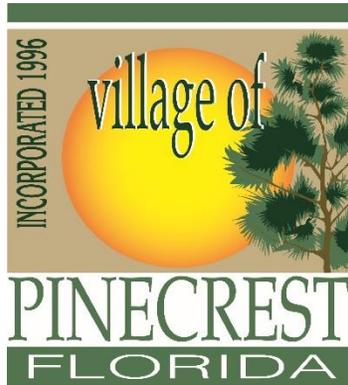


# Strategic Plan



## **Village Council**

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**#Pinecresting**

On July 16, 2013, the Village Council adopted a five-year strategic plan to create a short-term vision for the community. Since then, the Village Council has adopted various updates of the plan. This latest edited plan adopted March 17, 2020 provides a framework to direct the Village's efforts and actions and to guide the budgetary process.

The Village Council determined the following Core Values:

- Fiscal responsibility
- High quality services and amenities
- Supporting excellence in education in the public schools
- Protecting neighborhood character
- Health, safety, and community well being
- Sustainability

Village staff developed a workshop manual to provide the Council with summaries and highlights from the many sources of information used to analyze the Village's financial condition, operational performance, customer requirements, and the forces at work in our economic, demographic, and legislative environment. We have used rich and varied sources of data to prepare the information including:

Residential Survey (2016)  
Five-Year Forecast  
Situational Analysis  
Customer Service Survey  
Comprehensive Master Plan Survey (2016)  
KIO & Initiative Update  
Environmental Scan

Careful attention to the Situational Analysis is indicative of the organizational commitment to data-driven decision-making. It completes the ultimate feedback loop, where organizational direction from the Village Council is not set until market information, customer input, performance data, and all other inputs are considered.

## 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.

## STRATEGIC PRIORITIES

	<p><b>Organizational Excellence and Financial Stability</b></p> <p>Maintain efficient and responsive government, which embraces the highest standards of service and citizen engagement and commits to the goals of the strategic plan.</p>
	<p><b>Security and Pedestrian Safety</b></p> <p>Maintain the Village's standard of police service and enhance safety for pedestrians and bicyclists.</p>
	<p><b>Residential Character and Community Enhancement</b></p> <p>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.</p>
	<p><b>Recreation and Infrastructure</b></p> <p>Continue to provide a high standard of parks and infrastructure to best serve the community and plan for future demand as Pinecrest's needs change.</p>
	<p><b>Cultural Value</b></p> <p>Improve the quality and variety of arts and culture in the Village to provide opportunities for community interaction and enrichment.</p>
	<p><b>Environmental Sustainability</b></p> <p>Minimize the Village's impact on the environment with increased energy efficiency, growth management policies, and alternate transportation initiatives.</p>



