

RESOLUTION NO. 2024-

**A RESOLUTION OF THE VILLAGE OF PINECREST,
FLORIDA, ADOPTING THE 2024 STRATEGIC PLAN;
PROVIDING FOR AN EFFECTIVE DATE.**

WHEREAS, the Village Council adopted the Village's initial strategic plan in 2010 which created a framework for short-term goals to guide policy and the budget; and

WHEREAS, the Village Council has updated the plan on a regular basis; and

WHEREAS, the Village Council held several workshops in 2024 to review and update plan;

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF PINECREST, FLORIDA, AS FOLLOWS:

Section 1. That the Village Council hereby adopts the attached Strategic Plan (2024).

Section 2. This resolution shall be effective immediately upon adoption.

PASSED AND ADOPTED this 10th day of September, 2024.

Joseph M. Corradino, Mayor

Attest:

Priscilla Torres, MMC
Village Clerk

Approved as to Form and Legal Sufficiency

Mitchell Bierman
Village Attorney

CONSENT AGENDA



PINECREST STRATEGIC PLAN



ORGANIZATIONAL EXCELLENCE & FINANCIAL STABILITY



SECURE & SAFE COMMUNITY



RESIDENTIAL CHARACTER & COMMUNITY ENHANCEMENT



RECREATION & CULTURE



ENVIRONMENTAL SUSTAINABILITY



TRANSPORTATION & PEDESTRIAN MOBILITY



Contents

Values	1
Vision, Mission & Priorities	2
Strategic Priorities Matrix	3
Strategic Priorities	
Organizational Excellence & Financial Stability	9
Secure & Safe Community	15
Residential Character & Community Enhancement	19
Recreation & Culture	23
Environmental Sustainability	28
Transportation & Pedestrian Mobility	32



VALUES

Our values are how we make decisions. They are embedded throughout the plan and drive all Village initiatives.

Fiscal Responsibility

Fiscal responsibility ensures the Village delivers high-quality services and amenities by managing finances for long-term stability. This includes maintaining a balanced budget, generating diverse revenue, controlling expenses, and managing debt. Transparency, accountability, and long-term planning are essential, as is effective risk management to handle uncertainties and prepare for future needs.

Protect & Enhance

Protecting Pinecrest's residential character and enhancing residents' quality of life are crucial for maintaining community identity and well-being. Preserving the area's unique charm fosters a sense of belonging, supports property values, and attracts those who appreciate its distinctiveness. Simultaneously, investing in essential services, green spaces, and recreational opportunities improves daily living and overall satisfaction. By balancing thoughtful development with quality-of-life enhancements, Pinecrest ensures sustainable growth and a vibrant, thriving community.

Excellence

Excellence in a municipal setting is vital for fostering a thriving, resilient community and ensuring that all aspects of public service are performed at the highest standard. Commitment to excellence enhances infrastructure, public safety, and overall quality of life, contributing to a well-functioning and attractive community. The Village's support of excellence in public education is a key component of this commitment, recognizing that strong educational institutions are essential for Pinecrest's long-term success.

Sustainability

Pinecrest's dedication to environmental and economic sustainability fosters a resilient community. By adopting eco-friendly practices, investing in renewable energy, and enhancing green spaces, the Village protects resources and reduces impact. Simultaneously, responsible financial management and support for local businesses ensure a stable economy. This approach balances ecological health with economic vitality for future generations.

VISION

The Village of Pinecrest is a highly livable community with an excellent government, stable finances, safe streets, outstanding recreation facilities and infrastructure, 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.

PRIORITIES



ORGANIZATIONAL EXCELLENCE & FINANCIAL STABILITY
Maintain efficient and responsive government by embracing the highest standards of service and citizen engagement while committing to strategic plan goals.



SECURE & SAFE COMMUNITY
Maintain the Village's standard of police service by ensuring public safety, building community trust, and upholding a sense of security.



RESIDENTIAL CHARACTER & COMMUNITY ENHANCEMENT
Maintain the Village's appearance and enhance residential quality of life by preserving streetscapes, managing commercial development impacts protecting educational standards, and planning for future needs.



RECREATION & CULTURE
Continue to provide a high standard of park facilities and recreational and cultural programs to best serve our community including planning for community needs as the Village evolves.



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



TRANSPORTATION & PEDESTRIAN MOBILITY
Improve traffic flow for all modes of transportation while enhancing safety for vehicles, pedestrians and bicyclists.



