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INTERGOVERNMENTAL COORDINATION ELEMENT

INTRODUCTION

This element analyzes the relationships between the Town of Fort Myers Beach and other governmental agencies. The purpose is to improve coordination among these agencies; to identify and resolve any incompatible goals and policies; and to present specific opportunities for better coordination.

INVENTORY AND DESCRIPTION OF COORDINATING ENTITIES

This section identifies most agencies that the Town of Fort Myers Beach interacts with, including the Lee County Board of Commissioners and many others that provide services but do not have regulatory authority over the use of land. Also included are regional and state agencies with land use or environmental responsibilities, and special districts and utility companies that provide services within the town.

Each agency's authority is summarized below, followed by a description of existing means of coordination and their effectiveness. Formal methods of coordination include: interlocal agreements between the town and other entities; membership or participation in coordinating organizations; participation in regular meetings of governing bodies; joint meetings; workshops, working groups, or special task forces; and perhaps most important, informal coordination through personal contact.

The Town Manager has primary responsibility for coordination on behalf of the town; the Town Council sets policy and executes formal agreements.

Adjacent Governments

Lee County

There are no municipalities immediately adjoining the Town of Fort Myers Beach; all surrounding land is governed by the Lee County Board of Commissioners. Lee County levies ad valorem taxes throughout the county, including incorporated areas, for general government revenues. The maximum millage rate is 10 mills.

Since the town's incorporation in late 1995, extensive coordination has been required concerning services and revenues. The town has already entered into several agreements for services:

- One interlocal agreement authorizes the county to continue providing community development services (code enforcement, building inspections, building permits, plan reviews, contractor licensing, development services, environmental review/enforcement, and zoning). To pay for these services, the county retains all fees collected from applicants, plus receives an annual payment for non-fee-supported tasks such as zoning enforcement. County staff and town staff meet monthly at Town Hall to coordinate this arrangement.
- Another interlocal agreement authorizes the Lee DOT to repair town roads (upon request of the town).
- The town has an interlocal agreement regarding its responsibility to operate and maintain the new public swimming pool, and is negotiating another regarding joint funding to operate the Bay Oaks Recreation Center.
- The town has a contract with the Lee County Humane Society for animal control services, and an agreement

with the Sheriff to continue providing enforcement. Coordination of both are ongoing management responsibilities of the Town Manager.

The town is included in Lee County's federal and state program that provides funds for affordable housing and related services until the next funding cycle (October 1998). The town and county could continue that relationship by agreement. Entities coordinating affordable housing efforts at the county level include:

- **Affordable Housing Advisory Committee:** consists of 22 members representing various professions and interests related to affordable housing and is chaired by a member of the Lee County Commission.
- **Housing and Community Development Committee:** reviews proposals for funding and provides public input on all federally funded programs.
- **Coalition of Emergency Assistance Providers:** a forum for coordination and networking consisting of 115 members from local governments and public and private service providers.
- **Homeless Coalition:** a forum for coordinating services among more than 200 direct service providers, local governments, community-based organizations, church groups, and others.
- **HUD Homeownership Partnership:** a HUD-organized partnership of local housing providers and lenders to increase homeownership opportunities in Lee County.

There are significant county-owned recreation facilities in the town, all of which the county has until now continued to operate. These include Bowditch Point Regional Park, Lynn Hall Memorial Park, Matanzas Pass Preserve, and the beach accesses. The town and the county are in the process of determining equitable means of operating facilities that are used by Fort Myers Beach residents as well as by tourists and other Lee County residents. These matters are coordinated between the

Town Manager and the County Manager; the Tourist Development Council is also involved in discussions about funds from the tourist tax.

The day-to-day caretaking of the town's natural resources requires extensive informal cooperation with the Lee County Division of Parks and Recreation, the Florida Department of Environmental Protection (DEP), the Florida Game and Fresh Water Fish Commission (FGFWFC), and non-profit organizations such as the Friends of the Matanzas Pass Preserve and Turtle Time Inc.

The county also maintains Estero Boulevard from Times Square to the south end. The Community Design Element and the Transportation Element contain policies to discourage speeding, minimize peak-season congestion, and to better "frame" the road with street trees and buildings to improve the experience of traveling through the town. The solutions proposed will require substantial cooperation between Lee County DOT and the town to reconcile each entity's objectives. As an alternative, the town may wish to enter into a formal agreement to assume responsibility for maintaining Estero Boulevard, which would allow the town to make appropriate improvements without county approval.

For many years Lee County has imposed impact fees upon those adding or improving buildings. These fees are used to offset the impacts of growth on community parks, regional parks, roads, and emergency medical services. Since incorporation, the county has continued to collect these fees and apply them towards new capital improvements. This relationship needs to be clarified, because although these fees are now being collected by authority of the town's ordinances, the town has not been consulted as to their use. As to parks, this arrangement has proven satisfactory, but road impact fees are unlikely ever to be used by the county at Fort Myers Beach despite the high demands placed by tourists on the town's roads every winter. The Capital Im-

provements Element suggests terms of a formal agreement that could resolve details on the collection and use of these fees.

The town and the county also need to develop a mutually satisfactory process for exchanging information and evaluating the impacts of new development, including formal coordination of planning efforts and acceptable methods for resolving conflicts. The Lee Plan already promotes such coordination.

The town will continue to use interlocal agreements to establish cooperative processes and memorialize evolving agreements with the county, and should consider similar agreements with other service providers as the need arises.

The town also is a joint permittee with Lee County in the National Pollutant Discharge Elimination Program (NPDES) to control stormwater pollution from man-made activities.

The town takes advantage of many other opportunities to coordinate with the other local governments through regular participation in the Lee County Metropolitan Planning Organization (MPO) and the Southwest Florida Chief Administrative Officers (a forum recently established by the Southwest Florida Regional Planning Council):

■ **Lee County Metropolitan Planning Organization**

The Lee County Metropolitan Planning Organization (MPO) focuses on transportation planning. The MPO consists of representatives from the governing boards of each local government in Lee County. The MPO coordinates with state transportation officials and decides how most state and federal transportation money will be spent.

The MPO has a technical advisory committee (TAC) which promotes staff-level technical coordination among cities, the county, MPO staff, Florida DOT, and the Lee County Port

Authority. The MPO also has a citizen's advisory committee that meets regularly following the TAC meetings and provides input into the process.

The town has representatives on the MPO and the technical and committee, and is seeking a seat on the citizens' committee. Although the MPO's scope is county-wide rather than island-specific, it provides an efficient link and will be particularly important to the town in obtaining federal funds for sidewalk, bicycle path, and roadside beautification projects.

■ **Southwest Florida Chief Administrative Officers**

The Town Manager actively participates in this newly established forum of chief administrative officers from the counties and cities in southwest Florida. They meet at least quarterly to share information, develop coordinated approaches to matters such as the annual legislative program, and explore joint ventures such as purchasing agreements.

The county would be affected in the future if any community adjoining the Town of Fort Myers Beach requested annexation into the town. These effects would include many service provision and revenue issues. Recent state legislation provides a deliberate process to evaluate *new* municipal incorporations; a similar process would allow all parties to examine the pros and cons of major annexations. At a minimum, adjoining communities need to expect that any requests for annexation will be subject to careful study of both positive and negative impacts on the town.

Lee County School District

The Lee County District School Board runs the public schools throughout the county including Fort Myers Beach. It levies an ad valorem tax on all real estate in Lee County but has no regulatory authority over the use of land (except for district-owned land).

The district has one facility in the town, the Fort Myers Beach Elementary School, located next to the Bay Oaks Recreation Center. Enrollment at the elementary school is stable and is not anticipated to increase significantly. Enrollment does fluctuate during the winter months with the arrival of seasonal residents; even with those fluctuations, the enrollment is well within the capacity of the facility. The facility does not need to be expanded and is adequately served by utilities and streets, although sidewalks are inadequate.

