Village of

Pinecrest

STRATEGIC PLAN

- Organizational Excellence & Financial Stability
- Secure & Safe Community
- Residential Character & Community Enhancement
- Recreation & Infrastructure
- Cultural Value
- Environmental Sustainability
- Transportation & Pedestrian Mobility

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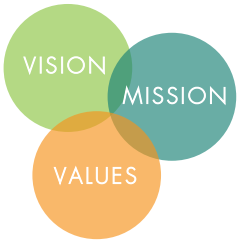
VISION, MISSION & VALUES



VISION:

The Village of Pinecrest is a highly livable community with an excellent government, stable finances, safe streets, outstanding recreation facilities and infrastructure, a high-quality residential character with lush streetscape, excellent schools, valuable cultural assets, and sustainable operations and living, with leadership which progressively enhances opportunities for citizen interaction and participation.

MISSION:

To sustain a vibrant Village that builds a sense of community spirit and pride with fiscally responsible government, the highest quality municipal services and infrastructure, a responsive and efficient staff, and innovative leaders who engage our residents.

VALUES:

Fiscal responsible delivery of high-quality services and amenities focusing on health, safety, and community well-being – Protection of residential and neighborhood character – Support of excellence in education in the public schools – Support of environmental and economic sustainability

ECONOMIC & DEMOGRAPHIC FACTORS

Community Indicators including population, housing, quality of life, economic, transportation and land use elements give us a snapshot of the Village of Pinecrest today. This picture when combined with trends, community aspirations and commitments, help us to understand potential for the Village's future.

POPULATION HIGHLIGHTS:

Pinecrest's 2020 Census population of 18,388 represents a 0.85% growth when compared to the 2010 Census population.

The racial and ethnic composition of the Village is 47% White non-Hispanic, 41.6% Hispanic, 3.6% Asian, 2.5% Black, and 19.4% two or more races.

Median Household Income: $166,801

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GUIDING THEMES & PRINCIPLES

The Village of Pinecrest aspires to provide the highest quality municipal services while cultivating an organizational culture that is focused on excellence in public service, fiscal responsibility, innovation and robust community engagement. In order to achieve this vision, both internal and external services are data-driven and implemented according to organizational values. The Village develops resiliency and sustainability through organization-wide systems and processes that ensure consistent employee work practices and alignment across service areas. Residents can not only expect to receive exceptional service, but also to have the opportunity to engage with decision makers, provide input regarding the way Village resources are allocated, and have access to government information in a timely and transparent manner.

The Village of Pinecrest works to continuously improve seven key outcome areas: Organizational Excellence and Financial Stability, Security, Residential Character and Community Enhancement, Recreation and Infrastructure, Cultural Value, Environmental Sustainability and Transportation and Pedestrian Mobility. The Village budget is divided among these six areas, and revenue is allocated to support policies and initiatives that drive improvement in outcomes. While each outcome area has unique defining characteristics, Village investment in single objective regularly impacts more than one outcome. The Village recognizes that outcome areas are interdependent and interconnected. Appendix B shows the impact each Strategic Objective has across all seven Key Outcomes.

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VILLAGE OF PINECREST

2023 STRATEGIC PLAN SUMMARY

VISION, MISSION & VALUES	STRATEGIC PRIORITIES	COMMUNITY DASHBOARD OUTCOME METRICS	STRATEGIC OBJECTIVES	TARGETED COMPLETION YEAR
VISION: The Village of Pinecrest is a highly livable community with an excellent government, stable finances, safe streets, outstanding recreation facilities and infrastructure, a high-quality residential character with lush streetscape, excellent schools, valuable cultural assets, and sustainable operations and living, with leadership which progressively enhances opportunities for citizen interaction and participation. **MISSION:** To sustain a vibrant Village that builds a sense of community spirit and pride with fiscally responsible government, the highest quality municipal services and infrastructure, a responsive and efficient staff, and innovative leaders	**ORGANIZATIONAL EXCELLENCE & FINANCIAL STABILITY** Maintain efficient and responsive government, which embraces the highest standards of service and citizen engagement and commits to the goals of the strategic plan.	**External Dashboard** 1. Comparison of Unassigned Fund Balance 2. Millage Rate Comparison by Municipality 3. My Dash Snapshot 4. Percent of Positive Rating in Customer Service Survey **Internal Performance Dashboard** 1. Comparison of annual revenue to expenditure ratio for Parks and Recreation Department 2. Comparison of annual revenue to expenditure ratio for Pinecrest Gardens 3. 10-year Budget Forecast to Actuals comparison 4. Employee Turnover Rate 5. Number of Employee Complaints Filed by Customers 6. Percentage of Delinquent Property Taxes	1.1. Review the extraordinary expenditure and mitigation set-aside of $3 Million by FY 2023-2024 to ensure in line with inflation. 1.2. Critique monthly departmental reports and assess what data points should be reported to the Village Council. 1.3. Launch a community dashboard to improve transparency and efficiency, and better inform the policy/decision making process. 1.4. Decrease the financial gap in the Parks and Recreation Department by attaining an 80% revenue to expenditure ratio, while promoting open and free access to residents. 1.5. Conduct an in-depth financial analysis for Pinecrest Gardens that reviews revenue and expenditure trends and develops a cost recovery plan. 1.6. Amplify the Village's capacity to educate, promote and support the Pinecrest community through grants.	1.1. 2023 1.2. 2023 1.3. 2023 1.4. 2025 1.5. 2023 1.6. 2023
	SECURE & SAFE COMMUNITY Maintain the Village's standard of police service.	**External Dashboard** 1. Number of Part 1 Crimes 2. Number of Residential Burglaries 3. Number of Car Thefts 4. Number of Violent Crimes per 1,000 residents 5. Police Response Time **Internal Performance Dashboard** 1. Number of Emergency Calls 2. Number of Traffic warnings and citations 3. Number of Arrests 4. Number of Police Complaints filed	2.1. Establish criteria for possible future street lighting locations. 2.2. Evaluate the License Plate Reader Program after Phase 3 construction to assess if expansion of additional technology is recommended. 2.3. Improve safety and security for businesses and patrons along the Village's commercial corridor. 2.4. Expand social services and outreach efforts to Pinecrest's homeless population. 2.5. Decrease incidents of theft at stores along US1. 2.6. Install speed/radar signs along major arterial roads, as deemed necessary through speed studies.	2.1. 2023 2.2. 2024 2.3. 2028 2.4. 2025 2.5. 2025 2.6. 2026

