



City of Fort Myers Complete Streets Policy

City of Fort Myers

Mayor	Randy Henderson
City Council	Teresa Watkins Brown Johnny W. Streets, Jr. Terolyn P. Watson Michael A. Flanders Forrest Banks Gaile H. Anthony

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INTRODUCTION

The Mayors' Challenge Team, in collaboration with City staff, submits this Complete Streets Policy with a recommendation that it be incorporated into the Land Development Regulations of the City's Code of Ordinances and be presented for review, approval, and adoption by the Planning Board and City Council in furtherance of the goals, policies, and objectives of the transportation element of the City of Fort Myers Comprehensive Plan.

This Complete Streets Policy provides the basis for implementing Complete Streets principles in accordance with the City's adopted Smart Code and Comprehensive Plan, through strategies promoted in the City's Complete Streets Guidelines (Guidelines) and other referenced resources, which collectively formulate the City's Complete Streets Program (Program).

Full implementation of the City's Complete Streets Program will complement a multitude of Traffic Demand Management (TDM) strategies already employed by the City of Fort Myers. Collectively, the Program and TDM strategies will encourage a significant mode shift resulting in reduced congestion and increased roadway capacity, thereby creating greater fiscal efficiencies with respect to community resources and capital expenditures. Complete Streets will be implemented as a networked, multimodal transportation system reflecting application of the ten Complete Streets policies defined herein (Policies). Implementation of these Policies will provide safe access and mobility for all users of all ages and abilities, including pedestrians, bicyclists, motorists, public transportation riders, and freight haulers.

This transportation system will be integrated with land use regulations that support of the City's New Urbanist principles. This approach will encourage economic growth, support diversity in land use and architectural style, enable healthy and active lifestyles across all neighborhoods, and maximize the freedom of each individual to make safe and convenient transportation choices.

This Complete Streets Policy is reflective of the National Complete Streets Coalition policy elements, Florida State Statute, Florida Department of Transportation standards, and Lee County policies, which include incremental and flexible improvements reflecting best practices that can be incorporated into existing and planned Capital Improvement Projects.

DEFINITIONS

- **Complete Streets:** Streets that adequately provide for all roadway users, including bicyclists, pedestrians, motorists, and transit riders, to the extent appropriate to the function and context of the street. It acknowledges that streets have multiple users and more than a single function.
- **Complete Streets Policy:** A transportation policy and design approach composed of ten Complete Streets principles, which requires streets to be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation. Complete Streets allow for safe travel by those walking, bicycling, driving automobiles, riding public transportation, or delivering goods.

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- **Complete Streets Guidelines:** A comprehensive set of planning and design guidelines that embrace multimodal transportation design principles, in accordance with the adopted Complete Streets Policies. The guidelines promote transportation improvements that are planned, designed, constructed, operated, and maintained to encourage walking, bicycling, and transit use while promoting safe operations for all users.
- **Complete Streets Program:** The collective resources available to planners and designers that provide them the tools to design and construct Complete Streets.
- **Livability:** The sum of the factors that add up to a community's quality of life, which includes consideration of the following community elements:
 - Built and natural environments;
 - Economic prosperity;
 - Social stability and equity;
 - Educational opportunity; and,
 - Cultural, entertainment, and recreational possibilities.(Source of definition: <http://www.livable.org/about-us/what-is-livability>)
- **Traffic Calming:** The combination of primarily physical measures to reduce the negative effects of motor vehicle use, alter driver behavior and improve conditions for non-motorized street users.
- **People:** Pedestrians or walkers, including those using mobility aids such as wheelchairs, etc. Transit users are also considered walkers traveling to and from origin and destinations points.
- **Accessibility:** A provision of service beyond mere mobility, reflecting the degree to which a product, device, service, or environment is easily available to as many people as possible.
- **Travel Demand Management (TDM):** The application of strategies and policies to reduce overall automotive travel demand or to redistribute it in space or time.
- **Human Scale Design: Broadly** addresses the concept of the built environments impact on perceived levels of human comfort and aesthetic appeal. Includes, but is not limited to lane width, shoulder width, size and location of bike and pedestrian accommodations, alignment of desired operating and design speeds, hierarchy of streets, mode balance, multimodal LOS, connectivity, ease of access, building size and architectural design, siting, setbacks and parking locations, nighttime lighting, and open space.