In 1995, the School District gave Lee County a portion of its property at the entrance to the Matanzas Pass Preserve to accommodate a historic cottage which had been the original home of the Fort Myers Beach Elementary School. In 1996 the district provided an easement to the county for public access. There are no other agreements in effect pertaining to the elementary school. One may be required if the town implements a redevelopment concept for School Street as depicted in the Community Design Element. That concept would re-create on School Street the stone arches that were the original gateway to Fort Myers Beach. The school's parking lot currently uses the portion of School Street where the arches would be located.

The Town Manager has primary responsibility for coordinating with the district superintendent and the school's principal. This informal coordination is adequate to deal with the local needs of a single facility serving a stable student population. Informal coordination between the local school and the community occurs on an on-going basis because of mutual concerns such as community safety, and through involvement of the community in volunteer activities.

The town may be required to meet new state requirements for cooperation between local governments and public school systems on locating new schools. Since no new schools will be required at Fort Myers Beach, the town's role is expected to be perfunctory.

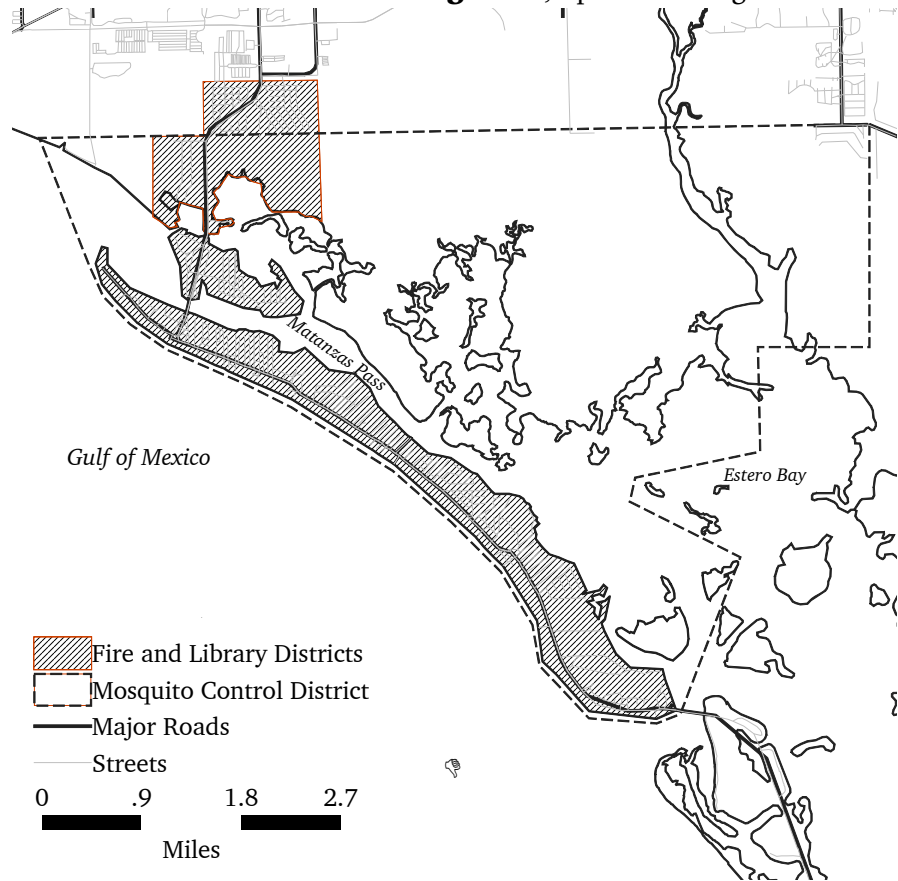
Special Taxing Authorities

The following units of government also provide services and have the authority to levy taxes. None of them have direct regulatory authority over the use of the land. The boundaries of these districts are shown in Figure 1.

Fort Myers Beach Fire Control District

The Fort Myers Beach Fire Control District was established as a

Figure 1, Special Taxing Authorities



volunteer fire department in 1949 and became a special taxing

district in 1951. It is governed by a five-member elected board. The district boundaries extend to just south of Pine Ridge Road and include all of San Carlos Island and Estero Island. The fire district may levy an ad valorem tax on real property within the district up to 3 mills (the current rate is 2.7698). A millage increase beyond 3 mills would require voter approval through a referendum.

The district has recently completed its first five-year comprehensive plan for 1996 through 2001 (pursuant to a planning process outlined in Section 189.401, *Florida Statutes*). This plan provides goals, objectives, policies, and standards for the district's operations and services; it also provides for coordination between the fire district and the town in order to ensure that services keep pace with growth.

The fire district coordinates closely with the Lee County Public Safety Division of Emergency Medical Services and Division of Communications. The fire district has its own ambulance system to provide first response, with backup from Lee County EMS. The fire district also coordinates with Lee County DOT; the state Division of Forestry; adjacent fire districts; and the U.S. Coast Guard. The district has a mutual aid agreement with the Lee County Port Authority Airport Crash, Fire, and Rescue Department. The district's comprehensive plan (in Policy 1.4) calls for the district to explore automatic mutual aid agreements with neighboring fire districts.

In addition to coordination with the town regarding long-range planning, the fire district will need to monitor future development proposals, changes in zoning, or other growth-related changes within the town. There is no specific coordination mechanism in place for such monitoring. The town and the fire district should develop a method for the regular exchange of information, for monitoring changes that may affect levels of service, and for obtaining the fire district's input on development proposals.

The district's comprehensive plan identifies the need for a larger facility for Station #1 than the existing site at Donora Boulevard can accommodate, and proposes to sell the existing site and relocate further south on Estero Boulevard. The district may require rezoning and will need to obtain building permits from the town for this new facility.

Lee County is currently conducting a study about ways to provide fire protection more efficiently, even considering the option of consolidating the various independent fire districts that now serve the unincorporated area. If the county were to proceed with a consolidation effort that would involve the Fort Myers Beach Fire Control District, the town and the district may wish to consider creating a city fire department in order to maintain the high level of service currently provided. Such action would require the mutual consent of the district and the town council. It would require either reducing the size of the fire district by transferring portions outside the town to another district or to the county, or providing municipal fire service outside the town (either by contract or direct operation of the district at its current size). If the size of the district were reduced, an allocation of equipment and facilities would be required, since much of the district's current equipment is stored outside the town's boundaries.

Fort Myers Beach Library District

The Fort Myers Beach Library District was created in 1965. The library was established through volunteer efforts beginning in 1954, and was the first free public library in Lee County. Pursuant to its enabling act, the library district boundaries are the same as the fire district boundaries. The library's budget is supported by an ad valorem tax up to one mill. The current millage is 0.4917. The library district is governed by a seven-member elected board.

In 1994, the library district completed a spacious, attractive facility that replaced the previous building and expansions on the same site at Bay Road. The library's collection is exceptional for a community this size, and the library is heavily used by tourists as well as permanent and seasonal residents.

The Town Manager has primary responsibility for coordinating with library officials. The current practice of informal coordination works well, with no apparent need for formal agreements given their high current service levels and absence of need for further library expansion.

Fort Myers Beach Mosquito Control District

The Fort Myers Beach Mosquito Control District was established in 1949. The district levies its own tax, which is currently 0.1542 mills, for the purpose of controlling and eliminating mosquitoes and other arthropods of public health importance. The mosquito control district is governed by three elected commissioners. The boundaries include Estero Island and extend north to Siesta Drive and east to about Island Park Road.

The town should work with the district to ensure that control methods conform to the environmental quality objectives of the town. The town should work with the district to develop standards for pesticide applications.

Alternative Service Arrangements

Because of the number of independent special districts, the Town Council should establish a committee to evaluate the present system and suggest whether efficiencies could be achieved through closer cooperation.

Utility Providers

Even though the town's utilities are provided by others, the town must ensure that proper provision is being made for continued high-quality service in accordance with future land use forecasts, and that minimum levels of service are met at all times in order for growth to continue. This process is implemented through the town's concurrency management system which coordinates the issuance of development orders and building permits with continuing measurements of the services needed to support development.

Individual utilities regularly furnish reports about their capacity. As long as Lee County provides the development permitting services for the town and the standards remain unchanged, the town need not be involved in this process. Once the new standards in this plan take effect, this system will have to be changed to reflect the new standards. If the town begins to issue development orders and building permits directly, then coordination will be required with all utilities to compare their levels of service against the new standards.