## Organizational Excellence and 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.

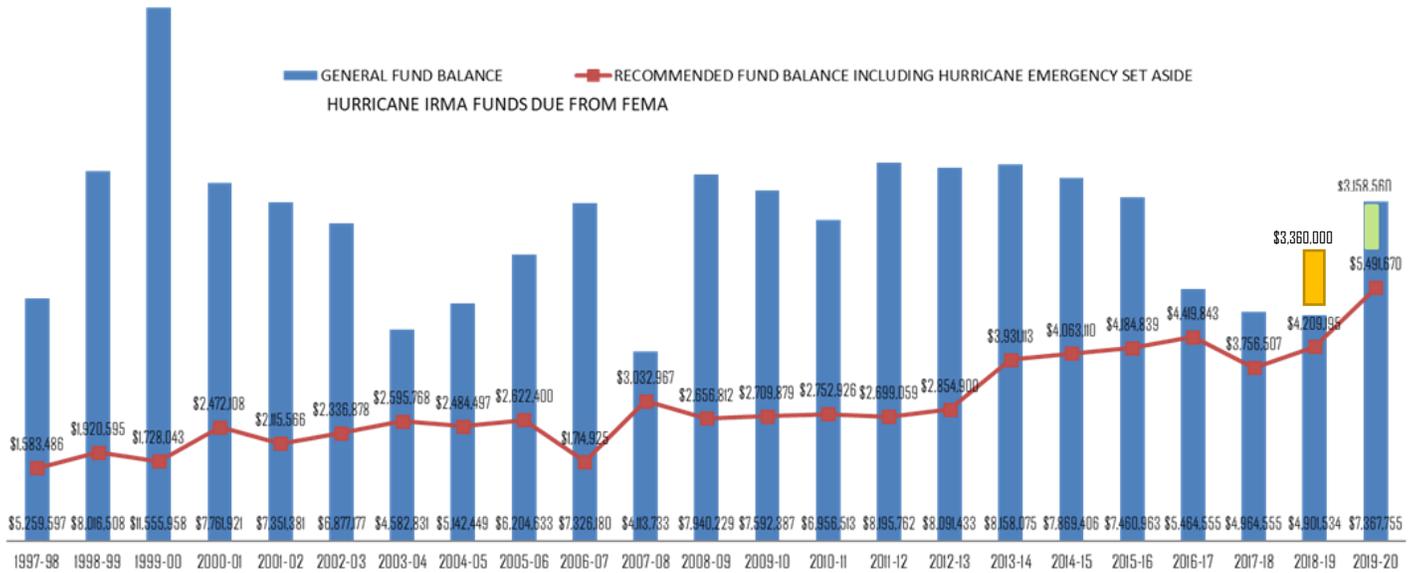
### Snapshot

Goal and Objective	Status
Maintain healthy reserves and an excellent bond rating.	<i>Ongoing</i>
Maintain a millage rate at the level necessary to provide high quality services.	<i>Ongoing</i>
Implement the communications plan that furthers the mission of the Village and is aligned with Village Council's strategic priorities.	<i>Ongoing</i>
Maintain the extraordinary expenditure and mitigation set-aside of \$3 Million to be more in line with recent hurricane debris removal expenditure trends, and endeavor to continue the policy of depositing surplus into the General Fund Reserve.	<i>Ongoing</i>
Continue to update web-based communication efforts to include fully ADA compliant capabilities.	<i>Ongoing</i>
Develop a plan for an organization dashboard to improve transparency and efficiency, and to better inform the policy/decision making process.	<i>New</i>
Strive to decrease the financial gap in the Parks and Recreation Department as well as Pinecrest Gardens.	<i>Ongoing</i>
Develop a short-term (FY 2020-21) and long-term plan for the use of Transportation Fund monies taking into account first and last mile services and the realignment of Miami-Dade County's bus system.	<i>New</i>

- Maintain healthy reserves and an excellent bond rating.

The Village has a Fund Balance Policy that establishes a minimum unassigned fund balance goal in the General Fund of 10% of budgeted expenditures and transfers out. In addition, the policy dictates that the Village shall strive to keep an additional unassigned fund balance for extraordinary expenditures and mitigation due to the Village being located in a hurricane zone in the amount of \$3 Million. The extraordinary expenditure and mitigation set-aside was increased

from \$1 Million in 2014 and from \$2 Million in 2019 by the Village Council, with the goal to increase it to \$3 Million. The following chart shows the historical fund balance since the Village's incorporation in 1996.

