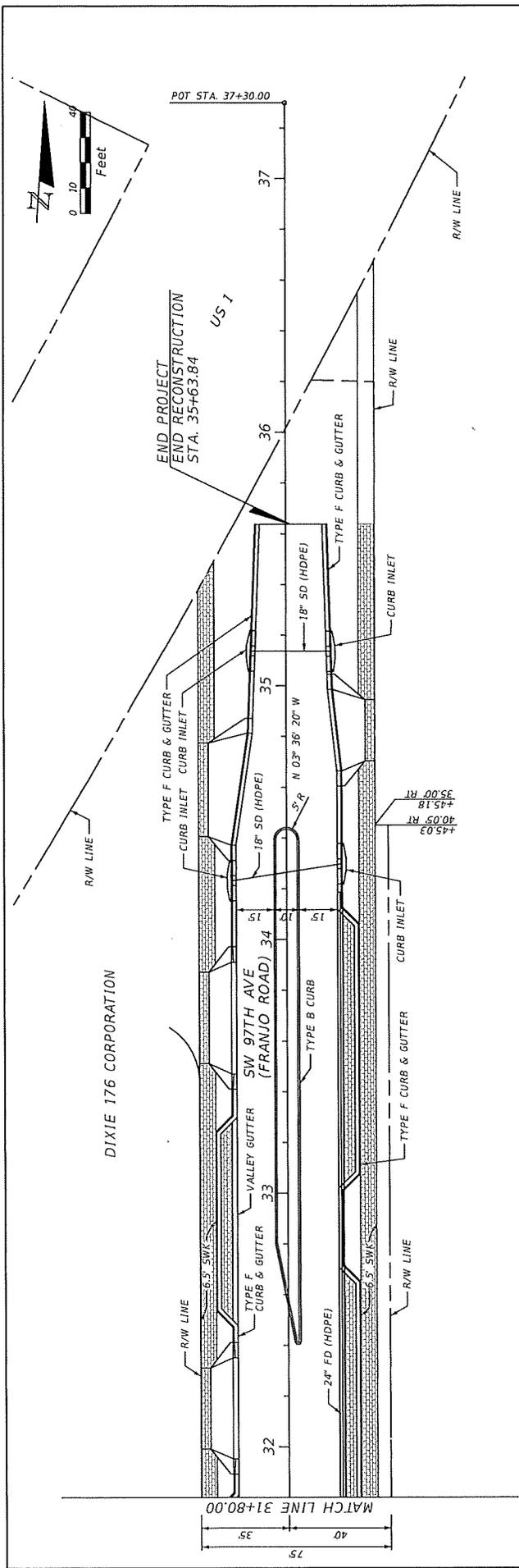


DATE	DESCRIPTION	REVISIONS	DATE	DESCRIPTION
18				
16				
14				
12				
10				
8				
6				
4				

DATE		DESCRIPTION	
27+00		28+00	
29+00		30+00	
31+00		31+80	

**ROADWAY PLAN PROFILE (4)**

USER: JRM      6/18/2018      12:52:51 PM      L:\PROJECTS\Projects\10242004-01 SW Franjo Road\10242004-01\Drawings\PLAN\RD04.dwg  
 PROJECT: PROJECT 10242004-01 SW Franjo Road  
 DRAWING: ROADWAY PLAN PROFILE (4)  
 SHEET NO. 11



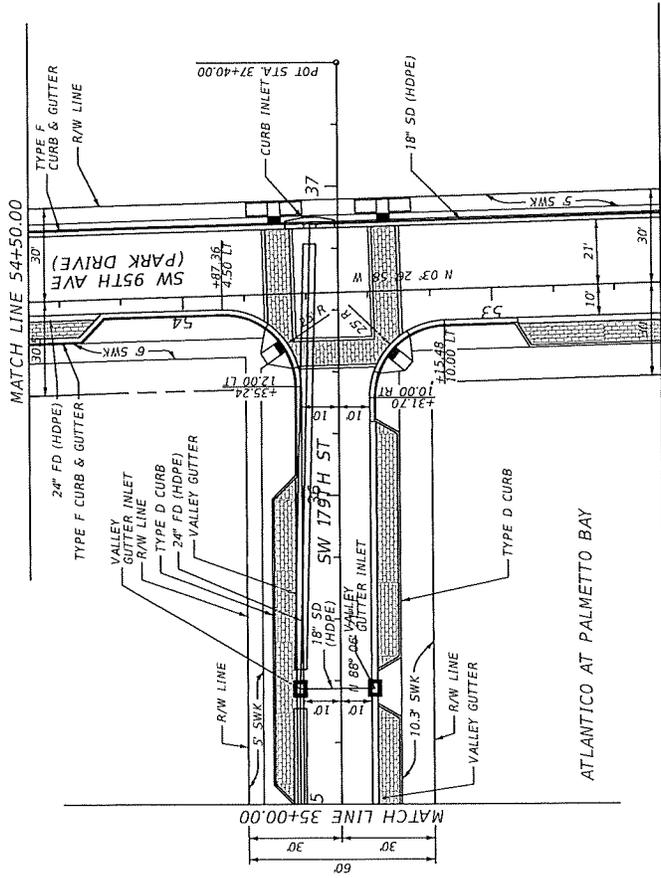
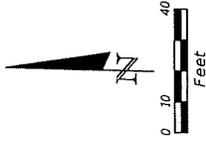
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12					32+00	37+00	12
10					32+00	37+00	12
8					32+00	37+00	12
6					32+00	37+00	12
4					32+00	37+00	12

DANIEL GREENBERG, P.E. P.E. LICENSE NUMBER 76005 EAC CONSULTING, INC. 14000 N. WOODSON DRIVE SUITE 400 MIAMI, FL 33186 CERTIFICATE OF AUTHORIZATION 7001		VILLAGE OF PALMETTO BAY PUBLIC SERVICES DEPARTMENT ROAD NO. N/A COUNTY MIAMI-DADE FINANCIAL PROJECT ID N/A	
<b>ROADWAY PLAN PROFILE (5)</b>			









STATION	DESCRIPTION	DATE	REVISIONS
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10			
12			
14			
16			
18			
4 35+00			
36+00			
37+00			

DATE	DESCRIPTION	DATE	REVISIONS

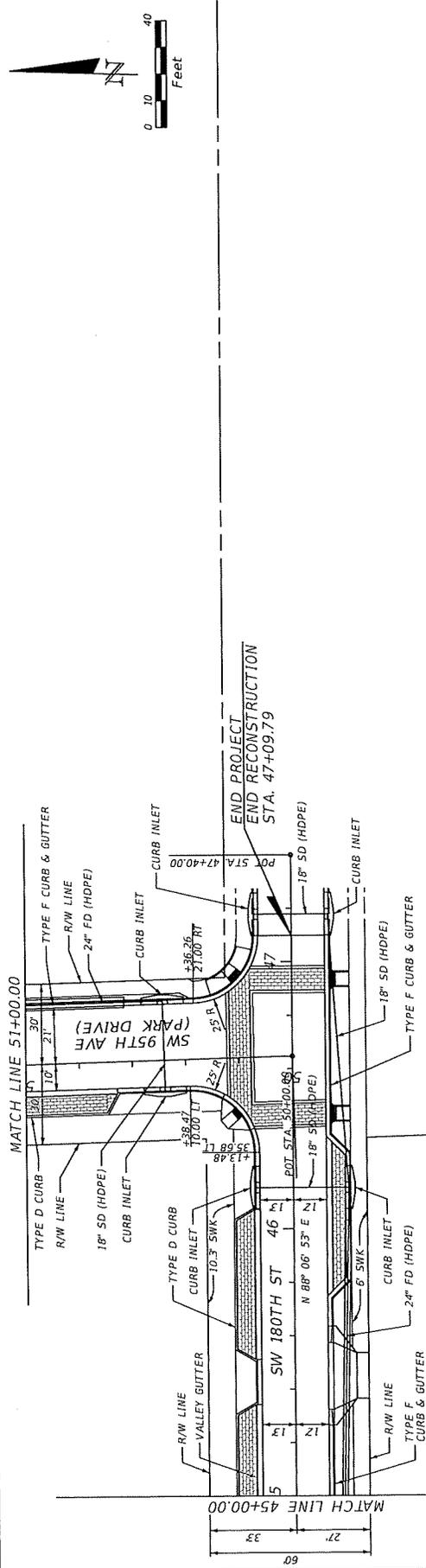
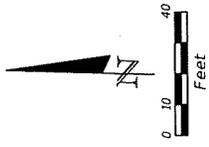
DANIEL GREENBERG, P.E.  
 P.E. LICENSE NUMBER 76105  
 EAC CONSULTING, INC.  
 10000 WOODBURN DRIVE SUITE 400  
 MIAMI, FL 33126  
 CERTIFICATE OF AUTHORIZATION 7011

VILLAGE OF PALMETTO BAY  
 PUBLIC SERVICES DEPARTMENT  
 ROAD NO. N/A  
 COUNTY MIAMI-DADE  
 FINANCIAL PROJECT ID N/A

ROADWAY PLAN-PROFILE (9)

SHEET NO. 16





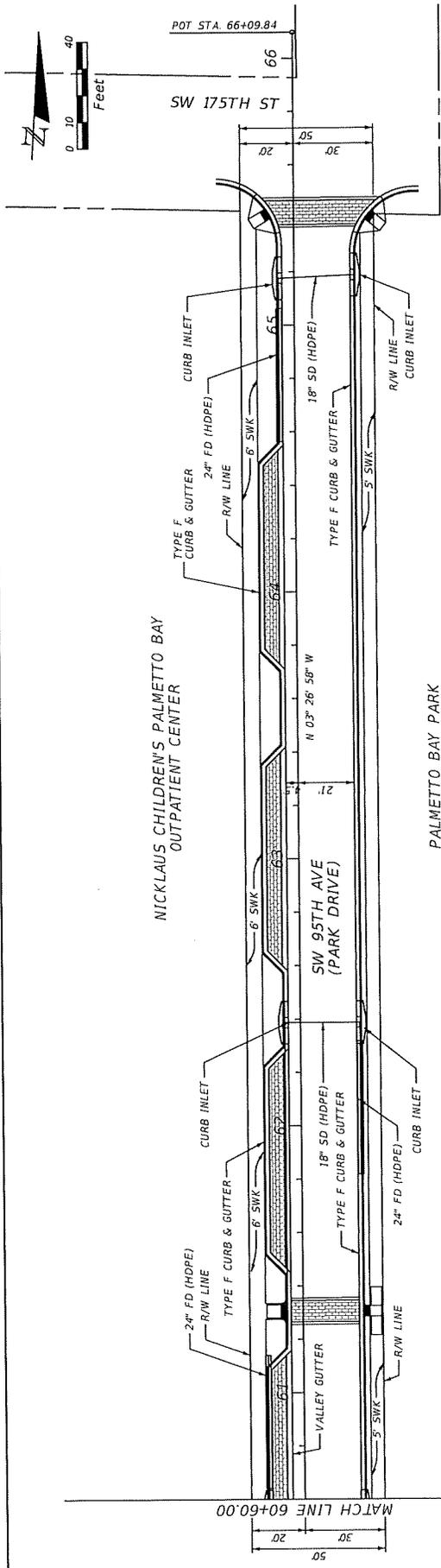
DATE	DESCRIPTION	REVISIONS	DATE	DESCRIPTION
18				
16				
14				
12				
10				
8				
6				
4	45+00		46+00	47+00

VILLAGE OF PALMETTO BAY PUBLIC SERVICES DEPARTMENT		ROAD NO. N/A	COUNTY MIAMI-DADE	FINANCIAL PROJECT ID N/A	SHEET NO. 18
<b>ROADWAY PLAN PROFILE (11)</b>					

DANIEL GREENBERG, P.E.  
 P.E. LICENSE NUMBER 7605  
 EAC CONSULTING, INC.  
 9959 BLUE LAGOON DRIVE SUITE 400  
 MIAMI, FL 33128  
 CERTIFICATE OF AUTHORIZATION 7001







DATE	DESCRIPTION	REVISIONS	DATE	DESCRIPTION
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8			66+00	
6				
4				

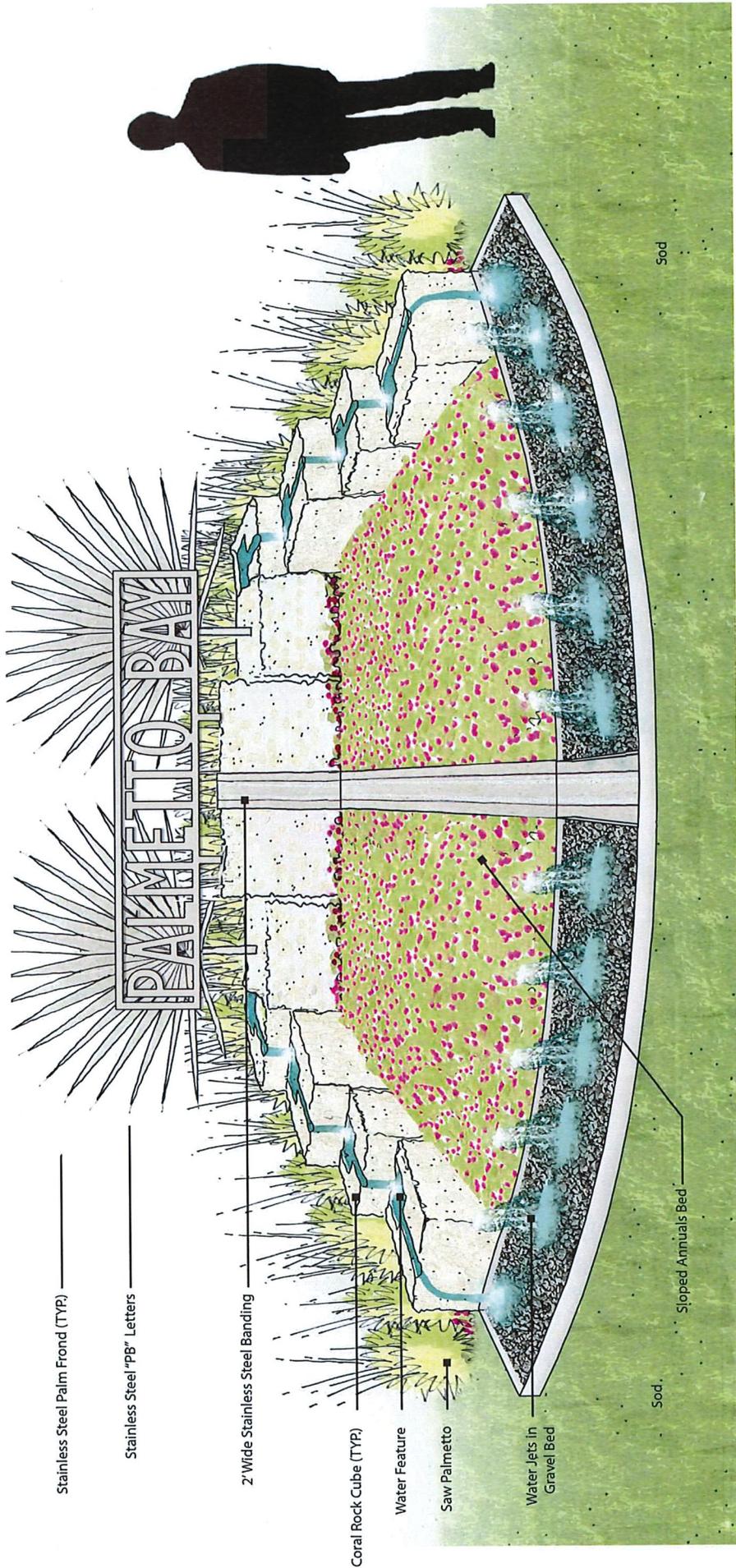
**ROADWAY PLAN PROFILE (14)**

VILLAGE OF PALMETTO BAY  
 PUBLIC SERVICES DEPARTMENT  
 ROAD NO. COUNTY FINANCIAL PROJECT ID  
 N/A MIAMI-DADE N/A

DANIEL GREENBERG, P.E.  
 P.E. LICENSE NUMBER 7605  
 EAC CONSULTING, INC.  
 5959 BLUE LAGOON DRIVE SUITE 400  
 MIAMI, FL 33126  
 CERTIFICATE OF AUTHORIZATION 7001



# PALMETTO BAY SIGN



N.T.S.



**Kimley»Horn**  
 Expect More. Experience Better.  
 SEPTEMBER 27, 2016

US 1 MEDIANS TRIANGLE SIGNAGE CONCEPT ELEVATION 1





# CG AWARD NOTIFICATION

## Admin Temp

---

**From:** Edward Silva  
**Sent:** Wednesday, September 05, 2018 4:40 PM  
**To:** Admin Temp  
**Subject:** FW: CG Award Notification

---

**From:** Karyn Cunningham  
**Sent:** Friday, June 22, 2018 3:54 PM  
**To:** Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>  
**Subject:** Re: CG Award Notification

Woo hoo! Great job! Please give Parks my congrats!

Get [Outlook for iOS](#)

---

**From:** Edward Silva  
**Sent:** Friday, June 22, 2018 2:57:12 PM  
**To:** Council  
**Cc:** Olga Cadaval  
**Subject:** FW: CG Award Notification

Council to date we have collected \$ 37, 716 in sponsorship donations for this years Fourth of July event  
Last year the sponsorship amount was \$ 24,342.  
This is a positive step forward showing a community event growing and receiving sponsorships from new sources.

**From:** Fanny Carmona  
**Sent:** Friday, June 22, 2018 1:31 PM  
**To:** Djenepha Polynice Hall <[dhall@palmettobay-fl.gov](mailto:dhall@palmettobay-fl.gov)>; Saylin Paez <[spaez@palmettobay-fl.gov](mailto:spaez@palmettobay-fl.gov)>; Desmond Chin <[dchin@palmettobay-fl.gov](mailto:dchin@palmettobay-fl.gov)>  
**Cc:** Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>; Olga Cadaval <[ocadaval@palmettobay-fl.gov](mailto:ocadaval@palmettobay-fl.gov)>  
**Subject:** RE: CG Award Notification

Thank you – GREAT JOB!!!

---

**From:** Djenepha Polynice Hall  
**Sent:** Friday, June 22, 2018 12:32 PM  
**To:** Fanny Carmona <[fcarmona@palmettobay-fl.gov](mailto:fcarmona@palmettobay-fl.gov)>; Saylin Paez <[spaez@palmettobay-fl.gov](mailto:spaez@palmettobay-fl.gov)>; Desmond Chin <[dchin@palmettobay-fl.gov](mailto:dchin@palmettobay-fl.gov)>  
**Cc:** Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>; Olga Cadaval <[ocadaval@palmettobay-fl.gov](mailto:ocadaval@palmettobay-fl.gov)>  
**Subject:** FW: CG Award Notification

Good afternoon everyone;

The official approval letter from the Cultural Affairs Dept. for the 5<sup>th</sup> Annual Independence Day Celebration has come in.

We are being given \$4,216 because there were more applications this quarter and in order to fund everyone they cut us all by 44%.