STRATEGIC PRIORITY

ORGANIZATIONAL EXCELLENCE & FINANCIAL STABILITY

Outcome Measures	External Dashboard	Internal Dashboard
		<ol style="list-style-type: none"> 1. Comparison of Unassigned Fund Balance 2. Millage Rate Comparison by Municipality 3. May Dash Snapshot 4. Positive Rating Percentage in Customer Service Survey 5. Positive Rating Percentage in Value for Tax Dollars in Citizen Survey
Objectives		Target Completion Year
1.1	Critique monthly departmental reports and assess what data points should be reported to the Village Council.	2024
1.2.	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.	2025
1.3.	Amplify the Village's capacity to educate, promote and support the Pinecrest community through grants.	2026
1.4.	Create a design and cost estimate for the construction of a Municipal Center 4th story Council Chamber/ Emergency Operations Center to improve security and increase office space.	2026
1.5.	Increase MyPinecrest App usage to improve workflow.	2025
1.6.	Review Communications Plan to incorporate focus on quality of life (Happiness Project).	2025
1.7.	Update Comprehensive Master Plan as required by the State of Florida.	2026
1.8.	Develop a communication campaign to educate residents about the value of their tax dollars.	2024



STRATEGIC PRIORITY

SECURE & SAFE COMMUNITY

Outcome Measures	External Dashboard	Internal Dashboard
		<ol style="list-style-type: none"> 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 6. Crime Rate within BRT Area
Objectives		Target Completion Year
2.1. Evaluate the License Plate Reader Program after Phase 3 construction to assess if technology expansion is recommended.		2027
2.2. Improve safety and security for businesses and patrons along the Village's commercial corridor.		2028
2.3. Expand social services and outreach efforts to Pinecrest's homeless population.		2025
2.4. Decrease incidents of theft at stores along US 1.		2025
2.5. Install speed/radar signs along major arterial roads, as deemed necessary through speed studies.		2026
2.6. Evaluate Bus Rapid Transit (BRT) system impact on crime rates in commercial and residential areas within 300 meters of the new stations.		2027



STRATEGIC PRIORITY

RESIDENTIAL CHARACTER & COMMUNITY ENHANCEMENT

Outcome Measures	External Dashboard	Internal Dashboard
		<ol style="list-style-type: none"> 1. Number of Code Compliance Violations 2. Per Capita Commercial Vacancy Rates 3. Number of Citizen Interactions on MyPincrest App 4. Percent of Residents that have a Positive View of their Neighborhood as a Place to Live 5. Miles of Underground Electrical Lines
Objectives		Target Completion Year
3.1. Implement a communications campaign to encourage resident volunteerism by promoting opportunities for service to the community with a focus on quality of life (Happiness Project).		2024
3.2. Develop a plan for US 1 Beautification.		2025
3.3. Develop concepts for Pincrest US 1 median entrance signs.		2025
3.4. Create a volunteer landing page on the Village's website that includes opportunities both in and around Pincrest.		2024
3.5. Develop regulations for the installation of signs at schools.		2025
3.6. Ensure that Miami-Dade County will expand and complete the Miami-Dade Sewer Infrastructure in the Village.		2030



STRATEGIC PRIORITY RECREATION & CULTURE

Outcome Measures	External Dashboard	Internal Dashboard
		<ol style="list-style-type: none"> 1. Acres of Park Land per 1,000 Population 2. Annual Percent of Households Participating in Recreation Programs 3. Percentage of Residents Satisfied with Opportunities to Attend Cultural, Arts and Music Activities 4. Annual Percentage of Households Participating in Cultural Programs
Objectives		Target Completion Year
4.1	Collaborate with the Youth Advisory Council to design and implement teen-oriented recreational programs and initiatives for children ages 12-18.	2024
4.2	Develop a plan for Veterans Wayside Park aesthetic improvements.	2024
4.3	Identify potential areas for pocket parks throughout the Village.	2024
4.4	Explore waterfront pocket park on 67th Avenue and Snapper Creek in conjunction with the Miami-Dade County Ludlam Trail Project.	2024
4.5	Develop Mas Property Master Plan.	2025
4.6	Revisit membership levels at Pinecrest Gardens and introduce contributing levels.	2024
4.7	Establish a donation program outlining the giving structure at Pinecrest Gardens.	2024
4.8	Increase programming opportunities for inclusiveness and cultural diversity. (Happiness Project)	2025