POLICY ELEMENTS

The National Complete Streets Coalition has identified ten elements that comprise a comprehensive Complete Streets Policy. Based on the coalition's recommendations, the City of Fort Myers has established the following ten elements, which define its process for implementing the City's Complete Streets Program:

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1. VISION

The City of Fort Myers commits to becoming one of the premier walking and cycling cities in the state of Florida, and the nation, known for its safe, accessible, and highly appealing, interconnected, multimodal transportation system, equitably accommodating the daily mobility needs of all persons of all ages and abilities. As a part of this commitment, the City of Fort Myers will plan, design, and create livable, safe and connected streets, utilizing a highly efficient, multimodal transportation network that promotes the health and mobility for all citizens and visitors, of all ages and abilities, as part of a program that reduces negative impacts on the environment.

A Complete Streets program recognizes the need for a connected system, integrating land use and transportation, that balances the needs of all users. The City recognizes that every street is different and will not be perfect for every traveler, but a comprehensive, interconnected networked system, supporting different modes for all users, will enable greater accessibility for everyone.

2. ALL USERS AND MODES

This Policy specifies Complete Streets practices as a routine part of everyday operations and procedures, such that early on, transportation improvements are planned, designed, constructed, operated, and maintained in a manner that accommodates “all modes” including walking; bicycling; driving trucks, busses, and automobiles; and transit use with a focus on creating streets that are safe for travel by all users of all ages, including the most vulnerable – children, older adults, and those with disabilities.

3. ALL PROJECTS AND PHASES

The City of Fort Myers has adopted its Complete Streets Guidelines and shall apply this Complete Streets Policy to all roadway and transportation related projects. This includes projects involving new construction, reconstruction, retrofits, repaving, rehabilitation, or changes in the allocation of pavement space on an existing roadway, as well as those that involve new, privately built roads and easements, intended for public use. This shall include consideration of the Metropolitan Planning Organization’s (MPO) Transportation Improvement Program (TIP) and the Long-Range Transportation Plan (LRTP), agency work programs, the Lee County Transit Development Plan, and the MPO Bicycle/Pedestrian Master Plan.

The City of Fort Myers shall implement, design, construct, operate, and maintain appropriate facilities for pedestrians, bicyclists, motorist’s, transit vehicles and riders, children, the elderly, and people with disabilities in all retrofit or reconstruction projects subject to the exceptions contained herein. The City will utilize a comprehensive system, network approach when assessing needs and designing for multimodal accessibility. An emphasis shall be placed on enhancing connectivity through local street grids and a bike-pedestrian facility system.

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As capital improvement plans are developed for the construction of new streets, or the rehabilitation and replacement of existing streets, Complete Streets standards, traffic calming/traffic demand management principles will be incorporated into the design, from the earliest possible point in the design process, as appropriate.

As transportation projects are considered, each phase will be an opportunity to create safer, more accessible streets for all users. These phases include, but are not limited to: planning, programming, design, right-of-way acquisition, construction engineering inspection, construction, reconstruction, operation, and maintenance. Complete Streets and traffic calming principles will be applied on all City projects. When evaluating a street maintenance project, in lieu of constructing/reconstructing the roadway, consideration shall be given to reviewing opportunities for making smaller scale improvements, which may result in a greater ease of access and improved safety; however, strict implementation of the principles shall not be required.

