

## SECTION 4 | IMPLEMENTATION PLAN

The Implementation Plan delineates the process by which projects, programs and policies contained in the adopted Bicycle and Pedestrian Master Plan for Tallahassee and Leon County will be implemented by appropriate agencies and their partners. This Implementation Plan applies the Guiding Principles and Goals, Objectives and Evaluation Measures to the projects and programs in the adopted Cost Feasible Plan to create an annual schedule of projects and action items. It is intended to provide a logical framework for implementation of the Bicycle and Pedestrian Master Plan over time by outlining a process, responsibilities and monitoring steps to be undertaken by the MPO in coordination with various stakeholders.

This element of the Master Plan breaks down implementation steps by facility-based projects, facility-based programs, policies and programs for education, encouragement and enforcement.

### 4.1 ROLE OF THE 2025 LRTP UPDATE

Setting a significant context for the overall implementation program is the pending update of the MPO's Long Range Transportation Plan (LRTP). This plan is scheduled for adoption in December 2005 and will be the first LRTP for the expanded MPO Planning Area Boundary, which now includes Leon County and portions of Gadsden and Wakulla Counties, along with the cities of Havana, Midway, Tallahassee and Quincy. The 2025 LRTP Update is referenced in this implementation plan for several reasons:

- It is a multimodal transportation plan that will identify improvement needs and priorities for the region, thus potentially affecting the Bicycle and Pedestrian Master Plan list of priority projects;
- It will reflect the adopted Bicycle and Pedestrian Master Plan for Tallahassee and Leon County while identifying needs and priorities in the newly expanded Planning Area;
- The plan will specifically focus upon the transportation facilities that serve the transportation needs of various special needs populations, including the elderly, students, disabled and the transportation disadvantaged, and
- It will address funding for all modes of transportation, including the costs for bicycle and pedestrian treatments to roads included in both the Master Plan and the LRTP.

The 2025 LRTP will result in a new listing of needed and cost feasible transportation improvement projects. As such, the LRTP will likely refine the adopted Bicycle and Pedestrian Master Plan by defining road improvements (inclusive of bicycle and pedestrian facilities) that are cost feasible. Because the Bicycle and Pedestrian Master Plan assumes that revenues for some improvements will be available by 2025 based on historical expenditures, the LRTP will be critical in refining the list of cost feasible bicycle and pedestrian projects. The MPO staff and the consultant selected for the LRTP Update need to work to ensure that the projects identified in the Master Plan are coordinated with the LRTP projects and typical sections used in estimating costs.

Given the time and budget constraints of the LRTP Update, it is unlikely that the plan will be able to provide a comparably detailed analysis of bicycle and pedestrian needs and priorities for the expanded MPO Planning Area outside of Leon County. Therefore, additional efforts may be needed to assemble data, perform analysis of bicycle and pedestrian needs and involve the public in preparing an update to the Bicycle and Pedestrian Master Plan for the entire Planning Area. That effort must be closely coordinated between MPO, FDOT and local agency staff.



## 4.2 PROJECTS AND FACILITIES

Most facility-based projects are retrofit projects on existing roadways. The adopted 2025 Cost Feasible Plan lists bicycle and pedestrian facility projects in priority order based on a number of factors, including public input and project continuity. However, it is not the intent of the MPO's Bicycle and Pedestrian Master Plan to dictate a change in local policies for priority funding of bicycle and pedestrian projects. Rather, the adopted plan provides a basic framework for completion of needed projects that can be used by each funding partner to identify spending priorities.

The annual capital budget for each jurisdiction shall include a list of the projects from the adopted Master Plan that it plans to advance in the upcoming year. This list will identify the project limits, improvement type (e.g., paved shoulders, sidewalk, etc.), project phase (such as design, preliminary engineering, right-of-way or construction), funding source and the name of the project manager. The MPO will use its prioritization process to identify projects for transportation enhancement funding or other sources on facilities maintained by the FDOT. This will follow current procedure for identifying priorities through the Transportation Improvement Program (TIP). Leon County and the City of Tallahassee shall submit their annual list of projects to the MPO for information and coordination. Project lists for city and county projects shall be developed and submitted in April of each year in anticipation of the upcoming fiscal year.

