

DRAFT #2 - CONCEPTUAL GROWTH MANAGEMENT PLAN POLICY AND LAND DEVELOPMENT CODE LANGUAGE TO IMPLEMENT THE FINAL MASTER MOBILITY PLAN PHASE II RECOMMENDATIONS APPROVED BY THE BOARD OF COUNTY COMMISSIONERS ON JANUARY 21, 2012

Each of the policy recommendations supported by the Board of County Commissioners (BCC) was evaluated by staff and the consultants to determine which recommendations would be pursued collectively in Phase III of the Master Mobility Plan. It was recognized that some of the recommendations did not require Growth Management Plan (GMP) or Land Development Code (LDC) changes at this time, and others had unique conditions, such that would require specialized research and development (Recommendation 10) or an oversight committee's involvement (Recommendation 2). These would clearly benefit from being pursued individually on separate tracks, and therefore will be developed individually outside the Phase III work.

The recommendations approved by the Board have been developed further during Phase III of the Master Mobility Plan. This Draft #2 Phase III Report outlines specific implementation strategies, including, where applicable, draft GMP and/or LDC language or concepts. Given the schedule time constraints, and in an effort to maximize the opportunity for public review/participation, the draft objectives, polices and land development code references were divided into three separate sections, A, B and C. Section A will be addressed for implementation first, followed by Sections B and C, as time permits.

These strategies were developed in cooperation with the Collier County Planning Commission (CCPC) through an enhanced public involvement process to include a public workshop and a review by the Development Services Advisory Committee (DSAC). The Collier County Planning Commission (CCPC) will formally review the Final Report prior to being presented to the BCC for review so that the recommendations of these advisory boards will be part of the BCC's consideration.

Following the BCC's final direction at the end of Phase III, any necessary GMP and/or LDC amendments will follow the usual and typical amendment process.

The material contained in this working draft is organized as follows:

- Phase III A – Growth Management Plan Objectives and Policies Responding to Recommendations 1, 3, 5, 6, 9, 12, and 14
- Phase III A – Land Development Code Concept Language Responding to Recommendations 1, 4, 6, and 9
- Phase III B – Growth Management Plan Objectives and Policies & Land Development Code Concept Language Responding to Recommendation 16
- Phase III C – Growth Management Plan Objectives and Policies Responding to Recommendations 7, 8, 13, 15, 17, 18, 19, and 20

- Phase III C – Land Development Code Concept Language Responding to Recommendations 7, and 8
- Appendix – Phase II Recommendations

Existing Objective, Policy or Code language is shown in strike thru and underline format. New proposed language is shown in green italic text. Editor's notes are shown in blue text.

Phase III A

Growth Management Plan

New Objective & Policies that Respond to Recommendation #1

Objective: Collier County shall implement a standard of development entitled “Low Vehicle Miles Traveled Development” or LVMTD, and develop a process for establishing the value derived from the implementation of verifiable LVMTD. LVMTD may be single use or multi-/mixed-use development, may apply to existing or new development, and shall be designed to incorporate VMT-reduction strategies that; 1) reduce the number of external trips, or 2) reduce the length of trips, or 3) encourage/facilitate the use of alternative modes.

Policy: Collier County will include provisions in the Land Development Code that establish the design standards and land use criteria for a development to be considered LVMTD.

Policy: Collier County will include provisions in the Land Development Code by which developments granted LVMTD status qualify for incentives. Examples include: transportation impact and/or multi-modal fees (as applicable) that reflect reduced trips from LVMTD, reduced parking requirements, flexible design standards or increased densities and/or intensities.

Policy: Collier County will establish requirements for a Mobility Analysis. This will be used, in part, to quantify the benefits and demonstrate the viability and, as appropriate, mechanism(s) for performance verification of proposed VMT reduction strategies.

Policy: Collier County will include provisions in the Land Development Code and Consolidated Impact Fee Ordinance for transportation impact and/or multi-modal fees (as applicable) that reflect reduced trips from LVMTD. These shall be applicable to projects that demonstrate through an approved Mobility Analysis that specific LVMTD strategies have been incorporated into the project that provide a net benefit in VMT reductions.

Note: VMT-Reduction Strategies targeted at reducing the number of trips and length of trips, can take many forms. Mixed uses that support the trip-making needs of complimentary land uses are a big part of any trip reduction scenario. Equally important are “preferential” locations that can reduce trip length.

The approach being recommended is to establish within the Growth Management Plan and the Land Development Code a set of standards/guidelines and corresponding incentives that form the framework of what would be classified as Low Vehicle Miles Traveled Development (LVMTD).

Supporting the implementation of LVMTD standards and development guidelines would be a new multi-modal Mobility Analysis that would demonstrate how a development is (or is not) meeting the objectives of LVMTD in reducing the number, frequency, or length of trips from the project.