Complete Streets elements may be achieved through standalone projects or incrementally through a series of improvements or maintenance and operation activities over time, utilizing the following procedures:

- A. Reference and modify all relevant elements of its Comprehensive Plan, its land development regulations, and its roadway design standards to reflect Complete Streets principles.
- B. Coordinate its infrastructure investments with the Metropolitan Planning Organization's (MPO) Transportation Improvement Program (TIP) and the Long-Range Transportation Plan (LRTP), agency work programs, the Lee County Transit Development Plan, and the MPO Bicycle/Pedestrian Master Plan.
- C. Pay careful attention to routine maintenance and utility related projects within the right-of-way to maintain safe conditions for all mobility modes during work phases, while also seeking to leverage opportunities for greater ease of access, improved safety, and an enhanced public environment.
- D. Provide a flexible methodology utilizing current best management practices to serve as a resource for improvements of all magnitudes, from highly visible crosswalks to roundabouts, as part of the City's Complete Streets initiative. These Complete Streets improvement projects shall be incorporated into existing and planned Capital Improvement Projects (CIP), zoning laws, and land use decisions.
- E. Give priorities to identifying and filling gaps across existing pedestrian and bicycle facilities, with attention to equitable distribution of resources to those areas of the City lagging in safe and connected infrastructure, or where the existing infrastructure is in a state of deterioration.
- F. Engage an internal, interdepartmental team of professionals based on project complexities, for advancing Complete Streets initiatives.

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- G. Fund Complete Streets programming to enhance the safety and wellbeing of all transportation system users, with the goal of fully integrating Complete Streets approaches at the earliest possible planning stage, to reduce long-term, infrastructure and transportation system expenditures.

4. EXCEPTIONS

As part of the City's Complete Streets program, the City will pursue Complete Streets elements and traffic calming principles in all street construction, reconstruction, and retrofit projects undertaken by the City. The City recognizes that on rare occasions there may be the need to consider exceptions to its Complete Streets program. The City will maintain a transparent, balanced, and accountable system for granting individual exemptions regarding certain unusual or extraordinary circumstances. Even under such extraordinary conditions, a project's impact will be evaluated for the effect it would have on the usefulness of the street for all users, both under present and future conditions, with the goal of pursuing Complete Streets opportunities in the future. These unusual or extraordinary circumstances are defined as follows:

- A. Where pedestrians and bicyclists are prohibited by law from using the facility.
- B. Where existing right-of-way does not allow for the accommodation of all users, and purchase of additional right of way is not feasible.
- C. Where a cost benefit analysis proves that the cost of implementing the policy would be disproportionate to the need.
- D. Where application of principles is unnecessary or inappropriate because it would be contrary to public safety and increase risk of injury or death.
- E. Where application of principals would create unreasonable adverse impacts on the environment or on neighboring land uses.
- F. Where regular maintenance or repair work does not require new design and engineering plans for a full retrofit of a street.
- G. Where a project involves only ordinary or emergency maintenance activities designed to keep assets in serviceable condition such as mowing, cleaning, sweeping, spot repair, concrete joint repair, or pothole filling; or, when interim measures are implemented on temporary detour or haul routes.
- H. Unless otherwise determined by the City Council, the Public Works/Engineering department will determine through a process open to the public if certain Complete Streets projects/features are not feasible or cost effective to implement the provisions of this policy through public or private project design or manuals or other plans.
- I. Requests shall be submitted to the Director of Public Works at the very earliest possible phase such as during initial project feasibility planning and budgeting. To maximize predictability and transparency, the City will develop an exception

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checklist and tracking sheet for all exception requests. Both the checklist and tracking sheet will be public record and required of all pre-application meetings. The exemption request process shall include the following:

- 1) Exception requests shall be accompanied by a narrative, site photographs, site map, and drawings as appropriate, and any other supporting data, as may be required by staff.
- 2) When granted, exemptions shall be accompanied with plans for safe and connected parallel accommodations for all excluded categories of users.
- 3) All granted exceptions shall be made available on the City's website within 30 days and include access to backup documentation indicating the basis for the exemption decision and the alternative accommodation plans.
- 4) The City Manager or designee shall keep the City's Bicycle Pedestrian Advisory Board (BPAB) informed of exemptions and submit quarterly reports to the City Council summarizing all exemptions granted.
- 5) The City will apply its standard deviation processing fees to all exception requests.