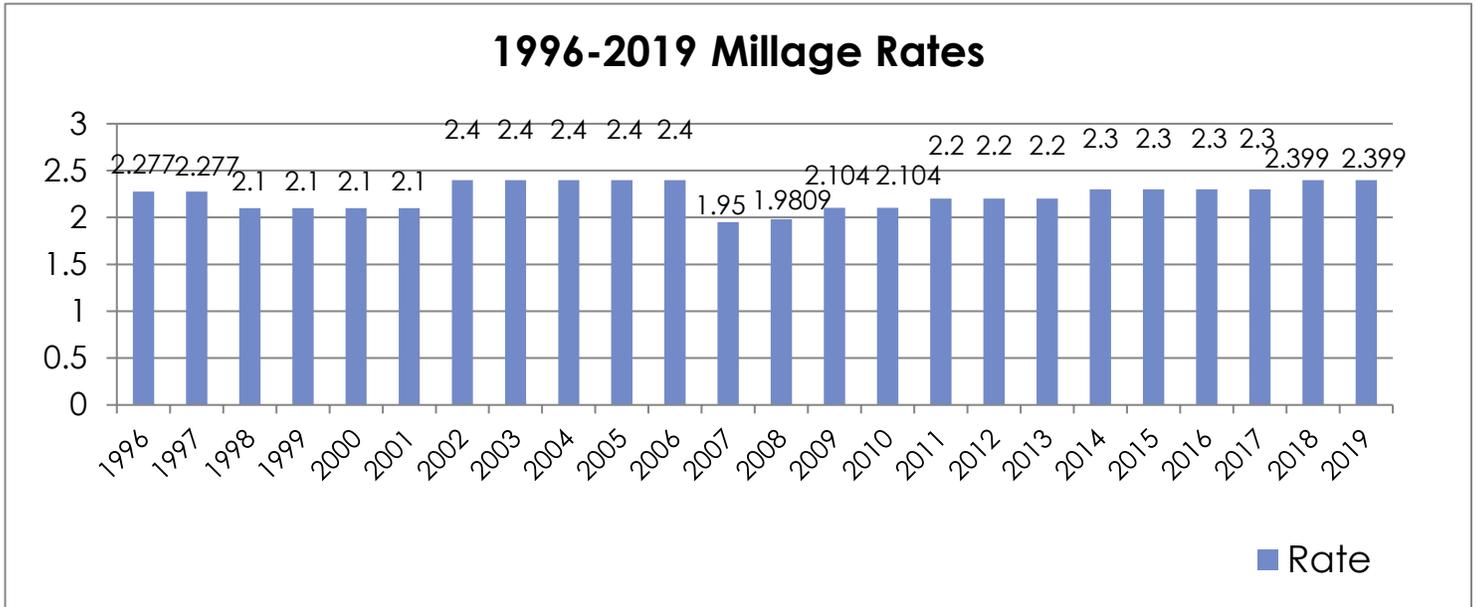


Over the last twenty years since the Village's incorporation, reserves have fluctuated between a high of \$11,555,958 in FY 2000 and a low of \$4,113,733 in FY 2008. The 20-year average reserve balance is \$7,584,629. Historically, with the exception of five intermittent years during the 20-years since incorporation, the Village has maintained a fund balance within the approximate range of \$6 Million and \$8 Million. The unaudited General Fund Balance for FY 2019 is \$9,115,258 (including \$3,367,418 yet to be recovered from FEMA).

The Village's financial policies dictate that the Village will confine long-term borrowing for capital improvements or projects that cannot be financed from current revenues. When the Village finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the estimated useful life of the project and will strive to have the final maturity of general obligation bonds at, or below, thirty (30) years. Whenever possible, the Village's financial policies encourage the use of special assessment revenues or other self-supporting bonds instead of general obligation bonds. Further, the policy dictates that the Village will not use long-term debt for current operations and will maintain good communications with bond rating agencies regarding its financial condition, following a policy of full disclosure on every financial report and borrowing prospectus.

The Village last issued a rated bond in 2019, through the Florida Municipal Loan Council. The Series 2019 bond is backed by a covenant to budget and appropriate from legally available non-ad valorem revenues and were rated AA+ by Standard and Poor's and AAA by Fitch, Inc. at the time of issuance.

- Maintain a millage rate at the level necessary to provide high quality services. (Comp. Connection 8-1.1.1)



- Implement the communications plan that furthers the mission of the Village and is aligned with Village Council's strategic priorities.

The Communications Division implemented a Village-wide Communications Plan that focuses on messaging that aligns with the Village Council's Strategic Priorities. The Division acts as an in-house marketing and ad agency for all Village departments, and creates integrated marketing plans to reach departmental goals that echoes the Village Council's vision.

In 2019, the Division's Water Vote community outreach and education campaign helped garner an unprecedented 44 percent voter turnout in a special election held March 26th. The division helped launch the inaugural Zombie Run, which made close to \$7,600 with more than 300 participants. The ad investment was \$272 in social media and \$1,500 in paid partnerships selected specifically to attract a new audience. Also in 2019, the Nights of Lights event made \$18,000 more than the previous year with a \$670 social media ad investment. In both campaigns, the Division produced multiple videos with messaging tailored to attract a specific audience – families, adults, theme-enthusiasts and the like.

The Division produces the Pinecrest Sun quarterly, and produces and/or edits all email marketing. It created a new logo for the Parks Department and for the Youth Advisory Committee, and rebranded the Human Resources Division. Additionally, it manages four departmental social media identities over three platforms.

- Maintain the extraordinary expenditure and mitigation set-aside of \$3 Million to be more in line with recent hurricane debris removal expenditure trends, and endeavor to continue the policy of depositing surplus into the General Fund Reserve.

The Fiscal Year 2019-2020 Budget approved by Village Council increased the extraordinary expenditure set-aside amount from \$2 Million to \$3 Million.

- Continue to update web-based communication efforts to include fully ADA compliant capabilities.

The Office of the Village Clerk is coordinating the effort of bringing the website to full compliance with the requirements of ADA. An ADA Compliance Clerk was hired to remediate documents and ensure anything posted on the Village's web site is ADA compliant.

- Develop a plan for an organization dashboard to improve transparency and efficiency, and to better inform the policy/decision making process.

This is a new goal and is part of a broader Smart Cities initiative and will be undertaken by the Office of the Village Manager. It entails review of software options that could interface with other existing departmental software to increase communication of information to the residents and business community.

- Strive to decrease the financial gap in the Parks and Recreation Department as well as Pinecrest Gardens.