The Town Manager has primary responsibility for coordinating with the utilities (including the county where it provides utility services). Utility providers are subject to many federal, state, and local regulations (as described in the appendices of the Utilities Element). The entities which work most closely with the town and the utility providers are noted below.

Water Supply

Florida Cities Water Company provides potable water service to the town. It is a private for-profit company operating under the authority of the Florida Public Service Commission, which regulates all investor-owned (for-profit) utilities throughout the state. The South Florida Water Management District (SFWMD) provides water conservation guidelines and is responsible for issuing water use permits required before new wells are drilled or new

treatment facilities are constructed. The Florida Department of Environmental Protection regulates construction, operation, and maintenance of potable water facilities.

The Lee County Regional Water Supply Authority is a non-regulatory entity that was established in 1990. Its purpose is to encourage cooperation and promote a county-wide (rather than “utility-by-utility”) approach to managing the public water supply. It was sponsored by Lee County and the cities of Fort Myers, Sanibel, and Cape Coral (although Sanibel and Cape Coral have since withdrawn). The Town of Fort Myers Beach may wish to join this authority; there would be no immediate benefits to the town, but planning for a coordinated water supply could have long-term benefits to the entire community.

The Utilities Element notes that improved cooperation among utilities could result in such important measures as another back-up source of water to Fort Myers Beach. The only opportunity for a third water connection would be across Big Carlos Pass between Florida Cities’ and Bonita Springs Utilities’ water lines. Another connection would allow the transfer of water in either direction during emergencies.

Sewer Service

Sanitary sewer (wastewater) service is provided by Lee County Utilities, a branch of Lee County government. Fort Myers Beach is a part of the Fort Myers Beach/Iona-McGregor Service Area. Wastewater from this area is collected and transferred to the treatment plant on Pine Ridge Road, which has been in operation since 1979 and is currently in good condition with sufficient treatment capacity. As noted in the Utilities Element, the treatment plant does not have adequate capacity for disposal of effluent during extremely wet periods when customers need little or no re-use water. The county, like all utility operators, provides monthly monitoring reports to the Department of Environmental Protection.

The Town of Fort Myers Beach is not only one of the major users of this sewer service, it lies directly downstream of any effluent discharges into tidal waters. Both of these roles justify the town government’s involvement in policy matters concerning sewer service. Although the town does not directly franchise or control this service, its long-range goal should be a significant role in its operation.

Solid Waste Disposal

Lee County government uses a public-private partnership for collection and disposal of solid wastes throughout the county. All of the household garbage that is collected is taken by private contractors to the Lee County Resource Recovery Plant on Buckingham Road in east Fort Myers. Kimmins Recycling, a private for-profit company operating under a franchise from Lee County, is the primary solid waste collector for the town. Coordination of solid waste services is conducted through Lee County Utilities. Should the town decide to directly franchise its trash hauler rather than being included in one of Lee County’s larger contracts, the town would conduct the franchise negotiations directly.

Power, Telephone, and Cable TV

Other utilities providing services to the town include Florida Power and Light, Sprint (formerly United Telephone), and Media One (formerly Continental Cablevision).

Because the existing franchise agreement for cable service is through Lee County, which only provides franchises to unincorporated areas, the town will have to re-negotiate the franchise agreement.

The town has an interlocal agreement with Florida Power and Light (FPL) to provide street lighting. FPL provides the power, leases the poles and lights to the town, and is responsible for maintenance.

Most major power lines at Fort Myers Beach are run overhead along Estero Boulevard. Where there are no street trees to hide them, they detract visually from the landscape. Overhead lines are also very vulnerable to damage during storms, and can easily block an evacuation when lines fall across the road. The town will need to work cooperatively with FPL on financially feasible means to place major utility lines underground. This can best be accomplished during other improvements along the right-of-way, such as sidewalks or drainage improvements.

Regional Agencies

West Coast Inland Navigation District

The West Coast Inland Navigation District (WCIND) is a regional special district. The district levies its own tax within the district, which includes Lee, Charlotte, Manatee, and Sarasota Counties. The current millage is 0.03 mills, with a millage cap of 0.20 mills. The district maintains its portion of Florida's inland waterways such as the Intracoastal Waterway. Its programs include:

- acting as local interest sponsor for dredging projects of the U.S. Army Corps of Engineers;
- assisting local governments in beach renourishment and inlet management;
- aiding public recreation, navigation, environmental education, and boating safety projects
- entering into cooperative agreements for dredging spoil disposal sites; and
- maintaining regulatory markers for manatee protection zones.

The 1996 beach renourishment on Fort Myers Beach was an indirect benefit of a navigation project undertaken by the WCIND to dredge the federal navigation channel in Matanzas Pass. The dredging removed a dangerous accumulation of material at the tip of Bowditch Point and redeposited it along the beach from Bowditch Point to just south of the Lani Kai.

An effort is underway to develop a regional approach to beach renourishment. Several agencies are exploring this approach with the town, including the WCIND, the Southwest Florida Regional Planning Council (SWFRPC), and the Lee County Coastal Advisory Council (a council created by Lee County to advise county commissioners about beach and shore preservation). Activities could range from creation of a comprehensive beach plan as the basis for a unified permitting system, to joint ventures for equipment purchasing, to establishing a working unit of governance for a coherent system of beach management and renourishment.

As a part of a larger study to recognize the economic value of the waterways from Bonita Springs to Tampa Bay, the WCIND has commissioned a University of Florida study of the San Carlos Island fishing industry to better understand its economic value and help inform local decisions related to that industry.

The town has identified several locations on its Bay side where public docks would provide access to recreation and cultural sites and provide dockage for a future water taxi system. When such projects are formulated, the WCIND's Boating Improvement Program Funds can provide matching funds to carry them out. The town has recently received a grant from WCIND to support additional Marine Patrol enforcement efforts through an agreement with the Lee County Sheriff's Department.

Another regional effort is focused on anchorage issues for recreational boating. The WCIND, along with the SWFRPC, Florida DEP, Florida Sea Grant, and BAIL (Boater's Action Information League), sponsored the creation of a Regional Harbor Board. Of particular interest to the town are management strategies for the Matanzas Pass anchorage, which is the most diverse and heavily used anchorage in the region.

The coordination mechanisms sponsored by the WCIND are working well and can help carry out many of the town's objectives.

South Florida Water Management District

The South Florida Water Management District (SFWMD) is one of six water management districts in the state. It is an outgrowth of the Central and Southern Florida Flood Control District, which was formed in 1949. Its responsibilities were broadened in 1972 to add water supply, water quality protection, and environmental enhancement to its original mandate for flood protection.

SFWMD coordinates with governmental entities at all levels regarding water resource issues, working with the DEP, the Department of Community Affairs, and the Florida Game and Fresh Water Fish Commission on a range of programs including:

- the Surface Water Improvement and Management Plans (SWIM);
- the Save Our Rivers Program;
- issuance of "Environmental Resource Permits" to proposed land developments, authorizing surface water management systems and wetland impacts; and
- review of water-related elements of the town's comprehensive plan (and future plan amendments).

SFWMD has divided its area into four planning regions: Lower East Coast, Upper East Coast, Kissimmee Basin, and Lower West Coast. SFWMD recently adopted a Lower West Coast Water Supply Plan, which includes Lee, Collier, Hendry Counties and portions of Charlotte, Glades, Monroe and Dade Counties. This plan provides guidance for decisions on water supply planning, research, funding, and regulatory issues through the year 2010. SFWMD is now preparing more specific plans for the Caloosahatchee River watershed and the Estero Bay watershed. SFWMD is administering \$200,000 in state funds to develop an Estero Bay Watershed Plan to improve water quality in Estero Bay. The plan will collect water quality data and develop goals and stan-

dards to improve water quality, and will include a freshwater inflow study.

The SFWMD issues water-use permits to Florida Cities Water Company that allows them to withdraw drinking water from underground aquifers. Nearly all changes to surface water drainage within the town will also be regulated by SFWMD.