5. NETWORK

The City of Fort Myers encourages street connectivity with the goal of creating a comprehensive, integrated, connected network for all modes based on the following guiding principles:

- A. Design, operate, and maintain a transportation infrastructure that provides a balanced and connected network of facilities and services, accommodating all modes of travel and all users. The City will utilize a comprehensive system-network approach when assessing need and when designing for multimodal accessibility. An emphasis shall be placed on enhancing connectivity through local street grids and a ***"bike-pedestrian facility system."***
- B. Actively look for opportunities to repurpose rights-of-way to enhance connectivity for pedestrians, bicyclists, and public transit. In the process, consider the livability of neighborhoods and the economic vitality of business districts with respect to traffic volumes and speeds, street design, and multi-modal transportation options. These factors impact public safety, accessibility, neighborhood sentiment, and economic development.
- C. Focus non-motorized connectivity improvements on services, schools, parks, civic uses, regional connections, and commercial uses. Seek opportunities to positively augment intraregional connections via roadways and in planned connectivity to other municipal bike/pedestrian facilities, including the Southwest Florida Regional Trail System.
- D. Foster cooperative partnerships with the Florida Department of Transportation, Lee County Metropolitan Planning Organization, Lee County government, Lee

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County School System, neighboring counties and municipalities, businesses, non-profit organizations, and residents to improve and expand Complete Streets opportunities.

- E. Improve and expand on public transportation systems, which will increase the effectiveness of transportation networks, reduce congestion, and support local economies through an enhanced, context-sensitive, region-wide network of interconnectivity.
- F. Require new development and redevelopment projects to provide interconnected sidewalks, bikeways, and/or multiuse pathway networks; and/or street networks with small blocks.
- G. Review the zoning regulations and the land development codes relating to parking location, building setbacks, and other factors adjacent to Complete Street corridors to promote pedestrian oriented development.

6. JURISDICTION

The City of Fort Myers shall coordinate with other agencies that govern transportation activities within the City such that other agencies clearly understand the City's Policies, which may result in such agencies being involved in the process. Accordingly, such agencies understand and accept the following factors with respect the City's Complete Street Program:

- A. Requires use of the Complete Streets Guidelines to cover the design of all development and redevelopment projects in the public domain, and with a focus on regional connectivity.
- B. Requires all developers and builders to obtain and comply with the City's approved Complete Streets standards.
- C. Requires all new privately built roads and easements intended for any public use, to obtain and comply with the City's approved Complete Streets standards.
- D. Requires those agencies that it has permitting authority over, including but not limited to utilities and service contractors, to comply with the Complete Streets Guidelines.
- E. Leverages the resources of other agencies, including, but not limited to, federal agencies, Lee County Government, Florida Department of Transportation, Lee County School District, Florida Department of Health in Lee County, and the Lee MPO, to achieve Complete Streets objectives.

7. DESIGN

The City shall reference the most current standards, design guidelines, and best practices resources as part of the design and implementation processes for all street construction, reconstruction, and retrofit projects undertaken by the City. This shall

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include consideration of the Metropolitan Planning Organization's (MPO) Transportation Improvement Program (TIP) and the Long-Range Transportation Plan (LRTP), agency work programs, the Lee County Transit Development Plan, and the MPO Bicycle/Pedestrian Master Plan.

The design process shall include the following design objectives:

- A. To guide the planning, funding, design, construction, operation, and maintenance of new and modified streets in Fort Myers while ensuring a context sensitive approach to the unique circumstances of different streets and communities. These design reference resources may include, but not be limited to, the following:
 - 1) City of Fort Myers – *Complete Streets Guidelines*
 - 2) American Planning Association (APA) – *Complete Streets: Best Policy Implementation Practices*
 - 3) American Planning Association & American Society of Civil Engineers - *U.S. Traffic Calming Manual*
 - 4) Federal Highway Administration – *Separated Bike Lane Planning and Design Guide*
 - 5) Manual of Uniform Traffic Control Devices (MUTCD)
 - 6) ITE & Congress for New Urbanism – *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach*
 - 7) *Neighborhood Street Design Guidelines*
 - 8) National Association of City Transportation Officials (NACTO):
 - a) *Urban Bikeway Design Guide*
 - b) *Urban Street Design Guide*
 - c) *Transit Street Design Guide*
 - 9) AASHTO - *Guide Development of Bicycle Facilities*
 - 10) U.S. Architectural and Transportation Barriers Compliance Board (Access Board) – *Accessible Rights-of-Way: A Design Guide*
 - 11) EPA – *Green Streets (G3) Guides and Publications*
 - 12) Walkable Communities Inc. – *Street Design Guidelines for Healthy Neighborhoods*
- B. Provide well-designed pedestrian accommodations on all streets and crossings. Pedestrian accommodations may take numerous forms, including, but not limited to, traffic signals, access management, lighting, roundabouts, bulb-outs, curb extensions, sidewalks, buffer zones, shared-use pathways, and perpendicular curb ramps, among others.
- C. Develop a Complete Streets design that is not purely prescriptive, but instead employs “self-enforcing” traffic calming design techniques, incorporating

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insightful integration of engineering, architectural, and urban design principles. Examples include:

- 1) Roundabouts;
 - 2) Relatively short, narrower residential “Lanes;” and,
 - 3) Tighter turning radii requiring low speeds to navigate, but still allowing emergency vehicles to pass.
- D. Develop Complete Streets designs that address pedestrian accessibility and on all streets and at every pedestrian crossing. These accommodations may take place in numerous forms, including, but not limited to: sidewalks, shared use pathways, trails, alleyways, highly visible crossings, increased use of midblock crossings, leading traffic signals, pedestrian level lighting, roundabouts, bulb-outs, curb extensions, buffer zones, designated slow-zones, perpendicular curb ramps, shade, benches and access management.
- E. Provide well-designed bicycle accommodations along all streets. Bicycle accommodations may take numerous forms, including, but not limited to, the use of bicycle boulevards, striping, access management, slow streets, low auto volume streets, bicycle storage, traffic calming, signs, and pavement markings, among others.
- F. Provide planted landscaping, where physical conditions warrant, or install other types of shading devices, whenever a street is improved (such as the addition of medians or wider sidewalks), newly constructed, reconstructed, or realigned. An emphasis shall be placed on the addition of native trees that provide shade extending over bicycle and pedestrian facilities, but not impacting visibility to drivers, cyclists, or pedestrians.
- G. Employ “human scale” design techniques that consider the needs and comfort of all people and travelers as part of the street design process. This shall include, but not limited to, street width, desired operating speed, hierarchy of the street, mode balance, and connectivity. Design shall be based upon context sensitive design principles with respect to engineering, architectural, and urban design.
- H. Utilize a comprehensive system-network approach when assessing need and designing for multimodal accessibility. An emphasis shall be placed on enhancing connectivity through local street grids and a bicycle-pedestrian facility system.
- I. Plan streets in harmony with the adjacent land uses and neighborhoods, recognizing that streets are unique. In the process, promote walkable, livable neighborhoods through the design of an interconnected street network and employ a context-sensitive and flexible approach while also encouraging innovative and creative solutions, including the ready use of pilot projects, to efficiently close gaps and complete priority multimodal transportation networks, while continuing to ensure safety.

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- J. Apply the use natural elements as part of Complete Streets design strategies, which will enhance the natural environment. For example: the use of impervious pavements/surfaces can positively affect water quality, stormwater infiltration, and the amount of run-off.
- K. Complete Streets elements may be achieved through single projects or incrementally through a series of smaller improvements or maintenance and operation activities over time, including the use of pilot projects.
- L. Recognizing that all components of the built environment impact human behavior, the City will design streets to enhance a sense of place, using architecture, landscaping, street furniture, public art, signage, etc., reflecting the community and neighborhoods.
- M. Complete Streets and traffic calming principles will be incorporated into future Capital Improvement Budgets for the construction of new streets, or rehabilitation and replacement within existing street rights of way. Recognizing the documented economic value of Complete Streets in improving community appeal, property values and business revenues, funding for a connected bike and pedestrian system will receive equal consideration in future budgets.
- N. Proactively solicit input from all local stakeholders at the beginning stages of the planning and design processes. Coordinate street improvements with local merchants as part of a context sensitive design process that promotes development of vibrant and lively commercial districts along retail and commercial corridors.