STRATEGIC PRIORITY

ENVIRONMENTAL SUSTAINABILITY

Outcome Measures	External Dashboard	Internal Dashboard
		<ol style="list-style-type: none"> 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
Objectives		Target Completion Year
5.1	Develop a five-year educational campaign to increase community awareness regarding sustainable improvements that can be made by private property and commercial property owners, with an emphasis on solar panels.	2024
5.2	Expand and improve composting program for Village residents.	2024
5.3	Establish Pinecrest as the municipality with the largest tree canopy in Miami-Dade County.	2026
5.4	Inventory the number of households with solar panels and determine a future goal with a five-year plan to increase the number of households with solar panels.	2025
5.5	Upgrade electric vehicle chargers to fast chargers and install at Veterans Wayside Park.	2025



STRATEGIC PRIORITY

TRANSPORTATION & PEDESTRIAN MOBILITY

Outcome Measures	External Dashboard	Internal Dashboard
		1. Percent of Commuters Using Alternative Transportation Options 2. Miles of Sidewalk and Bicycle Paths 3. Number of Users of the Shared Use Paths
Objectives		Target Completion Year
6.1	Design and construct the 67 th Avenue Shared-Use Path to link with the Snapper Creek Trail that connects to The Underline.	2025
6.2	Construct the Kendall Drive Shared-Use Path.	2024
6.3	Complete an assessment of missing sidewalks to connect all parks.	2024
6.4	Analyze Pinecrest People Mover ridership service and explore the potential for program expansion including a partnership with Palmetto Bay.	2025
6.5	Develop a plan for street lighting along shared use paths and main roads.	2026
6.6	Review 62 nd Avenue and 112 th Street for shared-use path potential.	2025
6.7	Analyze extending 132 nd Street sidewalk from 82 nd Avenue to 77 th Avenue.	2025
6.8	Quantify the use of all Village shared use paths.	2027



ORGANIZATIONAL EXCELLENCE & FINANCIAL STABILITY

Maintain efficient and responsive government by embracing the highest standards of service and citizen engagement while committing to strategic plan goals.

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 the Village.

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 multiple years instead of a one-year time frame, Pinecrest can ensure its fiscal position is fundamentally sound. Annual multiple year planning requires elected officials to 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 Critique monthly departmental reports and assess what data points should be reported to the Village Council.
- 1.2. 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.
- 1.3. Amplify the Village's capacity to educate, promote and support the Pinecrest community through grants.
- 1.4. Create a design and cost estimate for the construction of a Municipal Center fourth story Council Chamber/Emergency Operations Center to improve security and increase office space.
- 1.5. Increase MyPinecrest App usage to improve workflow.
- 1.6. Review Communications Plan to incorporate focus on quality of life (Happiness Project).
- 1.7. Update Comprehensive Master Plan as required by the State of Florida.
- 1.8. Develop a communication campaign to educate residents about the value of their tax dollars.

DEFINITIONS & DESCRIPTIONS

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

- The Village Council receives monthly reports to be informed 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.

1.2 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 individual resident access to the park.
- Privatization of some elements of the park can be helpful in rationing the use of the facility when there is too much demand.

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

- Develop and fund educational initiatives, train educators, and enhance technology access for schools and community center.
- Support public awareness campaigns, cultural events, tourism initiatives, and improve digital and social media outreach.
- Invest in emergency preparedness and public health programs.
- Improve community infrastructure, foster collaborative projects, support research and evaluation, and train staff in grant management.

1.4 Create a design and cost estimate for the construction of a Municipal Center fourth story Council Chamber/Emergency Operations Center to improve security and increase office space.

- Effective security measures are crucial for maintaining public trust and ensuring the continuity of essential municipal services. By preventing unauthorized access and ensuring a safe environment, security protocols create a reliable and secure space where community members can access services and participate in civic activities without concern for their safety.

- A modern Emergency Operations Center (EOC) facilitates real-time communication, resource management, and coordination ensuring a swift and organized response to natural disasters. This leads to more effective resource deployment, timely decision-making, and improved support for the community, ultimately improving recovery outcomes and minimizing disruptions.