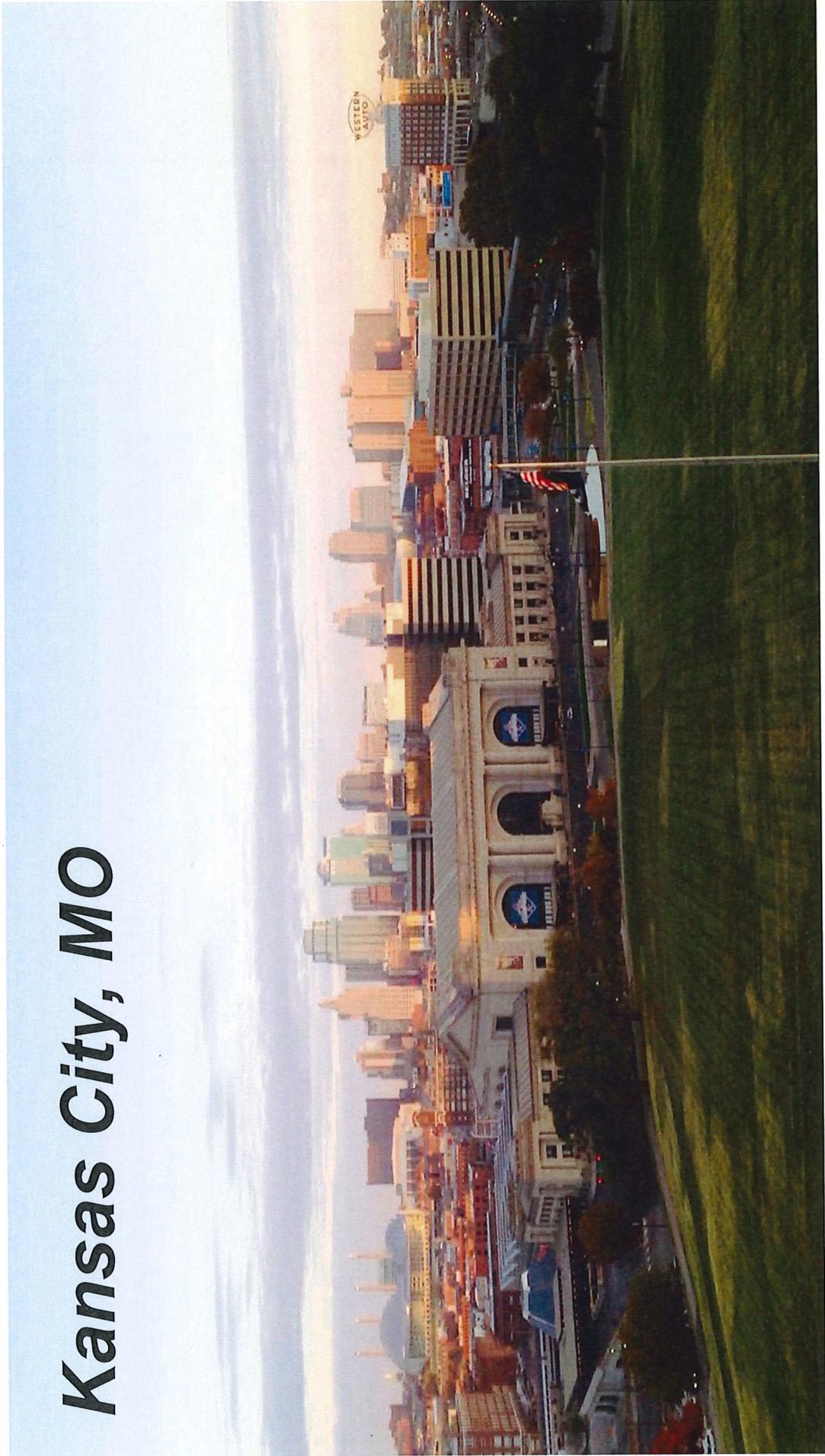
Sincerely,

Jenny Polynice- Hall, Grant Writer  
Human Resources Department  
Village of Palmetto Bay  
9705 East Hibiscus Street  
Palmetto Bay, Florida 33157  
(P) 305-259-1234 ext: 1277 – (F) 305-259-1290



# KANSAS CITY, MO SMART CITY PRESENTATION

# ***Kansas City, MO***



# What is “Smart”

- Cool Cities
  - Smart Infrastructure
  - Unsynchronized / Stovepiped Deployments
- Smart Cities
  - Governance and Policy
  - Strategic Plan
  - Data Collection / Analysis / Decision Making
  - IoT Integration



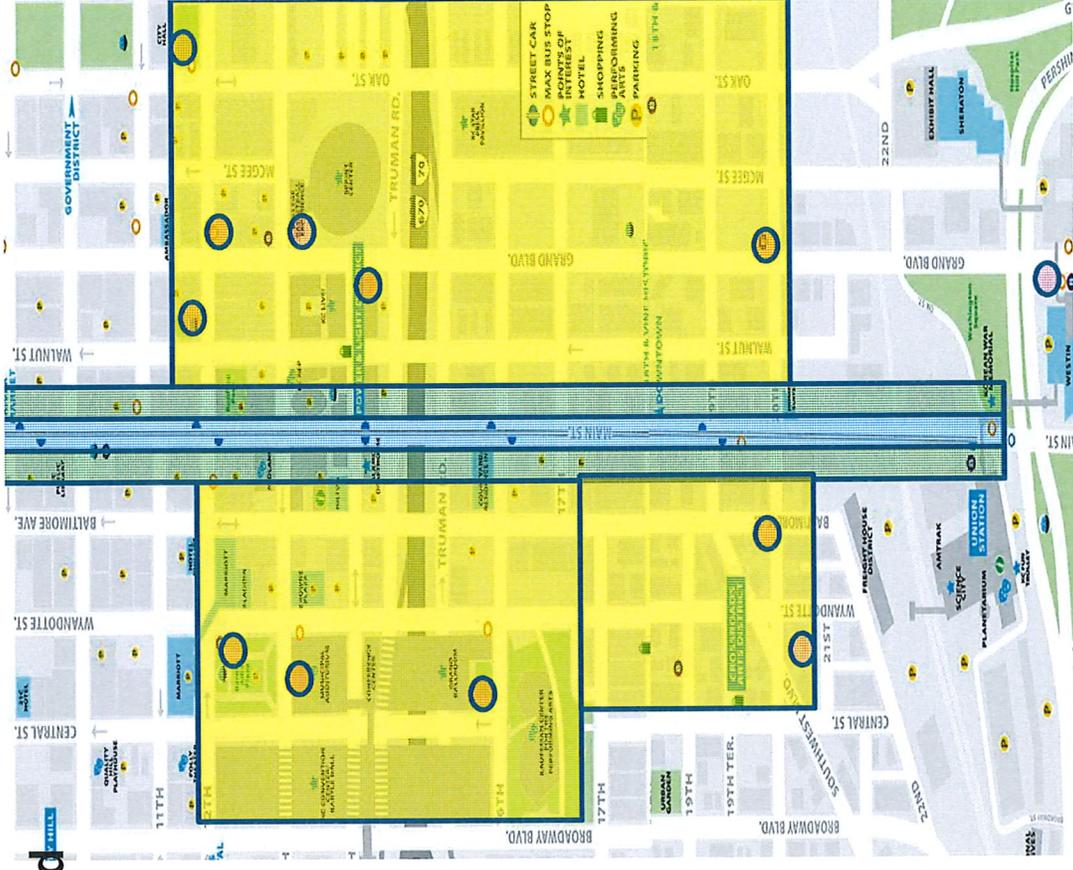
## KC Smart City Initiative Phase I: An integrated system of smart technologies deployed in Kansas City's downtown core from River Market to Union Station.

**Streetcar Line:** Streetcar line features WiFi coverage from River Market to Union Station.

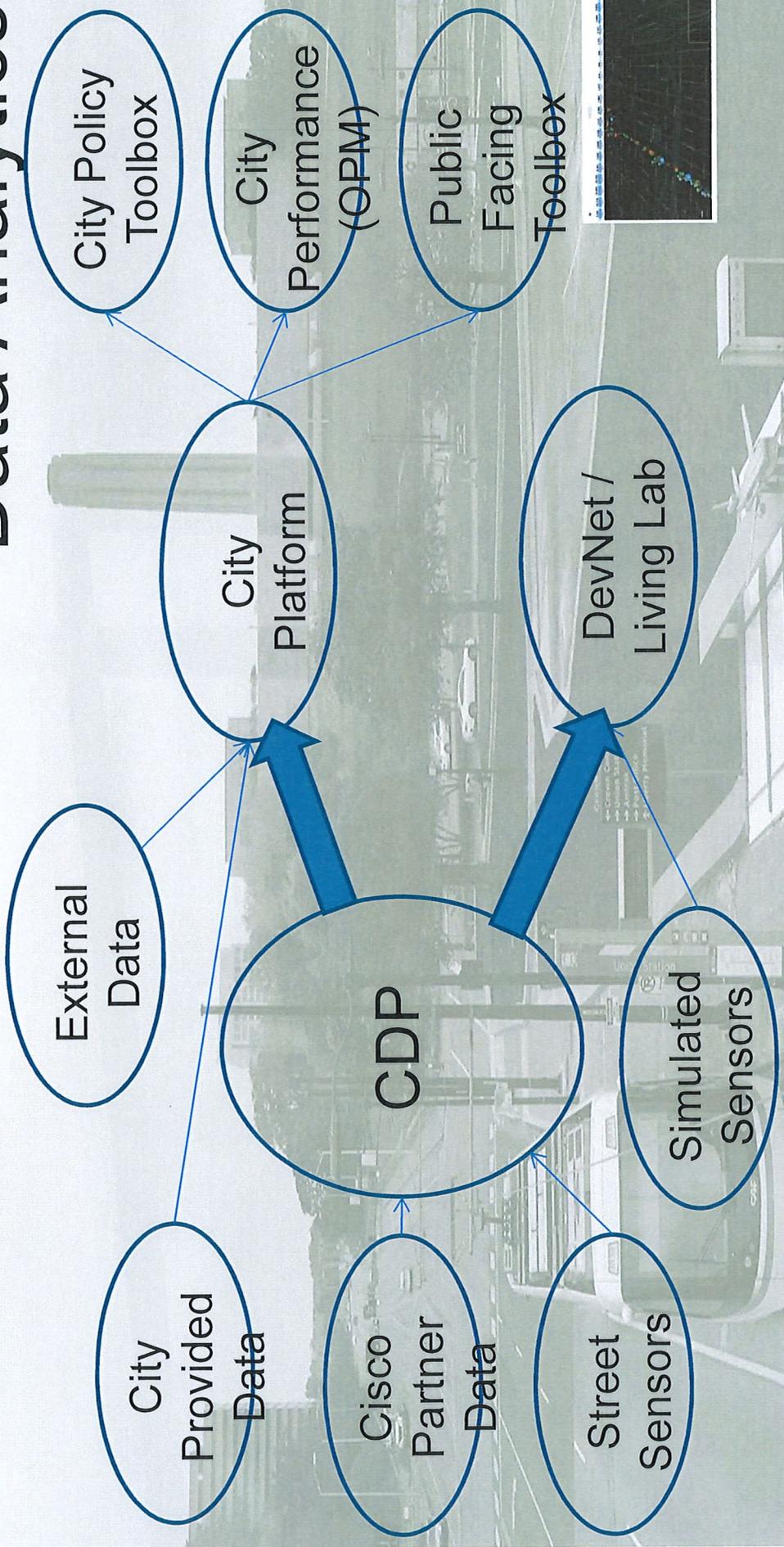
**WiFi Zone:** 328 WiFi transmitters provide coverage beyond the Streetcar line. This free WiFi will begin operations in May '16

**KCity Post Kiosks:** Kiosks provide citizens point access to City data, commercial content for nearby businesses and hyper-local wayfinding and event information.

**Traffic Signals and Streetlights:** Dynamic traffic signals and 178 streetlights enhance traffic movement and adjust lights to meet citizen needs through Artificial Intelligence.



# Data Analytics





**Kansas City Living Lab**

BUILDING SMART CITIES OF THE FUTURE

<http://kclivinglab.org/>

- A virtual and physical environment for entrepreneurs, application developers and academic institutions to use city data to develop the next generation of innovative tools
  - Virtual: Cisco DEVNET
  - Physical: ThinkBig Partners
- Monitored Access (City, Cisco, ThinkBig)
- Entrepreneur support available

# Smart City Data Release: Digital Inclusion



<http://kcdigital.xaqt.com/#/KC/digitalInclusion>

<http://smartkcmo.xaqt.com/dashboard#/KC/publicTraffic>

# National Recognition for Phase I

- 2018 “Smart 50 Award” at Smart City Connect
- 2017 Edison Awards: Gold Award (Collective Disruption)
- Amazon Web Services: City on a Cloud Challenge
- 2017/2018 NIST Supercluster (City Platform) Selection
- 2016 US Ignite Flame Award
- 2017 Envision America Selection
- 2016/2017 Harvard Smart City Accelerator Selection

# Innovation Opportunities

- Partnerships
  - Multi-City Relationships
  - Support Regional Efforts: MARC and KC ATA
  - Digital Inclusion / Grant Programs
  - Entrepreneur Community
- Innovation Partnership Program
  - Third class of IPP participants in development
  - National replication of the program

# The Avis Mobility Lab

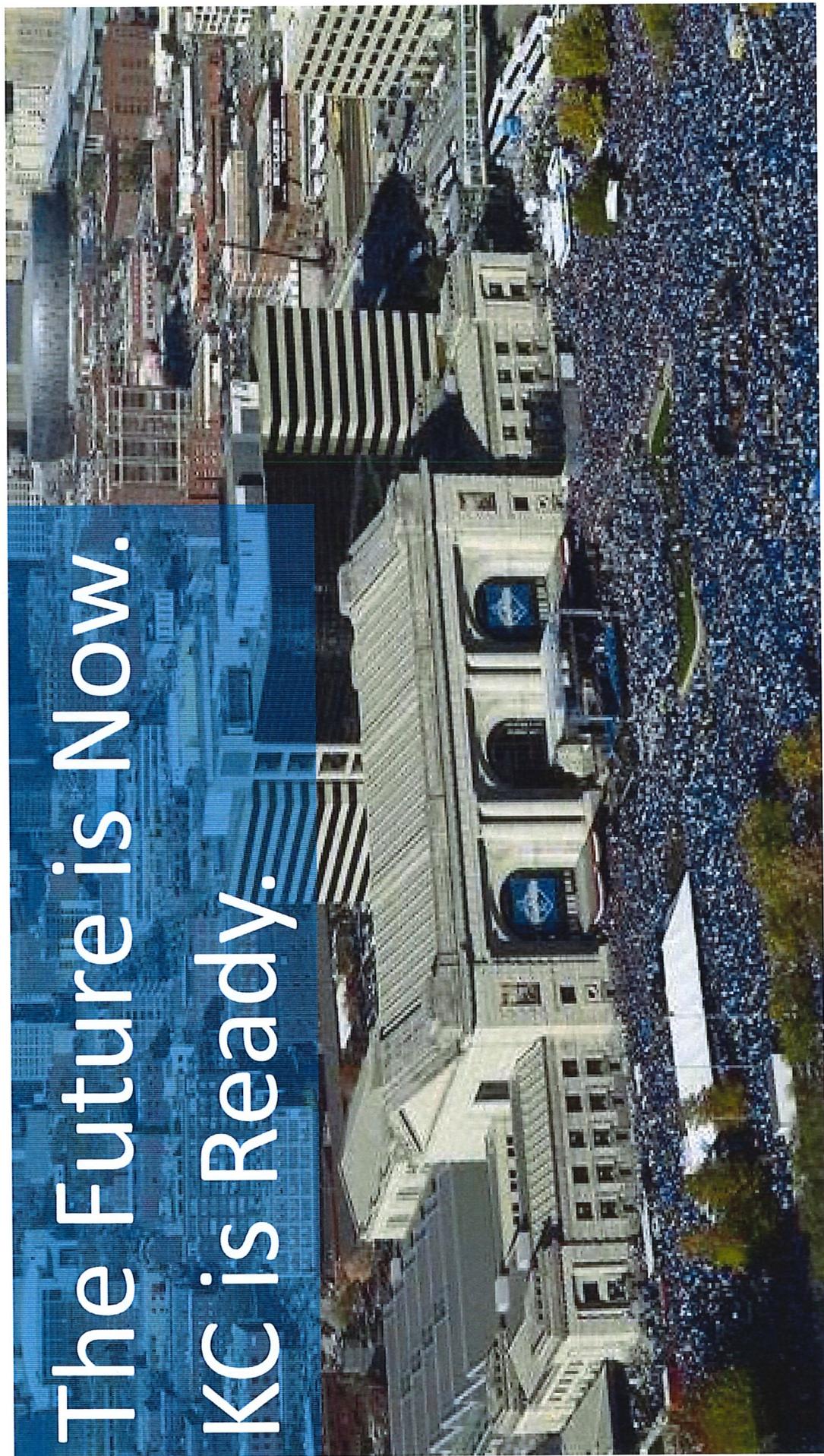
- Public/Private Partnership Opportunity
- Proposed by Avis, Nov 2017
- Occurring with/without KCMO
- Data / Content Exchange
- Traffic/Parking/Construction
- Local Media / Ad Content
- Existent Agreements
- March Highlights
- Data Flow Successful
- Geofencing Successful

Driving Mobility Forward

# Smart City RFP

- Public/Private Partnership Opportunity
- 10-30 Year Partnership
- City provided access / connectivity
- Expand Smart City Infrastructure
- Prospect MAX Support
- City-Wide Parking Application
- Water Mesh Connectivity
- Public Health
- Long-term analytics support

The Future is Now.  
KC is Ready.





# TALKING POINTS: SMART CITY NYC 2018

Talking Points: Smart City NYC 2018  
Pier 36, New York City

Smart City NYC is an annual event convened by the City of New York and Politco. This year, the forum includes several mayors including MSJ, Mayor De Blasio, Mayor Emanuel and about 15 of the leading CIOs in the country. The event begins on 8 May with a series of workshops at the Brooklyn Naval Yard; these activities are focused on action officers at the CIO level and below. Policy makers will convene on 9 and 10 May at Pier 36, an event space located at the southeastern tip of Manhattan (near the Brooklyn Bridge). Kansas City has two significant activities scheduled for the 9<sup>th</sup>.

1. At approximately 1:45, Kansas City will receive an IDC Smart City Award for Civic Engagement. The City was nominated by AWS and focused on the comprehensive nature of the 54-block area surrounding the Streetcar. We were selected from 3 finalists in this category and were nominated in two other areas as well: transportation and water infrastructure. MSJ will just be landing at the time of this event; Bob Bennett will be at the venue and stand in for this portion. Ms. Ruthbea Yeasner from IDC will present the award. Note: Ms. Yeasner is working with the city to draft our RFP for Smart City expansion.
2. At approximately 4:20 pm, MSJ will participate in a panel: "Opening the Doors to City Hall." Other speakers on the panel will include: Beth Blauer – Executive Director, Center for Government Excellence at Johns Hopkins University, Michael Nutter – Former Mayor, City of Philadelphia; Professor at Columbia University / SIPA, and Scott Schwaizberg – City Voices Solution Leader, McKinsey and Company. We will conduct a pre-conference call with the session coordinator, Ms. Dakorta Hornsey from Bloomberg What Works Cities to finalize logistics. The focus of the session in general is (1) how cities embrace a data-centric culture to make decisions and govern more effectively and (2) how leaders in a digital age communicate most effectively with residents and visitors.

## Panel Talking Points

Abstract: Cities across America are using digital technology from texts to social media to talk to their residents about everything from daily traffic warnings to weather emergencies, city council meetings, data showing progress on city goals, and citizen opinion surveys. Apps designed specifically for residents to report civic problems and online surveys are becoming a standard part of doing business. But is this engagement enough - and of the right kind? Is digital media helping to gain people's trust and engagement in local government - and if so, to what end? Are more people participating in city-led programs? What are best practices for city leaders in integrating resident-facing technology? How can we ensure these programs are truly inclusive? And what more can we do?

### Recommended talking points

- Data Talks, Anecdotes and Emotion Walk
  - KCMO, as one of the first What Works Cities, embraced KCStat, which allows city leaders to focus on departmental performance that is linked to our business plan and citizen satisfaction in one, linked forum. This allows us to rapidly identify successes and gaps and reinforce the things that work while fixing the things that don't.
  - Data informs decision making. During a recent controversial policy discussion on the best way to make an impact in Westport, one of our entertainment districts, we used data analysis to figure out a way where business owners and the City could share the burden of improving the safety of a district that is designed to be fun, but suffered from the actions of bad actors. Instead of simply appealing to emotional arguments, we analyzed the patterns of past crime and developed a partnership plan that better integrates business owner capabilities while retaining City primacy in neighborhood streets.
- Technology is a Tool, not a Solution
  - When leaders communicate, they have to use several channels. MSJ uses Twitter, Facebook, visits to schools, notes in water bills and traditional public meetings to understand what citizens really want. Mayors have that luxury – they live in the same space where their constituents live and often sit in the same traffic (with the same frustration). Sometimes, leaders get feedback while stopping at the store on the way home to pick up groceries.
  - Modern leaders have to focus on people problems: education, enforcement, efficiency and economic development. By using data analysis, sensors and other smart city technology, we can do this faster than ever before and, in many ways, do so in a much more targeted way. But tech supports the solving of these problems. Tech for tech's sake is a waste of time and money.
  - Citizen Satisfaction surveys are a powerful thing, but, like leader communications, must be transmitted by several means in order to be

effective. Digital surveys are awesome for about 70% of Kansas Citians, but we have to include the 30% not on the network if we want to understand the totality of our issues.

- Smart Cities are Inclusive Cities
  - Our Smart Cities initiatives are nested with our Digital Equity Strategic Plan. We're not willing to simply apply technology or allow the private sector to apply technology in the neighborhoods that can afford it; our goal is to make 21<sup>st</sup> Century Opportunities to all our residents. To that end, we are issuing (hopefully "issued" by 9 May) an RFP that brings private partners into this program and allows us to share both objectives and the financial burdens associated with achieving those objectives.
  - Smart Cities apply Net Neutrality to our relationships with private sector partners. We are proud to stand with Mayor DeBlasio and 26 other Mayors who have taken on the challenge of ensuring that all of the internet is available to our students, research institutions and residents. We were excited to include Net Neutrality commitments from potential private sector partners as part of our Smart City RFP.
  - Education and Digital Training are the cornerstone of our programs. It's not enough to simply connect a home or a housing unit to the internet. Ninety-seven percent of our residents can connect to gigabit-speed fiber in Kansas City. The key is ensuring that residents have the tools (education focus, Cisco Network Academy, HUD Connecting for Good, aSTEAM Village) and financial capacity (HUD Connecting for Good, Sprint's One Million Program) to engage in 21<sup>st</sup> Century life.