SFWMD offers technical assistance to local governments on many matters including:

- preparation of water-related element of comprehensive plans;
- technical and financial assistance for stormwater management and planning; and
- the development of water conservation ordinances, model landscape codes, and model utility rate structures.

Existing coordination with SFWMD is working well and will be of increasing importance as the town implements this comprehensive plan, especially its stormwater management program.

Southwest Florida Regional Planning Council

The state legislature has created a system of eleven "regional planning councils" to promote area-wide coordination and help local governments to resolve issues transcending their individual boundaries. A regional planning council does not act as a permitting entity but rather coordinates intergovernmental solutions, provides technical assistance to local governments, and provides a means for local governments to provide input into state policy development.

The Southwest Florida Regional Planning Council (SWFRPC) serves Lee, Charlotte, Sarasota, Glades, Hendry, and Collier Counties. SWFRPC staff provides technical assistance for local government comprehensive plans; for example, they prepared the initial draft of the hurricane planning and evacuation sec-

tions of this plan's Coastal Management Element. The SWFRPC will review the town's entire comprehensive plan and subsequent updates and amendments. In 1995, the SWFRPC adopted its most recent Strategic Regional Policy Plan (SRPP) with which the town's comprehensive plan must demonstrate consistency.

The Town of Fort Myers Beach now has a seat on the board of the SWFRPC, and previously participated in many of its coordinating functions as described throughout this plan. SWFRPC activities include:

- providing the staff for the Lee County MPO;
- coordinating hurricane response planning and ongoing preparedness among local governments;
- coordinating with state agencies and the legislative process on behalf of local entities;
- hosting the Southwest Florida Issues Group of the Governor's Commission for a Sustainable South Florida; this group is also an advisory body to the South Florida Ecosystem Restoration Working Group (described below);
- providing staff to the Estero Bay Agency on Bay Management, a non-regulatory advisory body that will develop scientific data and make recommendations for the management of Estero Bay and its watershed. Members include the Lee County legislative delegation, chambers of commerce, citizen and civic associations, Lee County, SFWMD, Florida Game and Freshwater Fish Commission, DEP, SWFRPC, Florida Gulf Coast University, commercial and recreational fishing interests, and other interested parties including the Town of Fort Myers Beach. The Agency on Bay Management is conducting a land use analysis of the Estero Bay watershed and will review an Estero Bay management and improvement study as it is developed;
- administering the Charlotte Harbor National Estuary Program and its three-year process to develop a Comprehensive Conservation and Management Plan which will then be implemented by the appropriate state, regional,

and local government entities, including the Town of Fort Myers Beach.

The SWFRPC has been encouraging a comprehensive approach to the cumulative impacts of individual land developments. This approach will be implemented in the Estero and Imperial River watersheds through a programmatic Environmental Impact Statement (EIS) to be prepared by the U.S. Army Corps of Engineers in 1998 and 1999.

The SWFRPC also provides staff to the Housing Providers Coalition, which provides its members with opportunities to share ideas and information.

The town would benefit by participating directly in the SWFRPC and its technical advisory committee. Full membership would be available upon request and payment of an annual fee (which is based on population).

State Agencies

The following sections describe the relevant functions of the state agencies with which the town coordinates in preparing and implementing this comprehensive plan.

Florida Department of Community Affairs

The Florida Department of Community Affairs (DCA) is the state land planning agency, administering Florida's growth management programs and the Florida Communities Trust. DCA also coordinates funding for the regional planning councils and has major programs in coastal zone management, emergency management, and affordable housing.

DCA oversees the state's entire comprehensive planning process to ensure the consistency of local goals, objectives, and policies with state rules and regional and state plans. The town has been working closely with DCA staff from the outset of the town's

comprehensive planning process to ensure a mutual understanding of planning objectives. In addition to reviewing the completed comprehensive plan (and possibly challenging it), DCA will review future plan amendments and five-year "evaluation and appraisal reports." DCA will also determine the validity of challenges filed by citizens regarding the consistency of land development regulations that are adopted to implement this comprehensive plan.

The Florida Housing Finance Agency (FHFA), part of DCA, coordinates with Lee County concerning affordable housing. FHFA administers the State Housing Initiatives Program (SHIP) and the State Apartment Incentives Loan (SAIL) program and various loan guarantee programs for affordable housing.

The Florida Communities Trust is of particular importance to the town. This program provides land acquisition grants to local governments for projects that implement comprehensive plans. This program is paying the entire cost of purchasing the Mound House, a valuable archaeological and historical resource.

Florida Department of Environmental Protection

The Florida Department of Environmental Protection (DEP) was created in 1991 as a merger of the Department of Environmental Regulation and the Department of Natural Resources. DEP administers the Florida Water Quality Assurance Act, the Florida Safe Drinking Water Act, the 1984 Groundwater Protection Rules, the 1988 Solid Waste Management Act, and the federal Clean Air Act.

The DEP's Office of Ecosystem Management will review the town's comprehensive plan and advise DCA of its findings.

Through its Divisions of Water Facilities and Waste Management, the DEP regulates construction and operation of Florida Cities' potable water facilities; regulates the operations of the

Fort Myers Beach wastewater treatment plant, including its deep-well injection activities; and regulates landfills and incinerators. DEP requires monthly monitoring reports from all utilities and monitors mandated reductions in municipal solid waste deposited at landfills. The Division of Water Facilities also oversees beach management and restoration activities.

The Florida Marine Research Institute in St. Petersburg conducts biological research throughout the state on coastal issues such as seagrasses, manatees, red tide, and water pollution. The Institute's findings provide valuable information to inform planning and decision-making, such as a model code for the protection of nesting sea turtles. (The town intends to base its new regulations on this model code.)

Local representatives of DEP's Bureau of Coastal and Aquatic Managed Areas are working closely with the town on projects that further the goals and objectives of this comprehensive plan, including participating on the town's newly convened Marine Resources Task Force. One of the task force's projects is to develop criteria beyond the current state requirements on beach cleaning, which in excess can harm the beach by depriving it of natural deposits of organic material. The town is also doing preliminary work with DEP about permitting of waterfront structures to serve the Mound House and the canoe trail.

Through DEP, the town is linked with the activities of the South Florida Ecosystem Restoration Working Group, providing a significant opportunity for the town to coordinate with other entities and obtain funding for restoration projects. This is a multi-agency group formed by congress and headed by the U.S. Army Corps of Engineers to restore south Florida ecosystems, administering the Water Resource Development Act (WRDA) which provides \$75 million dollars in matching funds for restoration projects. The town recently submitted a proposal to the Working Group to fund a stormwater retrofit project, which is a demonstration project including water testing, identifying and

removing any remaining septic tanks, and converting some impervious surfaces such as parking lots with alternative permeable surfaces. This project would implement major recommendation of this plan's Stormwater Management Element.

The Estero Bay Aquatic and State Buffer Preserves Office is currently preparing a management plan for the Estero Bay State Buffer Preserve and is actively proceeding with land acquisitions within the proposed boundaries for the preserve (defined by the Conservation and Recreational Lands or CARL program). This office is also working with the county, Sanibel, and the Town of Fort Myers Beach to acquire land along Bunche Beach. Through their work with the Agency on Bay Management, DEP is reviewing all the lands that should be acquired to benefit Estero Bay and its watershed and improve public access. This office also participates in the town's Marine Resources Task Force and the Regional Harbor Board, providing an important source of research and technical information to each.

Florida Game and Freshwater Fish Commission

The Florida Game and Freshwater Fish Commission classifies habitat areas and listed plant and animal species (in accordance with the U.S. Endangered Species Act and the Florida Wildlife Code) and works closely with the U.S. Fish and Wildlife Service, Lee County, and the town in enforcing state and federal regulations regarding bald eagles, manatees, sea turtles, and gopher tortoises.

The FGFWFC can designate an area as a Critical Wildlife Area (CWA) to protect wildlife from human disturbances during critical periods such as nesting. Little Estero Island has been established as a Critical Wildlife Area. The FGFWFC is responsible for posting closed areas, and can provide funding for signage to inform residents and visitors of the uniqueness and fragility of the island habitat. Coordination among the FGFWFC, Lee County Division of Parks and Recreation, the DEP, the town, and

volunteer organizations will be important in the ongoing care and management of this area.

