the provider's vision, mission, goals, and objectives?	2.0
Regarding the mission and vision does the TDP take into consideration the findings of the situation appraisal?	2.0
Alternative Courses of Action	Related Section
Develop and evaluate alternative strategies and actions for achieving the provider's goals and objectives.	7.1
Does the alternative assessment identify and include the benefits and costs of each alternative?	7.1
Does the TDP develop and evaluate financial alternatives, including options for new and dedicated sources?	8.5
Does the TDP identify options for new and dedicated revenue sources?	8.5
Ten-Year Implementation Plan	Related Section
Does the TDP identify policies and strategies for achieving the provider's goals and objectives?	2.4.3
Does the TDP present a ten-year program for implementation of the policies and strategies?	7.2
Does the ten-year program includes maps indicating areas to be served and the type and level of service to be provided?	3.1, 8.0
Does the ten-year program include a monitoring program to track performance measures?	7.3
Does the ten-year program include a ten-year financial plan listing operating and capital expenses?	8.3, 8.4
Does the ten-year financial plan include a capital acquisition plan?	8.4, Appendix K
Does the ten-year program's financial plan include a construction schedule?	8.4
Does the ten-year program's financial plan include anticipated revenues by source?	8.5
Does the TDP Include a detailed list of projects or services needed to meet the goals and objectives in the TDP (including funded and unfunded projects)?	7.2
Does the TDP identify which projects or services for which the provider has not identified funding?	Appendix K
Relationship to Other Plans	Related Section
Is the TDP consistent with the Florida Transportation Plan?	5.1.3
Is the TDP consistent with the local government comprehensive plans?	5.1.4
Is the TDP consistent with the MPO long range transportation plan?	5.1.5
Is the TDP consistent with the regional planning council's regional transportation goals and objectives?	5.1.4
Does the TDP discuss the relationship between the ten-year implementation program and other local plans?	5.1.8; 5.1.9, 5.1.10