Incentives for LVMTD that would result from either compliance with standards-based criteria or demonstrated VMT reductions and might include such incentives as:

- reductions in transportation impact and/or multi-modal fee (as applicable)
- reduced parking requirements
- flexible design standards (e.g., pedestrian or transit oriented design, etc.)
- trip reduction “credits” (e.g., internal capture and/or pass-by capture) as part of TIS Concurrency considerations, etc.

Amend Existing Objectives & Policies that Respond to Recommendation #3

Amend the Future Land Use Element (FLUE) of the Growth Management Plan as follows (pages 68 through 84)

FUTURE LAND USE ELEMENT

FUTURE LAND USE DESIGNATION DESCRIPTION SECTION

II. AGRICULTURAL/RURAL DESIGNATION

B. Rural Fringe Mixed Use District

A) Receiving Lands.

1. *Maximum Density for Receiving Lands Outside of a Rural Village: The base residential density allowable for designated Receiving Lands is one (1) unit per five (5) gross acres (0.2 dwelling units per acre). The maximum achievable in Receiving Lands not located within a Rural Village through the TDR process is one (1) dwelling unit per acre. This maximum density is exclusive of the Density Blending provisions. Dwelling Units may only be transferred into Receiving Lands in whole unit increments (fractional transfers are prohibited). Once the maximum density is achieved through the use of TDR Credits, additional density may be achieved as follows:*

3. *Rural Villages.*

C) Rural Village Sizes and Density:

3. *The minimum and maximum gross density of a Rural Village shall be 2.0 units per gross acre and 3.0 units per acre, respectively or up to 4.5 units per acre for Rural Villages that qualify for the Mobility Enhancement and Vehicles Traveled (VMT) Reduction Bonus set forth herein. The density calculation for a Rural Village may include the base residential density permitted for the green belt area, if such density is shifted to the Rural Village area.*

D) Mobility Enhancement and VMT Reduction Bonus: The maximum density of 3.0 units per acre may be increased up to 1.5 units per acre to a maximum of 4.5 units per acre (for a Rural Village that first achieves the maximum gross density of 3.0 gross units per acre) and deviations from the Land Use Allocation Acreage Requirements set forth herein may be granted by the BCC, subject to an approved Mobility Analysis, at the time of approval of a rural village that provides the following:

- 1) A area of at least 50 acres specifically dedicated to a Business, Research and Technology, or Commerce Park or a similar mix of employment generating uses; and
- 2) Interconnected bicycle and pedestrian pathway master plan for the Village and providing connectivity to external roadways; and
- 3) Providing public bus shelters within the village center, within or adjacent to schools or other civic uses, and within the dedicated Business, Research and Technology, or Commerce Park, or similar mix of employment generating uses; and
- 4) Providing an on-site park-and-ride lot that meets minimum Collier County design standards, and of sufficient size to accommodate a minimum of 20 automobiles and associated transit shelter and bus loading/unloading area, to be located within 300 feet of the adjacent arterial, or at a suitable location within the project as otherwise approved by the Board of County Commissioners.

D) Land Use Mix:

1. Acreage Limitations

- a) Neighborhood Center – a minimum of 0.5% of the total Village acreage, not to exceed 10 acres, within each Neighborhood Center.
- e) Research and Technology Parks, Business and Commerce Parks and Similar Dedicated Employment Generating Areas. – ~~Consistent with the provisions of the Research and Technology Park Subdistrict in the Urban Mixed Use District, excluding paragraph j;~~ ~~†~~ The Park area shall not exceed 20% 4% of the total Village acreage, unless it can be demonstrated that an increase above 20% will result in a net reduction of VMT.

Amend Existing Objectives & Policies that Respond to Recommendation #5

Amend the Future Land Use Element (FLUE) of the Growth Management Plan as follows (pages 32 through 34, and page 49)

FUTURE LAND USE ELEMENT

FUTURE LAND USE DESIGNATION DESCRIPTION SECTION

I. URBAN DESIGNATION

- A. Urban Mixed Use District**
- 5. Office and In-fill Commercial Subdistrict**

5. Office and In-fill Commercial Subdistrict

The intent of this Subdistrict is to allow low intensity office commercial or infill commercial development on small parcels within the Urban Mixed Use District located along arterial and collector roadways where residential development, as allowed by the Density Rating System, may not be compatible or appropriate. Lower intensity office commercial development attracts low traffic volumes on the abutting roadway(s), will reduce VMT and enhance alternative modes of mobility, and is generally compatible with nearby residential and commercial development. The criteria listed below must be met for any project utilizing this Subdistrict. For purposes of this Subdistrict, “abuts” and “abutting” excludes intervening public street, easement (other than utilities) or right-of-way, except for an intervening local street; and “commercial” refers to C-1 through C-5 zoning districts and commercial components of PUDs.