1.5 Increase MyPinecrest App usage to improve workflow.

- Apps enable real-time communication and collaboration among municipal staff, departments, and residents, improving coordination and efficiency when addressing issues and managing projects.
- Can automate routine tasks such as scheduling, reporting, and data entry, reducing administrative burden and allowing staff to focus on higher-priority activities.
- Facilitate easier access to municipal services, information, and feedback channels for residents, improving engagement and allowing for quicker resolution of community concerns.

1.6. Review Communications Plan to incorporate focus on quality of life (Happiness Project).

- Aligning the Village's communications plan with quality-of-life initiatives ensures that messaging is coherent and effectively promotes programs aimed at enhancing residents' well-being. This alignment fosters greater public awareness, engagement, and support for initiatives such as improved public spaces, services, and recreational opportunities.
- A well-aligned communications plan helps streamline the dissemination of information about quality-of-life improvements and integrates community feedback into the planning process. This ensures that resources are used efficiently, addresses residents' concerns promptly, and aligns project outcomes with the actual needs and preferences of the community.





1.7 Update Comprehensive Master Plan as required by the State of Florida.

- Comprehensive plans must adhere to the Florida Growth Management Act, which mandates the inclusion of specific elements and adherence to state growth management policies.
- Must be reviewed and updated periodically to reflect changing conditions, new data, and evolving community needs. This includes a thorough evaluation every five years.

1.8 Develop a communication campaign to educate residents about the value of their tax dollars.

- Educating residents about how their tax dollars are used increases transparency and trust in local government. When residents understand the direct benefits and improvements funded by their municipal taxes, they are likely to engage positively with municipal initiatives and support future funding measures.



SECURE & SAFE COMMUNITY

Maintain the Village's standard of police service by ensuring public safety, building community trust, and upholding a sense of security.

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 life and property, the Village's Police Department participates in a consistent 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 prevention capabilities to the greatest extent possible.

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

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.



STRATEGIC OBJECTIVES SECURE & SAFE COMMUNITY

- 2.1. Evaluate the License Plate Reader Program after Phase 3 construction to assess if technology expansion is recommended.
- 2.2. Improve safety and security for businesses and patrons along the Village's commercial corridor.
- 2.3. Expand social services and outreach efforts to Pinecrest's homeless population.
- 2.4. Decrease incidents of theft at stores along US 1.
- 2.5. Install speed/radar signs along major arterial roads, as deemed necessary through speed studies.
- 2.6. Evaluate Bus Rapid Transit (BRT) system impact on crime rates in commercial and residential areas within 300 meters of the new stations.

DEFINITIONS & DESCRIPTIONS

2.1. Evaluate the License Plate Reader Program after Phase 3 construction to assess if technology expansion 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 the dispatch center for tags associated with amber alerts, silver alerts, stolen cars, stolen tags, wanted criminals, Department of Motor Vehicle data points, and the like.

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

- Work with store management to decrease loses at stores along US 1.
- Continue to look for innovative ways to increase police exposure in the commercial corridor via community policing.



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

- Develop HEART (Homeless Encounter Assistance Reach Team) program. This program uses a guardian approach to interact with the transient homeless population by proactively helping access available 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.

2.4 Decrease incidents of theft at stores along US 1.

- 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%.

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

- Supports the Village's efforts to increase overall road safety 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.

2.6 Evaluate Bus Rapid Transit (BRT) system impact on crime rates in commercial and residential areas within 300 meters of the new stations.

- The assessment can reveal any unintended negative consequences of the BRT system, such as increased crime rates due to higher pedestrian activity or changes in the local environment, allowing for timely interventions.
- Evaluating the impact of crime allows for better allocation of resources, such as increased policing or community safety programs, in areas where the BRT system may inadvertently affect crime rates.



RESIDENTIAL CHARACTER & COMMUNITY ENHANCEMENT

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

When asked what they like most about living in Pinecrest, 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 with 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 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 Village's excellent educational institutions are one of the most significant factors contributing to high 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.

Planning for future needs and infrastructure is crucial for municipalities to remain resilient and adaptable. By investing in infrastructure and services ahead of time the Village can prevent issues related to outdated facilities and inadequate resources.

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 surrounding communities by utilizing a Mediterranean and Key West inspired architectural vernacular throughout the commercial corridor.