Florida Department of Children and Families

The Florida Department of Children and Families is a state agency that provides human services to foster self-sufficiency and stable families and communities. Services are directed to "special needs" populations, particularly:

- abused and neglected children;
- Floridians in poverty;
- people with alcohol or drug dependency;
- people with mental illness;
- people with developmental disabilities (such as mental retardation);
- elderly and disabled people; and
- families threatened by violence.

This department is quite decentralized, operated as 15 locally operated entities that attempt to meet the special needs of the communities they serve. Each district is guided by a volunteer board of local citizens. Lee County is part of District Eight, along with Charlotte, Collier, DeSoto, Glades, Hendry, and Sarasota Counties. Coordination with this agency occurs via the Lee County government.

Florida Department of State, Division of Historical Resources

This division implements state historic preservation policy and is the conduit for federal historic programs to local jurisdictions. Its Bureau of Archaeological Research maintains a conservation laboratory. The division is assisted by a nine-member Historic Preservation Advisory Council, which plays an important role in selecting recipients of state grants. Projects funded by Community Development Block Grants and federal transportation projects are subject to the a historic review process administered by this division.

Florida Department of Transportation

The Florida Department of Transportation (FDOT) is involved in nearly every facet of transportation, from highways to railways, airports, and seaports.

FDOT is a somewhat decentralized agency, with the Tallahassee office responsible for policy and eight district offices actually building and maintaining roads and bridges. The Town of Fort Myers Beach lies within District One, headquartered in Bartow. A Southwest Area Office in Fort Myers has provided better communication between FDOT and local governments, although the influence of this local office has recently diminished.

FDOT has responsibility for San Carlos Boulevard and the sky bridge over Matanzas Pass (ending at the crosswalk at Times Square). FDOT is thus an important partner in many transportation-related issues at Fort Myers Beach. The Town Manager works directly with local FDOT officials.

Federal Agencies

The following sections describe the relevant functions of the federal agencies with which the town coordinates, directly or indirectly, to implement this comprehensive plan.

Environmental Protection Agency

The U.S. Environmental Protection Agency (EPA) implements major federal environmental legislation such as:

- the Clean Air Act (1970 and 1990), which establishes emission standards for point source emitters of airborne pollutants as well as motor vehicles, and sets pollution control standards which require communities and industry to meet air quality standards;
- the Safe Drinking Water Act of 1974; and
- the Clean Water Act (1987), which establishes a permitting program and criteria for the discharge of pollutants

into the country's waters, including minimum water quality standards. EPA's 1990 regulations required Lee County and its municipalities to obtain a permit under the National Pollutant Discharge Elimination System (NPDES) for discharging stormwater.

Federal Emergency Management Agency

The Federal Emergency Management Agency (FEMA) administers the National Flood Insurance Act of 1968 which established the National Flood Insurance Program (NFIP). Communities must adopt and adequately enforce flood plain management ordinances pursuant to NFIP requirements in order for any property owners to purchase federally guaranteed flood insurance. FEMA evaluates floodplain management programs of local governments and now issues a rating under the Community Rating System to reward local governments which are making efforts to reduce flood losses. A good CRS rating results in lower flood insurance costs for all property owners.

Army Corps of Engineers

The U.S. Army Corps of Engineers is the primary enforcement agency for the Rivers and Harbors Act (1899), which regulates all activities affecting the navigable waters of the United States, including activities in wetlands and the construction of bridges, roads, and docks. Permits are required from the Corps before dredging and filling in wetlands or in open waters such as Matanzas Pass. Area-wide drainage improvements contemplated in the Stormwater Management Element may also require Corps permits.

Coast Guard

The functions of the U.S. Coast Guard relevant to the town include education, emergency response, navigational improvements, and law enforcement coordination with the Florida Marine Patrol and the Lee County Sheriff.

Fish and Wildlife Service

The U.S. Fish and Wildlife Service administers the Endangered Species Act, which includes:

- establishing criteria for the listing of plants and animals as threatened or endangered;
- provides a permitting program to ensure conservation of listed species habitat during development activities; and
- preparing species-specific Habitat Conservation Plans intended to address the long-term viability of endangered or threatened species.

Department of the Interior

The U.S. Department of the Interior has the responsibility for protecting marine mammals such as the West Indian manatee and the Atlantic bottlenose dolphin. The Department of the Interior also administers the Historic Preservation Act through State Historic Preservation Offices.

Department of Housing and Urban Development

The United States Department of Housing and Urban Development (HUD) is the federal agency that administers the Community Development Block Grant (CDBG) program and the HOME, HOPE, and other federal programs to assist housing and community development. The coordination relationship is via Lee County.

ANALYSIS OF NEED FOR IMPROVED COORDINATION

Policies from each comprehensive plan element regarding inter-governmental coordination are summarized below, followed by issues related to growth and development in adjacent areas of the county. The consistency of this comprehensive plan with regional and state plans is then discussed.

Specific Policies Within This Comprehensive Plan

Table 14-1 provides a summary of parts of each element of this comprehensive plan that call for cooperative approaches and/or would benefit from additional coordination. These issues are organized by element and policy number, with a short summary of the policy.

Table 14-1 — Summary of Issues Requiring Intergovernmental Coordination

<i>Element / Policy</i>	<i>Issue (abbreviated summary of policy)</i>
Community Design: Policy 2-C-5 Policy 3-C-1 Policies 3-D-5 and 3-D-6	<p>Develop a program for placing utilities underground that addresses both public and private sector development. (<i>Involves cooperation with Florida Power and Light</i>)</p> <p>Structure a public /private partnership to outline the public improvements necessary to implement the Villa Santini Plaza revitalization concept of a “Main Street” town center for the south end of the island and identify the agencies and entities involved and their respective roles.</p> <p>Implement traffic circulation improvements and trolley/transit improvements (involves cooperation with Lee County DOT and Lee Tran).</p>
Future Land Use: Policy 4-E-2 Policy 4-E-3 Policy 4-E-5	<p>Seek the opinion of FDEP on exceptions to coastal setbacks.</p> <p>Participate in the National Flood Insurance Program.</p> <p>Request state approval of an island-wide approach to limiting obstructions below flood elevation (seaward of the Coastal Construction Control Line).</p>
Coastal Management: Policy 5-B-1 (ii) and (iv) Policy 5-B-2 Policy 5-C-1 Policy 5-C-4 (iv) Policy 5-D-1 Policy 5-E-3 Policy 5-F-1	<p>Improve mainland shelter capacities and hurricane evacuation times working in close cooperation with Lee County, Sanibel, the SWFRPC, and Lee County DOT and FDOT.</p> <p>Calls for full participation in the federal government’s National Flood Insurance Program.</p> <p>Cooperate with Lee County officials to prepare a post-disaster redevelopment plan.</p> <p>Explore with the DEP an alternative method of controlling building intensity seaward of the Coastal Construction Control Lines to better meet the state’s coastal management goals and the town’s revitalization program.</p> <p>Work closely with Lee County and other agencies in implementing beach renourishment program.</p> <p>Attempt to acquire one or more beach access points at the southern end of the island. (<i>would require a cooperative approach to fund such an acquisition</i>)</p> <p>Initiate a cooperative planning process for Matanzas Pass as envisioned by Policy 94.6.3 of the Lee County Comprehensive Plan.</p>
Conservation: Policies 6-A-1 and 6-A-3 (and Recreation Objective 10-A) Policy 6-A-4 (and Recreation Policy 10-A-1)	<p>Town to take a leadership role in enacting ordinances and facilitating resolution of jurisdictional problems related to the estuaries and bays.</p> <p>Specify protective measures which should be reinforced and additional measures which should be considered for implementation through existing cooperative relationships.</p> <p>Provide for a local task force (the Marine Resources Task Force) to coordinate and reconcile efforts of various organizations, governments, and businesses to promote long-term sustainability of the environmental and recreational uses of the estuary. The task force would make recommendations to the town regarding a range of issues.</p>