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VISION, MISSION & VALUES	STRATEGIC PRIORITIES	COMMUNITY DASHBOARD OUTCOME METRICS	STRATEGIC OBJECTIVES	TARGETED COMPLETION YEAR
who engage our residents. VALUES: • Fiscal responsible delivery of high-quality services and amenities focusing on health, safety, and community well-being • Protection of residential and neighborhood character • Support of excellence in education in the public schools • Support of environmental and economic sustainability 	**RESIDENTIAL CHARACTER & COMMUNITY ENHANCEMENT** Maintain the appearance of the Village and the quality of life for residential living by preserving the streetscape, minimizing impacts from commercial development, protecting the caliber of our educational institutions, and planning for the future needs of our community.	**External Dashboard** 1. Number of Code Compliance Violations 2. Per Capita Commercial Vacancy Rates 3. Number of Citizen Interactions on MyVOP 4. Percent of Residents that have a positive view of their neighborhood as a place to live **Internal Dashboard** 1. Number of Street Trees Planted 2. Ratio of Approved vs Disapproved Zoning Variances 3. Percent of code compliance reminder without escalation	3.1. Develop a report that explains and analyzes the extent of the Village's jurisdiction to regulate new charter school development. 3.2. Implement a robust communications campaign to encourage resident volunteerism by promoting opportunities for service to the community. 3.3. Create a Service Activity Program that provides or promotes monthly opportunities for residents, community-based organizations and other groups to volunteer. 3.4. Elevate and demonstrate the benefits of Florida native plants and implement a policy requiring them in Village projects. 3.5. Develop and implement peafowl management program. 3.6. Establish a citizen committee to work with Village staff on the beautification of cul-de-sacs. 3.7. Complete an inventory of public spaces and develop a Florida native design solution.	3.1. 2023 3.2. 2024 3.3. 2024 3.4. 2024 3.5 2024 3.6 2024 3.7 2025
	RECREATION & INFRASTRUCTURE Continue to provide a high standard of parks and infrastructure to best serve our community and plan for future demand as our community needs change.	**External Dashboard** 1. Miles of Underground Electrical 2. Acres of Park land per 1,000 population 3. Annual Percent of Households Participating in Recreation Programs **Internal Dashboard** 1. Recreation Programs – Total Participation 2. Number of Community Center Patrons 3. Miles of Underground Electrical	4.1. Seek to ensure Miami-Dade County will expand and eventually complete the Miami-Dade Water and Sewer infrastructure in the Village. 4.2. Collaborate with the Youth Advisory Council to design & implement teen-oriented recreational programs and initiatives for children ages 12-18. 4.3. Look for new and innovative ways of "getting the word out" about community happenings that goes beyond the quarterly newsletter and social media to expand the Village's reach and report to Village Council. 4.4. Develop a plan for aesthetic improvements to Veterans Wayside Park. 4.5. Develop a grant program for property owners that can substantiate economic hardship for the purposes of covering the cost of connecting to existing water infrastructure. 4.6. Create an Open Space Acquisition policy that would provide more un-programmed greenspace for residents.	4.1 2023 4.2 2023 4.3 2023 4.4 2023 4.5 2024 4.6 2023
	CULTURAL VALUE Improve the amount and variety of arts and culture in the Village to provide opportunities for community interaction and enrichment.	**External Dashboard** 1. Percentage of residents satisfied with opportunities to attend cultural, arts and music activities 2. Annual Percent of Households Participating in Cultural Programs **Internal Dashboard** 1. Tickets Sold to Cultural Events 2. Number of Attendees at Festivals 3. Total Participants All PG Programs 4. Total Number of PG Venue Admissions	5.1. Increase the number of Pinecrest households participating in Village events and classes by 50%. 5.2. Develop a Public Art program for Village's traffic circles. 5.3. Revisit membership levels at Pinecrest Gardens and introduce contributing levels. 5.4. Establish a donation program outlining the giving structure at Pinecrest Gardens. 5.5. Develop a marketing campaign targeting Pinecrest homes.	5.1 2028 5.2 2023 5.3 2023 5.4 2024 5.5 2024