Each year, projects will be added, advanced to a subsequent phase, or when construction is complete, taken off the list of priority projects. A project may also be dropped from the list at the discretion of the funding agency with justification provided in writing. If a project is dropped, every effort should be made to identify an alternative project or treatment serving the same need or objectives.

In the case of projects with multiple funding jurisdictions, any jurisdiction with a stake in the project may submit the project in its upcoming year list, and the MPO's bicycle and pedestrian program planner will make reasonable efforts to coordinate implementation of the project.

The MPO's bicycle and pedestrian program planner will present the aggregate list of projects for implementation by jurisdiction to the Bicycle and Pedestrian Advisory Committee (BPAC), the Technical Coordinating Committee (TCC), and Citizens Advisory Committee (CAC) for their review and endorsement. This list will ultimately be presented each year to the MPO for information. It is not anticipated that the MPO will become involved in approving the list of priorities developed by the city and county, except in the cases where a proposed project differs or conflicts with a project included in the adopted Bicycle and Pedestrian Master Plan. In such case, the MPO will need to amend the plan to resolve the conflict, if so desired. This process will be coordinated by the MPO staff.

### 4.2.1 ROLES AND RESPONSIBILITIES

It is the responsibility of the MPO to monitor the implementation of the Master Plan on an annual basis as part of the MPO's Congestion Management System/Mobility Management Process (CMS/MMP). That document is a required part of the MPO process in Florida to assess the effectiveness of improvements to the transportation system and monitor trends and conditions for strategic allocation of funds. The MPO should use the evaluation measures developed in the Master Plan for reporting of trends and accomplishments in bicycle and pedestrian mobility. The CMS/MMP should consider a State of the System report every year that reports on various factors relating to the Master Plan, as well as the overall performance of the transportation system. Over time, it would

be easy to spot key issues that need to be addressed. This would be a very useful reference for the MPO and its advisory committees.

It should be understood that as projects advance through the process and more detailed information is developed regarding costs or impacts, a re-scoping of the project may be considered. In other words, if the Master Plan identifies a bicycle lane as a project for a given road section, but factors such as right-of-way acquisition make it excessively costly, then an alternate treatment, such as a wide curb lane, may be considered. The responsibility for this adjustment lies with the agency responsible for design and construction, but any change in the project from the Bicycle and Pedestrian Master Plan should be presented to the BPAC for information.

Finally, in terms of project monitoring, the MPO staff shall maintain the updated list of planned and completed projects to report on progress in meeting the goals and objectives of the adopted Master Plan. The MPO shall provide an annual report to the MPO and its subcommittees regarding progress, initiatives and coordination in implementing the projects included in the plan.

### 4.3 FACILITY-BASED PROGRAMS

Facility-based program implementation is accomplished by several means:

- The Access to Schools program requires coordination between the MPO and responsible agencies to identify, prioritize, design and build new facilities:
  - a. Review and refine projects that address the School Board’s Hazardous Walking Conditions list
  - b. Using district boundaries for each school, identify needed bicycle and pedestrian facilities to provide connectivity between schools and neighborhoods with highest density of students
  - c. Set priorities for those needs
  - d. Submit projects and priorities to School Advisory committees for review
  - e. MPO bicycle and pedestrian program planner works with City, County, State and other funding agencies to implement projects

Furthermore, as each project in the Master Plan moves forward in the implementation process, the Access to Schools program list should be consulted for potential alternative treatments that would satisfy the goals of this program.

- The Retrofit program identifies roads and intersections where a “quick fix” using simple treatments such as signals, signage, striping, or pavement markings can improve the safety and visibility of bicycles and pedestrians. City and County Public Works departments shall submit a memo to the bicycle and pedestrian program planner each year, who may also add projects based on public comment. This list will be presented to the MPO subcommittees for review and approval.
- The Facility Inventory and Maintenance Program requires a process by which pedestrians and cyclists can report poor conditions and receive feedback on their request. The MPO should establish a simple form on

its website that enables the public to provide comments on observed maintenance needs. The form should be designed to capture pertinent information about the request, such as location, road name, time of report, problem identified and contact information of the person making the request (optional). The form can be designed to generate an automatic e-mail response. The MPO bicycle and pedestrian program planner would then forward a list of requested projects to each appropriate agency and respond once a determination has been made. The MPO may wish to forward the requests on a monthly basis to reduce the amount of time dealing with individual issues. Other means of commenting, such as paper forms available at City Hall, the County court house building, public libraries, etc. may also be used. Each of those means could be advertised in the MPO newsletter and on the WCOT cable government channel.