In Fiscal Year 2019, both departments experienced a decrease in the gap between revenues and operational expenditures. For Parks and Recreation, the gap decreased from 75.8% in FY 2018 to 63% in FY 2019. In Pinecrest Gardens, the gap decreased from 71.7% in FY 2018 to 69.8% in FY 2019. Additionally, the Community Center became revenue neutral for the first time, converting the gap for that operation to a positive 8.4%.



## Security and Pedestrian Safety

Maintain the Village's standard of police service and enhance safety for pedestrians and bicyclists.

### Snapshot

Goal and Objective	Status
Raise visibility for the Police Department through a proactive Crime Prevention Campaign that involves increased education of the general public and work with residents to establish more crime watch groups throughout the community aiming to decrease burglaries and property loss.	Ongoing
Identify and assess innovative technological tools and strategies to enhance ability to fight crime in the Village.	Ongoing
Complete design and construct plan, in cooperation with Palmetto Bay, for improvements to the intersection at SW 136 Street and Old Cutler Road that includes a Bicycle Lane along 136 Street.	Ongoing
Investigate implementation of new pedestrian safety amenities such as decorative street lighting initiatives and in-pavement crosswalk lighting.	Ongoing
Initiate a pilot program with lighting options to improve visibility at key intersections.	New
Improve ADA accessibility at Veteran's Wayside Park.	Ongoing
Continue implementing pedestrian oriented recommendations form the Transportation Master Plan.	Ongoing
Develop a long-term financial implementation plan for the Bicycle Lane Projects as identified in the Transportation Master Plan.	Ongoing

- Raise visibility for the Police Department through a proactive Crime Prevention Campaign that involves increased education of the public and work with residents to establish more crime watch groups throughout the community aiming to decrease burglaries and property loss.

In keeping with its mission to safeguard lives and property, the 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 daily routine of a patrol officer includes self-initiated, personal contact with residents, during which officers hand out crime prevention tips and related information. Since the inception of this campaign in 2012, the Police Department has conducted nearly 14,000 such interactions. In 2019, 3,140 residents were approached and provided information through one-on-one contact with a police department member.

The Police Department currently coordinates efforts to disseminate information to 34 neighborhood crime watch groups through a rotation of block-party events that help connect neighbors with neighbors as well as foster the Community Policing directive of the department.

- Identify and assess innovative technological tools and strategies to enhance ability to fight crime in the Village.

The Pinecrest Police Department is fully capable of receiving 911 text messages. The department is waiting for Miami-Dade County to go live.

The Pinecrest Police Department uses advancements in wireless technology, the internet and mobile computing as a transformational tool. The Police Department launched a new initiative by partnering with the software company SaferWatch, that revolutionizes how the community interacts with the police. The SaferWatch application transforms how residents can interact with the police department, by providing a modern way for sharing public safety concerns with the police using a mobile device with a data plan or Wi-Fi connectivity. SaferWatch assists the Police Department with the quality and effectiveness of services to the community by leveraging technology to promote an interchange of information in real time.

Neighborhood Crime Watch is considered the nation's premier crime prevention and community mobilization program by the National Sheriff's Association. Many Pinecrest residents have been helping their neighbors by volunteering to be the eyes and ears of the Police Department. This program is one of the ways the Police Department engages residents to help deter crime and reduce property loss when crime does occur - while fostering community spirit and neighbor interaction. SaferWatch expands upon the concept of neighborhood watch by supplementing the Village's 34 Neighborhood Crime Watch groups with a program that enables you to share information with police while on-the-go. When residents see something that concern them, they will be able to say & send what they are observing directly to the police using their mobile devices.

The Virtual Roll Call Briefing application is an International Association of Chiefs of Police award winning digital platform, developed by Pinecrest Police Chief Samuel Ceballos, Jr., that has dramatically improved interdepartmental communication. Roll call briefings now occur in a virtual environment, which has enhanced the efficiency and effectiveness of the Pinecrest Police Department. Officers report to their assigned zones after checking into service, instead of reporting to the station roll call room, resulting in extra time for patrolling. In addition, the police department can post crime trends, officer safety alerts and Be On the Look Out (BOLO) information from surrounding agencies on the virtual roll call briefing web-site. Also included is a dynamic interactive component (Watch Orders) designed to improve services to the community. We offer this service to residents who go on vacation, and to those concerned about criminal activity, such as contractors building new homes and realtors selling vacant homes. Watch Orders

are plotted on a Google map and appear as pins. Police officers incorporate daily visits to the locations listed in their assigned zones to deter crime when homes are left unattended.

The Police Department purchased, using Police Forfeiture Fund monies, nine FLIR infrared night vision monoculars. These high tech devices are able to pick up the heat signature of a person or object. The heat signature will allow officers to spot people in complete darkness even if concealed by foliage or trees. A new software system is being developed for officers to bid on shifts requests. This will allow for a more equitable and efficient way to assign work shifts. Full implementation is expected in the summer of 2020.