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VISION, MISSION & VALUES	STRATEGIC PRIORITIES	COMMUNITY DASHBOARD OUTCOME METRICS	STRATEGIC OBJECTIVES	TARGETED COMPLETION YEAR
	ENVIRONMENTAL SUSTAINABILITY Minimize our community's impact on the environment with increased energy efficiency and growth management policies.	**External Dashboard** 1. Percent of Land Covered by Tree Canopy 2. Greenhouse gas emissions: metric tons of carbon dioxide equivalent (mtCO2e) per capita 3. Number of Electric Car Charging Stations 4. Number of Homes with Solar Panels 5. Electricity and Water Use Per Capita **Internal Dashboard** 1. Percent Reduction in Energy Consumption & Use of Natural Resources	6.1. Develop a five-year educational campaign to increase community awareness regarding sustainable improvements that can be made by private property owners and commercial properties, especially solar panels. 6.2. Implement an educational campaign to increase community awareness regarding the use of fertilizers and negative effects on the environment, especially Biscayne Bay. 6.3. Establish composting program for Village residents. 6.4. Establish Pinecrest as the municipality in Miami-Dade County with the largest tree canopy. 6.5. Partner with Miami-Dade County to develop a bi-annual electronics and chemical waste pick up program. 6.6. Inventory the amount of Pinecrest solar households and determine a future goal with a five-year plan to increase the number of households with solar panels.	6.1 2023 6.2 2023 6.3 2023 6.4 2026 6.5 2023 6.6 2024
	TRANSPORTATION & PEDESTRIAN MOBILITY Improve traffic flow for all modes of transporting people and enhance safety for vehicles, pedestrians and bicyclists.	**External Dashboard** 1. Percent of commuters using alternative transportation options 2. Miles of Sidewalk and Bicycle Paths **Internal Dashboard** 1. Number of Traffic Studies Completed 2. Number of Speeding Complaints Received 3. Number of Requests for New Sidewalks	7.1 Study first-mile/last mile transportation options to serve the proposed BRT system. 7.2 Design and construct the 67 Avenue Shared Use Path to create a link with the Snapper Creek Trail that connects to the Underline, Ludlam Trail and Old Cutler Trail. 7.3 Design and construct the Kendall Drive Shared Use Path 7.4 Complete an assessment of missing sidewalks to connect all parks, schools, commercial areas and other trails. 7.5 Analyze ridership of the Pinecrest People Mover service and explore the potential for expansion of the program including a partnership with Palmetto Bay.	7.1 2023 7.2 2025 7.3 2023 7.4 2024 7.5 2023

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ORGANIZATIONAL EXCELLENCE & FINANCIAL STABILITY

Maintain efficient and responsive government which embraces the highest standards of service and citizen engagement and commits to the goals of the strategic plan.

When voters approved the Village's incorporation in 1995, their vision was for local government to be lean, efficient and responsive to the population's needs and to make their own decisions on how municipal taxes were spent. Historically, Miami-Dade County municipalities seeking incorporation wanted the ability to control and influence spending so that there would be a more direct infusion of investment and services in their neighborhoods. This sentiment continues to be a priority for the Village Council and the community.

The Village Council has ranked organizational excellence and financial stability as the most important priority in this Strategic Plan. Organizational excellence is the structure which runs the government. In the Village of Pinecrest, the Village Council is vested with all the legislative powers and the Village Manager is responsible for the administration of all Village affairs.

Financial stability is based on healthy reserves and long-term security. Through long-term financial planning, that estimates the Village's revenues and expenditures over a multiyear period instead of an annual budget's one-year time frame, Pinecrest can ensure its fiscal position is fundamentally sound. This annual exercise also forces elected officials to always consider the effect of their legislative actions on current and future years.

Ongoing monitoring, conducted quarterly, track how well Village government adheres to its annual budget and helps Pinecrest handle fiscal issues that emerge during the year. Put in medical terms, long-term planning is the preventive care that helps a Village maintain good health, and budget monitoring is a regular check of its vital signs. Standard & Poor's, which rates the bonds issued by state and local government agencies, and the Government Finance Officers Association endorse both practices.

An excellent, financially stable organization includes:

- Effective and efficient local government where all voices in the community are valued.
- Fiscal sustainability and transparency in the Village organization.
- A collaborative and community-based approach to problem solving.
- Core processes that are consistently used across the organization.
- A high-quality workforce that strives for continuous improvement in all areas of the organization.
- A systems approach, driven by data, to effectively solve problems, creatively pursue opportunities for improvement and develop innovative solutions.
- Promoting a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.
- Attracting and retaining the best and brightest workforce.

STRATEGIC OBJECTIVES

ORGANIZATIONAL EXCELLENCE & FINANCIAL STABILITY

1.1. Review the extraordinary expenditure and mitigation set-aside of $3 Million by FY 2023-2024 to ensure in line with inflation.

1.2. Critique monthly departmental reports and assess what data points should be reported to the Village Council.

1.3. Launch a community dashboard to improve transparency and efficiency, and better inform the policy/decision making process.

1.4. Decrease the financial gap in the Parks and Recreation Department by attaining an 80% revenue to expenditure ratio, while promoting open and free access to residents.

1.5. Conduct an in-depth financial analysis for Pinecrest Gardens that reviews revenue and expenditure trends and develops a cost recovery plan.

1.6. Amplify the Village's capacity to educate, promote and support the Pinecrest community through grants.

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DEFINITIONS & DESCRIPTIONS

1.1. Review the extraordinary expenditure and mitigation set-aside of $3 Million during the FY 2023-2024 budget process to ensure in line with inflation.

- Periodic review of the emergency set-aside will ensure the Village has adequate funds to handle an unforeseen expenditure due to emergency thereby attenuating the effects of the unplanned event on the annual budget.
- The emergency set-aside will be increased as part of the 2023-24 fiscal year budget process.

1.2 Critique monthly departmental reports and assess what data points should be reported to the Village Council.

- Monthly reports are provided to the Village Council to inform on the progress of key intended outcomes.
- Review and critique the departmental reports to ensure they focus on key areas of operational performance and their specific areas of intended outcomes: monitor customer-focused outcomes, product and process outcomes, financial and benchmark outcomes and workforce-focused outcomes.

1.3 Launch a community dashboard to improve transparency and efficiency, and better inform the policy/decision making process.

- The intent of a dashboard is to provide a high-level look at the performance of each of the Village's seven key strategic outcomes.
- The dashboard reinforces the Village's commitment to accountability and continuous improvement.
- Every measure on the dashboard has a target by which performance is evaluated.

1.4 Decrease the financial gap in the Parks and Recreation Department by attaining an 80% revenue to expenditure ratio, while promoting open and free access to residents.

- By charging Park user fees, the Village can shift some of the burden of the cost of operating and maintaining the facility to the user as opposed to the tax payer.
- While addressing expenditures, also focus on providing more open, unprogrammed space to allow more access to the parks to individual residents.
- Privatization of some elements of the park can be helpful in rationing the use of the facility when there is too much demand.