### 4.3.1 ROLES AND RESPONSIBILITIES

As with the facility-based projects, the MPO is in a central coordinating role for the implementation of facility-based programs. Project locations are to be selected by appropriate agencies and reviewed by the bicycle and pedestrian program planner, in conjunction with the subcommittees of the MPO. These decisions should be guided by the priorities expressed in the public participation activities of the Master plan, and ongoing public input.

The Facilities Maintenance and Retrofit programs do not require oversight by the MPO as a whole, but rather may be handled at the staff level with input, as needed, from the MPO subcommittees. Projects to be implemented by the city, county and MPO should be selected by the bicycle and pedestrian program planner based on public input and priorities in the Master Plan. The implementing agencies shall write a memorandum to report their progress to the bicycle and pedestrian program planner on a quarterly basis, and this progress report shall be shared with the BPAC.

## 4.4 EDUCATION, ENCOURAGEMENT AND ENFORCEMENT PROGRAMS

### 4.4.1 ESTABLISHING THE TALLAHASSEE-LEON COUNTY BIKEWALK NETWORK

The Master Plan proposes a BikeWalk Network as the primary vehicle for implementing recommended education, encouragement and enforcement programs. The Network will connect a wide variety of people from public agencies, private nonprofit organizations, and those with links to the business community, each of whom sponsors or has an interest in the implementation of programs that can support the Master Plan's program goals.

Members of the Network will be assembled by the Tallahassee-Leon County MPO and will communicate regularly with the MPO BPAC via staff and at least one Network liaison from the BPAC. The group's charge is to coordinate the implementation of bicycle and pedestrian projects, policies, and programs consistent with the MPO Plan, as well as other local and statewide initiatives, such as the Governor's Task Force on the Obesity Epidemic. The Network should be inclusive of the expanded MPO Planning Area to ensure the involvement of the entire region as the MPO's bicycle and pedestrian evolves in those outlying areas.

To launch the process, the Chairs of the MPO Board and BPAC should issue an invitation to candidate organizations requesting a liaison to participate in the Network, whose role will be to participate in network meetings, share information and ideas, and help shape joint initiatives. A sample invitation for the group's initial meeting and list of suggested organizations for the mailing list are included at the end of this section.

The initial meeting will be followed by two strategic planning sessions at which the group will form an action



plan for its first year and set goals for the coming three to five years. The detailed list of recommended programs, including lead agencies and anticipated costs, will be a helpful resource in establishing the strategic plan. Once it is launched, the group will meet regularly (perhaps quarterly) to support member activities, discuss new opportunities, share information, update goals, and prepare an annual briefing for the MPO.

Below is an outline of activities for the formation of the group, followed by an example list of activities that the Network may decide to pursue as a result of the strategic planning process.

#### <4.4.1.1> Timeline for Network First Year

- **September 2004:** MPO adopts resolution to form and support the Network, and sends a letter to potential participating organizations requesting a designated liaison to attend an organizational meeting. MPO staff identifies a facilitator (in-house or a consultant) to attend the initial meeting and conduct the strategic planning sessions.
- **October 2004:** MPO hosts an initial meeting to organize group and initiate activity. Agenda includes a presentation on program goals in the Bicycle & Pedestrian Master Plan, a discussion of how each agency's interests could support and be enhanced by participation in the Network, and agreement on meeting dates for the strategic planning process.
- **November – December 2004:** The Network crafts a simple strategic plan that identifies initial activities as well as goals for the coming three to five years. Suggested outcomes of the strategic plan are noted below.
- **December 2004 - March, 2005; June, 2005:** Network meets to discuss progress, identify new opportunities, adjust goals and prepare a briefing for the MPO. At the March meeting, the Network can forward suggestions to the BPAC and MPO for program support activities to be included in the FY06 MPO Unified Planning Work Program.
- **July 2005:** Network Chair and BPAC liaison present their first year-end briefing to the MPO on the group's achievements and goals for the coming year. This should be repeated each year.