- Evaluate and develop improvement plan in cooperation with Palmetto Bay for improvements to the intersection at SW 136 Street and Old Cutler Road that includes a Bicycle Lane along 136 Street. (Comp. Connection 2-1.7.3)

The Village of Palmetto Bay has procured consultants for improvements to the intersection and is just in the early stages of developing the plans. The plans will include on-road bicycle lanes along SW 136 Street from US-1 to Old Cutler/SW 67 Avenue, intersection and landscape improvements to SW 136 Street and SW 67 Avenue and the construction of landscape medians along SW 136 Street from SW 84 Avenue to US-1. Design will be completed in February 2020 and construction of the improvements is expected to commence in the Fall of 2020.

- Investigate implementation of new pedestrian safety amenities such as decorative street lighting initiatives and in-pavement crosswalk lighting.

This ongoing task will be incorporated into the pedestrian recommendations from the Transportation Master Plan. Installing "in pavement crosswalk lighting" will be a consideration at high volume crosswalks and/or crosswalks with little street lighting would be excellent candidates for this safety-enhancing technology. Costs and industry standards (MDTPW and FDOT) are to be investigated to assist with budgeting and implementation. There are three locations currently identified in the Transportation Master Plan. Decorative street lighting to enhance pedestrian safety and neighborhood identity is to be investigated for feasibility with respect to cost and resident input.

- Initiate a pilot program with lighting options to improve visibility at key intersections.
- Improve ADA accessibility at Veteran's Wayside Park.

The Village completed an ADA Transition Plan for Veterans Wayside Park. As part of the required improvements, we built concrete walkways from the sidewalk to three benches - two benches overlook the pond and one bench gives access to the Veteran's Monument. Any parking signs that were obstructing sidewalk access were relocated, and a larger access area for handicapped parking was created. Additional parking enhancements are planned in order to be fully ADA compliant.

- Continue implementing pedestrian oriented recommendations from the Transportation Master Plan. (Comp. Connection 2-1.1.7)

Implementing the Transportation Master Plan is an ongoing activity. In fiscal year 2019, the bus stops were upgraded with new benches and the ADA compliant curb ramps. Constructing sidewalks, improving crosswalk visibility and safety, providing pedestrian connectivity, and coordination with adjacent FDOT, County, and municipal projects are on-going.

- Develop a long-term financial implementation plan for the Bicycle Lane Projects as identified in the Transportation Master Plan.

Implementing the Transportation Master Plan is an ongoing activity. The financial implementation of bicycle lane projects will be discussed for Fiscal Year 2020-2021. Specifically, the Village will investigate bicycle shared-use pathways along SW 67 Avenue and SW 77 Avenue. For other projects, the Public Works Department can develop design and construction cost estimates on a “per block” or “per section” basis to assist in budgeting and project prioritization.



## Residential Character and 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.

### Snapshot

Goal and Objective	Status
Develop a strategy to improve the overall quality of properties through more proactive enforcement with an emphasis on the exterior maintenance.	Ongoing
Conduct a canopy survey of the Village every five years and/or after a significant storm event.	Ongoing
Continue to implement the goals of the Education Compact and advocate for area public schools.	Ongoing
Develop a marketing plan for local public schools in conjunction with the Education Advisory Council.	Ongoing
Explore the installation of unique streetlights and replacement of masthead lights to improve community character.	Ongoing
Review the Land Development Regulations in the commercial corridor to identify opportunities to promote mixed-use redevelopment.	New
Update the Village's socioeconomic data in the Economic Profile, Retail Gap Analysis, and other documents.	New
Investigate the possibility and options to improve the aesthetics of the pavement at Village entry points from US1.	New
Continue to implement the Village-wide Street Tree Planting Program to replace lost canopy.	Ongoing
Create Pinecrest-branded items to promote community pride and sense of place to benefit the 501c(3) for Pinecrest Gardens.	New
Update the Veterans Wayside Park Master Plan.	New

- Develop a strategy to improve the overall quality of properties through more proactive enforcement with an emphasis on the exterior maintenance. (*Comp. Connection 1-1.7.3*)

The Village hired a part-time Code Compliance Officer who works 29 hours per week focusing primarily on the administrative function and on enforcement of Local Business Tax Receipt requirements. This has allowed for more effective completion of required administrative tasks and thereby provided the opportunity for the two full-time code compliance officers to spend more time patrolling the Village, proactively identifying and addressing violations of the Village's Code of Ordinances. The number of code cases opened in 2018 (1,560) is an increase over the number opened in 2017 (1,171) and 2016 (1,028). The number of code cases leveled off in 2019 at 1,282, but still remains higher than the majority of previous years. Distinction between proactive and non-proactive enforcement is now included in the Department's monthly reports.