# MIAMI-DADE COUNTY POLICE DEPARTMENT BUDGET



**Miami-Dade County**  
**BAT Appropriations Report**

For Entity: PD027001-VILLAGE OF PALMETTO BAY POLICE PATROL  
For Fund: All Funds  
For Activity: All Programs  
For Project: All Grants

	Actual FY16-17	Budget FY17-18	Actual FY17-18	Forecast FY17-18	Budget FY18-19
EMPLOYEE REGULAR (00110)	\$3,252,295	\$4,028,900	\$2,217,203	\$3,463,773	\$4,020,433
FLEX DOLLARS (00122)	\$47,394	\$51,000	\$31,463	\$51,000	\$50,600
LONGEVITY PAYMENTS (00125)	\$50,427	\$60,000	\$41,220	\$60,000	\$60,515
WORKING OUT OF CLASSIFICATION (00126)	\$2,183	\$0	\$677	\$169	\$0
JURY DUTY PAY (00133)	\$0	\$0	\$304	\$0	\$0
JOB INJURY PAY (00135)	\$2,043	\$0	\$7,686	\$2,925	\$0
UNIFORM & LIEU OF ALLOWANCES (00136)	\$14,247	\$16,300	\$14,199	\$13,826	\$16,300
AWARDS & SPECIAL RECOGNITION (00139)	\$371	\$0	\$178	\$0	\$0
SICK PAY (00150)	\$35,651	\$0	\$13,526	\$43,522	\$0
HOLIDAY PAY (00151)	\$196,874	\$0	\$123,280	\$200,000	\$0
ANNUAL LEAVE PAY (00152)	\$268,032	\$0	\$128,547	\$270,000	\$0
COMPENSATORY TIME PAY (00153)	\$105,411	\$0	\$78,014	\$93,812	\$0
TERMINATION PAYMENTS (00155)	\$0	\$0	\$1,026	\$0	\$0
EMPLOYEE OVERTIME OT (00160)	\$679,470	\$648,000	\$369,843	\$0	\$0
OT HIGH RISK (ABDS ONLY) (00161)	\$0	\$0	\$0	\$648,000	\$648,000
EXTRA DUTY PAY (00170)	\$144,195	\$0	\$162,102	\$152,156	\$0
EXTRA DUTY REIMBURSEMENTS (00171)	\$-144,195	\$0	\$-162,102	\$-152,156	\$0
OVERTIME FEDERAL REIMBURSEMENT (00174)	\$-32,885	\$0	\$-13,428	\$0	\$0
FEDERAL SALARIES REIMBURSEMENTS (00176)	\$-749	\$0	\$0	\$0	\$0
CROSS INDEX SALARIES DISTRIBUTION (00180)	\$5,108	\$0	\$4,181	\$0	\$0
CROSS INDEX OVERTIME DISTRIB (00185)	\$5,167	\$0	\$1,423	\$0	\$0
SALARIES REIMBURSEMENTS (00192)	\$-92,817	\$0	\$-2,622	\$-2,126	\$0
OVERTIME REIMBURSEMENTS (00193)	\$-241,701	\$0	\$-13,213	\$-4,475	\$0
WAGE ACCRUALS (00197)	\$76,528	\$0	\$414	\$0	\$0
SALARIES (001)	\$4,373,051	\$4,804,200	\$3,003,921	\$4,840,426	\$4,795,849
SOCIAL SECURITY (01010)	\$289,541	\$296,000	\$186,031	\$216,030	\$254,917
RETIREMENT (01011)	\$967,744	\$985,000	\$660,033	\$1,027,735	\$903,146
OVERTIME FRINGE FEDERAL REIMBURSEMENT (01074)	\$-9,711	\$0	\$-3,919	\$0	\$0
FEDERAL FRINGE REIMBURSEMENTSNT (01077)	\$-226	\$0	\$0	\$0	\$0
OT FRINGE BENEFIT REIMB (01089)	\$-47,796	\$0	\$-3,439	\$-898	\$0
FRINGE BENEFIT REIMBURSEMENTS (01091)	\$-32,799	\$0	\$-8,092	\$0	\$0
CROSS INDEX FRINGE DISTRIBUTION (01092)	\$2,485	\$0	\$1,781	\$0	\$0
EXTRA DUTY FRINGE BENEFIT REIMB (01093)	\$-39,439	\$0	\$-46,289	\$-45,647	\$0
OT FRINGE FICA (BAT ONLY) (01094FICA)	\$0	\$0	\$0	\$40,176	\$40,176
OT FRINGE MICA (BAT ONLY) (01094MICA)	\$0	\$0	\$0	\$9,396	\$9,396
OT RETIREMENT HIGH RISK(BAT ONLY) (01096)	\$0	\$0	\$0	\$152,782	\$158,306
CROSS INDEX OVERTIME FRINGE DISTRIB. (01097)	\$1,220	\$0	\$440	\$0	\$0
FRINGE ACCRUALS (01098)	\$25,334	\$0	\$12,034	\$0	\$0
GROUP HEALTH INSURANCE (01110)	\$492,733	\$575,000	\$358,174	\$539,087	\$644,002
GROUP LIFE INSURANCE (01111)	\$8,884	\$12,000	\$6,126	\$8,896	\$12,413
MICA MEDICARE HOSPITAL INSURANCE (01113)	\$69,443	\$70,000	\$45,333	\$63,905	\$59,907
DENTAL PLANS (01114)	\$16,409	\$12,000	\$7,450	\$11,213	\$14,948
WORKER'S COMPENSATION INSURANCE (01115)	\$160,729	\$211,400	\$154,508	\$211,400	\$218,100
UNEMPLOYMENT INSURANCE (01116)	\$0	\$1,200	\$0	\$1,200	\$1,200
ACCIDENTAL DEATH INSURANCE (01117)	\$771	\$0	\$785	\$0	\$0
FRINGE BENEFITS (010)	\$1,905,320	\$2,162,600	\$1,370,957	\$2,235,275	\$2,316,511
POLICE & FIRE RETIREE HEALTH INS SUPP (03510)	\$0	\$14,000	\$0	\$0	\$0
POST EMPLOYMENT BENEFITS (035)	\$0	\$14,000	\$0	\$0	\$0
PERSONNEL SERVICES (01)	\$6,278,371	\$6,980,800	\$4,374,878	\$7,075,701	\$7,112,360
PBA RETIREE HEALTH INS (23020)	\$5,122	\$5,400	\$0	\$5,400	\$5,400
HEALTH INSURANCE (230)	\$5,122	\$5,400	\$0	\$5,400	\$5,400
GENERAL LIABILITY INSURANCE (23210)	\$7,751	\$3,600	\$2,600	\$3,600	\$3,600
SHERIFF PROFESSIONAL LIABILITY (23230)	\$32,314	\$33,100	\$24,219	\$33,100	\$17,100
GENERAL AUTO & PROFESSIONAL LIAB (232)	\$40,064	\$36,700	\$26,819	\$36,700	\$20,700



**Miami-Dade County**  
**BAT Appropriations Report**

For Entity: PD027001-VILLAGE OF PALMETTO BAY POLICE PATROL  
For Fund: All Funds  
For Activity: All Programs  
For Project: All Grants

	Actual FY16-17	Budget FY17-18	Actual FY17-18	Forecast FY17-18	Budget FY18-19
INSURANCE (23)	\$45,186	\$42,100	\$26,819	\$42,100	\$26,100
PASSENGER VEHICLES LEASES (25210)	\$51,036	\$55,000	\$29,887	\$55,000	\$55,000
VEHICLES-RENTAL (252)	\$51,036	\$55,000	\$29,887	\$55,000	\$55,000
RENTAL & LEASES (25)	\$51,036	\$55,000	\$29,887	\$55,000	\$55,000
FM LT EQ FUEL (26060)	\$79,301	\$107,000	\$59,860	\$107,000	\$87,000
FM LT EQ FLUIDS (26061)	\$0	\$1,000	\$0	\$1,000	\$1,000
FM LT EQ PARTS (26063)	\$36,687	\$56,000	\$29,066	\$56,000	\$56,000
FM LT EQ COMM SUB (26064)	\$37,348	\$20,000	\$16,076	\$20,000	\$20,000
FM LT EQ INSURANCE (26065)	\$76,309	\$74,000	\$39,598	\$74,000	\$64,000
FM LT EQ LABOR (26066)	\$47,876	\$52,000	\$35,998	\$52,000	\$52,000
FM POLICY CHARGES (26067)	\$145,932	\$152,000	\$75,983	\$152,000	\$152,000
FM ACC/ABU/MOD (26068)	\$34,411	\$3,000	\$10,399	\$3,000	\$3,000
FM-VEHICLE DISPOSAL CHARGES (26078)	\$362	\$1,000	\$513	\$1,000	\$1,000
FM-VEHICLE PREPARATION FOR SERVICE (26079)	\$0	\$0	\$955	\$0	\$0
GSA CHARGES (260)	\$458,226	\$466,000	\$268,447	\$466,000	\$436,000
CHARGES FOR COUNTY SERVICES (26)	\$458,226	\$466,000	\$268,447	\$466,000	\$436,000
TOLLS REIMBURSEMENT (31340)	\$0	\$1,400	\$0	\$1,400	\$1,400
AUTOMOBILE REIMBURSEMENT (313)	\$0	\$1,400	\$0	\$1,400	\$1,400
OUTSIDE PRINTING (31510)	\$815	\$0	\$0	\$0	\$0
PRINTING & GRAPHICS (315)	\$815	\$0	\$0	\$0	\$0
INSERVICE TRAINING (32010)	\$200	\$0	\$0	\$0	\$0
TRAINING (320)	\$200	\$0	\$0	\$0	\$0
REIMBURSEMENT FOR VEHICLE USAGE (32141)	\$-15,050	\$0	\$0	\$0	\$0
REIMBURSEMENT OF COUNTY CHG FOR SVC (32153)	\$-2,378	\$0	\$-3,489	\$0	\$0
REIMBURSEMENTS & REFUNDS (321)	\$-17,428	\$0	\$-3,489	\$0	\$0
INVESTIGATIVE EXPENSES (STARTING FY16) (33017)	\$0	\$1,300	\$0	\$1,300	\$770
OTHER GENERAL OPERATING SERV (33050)	\$380,492	\$399,400	\$185,299	\$399,400	\$425,370
SUNPASS PAYMENTS TO DOT (33051)	\$1,082	\$0	\$831	\$0	\$0
PURCHASING CARD EXPENSES (33052)	\$1,286	\$0	\$442	\$0	\$0
PURCHASING CARD -DISTRIBUTION OF CHARGES (33053)	\$-1,286	\$0	\$-333	\$0	\$0
MISCELLANEOUS (330)	\$381,574	\$400,700	\$186,239	\$400,700	\$426,140
GENERAL & ADMINISTRATIVE EXPENSES (30)	\$365,161	\$402,100	\$182,750	\$402,100	\$427,540
MOTOR FUEL (41010)	\$0	\$9,000	\$0	\$9,000	\$9,000
GASOLINE-UNLEADED (41016)	\$13,123	\$23,000	\$8,096	\$23,000	\$23,000
FUEL & LUBRICANTS (410)	\$13,123	\$32,000	\$8,096	\$32,000	\$32,000
COMMODITIES (40)	\$13,123	\$32,000	\$8,096	\$32,000	\$32,000
EXPENDITURES	\$7,211,104	\$7,978,000	\$4,890,877	\$8,072,901	\$8,089,000



**Miami-Dade County**  
**BAT Appropriations Report**

For Entity: PD027000-PALMETTO BAY OPTIONAL SERVICES  
 For Fund: All Funds  
 For Activity: All Programs  
 For Project: All Grants

	Actual FY16-17	Budget FY17-18	Actual FY17-18	Forecast FY17-18	Budget FY18-19
CROSS INDEX SALARIES DISTRIBUTION (00180)	\$54,110	\$94,000	\$44,275	\$68,266	\$100,000
SALARIES (001)	\$54,110	\$94,000	\$44,275	\$68,266	\$100,000
CROSS INDEX FRINGE DISTRIBUTION (01092)	\$7,998	\$14,000	\$6,820	\$10,475	\$16,000
FRINGE BENEFITS (010)	\$7,998	\$14,000	\$6,820	\$10,475	\$16,000
PERSONNEL SERVICES (01)	\$62,108	\$108,000	\$51,095	\$78,741	\$116,000
OTHER GENERAL OPERATING SERV (33050)	\$3,459	\$6,000	\$2,693	\$4,385	\$7,000
MISCELLANEOUS (330)	\$3,459	\$6,000	\$2,693	\$4,385	\$7,000
GENERAL & ADMINISTRATIVE EXPENSES (30)	\$3,459	\$6,000	\$2,693	\$4,385	\$7,000
EXPENDITURES	\$65,568	\$114,000	\$53,787	\$83,126	\$123,000



# MAPS AND TABLES ON SMART CORRIDOR ZONING

**EXISTING AND PROPOSED DENSITIES AND HEIGHTS – URBAN CENTERS AND URBAN AREA DISTRICTS**

**Properties Designated RM, RML, MO, MC, MM, MCS, MCI, SD (Marketplace), SD (Storeporch), AD, MD (Market), ID, and I on the Land Use Regulating Plan of an Urban Center or Urban Area District**

SMART CORRIDOR	EXISTING DENSITY/HEIGHT (Units per Acre/Stories)			PROPOSED DENSITY/HEIGHT (Units per Acre/Stories)			CDMP Maximum Density	CDMP Designation/ Policy
	CORE	CENTER	EDGE	CORE	CENTER	EDGE		
PECUCD - Perrine; GCUCD – Goulds; NCUCD – Naranja; PCUCD – Princeton.	52-60/ 6 stories	36-52*/ 4 to 6 stories	18/ 2 stories	125/ 15 stories	90/ 12 stories	45/ 6 stories	125	COMMUNITY URBAN CENTERS
CRMUCD - Cutler Ridge	250/ 8 stories	18-100/ 8 stories	18/ 2 stories	250/ 25 stories	150/ 15 stories	60/ 8 stories	250	METROPOLITAN URBAN CENTER
LCCUCD – Leisure City	41-90/ 6 stories	41/ 4-6 stories	18/ 2 stories	125/ 15 stories	90/ 12 stories	45/ 6 stories	125	COMMUNITY URBAN CENTER
OUAD - Ojus	36-82/ 4-12 stories	13-52/ 4-7 stories	6-18/ 2-3 stories	90/ 12 stories	60/ 6 stories	45/ 6 stories	250**	METROPOLITAN URBAN CENTER
MCUCD – Model City	90-125/ 12-15 stories	36-60/ 6 stories	N/A	125/ 15 stories	90/ 12 stories	N/A	125	COMMUNITY URBAN CENTERS AND MIXED-USE CORRIDORS
NCUAD – North Central	90-125/ 12-15 stories	36-60/ 6 stories	6-18/ 4 stories	125/ 15 stories	90/ 12 stories	45/ 6 stories	125	COMMUNITY URBAN CENTERS AND MIXED-USE CORRIDORS
BRCUA – Bird Road; CCUAD – Country Club.	60-90/ 12 stories	23-41/ 4-6 stories	13-23/ 4 stories	90/ 12 stories	60/ 6 stories	45/ 6 stories	125	COMMUNITY URBAN CENTERS AND MIXED-USE CORRIDORS

\* Predominantly 36 units per acre. Some 52 units per acre in PECUCD.

\*\* Urban Center centered in Aventura Mall proper.

**Properties Designated R (single-family) on the Land Use Regulating Plan of an Urban Center or Urban Area District will practically remain the same within the 6 to 18 units per acre range.**



**MEETING REQUEST  
WITH COMMISSIONER  
ESTEBAN BOVO, JR.**

## Admin Temp

---

**From:** Edward Silva  
**Sent:** Wednesday, September 05, 2018 5:06 PM  
**To:** Admin Temp  
**Subject:** FW: Chairman Bovo Meeting with Ed Silva Palmetto Bay City Manager

---

**From:** District 13 <[district13@miamidade.gov](mailto:district13@miamidade.gov)>  
**Sent:** Tuesday, July 10, 2018 3:46 PM  
**To:** Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>  
**Subject:** Automatic reply: Chairman Bovo Meeting with Ed Silva Palmetto Bay City Manager

Thank you for contacting the Office of Commissioner Esteban Bovo, Jr, representing Hialeah, Miami Lakes, Palm Springs North and North West unincorporated Miami-Dade County. We appreciate you taking the time to contact us. Your concerns, opinions and ideas are very important to me. If you need immediate assistance with this matter or have additional issues, please feel free to contact our office directly at (305)820-8424.

Thank you,

Commissioner Esteban Bovo, Jr.  
District 13

District Office:  
1490 West 68th Street, Suite 101  
Hialeah, FL 33014  
FAX: (305)820-8430

Downtown Office:  
111 Northwest 1st Street, Suite 320  
Miami, FL 33128  
FAX: (305)375-2011



**FAMILIES BELONG  
TOGETHER RALLY AT  
CORAL REEF PARK  
ANNOUNCEMENT**

## Admin Temp

---

**From:** Edward Silva  
**Sent:** Wednesday, September 05, 2018 4:55 PM  
**To:** Admin Temp  
**Subject:** FW: Coral Reef Park Rally on Saturday

---

**From:** Olga Cadaval  
**Sent:** Friday, June 29, 2018 5:33 PM  
**To:** Edward Silva <esilva@palmettobay-fl.gov>  
**Subject:** FW: Coral Reef Park Rally on Saturday

Sincerely,  
Olga Cadaval  
Deputy Manager  
Village of Palmetto Bay

---

**From:** Village of Palmetto Bay [<mailto:ecurrents@palmettobay-fl.ccsend.com>] **On Behalf Of** Village of Palmetto Bay  
**Sent:** Friday, June 29, 2018 5:18 PM  
**To:** Olga Cadaval  
**Subject:** Coral Reef Park Rally on Saturday



## Rally to be held this Saturday in Coral Reef Park

"We Are Our Future, Inc.", a Florida non-profit will be utilizing Coral Reef Park for a "Families Belong Together" rally this Saturday, June 30th. The event organizer is expecting from 300 to 400 attendees. Consequently, Palmetto Bay police officers will be onsite to ensure the safety of all participants and park visitors and to direct traffic as necessary. The event information is provided below:

- Families Belong Together Rally
- Saturday, June 30, 2018
- 10 am - 3 pm
- Coral Reef Park, 7895 SW 152nd St., Palmetto Bay, FL 33157

We are providing this notice for informational purposes only in case that you are planning to visit the park during the event hours. The event is not a Village of Palmetto Bay event and therefore any related questions should be directed to the event organizers who will be onsite during the event.



Visit our website

Village of Palmetto Bay | 9705 E. Hibiscus St., Palmetto Bay, FL 33157

[Unsubscribe ocadaval@palmettobay-fl.gov](mailto:ocadaval@palmettobay-fl.gov)

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**TRANSPARENCY –  
PLACEMENT OF TRAFFIC  
CALMING INITIATIVES  
ON WEBSITE IN  
PRIORITY ORDER MEMO**



---

To: Honorable Mayor and Village Council

Date: July 9, 2018

From: Councilwoman Karyn Cunningham

Re: Transparency- Placement of Traffic Calming Initiatives on Website in Priority Order

---

**PURPOSE OF THE PROPOSED ACTION:** This proposed action directs the Village Manager to update the existing Traffic & Transit ~~create a~~ webpage on the website to incorporate ~~for~~ a priority list of proposed traffic calming projects in Palmetto Bay to include traffic calming initiatives from the Traffic Calming Study prepared by Marlin Engineering ~~Study~~ and a list of temporary speed humps locations applied for by residents.

**MAJOR POINTS/REASONS FOR THE PROPOSED ACTION:**

In an effort to be transparent and keep the public informed of approved traffic calming initiatives, I am proposing that we place the list of traffic calming priorities, from the Traffic Calming Study prepared by Marlin Engineering Study and approved by the Village Council on the Traffic & Transit a webpage in much the same way we prioritize Drainage Projects. Additionally, I am proposing that we include a listing of temporary speed humps locations that have been requested by resident applications or approved by Council or Administration online so as to keep residents informed of the order of applications received and the time frame for installation of the temporary speed tables in their area.

**PRELIMINARY ESTIMATE OF THE COST OF IMPLEMENTATION:**

Staff time None

**SOURCE OF FUNDS TO PAY SUCH COSTS:**

Not applicable



**NOTICE OF PUBLIC  
HEARING AND  
REGULARE MEETING OF  
THE GREEN CORRIDOR  
PROPERTY ASSESSMENT**

**NOTICE OF PUBLIC HEARING  
AND  
REGULAR MEETING OF THE  
GREEN CORRIDOR PROPERTY ASSESSMENT  
CLEAN ENERGY (PACE) DISTRICT**

The Governing Board of the **Green Corridor Property Assessment Clean Energy (PACE) District (the "District")** will hold a public hearing and a regular meeting September 18, 2018 at 10:00 a.m., at the offices of Ygrene Energy Fund Florida, located at 3390 Mary Street, Suite 124, Coconut Grove, FL 33133. During the public hearing, the Board will receive public comments and objections on the adoption of the budget(s) for the operation and maintenance of the District for **Fiscal Year 2019**. A copy of the budget(s) may be obtained at the offices of the District Manager, **5385 N. Nob Hill Road, Sunrise, Florida 33351**, during normal business hours.

The Board will also consider any other business, which may properly come before it. The meeting may be continued to a date, time, and place to be specified on the record at the meeting. The meeting is open to the public and will be conducted in accordance with the provisions of Florida Law.

There may be occasions when one or more Governing Board Members will participate by telephone. At the above location there will be present a speaker telephone so that any interested person can attend the meeting at the above location and be fully informed of the discussions taking place either in person or by telephone communication.

Any person requiring special accommodations at this meeting because of a disability or physical impairment should contact the District Office at (954) 721-8681 at least five calendar days prior to the meeting.

Each person who decides to appeal any decision made by the Board with respect to any matter considered at the meeting is advised that person will need a record of the proceedings and that accordingly, the person may need to ensure that a verbatim record of the proceedings is made, including the testimony and evidence upon which such appeal is to be based.

Paul Winkeljohn  
District Manager



# SEAWELL COALITION MEMO



---

To: Honorable Mayor and Village Council

Date: July 9, 2018

From: Councilwoman Karyn Cunningham

Re: Seawall Coaliton

---

**PURPOSE OF THE PROPOSED ACTION:** This memo serves as a proposal to extend an invitation to First Street Foundation to make a presentation to the Council to discuss joining the united voice of the Seawall Coalition.

**MAJOR POINTS/REASONS FOR THE PROPOSED ACTION:**

Global sea level has been rising over the past century, and the rate has increased in recent decades. In 2014, global sea level was 2.6 inches above the 1993 average—the highest annual average in the satellite record (1993-present). Sea level continues to rise at a rate of about one-eighth of an inch per year.

The Seawall Coalition is a nonpartisan group of elected officials, military groups, nonprofit organizations, businesses, and local leaders that have come together to unlock national solutions to sea level rise and flooding that support coastal and riverfront communities and protect our nation's residents, economy, and military installations. Many cities have already joined this unified voice through resolution. These cities include- Ft. Lauderdale, St. Petersburg, St. Augustine, Coral Gables, Boca Raton, Hillsboro Beach, Delray Beach, Pompano Beach, Surfside, South Miami, Cutler Bay, Port Orange, Key Biscayne, Sunny Isles Beach, Aventura and Charleston, South Carolina.

As part of the coalition, the following resources would be available to us :

- Advocacy for federal funding and national solutions to sea level rise as part of a strong national nonpartisan group with D.C. presence and resources
- Support and suggestions for policy, with a powerful media platform and tools to communicate with residents on sea level rise challenges and solutions
- A forum for best practices and support in developing local and state-level responses to sea level rise flooding

**PRELIMINARY ESTIMATE OF THE COST OF IMPLEMENTATION:**

None

**SOURCE OF FUNDS TO PAY SUCH COSTS: N/A**



# MPO RESOLUTION #30-06

**MPO RESOLUTION # 30-06**

**RESOLUTION SELECTING MODIFIED ENHANCED BUS RAPID TRANSIT (BRT) ALTERNATIVE #6 WITH A PROVISION OF SUPPORTING A LONG-RANGE METRORAIL EXTENSION SOUTH OF SW 104<sup>TH</sup> STREET AS DEMAND WARRANTS AS THE LOCALLY PREFERRED ALTERNATIVE FOR THE SOUTH MIAMI-DADE TRANSIT CORRIDOR**

WHEREAS, the Interlocal Agreement creating and establishing the Metropolitan Planning Organization (MPO) for the Miami Urbanized Area requires that the MPO provide a structure to evaluate the adequacy of the transportation planning and programming process; and

WHEREAS, the Transportation Planning Council (TPC) has been established and charged with the responsibility and duty of fulfilling the aforementioned functions; and

WHEREAS, the TPC has reviewed Modified Enhanced BRT Alternative #6 as the locally preferred alternative for the South Miami-Dade Transit Corridor, made a part hereof, and finds it consistent with the goals and objectives of the Transportation Plan for the Miami Urbanized Area.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BOARD OF THE METROPOLITAN PLANNING ORGANIZATION FOR THE MIAMI URBANIZED AREA:

SECTION 1. That the Modified Enhanced Bus Rapid Transit (BRT) Alternative #6 with a provision of supporting a long-range Metrorail extension south of SW 104<sup>th</sup> Street as demand warrants is hereby selected as the locally preferred alternative for the South Miami-Dade Transit Corridor.