#### <4.4.1.2> Outcomes of Strategic Planning Process

At a minimum, the strategic planning process should accomplish the following results:

- Network mission statement and priorities.
- Group Structure: Leadership, Committees or Task Forces, Staff Role, etc.
- Communication Process: Meeting schedule, email/fax list, group in-house website, etc.
- Theme: Message, slogan or theme for each member to help promote through their organization's resources. This message could change every one to three years to reflect the group's priorities. For example, the first theme could promote fitness for children and youth through bicycling and walking.

**Five-Year Goals and Tracking/Reporting Mechanism:** Drawing from the Master Plan and other resources and information available from the group, develop a set of goals for the coming year and up to five "out-years," along with a simple, easily updatable table for staff to track the status of projects, note successes, and reflect updated goals and objectives throughout the year. This can serve as useful resource for the MPO briefing, and could, if desired, be distributed to the community in the form of a "report card" on the MPO's progress in encouraging bicycle and pedestrian activity. The table on the next page is a hypothetical example of a summary that could be developed for the planned projects.

**Table 9** Example Summary of Year One through Five Projects for BikeWalk Network

End Product	Lead Agency(ies)	Year One Goals/ Activities	Est. Year 1 Cost	Year 2-5 Goals/ Activities	Est. Year 2-5 Cost	Total 5-Year Cost
<b>COORDINATION</b>						
Bike Walk Network	MPO staff coordinates, with volunteer participation from network members	Establish Network, develop strategic plan, begin regular meetings, report to MPO in July	15,000	Regular meetings, annual MPO report in July	12,000	63,000
SUBTOTAL COORDINATION			15,000		12,000	63,000
<b>EDUCATION</b>						
School Bike/ Pedestrian Safety Coordinator	Leon County Schools	Designate and fill half time staff position (existing or new staff)	25,000	Staff member initiates and coordinates school-based programs	25,000	125,000
Classroom & Experiential Education Events & Activities	School Bike/ Pedestrian Safety Coordinator	Build and distribute resources to teachers throughout system (Master Plan Teachers Resource Guide provides starting point)	5,000	Projects and activities incorporated into regular curricula and events	5,000	25,000
Parents for Safe Walking & Cycling	School Bike/ Pedestrian Safety Coordinator & Commuter Services of North Florida	Information shared with PTO's, task force of parents established.	10,000	Task force provides support for training and programs.	5,000	30,000
University Presidents' Initiative	FSU, FAMU, TCC, with MPO support	Convene Presidents for education, dialogue, and agreement on setting goals & working together	5,000	Annual dialogue to review progress and update goals.	3,000	17,000
Corridors-to-Campus Initiative	MPO, with financial & staff support from FSU, FAMU & TCC	Discuss approach and desired outcomes of Initiative; secure funding for plan.	3,000	Develop plan and implement at least three projects.	175000 (total)	178,000
Student Surveys	FSU, FAMU, TCC	Conduct & analyze survey, using previous FSU survey as resource.	25,000	Repeat survey in Year 5.	25,000	50,000

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End Product	Lead Agency(ies)	Year One Goals/ Activities	Est. Year 1 Cost	Year 2-5 Goals/ Activities	Est. Year 2-5 Cost	Total 5-Year Cost
<b>EDUCATION</b>						
Active Aging Campaign	Elder Ready Community Initiative	Organize and secure funds for campaign including publicity & events	3,000	Conduct campaign	5,000	23,000
SUBTOTAL EDUCATION			76,000		68,000	448,000
<b>ENCOURAGEMENT</b>						
Safe Routes to School Program	Leon County Schools & MPO	Establish task force of teachers, parents & students; review previous efforts and national resources, create action agenda, and secure funding to launch updated program.	5,000	Program launched in one school (Year 2); adding one per year for a total of four active programs.	4,000	21,000
Downtown Wayfinding Signage & Map Guide	Downtown Improvement Authority	Identify needed improvements to guide and downtown signage system (use PR firm to assist with guide design & sign logos); program funds for implementation.	30,000	Publish & distribute guide, complete signage improvements.	10,000	70,000
Model City Civic Initiatives:						
Joint Resolution	City, County, MPO	Develop & approve resolution	500		0	500
Economic Development Initiatives	City, County Economic Development & local Chambers	Form task force, identify opportunities to promote & attract “healthy lifestyle” employers and residents	5,000	Initiate and develop promotional materials and activities.	5,000	25,000
SUBTOTAL ENCOURAGEMENT			35,500		15,000	95,500

