



Fort Wayne, Indiana - CitiLink  
 CitiLink 2030 Transit Development Plan –  
 Executive Summary



January 2020





# Citilink 2030 Transit Development Plan

## Executive Summary



*Draft*



**January 2020**

### **Fort Wayne Citilink**

801 Leesburg Road  
Fort Wayne, IN 46808

Prepared by:





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# Executive Summary

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This document provides a summary of the combined effort of updating the Comprehensive Operations Analysis (COA) and the Transit Development Plan (TDP) over a 20-month period beginning in January 2018. The COA focuses on the current system characteristics and operations, while the TDP addresses opportunities for improvement over the 10-year planning horizon. The 2020 COA/TDP document is a principal longer range planning tool for the Transit Board and Citilink staff and annual review and minor update is recommended to keep the document current.

The 10-year planning horizon will provide a clearer understanding of cumulative unmet or unfunded needs. A longer planning horizon reflects significant capital replacement/rehabilitation needs, or the capital and operating budget implications of service changes.

Table 1 provides an overview of which parts of the document relate to the COA, which parts relate to the TDP and which are critical to both.

**Table 1. Arrangement of Sections Relative to Scope of Work**

Section Heading	Element of Focus	
	Comprehensive Operations Analysis	Transit Development Plan
Community Assessment		■
Existing Transit Services and Operations	■	
Peer System Comparison	■	
Fort Wayne Public Transit Goals	■	■
Community Engagement	■	■
Future Service Change Alternatives		■
Implementation of Recommended Network		■
Funding Going Forward		■
Technology	■	■
Transit Asset Management Plan Summary		■

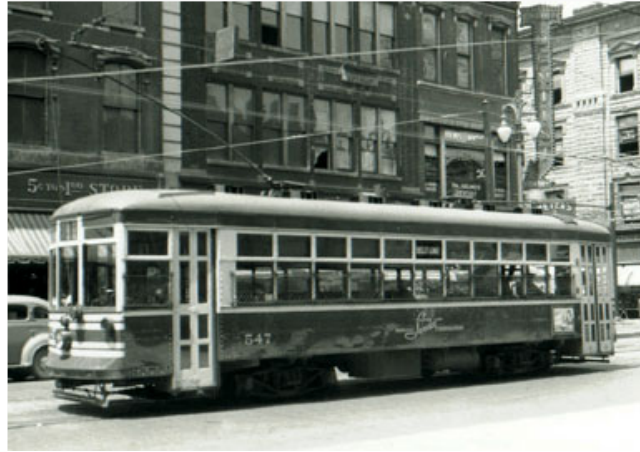
## Citilink Background

Public transportation in many forms has been present in Fort Wayne since the early 1870s with introduction of the Citizens Street Railroad Company and its horse drawn trolleys. As electric service expanded across the city, electric powered streetcar service by the Fort Wayne Traction Company became the primary mode of public transportation service.



Regional public transportation was introduced in 1901 as interurban service between Fort Wayne and Huntington, which was expanded to other communities in years that followed.

The private Fort Wayne Transit Company provided mass transportation service until 1968 when the Fort Wayne Public Transportation Corporation was established as public utility to provide transportation within the city. The Fort Wayne Public Transportation Corporation is in operation today as Citilink.



1940s Streetcar – Indiana Service Corporation

## TDP Annual Review and Update

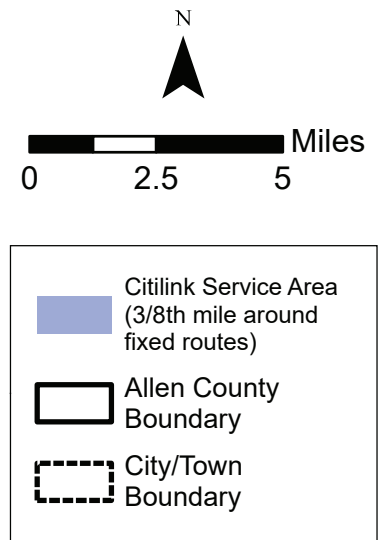
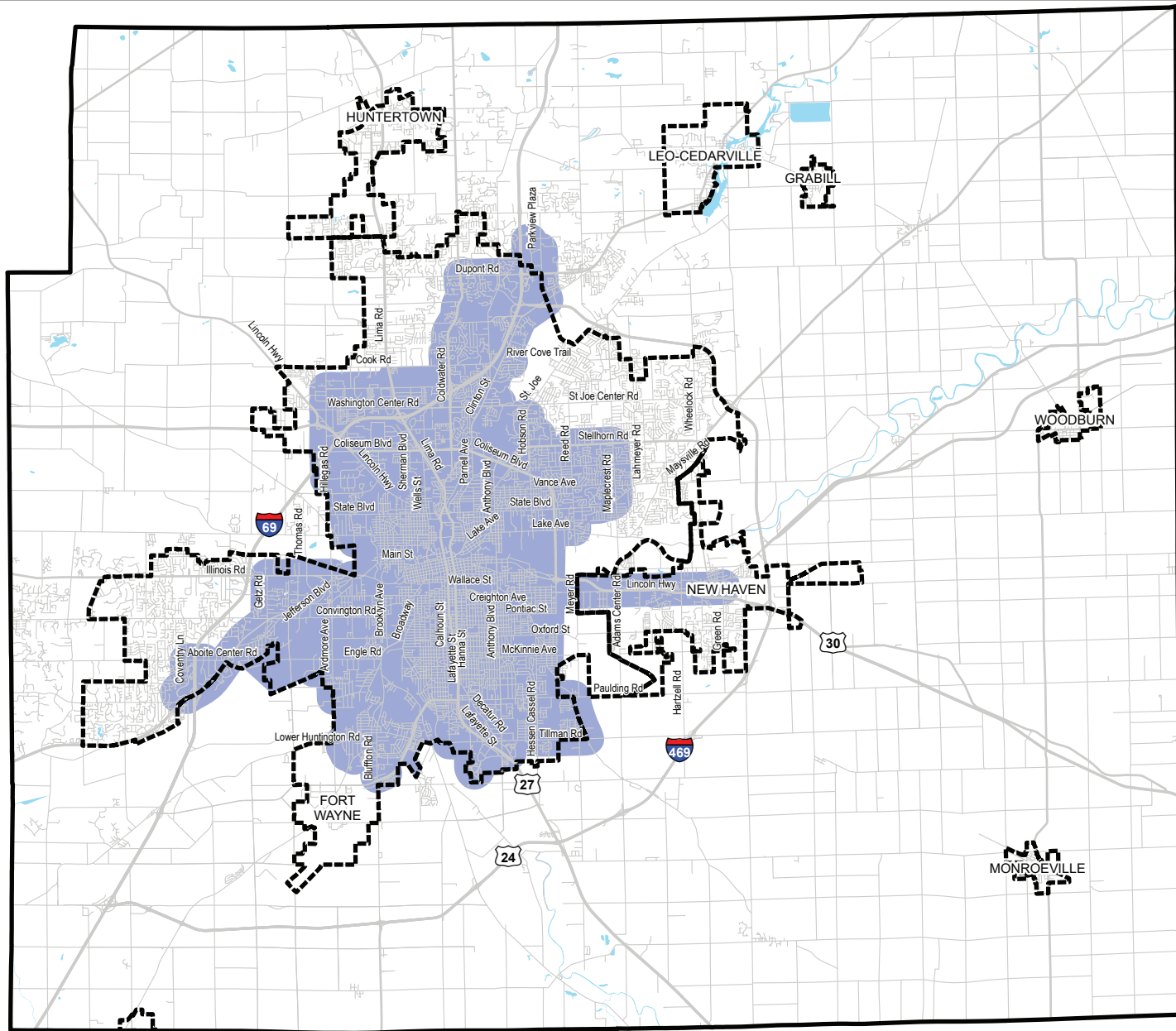