- a. The subject site is in the Urban-Mixed Use District.*
 - b. The subject site abuts a road classified as an arterial or collector on the Collier County Functional Class Map, as adopted in the Transportation Element.*
 - c. A rezone to commercial zoning is requested for the subject property in its entirety, up to a maximum of 12 acres. For a property greater than 12 acres in size, the balance of the property in excess of 12 acres is limited to an environmental conservation easement or open space. Under this provision, “open space” shall not include water management facilities unless said facilities are incorporated into a conservation or preservation area for the purpose of enhancement of the conservation or preservation area. A bonus of up to 3 additional acres for a total of up to 15 acres may be granted for projects that enter into a formal agreement with Collier County to provide three or more of the following where an approved Mobility Analysis has demonstrated an overall reduction in VMT:*
- onsite transit facilities to allow access to transit routes;*
 - transit supporting facilities for employees and customers, such as additional bicycle racks and lockers;*
 - subsidies for transit use;*
 - preferential parking or other employee provided incentives for carpooling,*
 - flexible or altered work schedules to provide for off-peak arrival and departure times;*
 - provisions for new or expanded work-at-home opportunities.*

B. DENSITY RATING SYSTEM:

2. Density Bonuses

Consistency with the following characteristics may add to the base density. Unless otherwise specified, density bonuses are discretionary, not entitlements, and are dependent upon meeting the criteria for each bonus provision and compatibility with surrounding properties, as well as the rezone criteria in the Land Development Code.

h. Mobility Enhancement and Vehicle Miles Traveled (VMT) Reduction Bonus

A density bonus of up to 20 percent of the allowable base density may be granted in urban designated areas, excluding the Coastal High Hazard Area, for new or expanding mixed-use projects that comply with LVMTD standards, provided that a mobility analysis has demonstrated an overall reduction in VMT.

New Policies that Respond to Recommendation #5

Policy: Within two years of adoption of this policy the County shall identify areas conducive to Transit Oriented Development and shall consider the establishment of minimum and maximum densities, intensities and mixture of uses within these mixed-use areas.

Policy: As part of Annual Update and Inventory Report (AUIR), the county shall consider the need to establish a coastal urban area Transportation Concurrency Management Area (TCMA). The TCMA would establish an area wide level of service and facilitate mixed-use and urban infill development.

New Objective & Policies that Respond to Recommendation #6

Objective: Collier County shall implement a strategy for evaluating the level and quality of the multi-modal attributes of existing and new development areas.

Policy: Collier County will develop and adopt in the Land Development Code, or other appropriate resolution or ordinance, the requirements associated with the preparation of a multi-modal Mobility Analysis, and will identify those specific applications that will require the preparation of this analysis.

Policy: Collier County will identify within the requirements for preparing a Mobility Analysis, those VMT-reduction strategies/techniques that are “pre-qualified” and which strategies/techniques require verifiable conditions (perpetual or otherwise). VMT-reduction values will be established for each technique. Net reductions will be used to calculate impact and/or multi-modal fee (as applicable) reductions, project trip impact reductions, etc. Collier County will establish in the Land Development Code, minimum standards for the various mobility factors within the analysis, against which proposed/existing conditions would be compared.

Note: A multi-modal Mobility Analysis creates the linkage between Land Use and Transportation policy.

Components of a Mobility Analysis may include, but not be limited to the following:

- For mixed-use development, a land use trip generation analysis demonstrating what land use strategies are to be used to minimize external trips
- Mixed Use Trip Generation Model (or similar technique) to calculate external trips (internal capture), external walk trips, external transit trips, etc.
- For single-use development, a demonstration of what VMT-reduction strategies/techniques are to be used
- An analysis of current and proposed transit access
- An analysis of local street connectivity
- An analysis of non-motorized travel suitability
- Documentation and support for Land Development Code standards, and any proposed deviations resulting from the use of LVMTD strategies

New Objective to Respond to Recommendation #9

Objective: *Collier County shall plan for and encourage the interconnection of local roadways and pathways within and between projects to permit local trips (whether motorized or non-motorized) to circulate and reach community and neighboring destinations without having to exit a development and travel along the arterial network.*

Policy: *Collier County will develop and establish within the Land Development Code a standard of measuring a development's level of interconnectivity such as a "link-node" ratio.*

Policy: *Collier County will develop and establish within the Land Development Code a methodology for measuring the bicycle and pedestrian coverage and connectivity with a project, and will consider the coverage/connectivity measures when prioritizing improvements to the existing bicycle/pedestrian system.*

Note: The calculation of the link-node value or similar "connectivity indices" will be a component of the Mobility Analysis.

The calculation of the bicycle/pedestrian coverage and connectivity value will be a component of the Mobility Analysis.

The County will consider whether or not a minimum standard of interconnectivity is an appropriate consideration in the approval of new project master plans.