The foregoing resolution was offered by Board Member Carlos A. Gimenez who moved its adoption. The motion was seconded by Board Member Perla T. Hantman, and upon being put to a vote, the vote was as follows:

Chairman Joe A. Martinez-Aye  
Vice Chairman Dennis C. Moss-Nay

Board Member Ruben D. Almaguer	-Aye	Board Member William H. Kerdyk	-Absent
Board Member Bruno A. Barreiro	-Nay	Board Member Julio Robaina	-Absent
Board Member Kevin A. Burns	-Absent	Board Member Dorrin D. Rolle	-Aye
Board Member Jose "Pepe" Diaz	-Aye	Board Member Natacha Seijas	-Absent
Board Member Audrey M. Edmonson	-Nay	Board Member Darryl K. Sharpton	-Nay
Board Member Shirley M. Gibson	-Absent	Board Member Katy Sorenson	-Nay
Board Member Carlos A. Gimenez	-Aye	Board Member Rebeca Sosa	-Absent
Board Member Perla T. Hantman	-Aye	Board Member Javier D. Souto	-Nay
Board Member Sally A. Heyman	-Aye	Board Member Richard L. Steinberg	-Aye
Board Member Barbara J. Jordan	-Absent		

The Chairperson thereupon declared the resolution duly passed and approved this 22<sup>nd</sup> day of June, 2006.

**METROPOLITAN PLANNING ORGANIZATION  
M.P.O.**

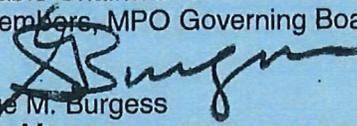
By   
Jose-Luis Mesa  
MPO Secretariat





**Date:** June 20, 2006

**To:** Honorable Chairman Joe A. Martinez  
and Members, MPO Governing Board

**From:**   
George M. Burgess  
County Manager

**Subject:** South Link Corridor Locally Preferred Alternative

**Agenda Item 4.B.1  
(Substitute)**

**RECOMMENDATION**

The Transportation Planning Council (TPC) recommends the selection of the Modified Enhanced Bus Rapid Transit (BRT) Alternative #6 as the locally preferred alternative (LPA) for the South Miami-Dade Transit Corridor with the provision of supporting a long-range Metrorail extension south of SW 104<sup>th</sup> Street as demand warrants.

**BACKGROUND**

The South Miami-Dade Transit Corridor stretches approximately 20 miles from the Dadeland South Metrorail station to SW 344 Street in Florida City. The Alternative Analysis for the corridor examines both long-term (master plan) and supportive near- and mid-term transit solutions for the corridor. Five alternatives were analyzed as part of the Tier II evaluation phase. Two of the five alternatives (No-Build & Transportation System Management) are required by the Federal Transit Administration (FTA) to ensure consideration of low capital intensive improvements and use them for comparison purposes on such studies. The remaining three alternatives include light rail transit (LRT), Metrorail extension (with a hybrid vehicle option) and enhanced bus rapid transit improvements utilizing the existing and future South Miami-Dade Busway Corridor to Florida City.

Because of the long-term nature of the project, flexibility is built into these alternatives. Each was developed with phasing plans, so that transit improvements can be made continuously within the corridor, as demand warrants. These phasing plans accommodate interim services with any technology ultimately built.

On March 8, 2006, the Citizen Advisory Committee (CAC) for the South Link Project unanimously recommended the phased implementation of Alternative #5 - Metrorail Extension to Florida City as the LPA. The CAC recommendation includes all of the short range elements improving the busway until such time that Metrorail can be feasibly implemented.

The South Link Study utilized the FTA cost effectiveness calculations as part of the detailed evaluation tools and was applied wholly for each alternative. The analysis clearly showed that the enhanced BRT with the short Metrorail extension to SW 104<sup>th</sup> Street was the most cost-effective of the tier II build alternatives. The TPC LPA recommendation is to advance the Modified Enhanced BRT Alternative #6 (including the SW 104<sup>th</sup> Street Metrorail extension) with the provision of supporting a long-range Metrorail extension beyond SW 104<sup>th</sup> Street as demand warrants. Any such Metrorail extension needs to further evaluate the impacts of an elevated versus hybrid (at-grade) system.

Below is the proposed Modified Enhanced BRT Alternative #6 LPA phasing plan:

Short Range (1-7 years)

- Additional bus service improvements with potential route reorientation
- Implement traffic signal priority for buses
- Right-of-way acquisition in the vicinity of major busway stations and future Metrorail station locations for immediate use as park-ride facilities
- Commence EIS process for short (phase 1) Metrorail extension to SW 104 Street
- Installation of new fare collection system at busway stations

Medium Range (8-15 years)

- Extend Metrorail to SW 104 Street
- Construct busway overpasses/stations over major cross streets
- Complete EIS for second phase of Metrorail extension to Cutler Bay

Long Range (16-20)

- Acquire site for future Metrorail maintenance facility
- Construct parking garages at key park-ride locations

Visionary (20+ years) - *Consistent with the People's Transportation Plan*

- Construct Metrorail extension (Phase 2) to Cutler Bay
- Complete Metrorail extension (Phase 3) to Florida City

Enclosed is a copy of the Executive Summary for your perusal. To view additional project materials please visit the project web site at [www.miamidade.gov/mpo](http://www.miamidade.gov/mpo).



**PERIMETER WALL AT  
FIRE STATION 142<sup>ND</sup>  
TERRACE**

## Admin Temp

---

**From:** Edward Silva  
**Sent:** Wednesday, September 05, 2018 4:58 PM  
**To:** Admin Temp  
**Subject:** FW: Perimeter wall at fire station 142 terrace

---

**From:** Heredia, Carlos (MDFR) <[carlos.heredia@miamidade.gov](mailto:carlos.heredia@miamidade.gov)>  
**Sent:** Thursday, July 5, 2018 11:09 AM  
**To:** Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>  
**Subject:** Fwd: Perimeter wall at fire station 142 terrace

Please read below and call me. Thanks.

Sent from my iPhone

Begin forwarded message:

**From:** "Michael P. Murphy" <[mpmurphy@coastalconstruction.com](mailto:mpmurphy@coastalconstruction.com)>  
**Date:** July 3, 2018 at 4:30:42 PM EDT  
**To:** "[carlos.heredia@miamidade.gov](mailto:carlos.heredia@miamidade.gov)" <[carlos.heredia@miamidade.gov](mailto:carlos.heredia@miamidade.gov)>  
**Cc:** "[scott.mendelsberg@miamidade.gov](mailto:scott.mendelsberg@miamidade.gov)" <[scott.mendelsberg@miamidade.gov](mailto:scott.mendelsberg@miamidade.gov)>  
**Subject:** Perimeter wall at fire station 142 terrace

This is an EXTERNAL email. Exercise caution. DO NOT open attachments or click links from unknown senders or unexpected emails. Please click here if this is a suspicious message

[reportspam@miamidade.gov](mailto:reportspam@miamidade.gov) <b> Enterprise Security Office </b>

<hr>

Carlos,

First and foremost I want to congratulate you and Scott for the progress you have made on the project. It is neat, clean and a very organized site.

I just wanted to bring to your attention that it appears the top of wall elevation to which they have started forming the cap beam ( not yet poured) is approximately 1'-4" to 1'-6" lower than what was agreed upon. It's much easier to remediate in advance of pouring at the wrong elevation.

If you recall the agreed upon finish height was to be 6'-0" higher than the elevation of the crown of old cutler road and the wall was to run at a "level" elevation from that point. The purpose and logic of this was to maximize privacy to our neighborhood and best contain your day to day operations. ( noise,lights, etc)

An example to compare to is 2 blocks north at the perimeter wall of the home

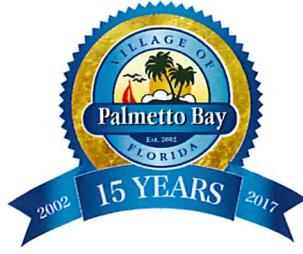
Located at north Cartee and old cutler which I believe we all visited together 2 years ago.

I respectfully request you intervene in advance of concrete placement.

If you have any questions I can also be reached at 305-796-2522.

I thank you in advance.

Sent from my iPhone



# BILL SADOWSKI PARK

## Admin Temp

---

**From:** Edward Silva  
**Sent:** Wednesday, September 05, 2018 4:59 PM  
**To:** Admin Temp  
**Subject:** FW: Bill Sadowski Park

---

**From:** Adriana T <[adrivar@hotmail.com](mailto:adrivar@hotmail.com)>  
**Sent:** Friday, July 6, 2018 6:50 AM  
**To:** Karyn Cunningham <[kcunningham@palmettobay-fl.gov](mailto:kcunningham@palmettobay-fl.gov)>; Nardi, Maria I. (MDPR) <[Maria.Nardi@miamidade.gov](mailto:Maria.Nardi@miamidade.gov)>; Cava, Daniella Levine (DIST8) <[Daniella.Cava@miamidade.gov](mailto:Daniella.Cava@miamidade.gov)>  
**Cc:** Levrant, Maria Elena (DIST8) <[Maria.Levrant@miamidade.gov](mailto:Maria.Levrant@miamidade.gov)>; Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>; McCrackine, Sean (DIST8) <[Sean.McCrackine@miamidade.gov](mailto:Sean.McCrackine@miamidade.gov)>; Livingstone, David (MDPR) <[David.Livingstone@miamidade.gov](mailto:David.Livingstone@miamidade.gov)>; Padron, Maria (MDPR) <[Maria.Padron@miamidade.gov](mailto:Maria.Padron@miamidade.gov)>; Jordan, Freda (MDPR) <[Freda.Jordan@miamidade.gov](mailto:Freda.Jordan@miamidade.gov)>  
**Subject:** Re: Bill Sadowski Park

Good morning

I am following on this possible partnership.  
Were you able to meet and discuss?

Thank you

Adriana Hallancia

Sent via the Samsung Galaxy S8+, an AT&T 4G LTE smartphone

----- Original message -----

**From:** Adriana T <[adrivar@hotmail.com](mailto:adrivar@hotmail.com)>  
**Date:** 4/12/18 4:22 PM (GMT-05:00)  
**To:** Karyn Cunningham <[kcunningham@palmettobay-fl.gov](mailto:kcunningham@palmettobay-fl.gov)>, "Nardi, Maria I. (MDPR)" <[Maria.Nardi@miamidade.gov](mailto:Maria.Nardi@miamidade.gov)>, "Cava, Daniella Levine (DIST8)" <[Daniella.Cava@miamidade.gov](mailto:Daniella.Cava@miamidade.gov)>  
**Cc:** "Levrant, Maria Elena (DIST8)" <[Maria.Levrant@miamidade.gov](mailto:Maria.Levrant@miamidade.gov)>, Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>, "McCrackine, Sean (DIST8)" <[Sean.McCrackine@miamidade.gov](mailto:Sean.McCrackine@miamidade.gov)>, "Livingstone, David (MDPR)" <[David.Livingstone@miamidade.gov](mailto:David.Livingstone@miamidade.gov)>, "Padron, Maria (MDPR)" <[Maria.Padron@miamidade.gov](mailto:Maria.Padron@miamidade.gov)>, "Jordan, Freda (MDPR)" <[Freda.Jordan@miamidade.gov](mailto:Freda.Jordan@miamidade.gov)>  
**Subject:** Re: Bill Sadowski Park

Thank you for your responses. Please let me know if able to meet and discuss.  
I am sure partnership will be a success in making this project a reality.

Best Regards,

Adriana Hallancia

----- Original message -----

From: Karyn Cunningham <[kcunningham@palmettobay-fl.gov](mailto:kcunningham@palmettobay-fl.gov)>

Date: 4/11/18 10:03 PM (GMT-05:00)

To: "Nardi, Maria I. (MDPR)" <[Maria.Nardi@miamidade.gov](mailto:Maria.Nardi@miamidade.gov)>, "Cava, Daniella Levine (DIST8)" <[Daniella.Cava@miamidade.gov](mailto:Daniella.Cava@miamidade.gov)>

Cc: Adriana T <[adriavar@hotmail.com](mailto:adriavar@hotmail.com)>, "Levrant, Maria Elena (DIST8)" <[Maria.Levrant@miamidade.gov](mailto:Maria.Levrant@miamidade.gov)>, Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>, "McCrackine, Sean (DIST8)" <[Sean.McCrackine@miamidade.gov](mailto:Sean.McCrackine@miamidade.gov)>, "Livingstone, David (MDPR)" <[David.Livingstone@miamidade.gov](mailto:David.Livingstone@miamidade.gov)>, "Padron, Maria (MDPR)" <[Maria.Padron@miamidade.gov](mailto:Maria.Padron@miamidade.gov)>, "Jordan, Freda (MDPR)" <[Freda.Jordan@miamidade.gov](mailto:Freda.Jordan@miamidade.gov)>

Subject: RE: Bill Sadowski Park

Thanks Maria.

Ed please keep me looped in. This could be a very simple community project.

Best regards,



Councilwoman Karyn Cunningham

Village of Palmetto Bay, Seat 1

305-799-0695

Please Note: Florida has very broad public records laws. Most written communications to or from local officials regarding official business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

---

**From:** Nardi, Maria I. (MDPR) [[mailto:Maria.Nardi@miamidade.gov](mailto:mailto:Maria.Nardi@miamidade.gov)]

**Sent:** Wednesday, April 11, 2018 7:14 AM

**To:** Cava, Daniella Levine (DIST8); Karyn Cunningham

**Cc:** Adriana T; Levrant, Maria Elena (DIST8); Edward Silva; McCrackine, Sean (DIST8); Livingstone, David (MDPR); Padron, Maria (MDPR); Jordan, Freda (MDPR)

**Subject:** RE: Bill Sadowski Park

Good Morning and thanks for your thoughtful suggestions. Know that we are eager to address the needs and make the necessary improvements to Bill Sadowski. It is an important natural area with a nature center in our system. Unfortunately, due to lack of funding resources we have not been able to do so. The commissioner, Ed and I will be meeting to discuss partnership opportunities and we will keep you posted. Thanks again for your input.

**Maria I. Nardi**

Director

Miami-Dade County

Parks, Recreation and Open Spaces Dept.

305-755-7903

[miamidade.gov/parks](http://miamidade.gov/parks)

*"Connecting People and Parks for Life"*

---

**From:** Cava, Daniella Levine (DIST8)  
**Sent:** Tuesday, April 10, 2018 9:53 PM  
**To:** [kcunningham@palmettobay-fl.gov](mailto:kcunningham@palmettobay-fl.gov)  
**Cc:** Adriana T <[adrivar@hotmail.com](mailto:adrivar@hotmail.com)>; Levrant, Maria Elena (DIST8) <[Maria.Levrant@miamidade.gov](mailto:Maria.Levrant@miamidade.gov)>; [esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov); McCrackine, Sean (DIST8) <[Sean.McCrackine@miamidade.gov](mailto:Sean.McCrackine@miamidade.gov)>; Nardi, Maria I. (MDPR) <[Maria.Nardi@miamidade.gov](mailto:Maria.Nardi@miamidade.gov)>  
**Subject:** Re: Bill Sadowski Park

Thank you for bringing this to our attention. I am taking the liberty of copying our County Parks Director Maria Nardi to advise on next steps.

**Daniella Levine Cava**

District 8 Commissioner

Downtown Office | Phone [\(305\) 375-5218](tel:3053755218)

111 NW 1st Street, Suite 220, Miami, FL 33128

District Office | Phone [\(305\) 378-6677](tel:3053786677)

10710 SW 211th St, Suite 103, Miami, FL 33189

On Apr 10, 2018, at 9:49 PM, Karyn Cunningham <[kcunningham@palmettobay-fl.gov](mailto:kcunningham@palmettobay-fl.gov)> wrote:

This is an EXTERNAL email. Exercise caution. DO NOT open attachments or click links from unknown senders or unexpected emails. Please click here if this is a suspicious message [reportspam@miamidade.gov](mailto:reportspam@miamidade.gov) Enterprise Security Office

---

Adriana:

Thanks for taking the time to write. I think that is a wonderful idea! I am connecting you here with our Commissioner. Lets see what her thoughts are and see if there is something that can be done. I am also ccing our Village Manager. He may have some ideas as well.

Best regards,

<image003.jpg>

Councilwoman Karyn Cunningham

Village of Palmetto Bay, Seat 1

305-799-0695

Please Note: Florida has very broad public records laws. Most written communications to or from local officials regarding official business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

---

**From:** Adriana T [<mailto:adrivar@hotmail.com>]

**Sent:** Tuesday, April 10, 2018 6:21 PM

**To:** Karyn Cunningham

**Subject:** Bill Sadowski Park

Good afternoon,

I am a resident of Palmetto Bay and live close to this beautiful park that has so much potential. I understand the park had a playground in the past that was demolished and attempt to rebuilt it was never pursued. The dynamics

of this neighborhood had changed over the past years. We have a large population of young families with many children in the area and the closest playground is located in Coral Reef. Are there any partnerships with Miami Dade possible to rebuild playground and expand the use of the park?

I feel that unless Palmetto Bay gets involved, there is not going to be any improvements to the park.

Best Regards,

Adriana Hallancia



# CHARTER SCHOOL RESOLUTION

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**RESOLUTION NO. 2016-50**

**ZONING APPLICATION VPB-15-014**

**A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO ZONING; APPROVING THE REQUEST OF APPLICANT, SHORES AT PALMETTO BAY, LLC, TO ESTABLISH A CHARTER SCHOOL FACILITY FOR 1000 STUDENTS ON PROPERTY WITHIN THE DOWNTOWN URBAN VILLAGE DISTRICT PURSUANT TO DIVISION 30-120, OF THE VILLAGE LAND DEVELOPMENT CODE; PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the applicant, Shores at Palmetto Bay, LLC, made applications for a public hearing pursuant to Divisions 30-30.5, 30-50.23, and 30-120 of the Village's Land Development Code (the "LDC") to adopt a site plan, approval of design considerations, and to establish a charter school at the third parcel from the NE corner of SW 97<sup>th</sup> Avenue and SW 180th Street, Palmetto Bay; and

**WHEREAS**, the Village Council of the Village of Palmetto Bay conducted a quasi-judicial hearing on the application at Village Hall, 9705 East Hibiscus Street, on June 20, 2016; and

**WHEREAS**, the Mayor and Village Council find, based on substantial competent evidence in the record, that the application for the charter school is consistent with the Village of Palmetto Bay's Comprehensive Plan and the applicable Land Development Regulations.

**NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, AS FOLLOWS:**

**Section 1. Public Hearing.** A public hearing on the present application was held on June 20, 2016, in accordance with the Village's "Quasi-judicial Hearing Procedures". Pursuant to the testimony and evidence presented during the hearing, the Village Council makes the following findings of fact, conclusions of law, and final order.

**Section 2. Findings of Fact.**

- a. The requested charter school is consistent with the Village's Comprehensive Plan, as further specified in the Analysis Section of the Village's Staff report.
- b. The rules that govern the conditions upon which a charter school is permitted to be configured and operated are found at Section 30-120 of the LDC "Public Charter School Facilities." After hearing the applicant and applicant's experts, the Village Council finds the charter school request consistent with those standards.

- 1 c. The Section 30-50.23.1.05.B provide for the Village Council to grant Design  
2 Consideration to development standards of the DUV Code. After hearing the  
3 applicant and applicant's experts, the Village Council finds the Design Consideration  
4 requests are appropriate.  
5  
6 d. The rules that govern the conditions upon which a site plans are reviewed are found  
7 at Section 30-30.5 of the LDR. After hearing the applicant and applicant's experts,  
8 the Village Council finds the site plan request consistent with those standards.  
9  
10 e. The Applicant's traffic study indicates that the number of trips generated by the  
11 proposed use does not cause the adjacent roadway to exceed the maximum capacity  
12 thresholds established by Miami-Dade County. The Village's traffic engineering  
13 consultant and the Traffic Engineering Division of Miami-Dade County both accept  
14 this finding with conditions as noted in the staff report.  
15  
16 f. The Village Council accepts the findings of staff as it relates to compliance with of  
17 the LDC, and the findings of the traffic study as confirmed by the Village's traffic  
18 engineering consultant and the Traffic Engineering Division of Miami-Dade County.  
19  
20 g. The Village adopts and incorporates by reference the Planning & Zoning Department  
21 staff report, which expert report is considered competent substantial evidence.  
22  
23 h. The Village Council did not have any substantive disclosures regarding ex-parte  
24 communications and the applicant did not raise any objections as to the form or  
25 content of any disclosures by the Council.  
26  
27 i. The applicant has agreed to all proposed modifications and conditions in the Section  
28 entitled, "Order."  
29

30 **Section 3. Conclusions of Law.**

31 The site plan for the proposed charter school use was reviewed pursuant to Section 30-  
32 120 of the LDC and was found to be conditionally consistent with the Comprehensive Plan and  
33 LDC.  
34

35 **Section 4. Order.**

36 The Village Council, pursuant to Section 30-120 of the LDC, approves the plans entitled  
37 "Parkside at Palmetto Bay", as prepared by Civica Architecture and Urban Design, dated  
38 stamped received May 18, 2016, together with the traffic study, prepared by Richard Garcia &  
39 Association, Inc., dated stamped received July 17, 2013, with the following conditions:  
40

- 41 1. The application shall comply with all codes and ordinances of the Village and shall comply  
42 with the requirements of all other applicable departments and agencies as part of the Village  
43 of Palmetto Bay's building permit submittal process in addition to all design requirements  
44 under the Downton Urban Village Zoning District.