Table 14-1 — Summary of Issues Requiring Intergovernmental Coordination

<i>Element / Policy</i>	<i>Issue (abbreviated summary of policy)</i>
Policy 6-A-7 (and Recreation Policy 10-A-3)	Encourage the town's active participation in the Agency on Bay Management and the Charlotte Harbor National Estuary Program.
Policies 6-A-8 and 6-B-9 and Recreation Policy 10-A-5	Town to actively encourage the purchase of the mainland acres adjoining Estero Bay to become an expanded Estero Bay State Buffer Preserve and support the efforts of other entities acquiring land that will contribute to conservation of environmental and recreational resources.
Policy 6-B-1	Reinforce the continuing interagency cooperation in the management of natural reserves, preserves, and Critical Wildlife Area.
Policy 6-B-2	Implement cooperative measures related to Little Estero Island Critical Wildlife Area and the sponsoring of a volunteer task force to work with the FGFWFC to oversee the daily stewardship of Little Estero Island.
Policy 6-B-3	Negotiate an agreement with Lee County to assign responsibility for the long term maintenance, restoration, and improvement of Matanzas Pass Preserve that reflects its status as both a county wide and local amenity and its importance as a natural habitat.
Policy 6-B-6	Town to participate with other agencies in the preparation and implementation of water management plans such as the Charlotte Harbor Management Plan, Surface Water Improvement and Management (SWIM) plans, Estero Bay Aquatic Preserve Management Plan, and similar efforts.
Policy 6-B-10	Cooperate and share responsibility with Lee County and the FGFWFC for updating technical information.
Objective 6-C	Increase cooperation with local, state, and federal agencies in protecting wildlife listed species including developing species-specific Habitat Conservation Plans; cooperating with Lee County in the establishment of mitigation parks and banks; establishing manatee protection programs.
Policy 6-C-5	Town to work with other agencies and non-profit groups to prepare and adopt a new sea turtle ordinance, superseding the existing Lee County ordinance, to broaden its scope and improve protection.
Policy 6-D-3	Describes interagency responsibilities for review of impacts to wetlands, and the process for issuance of development approvals by the town, applying of conditions, and enforcement of compliance.
Policy 6-F-3	Establish criteria for any new facility requiring an air quality permit, including monitoring procedures to supplement those provided by the state, and enter into agreements with Lee County and other relevant agencies to ensure that the town's concerns are addressed during the permitting states of potential point source pollution generators.
Policies 6-H-4 and 6-H-6	Town to work in cooperation with Lee County and other agencies to continue water quality monitoring and identification of sources of non-point water pollution, especially those occurring from within the town and to comply with the requirements of the NPDES by prohibiting discharge of runoff, wastewater other potential sources of contamination.
Policy 6-I-2	Town to cooperate with emergency water conservation measures of the South Florida Water Management District.
Policy 6-J-4	Town to support Lee County's programs to properly dispose of hazardous wastes.

Table 14-1 — Summary of Issues Requiring Intergovernmental Coordination

<i>Element / Policy</i>	<i>Issue (abbreviated summary of policy)</i>
Transportation: Policy 7-D-2 Objective 7-E and Policy 7-E-2 Policy 7-E-1 Policy 7-F-4 and 7-H-4 Policy 7-G-3 Policy 7-H-2	<p>Improve trolley service by working with Lee Tran to implement specific improvements.</p> <p>Develop partnership with Lee County for Estero Boulevard improvements or take over maintenance responsibility from Lee County.</p> <p>Seek unspent funds from Estero Island CRA to complete streetscaping.</p> <p>Encourage Lee County and FDOT to install variable message signs.</p> <p>Consider taking over maintenance responsibility from FDOT for the Matanzas Pass Sky Bridge.</p> <p>Experiment with solutions to San Carlos Boulevard terminus at the Sky Bridge.</p>
Utilities: Policies 8-C-2, 8-C-3, and 8-C-6 Policy 8-C-1 Policies 8-D-2/3/6/7 Stormwater Management: Policies 9-A-1 and 9-D-5 Recreation: Policy 10-B-1 Policy 10-B-2 Policy 10-C-13 Policies 10-D-1 and 10-E-1 Policy 10-F-1 Policy 10-F-2	<p>Promote cooperation among the town, Florida Cities, and SFWMD to implement the water conservation program measures suggested by the South Florida Water Management District.</p> <p>Encourage Florida Cities to implement a strong “conservation rate structure” where large water users pay a higher rate per gallon than is charged to frugal users.</p> <p>Encourage Lee County Utilities to expand its facilities and agreements for recycling treated wastewater for reuse and limit deep well injection of surplus wastewater to emergency use only. (<i>Would require cooperation among DEP, Lee County Utilities, the town and other interested jurisdictions.</i>)</p> <p>Cooperative efforts with Lee County Utilities needed to expand recycling program.</p> <p>Implementation of the improvements to the stormwater system will require ongoing coordination with the EPA and Lee County regarding compliance and programs to meet the requirements of the National Pollutant Discharge Elimination System, and with DEP and SFWMD.</p> <p>Encourage Lee County to plant native shade trees at Bowditch Point Park and control the spread of invasive exotic vegetation such as Australian pine trees</p> <p>Work with Lee County to provide alternative modes of transportation as access to Bowditch Point Park.</p> <p>Work with Lee County to improve Lynn Hall Park.</p> <p>Develop a cooperative process with Lee County to prepare for the transfer of operation and maintenance responsibility for county-owned recreational facilities within the town, including beach accesses.</p> <p>Cooperation between the town and the Florida Communities Trust (division of DCA) for the acquisition of the Long Estate.</p> <p>Creation of a task force on eco/heritage tourism to work closely with the Marine Resources Task Force to implement a statewide plan for eco/heritage tourism.</p>

Table 14-1 — Summary of Issues Requiring Intergovernmental Coordination

<i>Element / Policy</i>	<i>Issue (abbreviated summary of policy)</i>
Policy 10-I-13	Promote a cooperative effort among the town, the county, the city of Sanibel and other municipalities in the county to develop cost-sharing mechanisms to support measures needed to improve the visitor experience to regional resources located within municipal boundaries.
Housing: Policy 12-A-1 (i), (ii), (iii)	Promote cooperative approaches among financial institutions, and the public and private sectors; consider entering into an interlocal agreement with Lee County to continue participation in federal and state housing programs; promote public-private partnerships.
Historic Preservation: Policy 13-A-1 Policy 13-A-2 Policy 13-A-3 Policy 13-A-5	Convene a working group including the Lee County Planning Division to make recommendations on various historic preservation policies Make available copies of Florida Master Site File listings Update historic surveys and share information with county and state Contract with Lee County for staff work on historic preservation

Development Outside Fort Myers Beach

Land immediately adjoining the town includes Black Island and Lovers Key to the south, San Carlos Island to the north (across Matanzas Pass), and the San Carlos Boulevard/Summerlin Road corridors further north. The town's major concerns about development outside its boundaries are additional traffic and impacts of more stormwater runoff on Estero Bay.

According to analyses by the SWFRPC and reported in this plan's Coastal Management Element, congestion on evacuation routes will increase as traffic moves inland and joins other streams of evacuating traffic in south Lee County. It must be resolved by more comprehensive means than, for example, reducing currently allowable development intensity immediately outside the town. The SWFRPC and the MPO are the appropriate entities through which comprehensive solutions be achieved.

Eroding water quality in Estero Bay also requires a comprehensive approach. Conservation Element Policies 8-A through 8-F require the town to take actions to protect and improve water quality in Estero Bay, set standards for new development and redevelopment in the town, identify cooperative activities with Lee County and other agencies to identify and eliminate pollution sources, and require compliance with NPDES requirements. Such cooperative measures need to be further refined with other entities having similar responsibilities.

Another area of concern is the future of Matanzas Harbor and the San Carlos Island waterfront. This issue is discussed in the Coastal Management Element. Its Policy 10-F-1 calls for the town to take an active role in initiating and participating in a planning process for Matanzas Pass and nearby waters, as called for in Policy 94.6.3 of the Lee Plan. Other participants in a balanced planning process might include Lee County; the San Carlos Island Local Redevelopment Planning Committee; shrimping industry representatives; recreational marina repre-

sentatives; Estero Bay Aquatic Preserve; U.S. Coast Guard; Lee County Port Authority; and West Cost Inland Navigation District. The intended outcome of the process would be a "Matanzas Harbor Management Plan" and the establishment of a new entity to manage activities in Matanzas Pass.