New Policy to Respond to Recommendation #12

Policy: *Collier County shall incorporate provisions in the Land Development Code that provide incentives to land owners to provide opportunities for the implementation of park-and-ride lots and transit transfer facilities, or otherwise support existing or proposed transit service.*

Note: Examples of specific methods might include:

- providing for onsite or nearby off-site transit infrastructure to allow for easy access in a comfortable and safe environment to transit routes;
- provision of transit supporting facilities for employees and customers, such as additional bicycle racks, lockers;
- subsidizing employee transit use;
- preferential parking or other employer provided incentives for carpooling;
- flexible or altered work schedules to provide for off-peak arrival and departure times;
- providing for new or expanded work-at-home opportunities.

New Policy to Respond to Recommendation #14

Policy: *Existing or proposed non-residential or mixed use projects that employ specific methods to reduce trips as documented in an approved Mobility Analysis, as defined in the Land Development Code, may be granted one or more of the following:*

- a) Impact and/or multi-modal fee relief for new or expanded uses;*
- b) Reduction in required parking for existing, or new or expanded uses.*

Phase III A

Land Development Code

Potential Land Development Code Changes to Respond to Recommendation #1

Land Development Code will have to be amended to facilitate the implementation of the Objective and associated policies that respond to Recommendation #1, including:

1. Creating a new requirement for the preparation of a Mobility Analysis:
 - a planning tool as part of each Rezone/SRA
 - a mechanism to obtain transportation impact and/or multi-modal fee (as applicable) reductions
2. Establishing a new sub-type of development called “Low Vehicle Miles Traveled Development” (LVMTD) to include:
 - Projects that demonstrate a balance of mixed-uses that encourage internal project and/or community capture (reduced external trips)
 - Development that is Transit and Non-Motorized Accessible
 - Currently served by transit service
 - To be served by planned future service
 - Currently served externally by non-motorized infrastructure
 - Projects that include a multi-modal internal circulation system
 - Accommodates and/or provides transit service
 - Non-motorized travel
 - Enhanced non-motorized travel accommodations
 - Bicycle/pedestrian network circulation that interconnects w/ essential land uses
 - Projects that incorporate “interconnection” strategies that increase mobility between adjacent projects and provide opportunities to motorized and/or non-motorized travel between projects without impacting the adjacent arterial/collector network.
3. Developing LVMTD guidance/standards/incentives for single- and mixed-use developments.
 - Low- & No- Travel development including live-work sites, associated workplace housing, and satellite work centers
 - Employer-based trip reduction measures
 - Flex-hours
 - Employees start/stop times
 - Business hours of operations, shifts, etc.
 - Telecommute
 - Preferential van/carpool & bicycle parking
 - Transit system contributions (one-time capital and/or long-term operational)
 - Bus shelter
 - Park-n-ride lot
 - Employer/Business-paid transit passes for employees and/or patrons
 - Capital equipment purchase
 - Long-term service contribution, e.g., special taxing district, one-time-payment (e.g., annuity), long-term contract for service, etc.
 - Bike-commuter employee accommodations

- Showers, changing facilities w/lockers
 - Secure bike parking
 - Guaranteed ride home program
 - Emergency transportation availability
- 4. Developing LVMTD incentives for single- and mixed-use developments including but not limited to:
 - transportation impact and/or multi-modal fee (as applicable) reductions
 - reduced parking requirements
 - flexible design standards (e.g., pedestrian and/or transit oriented design, etc.)
 - trip reduction “credits” (e.g., internal capture and/or pass-by capture) as part of TIS considerations, etc.
- 5. Developing a procedure for quantifying value of the estimated net VMT-reduction resulting from verifiable strategies committed to by a fee-payer.
 - Incentives related to transportation impact and/or multi-modal fee (as applicable) reductions or “offsets” may require amending the Consolidated Impact Fee Ordinance.
 - Incentives related to trip reduction credits may require modifications to the TIS Guidelines
 - A verification process would have to be established for those strategies requiring such a follow-up.

Note: As recommended in Recommendation No. 1, a new Section in the Land Development Code should be created and entitled: “Low Vehicle Miles Traveled Development” or LVMTD. All strategies and incentives to accomplish a reduction of VMT should be provided for in this new Section. For non-residential uses and mixed uses, by providing for enhanced transit, pedestrian and bicycle access and related facilities, or by utilizing other means to reduce the need for employees and customers to access a site by private passenger vehicles the trip generation associated with a particular project can be reduced and thus the required off-street parking and loading requirements can also be reduced.

Incentives are provided herein to promote the inclusion of various LVMTD strategies through maximized opportunities for alternative forms of mobility and reduced peak demand trip generation. Such strategies shall be maintained and continued so long as the use continues.

Potential Land Development Code Changes to Respond to Recommendation #3

Collier County will need to develop and adopt within the LDC, prototypical park-and-ride lot design standards that include minimum size and required supporting infrastructure, e.g., bus shelters, lighting, bike-racks, bus loading/unloading areas, etc.