Citilink staff and the Board recognize the TDP is a living document. The planning process must provide flexibility to address major changes in areas such as organizational/governance, fares, new services/facilities, available funding, economic conditions, demographic and employment patterns, and changes in federal and state laws and regulations. To reflect and address these possible changes, the plan will be reviewed each year. The annual reviews and minor updates serve to address changes that will occur to funding, technology, community priorities, etc.

## Service Area and Transit Supportive Areas (TSAs)

Figure 1 displays the Citilink service coverage within Allen County, inclusive of fixed route and paratransit (Access) service. Figure 2 shows the transit supportive areas (TSA) in the primary study area of where fixed route service is provided today. TSAs represent census blocks with at least three households and/or four jobs per acre. Color coded TSA highlight locations within the Citilink service area (shown in green) with a development density that effectively supports fixed routes service and areas outside the current service area (shown in gold) that could support transit.





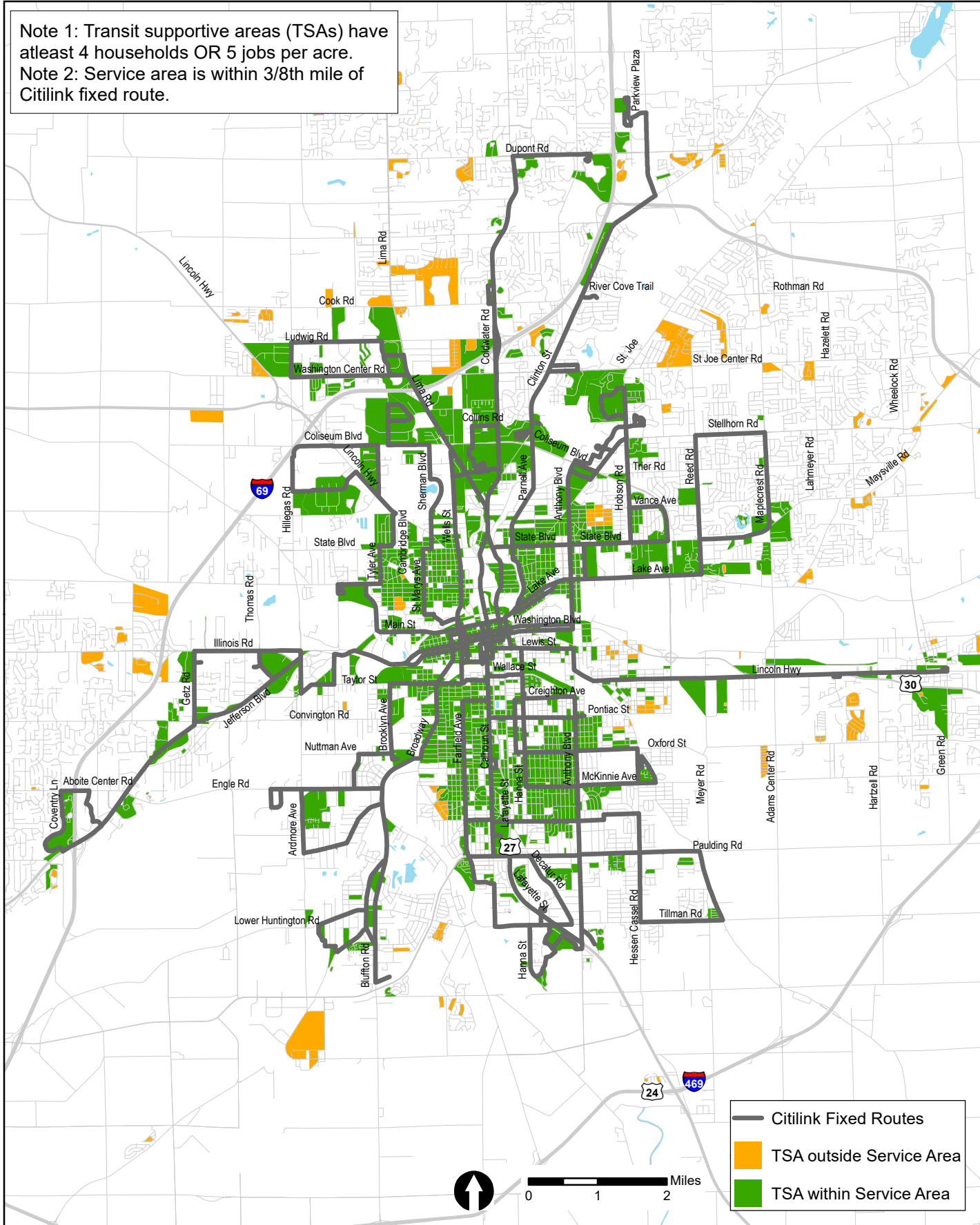
# Allen County and Citilink's Service Coverage

## Fort Wayne - Citilink CO/ATDP

Figure 1



Note 1: Transit supportive areas (TSAs) have atleast 4 households OR 5 jobs per acre.  
 Note 2: Service area is within 3/8th mile of Citilink fixed route.