**Table 9** Example Summary of Year One through Five Projects for BikeWalk Network

End Product	Lead Agency(ies)	Year One Goals/ Activities	Est. Year 1 Cost	Year 2-5 Goals/ Activities	Est. Year 2- 5 Cost	Total 5-Year Cost
<b>ENFORCEMENT</b>						
Bicycle Squads	Tallahassee Police Department & Leon County Sheriff's Office, with MPO staff facilitation as needed	Form task force; set goals to expand and improve City squad and establish County squad; identify funding sources	5,000	Secure funds & implement goals formed in Year One. (est. cost \$21,000 start-up \$1,000 annual support)	7,000	33,000
Call Box Program	MPO, working with Police, Sheriff & Public Works staff	Conduct inventory & establish system of annual recommendations for funding new call boxes in local CIPs.	10,000	Implement recommendations	2,000	18,000
Crime Prevention Through Environmental Design	Tallahassee Leon County Planning Department working with Tallahassee Police Department and/or Leon County Sheriff's Office, depending on staff availability.	Conduct inventory and establish system of annual recommendations to identify bicycle & pedestrian CIP improvements consistent with CPTED principles	10,000	Implement recommendations	2,000	18,000
SUBTOTAL ENFORCEMENT			25,000		11,000	69,000
<b>TOTAL COSTS</b>			<b>151,500</b>		<b>106,000</b>	<b>675,500</b>





## &lt;4.4.1.3&gt; Sample BikeWalk Network Invitation Letter

Dear Name (Organization Director):

We are writing to invite you or a representative of your organization to participate in an exciting initiative being launched by the Tallahassee-Leon County Metropolitan Planning Organization. As you may be aware, the MPO recently adopted its first comprehensive Bicycle and Pedestrian Master Plan. As a critical step to implement the plan's recommendations related to bicycle and pedestrian program education, encouragement and enforcement, the MPO is sponsoring the formation of the Tallahassee-Leon County BikeWalk Network.

Staffed by the MPO, the BikeWalk Network will connect a wide variety of people from public agencies, private nonprofit groups, and those with links to the business community, each of whom sponsors or has an interest in encouraging bicycle and pedestrian activities in our region. Its charge is to coordinate and regularly inform the MPO and the community on the implementation of bicycle and pedestrian projects, policies, and programs consistent with the MPO Plan, as well as other local and statewide initiatives.

The first meeting of the Network will be on day,date from time to time in location. At this meeting, participants will learn about the goals in the MPO Master Plan and discuss how their interests could support and in turn be enhanced through participation in the Network. This initial meeting will be followed by two strategic planning sessions at which the group will form an action plan for its first year and set goals for the coming three to five years. After that, we anticipate the group will probably want to meet quarterly in order to support member's activities, discuss new opportunities, update its goals, and prepare an annual briefing for the MPO.

For your reference, we have enclosed a copy of the Education, Enforcement and Encouragement section of the Bicycle and Pedestrian Master Plan, which includes a list of recommended programs and suggested lead agencies. We would be happy to provide you with a copy of the complete plan, or you can download it from the MPO's website at link.

Your organization will be a key player in ensuring the effectiveness of the Network, and we hope you will be able to participate, either in person or through an appointed liaison. To confirm your attendance and to discuss any questions you may have, please contact MPO Bicycle and Pedestrian Planner Jennifer Carver at 850/891-8090, or by email at [carverj@talgov.com](mailto:carverj@talgov.com).