STRATEGIC OBJECTIVES

RESIDENTIAL CHARACTER & COMMUNITY ENHANCEMENT

- 3.1. Implement a communications campaign to encourage resident volunteerism by promoting opportunities for service to the community with a focus on quality of life (Happiness Project).
- 3.2. Develop a plan for US 1 Beautification.
- 3.3. Develop concepts for Pinecrest US 1 median entrance signs.
- 3.4. Create a volunteer landing page on the Village's website that includes opportunities both in and around Pinecrest.
- 3.5. Develop regulations for the installation of signs at schools.
- 3.6. Ensure that Miami-Dade County will expand and complete the Miami-Dade Sewer Infrastructure in the Village.

DEFINITIONS & DESCRIPTIONS

3.1 Implement a communications campaign to encourage resident volunteerism by promoting opportunities for service to the community with a focus on quality of life (Happiness Project).

- 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 different backgrounds.

- Creates bonds and shared identities that go beyond superficial differences and reduces social isolation.

3.2 Develop a plan for US 1 Beautification.

- The plan should focus on improving the appearance of medians along US 1 in Pinecrest's commercial district, incorporating landscaping, decorative elements, and art installations to create a visually pleasing environment.
- A well-designed beautification effort can elevate the attractiveness of the commercial district, potentially increasing property values, encouraging shopping and dining, and attracting new businesses and investments.
- Upgrading the medians enhances the overall image of Pinecrest, creating a positive first impression for residents, visitors, and potential investors, which is essential for building a strong Village brand.

3.3 Develop concepts for Pinecrest US 1 median entrance signs.

- Branded entrance signs in the median of the US 1 corridor create a visually noticeable and consistent image, enhancing brand recognition and establishing a clear and welcoming gateway that reinforces the Village's identity to both residents and visitors.
- Strategically placed entrance signs can attract attention and enhance the commercial district's visibility, drawing potential customers and businesses to the area by highlighting Pinecrest as a vibrant and well-marketed destination, which can stimulate local economic activity and growth.





3.4 Create a volunteer landing page on the Village’s website that includes opportunities both in and around Pinecrest.

- Organized programs that allow residents to volunteer build a sense of community by encouraging 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 community 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 program.

3.5 Develop regulations for the installation of signs at schools.

- The Village Council approved two monument type signage concepts for schools to communicate via message boards.
- Monument signs that are consistent with the Village's aesthetic reinforce the overall brand.

3.6 Ensure that Miami-Dade Council will expand and complete the Miami-Dade Sewer Infrastructure in the Village.

- Completing the sanitary sewer system ensures effective waste management and reduces the risk of contamination and health hazards associated with inadequate sewage infrastructure, protecting the community's health and well-being.
- A fully operational sewer system minimizes environmental pollution by preventing sewage overflows and leaks, safeguarding local bodies of water and natural resources from potential contamination.
- Collaborating closely with Miami-Dade County, the entity responsible for operating the utility, ensures that the sewer system is integrated seamlessly with regional infrastructure, leading to efficient management and maintenance of the system.



RECREATION & CULTURE

Continue to provide a high standard of park facilities and recreational and cultural programs to best serve our community including planning for community needs as the Village evolves.

Foundational to the community's quality of life, recreational opportunities are essential to Pinecrest's continued success and desirability. 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.

Pinecrest promotes, encourages and inspires 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.

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

A focus on recreation and cultural value includes:

- A clear strategic direction to guide the growth and offerings of amenities at the parks, Community Center and Pinecrest Gardens Complex.
- Ensuring the legacy of excellent parks and abundant open spaces continues for future generations.
- Cultural programming fosters community engagement and improves quality of life.





STRATEGIC OBJECTIVES RECREATION & CULTURE

- 4.1 Collaborate with the Youth Advisory Council to design and implement teen-oriented recreational programs and initiatives for children ages 12-18.
- 4.2 Develop a plan for Veterans Wayside Park aesthetic improvements.
- 4.3 Identify potential areas for pocket parks throughout the Village.
- 4.4 Explore waterfront pocket park on 67th Avenue and Snapper Creek in conjunction with the Miami-Dade County Ludlam Trail Project.
- 4.5 Develop Mas Property Master Plan.
- 4.6 Revisit membership levels at Pinecrest Gardens and introduce contributing levels.
- 4.7 Establish a donation program outlining the giving structure at Pinecrest Gardens.
- 4.8 Increase programming opportunities for inclusiveness and cultural diversity. (Happiness Project)

DEFINITIONS & DESCRIPTIONS

- 4.1. 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.