Potential Land Development Code Changes to Respond to Recommendation #4

Land Development Code should be amended to facilitate the implementation of Recommendation #4 by creating direct links to the required Mobility Analysis section of the Land Development Code, as follows:

Amend **Section 4.08.07.H. Development Document** by adding a new paragraph:

3. The document shall include a Traffic Impact Statement (TIS) as required by Section 6.02.03, and a multi-modal Mobility Analysis as required by Section [TBD]. The Mobility Analysis shall clearly illustrate what vehicular, transit and non-motorized/alternative mode strategies are being deployed with in the SRA to reduce VMT.

Amend **Section 4.08.07.J. Design Criteria**

2 Town Design Criteria

b. Transportation Network - by adding a new paragraph iii:

iii. The transportation network shall be designed to facilitate the delivery of transit services to, and throughout, the town, including but not limited to:

- *incorporation of bus turn-outs/stops along major internal collector roadways*
- *incorporation of shelters, bicycle storage/parking facilities, etc.*
- *interconnections to the bicycle and pedestrian infrastructure*
- *interconnections to transfer facilities and/or park-and-ride facilities, if provided*

Note: pursuant to Section 4.08.07.J.3.b Village Design Criteria – Transportation Network, the same requirements for Towns are applicable to Villages.

Amend **Section 2.03.08. Rural Fringe Zoning Districts**

A. RFMU District

2. Receiving Lands

b. Rural Villages

(4) Other Design Standards

(a) Transportation System Design - by amending paragraph vi. as follows:

vi. The transportation network shall be designed to facilitate the delivery of transit services to, and throughout, the village, including but not limited to:

- *incorporation of bus turn-outs/stops along major internal collector roadways*
- *incorporation of shelters, bicycle storage/parking facilities, etc.*
- *incorporation of transfer facilities and/or park-and-ride facilities in high density areas*
- *interconnections to the bicycle and pedestrian infrastructure*
- *interconnections to transfer facilities and/or park-and-ride facilities, if provided*

Note: The primary objective of Recommendation 4 will be largely implemented as a result of the Objectives and Polices associated with the new requirements for a Mobility Analysis (Recommendation No. 1). All new developments, including those towns and villages with the RLSA and RFMUD would be required to prepare the Mobility Analysis and demonstrate to what degree they are reducing external trips thru enhanced levels of internal capture, use of transit/alternative modes, etc.

All of the planning principles outlined in Recommendation 4 are recognized components of the Mobility Analysis requirements designed to implement Recommendation 1.

A thorough review of the specific Land Development Code regulations governing the design principles required to be incorporated in RLSA/RFMUD towns and villages was conducted. Existing regulations were found that adequately address most of the attributes associated with strategies to reduce VMT, increase walking and biking, etc.

Minor changes to the Land Development Code should be considered to link the RLSA/RFMUD sections back to the Mobility Analysis requirements.

Potential Land Development Code Changes to Respond to Recommendation #6

Land Development Code will have to be amended to facilitate the implementation of the Objective and associated policies responding to Recommendation #6, including:

1. Create a new requirement for the preparation of a multi-modal Mobility Analysis for use as:
 - a measure of meeting LVMTD objectives
 - verification requirements, if needed
 - a planning tool in the review of applications for Rezone/PUD/SRA/SDP as a measure of:
 - transit access and support/utilization
 - street connectivity
 - bike/ped suitability
 - trip generation “credits”
 - a tool to evaluate existing conditions
 - Demonstrating/documenting need
 - Grant application support documentation
 - a criteria in prioritizing capital improvements
 - Transit Development Plan
 - Long Range Transportation Plan
 - Comprehensive Pathways Plan
 - a mechanism to obtain *transportation impact and/or multi-modal fee (as applicable)* reductions, including any required post-development verification conditions that may be needed
2. Create standards for the various mobility factors within the Mobility Analysis, against which proposed/existing conditions would be compared
3. Develop LVMTD guidance/standards/incentives for single- and mixed-use developments, such as:

- Establishing and incentivizing targeted jobs to housing ratio
 - Encouraging a balanced land use mix
 - Providing for essential public services/facilities
 - Increased FARs
 - Flexible design standards for pedestrian and transit oriented design
 - Shared parking
 - Transit “friendly” development (by design and support)
 - Employer assistance strategies
 - i. Transit
 - ii. HOV
 - iii. Non-motorized
 - iv. Flexible work schedules
 - v. Tele-work/Work-from-home
4. Develop a procedure for quantifying value of the estimated net VMT-reduction resulting from verifiable strategies committed to by a fee-payer.