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DEFINITIONS AND DESCRIPTIONS (Continued)

1.5 Conduct an in-depth financial analysis for Pinecrest Gardens that reviews revenue and expenditure trends and develops a cost recovery plan.

- Develop recommendations for improving all revenue streams including admission, venue rental, membership and sales.
- Include comparative analysis for similar venues such as Fairchild Gardens and Deering Estate.
- Establish a baseline and set performance goals to decrease the revenue to expenditure ratio and recover costs.

1.6 Amplify the Village's capacity to educate, promote and support the Pinecrest community through grants.

- Create a policy to determine who is eligible for grants and aids from Village Council, the application and evaluation process, timeline, and process (if any) to document how the grant is used in the service of the Village's strategic goals.
- Evaluate the present and past grants/aid recipients and their alignment to the Village's Strategic Plan.
- Identify existing and potential long-term partnerships with non-profits to amplify the strategic goals.
- Determine if an increased grant/aids budget is required.

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SECURE & SAFE COMMUNITY

Maintain the Village's standard of police service and emergency preparedness.

Village residents who voted for incorporation had a vision for safer streets with highly visible police patrols, which was described in the incorporation study and charter review public hearing as "saturation police protection." The Village of Pinecrest strives to be a safe and healthy place to live, work, learn and play. Safety and security are increasingly recognized as important aspects of a sustainable community as they help shape the overall appeal, viability, productivity and economic stability. In keeping with its mission to safeguard lives and property, the Village's Police Department participates in a sustained proactive crime prevention campaign that involves a number of initiatives to improve education and dissemination of information to the public. The primary goal of crime prevention programs is decreasing the incidence of crime in the Village, and in particular, residential and vehicle burglaries. The Department utilizes technology to enhance its crime fighting capabilities to the greatest extent possible.

Residents often identify immediate actions from the Police Department as a key contribution to their sense of safety. However, the definition of a safe community is broader than emergency responsiveness. It also extends to the Village's pedestrian and bicycle network. Safeguarding and expanding the community's pedestrian and bicycle network is also essential to ensuring a safe and livable community.

A secure and safe community includes:

- A safe, non-threatening Village in which to live, work, learn, and play
- A safe community impacts the community's appeal, viability, productivity, and economic stability
- Proactive and skilled police services
- Active emergency management system focused on prevention, preparedness and recovery with key partnerships in place to effectively respond to emergency situations
- Safe pedestrian, bicycle travel, and routes to neighborhood schools

STRATEGIC OBJECTIVES
SECURE & SAFE COMMUNITY

2.1. Establish criteria for possible future street lighting locations.

2.2. Evaluate the License Plate Reader Program after Phase 3 construction to assess if expansion of additional technology is recommended.

2.3. Improve safety and security for businesses and patrons along the Village's commercial corridor.

2.4. Expand social services and outreach efforts to Pinecrest's homeless population.

2.5. Decrease incidents of theft at stores along US1.

2.6. Install speed/radar signs along major arterial roads, as deemed necessary through speed studies.

DEFINITIONS & DESCRIPTIONS

2.1. Establish criteria for possible future street lighting locations.

- Past resident surveys have indicated an increasing number of respondents in favor of adding street lighting to enhance pedestrian, vehicular and/or overall safety.
- A pilot program for street lights was constructed in 2019 along Kendall Drive from Ludlam Road to US 1 which received overall favorable reviews.
- Develop a criteria checklist for use when future lighting locations are identified.

2.2 Evaluate the License Plate Reader Program after Phase 3 construction to assess if expansion of additional technology is recommended.

- The Village initiated a pilot program in 2016.
- The system automatically captures an image of the vehicle's license plate, transforms that image into alphanumeric characters, compares the plate number acquired to one or more databases of vehicles of interest, and alerts the Dispatch Center when a vehicle of interest has been observed.
- The system monitors license plates at specific locations and can be programmed to trigger alerts to dispatch center for tags associated with amber alerts, silver alerts, stolen cars, stolen tags, wanted criminals, Department of Motor Vehicle data points, etc.

2.3 Improve safety and security for businesses and patrons along the Village's commercial corridor.

- Work with store management to decrease loses at stores along US1
- Continue to look for innovative ways to use community policing to increase police exposure in the commercial corridor.

2.4 Expand social services and outreach efforts to Pinecrest's homeless population.

- Develop HEART (Homeless Encounter Assistance Reach Team) program. This is a guardian approach to interacting with the transient homeless populations where officers are proactive in offering assistance in obtaining services provided by Miami-Dade County.
- Establish a checklist with resources for officers that encounter homeless people in Pinecrest.
- Collaborate with Camillus House to provide temporary shelter.
- Expand coordination with Miami-Dade County to ensure all available resources are being used.

2.5 Decrease incidents of theft at stores along US1.

- The primary goal of the Pinecrest Police Department is to decrease the incidence of crime in the Village.
- Improve visibility of police by increasing the number of Park-and-Walks throughout the commercial corridor by 20%.
-

2.6 Install speed/radar signs along major arterial roads, as deemed necessary through speed studies.

- Supports the Village's efforts to increase overall safety of roads by calming traffic throughout the Village and encouraging drivers to adhere to posted speed limits.
- Conduct periodic speed studies on major roads and install speed/radar signs as needed and budgeted.

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RESIDENTIAL CHARACTER & COMMUNITY ENHANCEMENT

Maintain the appearance of the Village and the quality of life for residential living by preserving the streetscape, minimizing impacts from commercial development, protecting the caliber of our educational institutions, and planning for the future needs of our community.