- Conduct a canopy survey of the Village every five years and/or after a significant storm event. (*Comp. Connection 1-1.5.1*)

In August 2016, Miami-Dade County released the results of an Urban Tree Canopy Assessment, conducted by the University of Florida and Florida International University which showed that the Village of Pinecrest has 45.96787 percentage of urban tree canopy, second only to Coral Gables which has 46.69454 percentage of urban tree canopy.

The Village contracted with the firm Cyclomedia to catalog attributes in our Rights of Way (ROW). Public Works staff were trained in January 2020 on the use of the software. The software provides the user the ability to accurately measure the overall tree height, canopy, and trunk diameter. The contract will also provide a catalog of the tree species in the ROW. This information can be used for a variety of disciplines: code compliance, street-tree planting prioritization/strategy, roadside safety assessments, and post disaster debris calculation(s).

- Continue to implement the goals of the Education Compact and advocate for area public schools. (*Comp. Connection 6A-1.1.3*)

The Miami-Dade County Public School District and the Village partnered to bring together each organization's collective resources for the greater benefit of both the students and the citizens. The Village is home to five area public school facilities including Pinecrest Elementary School, Howard Drive Elementary School, Palmetto Elementary School, Palmetto Middle School and Miami Palmetto Senior High School. As a result of the collective efforts, an Educational Compact was created and adopted by the Village Council in September 2010 that establishes a set of goals and objectives to be met via a collaborative effort between both entities under the categories of student achievement, community and parent engagement, green schools, facilities and communication. The commitment to environmental sustainability is evident through the goals and objectives set forth in aiming for all Pinecrest schools to become "Green Schools".

The Village continues to contribute a total of \$50,000 annually for the public schools. In addition, the Village continues to support the goals of the Education Compact by waiving venue fees for events that promote the schools and working with the Village's Environmental Education Coordinator to develop programs for the elementary school aged children that further the Village's sustainability goal and promote the green school component of the compact.

- Develop a marketing plan for local public schools in conjunction with the Education Advisory Council.

A Pinecrest Public Schools brochure was created for school years 2017–18, 2018-19 and 2019-20. An online edition is available on the Village's website. A Pinecrest Public Schools logo was created and is currently in the process of being trademarked. Village staff has open line of communication with Education Advisory Committee members and Miami-Dade County Public School personnel to continue to further the EAC's mission while including the school district.

- Explore the installation of unique street lights and replacement of mast head lights to improve community character. (*Comp. Connection 1-1.5.6*)

The Village completed installation Pinecrest specific decorative street lights along Kendall Drive as part of the Kendall Beautification Project, as a pilot program. In addition, the Village is installing new decorative street signs, bus benches and trash receptacles as part of a multi-year roll-out of our streetscape master plan that will be completed in 2020. Solar lighting has also been added to the existing "Welcome to Pinecrest" monument signs and to the traffic circles highlighting the center piece of the roundabouts at night. The Village continues to work with Miami-Dade County on mast arm replacement/upgrade options including wrapping the existing mast arms. That project is expected to begin in the 2019-20 fiscal year.

To continue the mission of improving community character, Village Council approved the construction contract for monument signs. This will update six of the entrance signs into the Village.

- Review the Land Development Regulations in the commercial corridor to identify opportunities to promote mixed-use redevelopment.
- Investigate the possibility and options to improve the aesthetics of the pavement at Village entry points from US1.
- Continue to implement the Village-wide Street Tree Planting Program to replace lost canopy.

The Village has an ongoing Street Tree Planting Project. The Public Works Department plants between 30 and 80 trees a year. However, in 2019, one hundred and forty (140) new trees were planted to replace canopy lost due to Hurricane Irma.

- Create Pinecrest-branded items to promote community pride and sense of place to benefit the 501c(3) for Pinecrest Gardens.
- Update the Veterans Wayside Park Master Plan.



## Recreation and 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.

### Snapshot

Goal and Objective	Status
Investigate water access opportunities throughout the Village and evaluate the possibility of acquisition.	Ongoing
Create additional recreation opportunities to continue to provide a high standard of parks as the community's needs change by actively pursuing the acquisition of land for future parks.	New
Seek to ensure Miami-Dade County will expand and eventually complete the Miami-Dade Water and Sewer infrastructure in the Village.	Ongoing
Further develop educational initiatives at Pinecrest Gardens.	New
Create a Comprehensive Parks and Recreation Master Plan.	New

- Investigate water access opportunities throughout the Village and evaluate the possibility of acquisition. (Comp. Connections 4-1.1.5 and 4-3.2.1)

The Village completed an appraisal of a property that exists north of the Christ the King Church property which has bay access (Athos property). The Village will continue to look for opportunities to provide water access to residents.