Potential Land Development Code Changes to Respond to Recommendation #9

Land Development Code will have to be amended to facilitate the implementation of the Objective and associated Policies that respond to Recommendation #9, including:

1. Establishing a “link-node”, or similar standard for measuring a development’s level of interconnectivity. The link-node value is a ratio of project’s internal road segments to intersections, and demonstrates the level or interconnectivity of a street network. The calculation of the link-node value or similar “connectivity indices” would be a component of the Mobility Analysis.
 - a) As part of the LDC language development and amendment process, the County will need to consider whether or not a minimum standard of interconnectivity is an appropriate consideration in the approval of new project master plans.
2. Adopt a “Coverage & Connectivity Indices” methodology and consider a minimum standard
 - a) Pedestrian Route Directness (PRD) Ratio
 - b) Pedestrian Network Coverage Ratio
 - c) Pathway Network Coverage Ratio
 - d) Pedestrian Environment Factors Composite Score
 - a. Ease of Street Crossing
 - b. Sidewalk Continuity
 - c. Street Network Characteristics (grid vs. cul-de-sac)
 - d. Pedestrian Enhancements, e.g., Shade Trees, Street Furniture, etc.
 - e. Condition of Infrastructure

- e) Bike Friendliness Factor (BFF)
 - a. Bike Lanes
 - b. Pathways
 - c. Bike Parking
- 3. Require the application of [consideration of] minimum standards as part of a required “Mobility Analysis”
 - a) As part of the LDC language development and amendment process, the County will need to consider whether or not a minimum standard of interconnectivity is an appropriate consideration in the approval of new project master plans.

Note: Other Examples of measures of Connectivity/Interconnectivity

Block Length – The shorter the blocks lengths, e.g., 300-600 feet, the more intersections in the area, thus better connectivity, yielding shorter distances for pedestrians to reach destinations

Number of Intersections – Used to calculate a “percent-grid” of the street network

Street Connectivity Indicator - Ratio of the number of intersections to the number of intersections plus cul-du-sacs.

Coverage & Connectivity Indices

- a) Pedestrian Route Directness (PRD) Index uses the ratio of actual distance to traveled distance.
- b) Percentage of street frontage with improved sidewalks on both sides
- c) Percentage of street frontage with improved bike lanes on both sides or a multi-use pathway on one side
- d) A composite measure of four elements of the built environment: ease of street crossings, sidewalk continuity, local street characteristics, and topography
- e) Frequently combined with Pedestrian Friendliness Factors

Phase III B Growth Management Plan Land Development Code

New Objective & Policies to Respond to Recommendation #16

Objective: *Collier County shall develop a comprehensive environmental mitigation improvement program, to be funded in whole or in part by the portion of the adopted transportation impact and/or multi-modal fee (as applicable) cost component that is attributable to environmental mitigation, and that identifies strategic improvements consistent with the Watershed Management Plan and the Conservation and Coastal Element (CCME) policy or other such programs or plans that will be used to mitigate for roadway improvement impacts.*

Note: The following detail was extracted from the latest *Road Impact Fee Study*:

- Total Construction Cost Component of Fee: \$3,870,418 per Lane Mile
- Mitigation Cost Component: \$156,338 (+/- 4% of Total Cost)

Potential Land Development Code Changes to Respond to Recommendation #16

The Consolidated Impact Fee Ordinance and the associated accounting and monitoring/reporting practices will have to be amended to facilitate the implementation of the Objective and associated Policies that responds to Recommendation #16.

Phase III C Growth Management Plan

Amend Existing Policies to Respond to Recommendation #7

TE Policy 3.3: *The County shall acquire a sufficient amount of right-of-way to facilitate arterial and collector roads of no less than a cross section of six (6) traffic lanes, appropriate turn lanes, medians, ~~bicycle-bike lanes or paved shoulders, shared use pathways consistent with the Pathways Plan, and pedestrian features~~ sidewalks, drainage canals, ~~a shoulder sufficient for pull-offs~~ bus bays and transit shelter areas, and landscaping areas. Exceptions to the right-of-way standard associated with width needed to accommodate six travel lanes may be considered when it can be demonstrated, through a traffic capacity analysis and/or right-of-way constraint analysis, that the maximum number of lanes at build-out will be less than the standard. It will be the responsibility of the Complete Streets Team to review all proposed right-of-way acquisition strategies, whether for new or expanded facilities, to ensure consistency with the Complete Streets Standards [Guidelines].*

TE Policy 4.6: *The County shall provide for the safe movement of non-motorized vehicles and pedestrians through implementation of ~~its a Complete Streets Standards [Guidelines] adopted in the Land Development Code, and highway design standards ordinances and shall incorporate bike~~ Bike lanes, sidewalks and pathways, ~~as deemed appropriate, shall be incorporated as part of in~~ new construction roadways and reconstruction expansion of roadways pursuant to the Complete Streets Standards [Guidelines].*

New Objective & Policies to Respond to Recommendation #7

Objective 13: *Collier County shall establish a comprehensive Complete Streets Program that incorporates multi-modal context sensitive design principals and functional use criteria into the plan/design decision-making process for all public roads and all private roads.*

Policy 13.1: *Collier County will establish a Complete Streets Classification system, and classify all roads in Collier County for the purposes of this regulation.*

Policy 13.2: *Collier County will establish an interagency cross-functional team (Complete Streets Team) charged with developing Complete Street Standards [Guidelines] to be incorporated into the Land Development Code.*

Policy 13.3: *Collier County will adopt the Complete Streets Program within the Land Development Code that includes a set of context sensitive design standards [guidelines] for each classification of roadway, a review procedure, a deviation procedure, and dispute resolution process.*

Policy 13.4: *The Collier County Complete Streets Team will be responsible for the review of proposed street design details for all public and private roadways above a minimum classification as identified in the Standards [Guidelines], to ensure consistency with the adopted Complete Street Standards [Guidelines].*

Note: Collier County needs to decide whether the Complete Streets Program will be implemented using a more stringent regulatory “standards” framework or a less stringent “guidelines” format.