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2. The application must meet the minimum requirements of Chapter 24 of the Code of Miami-Dade County.
3. The project is consistent with LOS concurrency in so far as it is not subject thereto, however the site plan and operations of the facility shall conform to the site plan date stamped May 18, 2016, the approved traffic engineering study; and any conditions recommended in MDPW's final report on said items.
4. Application shall comply with the all comments provided by the Village's Traffic Engineer.
5. The applicants shall work with the Art-in-Public-Places Advisory Board in addressing its Art in Public Places requirement as required by 30-160, of the Village's Code of Ordinances.
6. The applicant must submit a list of other civic activities that may occur at the site beyond regular school day activities. Applicant must provide list of anticipated events (civic group meetings, sporting events, etc.).
7. The applicant is to comply with 30-120(6(c), relating to buffers and shall comply with all DERM permit approval requirements.
8. The applicant shall comply with 30-120.6(h) relating to adhering to the typical public school calendar. The proposed project will be consistent with other similar neighborhoods and communities that host public schools adjacent to public amenities, businesses, and civic centers. The applicant has not submitted information regarding school time starts. The applicant shall be required to continue the staggered start times.
9. Operation of the school facility shall conform to the staggered start and dismissal times as provided for in the application, traffic study, and traffic operations plan, provided the site plan and operations of the facility conforms to the site plan date stamped April 5, 2016, the approved traffic engineering study; and any conditions suggested MDPW's final report on said items.
10. The application shall come into compliance with any recommendations provided by the Miami-Dade County's Department of Public Works.
11. Design consideration from Section 4.03.G.3, regarding the pedestrian paseo is granted provided the buildings are constructed in substantial compliance with the approved plan.
12. Design consideration from Section 4.03.H.1(a), regarding a building exceeding 250 feet of frontage is granted provided the buildings are constructed in substantial compliance with the approved plan.

- 1 13. Design consideration from Section 4.03.H(1) regarding parapet wall height is granted  
2 provided the buildings are constructed in substantial compliance with the approved plan.  
3  
4 14. Design consideration from Section 4.03.H.3, regarding building heights is granted provided  
5 the buildings are constructed in substantial compliance with the approved plan.  
6  
7 15. Design consideration from Section 4.04.A(8), requiring 30% fenestration is granted provided  
8 the buildings are constructed in substantial compliance with the approved plan..  
9  
10 16. Design Consideration from Section 4.03.H.b.(1), regarding breaks in building facade shall be  
11 recessed from the build-to line is granted provided the buildings are constructed in  
12 substantial compliance with the approved plan.  
13  
14 17. The school approved herein shall not exceed 1,000 students.  
15  
16 18. Applicant agrees to collaborate with the Education Advisory Committee to examine issues  
17 relating to the integration of the Charter School with the surrounding community including,  
18 but not limited to traffic and safety issues.

19  
20 **Section 5. Record.**

21  
22 The record shall consist of the notice of hearing, the applications, documents submitted  
23 by the applicant and the applicants' representatives to the Village of Palmetto Bay Department of  
24 Planning and Zoning in connection with the applications, the County recommendation and  
25 attached cover sheet and documents, the testimony of sworn witnesses and documents presented  
26 at the quasi-judicial hearing, and the tape and minutes of the hearing. The record shall be  
27 maintained by the Village Clerk.  
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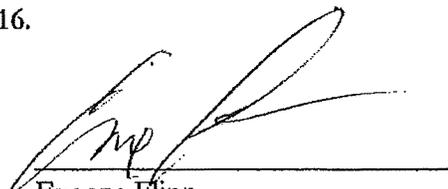
29 **Section 6. Effective Date.** This Resolution shall take effect immediately upon  
30 adoption.  
31

32 PASSED and ADOPTED this 20<sup>th</sup> day of June, 2016.

33  
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36 Attest:



37 Missy Arocha  
38 Village Clerk  
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Eugene Flinn  
Mayor

1 APPROVED AS TO FORM AND LEGAL SUFFICIENCY FOR THE  
2 USE AND RELIANCE OF THE VILLAGE OF PALMETTO BAY ONLY:  
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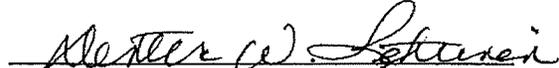
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Dexter W. Lehtinen

Village Attorney

FINAL VOTE AT ADOPTION:

Council Member Karyn Cunningham YES

Council Member Tim Schaffer YES

Council Member Larissa Siegel Lara YES

Vice-Mayor John DuBois ABSENT

Mayor Eugene Flinn YES



# ZONING RESOLUTION FOR CHARTER SCHOOL

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RESOLUTION NO. 2014-30

A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO ZONING; APPROVING THE REQUEST OF APPLICANT, SHORES AT PALMETTO BAY, LLC, TO ESTABLISH A CHARTER SCHOOL FACILITY FOR 1400 STUDENTS ON PROPERTY WITHIN THE FT&I, MM AND MN ZONING DISTRICT PURSUANT TO DIVISION 30-120, OF THE VILLAGE LAND DEVELOPMENT CODE; PROVIDING AN EFFECTIVE DATE

WHEREAS, the applicant, Shores at Palmetto Bay, LLC, made applications for a public hearing pursuant to Division 30-120 of the Village's Land Development Code (the "LDC") to establish a charter school at the third parcel from the NE corner of SW 97<sup>th</sup> Avenue and SW 180th Street, Palmetto Bay; and

WHEREAS, pursuant Division 30-120 of the Village's LDC and the agreed upon in the Settlement Agreement, the Village Council of the Village of Palmetto Bay conducted a quasi-judicial hearing on the application at Village Hall, 9705 East Hibiscus Street, on March 17, 2014; and,

WHEREAS, the Mayor and Village Council find, based on substantial competent evidence in the record, that the application for the charter school is consistent with the Village of Palmetto Bay's Comprehensive Plan and the applicable Land Development Regulations.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, AS FOLLOWS:

Section 1. Public Hearing. A public hearing on the present application was held on March 17, 2014, in accordance with the Village's "Quasi-judicial Hearing Procedures". Pursuant to the testimony and evidence presented during the hearing, the Village Council makes the following findings of fact, conclusions of law, and final order.

Section 2. Findings of Fact.

- a. The requested charter school is consistent with the Village's Comprehensive Plan, as further specified in the Analysis Section of the Village's Staff report.
- b. The rules that govern the conditions upon which a charter school is permitted to be configured and operated are found at Section 30-120 of the LDC "Public Charter School Facilities." After hearing the applicant and applicant's experts, the Village Council finds the charter school request consistent with those standards.
- c. The Applicant's traffic study indicates that the number of trips generated by the proposed use does not cause the adjacent roadway to exceed the maximum capacity thresholds established by Miami-Dade County. The Village's traffic engineering consultant and the Traffic Engineering Division of Miami-Dade County both accept this finding with conditions as noted in the staff report.

- d. The Village Council accepts the findings of staff as it relates to compliance with of the LDC, and the findings of the traffic study as confirmed by the Village's traffic engineering consultant and the Traffic Engineering Division of Miami-Dade County.
- e. The Village adopts and incorporates by reference the Planning & Zoning Department staff report, which expert report is considered competent substantial evidence.
- f. The Village Council did not have any substantive disclosures regarding ex-parte communications and the applicant did not raise any objections as to the form or content of any disclosures by the Council.
- g. The applicant has agreed to all proposed modifications and conditions in the Section entitled, "Order."

**Section 3. Conclusions of Law.**

The site plan for the proposed charter school use was reviewed pursuant to Section 30-120 of the LDC and was found to be conditionally consistent with the Comprehensive Plan and LDC.

**Section 4. Order.**

The Village Council, pursuant to Section 30-120 of the LDC, approves the plans entitled "Parkside at Palmetto Bay", as prepared by Civica Architecture and Urban Design, dated stamped received February 19, 2014, with the traffic study, prepared by Richard Garcia & Association, Inc., dated stamped received December 13, 2013, with the following conditions:

1. The Applicant shall comply with all codes and ordinances of the Village and shall comply with the requirements of all other applicable departments and agencies as part of the Village of Palmetto Bay's building permit submittal process in addition to all design requirements under the FT&I Zoning District.
2. The application must comply with the requirements of Chapter 24 of the Code of Miami-Dade County.
3. The project is consistent with LOS concurrency in so far as it is not subject thereto, however the site plan and operations of the facility shall conform to the site plan date stamped February 19, 2014, the approved traffic engineering study; the submitted Traffic Operations Plan dated September 16, 2011, the preliminary recommendations in MDPW's February 3, 2012 E-mail, and any conditions recommended in MDPW's final report on said items.
4. The Applicant shall comply with the all comments provided by the Village's Traffic Engineer.
5. The Applicant shall work with the Art-in-Public-Places Advisory Board in addressing its Art in Public Places requirement as required by 30-160, of the LDC.

- 1 6. The Applicant shall comply with the "Bike Route Plan and the requirements of "Street Type 9,  
2 Main Street Core."  
3
- 4 7. At the beginning of each school year, the operator of the charter school must submit a list of  
5 other civic activities that may occur at the site beyond regular school day activities, and provide a  
6 list of anticipated events (civic group meetings, sporting events, etc.).  
7
- 8 8. The applicant is to comply with 30-120.6(c) of the LDC, relating to buffers and shall comply  
9 with all DERM permit approval requirements.  
10
- 11 9. The applicant shall comply with 30-120.6(h) of the LDC relating to adhering to the typical public  
12 school calendar. The proposed project will be consistent with other similar neighborhoods and  
13 communities that host public schools adjacent to public amenities, businesses, and civic centers.  
14 The applicant has not submitted information regarding school time starts. The applicant shall be  
15 required to continue the staggered start times.  
16
- 17 10. The Applicant shall comply with the street tree requirements and street improvement  
18 requirements of 30-50.18(e) of the LDC – Minor Street Core/Center, Street Type 3, and the  
19 Village's adopted "Street Improvement Standards for FT&I District. Compliance will require  
20 either construction or a bond to ensure future construction and compliance.  
21
- 22 11. Operation of the school facility shall conform to the staggered start and dismissal times as  
23 provided for in the application, traffic study, and traffic operations plan, provided the site plan  
24 and operations of the facility conforms to the site plan date stamped February 19, 2014, the  
25 approved traffic engineering study; the submitted Traffic Operations Plan dated September 16,  
26 2011, the recommendations in MDPW's February 3, 2012 E-mail and, and any conditions  
27 suggested MDPW's final report on said items.  
28
- 29 12. The application shall comply with any recommendations provided by the Miami-Dade County's  
30 Department of Public Works.  
31
- 32 13. Upon the completion of the Franjo Road and Downtown Redevelopment Task Force studies,  
33 the applicant shall work with the Village and the County as it relates to ensuring that the  
34 signalization of Franjo Road is properly timed to decrease traffic congestion.  
35
- 36 14. The applicant agrees to be a member or a part of an ad-hoc Committee to examine issues  
37 relating to the integration of the Charter School with the surrounding community, including, but  
38 not limited to, traffic and safety issues.  
39

40 This is a final order.  
41

42 **Section 5. Record.**

43 The record shall consist of the notice of hearing, the applications, documents submitted by  
44 the applicant and the applicants' representatives to the Village of Palmetto Bay Department of  
45 Planning and Zoning in connection with the applications, the County recommendation and attached

1 cover sheet and documents, the testimony of sworn witnesses and documents presented at the  
2 quasi-judicial hearing, and the tape and minutes of the hearing. The record shall be maintained by  
3 the Village Clerk.  
4

5 Section 6. Effective Date. This resolution shall take effect immediately upon  
6 adoption.

7 PASSED and ADOPTED this 17 day of March 2014.

8  
9 Attest: Meighan Alexander  
10 Meighan Alexander  
11 Village Clerk  
12

Shelley Stanczyk  
13 Shelley Stanczyk  
14 Mayor

15 APPROVED AS TO FORM AND LEGAL SUFFICIENCY FOR THE  
16 USE AND RELIANCE OF THE VILLAGE OF PALMETTO BAY ONLY:  
17

18 John R. Herin, Jr.  
19 John R. Herin, Jr.  
20 Interim Village Attorney  
21

22 FINAL VOTE AT ADOPTION:

23  
24 Council Member Patrick Fiore YES  
25  
26 Council Member Tim Schaffer YES  
27  
28 Council Member Joan Lindsay YES  
29  
30 Vice-Mayor John DuBois YES  
31  
32 Mayor Shelley Stanczyk YES  
33

34  
35 This Resolution was filed in the Office of the City Clerk on this 27 day of March, 2014.  
36

37  
38 Meighan Alexander  
39 Meighan Alexander  
40 Village Clerk  
41  
42



**LETTER CONFIRMING  
STAGE ADVISORS AS  
AUTHORIZED DEALER**



May 21, 2018

To Whom It May Concern:

SUBJECT: DEALER AUTHORIZATION LETTER

This letter will certify that Stage Digital Advisors is an authorized CRESTRON Dealer for the CRESTRON product line in good standings since November 19th, 2010.

As an authorized CRESTRON Dealer, Stage Digital Advisors may represent themselves as such and is entitled to supply, install and service our products and have full warranty privileges.

If you have any questions, please contact us at our corporate office.

Sincerely,

A handwritten signature in cursive script that reads "Elizabeth Malleo".

Elizabeth Malleo  
Manager, Client Relations  
Crestron Electronics Inc.

Cc: Phil Thompson  
Christian Bazan



**REGAULAR COUNCIL  
MEETING – 7/9/18  
LOG OF FINAL COUNCIL  
ACTION**



**LOG OF FINAL COUNCIL ACTION  
REGULAR COUNCIL MEETING AGENDA  
MONDAY, JULY 09, 2018 – 7:00 PM**

Village Hall Council Chambers, 9705 E. Hibiscus Street, Palmetto Bay, FL 33157

Mayor Eugene Flinn  
Vice Mayor John DuBois  
Council Member Karyn Cunningham (Seat 1)  
Council Member David Singer (Seat 2)  
Council Member Larissa Siegel Lara (Seat 3)

Village Manager Edward Silva  
Village Attorney Dexter Lehtinen  
Village Clerk Missy Arocha

---

**Section 4. CONSENT AGENDA**

- A. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO ATTORNEYS' FEES; APPROVING ATTORNEYS' FEES AND COSTS FOR LEHTINEN SCHULTZ RIEDI CATALANO FUENTE, PLLC IN THE AMOUNT OF \$15,863 FOR PERIOD ENDING MAY 31, 2018; AND PROVIDING FOR AN EFFECTIVE DATE. *(Sponsored by Administration)*

**PASSED**

**Action/Vote:** All voted in favor (5-0). The Resolution passed on the consent agenda unanimously.

- B. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, APPROVING A DONATION TO THE AMERICAN LEGION POST 133 IN THE AMOUNT OF \$5,000 TO ASSIST WITH ROOF REPAIRS; PROVIDING AN EFFECTIVE DATE. *(Sponsored by Councilmember David Singer)*

**PASSED**

**Action/Vote:** All voted in favor (5-0). The Resolution passed on the consent agenda unanimously.

- C. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO PROFESSIONAL SERVICES; APPROVING A TWO-YEAR EXTENSION OF THE CONTINUING SERVICES AGREEMENTS WITH THE CONSULTING FIRMS IDENTIFIED ON EXHIBIT A FROM THE LAST DATE OF EXPIRATION OF SAID AGREEMENTS; AND PROVIDING AN EFFECTIVE DATE. *(Sponsored by Administration)*

**PASSED**

**Action/Vote:** All voted in favor (5-0). The Resolution passed on the consent agenda unanimously.

PASSED

- D. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATED TO SPECIAL EVENTS; AMENDING THE FY 2017-18 SPECIAL EVENT MASTER LIST TO INCORPORATE THE ADDITION OF THE EVENT TO UNVEIL THE PURPLE HEART ENTRY SIGNAGE PLANNED FOR THE INTERSECTION OF SW 136<sup>TH</sup> STREET AND OLD CUTLER ROAD; APPROPRIATING FUNDING NOT TO EXCEED \$3,500 TO COVER COSTS ASSOCIATED WITH THE EVENT; AND PROVIDING AN EFFECTIVE DATE. *(Sponsored by Mayor Eugene Flinn)*

**Action/Vote:** All voted in favor (5-0). The Resolution passed on the consent agenda unanimously.

**Section 5. REQUESTS, PETITIONS AND PUBLIC COMMENTS**

The following proposed action memorandums were sponsored by the members of the Village Council. The proposed actions were not rejected by the majority vote of the Village Council. The Village Administration/Village Attorney shall draft the proposed action in proper form and place the action on the agenda of the next appropriate Council Meeting:

A. PROPOSED ACTION MEMORANDUM SPONSORED BY MAYOR EUGENE FLINN:

- (1) Contract with Everbridge – Memorandum of Agreement [✓]
- (2) Communication Services – Emergency Operation Plan [✓]
- (3) Crosswalk Design and Implementation [✓]
- (4) Expansion of Age-Friendly Services [✓]
- (5) Installation of Anti-Human Trafficking Signage [✓]
- (6) Mangowood Street Restoration [✓]
- (7) Amending Code – Residential Areas [✓]

B. PROPOSED ACTION MEMORANDUMS SPONSORED BY COUNCILMEMBER KARYN CUNNINGHAM:

- (1) Cell Tower Repeaters [✓]
- (2) Creating Policy for Bully Free Zones [✓]
- (3) Seawall Coalition [✓]
- (4) Transparency – Placement of Traffic Calming Initiatives [✓]

C. PROPOSED ACTION MEMORANDUMS SPONSORED BY COUNCILMEMBER DAVID SINGER:

- (1) Community Center Survey after Studies Completed [✓]
- (2) Process to Remove Speed Tables [✓]
- (3) Repeal of ½ Penny Sales Tax, if no rail approval [✓]
- (4) Short Term Rental Policy [✓]
- (5) Social Media Implementation to Combat Misinformation [✓]
- (6) Disclosure/Prohibition on Campaign Contributions [✓]

10. RESOLUTIONS WITH PUBLIC COMMENT

- A. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO AD-VALOREM TAXES; ESTABLISHING THE PROPOSED MAXIMUM MILLAGE RATE OF 2.4659 MILLS AND SETTING THE DATES, TIMES AND LOCATION FOR THE FIRST AND SECOND BUDGET HEARINGS FOR FY 2018-2019; FURTHER DIRECTING THE VILLAGE CLERK TO FILE SAID RESOLUTION WITH THE MIAMI- DADE PROPERTY APPRAISER; AND PROVIDING AN EFFECTIVE DATE. *(Sponsored by Administration)*

FAILED

**Action/Vote:** The Resolution failed for a lack of a second.

- B. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO AD-VALOREM TAXES; ESTABLISHING THE PROPOSED MAXIMUM MILLAGE RATE OF 2.3292 MILLS AND SETTING THE DATES, TIMES AND LOCATION FOR THE FIRST AND SECOND BUDGET HEARINGS FOR FY 2018-2019; FURTHER DIRECTING THE VILLAGE CLERK TO FILE SAID RESOLUTION WITH THE MIAMI-DADE PROPERTY APPRAISER; AND PROVIDING AN EFFECTIVE DATE. *(Sponsored by Mayor Eugene Flinn)*

PASSED

**Action/Vote:** All voted in favor (5-0). The Resolution passed unanimously.

- C. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO PROCUREMENT' APPROVING THE SELECTION OF STAGE PRO AUDIO CORP D/B/A STAGE DIGITAL ADVISORS TO PROVIDE THE EQUIPMENT AND INSTALLATION SERVICES FOR THE UPGRADE OF THE AUDIOVISUAL SYSTEM FOR THE COUNCIL CHAMBERS, PURSUANT TO RFP NO. 1718-43-001; AUTHORIZING THE VILLAGE MANAGER TO ENTER INTO AN AGREEMENT WITH THE SELECTED VENDOR IN THE AMOUNT OF \$ 160,559.99; AND PROVIDING AN EFFECTIVE DATE. *(Sponsored by Administration)*

DEFERRED

**Action/Vote:** All voted in favor of deferring the Resolution (5-0). The Resolution was deferred a Special Council Meeting scheduled for Monday, July 16, 2018.

- D. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO CONTRACTS; APPROVING THE AGREEMENT OF BETWEEN THE VILLAGE OF PALMETTO BAY AND ANZAC CONTRACTORS, INC. TO PROVIDE DESIGN/BUILD SERVICES FOR THE NEW PEDESTRIAN BRIDGE AT CORAL REEF PARK, PURSUANT TO RFP NO. 1617-12-010; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT FOR THE AMOUNT OF \$293,317.75; AND PROVIDING AN EFFECTIVE DATE. *(Sponsored by Administration)*

PASSED

**Action/Vote:** All voted in favor (5-0). The Resolution passed unanimously.

- E. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO CONTRACTS; APPROVING THE AGREEMENT WITH BARI FOODS,LLC.; AUTHORIZING THE VILLAGE MANAGER TO ENTER INTO A CONTRACT WITH SAID VENDOR TO OPERATE AND MANAGE THE CONCESSION STAND AT PALMETTO BAY PARK; AND PROVIDING AN EFFECTIVE DATE. *(Sponsored by Administration)*

PASSED

**Action/Vote:** All voted in favor (5-0). The Resolution passed unanimously.

- F. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATED TO PARKS AND RECREATION; APPROVING THE LEASE AGREEMENT BETWEEN THE VILLAGE OF PALMETTO BAY AND MIAMI-DADE COUNTY FOR THE USE OF THE PROPERTY LOCATED AT 900 PERRINE AVE, FOLIO NO 33-5032-004-2610; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE SUCH AGREEMENT FOR FUTURE PROGRAMMING OPPORTUNITIES UNDER THE JURISDICTION OF THE VILLAGE OF PALMETTO BAY; AND PROVIDING AN EFFECTIVE DATE. *(Sponsored by Administration)*

DEFERRED

**Action/Vote:** All voted in favor of deferring the Resolution (5-0). The Resolution was deferred a Special Council Meeting scheduled for Monday, July 16, 2018.