- Create additional recreation opportunities to continue to provide a high standard of parks as the community's needs change by actively pursuing the acquisition of land for future parks. (Comp. Connections 6-1.1.10 and 6-1.6.1)

The Village engaged the services of a consultant to evaluate different options for the feasibility of expanding the Community Center. The Council approved construction of Phases 1 and 2 of the expansion. The improvements, totaling approximately \$4 million were completed in the summer of 2018.

A Master Plan for Coral Pine Park was completed in 2014. Based on community input, a consultant developed three options for the Village Council's consideration. The Village Council selected a plan that includes, but is not limited to, walking path, exercise stations, parking lot improvements, landscaping, perimeter fencing, renovating the existing recreation center, a new tennis center and concession area, and a new tot-lot. The approximate cost of the complete project is \$3.6 million. Phase 1 of the project to construct a new tennis concession building, a new playground and landscape improvements to the west boundary of the park was completed in 2017 for a total of \$900,000.

The Village continues to investigate opportunities for pocket, neighborhood parks and properties with water access. Some of the more recent inquiries included the Athos property (north of Christ the King Church), the Palermo property on the southeast corner of SW 67 Avenue and Kendall Drive, and the Bet Shira Congregation property.

- Seek to ensure Miami-Dade County will expand and eventually complete the Miami-Dade Water and Sewer infrastructure in the Village. (*Comp. Connection 4-1.1.6*)

The Village Council has had lobbyists to represent the Village during the 2014, 2015, 2016, 2017, 2018, 2019 and 2020 legislative sessions in Tallahassee with the responsibility of acquiring state funding toward infrastructure and facility improvements in Pinecrest.

On March 26, 2019, the Village held a Special Election by mail in ballot that proposed issuance of limited ad valorem bonds in order to complete the \$15 Million water infrastructure in the Village. The measure failed with a 62% to 38% election result. However, the Village continues to work with affected residents to look for ways to finance the extension of the water lines.

- Further develop educational initiatives at Pinecrest Gardens.
- Create a Comprehensive Parks and Recreation Master Plan.



## Cultural Value

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

### Snapshot

Goal and Objective	Status
Establish Pinecrest Gardens as South Florida's "cultural art park". <i>(Comp. Connection 6-1.1.9)</i>	Ongoing
Establish cooperative funding projects with existing Community Based Organizations and Not-for-Profit Organizations to support capital improvement projects included in the Pinecrest Gardens' Master Plan.	Ongoing
Establish a 501c(3) corporation in Pinecrest with a focus in the arts.	New

- Establish Pinecrest Gardens as South Florida's "cultural art park". *(Comp. Connection 6-1.1.9)*

Pinecrest Gardens' greatest press recognition and growth continues to be in the area of fine arts. With the introduction of Monumental Art to our fine arts roster, both press recognition and audience growth have occurred. It started with Philip Haas' Four Seasons exhibit. This precipitated an interest for monumental artists to do temporary installations outdoors in the Gardens such "Torso" which was on loan until the end of the 2017 fiscal year, followed by a garden installation of 6 pieces from Artist Santiago Medina. Most importantly, as a result of this new recognition, Pinecrest Gardens was able to bring world renowned American artist, Patrick Dougherty and his Stickworks (one of only 9 artists selected to exhibit at the reopening of Smithsonian's Renwick Gallery in Washington DC this year) to the Village of Pinecrest. Mr. Dougherty built a monumental sculpture at Pinecrest Gardens that was funded by the Knight Foundation as they have recognized us a second time with an award from the Knight Arts Challenge. That year for the first time Pinecrest Gardens was included on the Art Basel tour by the Assistant Deputy of the State of Florida Department of Cultural Affairs and received much in the way of press for the Dougherty project. Dougherty's "In the Thick of It" still proudly stands in the garden today.

In 2018, the Village entered into a partnership with globally renowned Eco-Artist, Xavier Cortada, as our Artist in Residence. He has recently been named one of Florida's 50 most influential people. Through his ten unique Hibiscus Gallery Exhibits each year, his Studio Exhibitions at Whilden-Carrier Cottage and two new outdoor installations, Longitudinal and Diatom Court, our patronage continues to increase. He has also executed an outdoor monumental installation, Elevation Drive, that brought accolades and recognition to the Village of Pinecrest by Forbes Magazine, New York Times T Magazine, CNN, NPR, the BBC and full coverage on Associated Press during Art Basel, and was named one of Art Basel's most compelling exhibits of 2018. Through our association with Xavier Cortada the Village has been able to attract students of all ages to

Pinecrest Gardens to engage in field trips, participate in Florida is Nature Activities and visit Pinecrest Gardens as a destination for educational, cultural and environmental activities. With his newest installation "The Mangrove", Cortada focuses on raising awareness of saltwater intrusion and building community.