When asked what they like most about living in Pinecrest, the residents generally describe the overall character and quality of the Village. These characteristics include homes on large lots, abundant landscaping and open spaces, and excellent schools in a residential setting within close proximity to downtown Miami. This emphasis on character and quality was also important to the community when residents voted to incorporate. In fact, during the Pinecrest charter review public meeting on December 12, 1995, the community ranked neighborhood beautification and zoning controls as two of four primary reasons for wanting to incorporate.

Pinecrest has a reputation for flexible residential building regulations which place few restrictions on architectural design and ornamentation. In general, the community likes the degree of flexibility and would like to maintain the current intent of the regulations and even increase flexibility. Building standards should ensure that the Village's overall appearance is maintained without impinging on the rights of property owners. Protecting residential neighborhoods from commercial intrusion is a priority.

The Pinecrest Parkway (US 1) Vision Plan provides the blueprint for the future improvement and beautification of the Pinecrest Parkway commercial corridor. Amendments to the Land Development Regulations inspired by the recommendations of the Vision Plan will introduce new, mixed-use development along the commercial corridor

The Village's high-quality educational institutions are one of the most significant factors contributing to property values. In recognition of this asset, the Village is committed to partnering with the Miami-Dade County School Board to foster the highest quality schools by promoting facility upgrades, and continuing to promote and provide resources to the community's public schools.

The Residential Character and Community Enhancement Outcome focuses on:

- A pattern of residential estate development within a well-defined community boundary.
- Preservation of the existing streetscape with a focus on conserving and augmenting tree canopy and enhancing overall aesthetics.
- Incorporating a Village-wide brand that distinguishes Pinecrest from other surrounding communities by utilizing a Mediterranean and Key West inspired architectural vernacular throughout the commercial corridor.

STRATEGIC OBJECTIVES
RESIDENTIAL CHARACTER & COMMUNITY ENHANCEMENT

3.1. Develop a report that explains and analyzes the extent of the Village's jurisdiction to regulate new charter school development.

3.2. Implement a robust communications campaign to encourage resident volunteerism by promoting opportunities for service to the community.

3.3. Create a Service Activity Program that provides or promotes monthly opportunities for residents, community-based organizations and other groups to volunteer.

3.4. Elevate and demonstrate the benefits of Florida native plants and implement a policy requiring them in Village projects.

3.5. Develop and implement peafowl management program.

3.6. Establish a citizen committee to work with Village staff on the beautification of cul-de-sacs.

3.7. Complete an inventory of public spaces and develop a Florida native design solution.

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DEFINITIONS & DESCRIPTIONS

3.1 Develop a report that explains and analyzes the extent of the Village's jurisdiction to regulate new charter school development.

- The first Florida charter school statutes were approved in 1996, opening the door for the creation of charter schools as part of the state's public education system.
- Private entities may enter into charters with school boards to provide educational services to district students.

3.2 Implement a robust communications campaign to encourage resident volunteerism by promoting opportunities for service to the community.

- The act of volunteering improves ones' social and relationship skills and improves overall well-being.
- Volunteering helps citizens connect with others in the community who may be from entirely different backgrounds.
- Creates bonds and shared identities that go beyond superficial differences and reduces social isolation.

3.3 Create a Service Activity Program that provides and promotes monthly opportunities for residents, community-based organizations and other groups to volunteer.

- Organized programs that allow residents to volunteer build a sense of community by stimulating engagement and strengthening the connection between citizens and the Village.
- Community volunteerism is the ultimate form of civic engagement.
- When citizens give back to the Village and volunteer their time to improve the lives of their neighbors, it demonstrates a genuine commitment to civic progress and community growth.
- Promote volunteerism through the Neighborhood Watch groups.

3.4 Elevate and demonstrate the benefits of Florida native plants and implement a policy requiring them in Village projects.

- Enact resolution committing the Village to planting only Florida natives in public spaces and in Village parks.
- Engage residents through communications and education on the benefits of Florida native plants.

3.5 Develop and implement peafowl management program.

- Peafowl has become a nuisance in the Village.
- Coordinate a pilot program with Zoo Miami aviary expert to look for humane ways to limit the population.

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3.6 Establish a citizen committee to work with Village staff on the beautification of cul-de-sacs.

- Develop criteria and process for the selection of interested residents to work with Village staff on a beautification program for cul-de-sacs through Pinecrest.

3.7 Complete an inventory of public spaces and develop a Florida native design solution.

- Map and inventory all public spaces, swales, cul-de-sacs available for landscaping by the Village.

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RECREATION & INFRASTRUCTURE

Continue to provide a high standard of parks and infrastructure to best serve our community and plan for future demand as our community needs change.

Foundational to the community's quality of life, recreational opportunities are essential to Pinecrest's continued success and desirability as a community. Residents place high value on recreational services as active lifestyles and time spent outdoors are major contributors to a person's health and well-being. The Village's parks provide opportunities for exercise and physical activity as well as relaxation and solitude. It is increasingly important to actively seek ways to connect people with the outdoors to strengthen the overall stewardship of natural resources. Pinecrest fosters equal access to programs, park lands and facilities. It strives for inclusiveness by promoting universal design and accessibility and partners with other agencies and civic groups to develop programs and opportunities for those with disabilities to help them stay active.

The Miami-Dade County Water and Sewer Department is the provider of potable water and sanitary sewer services for the Village of Pinecrest. The Village continues to partner with County officials to bring about the completion of the lacking ~~water and~~ sanitary sewer infrastructure within the municipal limits.

The Village is responsible for stormwater management throughout the Village. The program ensures Pinecrest complies with the United States' Clean Water Act that regulates water pollution and the quality of stormwater discharged into waterways.

A focus on recreation and infrastructure includes:

- Ensuring the legacy of excellent parks and abundant open spaces continues for future generations.
- Identifying new opportunities to add open space and parkland.
- Work with the State and the County to solve the problem of lack of water and sanitary sewer infrastructure in parts of the Village.