L:\Projects\11090\mxd\TSA\_Added\labels.mxd

**Transit Supportive Areas**

**Figure 2**



Fort Wayne, IN  
 Source: U.S. Census (2010) & LODS (2015)

## Existing Transit Services and Operations

Residents of Allen County have access to a number of transportation services including fixed route service and ADA paratransit (Access) by Citilink Access. Other transportation providers in the region are:

- Community Transportation Network (CTN): Provides transportation services as a non-profit agency to individuals with special needs, with the mission of “providing dependable and efficient transportation so no one is left behind”. The 2017 Coordinated Human Services-Public Transportation Plan described CTN as working with over 60 agencies/groups to provide mobility in the region.
- Non-Profit Agencies: St. Vincent De Paul “Carevan” provides medical trips during weekday periods.
- Private providers: There is a small number of private providers supporting transportation for customers within their circle of care. These services are not open to the entire community.

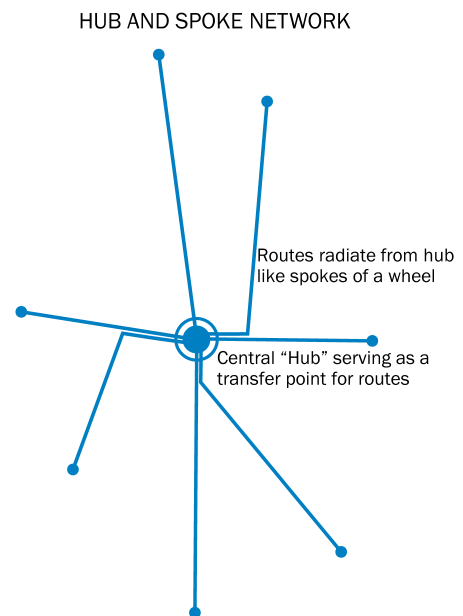
## Fixed Route Analysis

Citilink operates a hub and spoke network, with most routes radiating from downtown Fort Wayne. The network operates on a pulse, meaning that routes meet at timed intervals to allow for convenient transfer and movement throughout the network. Citilink operates a total of 14 routes. Ten routes meet at Central Station, while four routes (Routes 15, 21, 22, and 97) operate without connection to Central Station. Figure 2 shows the 2019 Citilink network.

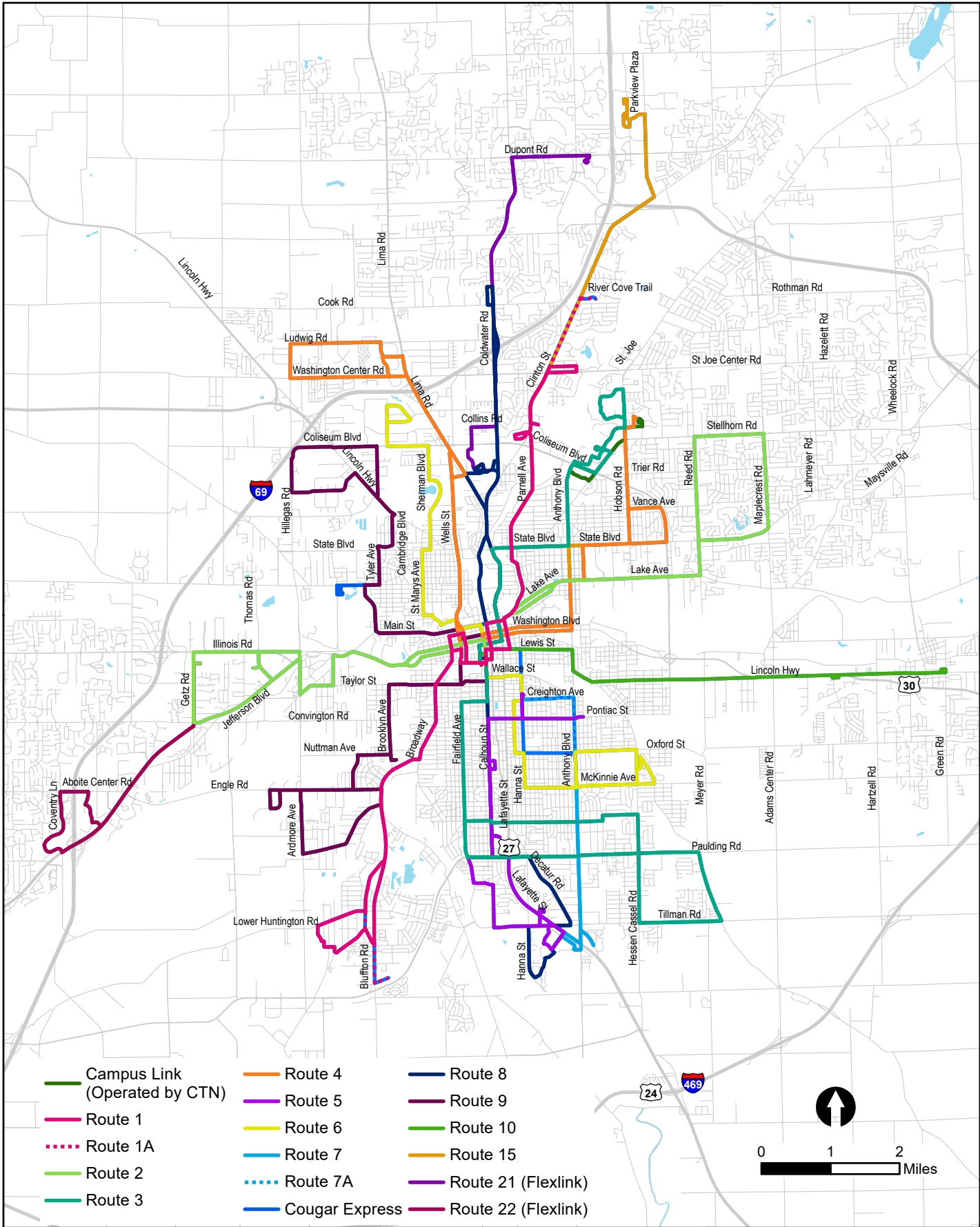
The typical span of a Citilink route is 15 hours on weekdays and 11 hours on Saturdays.