8. CONTEXT SENSITIVITY

Context sensitivity, as a part of Smart Growth Principles, is an important component of Complete Streets that impacts all projects. Streets are key determinants of the livability of neighborhoods and the economic vitality of business districts. The design of streets, together with the amount and speed of traffic they carry, contributes significantly to safety, accessibility and a sense of community – neighborhood feeling, and perceptions of comfort. The fact that these may be intangible values makes them no less real or important as they translate to property values

In accordance with Smart Growth Principles, the City of Fort Myers shall:

- A. Plan its streets in harmony with the adjacent land uses and neighborhoods and promote walkable, livable communities through the design of a strong street network.
- B. Solicit input from local stakeholders during the planning process.
- C. Employ a flexible design approach with an emphasis on effectively closing gaps, while encouraging innovative and creative solutions, including ready use of pilot projects.

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- D. Integrate natural features, such as parks and waterways, into the design of streets.
- E. Design streets with a strong sense of place by utilizing architecture, landscaping, street furniture, public art, and effective signage, which is reflective of the community and its neighborhoods.
- F. Coordinate street improvements with merchants to develop vibrant and livable, multimodal districts, located along retail and commercial corridors.
- G. To the extent possible, prioritize safe, physical separation of modes using protected and off-road facilities. Dealing with merchants and separate facilities are two distinct items that need to be separated. Recognizing the rapid growth in popularity of separated and off-road facilities (now documented as significantly safer for all users), where practical, the City will consider the safer separated option in all decisions.
- H. Actively seek opportunities to repurpose existing rights-of-way to enhance connectivity for pedestrians, bicyclists and transit users.
- I. Focus on the use of non-motorized connectivity improvements to create accessible networks that connect neighborhoods to services, commercial districts, schools, parks, civic and historic assets.
- J. Include consideration of the Metropolitan Planning Organization's (MPO) Transportation Improvement Program (TIP) and the Long-Range Transportation Plan (LRTP), agency work programs, the Lee County Transit Development Plan, and the MPO Bicycle/Pedestrian Master Plan.

9. PERFORMANCE MEASURES

General: The City recognizes that the quality of a Complete Streets program cannot be fully or accurately captured only using objective measures. Perceptions and comfort levels of system users, though less tangible, remain of central importance.

The City will employ both quantitative and qualitative performance measures in tracking its complete streets progress and develop tracking methodologies such as; log sheet, score sheet, audit sheet, and citizen surveys to measure three general performance categories:

- A. Service quality – To reflect the quality of service experienced by users.
- B. Outcomes – To reflect outcomes or outputs, such as changes in travel activity, infrastructure or mode share.
- C. Cost efficiency – To reflect the ratio of inputs (costs) to outputs (desired benefits), based on parameters like those in the following example:

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Mode	Service Quality	Outcomes	Cost Efficiency
Walking	Sidewalk/path supply Pedestrian LOS Crosswalk conditions	Pedestrian mode split Avg. annual walk distance Pedestrian crash rates	Cost per sidewalk-mile Cost per walk-mile Cost per capita
Bicycling	Bike path and lane supply Cycling LOS Path conditions	Bicycle mode split Avg. annual cycle distance Cyclist crash rates	Cost per path-mile Cost per cycle-mile Cost per capita
Automobile	Roadway supply Roadway pavement condition Roadway LOS Parking availability	Avg. auto trip travel time Vehicle energy consumption and pollution emissions Motor vehicle crash rates	Cost per lane-mile Cost per vehicle-mile User cost per capita External cost per capita
Transit	Transit supply Transit LOS Transit stop and station quality Fare affordability	Transit mode split Per capita transit travel Avg. transit trip travel time Transit crash and assault rates	User cost per pass-mile User cost per capita Subsidy per capita – City and County
Multi-modal	Transport system integration Accessibility from homes to common destinations User survey results	Total transportation costs Total average commute time Total crash casualty rates	Total cost passenger-mile Total cost per capita External cost per capita

Example tracking table of Performance Measures

Training: Since Complete Streets is much more than a set of new specifications and its success depends upon changing traditional project funding, prioritization, and development processes, education should emphasize procedural training, conveying a complete understanding of the purpose and meaning of Complete Streets principles and how they impact, and are influenced by, other City policies, codes, regulations, and programs.