4.2 Develop a plan for Veterans Wayside Park aesthetic improvements.

- 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 aesthetic treatment.

4.3 Identify potential areas for pocket parks throughout the Village.

- Pocket parks offer small, accessible green spaces that encourage local residents to connect with one another and engage in outdoor activities, promoting social connection.
- Enhance the visual appeal of neighborhoods while providing environmental benefits such as improved air quality and opportunities for physical exercise.

4.4 Explore waterfront pocket park on 67th Avenue and Snapper Creek in conjunction with the Miami-Dade County Ludlam Trail Project.

- The Village will be installing a shared-use path along Ludlam Road that ends at the Snapper Creek Canal.
- The county is working with the Village to continue the shared-use path along Ludlam Road north of the canal in the unincorporated area to connect to The Underline and Ludlam Trail.
- Opportunity for a pocket park in an underutilized right of way area adjacent to the canal will be investigated.

4.5 Develop Mas Property Master Plan.

- The Village purchased a five-acre property named Aleyda Mas Park.
- A master plan will provide a comprehensive blueprint for the park's development and management, ensuring cohesive design, efficient use of resources, and alignment with community needs and environmental considerations.



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

- Establishing various membership and contributing levels can effectively engage different donor segments and enhance overall support of Pinecrest Gardens.
- Structured membership and contributing levels help to diversify funding sources, cater to different donor interests and capacities, and ensure Pinecrest Gardens' development and maintenance are financially supported.

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

- A structured donation program provides potential donors with clear information about different giving levels, associated benefits, and how their contributions will be used.
- This transparency helps build trust and encourages higher levels of giving by making it easier for donors to understand the impact of their contributions.
- Allows Pinecrest Gardens to plan its budget and projects more effectively by knowing the expected levels of financial support.
- A structured donation program helps create a steady flow of revenue, which is key for ongoing maintenance, programming, and expansion projects, and also facilitates the establishment of endowment funds or special project funds that ensure long-term financial health.

4.8 Increase programming opportunities for inclusiveness and cultural diversity.

- Benefit the community by fostering a more equitable and harmonious environment, encouraging mutual respect and understanding among diverse groups.
- Ensure that all individuals have access to resources, opportunities, and representation, which leads to stronger social cohesion and enhanced community well-being.





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.

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 US Conference of Mayor's Climate Protection Agreement and has worked closely with the Miami-Dade County School Board through an Education Compact that emphasizes the concept of "green schools".

Pinecrest is an active member of several recognized organizations that further sustainable causes including the International Council for Local Environmental Initiatives (ICLEI), the Florida Gold Coast Clean Cities Coalition, the US 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.



STRATEGIC OBJECTIVES RECREATION & CULTURE

- 5.1. Develop a five-year educational campaign to increase community awareness about sustainable improvements that can be made by private property and commercial property owners, with an emphasis on solar panels.
- 5.2. Expand and improve composting program for Village residents.
- 5.3. Establish Pinecrest as the municipality with the largest tree canopy in Miami-Dade County.
- 5.4. Inventory the number of households with solar panels and determine a future goal with a five-year plan to increase the number of households with solar panels.
- 5.5. Upgrade electric vehicle chargers to fast chargers and install at Veterans Wayside Park.

DEFINITIONS AND DESCRIPTIONS

5.1. **Develop a five-year educational campaign to increase community awareness about regarding sustainable improvements that can be made by private property and commercial property owners, with an emphasis on 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.

5.2. **Expand and improve composting program for Village residents.**

- Enhances waste management by reducing landfill waste, which decreases greenhouse gas emissions and environmental impact.
- Enriches soil quality by supporting local gardening and landscaping initiatives.
- Fosters community awareness and participation in sustainable practices, ultimately contributing to a healthier, more environmentally conscious community.

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

- 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 for Pinecrest to have the largest tree canopy in the county.





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

- Tracking current solar installations and setting goals encourages the adoption of renewable energy, reducing the Village's carbon footprint and promoting environmental stewardship.
- Helps identify existing barriers to solar adoption, such as cost or lack of information, and opportunities for incentives or educational programs to address these challenges.
- Increasing the number of households with solar panels enhances the Village's energy resilience and independence, reducing reliance on external energy sources and mitigating the impacts of energy price fluctuations.