### Ridership Analysis

Stop and route level ridership was collected for all routes in the network in March 2018. Route level data is shown in Figure 3 for weekday and Figure 4 for Saturday.

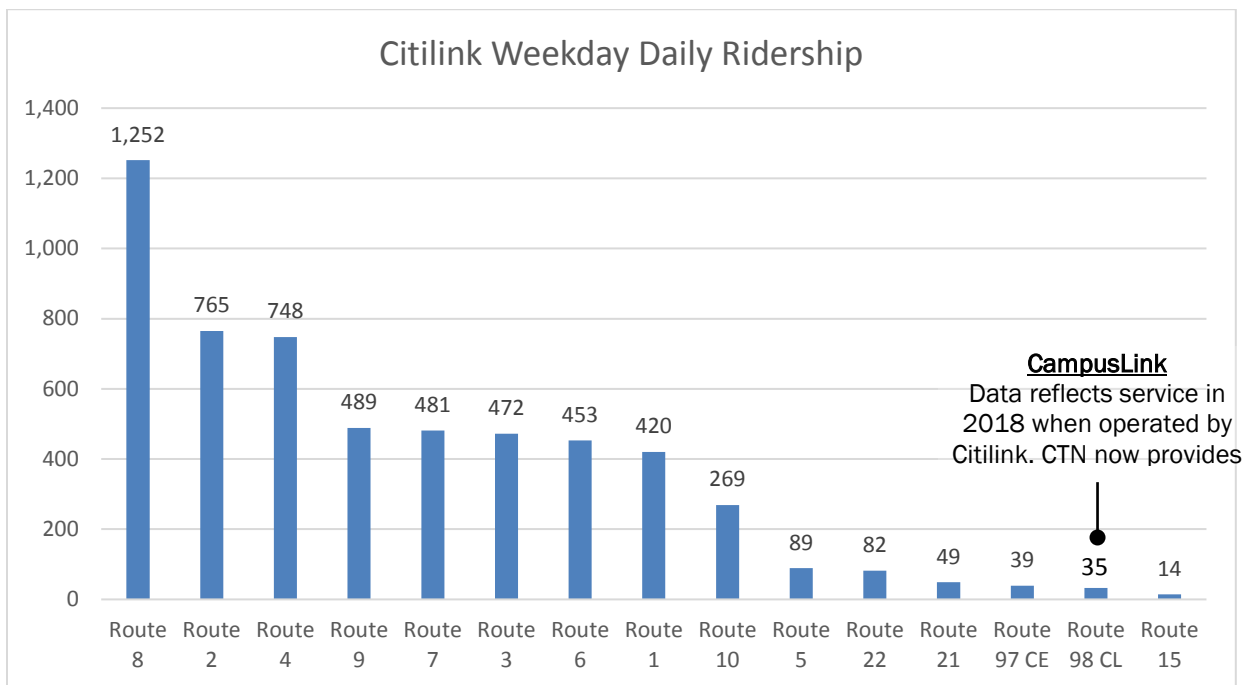






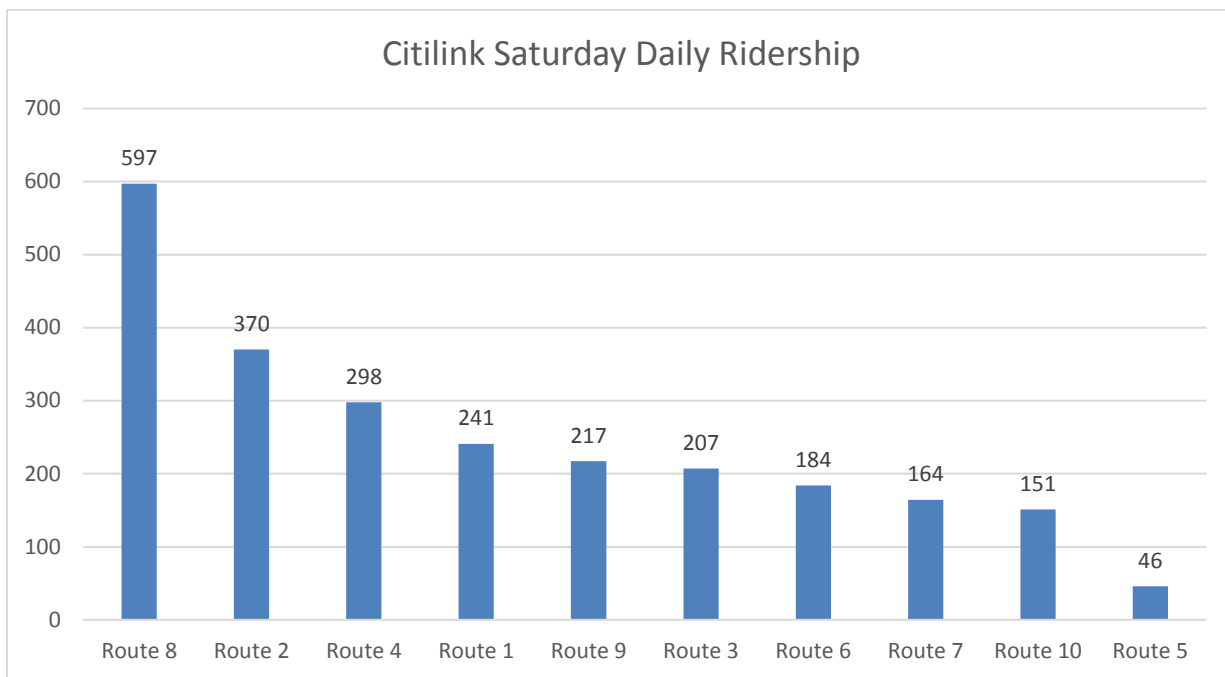
**Figure 3**

**Figure 4. Weekday Daily Ridership by Route**



Source: Ride check completed March 2018

**Figure 5. Saturday Daily Ridership by Route**



Source: Ride check completed March 2018

## Paratransit – Citilink Access Analysis

Citilink operates paratransit service ‘Citilink Access’ Monday through Friday 5:45 a.m. to 9:30 p.m. and on Saturdays 7:45 a.m. to 6:15 p.m. Citilink Access serves the needs of customers:

- Who are unable to use Citilink’s fixed route network due to their disability.
- Who meet the eligibility criteria established for the origin to destination paratransit service.

Citilink Access serves areas within 3/4-mile of fixed routes service, including Route 10 in New Haven.

Performance measures for the last three years are shown in Table 2:

**Table 2. Citilink Access Performance Measures 2015-2017**

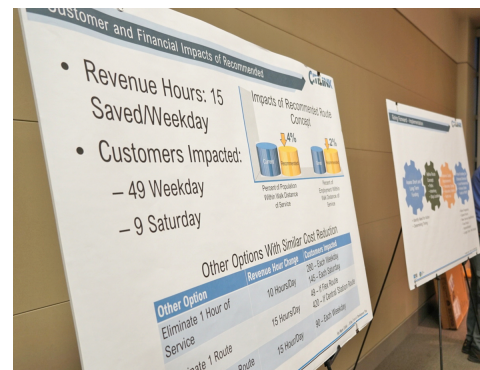
	2015	2016	2017
On-time Performance	97.59%	97.36%	97.31%
Cost/Trip	\$26.03	\$26.18	\$25.18
Free Access Trips on Fixed Route	20,490	21,729	20,960
Farebox Revenue	\$146,206	\$155,916	\$186,735
Passenger Trips	58,271	63,091	71,489

Figure 6 shows the distribution of all trip purposes in July and December of 2017.

## Community Engagement

Seven main engagement efforts were conducted as part of the TDP outreach plan: On-board survey, community survey, Citilink Access rider survey, newsletters, public meetings and community leader interviews. Table 3 provides an overview of the range of efforts.

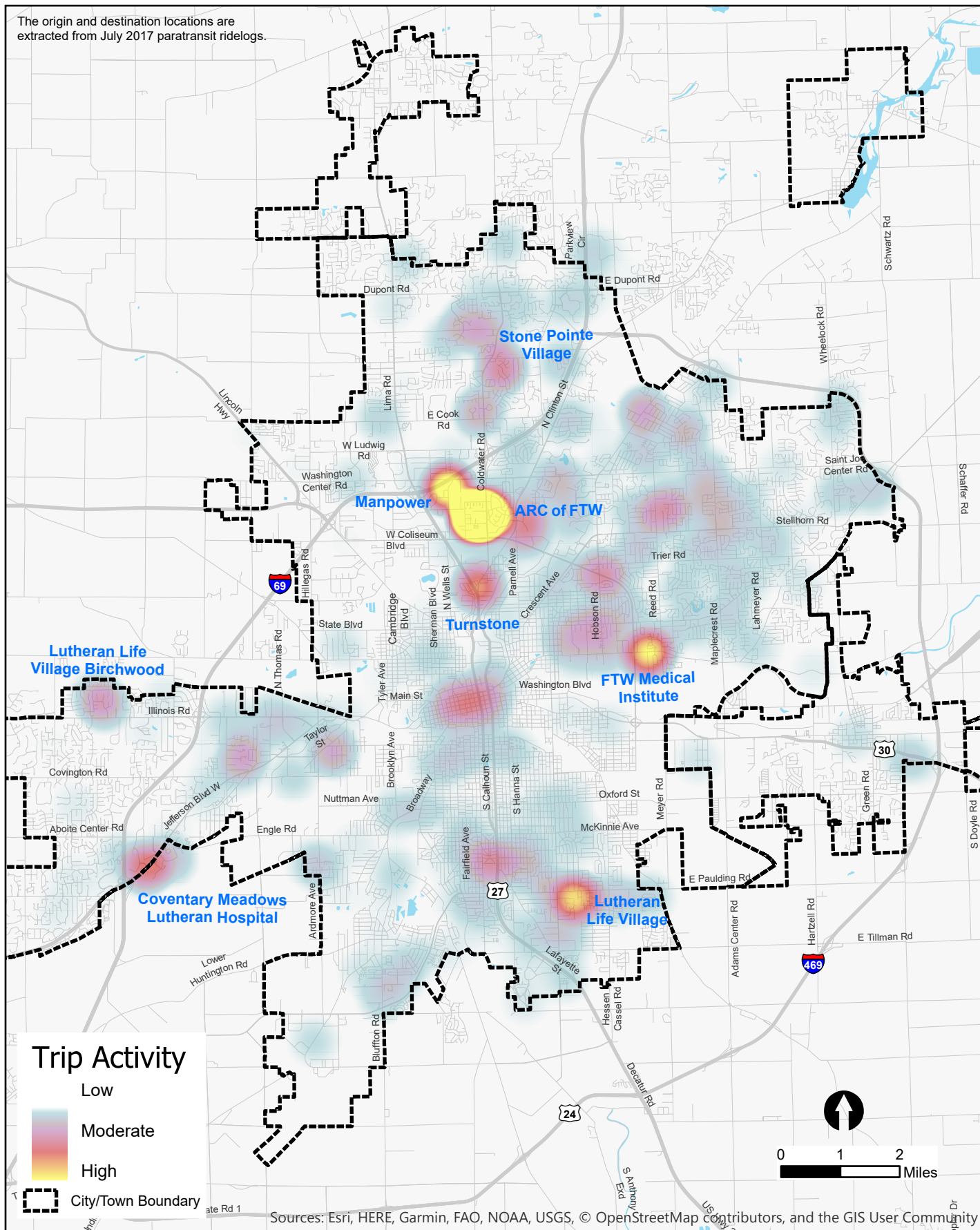
Presentations and survey summaries are included in the Final Comprehensive Operations Analysis and Transit Development Plan Appendices available on the Citilink website.