- G. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATED TO ITS STRATEGIC PLAN; APPROVING THE PROPOSAL WITH EXECUCOACH360 TO COMPLETE THE VILLAGE OF PALMETTO BAY'S STRATEGIC PLAN; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE A PROPOSAL FOR THE AMOUNT OF \$25,000, PLUS OTHER COSTS OF UP TO \$5,000 FOR ONE ADDITIONAL PLANNING SESSION, IF REQUIRED AND APPLICABLE; AND PROVIDING AN EFFECTIVE DATE. *(Sponsored by Administration)*

FAILED

**Action/Vote:** The Resolution failed (0-5); all voting in opposition.

- H. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO CONTRACTS, APPROVING THE SELECTION OF PRIME SHELL, INC. BY THE VILLAGE MANAGER AND WAIVING THE BID PROCESS DUE TO TIME CONSTRAINTS FOR THE COMPLETION OF THE CORAL REEF PARK RESTROOM, PURSUANT TO THE PREVIOUSLY ISSUED INVITATION TO BID 1718-12-011 AND IN ACCORDANCE WITH THE GUIDELINES OF THE RECREATIONAL TRAILS PROGRAM GRANT (RTP) NO.T13024; AUTHORIZING THE

PASSED

VILLAGE MANAGER TO ENTER INTO CONTRACT WITH SAID COMPANY FOR THE AMOUNT OF \$113,462; AND PROVIDING AN EFFECTIVE DATE. *(Sponsored by Administration)*

**Action/Vote:** All voted in favor (5-0). The Resolution passed unanimously.

- I. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATED TO VILLAGE-WIDE TRAFFIC CALMING IMPROVEMENTS; APPROVING THE IMPLEMENTATION OF PHASE 2 OF TRAFFIC STUDIES FOR ALL MAJOR INTERSECTIONS ALONG OLD CUTLER ROAD, AS IDENTIFIED IN THE ADOPTED TRAFFIC CALMING MASTER PLAN INCLUDING SW 176<sup>TH</sup> ST., SW 168<sup>TH</sup> ST. TO SW 144 ST., AND SW 136<sup>TH</sup> ST.; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE APPLICABLE TRAFFIC STUDY PROPOSALS WITH MARLIN ENGINEERING, INC. FOR THE AMOUNTS OF \$44,122.12, \$70,646.36, \$74,437.72, RESPECTIVELY; AND PROVIDING FOR AN EFFECTIVE DATE. *(Sponsored by Administration)*

PASSED

**Action/Vote:** All voted in favor (5-0). The Resolution passed unanimously.

- J. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RESCINDING RESOLUTION NO. 2017-114 DUE TO ERRORS AND OMISSIONS; ACCEPTING A CONTRIBUTION FROM FCI PALMETTO BAY, LLC IN THE AMOUNT OF \$500,298.46 FOR THE CONSTRUCTION OF A PORTION OF PARK DRIVE AND THEORETICAL SW 179<sup>TH</sup> STREET, BOTH WHICH ABUT THE PROPERTY OWNED BY FCI PALMETTO BAY, LLC; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE AN AGREEMENT WITH FCI PALMETTO BAY, LLC IN SUBSTANTIALLY THE ATTACHED FORM; AND PROVIDING FOR AN EFFECTIVE DATE. *(Sponsored by Administration)*

PASSED

**Action/Vote:** All voted in favor (5-0). The Resolution passed unanimously.

## 11. RESOLUTIONS REQUIRING PUBLIC HEARING

- A. A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO ZONING-IN-PROGRESS (ZIP) PURSUANT TO SECTION 30-30.10; ADOPTING A ZONING-IN-PROGRESS RESOLUTION WITH RESPECT TO THE DOWNTOWN URBAN VILLAGE (DUV) ZONING DISTRICTS DURING WHICH TIME THE COUNCIL WILL STUDY AND AMEND THE DUV CODE; BY THE EARLIER OF 60 DAYS FOLLOWING THE ADOPTION OF THIS ZONING-IN-PROGRESS RESOLUTION WHICH IS SEPTEMBER 12, 2018 OR THE FINAL ADOPTION OF THE VILLAGE'S REVISIONS TO THE LAND DEVELOPMENT CODE; FOR THE DURATION OF THE ZIP, A MORATORIUM SHALL APPLY IN THE DOWNTOWN URBAN VILLAGE (DUV) ZONING DISTRICT ON THE APPROVAL OF: ANY RESERVE RESIDENTIAL UNITS, TRANSFER OF DEVELOPMENT RIGHTS (TDR), AND/OR BONUS FLOORS UNDER THE DUV ZONING CODE OR WITHIN

PASSED

THE DUV; PROVIDING THAT THE MORATORIUM DOES NOT APPLY TO PENDING SITE PLAN APPLICATIONS THAT WERE FILED IN SUBSTANTIALLY COMPLETE FORM PRIOR TO APRIL 4, 2017; PROVIDING FOR ORDINANCES IN CONFLICT AND SEVERANCE; AND PROVIDING FOR AN EFFECTIVE DATE. *(Sponsored by Councilmember David Singer)*

**Action/Vote:** All voted in favor (5-0). The Resolution passed unanimously.

### 13. ORDINANCES FOR FIRST READING WITH PUBLIC COMMENT

- A. AN ORDINANCE OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO IMPLEMENTING RESOLUTION 2018-65 RECOMMENDING A FUNDING SOURCE FOR THE PROPOSED COMMUNITY CENTER AND PARK IMPROVEMENTS; AND PROVIDING AN EFFECTIVE DATE. *(Sponsored by Councilmember David Singer)*

PASSED

**Action/Vote:** The Ordinance passed (3-2); Vice Mayor DuBois and Councilmember Cunningham voting in opposition. The Ordinance passed on First Reading.

- B. AN ORDINANCE OF THE MAYOR AND THE VILLAGE COUNCIL OF PALMETTO BAY, FLORIDA, RELATING TO PROTECTION OF DADE COUNTY PINE INDIVIDUAL; PROVIDING FOR PROTECTION STANDARDS FOR DADE COUNTY PINE INDIVIDUAL (PINUS ELLIOTTII); CREATING SECTION \_\_\_\_\_ OF THE VILLAGE CODE, PROHIBITING THE DESTRUCTION OF DADE COUNTY PINE TREES, AND FOR MITIGATION IF SUCH DESTRUCTION IS UNAVOIDABLE; REQUIRING PERMITS FOR REMOVAL, RELOCATION OR MITIGATION OF DADE COUNTY PINE TREES; PROVIDING FOR AN EFFECTIVE DATE. *(Sponsored by Vice Mayor John DuBois and Co-Sponsored by Mayor Eugene Flinn)*

PASSED

**Action/Vote:** The Ordinance passed (3-2); Vice Mayor DuBois and Councilmember Cunningham voting in opposition. The Ordinance passed on First Reading.

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PURSUANT TO FLORIDA STATUTES 286.0105, THE VILLAGE HEREBY ADVISES THE PUBLIC THAT IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THIS COUNCIL WITH RESPECT TO ANY MATTER CONSIDERED AT ITS MEETING OR HEARING, HE OR SHE WILL NEED A RECORD OF THE PROCEEDINGS, AND THAT FOR SUCH PURPOSE, THE AFFECTED PERSON MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDING IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED. THIS NOTICE DOES NOT CONSTITUTE CONSENT BY THE VILLAGE FOR THE INTRODUCTION OR ADMISSION OF OTHERWISE INADMISSIBLE OR IRRELEVANT EVIDENCE, NOR DOES IT AUTHORIZE CHALLENGES OR APPEALS NOT OTHERWISE ALLOWED BY LAW.

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**VICTOR DOVER  
WALKABLE URBAN REAL  
ESTATE DEVELOPMENT  
SHIFT**

## Admin Temp

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**Subject:** FW: Walkable Urban real estate development shift

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**From:** Edward Silva  
**Sent:** Wednesday, September 05, 2018 5:10 PM  
**To:** Admin Temp  
**Subject:** FW: Walkable Urban real estate development shift

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**From:** Victor Dover <[vdover@doverkohl.com](mailto:vdover@doverkohl.com)>  
**Sent:** Saturday, July 14, 2018 8:26 AM  
**To:** Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>; Cava, Daniella Levine (DIST8) <[dlcava@miamidade.gov](mailto:dlcava@miamidade.gov)>; [JMCorradino@CORRADINO.com](mailto:JMCorradino@CORRADINO.com); [pbell@cutlerbay-fl.gov](mailto:pbell@cutlerbay-fl.gov); Eugene Flinn <[eflinn@palmettobay-fl.gov](mailto:eflinn@palmettobay-fl.gov)>; Philip Stoddard <[mayorstoddard@gmail.com](mailto:mayorstoddard@gmail.com)>  
**Cc:** Bill Spikowski <[bill@spikowski.com](mailto:bill@spikowski.com)>; Marcela Cambolor <[marcela@marcelacambolor.com](mailto:marcela@marcelacambolor.com)>  
**Subject:** Walkable Urban real estate development shift

<https://www.cnu.org/publicsquare/2018/06/29/walkable-urban-three-cities>

3 cities; One booming, one lagging by comparison, but all three showing the shift to walkable patterns:

	Washington, D.C.	Atlanta	Dallas- Fort Worth
2010 WalkUP Base	33% 	16% 	9% 
WalkUP Absorption Market Share*	91% 	49% 	21% 
WalkUP Market Share Index	2.8x	3.1x	2.3x

\*2010-17

"The image above compares "walkable urban" commercial development in three regions—Washington DC, Atlanta, and Dallas-Fort Worth. Here are takeaways:

- "Walkable urban" is growing in all three regions.
- It is growing fastest in the DC area, because that region has built the largest modern transit system that creates a framework for compact, mixed-use transit-oriented development.
- Atlanta is also seeing substantial walkable urban growth, due to a federally funded rail system built starting in the 1970s.
- Dallas is lagging behind because it started later in building a transit system."

Victor Brandon Dover, FAICP • CNU Fellow  
[www.doverkohl.com](http://www.doverkohl.com)



# SCHOOL POOL IN PALMETTO BAY SCHOOLS

## Admin Temp

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**From:** Edward Silva  
**Sent:** Wednesday, September 05, 2018 5:11 PM  
**To:** Admin Temp  
**Subject:** FW: School Pool in Palmetto Bay Schools

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**From:** Eugene Flinn  
**Sent:** Monday, July 16, 2018 5:51 PM  
**To:** Regueira, Eva M. <emregueira@dadeschools.net>  
**Cc:** Mendez-cartaya, Iraida R. <IMendez@dadeschools.net>; Cone, Steffond L. <SLCONE@dadeschools.net>; Edward Silva <esilva@palmettobay-fl.gov>  
**Subject:** RE: School Pool in Palmetto Bay Schools

Thank you. We do want to facilitate maximizing your service over creating competing/duplicate service. I would appreciate any ideas you may have in regard to upping your service from 38%. Perhaps this can be agenda. It appears that a significant number of vehicles would be taken off the road if the service level was closer to 100%.

I want to avoid going back and forth on this issue, but y any other question is whether you have any stats on the private transportation services, e.g. how many are students qualified to take the bus, but prefer private transportation versus those who use private transportation due to the fact that they do not qualify for the school board service.

Very truly yours,

Eugene Flinn, Mayor  
Village of Palmetto Bay  
(305) 259-1234 Village Hall  
(305) 302-3713 Cell

Please Note: Florida has very broad public records laws. Most written communications to or from local officials regarding official business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

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**From:** Regueira, Eva M. [<mailto:emregueira@dadeschools.net>]  
**Sent:** Monday, July 16, 2018 4:46 PM  
**To:** Eugene Flinn  
**Cc:** Mendez-cartaya, Iraida R.; Cone, Steffond L.; Edward Silva  
**Subject:** RE: School Pool in Palmetto Bay Schools

Mayor Flinn:

The M-DCPS Office of Transportation currently builds their bus routes utilizing the number of eligible students for transportation who affirm they will be using the bus for the upcoming school year. We also calibrate this ridership several times throughout the school year to ensure we are maximizing the utilization of our fleet.

We ran a quick analysis of the ridership for Palmetto Senior High and we know that about 38% of the school's eligible students for M-DCPS transportation plan to utilize our buses during the 2018-19 school year. Unfortunately, we do not keep track of how many of those students reside in a particular municipality. Also, we do not have a comparison high school to high school or feeder pattern to feeder pattern right now, as we are diligently working on creating the most efficient bus routes for the opening of schools.

However, if the goal of the Village is to help M-DCPS encourage ridership on our buses, we would be very thankful for the assistance.

Sincerely,

**Eva M. Regueira, Ed.S.**

Director  
Intergovernmental Affairs and Grants Administration  
**Miami-Dade County Public Schools**  
1450 NE Second Avenue, Suite 760  
Miami, FL 33132  
**Office:** 305-995-3107  
**Mobile:** 786-678-4336

*M-DCPS Office of Intergovernmental Affairs website:*  
<http://gafla.dadeschools.net/>

*M-DCPS Legislative Resource Center:*  
<http://legislativeresources.dadeschools.net/>

*For information regarding school-based grants, visit our website:*  
<http://www.dadegetsgrants.net/#!identifying-funding-sources--/c193h>

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**From:** Eugene Flinn [<mailto:eflinn@palmettobay-fl.gov>]  
**Sent:** Friday, June 29, 2018 5:13 PM  
**To:** Regueira, Eva M. <[emregueira@dadeschools.net](mailto:emregueira@dadeschools.net)>  
**Cc:** Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>; Mendez-cartaya, Iraida R. <[IMendez@dadeschools.net](mailto:IMendez@dadeschools.net)>  
**Subject:** RE: School Pool in Palmetto Bay Schools

Thank you. Now let's discuss what I can do to assist in bringing your cost per rider down – through facilitating an increase in the numbers of riders per route you're providing.

Is there a record kept of students eligible versus those who actually ride school transportation? And if so, how does the Palmetto Feeder pattern compare of others?

I look forward to any suggestions with how we can assist you fill your buses. Thank you.

Very truly yours,

Eugene Flinn, Mayor  
Village of Palmetto Bay  
(305) 259-1234 Village Hall  
(305) 302-3713 Cell

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**From:** Regueira, Eva M. [<mailto:emregueira@dadeschools.net>]  
**Sent:** Friday, June 29, 2018 4:29 PM  
**To:** Eugene Flinn

**Cc:** Edward Silva; Mendez-cartaya, Iraida R.  
**Subject:** RE: School Pool in Palmetto Bay Schools

Mayor Flinn:

Attached please find the requested document. Please note that only a small number of students that live within Village of Palmetto Bay are within the schools 2-mile walk zone.

Best,

**Eva M. Regueira, Ed.S.**  
Director  
Intergovernmental Affairs and Grants Administration  
**Miami-Dade County Public Schools**  
1450 NE Second Avenue, Suite 760  
Miami, FL 33132  
**Office:** 305-995-3107  
**Mobile:** 786-678-4336

*M-DCPS Office of Intergovernmental Affairs website:*  
<http://gafla.dadeschools.net/>

*M-DCPS Legislative Resource Center:*  
<http://legislativeresources.dadeschools.net/>

*For information regarding school-based grants, visit our website:*  
<http://www.dadegetsgrants.net/#!identifying-funding-sources--/c193h>

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**From:** Regueira, Eva M.  
**Sent:** Wednesday, June 27, 2018 1:42 PM  
**To:** 'Eugene Flinn' <[eflinn@palmettobay-fl.gov](mailto:eflinn@palmettobay-fl.gov)>  
**Cc:** Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>; Mendez-cartaya, Iraida R. <[IMendez@dadeschools.net](mailto:IMendez@dadeschools.net)>  
**Subject:** RE: School Pool in Palmetto Bay Schools

Mayor Flinn:

Thank you for your request. Give me a few days and I will see if I can get a similar analysis done for Palmetto Senior and the Village of Palmetto Bay overlap as we had sent for the schools within your municipal boundaries prior. (attached)

Best,

**Eva M. Regueira, Ed.S.**  
Director  
Intergovernmental Affairs and Grants Administration  
**Miami-Dade County Public Schools**  
1450 NE Second Avenue, Suite 760  
Miami, FL 33132  
**Office:** 305-995-3107  
**Mobile:** 786-678-4336

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**For information regarding school-based grants, visit our website:**  
<http://www.dadegetsgrants.net/#!identifying-funding-sources--/c193h>

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**From:** Eugene Flinn [<mailto:eflinn@palmettobay-fl.gov>]  
**Sent:** Wednesday, June 27, 2018 12:18 PM  
**To:** Regueira, Eva M. <[emregueira@dadeschools.net](mailto:emregueira@dadeschools.net)>  
**Cc:** Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>  
**Subject:** RE: School Pool in Palmetto Bay Schools

Director,

Can you confirm for me where the line of eligibility for school bus begins for Palmetto HS here in Palmetto Bay?

Thank you in advance.

Very truly yours,

Eugene Flinn, Mayor  
Village of Palmetto Bay  
(305) 259-1234 Village Hall  
(305) 302-3713 Cell

Please Note: Florida has very broad public records laws. Most written communications to or from local officials regarding official business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

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**From:** Regueira, Eva M. [<mailto:emregueira@dadeschools.net>]  
**Sent:** Monday, June 18, 2018 5:23 PM  
**To:** Diane Serritella Quick  
**Cc:** Mendez-cartaya, Iraidia R.; Cone, Steffond L.; Eugene Flinn; Edward Silva  
**Subject:** RE: School Pool in Palmetto Bay Schools

Great. Thanks very much. Have a great vacation!

**Eva M. Regueira, Ed.S.**  
Director  
Intergovernmental Affairs and Grants Administration  
**Miami-Dade County Public Schools**  
1450 NE Second Avenue, Suite 760  
Miami, FL 33132  
**Office:** 305-995-3107  
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**For information regarding school-based grants, visit our website:**  
<http://www.dadegetsgrants.net/#!identifying-funding-sources--/c193h>

**From:** Diane Serritella Quick [<mailto:dsquick@gmail.com>]

**Sent:** Monday, June 18, 2018 5:22 PM

**To:** Regueira, Eva M. <[emregueira@dadeschools.net](mailto:emregueira@dadeschools.net)>

**Cc:** Mendez-cartaya, Iraida R. <[IMendez@dadeschools.net](mailto:IMendez@dadeschools.net)>; Cone, Steffond L. <[SLCONE@dadeschools.net](mailto:SLCONE@dadeschools.net)>; Eugene Flinn <[eflinn@palmettobay-fl.gov](mailto:eflinn@palmettobay-fl.gov)>; Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>

**Subject:** Re: School Pool in Palmetto Bay Schools

Dear Eva,

Greetings from Newfoundland, Canada, where I am currently on vacation! Our next meeting is on Tuesday, June 26th at 6:30 pm at Village Hall. I will add the School Pool program to the agenda and look forward to hearing more about the program at the meeting.

Diane

On Jun 18, 2018, at 6:47 PM, Regueira, Eva M. <[emregueira@dadeschools.net](mailto:emregueira@dadeschools.net)> wrote:

Diane:

As I mentioned during the last Palmetto Bay EAB meeting, we have partnered with the Florida Department of Transportation / South Florida Commuter Services to expand the School Pool Program to include all schools in the Village of Palmetto Bay for the 2018-19 school year. We would really appreciate it if you could include them on the agenda for your next meeting so that they can explain in detail what the program entails and how to best inform the public about this opportunity to reduce traffic on the streets of Palmetto Bay. Would it be possible to add them to your next agenda? Also, please confirm the date and time the EAB has chosen for the next meeting.

For more information on School Pool, please visit: <https://www.1800234ride.com/goschoolpool>

Looking forward to your response.

**Eva M. Regueira, Ed.S.**

Director

Intergovernmental Affairs and Grants Administration

**Miami-Dade County Public Schools**

1450 NE Second Avenue, Suite 760

Miami, FL 33132

**Office:** 305-995-3107

**Mobile:** 786-678-4336

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*For information regarding school-based grants, visit our website:*

<http://www.dadegetsgrants.net/#!identifying-funding-sources--/c193h>



# COMMUNITY CENTER PRELIMINARY PROGRAM

## Admin Temp

---

**From:** Edward Silva  
**Sent:** Wednesday, September 05, 2018 5:13 PM  
**To:** Admin Temp  
**Subject:** FW: Palmetto Bay Community Center  
**Attachments:** Palmetto Bay Community Center PRELIMINARY Program.docx

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**From:** Fanny Carmona  
**Sent:** Wednesday, July 18, 2018 9:58 AM  
**To:** Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>  
**Cc:** Olga Cadaval <[ocadaval@palmettobay-fl.gov](mailto:ocadaval@palmettobay-fl.gov)>; Admin Temp <[admintemp@palmettobay-fl.gov](mailto:admintemp@palmettobay-fl.gov)>  
**Subject:** FW: Palmetto Bay Community Center

Please see attached.

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**From:** Ken Ballard <[ken@ballardking.com](mailto:ken@ballardking.com)>  
**Sent:** Wednesday, July 18, 2018 1:03 AM  
**To:** Fanny Carmona <[fcarmona@palmettobay-fl.gov](mailto:fcarmona@palmettobay-fl.gov)>  
**Subject:** FW: Palmetto Bay Community Center

Fanny,

I just wanted to check with you and see if you or the manager had any questions or concerns with the proposed program for the community center. This is what I am planning on presenting next week at the meeting.

Ken Ballard, CPRP  
President



**BALLARD\**KING***  
A ASSOCIATES LTD

2743 E. Ravenhill Cir.  
Highlands Ranch, CO 80126  
(303) 470-8661  
(303) 808-2697 Cell  
[ken@ballardking.com](mailto:ken@ballardking.com)



**From:** Ken Ballard  
**Sent:** Tuesday, July 3, 2018 1:55 PM  
**To:** 'Fanny Carmona' <[fcarmona@palmettobay-fl.gov](mailto:fcarmona@palmettobay-fl.gov)>  
**Subject:** Palmetto Bay Community Center

Fanny,

Attached is the preliminary program for the community center based on the intent of the project and the input received from the survey. Let me know what you and the Manager think.

Have a great July 4<sup>th</sup>!