5.5 Upgrade electric vehicle chargers to fast chargers and install at Veteran's Wayside Park.

- By providing faster and more accessible charging options, the Village is supporting the growing EV market, potentially encouraging more residents and visitors to choose electric vehicles and adopt sustainable transportation practices.
- Installing fast chargers aligns with broader environmental and sustainability objectives by promoting clean energy use and reducing greenhouse gas emissions associated with traditional vehicles.

TRANSPORTATION & PEDESTRIAN MOBILITY

Improve traffic flow for all modes of transportation while enhancing safety for vehicles, pedestrians and bicyclists.

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 Road, SW 57 Avenue and the US 1 Busway 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 enhancements (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 environment-friendly transportation service offers free on-demand rides around Village destinations and connects 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.





STRATEGIC OBJECTIVES

TRANSPORTATION & PEDESTRIAN MOBILITY

- 6.1 Design and construct the 67 Avenue Shared-Use Path to link with the Snapper Creek Trail that connects to The Underline.
- 6.2 Construct the Kendall Drive Shared-Use Path.
- 6.3 Complete an assessment of missing sidewalks to connect all parks, schools, commercial areas and other trails.
- 6.4 Analyze Pinecrest People Mover service ridership and explore the potential for program expansion including a partnership with Palmetto Bay.
- 6.5 Develop a plan for street lighting along shared-use paths and main roadways.
- 6.6 Review 62nd Avenue and 112th Street for shared-use path potential.
- 6.7 Analyze extending 132nd Street sidewalk from 82nd Avenue to 77th Avenue.
- 6.8 Quantify the use of all Village shared-use paths.



DEFINITIONS & DESCRIPTIONS

6.1 Design and construct the 67 Avenue Shared-Use Path to link with the Snapper Creek Trail that connects to The Underline.

- The addition of shared-use paths helps improve traffic flow because it gives pedestrians and bikers a place in the right-of-way.
- The Village Council aims to promote biking over driving to reduce air pollution and road congestion.

6.2 Construct the Kendall Drive Shared-Use Path.

- Shared use paths provide safe, accessible routes for walking, cycling, and other non-motorized transport, encouraging healthier lifestyles and reducing reliance on cars.

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

- Completing sidewalk networks reduces pedestrian exposure to vehicular traffic, lowering the risk of accidents and creating safer walking environments.
- Connected sidewalks encourage more walking by providing continuous, accessible routes, which can lead to healthier lifestyles and reduce dependence on cars.
- Filling gaps in the sidewalk network ensures that all Village residents, including those with disabilities, have equal access to essential services, public transportation, and recreational areas.

6.4 Analyze Pincrest People Mover service ridership and explore the potential for program expansion including a partnership with Palmetto Bay.

- Understanding current ridership patterns helps identify areas of high demand and underutilization, allowing for targeted improvements and better allocation of resources.
- Partnering with Palmetto Bay can create a more cohesive regional transportation network, offering residents seamless travel options between communities and increasing the utility and appeal of the People Mover service.

6.5 Develop a plan for street lighting along shared-use paths and main roadways.

- The 2024 Citizen Survey identified lack of street lighting as an area of concern for residents, with respondents expressing a desire for increased lighting.
- Lighting extends the usability of the paths beyond daylight hours, making them accessible and functional for evening and early morning activities.
- By providing a safe and well-lit environment, more residents are likely to walk or bike for recreation or commuting, promoting sustainable transportation.

6.6 Review 62nd Avenue and 112th Street for shared-use path potential.

- Assess whether these roads are suitable for the addition of pathways that accommodate both pedestrians and cyclists.
- Evaluating these streets helps determine if they can bridge important routes and enhance local mobility.

6.7 Analyze extending 132nd Street sidewalk from 82nd Avenue to 77th Avenue.

- Determine the potential benefits and challenges of extending the sidewalk, ensuring that it enhances pedestrian safety, connectivity, and overall community well-being.
- Furthers the goal of neighborhood connectivity to the commercial corridor.

6.8 Quantify the use of all Village shared-use paths.

- Helps evaluate how well the shared-use paths are serving their intended purpose.
- Understanding user volume and patterns can reveal if the paths are meeting community needs and if they are effectively encouraging walking and cycling.
- Monitoring usage over time helps track trends in pedestrian and cyclist behavior. This can reveal shifts in preferences or needs, which can be valuable for long-term planning and maintaining relevant infrastructure.