December 2019 Public Information Meetings



The origin and destination locations are extracted from July 2017 paratransit ridelogs.



**Table 3. Community Engagement Activities – Transit Development Plan**

Engagement Activity	Period	Purpose/ Information Provided
On-Board Rider Survey	March 2018	Gather information on rider use of fixed route and Access Gather input on rider perceptions of services
Newsletter 1	June 2018	Overview of study process Opportunities for input Schedule
Community Survey	June 2018	Knowledge of Citilink services Perceptions of Citilink Changes to service that would encourage more use
Newsletter 2	July 2018	Community Survey Results Citilink Funding
Access Rider Survey	July 2018	Gather input of Access rider perceptions of service Gaps/Unmet needs
Public Meeting Round 1	July 2018	Overview of study process On-board survey results Input on Needs and Gaps
Community Leader Interviews	July – August 2018	Perception of Citilink strengths and weaknesses Opportunities for improvement Barriers to more service
Newsletter 3	September 2018	Citilink funding Peer comparison
Newsletter 4	November 2018	Identifying when change is needed General service expansion options Potential service reductions if funding decreases
Public Meeting Round 2	November 2018	Route evaluation criteria Potential route changes Potential service reductions if funding decreases
Newsletter 5	February 2019	Details of potential service changes Feedback from November 2018 public meetings
Newsletter 6	September 2019	Refined Revenue Neutral Concept Service frequency North hub concept
Public Meeting Round 3	December 2019	Recommendations Next steps Comments on plan

## Fort Wayne Public Transit Goals

Transit system goals, objectives, and service performance measures combine to create the foundation for Citilink today and into the future. This foundation establishes direction for

the agency and outlines how to measure progress. Goals for the transit development plan are documented in Table 4.

**Table 4. Citilink Transit Service Goals**

Goal 1: Provide an effective public transportation system that supports Fort Wayne economic growth and vitality.
GOAL 2: Continuously improve existing services and identify opportunities to expand service.
Goal 3: Prioritize community education and outreach initiatives to ensure community support for service provision decisions and improve perceptions of and support for public transportation.
Goal 4: Develop a capital program that maintains state of good repair and implements technologies to improve service/effectiveness.

## Revenue Neutral Service Concept

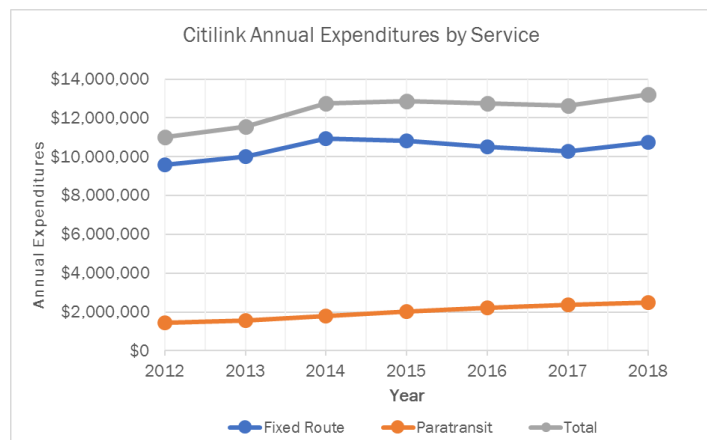
Examination of the cost effectiveness of current service resulted in identification of several potential changes to the current service focused on improving performance without adding substantially to revenue miles and/or hours. This alternative was defined as the Revenue Neutral Alternative.

Figure 7 displays the proposed Revenue Neutral/Short term route concept. A goal of the route refinement was to retain higher frequency service in the core of the community, while reducing the average cost per day.

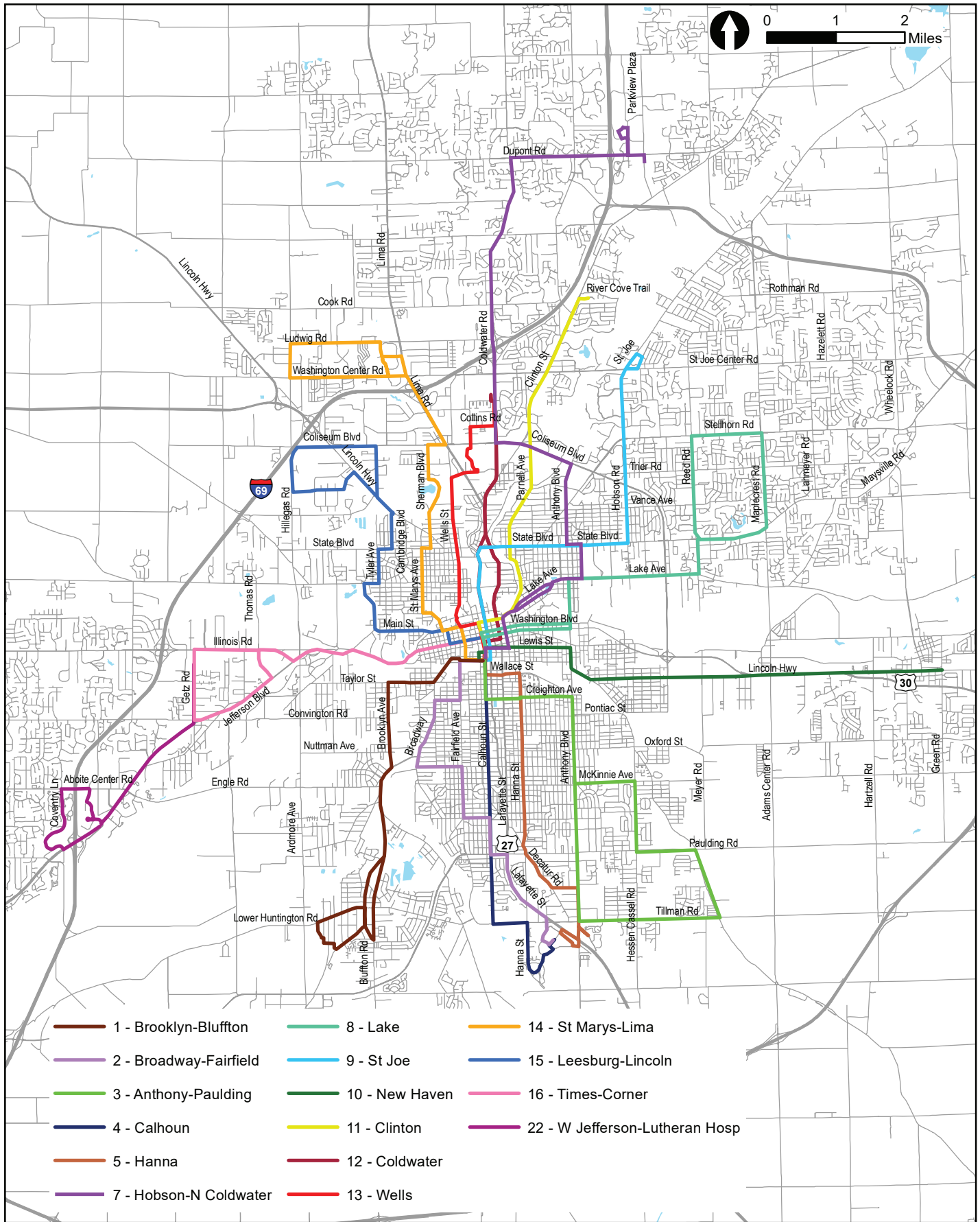
## Potential Impacts of Continued Funding Stagnation