Coordination procedures will also consider the potential effects of this plan on land outside the town's boundaries. No negative effects have yet been identified. Development densities and intensities are lower in most cases than allowed by the Lee Plan prior to the town's incorporation. It is anticipated that with extensive intergovernmental coordination and timely implementation of the town's comprehensive plan, beneficial impacts on the surrounding resource areas will occur.

Underlying the plan is a recognition of the integral role of the town in the preservation and enhancement of the larger natural, economic, and social systems of the region. The plan promotes cooperative and efficient solutions to multi-jurisdictional problems through active participation, leading by example, and commitment to long-term implementation and management processes.

Consistency with Regional and State Plans

The policies of this comprehensive plan are consistent with and further the goals of the 1995 Southwest Florida Strategic Regional Policy Plan (SRPP) and the State of Florida's Comprehensive Plan (which is contained in Chapter 187 of the *Florida Statutes*). The goals of the SRPP are grouped into five subject areas of *Natural Resources*, *Emergency Preparedness*, *Economic Development*, *Affordable Housing*, and *Transportation*. The SRPP's discussion of background, concerns, issues, and goals in these areas were compared to the goals, objectives, and policies of the town's comprehensive plan in order to identify the need for additional planning coordination.

Natural Resources

Goals and policies throughout the State Comprehensive Plan address the need to protect, conserve, and manage natural resources to assure resources for all users, adequate access, sustainability, and prevention of destruction of resources. The SRPP's goals promote environmental awareness, educational programs, and target levels of attainment for increases in the diversity and extent of the region's protected natural systems; protection and conservation of water supply, water quality, groundwater resources, air quality, and coastal resources; improvement of drainage systems; and increased public access to beaches consistent with long-term habitat sustainability.

Goals and policies of the Fort Myers Beach Comprehensive Plan's Conservation, Stormwater Management, Utilities, and Coastal Management Elements specifically further these goals of the SRPP for natural resources and recognize the need for cooperative effort. The SWFRPC has provided leadership in convening forums for such cooperation. Of the many issue areas that are being addressed, restoration of a natural beach and dune system on the town's beaches is an effort that will require substantial

interagency coordination and will further many related objectives for resource and habitat protection.

Emergency preparedness

The SRPP's regional strategy for emergency preparedness recognizes the policy direction of the State Comprehensive Plan. While emergency preparedness is by nature a regional activity and many of the SRPP's goals are regional in scope, the Fort Myers Beach Coastal Management Element furthers these goals, particularly in Policy 5-B-1 which calls for improving the capability of evacuating Fort Myers Beach in a timely manner; 5-B-4 regarding development of a storm emergency plan; 5-B-5 identifying capital improvements to infrastructure that can improve evacuation times; 5-C-1 concerning a post-disaster redevelopment plan; 5-C-2 seeking solutions to elevation and drainage characteristics of evacuation routes to the mainland; and 5-D-1 regarding conservation and enhancement of the shoreline for storm protection.

The SWFRPC takes a leadership role in on-going coordination for emergency preparedness. Southwest Florida has established a Local Emergency Planning Committee, a committee of local Emergency Management Directors, and mutual aid agreements among the member counties. Even with the many measures the town will implement locally to protect from and recover after emergencies, lengthy out-of-county evacuation times and inadequate in-county shelter capacity remain major concerns that can only be adequately addressed at the regional level and require active cooperation of all jurisdictions in the region.

Affordable Housing

The housing goals of the SRPP further the state's goal to increase the supply of adequate affordable housing for low- and moderate-income individuals and to encourage self-sufficiency among individuals. The SRPP's goals promote:

- A wide variety of housing types

- Private sector and/or public/private partnership efforts to provide low-cost housing
- Coordination of local housing programs with related social services
- The Southwest Florida region receiving its share of state and federal funds
- Assurance that new affordable housing developments will be an asset to the local community through excellence in siting and design and in its ongoing operation and maintenance
- Infill and neighborhood revitalization

The policies implementing the Fort Myers Beach comprehensive plan housing goal, “To keep a wide variety of housing types available to people at all stages of their lives,” are consistent with and further the SRPP and state’s housing goals by:

- Proposing an interlocal agreement with Lee County to provide access to the range of federal and state programs, eliminate duplication, increase opportunities for partnerships, and address affordable housing from a regional perspective (Housing Element Policy 12-A-1)
- Promoting a neighborhood revitalization program and community design policies (Housing Element Policies 10-A-2/3/4, 10-B-1, and 10-C-1/7) that:
 - Encourage aesthetic compatibility of all new development and redevelopment with the town’s vision.
 - Provide for elimination of substandard conditions;
 - Promote measures for partnerships, private sector development, and individuals to provide the range of housing types by facilitating access to resources, providing an incentive-driven regulatory system, and promoting neighborhood livability through design guidelines and flexibility in the land development regulations and code enforcement.

The existing coordination mechanisms and the proposed interlocal agreement with Lee County adequately address the need

for on-going coordination and partnership building related to implementing the town’s housing goal.

Economic Development

The Economic Development goals of the SRPP further the State Comprehensive Plan goals to centralize activities into downtown areas, promote a healthy economic climate, and support development and expansion of tourist-related economies. While the town’s comprehensive plan does not contain an economic element, policies throughout the plan further the economic development goals of the region.

Fort Myers Beach, in its position as a barrier island visitor and tourist destination, is a key component of the state’s tourism resources which are the foundation of the state’s economy. In furtherance of the state and regional goals for economic development, the town’s policies:

- Promote private-sector investment into downtown revitalization and centralization of commercial, governmental, retail, residential, and cultural activities within existing “town center” areas;
- Promote clear and consistent regulatory processes that encourage re-investment and balance economic and environmental objectives;
- Encourage public/private partnerships to leverage resources and increase access to federal, state, regional, local, and private assistance programs for implementation;
- Ensure that any deficiencies in public facilities and services are eliminated and that properly financed maintenance schedules will be adopted for public facilities;
- Contribute to the state’s goal of expanding tourism and diversifying the tourist experience while improving the livability of the community so that residents and tourists can co-exist comfortably. Particular attention in the town’s plan is given to the protection and enhancement

of the town's natural, recreational, historic, cultural, and archaeological resources so that public enjoyment of these resources can be sustained for future generations, and so that visitors, tourists, and residents can experience and access these amenities in a variety of ways.

- Conservation and Coastal Management policies particularly promote economic stability over the long term by identifying and protecting natural resources, preventing any further loss of significant historical and archaeological resources, protecting future water supplies, and increasing production and use of alternative energy sources, including conservation.

The town coordinates closely with Lee County and the Tourist Development Council, and with other barrier island jurisdictions such as Sanibel, both to promote successful tourism and to ensure a balance between tourism and community livability.

One area requiring greater levels of coordination is in developing an approach to cost sharing as a means to both cultivate tourism and to address the impacts of tourism on the infrastructure of the local community.

Transportation

The following transportation issues are covered by the fifth and final section of the SRPP:

- Highway systems (including roads, mass transit, bicycle/pedestrian facilities, and the transportation disadvantaged);
- Aviation systems (for passengers and freight);
- Water-borne systems (including waterways, ports, and marinas);
- Rail systems; and
- Pipelines, electric transmission lines, and man-made drainage.

The SRPP's goals promote:

- adequate evacuation times;
- reduced acquisitions costs for new roads;
- reduced travel through mixed land uses;
- improved levels of services on roads;
- encouragement of mass transit and carpooling;
- more bicycle and pedestrian facilities;
- access to transportation for the "special needs" population;
- expansion of airports;
- increase of rail cargo service;
- better maintenance of roads;
- better integration of highways, air service, and mass transit;
- attention to peak-season travel needs;
- reduced accident rates; and
- better attention to travel needs between jurisdictions.