HARTvest Project: Artist and visionary Carola Bravo has embraced our newest space, Cypress Hall and has brought a range of programming activities that touch the world of art appreciation through workshops, lectures, performances and culinary activities including a full time coffee/barista program through HARTvest Project.

- Establish cooperative funding projects with existing Community Based Organizations and Not-for-Profit Organizations to support capital improvement projects included in the Pinecrest Gardens' Master Plan.

Through a focused initiative to raise funds for the Upper Garden ADA Project, The Village of Pinecrest was presented with donations that helped meet the match requirement of two grants that were recently won for major renovation work at Pinecrest Gardens. Our long time partners, the Garden Fund and Garden Club pledged over \$50,000 to advance the work in the upper garden. The Mas Family Foundation donated \$10,000 to the upper garden initiative and the Miami Association of Realtors gave \$5,000. Through Give Miami Day we raised more than \$2,500 in 2018 and another \$3,400 in 2019, and through the Pareira Family Foundation we were given our first private donation (\$2,000) for our Jazz Series. The Village is currently seeking a large donation to build a new Inspiration Center in the upper garden for classes, workshops and a space of tranquility for children on the autism spectrum who need a break from heat or other weather elements while working in the adjacent Sensory Learning Garden. This donation could carry naming rights for the brand new facility.

The Village is also investigating the formation of a 501(c)3 foundation, which would not only answer to the needs for a fiscal agent for IRS purposes for donors, it will also allow the Village to apply for major operational grants through Miami-Dade Cultural Affairs which for we are not currently eligible. Additionally, there are many foundations including Funding Arts Network, The Peacock Foundation and the Kirk Foundation that could take the financial burden off the Village in funding specific programming like the She-Jazz Project or seeking out a monumental art installations like Trolls. Whether we are seeking funding for cultural operations or specific programs, Pinecrest Gardens could significantly increase revenue streams with a 501(c)3 foundation.

- Establish a 501(c)3 corporation in Pinecrest with a focus in the arts.



## Environmental Sustainability

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

### Snapshot

Goal and Objective	Status
Change operations and develop initiatives that improve energy efficiency at all Village facilities as well as developing fuel efficiency targets for the fleet.	Ongoing
Look for opportunities for water reuse at municipal facilities.	Ongoing
Maintain Tree City USA status.	Ongoing
Implement an educational campaign to increase community awareness regarding sustainable improvements that can be made by private property owners.	Ongoing
Create a policy on the installation, maintenance and subsidies of electric vehicle chargers at all Pinecrest facilities.	New

- Change operations and develop initiatives that improve energy efficiency at all Village facilities as well as developing fuel efficiency targets for the fleet. *(Comp. Connection 10-1.1.4)*

Presently, the Village fleet has two electric vehicles and five hybrid vehicles that are being used in the Police Department and the Building and Planning Department. The Village continues to look for opportunities to expand the fleet of energy efficient vehicles. The Police Department is working on a pilot program with a Ford dealership to introduce electric patrol vehicles.

- Look for opportunities for water reuse at municipal facilities. *(Comp. Connection 5-1.9.5)*

The Building and Planning Department is currently looking at viable solutions and opportunities for water re-use. All new expansions and renovations will provide opportunities for sustainable efforts and specifically water re-use opportunities as well as energy efficiency opportunities.

- Maintain Tree City USA status. *(Comp. Connection 1-1.5.2)*

The Public Works Departments applies for Tree City USA certification each year. Pinecrest received its twelfth consecutive certification for the year 2019. Pinecrest achieved Tree City USA recognition by meeting the program's four requirements: a tree board or department, a tree-care ordinance, an annual community forestry budget of at least \$2 per capita and an Arbor Day observance or proclamation.

- Implement an educational campaign to increase community awareness regarding sustainable improvements that can be made by private property owners.

On May 22, 2018, the Village hosted a Resiliency Workshop with vendors and workshops relating to solar power, generators, natural gas and special taxing districts for undergrounding power lines. The Village is planning workshop series to educate and encourage composting in private homes.

Additionally, the Village is working with ICLEE to look for way to inspire citizen engagement and develop a program for residents.

- Create a policy on the installation, maintenance and subsidies of electric vehicle chargers at all Pinecrest facilities.