STRATEGIC OBJECTIVES
RECREATION & INFRASTRUCTURE

4.1 Seek to ensure Miami-Dade County will expand and eventually complete the Miami-Dade Water and Sewer infrastructure in the Village.

4.2 Collaborate with the Youth Advisory Council to design and implement teen-oriented recreational programs and initiatives for children ages 12-18.

4.3 Look for new and innovative ways of "getting the word out" about community happenings that goes beyond the quarterly newsletter and social media to expand the Village's reach and report to Village Council.

4.4 Develop a plan for aesthetic improvements to Veterans Wayside Park.

4.5 Develop a grant program for property owners that can substantiate economic hardship for the purposes of covering the cost of connecting to existing water infrastructure.

4.6 Create an Open Space Acquisition policy that would provide more un-programmed greenspace for residents.

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DEFINITIONS & DESCRIPTIONS

4.1. Seek to ensure Miami-Dade County will expand and eventually complete the Miami-Dade Water and Sewer infrastructure in the Village.

- The Village Council has instructed that a legislative agenda and workflow chart be developed to inform the lobbying efforts with Miami-Dade County for the completion of the lacking infrastructure.
- The primary focus of the legislative approach is convincing the Miami-Dade County leadership of the importance to complete the lacking infrastructure for the long-term sustainability and resiliency of the municipality.

4.2. Collaborate with the Youth Advisory Council to design and implement teen-oriented recreational programs and initiatives for children ages 12-18.

- The importance of a community can be paramount for a child, especially when they enter their teenage years.
- Research shows adolescents with hobbies are less likely to engage in high-risk behaviors compared to adolescents without hobbies.
- Hobbies give teenagers a chance to meet new people, discover new passions, develop skills outside of school, and have fun.

4.3 Look for new and innovative ways of "getting the word out" about community happenings that goes beyond the quarterly newsletter and social media to expand the Village's reach and report to Village Council.

- Strive to increase awareness about Village happenings to promote more civic participation.
- Difference demographics receive information about community happenings through different media.

4.4 Develop a plan for aesthetic improvements to Veterans Wayside Park.

- A passive 4.5-acre park with a freshwater lake, picnic tables and open recreation areas.
- Opportunity for a gateway treatment and lighting improvements that would highlight the property's natural beauty.
- Consider developing a buffer from US 1 with landscaping or other treatment.

4.5 Develop a grant program for property owners that can substantiate economic hardship for the purposes of covering the cost of connecting to existing water infrastructure.

- The Village will conclude the waterline extension project by the end of 2023 giving every Pinecrest resident access to potable water.
- There are economically disadvantaged residents in Pinecrest that are on a fixed income and no able to pay for the connection from the main line into their property.
- Create a policy, for grants to include eligibility, application process, and evaluation.

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4.6 Create an Open Space Acquisition Policy that would provide more un-programmed greenspace for residents.

- Develop criteria for the acquisition of open spaces including active, passive and pocket parks.
- Ensure scheduled programming on the fields to allow for open park space.
- Develop a policy to ensure there is always an option for residents to use as open space.

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CULTURAL VALUE

Improve the amount and variety of arts and culture in the Village to provide opportunities for community interaction and enrichment.

Pinecrest promotes, encourages and stimulates cultural development and participation, recognizing that artistic and cultural opportunities are essential to a vital and creative community. Robust cultural and arts programming strengthen the Village's sense of place, and help forge a unique community-wide identity. Art and culture provide opportunities for learning, entertainment, leisure, personal growth, and improving communication with others.

Building from this interest in culture and community, the Village Council recognizes that Pinecrest Gardens, the Community Center, and the Library together, represent a real opportunity to foster community interaction. With the success of the Farmer's Market and community support for reviving Pinecrest Gardens as a cultural amenity, the entire Pinecrest Gardens complex is viewed as "the heart of the Village". An anchor for community activity and interaction, these facilities provide the perfect setting to build a sense of community through recreation, culture, arts, and events.

Putting art at the heart of the community enhances our resident's lives by stirring hard-to-articulate feelings and inspiring them to look beyond what is believed to be possible and imagine a more vibrant, exciting future.

A focus on cultural value includes:

- A clear strategic direction to guide the growth and offerings of amenities at the Pinecrest Gardens Complex.
- Support of visual and performing arts and promoting art in the community.
- Providing art-centric programs and services to the community beyond traditional parks and recreation centers.
- A role in connecting communities, humanizing the environment and giving Pinecrest a unique identity.

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CULTURAL VALUE

5.1. Increase the number of Pinecrest households participating in Village events and classes to 50%.

5.2. Develop a Public Art program for Village's traffic circles.

5.3. Revisit membership levels at Pinecrest Gardens and introduce contributing levels.

5.4. Establish a donation program at Pinecrest Gardens outlining the giving structure.

5.5. Develop a marketing campaign targeting Pinecrest homes.

DEFINITIONS & DESCRIPTIONS

5.1 Increase the number of Pinecrest households participating in Village events and classes.

- Focus communication efforts targeting Pinecrest residents.
- Reach 50% participation by Pinecrest households by 2028.