Within 12 months of adoption of this policy, appropriate City staff will begin to receive training sufficient to thoroughly understand and implement Complete Streets principles

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and best practices to the degree necessary for their profession. Continuing education, inclusive of all aspects of Complete Streets programming, shall be conducted on an annual basis. Appropriate City staff shall include, but not limited to, the following groups:

- A. Engineering
- B. Maintenance and Operations
- C. Planning and Zoning
- D. Plan Review
- E. Permitting
- F. Contracts and Administration
- G. Field Inspectors

Consultants, hired by the City to fulfill these roles, must also demonstrate proficiency in the City's Complete Streets program.

Complete Streets Outreach Plan: Within 12 months of adoption the City will initiate and collaborate with other agencies and organizations to develop a successful community outreach plan that promotes its Complete Streets initiative. The plan will include reaching out to city residents, community leaders and organizations, the building and development community, planning, design and engineering consultants, and educating them about the City's Complete Streets program.

Transit – LeeTran Outreach: The City shall coordinate with LeeTran and other transit providers as may exist to document and report on the condition of their transit facilities within the City's boundaries.

On-going counts and user surveys shall be conducted on a continuous basis through all Wards, with each Ward counted and surveyed on a two-year basis. This subjective data shall focus on the attitudes, beliefs, and perceptions of those individuals using the transportation system.

A list of project priorities shall be prepared for implementing improvements with a priority emphasis on safety. This effort shall include coordinating with relevant jurisdictional agencies with the goal of getting these projects prioritized to achieve completion.

Lee County School District Outreach: The City shall coordinate with Lee County Schools to document the numbers of children riding bicycles or walking to each school within the City's boundaries. As part of Lee County School System's goal to encourage more students to travel to school on foot or bike, the City shall collaborate with the district to help establish improvement-target goals. To the degree feasible, the City shall work with the school district in promoting its regular, school-based bike/pedestrian "walk/ride along" program, which encourages community engagement-audits to help promote an increased interest in walking and cycling.

12-Month Benchmark Measures: Within 12 months from adoption of this policy, the City will utilize the services of its Bicycle Pedestrian Advisory Board (BPAB), County's

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Bicycle Pedestrian Coordinating Committee (BPCC), learning institutions, and/or other community activist groups to assist in documenting baseline benchmarks, as follows:

- A. Mapped inventories depicting locations and characteristics of bicycle/pedestrian crashes, particularly at “hot Spot” locations;
- B. Mapped locations of dangerous bicycle/pedestrian facilities in need of immediate attention; and,
- C. Short-term improvement plan depicting temporary fixes involving critical safety needs, as part of a longer term, permanent fix program.

18-Month Benchmark Measures: Within 18 months from adoption of this policy, the City will document updated baseline benchmarks and mapped inventories, as follows:

- A. Locations and conditions of existing sidewalks;
- B. Locations and type of bicycle facilities;
- C. Locations of multiuse pathways or trails;
- D. Locations of gaps in pedestrian and bicyclist connectivity;
- E. Locations (and number) of ADA non-compliant accommodations;
- F. Locations of crosswalks in need of enhanced visibility treatments or other safety improvements;
- G. Distances between crosswalks along active pedestrian corridors;
- H. Roadway crossing distances at crosswalk locations;
- I. Average travel speeds on roadways with significant bike and pedestrian traffic;
- J. Adequacy of pedestrian scale lighting at intersections and crosswalks; and,
- K. Functioning and timing of pedestrian signals.