Goals and policies in this plan closely follow these same themes, unless the goal of improving levels of service were read to require only road improvements rather than the multi-modal improvements anticipated by this plan's Transportation Element.

GOALS - OBJECTIVES - POLICIES

Based on the analysis of intergovernmental issues in this element, the following goals, objectives, and policies are adopted into the Fort Myers Beach Comprehensive Plan:

GOAL 14: To efficiently coordinate plans, policies, and public services among the many public and private agencies that play important community roles.

x

OBJECTIVE 14-A COORDINATION OF PLANS — Ensure coordination of this comprehensive plan with comprehensive plans of Lee County and the Lee County School Board, other units of local government providing services but not having regulatory authority over the use of land, and with regional and state plans.

- POLICY 14-A-1 The town will coordinate planning activities called for by this comprehensive plan with other local governments, the school board, other units of local government providing services but not having regulatory authority over the use of land, the regional planning council, and the state through informal coordination, working groups, workshops, joint meetings of governing boards, participation in coordinating organizations, special task forces, and by formal interlocal agreements as the need arises.
- POLICY 14-A-2 In the areas where the town's comprehensive plan addresses the subject matter of the State Comprehensive Plan in Chapter

187 *F.S.* and/or the 1995 Southwest Florida Strategic Regional Policy Plan, the town's plan has been designed to be compatible with and further these plans. Future amendments to this plan shall maintain this compatibility. The town will incorporate into the land development code appropriate regulations to further attain mutually held objectives.

POLICY 14-A-3 Where conflicts with other entities cannot be resolved through discussion among those concerned or other means, the town shall consider resolution through interlocal agreements and/or the informal mediation process of the Southwest Florida Regional Planning Council.

POLICY 14-A-4 Pursuant to the 1996 amendments to Chapter 163.3177 *F.S.*, the town shall cooperate with the Lee County and other municipalities within the county, the Lee County School Board and any unit of local government providing services in the county in the following activities:

- i. Developing principles and guidelines to be used in the accomplishment of coordination of the adopted comprehensive plans;
- ii. Describing joint processes for collaborative planning and decision-making on population projections and public school siting, the location and extension of public facilities subject to concurrency, and siting facilities with countywide significance

The town will cooperate in establishing, by interlocal or other formal agreement executed by all affected entities, the joint pro-

cesses described above, pursuant to the schedule to be established by the state land planning agency.

POLICY 14-A-5 The town will coordinate with Lee County and the South Florida Water Management District to insure that this Comprehensive Plan remains consistent with Lee County's Water Supply Facilities Work Plan (last updated in July 2008) and SFWMD's 2005–2006 Lower West Coast Water Supply Plan Update (approved on July 12, 2006). The town commits to updating this Comprehensive Plan in accordance with statutory timeframes, which in 2009 required this update within 18 months after SFWMD updates or amends its 2006 Lower West Coast Water Supply Plan Update.

OBJECTIVE 14-B COORDINATION OF SERVICES — Ensure coordination among relevant entities in establishing level-of-service standards for public facilities, providing for efficient delivery of services, monitoring progress toward goals, and constructing improvements.

POLICY 14-B-1 The town would like to see major power lines placed underground to protect the lines, to avoid interruptions to evacuation due to fallen lines, and to improve the visual experience for tourists and residents.

POLICY 14-B-2 Level-of-service standards for public facilities, as specified in Policies 2-A through 2-D of the Capital Improvements Element, have been coordinated with the level-of-service standards of entities operating these facili-

ties. Future amendments to these standards shall be similarly coordinated.

POLICY 14-B-3 To foster coordination with special districts, the town shall review the annual public facilities report prepared by special districts pursuant to Section 189.415, *F.S.*

POLICY 14-B-4 The Town Council shall appoint a committee by 1999 to evaluate the relationship between the town and the three independent special districts and suggest whether efficiencies could be achieved through closer cooperation.

POLICY 14-B-5 The town shall continue to cooperate with Lee County's process of monitoring for conflicts in level-of-service standards for public facilities, and shall help resolve any conflicts.

POLICY 14-B-6 The town shall work closely with public and private service providers to coordinate expected utility improvements with roadway projects and/or become a party to the county's interlocal agreement with such entities.

POLICY 14-B-7 The town shall seek a significant role in policy matters concerning Lee County Utilities' sewer service, based on the town's dual roles as a major user of this service and its location directly downstream of any effluent discharges into tidal waters.

OBJECTIVE 14-C COORDINATION OF NEW DEVELOPMENT — Work closely with Lee County in evaluating and addressing the effects of new development.

POLICY 14-C-1 During 1998, resolve the current ambiguity over the county's and town's roles in collecting and spending road impact fees.

- POLICY 14-C-2 In cooperation with Lee County, establish a process and enter into interlocal agreements as needed to address the following:
- i. Impacts of proposed new development or re-development in Lee County outside the town's boundaries which may impact the town's levels of service, natural resource standards, evacuation times, or other significant impacts.
 - ii. Impacts, if any, of development proposed in the town's comprehensive plan upon development in the adjacent county area.
 - iii. Resolution of annexation issues that may arise.
 - iv. Implementation of joint planning areas and/or joint infrastructure service areas.
 - v. Procedure for notification and exchange of information regarding changes in land use or zoning and/or other issues potentially affecting the area adjacent to the town's boundaries.

OBJECTIVE 14-D COORDINATION OF IMPLEMENTATION — Promote cooperative solutions to multi-jurisdictional problems and opportunities through active participation in coordinating entities, strengthening coordination mechanisms, leading by example (particularly through timely implementation of the policies of the town's comprehensive plan), and fostering community involvement in implementing this plan.

- POLICY 14-D-1 The town shall continue to participate actively in the Lee County Metropolitan Planning Organization and intends to join the Southwest Florida Regional Planning Council.
- POLICY 14-D-2 The town shall continue to participate in relevant coordinating entities sponsored by the regional planning council such as:
- i. Southwest Florida Chief Administrative Officers
 - ii. Regional Harbor Board
 - iii. Estero Bay Agency on Bay Management
 - iv. Beach Restoration working group convened by WCIND, SWFRPC, and Lee County Coastal Advisory Council
 - v. Southwest Florida Issues Group of the Governor's Commission for a Sustainable South Florida
 - vi. Charlotte Harbor National Estuary Program
- POLICY 14-D-3 The town shall continue to foster close cooperation among WCIND, SFWMD, DEP, FGFWFC, DCA, other state and federal agencies as appropriate, Lee County, local task forces, non-profit organizations and volunteer groups to implement the policies of the town's comprehensive plan.
- POLICY 14-D-4 The town shall actively participate in efforts that promote the consistent and coordinated management of bays, estuaries, and harbors that fall under the jurisdiction of more than one local government through the entities described in Policies 5-D-1/2/3 and specifically by implementing Policy 5-F-1 of the Coastal Management Element initiating a cooperative planning

- process for Matanzas Pass and surrounding waterways by 1998.
- POLICY 14-D-5 The town shall coordinate implementation of the comprehensive plan with the programs and permitting requirements of all relevant regional, state, and federal agencies and shall support the regulatory and enforcement efforts of those agencies by requiring applicants for development orders to obtain approval from these other agencies prior to the city's authorizing commencement of development activities.
- POLICY 14-D-6 The town will continue cooperating with Lee County over appropriate long-term responsibilities, cost sharing, and the transition process for county-owned facilities within the jurisdictional boundaries of the town, formalizing resolution of these matters through interlocal agreements.
- POLICY 14-D-7 The town shall continue to coordinate informally with the Fort Myers Beach Elementary School and the Fort Myers Beach Library District to address mutual needs.
- POLICY 14-D-8 The town will exchange information with the Fort Myers Beach Fire Control District and solicit input from the fire district on development proposals.
- POLICY 14-D-9 The town will consider joining the Lee County Regional Water Supply Authority.
- POLICY 14-D-10 Should the need for a new permanent dredge spoil disposal site arise, the town will coordinate with Lee County and the West Coast Inland Navigational District and resolve conflicts between the town and a public agency seeking a dredge spoil disposal site through the Coastal