Sincerely,

\_\_\_\_\_

Name, MPO Chair

\_\_\_\_\_

Name, BPAC Chair



#### <4.4.1.4> Recommended BikeWalk Network Participating Organizations

- Tallahassee-Leon County MPO (staff and a liaison from the Bicycle and Pedestrian Advisory Committee)
- City and County departments: Planning, Public Works, Health, Parks and Recreation, Growth Management, Utilities, Economic Development, Neighborhood and Community Services
- FDOT District Three, DEP Office of Greenways and Trails, and US Forest Service.
- Leon County Sheriff's Office, Tallahassee Police Department, Capitol Police, and University Police
- TalTran
- Leon County School Board (see description of proposed Bicycle /Pedestrian Coordinator under "Education" section)
- Downtown Improvement Authority
- Commuter Services of North Florida
- Transportation Disadvantaged Coordinating Board
- FSU, FAMU and TCC staff and student representatives (see Education, Encouragement and Enforcement Program descriptions above)
- Greater Tallahassee Chamber of Commerce and Capital City Chamber of Commerce
- Capital City Cyclists and Gulf Winds Track Club (particularly representatives who can help with education and encouragement activities in the community such as roadside cleanups, BikeEd courses, and kids bike safety events)
- Local advocacy groups such as Better Transportation Coalition and American Lung Association (particularly representatives who can provide information, research, and encouragement to support increased bicycle, pedestrian, and transit use)
- Statewide associations with relevant interest and resources such as Florida Bicycle Association and Governors task forces on the ADA and obesity
- Ability 1<sup>st</sup>, Florida Council for Blind, and Florida Institute for Rehabilitation Education (FIRE)
- YMCA
- Groups and organizations in Gadsden and Wakulla Counties, as appropriate



## 4.5 ANNUAL PROJECT BREAKDOWN

The following lists provide year-by-year guidance for the activities of the bicycle and pedestrian program planner, planning staff, and implementing agencies.

### 4.5.1 YEAR ONE

- Bicycle and pedestrian program planner
  - Initiate organization of the BikeWalk network, establish protocols and facilitate first meeting
  - Solicit and develop project facility improvement priority listing by funding agency
  - In coordination with Public Works and/or Streets and Drainage staff, identify and prioritize projects to be implemented under the Signal, Intersection and Striping Retrofit Program
  - Coordinate with local staff and citizens, and/or conduct workshops in the expanded MPO Planning Area for the LRTP to identify potential bicycle and pedestrian projects in Gadsden and Wakulla Counties.
  - Implement a web-based program to report bicycle and pedestrian maintenance and suggest low-cost facility upgrades.
- Tallahassee-Leon County planning staff
  - Review the city/county Comprehensive Plan for updates to incorporate bicycle- and pedestrian-supportive policies. This should immediately focus on designating at least one area as a pilot Multimodal Transportation District per state law and guidance.
  - Implement a process to promote consistency between any proposed Comprehensive Plan amendments and the adopted Bicycle and Pedestrian Master Plan
  - Update site plan review process to include bicycle- and pedestrian-friendly features
  - Review Land Development Code for potential revision based on the Bicycle and Pedestrian Master Plan Design Guidelines
- School Board, in coordination with the bicycle and pedestrian program planner
  - Review list of school access needs with the School Advisory Councils
  - Select desired projects under the Access to Schools program and submit to the bicycle and pedestrian program planner, to be approved by the MPO subcommittees and implemented by the appropriate jurisdiction (repeats annually)



## 4.5.2 YEAR TWO

- Bicycle and pedestrian program planning
- Submit report to MPO summarizing results of evaluation criteria and analyzing change over time (repeats annually)
  - Begin submitting monthly reports to appropriate agencies for projects to be implemented under the Facilities Maintenance and Inventory Program (repeats annually)
- City/county planning staff
  - Incorporate bicycle and pedestrian issues in the Evaluation and Appraisal Report (EAR) for evaluation
  - Draft updates to the Tallahassee-Leon County Comprehensive Plan to incorporate bicycle- and pedestrian-supportive policies
- City, county or MPO
  - Implement a minimum of two projects under the Signal, Striping and Intersection Retrofit program, as selected by the bicycle-pedestrian program planner (repeats annually)
  - Develop web page to solicit public input for improvements to be implemented by the Facilities Maintenance and Inventory program
  - Complete analysis and implementation steps for the pilot Multimodal Transportation District.
  - Develop an expanded Bicycle and Pedestrian Master Plan for the entire MPO Planning Area, including a data collection and reporting program.

## 4.5.3 YEAR THREE

- City/county planning staff
  - Draft updates to implement Comprehensive Plan amendments (if adopted)

## 4.5.4 YEARS SIX TO TEN

- Bicycle and pedestrian program planner
  - Prepare implementation progress report for MPO that assesses overall successes and failures of the Master Plan; prepare action plan to rectify problems; update projects and programs as needed



## 4.6 ROLE OF THE BICYCLE AND PEDESTRIAN PROGRAM PLANNER

Although bicycle and pedestrian planning must continue indefinitely, the adoption of the Bicycle and Pedestrian Master Plan brings the MPO more clearly into the realm of project development, design and construction. The MPO is not an implementing agency, but it plays a critical role in ensuring that the development of facilities and programs is coordinated and cost-effective. Key responsibilities of the MPO when working with implementing agencies include the following:

- Expand the bicycle and pedestrian plan to address the needs and priorities of localities within the newly established boundaries of the MPO Planning Area. An excellent opportunity to initiate this is through the development of the updated Long Range Transportation Plan, slated to get underway by the fall of 2004.
- Staff the BPAC and the BikeWalk Network
- Coordinate the BikeWalk Network's projects and strategic planning efforts, and encourage partnerships with and among participating agencies to plan and fund activities.
- Monitor and report regularly to the MPO on progress with the projects and programs in the Master Plan, including an annual memorandum summarizing the results of the evaluation measures and analyzing change over time.
- Ensure bicycle and pedestrian projects and programs are properly supported through the MPO funding process.
- Pursue grants and opportunities to secure or leverage funds for bicycle and pedestrian projects.
- Provide technical assistance to local governments on implementation of policies and programs (e.g., the pilot Multi-modal Transportation District)
- Manage special projects and programs in which bicycle or pedestrian mobility is the primary objective.
- Update the regional bicycle and pedestrian plan on a regular basis.

To ensure that the MPO staff can fully carry out these responsibilities within its purview as a regional planning agency, it will likely be necessary for the City and County to designate one or more staff positions to focus on the implementation of projects in the Master Plan. An ideal structure would include a local bicycle and pedestrian coordinator within the Public Works Department of each agency. The local coordinator would assist local planning departments with development review, conduct project scoping and review of roadway and bicycle/ pedestrian designs, and assist in refining cost estimates. Particularly within the County, a local coordinator is needed to facilitate the implementation of the Access to Schools program by providing planning and design support for the projects identified by Leon County Schools. Each local coordinator would also be responsible for responding to citizen input regarding maintenance and safety requests, in coordination with the MPO. The presence of key staff in each locality charged with implementing local projects and programs would establish a strong structure for a properly supported, coordinated, and cost-effective implementation process among the localities and the region.

## 4.7 DESIGN GUIDELINES

The Design Guidelines manual for the Master Plan is an illustrated guide of best practice for a walkable environment. These guidelines help to focus many details of the planning, development and construction of buildings and streets to create a balanced environment for bicycles and pedestrians. The goal is to create a better environment for all users - cars, cyclists, and pedestrians. Special attention should also be given to designing facilities that accommodate the special needs of children, the elderly, and people with physical and visual disabilities.

These are not expensive treatments. Rather than thinking of them as amenities or ways to beautify a site after its basic design is complete, pedestrian- and bicycle-friendly design should be a cornerstone of site planning principles for new development and redevelopment of existing sites. Putting pedestrians first in the consideration of site design need not limit automobile access or convenience; however, it does require careful attention to what encourages people to walk and where those connections need to be made. Without those considerations, the projects in the Master Plan will have limited effectiveness in creating an interconnected transportation system that helps achieve both mobility and livability for all users.

The Design Guidelines may be implemented in a variety of ways, from prescriptive ‘suggested practices’ to proscriptive land development codes that apply to all new construction. Several strategies have been used in other Florida cities to implement design guidelines for new development and redevelopment, including the following:

- The City of Gainesville chose to add an Urban Design element to the city Comprehensive Plan. This element codifies pedestrian-friendly features of the built environment such as building and site design, a mix of land uses, parking location and design, block length, and the conversion of activity centers into livable town centers. The Land Development Code has subsequently been updated to reflect the goals, objectives and policies of this element.
- The Polk County Transportation Planning Organization (TPO) adopted a checklist of pedestrian- and transit-supportive guidelines to assist in site plan review. Based on the urban context and projected daily automobile trips the site will generate, the developer may select from menus of recommended pedestrian, transit and urban form options.
- Community redevelopment authorities, special area plans or district plans may be instituted that use unique funding mechanisms and incentive programs to encourage investment. Design guidelines in these areas typically build off existing community character and promote the livability of a traditional neighborhood that has experienced economic and physical decline. A candidate mechanism for this is the Multi-modal Transportation District, which in addition to establishing multimodal level of service standards, must also entail the adoption of design guidelines to promote a supportive transit, bicycle and pedestrian-friendly environment.

The full Design Guidelines prepared for the Master Plan may be found in Appendix B.