Amend Existing Policy to Respond to Recommendation #8

TE Policy 4.7:

The County shall incorporate marked bike lanes, shared lanes arrows, or paved shoulders (as appropriate), in roadway resurfacing projects as is physically possible ~~and will not result in a safety or operational problem.~~

New Policies to Respond to Recommendation #8

Policy 13.5: Collier County will include pedestrian safety considerations during the development of the Complete Streets Standards [Guidelines], including, but not limited to:

- a) Crosswalk enhancements
- b) Median island refuges
- c) Continuous right-turn lane refuge islands

Policy 4.9: Collier County will coordinate with MPO and law enforcement agencies in the development of a comprehensive bicycle and pedestrian safety program, to include:

- a) Identification and analysis of high crash locations, and the identification of potential safety improvements or strategies
- b) Bike and pedestrian safety education programs
- c) Enhanced law enforcement initiatives

New Policies to Respond to Recommendation #13

Policy: Collier County shall consider, during the design of all new and expanded roadway projects alternative modes of mobility, including: transit facilities and/or connectivity to transit; bicycle and pedestrian facilities; and, connectivity to nearby multi-modal facilities, such as park and ride lots or trail heads.

Policy: Collier County shall coordinate new or expanded roadway design needs with adopted environmental preservation objectives, including wildlife crossings and habitat preservation.

Policy: Collier County shall coordinate new or expanded roadway design needs with other infrastructure improvement programs, including potable water and sewer systems, and storm water management utilities.

New Objective to Respond to Recommendation #15

Objective: *Collier County shall coordinate with regulatory agencies and stakeholder groups to maintain dialogue and foster understanding with respect to new or expanded transportation facilities. Where mutual agreement exists, the County will work with these agencies and stakeholder groups to develop memorandums of understanding.*

New Policy to Respond to Recommendation #17

Policy: *Collier County shall coordinate with applicable State and Federal jurisdictional and with stakeholder groups, to evaluate and utilize cost effective methods to address wildlife/vehicle collisions.*

Note: Consideration may include designs that may be effective for particular species or multi-species affected within a particular area; monitoring effectiveness of crossings and other methods, such as Roadside Animal Detection Systems (RADS), in Collier and elsewhere; utilization of planned roadway bridge improvements or other forms of overpasses that may also serve as wildlife crossings; and, potential funding for such measures.

New Policies to Respond to Recommendations #18 and #19

Policy: *Collier County shall coordinate with applicable county, state and federal agencies, to identify long and mid-term capital needs and shall then consider opportunities and feasible locations for:*

- a) *Co-utilization or expansion of facilities to reduce VMT; and*
- b) *New satellite offices - Priority shall be placed on locations for co-utilization or for new satellite facilities to serve population growth east of CR 951; and*
- c) *New or enhanced transportation disadvantaged services.*

Policy: *Collier County shall review, on an annual basis, e-government (internet based) services to enhance and increase utilization of such services.*

Policy: *Collier County shall annually review all existing non-internet based services being provided to identify new e-delivered services that could increase opportunities for service users to conduct government business via the internet.*

New Policies to Respond to Recommendation #20

FLUE Policy 4.12: *As part of the EAR process, Collier County shall review and may recommend changes to the Growth Management Plan policies and any associated Land Development Code*

regulations that were developed and implemented a part of the Master Mobility Plan process, and evaluate their outcomes and measures.

FLUE Policy 4.13: *Collier County will develop procedures to monitor the application of the specific policies and regulations that were outgrowths of the MMP process to determine how often and to what extent the strategies were used. Monitoring reports shall be compiled for use during the EAR process.*

Note: Examples include:

- Number of Mobility Analyses performed; strategies used, incentives awarded, etc.
- Quantification of environmental mitigation set-asides from transportation impact and/or multi-modal fees (as applicable) and an accounting of specific mitigation projects implemented using the funds.

Phase III C

Land Development Code

Potential Land Development Code Changes to Respond to Recommendation #7

Land Development Code will have to be amended to facilitate the implementation of the Objective and associated policies that respond to Recommendation #7, including:

1. Developing a comprehensive Complete Streets Program to include:
 - Establishing an interagency Complete Streets Team with appropriate review and decision – making authority;
 - Adopting a Complete Streets Classification System; and
 - Adopting Complete Streets Standards [Guidelines]

Potential Land Development Code Changes to Respond to Recommendation #8

Land Development Code will have to be amended to facilitate the implementation of Policy 13.5. See the Complete Streets Land Development Code Amendments. No Land Development Code amendments would be necessary to implement Policy 4.9.