5.2 Develop a Public Art program for Village's traffic circles.

5.3 Revisit membership levels at Pinecrest Gardens and introduce contributing levels.

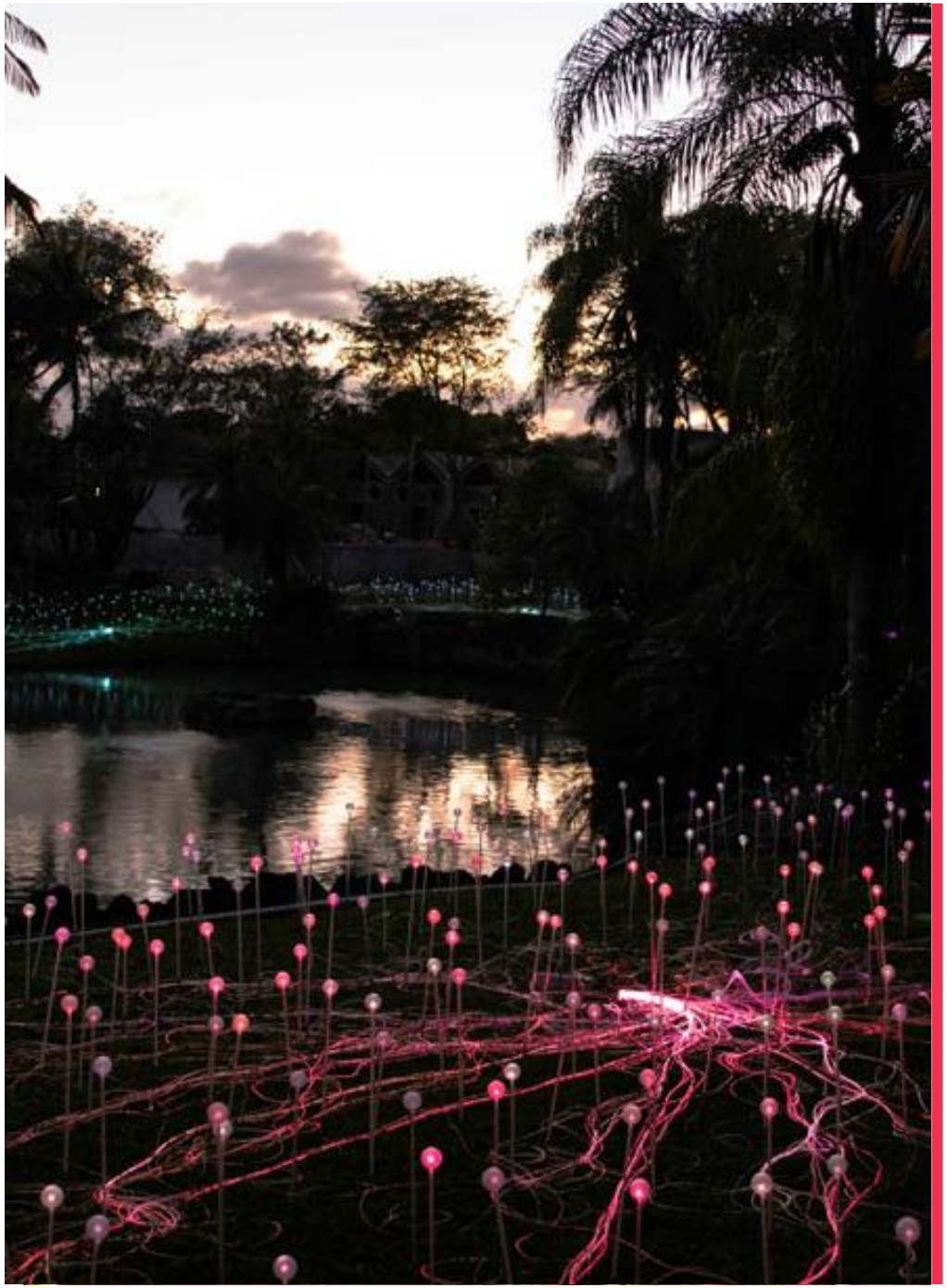
- Evaluate current membership levels and adjust to ensure benefits to members and Pinecrest Gardens.

5.4 Establish a donation program at Pinecrest Gardens outlining the giving structure.

- Develop a structure for different donation levels.
- Identify naming opportunities, levels of support for programming and other donation opportunities such as endowments.

5.5 Develop a marketing campaign targeting Pinecrest homes.

- Analyze the participation of Pinecrest residents in cultural programs at Pinecrest Gardens and develop a marketing campaign aimed at increasing awareness and participation.



PINECREST
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ENVIRONMENTAL SUSTAINABILITY

Minimize our community's impact on the environment with increased energy efficiency and growth management policies.

The Village Council is committed to reducing the Village's impact on the environment by modifying Village operations and setting policy for more sustainable growth and development practices for the built environment. These strategies have been incorporated into the Village's Comprehensive Plan addressing the State's mandates to reduce greenhouse gases.

Many of the directives in this Strategic Plan also support the general priority of sustainability by investing in the current infrastructure, continuing to provide excellent parks and accessibility to open space, increasing pedestrian safety and safer streets for walking and biking, focusing efforts to create a greater sense of community through culture and community programming, and providing fiscal sustainability.

For decades, the Village of Pinecrest has led the way in innovative and sustainable environmental programs. Pinecrest has a long history of environmental sensitivity and activism, as a community and as a municipal government. The Village is a participant in the U.S. Conference of Mayor's Climate Protection Agreement and has worked closely with the Miami-Dade County School Board through an Education Compact between the two entities that emphasizes the concept of "Green Schools".

Pinecrest is an active member of several recognized organizations that further green causes including the International Council for Local Environmental Initiatives (ICLEI), the Florida Gold Coast Clean Cities Coalition, the U.S. Green Building Council and the Florida Green Building Coalition.

A focus on environmental sustainability includes:

- A commitment to lead by demonstrating sustainable stewardship that will yield cost savings to taxpayers by reducing operating costs.
- Increasing public awareness of the environmental and economic problems associated with carbon emissions.
- Establishing community standards of sustainable living practices.
- Conserving resources, including energy and water and cultivating a healthy ecosystem.
- Responsible stewardship of open lands and natural areas.
- A comprehensive and connected system of open lands.
- Partnerships with local, regional, state and national affiliates to achieve desired goals and outcomes.
- Improvements in air quality.
- Efforts to meet climate action plan goals and reduce greenhouse gas emissions.
- Solid Waste reduction and diversion.