Ken Ballard, CPRP  
President



**BALLARD\*KING**  
& ASSOCIATES, LTD.

2743 E. Ravenhill Cir.  
Highlands Ranch, CO 80126  
(303) 470-8661  
(303) 808-2697 Cell  
[ken@ballardking.com](mailto:ken@ballardking.com)



**Palmetto Bay Community Center****Preliminary Program**

Space	Number of Spaces	Square Footage	Total SF
<b>Support</b>			
Lobby	1	600	600
Front Desk/Food Service	1	300	300
Office Space (Admin, conf. room, work space)	1	1,300	1,300
Drop-in Child Watch (includes unisex restroom)	1	800	800
<b>Active Use</b>			
Gymnasium (1 H.S. ct. or two 50' x 74' cross ct.)	1	10,000	10,000
Gymnasium Storage	1	500	500
Weight/Cardio Area	1	3,000	3,000
Group Exercise/Dance Room	1	1,500	1,500
Group Exercise Storage	1	300	300
Restroom/Locker Rooms	2	600	1,200
<b>Aquatics (outdoor)</b>			
Lap/Compet. Pool (6 lane x 25 yd/7ft lanes)	1	3,375	3,375
Program/shallow area (attached to lap pool, 35 x 25)	1	875	875
Deck Space	1	4,500	4,500
Pool Lifeguard Office	1	150	150
Pool Mechanical	1	800	800
Pool Locker Rooms/Restrooms (indoor)	2	400	800
Universal Change Rooms (indoor with shower)	2	200	400
<b>Activity Rooms</b>			
Multi-Purpose Room (divides into 2 rooms)	1	1,900	1,900
Multi-Purpose Room Stage (Elevated)	1	600	600
Multi-Purpose Room Storage	1	500	500
Kitchen- Catering/Teaching	1	400	400
Indoor Playground	1	1,000	1,000
Sub-Total	25	33,600	34,800
Net to Gross	25%		8,700
<b>Final Total</b>			<b>43,500</b>

**Other Spaces**

- Parking structure
- Elevator
- Custodial

**Amenities Generating Revenue (Rank Order)**

- Weight/Cardio Area
- Group Exercise/Dance Room
- Gymnasium

Ballard\*King & Associates

- Pool
- Multi-Purpose Room
- Indoor Playground
- Kitchen



# COMMUNITY CENTER TASK FORCE BUS TOUR

## Admin Temp

---

**From:** Edward Silva  
**Sent:** Wednesday, September 05, 2018 5:13 PM  
**To:** Admin Temp  
**Subject:** FW: Itinerary for Bus Tour on Community Centers (Thursday, July 19, 2018)

---

**From:** Forecane <forecane@gmail.com>  
**Sent:** Thursday, July 19, 2018 1:29 AM  
**To:** Missy Arocha <marocha@palmettobay-fl.gov>  
**Cc:** Edward Silva <esilva@palmettobay-fl.gov>; Olga Cadaval <ocadaval@palmettobay-fl.gov>; Fanny Carmona <fcarmona@palmettobay-fl.gov>; Admin Temp <admintemp@palmettobay-fl.gov>  
**Subject:** Re: Itinerary for Bus Tour on Community Centers (Thursday, July 19, 2018)

Missy, thanks for the update. A reminder that I am in France and unable to attend. I know everyone will find the trip rewarding.

Norm Parsons  
305.987.2281

Sent from my iPad

On Jul 18, 2018, at 22:43, Missy Arocha <[marocha@palmettobay-fl.gov](mailto:marocha@palmettobay-fl.gov)> wrote:

Good afternoon members of the Community Center Task Force:

As a friendly reminder, if you plan on participating in tomorrow's bus tour, please arrive to Village Hall **no later than 8:30 a.m. The group will meet inside the 1<sup>st</sup> floor conference room.**

For your reference, attached is a final copy of the revised Itinerary. For any and all questions/concerns regarding the bus tour, please contact the Village Manager's Executive Assistant, Yani Madroño ([Admintemp@palmettobay-fl.gov](mailto:Admintemp@palmettobay-fl.gov)).

Respectfully,

<image003.jpg>

*Missy Arocha*

Village Clerk  
MDCMCA Treasurer

**Village of Palmetto Bay**  
9705 East Hibiscus Street  
Palmetto Bay, FL 33157  
Phone: (305) 259-1234  
[www.palmettobay-fl.gov](http://www.palmettobay-fl.gov)

**PLEASE NOTE:** Florida has very broad public records laws. Most written communications to or from local officials regarding official business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

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Please save a tree. Don't print this e-mail unless it's really necessary.

---

**From:** Missy Arocha  
**Sent:** Tuesday, July 17, 2018 3:38 PM  
**Cc:** Ed Silva; Olga Cadaval; Fanny carmona; Admin Temp  
**Subject:** FW: Itinerary for Bus Tour on Community Centers (Thursday, July 19, 2018)

Good afternoon members of the Community Center Task Force:

Attached please find a copy of the revised Itinerary for Thursday's bus tour.

For any and all questions/concerns regarding the bus tour, please contact the Village Manager's Executive Assistant, Yani Madroño ([Admintemp@palmettobay-fl.gov](mailto:Admintemp@palmettobay-fl.gov)).

Respectfully,

<image016.jpg>

*Missy Arocha*

Village Clerk  
MDCMCA Treasurer

**Village of Palmetto Bay**  
9705 East Hibiscus Street  
Palmetto Bay, FL 33157  
Phone: (305) 259-1234  
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Please save a tree. Don't print this e-mail unless it's really necessary.

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**From:** Missy Arocha  
**Sent:** Monday, July 16, 2018 2:56 PM  
**Cc:** Ed Silva; 'Olga Cadaval'; 'Fanny carmona'; Admin Temp  
**Subject:** Itinerary for Bus Tour on Community Centers (Thursday, July 19, 2018)

Good afternoon members of the Community Center Task Force:

For your reference, attached please find a copy of the itinerary for Thursday's bus tour.

Please note that light refreshments will be provided as you arrive to Village Hall in the morning and a subway lunch will also be served.

Respectfully,

<image002.jpg>

*Missy Arocha*

Village Clerk  
MDCMCA Treasurer

**Village of Palmetto Bay**

9705 East Hibiscus Street  
Palmetto Bay, FL 33157  
Phone: (305) 259-1234  
[www.palmettobay-fl.gov](http://www.palmettobay-fl.gov)

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**Please save a tree. Don't print this e-mail unless it's really necessary.**

---

**From:** Missy Arocha  
**Sent:** Thursday, July 12, 2018 12:55 PM  
**Cc:** Ed Silva; 'Fanny carmona'; 'Olga Cadaval'  
**Subject:** FW: Notice of Community Center Task Force Meeting

Good afternoon members of the Community Center Task Force.

Please take notice of the time change as follows:

Please take notice that The Village of Palmetto Bay Community Center Task Force shall be meeting on Thursday, July 19, 2018 at **8:30 AM** ~~9:00 AM~~ at Village Hall Municipal Center, 9705 E. Hibiscus Street, Palmetto Bay, FL 33157.

At approximately **9:00 AM** ~~10:00 AM~~, the Community Center Task Force shall be departing Village Hall for the purposes of touring community centers in South Florida.

Respectfully,

<image002.jpg>

*Missy Arocha*

Village Clerk  
MDCMCA Treasurer

**Village of Palmetto Bay**

9705 East Hibiscus Street  
Palmetto Bay, FL 33157  
Phone: (305) 259-1234  
[www.palmettobay-fl.gov](http://www.palmettobay-fl.gov)

**PLEASE NOTE:** Florida has very broad public records laws. Most written communications to or from local officials regarding official business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

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Please save a tree. Don't print this e-mail unless it's really necessary.

---

**From:** Missy Arocha  
**Sent:** Wednesday, July 11, 2018 3:19 PM  
**Cc:** Ed Silva; Fanny carmona; Olga Cadaval  
**Subject:** Notice of Community Center Task Force Meeting

Good afternoon members of the Community Center Task Force.

Please take notice that The Village of Palmetto Bay Community Center Task Force shall be meeting on Thursday, July 19, 2018 at 9:00 AM at Village Hall Municipal Center, 9705 E. Hibiscus Street, Palmetto Bay, FL 33157.

At approximately 10:00 AM, the Community Center Task Force shall be departing Village Hall for the purposes of touring community centers in South Florida. Notice is further given that Village of Palmetto Bay Councilmembers may be present at the meeting and speak on matters that may be considered at this or future meetings.

Respectfully,

<image002.jpg>

*Missy Arocha*

Village Clerk  
MDCMCA Treasurer

**Village of Palmetto Bay**

9705 East Hibiscus Street  
Palmetto Bay, FL 33157  
Phone: (305) 259-1234  
[www.palmettobay-fl.gov](http://www.palmettobay-fl.gov)

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Please save a tree. Don't print this e-mail unless it's really necessary.

<CCTF - July 19th Bus Tour-Revised.(b).pdf>



**MIAMI-DADE BOARD OF  
COUNTY  
COMMISSIONERS  
FACEBOOK POST  
INDICATING THE  
VILLAGE AS A  
PARTICIPANT OF THE  
SMART PLAN**

Sign Up

Email or Phone

Password

Log In

Forgot account?



Miami Dade Board of County Commissioners is with Jean Monestime, Miami-Dade Board of County Commissioners and 23 others.

June 22 ·

At yesterday's Miami-Dade Transportation Planning Organization, 12 SMART Plan-related demonstration projects were advanced. The map illustrates the projects that were approved by the Miami Dade Board of County Commissioners.

#MiamiSMARTPlan #OurCounty

TPO advances SMART Plan-related demonstration projects

MIAMI-DADE - Miami-Dade Transportation Planning Organization (TPO) on June 21 approved a resolution endorsing the Strategic Miami Area Rapid Transit (SMART) plan demonstration projects and approving identified funding framework to advance the projects. The projects are a result of a TPO resolution sponsored by Chairman Bove to identify and implement demonstration projects that enhance transit connectivity and advance elements of the SMART Plan, which calls for six rapid transit corridors throughout Miami-Dade County.

"Working together with our partners at the municipal and state levels, the TPO has been able to develop a series of demonstration projects. These projects will significantly increase accessibility to transit and offer new congestion relief options to the residents of Miami-Dade County and begin to implement the vision of the SMART Plan," Chairman Bove.

The SMART Plan demonstration projects include:

- Doral-FIU Trolley Service
- Miami-Figiami Trolley Service
- Miami Midtown Design District Commuter Train Station
- Coral Gables-Flex Service via electric vehicles
- Miami-Beach-Beach Express North
- Miami Shores SMART Shuttle Service
- North Bay Village Connector
- Palmetto Bay New Transit Service A/ New Transit Facility B
- Pinecrest South Dade Transitway Circulator
- Town of Cutler Bay-Cutler Bay Express
- Town of Midway-Central Commuter Service

The TPO will be transmitting this funding request to the Florida Department of Transportation for matching funds.

\*\*\*

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# GREEN CITY CERTIFICATION

## Admin Temp

---

**From:** Edward Silva  
**Sent:** Wednesday, September 05, 2018 5:15 PM  
**To:** Admin Temp  
**Subject:** FW: Palmetto Bay Becomes a Green Village

-----Original Message-----

From: Olga Cadaval  
Sent: Friday, July 20, 2018 6:16 PM  
To: Maria Pineda <mpineda@palmettobay-fl.gov>; Edward Silva <esilva@palmettobay-fl.gov>  
Subject: RE: Palmetto Bay Becomes a Green Village

Congrats!!!!

Sincerely,  
Olga Cadaval  
Deputy Manager  
Village of Palmetto Bay

-----Original Message-----

From: Maria Pineda  
Sent: Friday, July 20, 2018 12:09 PM  
To: Edward Silva  
Cc: Olga Cadaval  
Subject: Palmetto Bay Becomes a Green Village

Good Afternoon Ed and Olga,

Congratulations! We have achieved the Green City Certification of Bronze with 26.04% of points awarded. I have indicated to the FGBC of our acceptance of the credit review, they will be issuing a formal letter and a plaque to follow. For now, I am forwarding the correspondence.

As I have explained to you before, we will continue to strive for a higher certification in the near future. For now, we can celebrate the accomplishment and commitment towards the certification.

Will send formal letter once received.

Thanks,  
M

Maria Mayela Pineda/ LEED Green Associate Director of Community and Economic Development Village of Palmetto Bay  
9705 East Hibiscus Street  
Palmetto Bay, Fl. 33157  
305.259.1276  
mpineda@palmettobay-fl.gov

To: Languell, Jennifer <Jennifer@trifectaconstruction.com>  
Cc: FGBC Info <info@floridagreenbuilding.org>; C.J. Davila <cdavila@floridagreenbuilding.org>  
Subject: RE: Palmetto Bay Credit Submittal

Great to hear! Thanks Dr. Languell.  
What is the next step?  
Will inform the Mayor and Manger.  
Is there a formal email to follow, a certificate etc?

Thank You!  
M

Maria Mayela Pineda/ LEED Green Associate Director of Community and Economic Development Village of Palmetto Bay  
9705 East Hibiscus Street  
Palmetto Bay, Fl. 33157  
305.259.1276  
mpineda@palmettobay-fl.gov

-----Original Message-----

From: Dr. Jennifer Languell [mailto:jennifer@trifectaconstruction.com]  
Sent: Thursday, July 19, 2018 11:12 PM  
To: Maria Pineda  
Cc: FGBC Info; C.J. Davila  
Subject: Re: Palmetto Bay Credit Submittal

We have reviewed the additional documentation - the score is currently 26.04% Bronze

Dr. Jennifer Languell  
(239) 229-3177  
jennifer@trifectaconstruction.com

> On Jul 13, 2018, at 4:35 PM, Maria Pineda <mpineda@palmettobay-fl.gov> wrote:

>  
> Hello Jennifer,  
>  
> Please confirm you are able to read the credits. Also please provide us with a review completion date if possible so we  
can inform the Mayor and Manager.

>  
> Have a good weekend,

>  
> M

>  
> Maria Mayela Pineda/ LEED Green Associate Director of Community and  
> Economic Development Village of Palmetto Bay  
> 9705 East Hibiscus Street  
> Palmetto Bay, Fl. 33157  
> 305.259.1276  
> mpineda@palmettobay-fl.gov<mailto:mpineda@palmettobay-fl.gov>

>  
> From: Maria Pineda  
> Sent: Monday, July 09, 2018 4:44 PM  
> To: 'Dr. Jennifer Languell'; 'FGBC Info'; 'C.J. Davila'



# DRAFT COMMUNITY CENTER MARKET ANALYSIS

## **Section I – Market Review**

As part of the feasibility study for a possible new Palmetto Bay Community Center in Palmetto Bay, Florida, Ballard\*King & Associates (B\*K) has completed a market review for the project. The first step in this process is to analyze the potential market for the center including demographics and the presence of other providers.

### **Demographic Analysis**

B\*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2010 Census data and their demographers for 2017-2022 projections. In addition to demographics, ESRI also provides data on housings, recreation, and entertainment spending and adult participation in activities.

#### **Service Areas:**

The following is a summary of the demographic characteristics within the Village of Palmetto Bay and an area identified as the Secondary Service Area. The Secondary Service Area extends past Pinecrest to the north, Cutler Bay to the south and West Perrine and Palmetto Estates to the west.

The information provided includes the Village of Palmetto Bay with comparison data for the Secondary Service Area as well as the State of Florida and the United States.

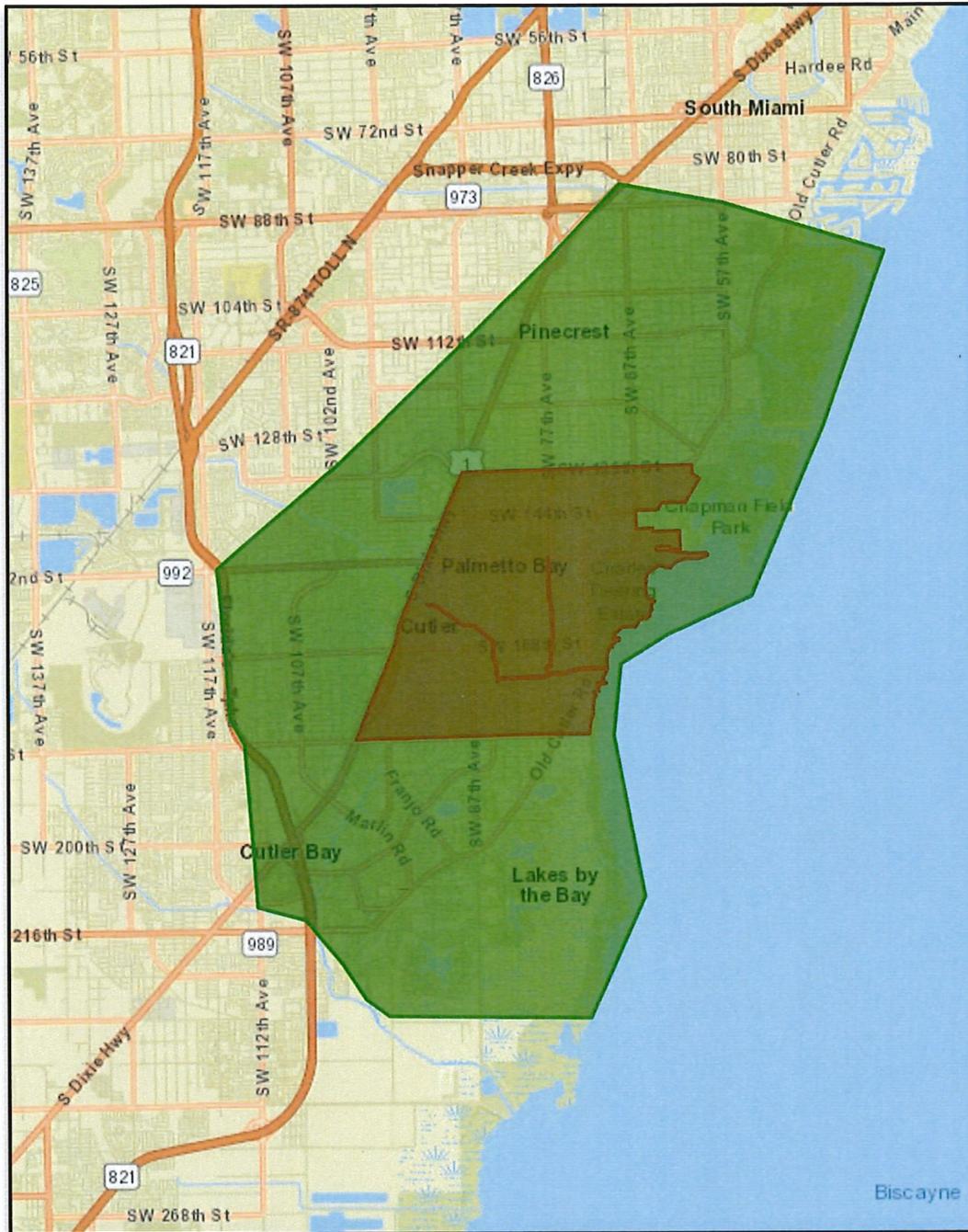
Secondary Service Areas are defined as the distance people will travel on a regular basis (a minimum of once a week) to utilize recreation facilities. Use by individuals outside of this area will be much more limited and will focus more on special activities or events.

Service areas can flex or contract based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the service area. Alternative service providers can influence membership, daily admissions and the associated penetration rates for programs and services.

Service areas can vary in size with the types of components in the facility.



Map A – Service Areas Map



- Red Boundary – Village of Palmetto Bay
- Green Boundary – Secondary Service Area



**Demographic Summary**

	Palmetto Bay, FL	Secondary Service Area
<b>Population:</b>		
2010 Census	23,410 <sup>1</sup>	131,333 <sup>2</sup>
2017 Estimate	24,358	139,589
2022 Estimate	25,353	146,875
<b>Households:</b>		
2010 Census	4,923	44,071
2017 Estimate	8,166	46,313
2022 Estimate	8,462	48,515
<b>Families:</b>		
2010 Census	6,537	34,103
2017 Estimate	6,737	35,886
2022 Estimate	6,983	37,580
<b>Average Household Size:</b>		
2010 Census	2.95	2.96
2017 Estimate	2.98	3.00
2022 Estimate	2.99	3.01
<b>Ethnicity (2017 Estimate):</b>		
Hispanic	44.0%	51.0%
White	84.6%	73.1%
Black	5.8%	18.2%
American Indian	0.1%	0.2%
Asian	4.9%	3.2%
Pacific Islander	0.0%	0.0%
Other	2.2%	2.4%
Multiple	2.4%	2.9%
<b>Median Age:</b>		
2010 Census	41.8	38.5
2017 Estimate	43.7	39.8
2022 Estimate	44.1	40.1
<b>Median Income:</b>		
2017 Estimate	\$109,390	\$72,064
2022 Estimate	\$112,388	\$79,546

<sup>1</sup> From the 2000-2010 Census, Palmetto Bay, FL experienced a 1.5% decrease in population.