24-Month Benchmark Measures: Within 24 months from adoption of this policy, the City will document updated baseline benchmarks and mapped inventories, as follows:

- A. Percentages of streets with tree canopies or other shading devices – a collaborative effort with University of Florida Extension Service;
- B. Percentages of mode split – a collaborative effort with Lee County MPO;
- C. Quantification of existing levels of service for all modes of transport, in collaboration with FDOT and the Lee County MPO, using their latest and most accurate vehicular, bicycle, and pedestrian crash data; and,
- D. Qualitative benchmarks established through citizen surveys, documenting experiences, perceived needs to determine latent multimodal demand, and corresponding priority goals for implementation.

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10. IMPLEMENTATION

The City will maintain a comprehensive mapped inventory of the pedestrian and bicycling facility infrastructure to be used in measuring system improvements. This inventory shall also be used to help prioritize projects and eliminate gaps in the sidewalk and bikeways networks. The City will also develop a priority ranking system for evaluating all Complete Streets retrofit projects.

The following defines the City's responsibilities regarding implementation of its Complete Streets program:

- A. **Lead Department:** Identify a department to lead the implementation of this policy and to coordinate with other impacted departments to ensure a comprehensive adoption of the Complete Streets Guidelines.
- B. **Advisory Group:** Establish an advisory committee, which may include expanding the *Bicycle Pedestrian Advisory Board's* (BPAB) current responsibilities, to oversee the implementation of this policy. The committee will include members from various City Departments and include a City Council liaison. In addition, the committee may include representatives from Lee County Transit, representatives from the bicycling, disabled, youth and older adult community groups, and other advocacy organizations, as may be relevant. The duties of this advisory committee shall include, but not be limited to:
 - 1) Review current projects which may impact pedestrians, bicyclists or transit users and facilities.
 - 2) Act as active community ambassadors, engaging across their communities to bring forth concerns and recommendations for improvement.
 - 3) Evaluate exemption requests.
 - 4) Assist in seeking all possible funding sources, identifying and writing grants, as needed.
 - 5) Assist the City in establishing baseline benchmarks.
 - 6) Assist the City in helping with the school district establish improvement-target goals and developing performance measures.
- C. **Inventory:** Maintain a comprehensive inventory of the pedestrian and bicycling facility infrastructure integrated with the City's database and will prioritize projects to eliminate gaps in the sidewalk and bikeways networks.
- D. **Capital Improvement Project Prioritization:** Reevaluate Capital Improvement Project prioritization to encourage implementation of bicycle, pedestrian, and transit improvements.
- E. **Revisions to Existing Plans and Policies:** Reference and modify the Transportation Element of its Comprehensive Plan and any other existing plans related to the design of public right-of-way to ensure consistency with the Complete Streets Guidelines. Incorporate the principles of the City's Complete

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Streets Guidelines into all City projects in accordance with these Complete Streets principles and policy. The City will review all relevant master plans, codes, ordinances, regulations, specifications, checklists, project priorities, and decisions, including budgetary and CIP processes across departments to update and incorporate Complete Streets principles.

- F. **Storm Water Management:** Prepare and implement a plan to transition to sustainable storm water management techniques along its streets (per public health, City and State regulations).
- G. **Public Official and Staff Training:** Train, through live presentations and workshops conducted by experts. Training shall be supplemented using online tools such as webinars and brief videos, pertinent leaders and staff on the content of the Complete Streets principles and best practices for implementing its Complete Street Policy.
- H. **Coordination:** Utilize inter-departmental, project coordination procedures to promote the most responsible and efficient use of fiscal resources for activities within the public right-of-way.
- I. **Funding:** Actively seek sources for public and private funding to implement Complete Streets initiatives. As part of this process, attempt to coordinate City's infrastructure investments and Complete Streets implementation program with the Metropolitan Planning Organization's (MPO) Transportation Improvement Program (TIP) and the Long-Range Transportation Plan (LRTP), and other agency work programs as may apply. Seek opportunities to include financial budgets and resources into the City's Capital Improvement Plan (CIP) for Complete Streets initiatives.