If the recent stagnating funding trend continues, it is possible a time will come when making minor route changes to reduce revenue hours will no longer be effective in balancing revenue with costs. Thus, Citilink through the transit plan has considered, along with potential growth opportunities, a range of actions that could be needed to address reductions in funding.

Figure 7 documents potential negative actions that could result if more significant service reduction alternatives are needed to address decreases in operating funding.







**Table 5. Potential Service Reductions Associated with Funding Cuts**

Service Change	Potential Options			
	Route Cuts <sup>1</sup>	Reduce Service Span/Hours	Reduce Route Frequency <sup>2</sup>	Other
Reduce Operating Budget by 5% (-\$500,000 / -5,000 Revenue Hours)	Cut 1 Route	Reduce all Routes by One Hour Weekdays	-2 Route	
Reduce Operating Budget by 10% (-\$1,000,000 / -10,000 Revenue Hours)	Cut 2 Routes	Reduce all Routes by Two Hours Weekdays	- 4 Routes	Cut Saturday Service
Reduce Operating Budget by 15% (-\$1,500,000 / -15,000 Revenue Hours)	Cut 3 Routes	Reduce all Routes by Three Hours Weekdays	-6 Routes	Cut Saturday Service and ONE of Other Options

Notes:

1 - Cut route assumes on 60 minute route weekdays and Saturday

2 - Reduce frequency assumes route operates every 60 minutes (from 30) on weekdays for 14 hour span

## System Improvements with Revenue Enhancement

As the transit development plan is intended to be as much a future planning document as it is a review of current service relative to needs, future improvements outside the revenue neutral concept were identified as current funding stagnation may change. If enhanced funding can be identified, Citilink has identified concepts for preferred use of increased funding.

Table 6 displays general service improvements that could be implemented with revenue increases ranging from five percent to 15 percent. Central to the list is focusing more service to strengthen the core of the system through more frequency. Table 7 provides added detail regarding potential service and capital improvements available if added funding is identified.

**Table 6. Service Enhancement Opportunities by Increment of Revenue Hours**

Service Change	Potential Options			
	Add Local Route <sup>1</sup>	Add Hours to Weekday	Upgrade Route Frequency <sup>2</sup>	Other
Add 5% to Operating Budget (+\$500,000 - 5,000 Revenue Hours)	Add 1 Route	6 Routes – 3 Added Hours Each	To 1 Route	
Add 10% to Operating Budget (+\$1,000,000 - 10,000 Revenue Hours)	Add 2 Routes	12 Routes – 3 Added Hours Each	To 2 Routes	Add Sunday Service
Add 15% to Operating Budget (+\$1,500,000 - 15,000 Revenue Hours)	Add 3 Routes	All Routes – 3 Added Hours Each	To 3 Routes	Add Sunday Service and ONE of Other Options

Notes:

1 - New route assumes 60 minute headway and service 6 days a week

2 - Upgrade frequency assumes route operates every 30 minutes on weekday for 14 hour span

**Table 7. Enhanced Funding Alternatives**

Concept	Description	User Benefit	Cost Estimate	Other Concept Inter-relationships
Jefferson Point to Southtown Centre Fixed Route	Fixed route 60-minute service connecting Jefferson Pointe Shopping Center with Southtown Transit Hub	Fills in service gap in southwest Fort Wayne associated with Revenue Neutral Concept	\$500,000 annual operating costs	
Anthony Crosstown Route	Route along Anthony Boulevard from Southtown Hub to Washington Center Road – No Central Station Stop	Reduced travel time from south end to north end of town New service along Anthony Boulevard	\$500,000 annual operating cost	Coordinate north end stop with other Revenue Neutral routes New north side transit hub
New North Transit Hub	Establish a new transit hub on north side of Ft. Wayne (Clearwater Blvd/Washington Center Road)	Provides added convenience and comfort for users Provides an additional coordination point for north side routes	Variable – Based on elements deployed	
Technology Investments	Options include: <ul style="list-style-type: none"> <li>Permanent Funding for Automated Passenger Counters (APC)</li> <li>Add electric buses to fleet</li> <li>Invest in mobility as a service (MaaS)</li> </ul>	Continuous data collection to support service decision-making. Reduced vehicle emissions Improved convenience to customers (know where vehicles are, easier to arrange trip, etc.)	Variable	Information/convenience provided through information, interconnects with all service aspects
Flexzone Service	Demand-response service in identified areas with connections to fixed routes	Provides service in areas that cannot support fixed route (based on development density)	\$250,000 to \$400,000 annual operating costs Assumes Access-type vehicle is available in short term	Coordinate with park-and-ride and Revenue Neutral routes to support timed transfers
Mobility as a Service (MaaS)	Integrated range of local transport services that function as an integrated subscription service. Combines public transit, taxis, ride hailing, etc. to provide trips	Improves convenience for people that cannot or choose not to drive.	Unknown – MaaS is a very new concept, with fewer than 10 metro applications in the US	Creates the ultimate program that relies on/ uses overlapping opportunities (inter-relationships) to provide transportation.
Enhanced coordination with regional providers	As the primary regional destination for outlying providers, there are numerous opportunities to coordinate service to improve efficiency and user experience.	Less wait time relative for regional travelers using Citilink service Possible for regional customers to accomplish more in Fort Wayne during trip than regional providers could support.	Minimal	Technology investments. Flexzone service. Fixed route efficiencies.