ENVIRONMENTAL SUSTAINABILITY

6.1. Develop a five-year educational campaign to increase community awareness regarding sustainable improvements that can be made by private property owners and commercial properties, especially solar panels.

6.2. Implement an educational campaign to increase community awareness regarding the use of fertilizers and negative effects on the environment and especially Biscayne Bay.

6.3. Establish composting program for Village residents.

6.4. Establish Pinecrest as the municipality in Miami-Dade County with the largest tree canopy.

6.5. Partner with Miami-Dade County to develop a bi-annual electronics and chemical waste pick up program.

6.6. Inventory the amount of Pinecrest solar households and determine a future goal with a five-year plan to increase the number of households with solar panels.

DEFINITIONS & DESCRIPTIONS

6.1. Develop a five-year educational campaign to increase community awareness regarding sustainable improvements that can be made by private property owners and commercial properties, especially solar panels.

- The Village wishes to promote sustainable lifestyle to members of the general public.
- An ongoing community education campaign will be developed to reach the public through all social media outlets and the quarterly newsletter, Pinecrest Sun.
- Environmental educational program will be expanded at all park and Pinecrest Gardens facilities.

6.2. Implement an educational campaign to increase community awareness regarding the use of fertilizers and negative effects on the environment and especially Biscayne Bay.

- The Village Council has determined that the use of fertilizers on lands within the county creates a risk to contributing to adverse effects on surface and/or ground water.
- Develop and execute an educational campaign to increase awareness of the use of fertilizers and better alternatives.

6.3 Establish composting program for Village residents.

6.4 Establish Pinecrest as the municipality in Miami-Dade County with the largest tree canopy.

- Pinecrest is currently ranked as having the second largest tree canopy in Miami-Dade County.
- Increase the tree canopy by 5% or more in order to have Pinecrest be the leader in tree canopy.

6.5 Partner with Miami-Dade County to develop a bi-annual electronics and chemical waste pick up program.

6.6 Inventory the amount of Pinecrest solar households and determine a future goal with a five-year plan to increase the number of households with solar panels.

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TRANSPORTATION & PEDESTRIAN MOBILITY

Develop a more bicycle and pedestrian friendly community and improve safety related to mobility for all modes of transportation within the Village and its connections with the surrounding areas.

The Village has a 108-mile roadway network with a 28-mile sidewalk network. The Village also benefits from access to shared use paths along Old Cutler, SW 57 Avenue and the US-1 Bus way within County maintained rights-of-way. The Village is substantially developed and has not been expanded in size through annexations since its incorporation in 1996.

The Village currently operates a transit circulator system that provides a dedicated route for the primary benefit of our area public schools. The Safe Routes to School program has been a successful part of making Pinecrest a more pedestrian friendly environment.

In 2018, Pinecrest completed a Village-wide comprehensive traffic and transportation study to review existing and future peak and off-peak hour traffic patterns, cut-through traffic, speeding traffic, existing traffic control devices, signage and traffic signals. The plan proposed alternatives for traffic calming and enhancements for vehicular, pedestrian and bicycle mobility. The Plan recommends the pedestrian/bicycle network improvements (bicycle lanes, shared-use paths, sidewalk extensions, enhanced crossing treatments, and shared lane pavement markings) improve mobility, connectivity, and safety of cyclists and pedestrians.

In 2019, Pinecrest in partnership with Miami-Dade County's Transportation Planning Organization, initiated a pilot program called Freebee. This "green" transportation service offered free on-demand rides around Village destinations and connected users to the South Dade Transitway and Metrorail stations.

A connected community includes:

- Land Use and transportation that is fully integrated, both locally and regionally, to create an affordable, accessible, low energy, low impact and efficient transportation system.
- Multiple modes of safe, affordable, easy and convenient travel.
- Capacity and systems for good traffic flow and minimal congestion.

TRANSPORTATION & PEDESTRIAN MOBILITY

7.1 Study first-mile/last mile transportation options to serve the proposed BRT system.

7.2 Design and construct the 67 Avenue Shared Use Path to create a link with the Snapper Creek Trail that connects to the Underline, Ludlam Trail and Old Cutler Trail.

7.3 Design and construct the Kendall Drive Shared Use Path

7.4 Complete an assessment of missing sidewalks to connect all parks, schools, commercial areas and other trails.

7.5 Analyze ridership of the Pinecrest People Mover service and explore the potential for expansion of the program including a partnership with Palmetto Bay.

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DEFINITIONS & DESCRIPTIONS

7.1 Study first-mile/last mile transportation options to serve the proposed BRT system.

- Improving first and last mile connectivity options and development of a well-connected nonmotorized transportation network system has always been one of our top priority areas to achieve the overall transportation safety, mobility, accessibility, and sustainability.
- The South Dade Transitway runs approximately 20 miles from the Dadeland South Metrorail Station to Florida City.

7.2 Design and construct the 67 Avenue Shared Use Path to create a link with the Snapper Creek Trail that connects to the Underline, Ludlam Trail and Old Cutler Trail.

- The addition of shared use paths helps improve traffic flow because it gives pedestrians and bikers a place in the right-of-way where they no longer need to dodge cars.
- The Village Council wishes to promote biking over driving to reduce air pollution and road congestion.

7.3 Design and construct the Kendall Drive Shared Use Path.

7.4 Complete an assessment of missing sidewalks to connect all parks, schools, commercial areas and other trails.

- SW 57 Avenue sidewalk, west side between 88 Street and Pinecrest Gardens
- SW 102 Street sidewalk between US 1 and 73 Avenue
- SW 128 Street sidewalk between US 1 and 82 Avenue
- Traffic circles on SW 82 Avenue and 128 Street, and 82 Avenue and 132 Street
- Pedestrian overpass over US1 at Dadeland Station

7.5 Analyze ridership of the Pinecrest People Mover service and explore the potential for expansion of the program including a partnership with Palmetto Bay