Appendix

Phase II Recommendations

RECOMMENDATION 1 – Use impact and/or multi-modal fee (as applicable) incentives based on calculated reductions generated by providing optimal employment to population ratios and a full range of housing types and affordability that result in reduced commuter-related trips, both within specific mixed-use developments and within larger sub-areas.

RECOMMENDATION 2 – Recommend that the BCC appoint an advisory board or task force to be comprised only of residents or property owners within Golden Gate Estates to evaluate all viable tools and programs to reduce density in North Golden Gate Estates. As part of such evaluation, it is recommended that the advisory board or task force consider, at a minimum, the following:

- Financial feasibility and cost, both to individual private property owners and Collier County government
- Incentives that may be employed to promote the use of such tools and programs
- Balancing private property rights and public policy objectives
- Collateral benefits (in addition to density reduction and lower VMTs), including but not limited to, public safety, including wildfire and flood protection; hydrologic restoration and aquifer recharge; mitigation; and habitat preservation

RECOMMENDATION 3 – Incentivize approved neighborhood-serving retail and service uses in Golden Gate Estates, Rural Fringe Mixed-Use District Receiving Areas, and Orange Tree to reduce trip lengths for neighborhood serving uses.

RECOMMENDATION 4 – Review and revisit requirements that already exist for self-sustaining Towns and Villages within the RLSA/RFMUD Receiving Areas to provide for internal capture and use of alternative modes.

RECOMMENDATION 5 – Revisit policies within the Urban Areas to encourage: A) and further incentivize infill and redevelopment; B) internal capture; and C) Use of alternative modes within localized mixed-use developments.

RECOMMENDATION 6 – Coordinate county multi-modal planning efforts with land use strategies identified under Recommendations 1-5.

RECOMMENDATION 7 – Plan for the provision of multi-modal infrastructure through land development and roadway standards (e.g., complete streets) within large-scale planned developments and the county road network.

RECOMMENDATION 8 – Implement enhanced bicycle, pedestrian, and safety improvements.

RECOMMENDATION 9 – Enhance localized connectivity to reduce VMT and increase travel efficiency as well as optimize transit, emergency vehicle, and school transportation operations.

Recommendation 10 – Evaluate the transition from a roads-based impact and/or multi-modal fee (as applicable) to a mobility fee to provide capital funding for multi-modal infrastructure, including buses, stop/station area infrastructure, Bus Rapid Transit (BRT) infrastructure (e.g., signal priority, queue jump lanes, etc.) and transit supporting bicycle features (e.g., bicycle racks, lockers, etc.).

Recommendation 11 – Continue to improve traffic operations by maintaining appropriate signal timing plans (including pedestrian movements) and through the use of Intelligent Transportation System (ITS) and Advanced Traffic Management System (ATMS) technologies.

Recommendation 12 – Coordinate with the Florida Department of Transportation (FDOT), Collier County Alternative Transportation Modes (ATM), and Collier County Land Development Services regarding the implementation of commuter-based services and/or infrastructure to reduce delay for vehicles carrying multiple persons during peak travel demand and emergency vehicles.

RECOMMENDATION 13 – Plan for the incorporation of alternative modes or connection to nearby multi-modal infrastructure or facilities (e.g., trails, park-and-ride lots, etc.) during the design or new or expanded roadways/corridors

RECOMMENDATION 14 – Incentivize employer-based transportation demand management (TDM) programs to encourage a change in travel behavior by shifting trips away from peak travel times and/or eliminating work-related vehicle trips.

RECOMMENDATION 15 – Through regular and ongoing communication and coordination between Collier County and regulatory agencies and stakeholders, identify opportunities and implement strategies to enhance efficiency and reduce costs of the permitting process. This objective should be accomplished while balancing the protection of water, wildlife, other natural resources and private property rights, and with consideration for a particular sub-area's socio-economic characteristics.

RECOMMENDATION 16 – Use the mitigation cost component of the County's current roadway impact and/or multi-modal fee (as applicable) or future mobility fee to fund specifically identified mitigation strategies.

RECOMMENDATION 17 – Recommend further research on and evaluation of cost-effective methods to address wildlife/vehicle collisions.

RECOMMENDATION 18 – Identify short-and long-term opportunities to increase efficiency of and access to County services and infrastructure.

RECOMMENDATION 19 – Enhance e-government (Internet-based) services to reduce vehicle miles of travel and capital and operating costs.

RECOMMENDATION 20 – Review MMP outcomes/measures as part of the Evaluation and Appraisal Report process and, as necessary, update the LDC/GMP or other regulatory instruments.