## Implementation of Recommended Network

Documented below are the critical steps to transition from the current network to the recommended revenue neutral concept and the anticipated time frame for each step.

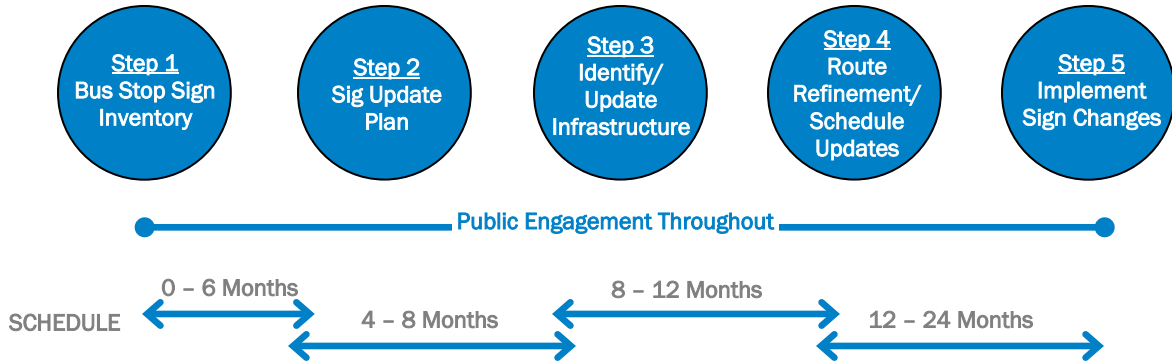


Table 8 documents a capital cost estimate associated with changing the route structure.

**Table 8. Cost Estimates of Revenue Neutral and Expansion Facilities**

Capital Item	Unit Cost	Units	Cost
<b>Revenue Neutral Alternative</b>			
Remove Signs	\$50	200	\$10,000
Replace Route Badges	\$25	800	\$20,000
New Bus Stop Signs (Street with Existing Route)	\$155	200	\$31,000
New Bus Stop Signs (Street without Existing Route)	\$205	300	\$61,500
Relocate Shelters	\$1500	15	\$22,500
Update Maps			\$5,000
Implementation Marketing			\$30,000
<b>Total – Revenue Neutral Alternative</b>			<b>\$180,000</b>
<b>Future Expansion</b>			
Develop North Hub			\$500,000 to \$600,000 (Plus Cost of Land)
Park-and-Ride Lot (each)			\$425,000 (Assumes 50 spaces at \$8500/space)

## Future Transit Operating Investment

As funding for fixed route service has not substantially increased in the last five years, the look forward must include the question of “are there signals that suggest the foreseeable future will be any different than the current or past conditions?” At the state and local levels there are no indications that support the expectation of growing future funding for operations. Thus, the assumption for the horizon of the 10-year TDP is relatively consistent funding as currently observed. This assumption is applied to both fixed route and paratransit (Access) service.

## Future Capital Investment

Annually, Citilink and NIRCC coordinate anticipated capital expenditures for transit and include the information in the Transportation Improvement Program (TIP). Service assumptions incorporated into the TIP updating process are the current level of service is the expected level in the future. This assumption is consistent with the Revenue Neutral future service concept presented in the TDP. Thus, capital purchases included in the TIP are incorporated into this section of the transit plan. Table 9 documents the transit capital investments included in the TIP.

**Table 9. Citilink Capital Capacity from 2020 – 2024 Transportation Improvement Program (TIP)**

Year	Federal Capital Carryover	Federal Capital	Federal Capital Available	Local Capital Carryover	Local Cumulative Capital Fund	Local Capital Available	Total Capital Available
2020	\$4,608,737	\$4,067,223	\$8,675,960	\$0	\$1,000,000	\$1,000,000	\$9,675,960
2021	\$3,468,224	\$4,229,912	\$7,698,136	\$805,000	\$0	\$805,000	\$8,503,136
2022	\$3,217,290	\$4,399,108	\$7,616,398	\$591,000	\$0	\$591,000	\$8,207,398
2023	\$3,086,558	\$4,575,072	\$7,661,630	\$415,000	\$0	\$415,000	\$8,008,832
2024	\$2,994,757	\$4,758,075	\$7,752,832	\$265,000	\$0	\$265,000	\$8,003,832
Year	Federal Capital Available	Deduct Cap/ MTC Comp Paratransit	Federal Capital (5307) Programmed	Federal Capital Carryover	Local Capital Available	Local Capital Programmed	Local Capital Carryover
2020	\$8,675,960	\$4,427,736	\$780,000	\$3,469,224	\$1,000,000	\$195,000	\$805,000
2021	\$7,698,136	\$3,624,846	\$856,000	\$3,217,290	\$0	\$214,000	\$591,000
2022	\$7,616,398	\$3,812,840	\$704,000	\$3,086,558	\$0	\$176,000	\$415,000
2023	\$7,661,630	\$4,030,873	\$636,000	\$2,994,757	\$0	\$159,000	\$256,000
2024	\$7,752,832	\$4,140,106	\$632,000	\$2,980,724	\$0	\$158,000	\$98,000