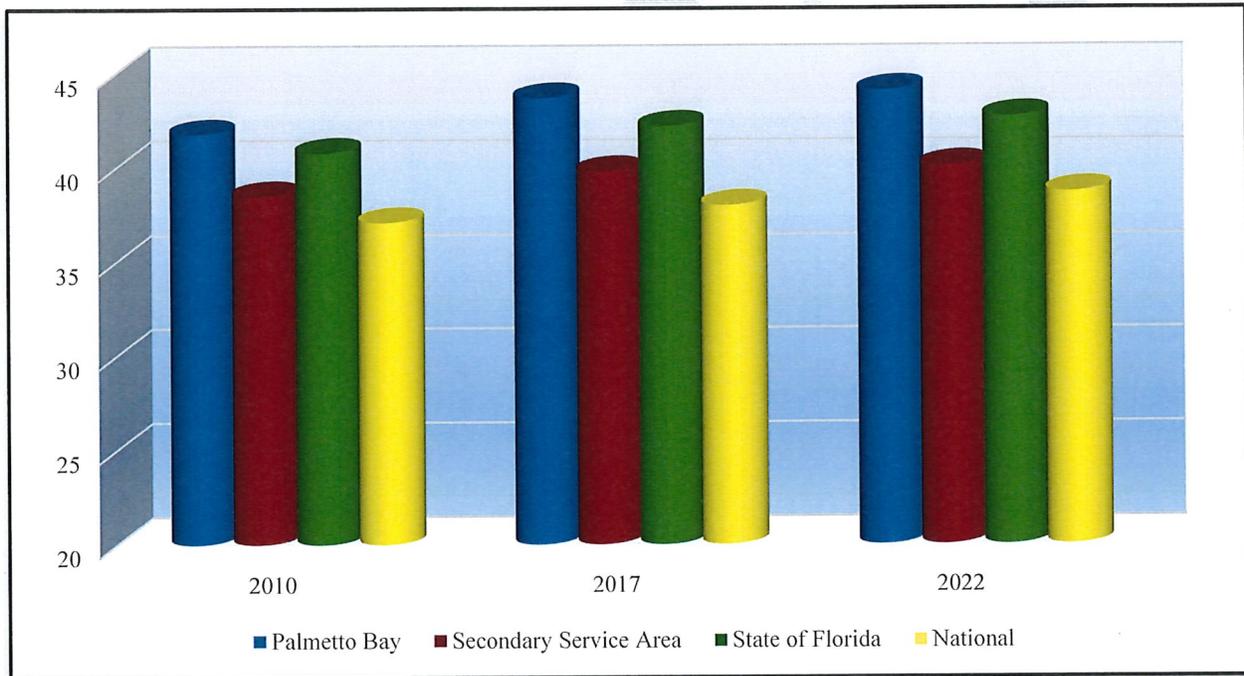
<sup>2</sup> From the 2000-2010 Census, the Secondary Service Area experienced an 8.2% increase in population.

**Age and Income:** The median age and household income levels are compared with the national number as both of these factors are primary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

**Table A – Median Age:**

	2010 Census	2017 Projection	2022 Projection
Palmetto Bay	41.8	43.7	44.1
Secondary Service Area	38.5	39.8	40.1
State of Florida	40.8	42.2	42.7
Nationally	37.1	38.0	38.7

**Chart A – Median Age:**



The median age in Palmetto Bay and the Secondary Service Area is greater than the State of Florida and the National number. A lower median age typically points to the presence of families with children but can also indicate households where adults have waited to later in life before having children.

**Households with Children:** The following chart provides the number of households and percentage of households in Palmetto Bay and the Secondary Service Area with children.

**Table B – Households w/ Children**

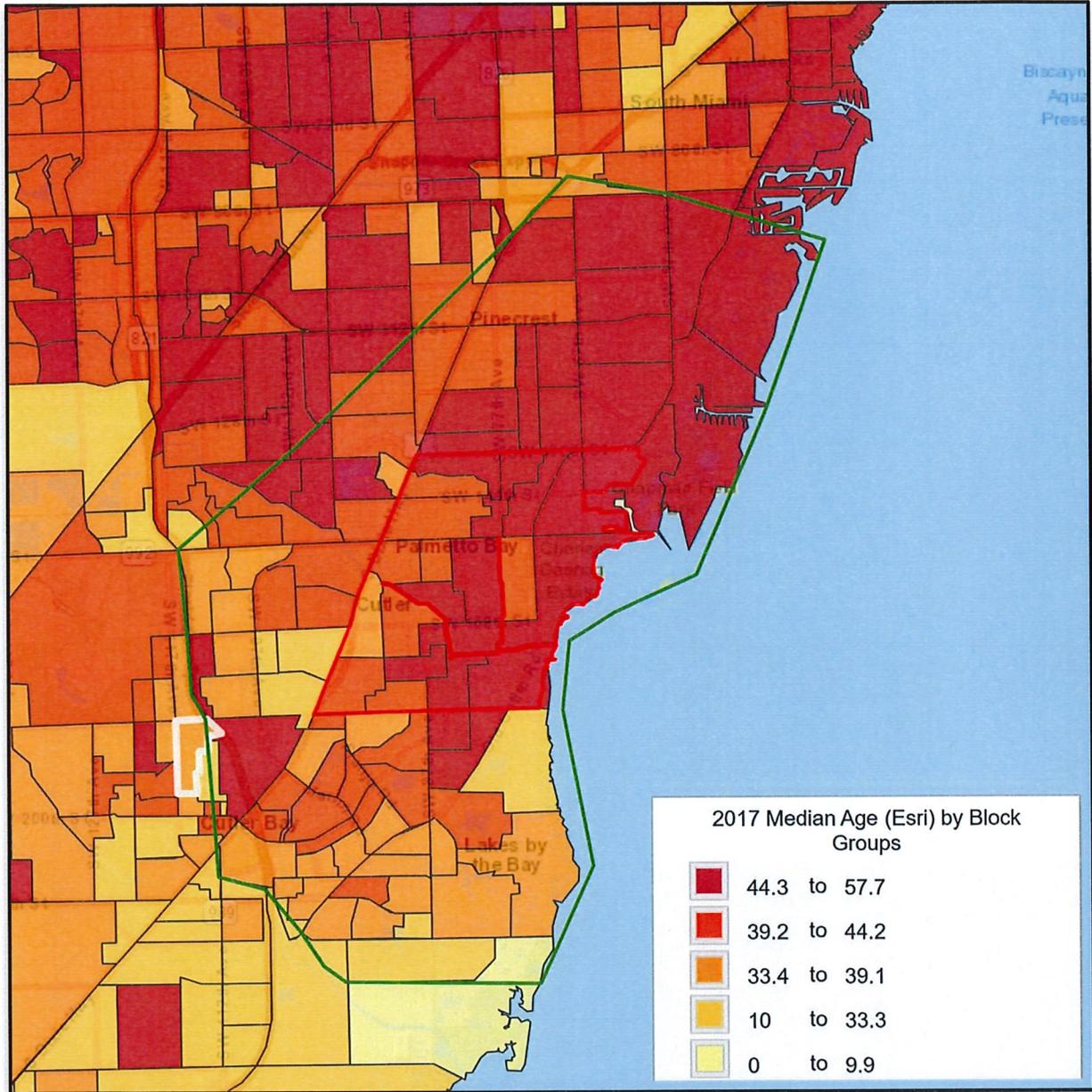
	<b>Number of Households w/ Children</b>	<b>Percentage of Households w/ Children</b>
Palmetto Bay	3,419	43.2%
Secondary Service Area	18,461	41.9%
State of Florida	2,209,965	29.8%

The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2010 Census, 33.4% of households nationally had children present.

DRAFT



Map B – Median Age by Block Group

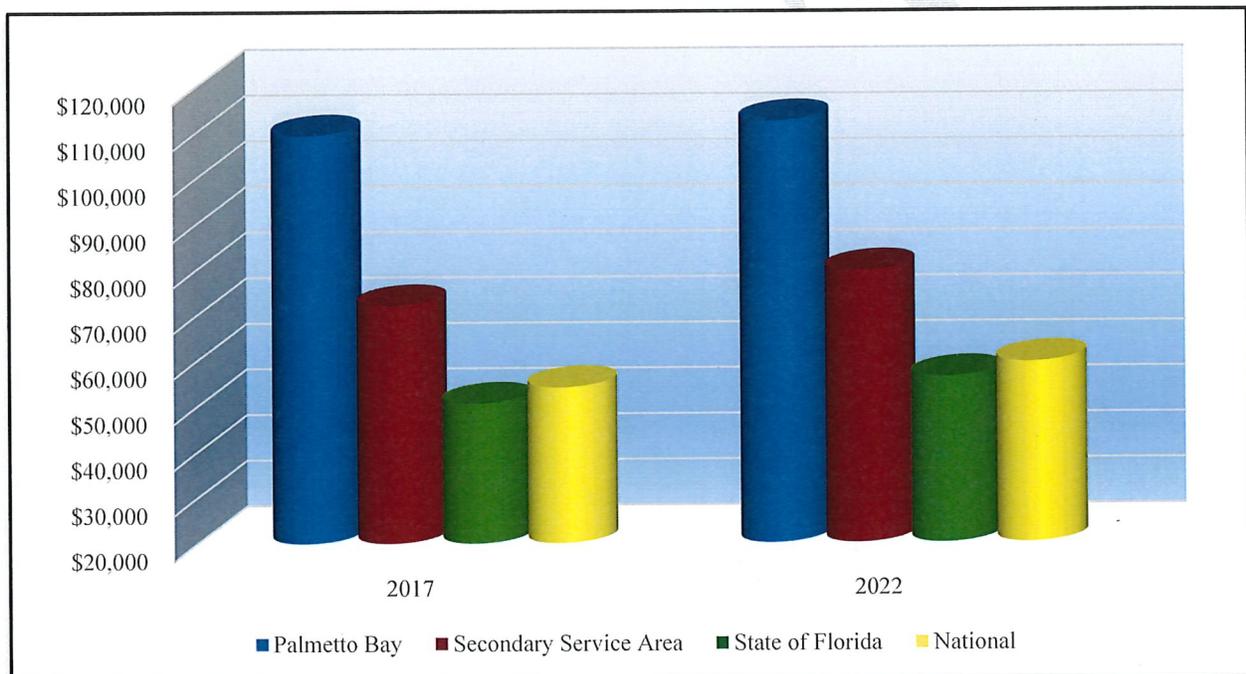




**Table C – Median Household Income:**

	2017 Projection	2022 Projection
Palmetto Bay	\$109,390	\$112,388
Secondary Service Area	\$72,064	\$79,546
State of Florida	\$50,606	\$56,217
Nationally	\$54,149	\$59,476

**Chart B – Median Household Income:**



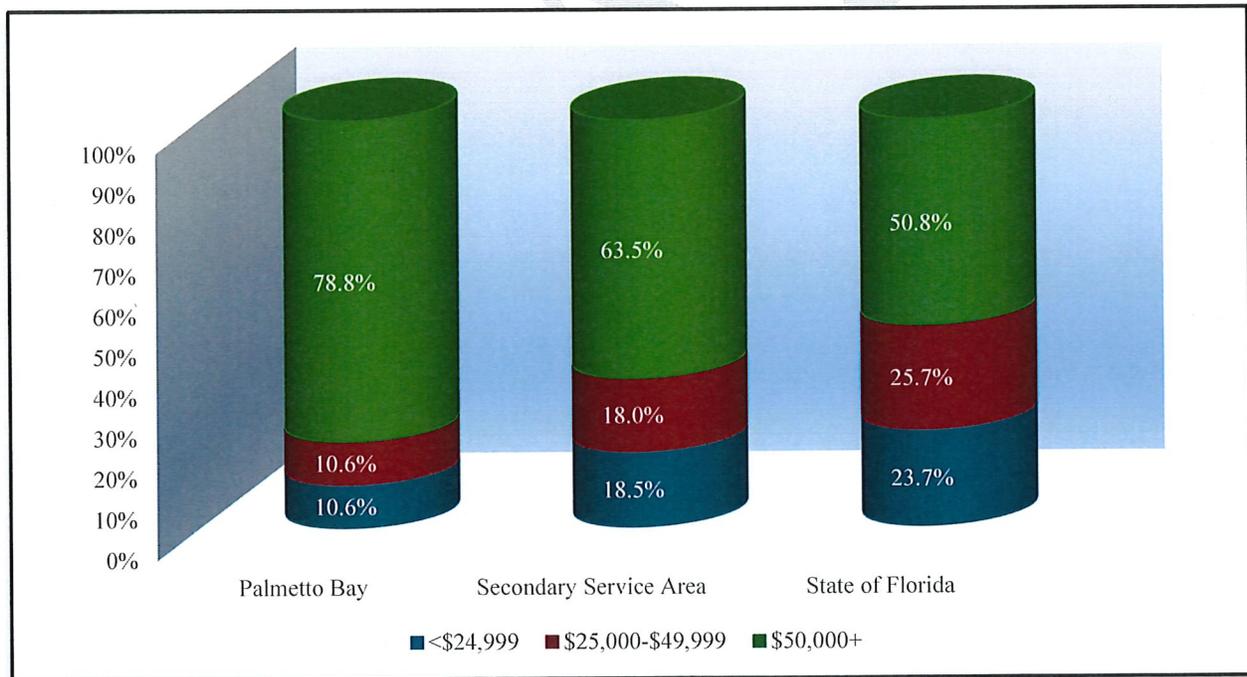
Based on 2017 projections for median household income the following narrative describes the service areas:

In Palmetto Bay, the percentage of households with median income over \$50,000 per year is 78.8% compared to 55.9% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 10.5% compared to a level of 21.5% nationally.

In the Secondary Service Area, the percentage of households with median income over \$50,000 per year is 63.5% compared to 55.9% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 18.5% compared to a level of 21.5% nationally.

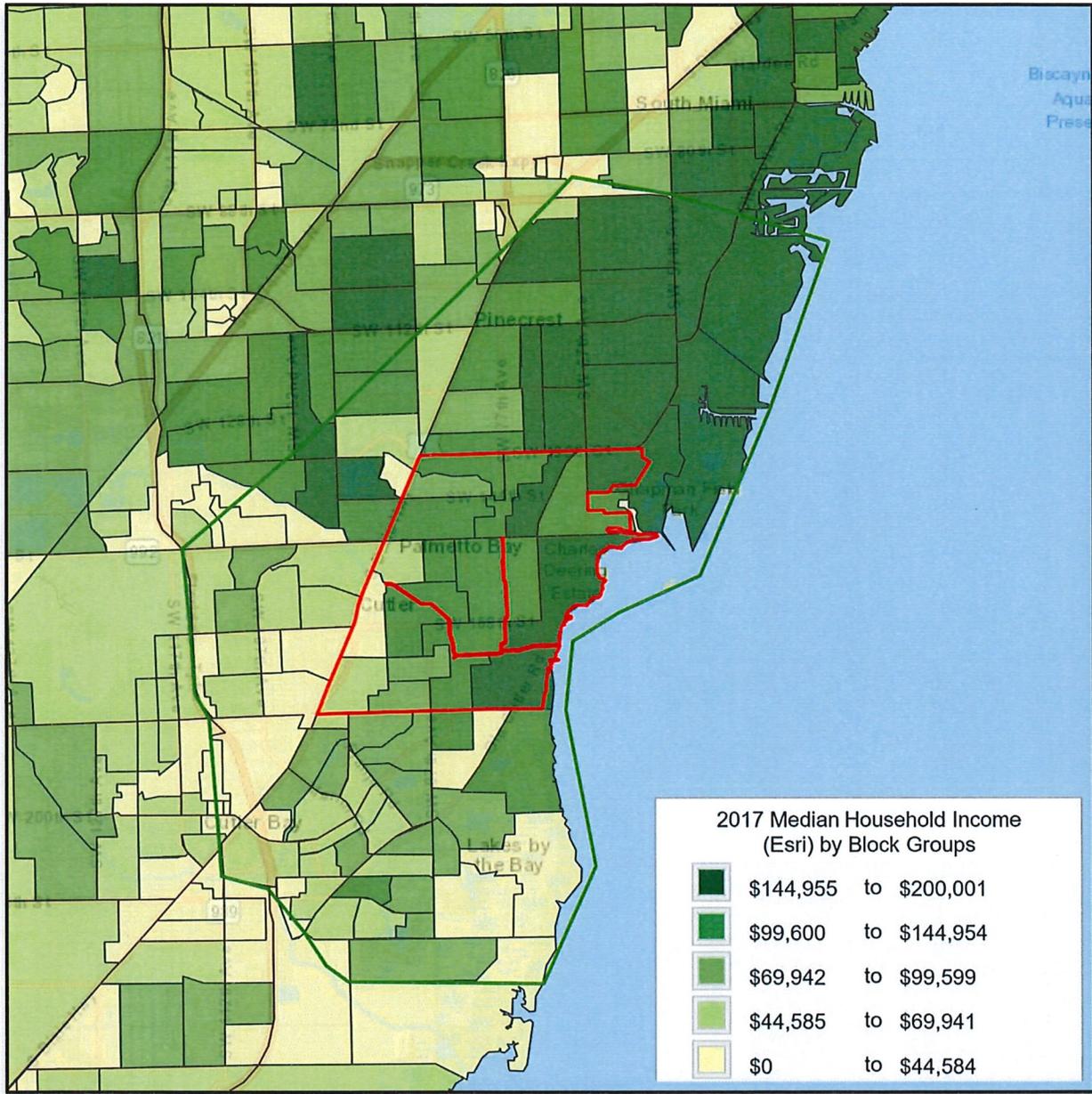
While there is no perfect indicator of use of an indoor recreation facility, the percentage of households with more than \$50,000 median income is a key gauge. Therefore, those numbers are significant when balanced with the overall cost of living.

**Chart C – Median Household Income Distribution**





Map C – Household Income by Block Group





**Household Budget Expenditures:** In addition to reviewing Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular, reviewing housing information; shelter, utilities, fuel and public services along with entertainment & recreation can provide a snapshot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

**Table D – Household Budget Expenditures<sup>3</sup>:**

<b>Palmetto Bay</b>	<b>SPI</b>	<b>Average Amount Spent</b>	<b>Percent</b>
Housing	179	\$38,144.85	30.5%
<i>Shelter</i>	183	\$29,677.48	23.7%
<i>Utilities, Fuel, Public Service</i>	168	\$8,467.37	6.8%
Entertainment & Recreation	181	\$5,631.41	4.5%

<b>Secondary Service Area</b>	<b>SPI</b>	<b>Average Amount Spent</b>	<b>Percent</b>
Housing	140	\$29,788.90	31.0%
<i>Shelter</i>	142	\$23,101.58	24.0%
<i>Utilities, Fuel, Public Service</i>	133	\$6,687.33	7.0%
Entertainment & Recreation	138	\$4,299.69	4.5%

<b>State of Florida</b>	<b>SPI</b>	<b>Average Amount Spent</b>	<b>Percent</b>
Housing	91	\$19,353.74	30.8%
<i>Shelter</i>	91	\$14,717.99	23.4%
<i>Utilities, Fuel, Public Service</i>	92	\$4,635.74	7.4%
Entertainment & Recreation	91	\$2,830.45	4.5%

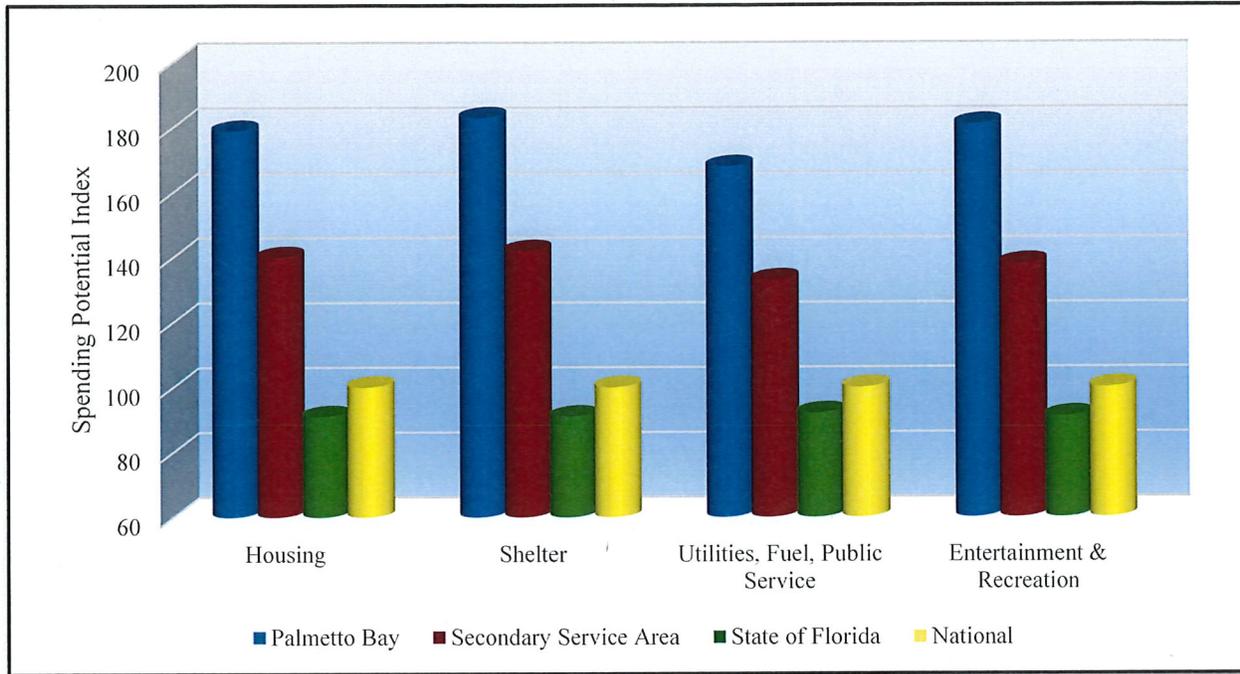
**SPI:** Spending Potential Index as compared to the National number of 100.  
**Average Amount Spent:** The average amount spent per household.  
**Percent:** Percent of the total 100% of household expenditures.

*Note: Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.*

<sup>3</sup> Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2017 and 2022.



**Chart D – Household Budget Expenditures Spending Potential Index:**



The total number of housing units in Palmetto Bay is 8,372 and 94.6% are occupied, or 7,923 housing units. The total vacancy rate for the service area is 5.4%. Of the available units:

- For Rent 1.2%
- Rented, not Occupied 0.1%
- For Sale 1.1%
- Sold, not Occupied 0.3%
- For Seasonal Use 0.5%
- Other Vacant 2.1%

The total number of housing units in the Secondary Service Area is 47,771 and 92.3% are occupied, or 44,071 housing units. The total vacancy rate for the service area is 7.7%. Of the available units:

- For Rent 3.0%
- Rented, not Occupied 0.1%
- For Sale 1.6%
- Sold, not Occupied 0.3%
- For Seasonal Use 0.6%
- Other Vacant 2.2%



**Recreation Expenditures Spending Potential Index:** Finally, through the demographic provider that B\*K utilizes for the market analysis portion of the report, we can examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

**Table E – Recreation Expenditures Spending Potential Index<sup>4</sup>:**

<b>Palmetto Bay</b>	<b>SPI</b>	<b>Average Spent</b>
Fees for Participant Sports	201	\$199.87
Fees for Recreational Lessons	228	\$303.53
Social, Recreation, Club Membership	219	\$461.28
Exercise Equipment/Game Tables	190	\$113.07
Other Sports Equipment	167	\$17.69

<b>Secondary Service Area</b>	<b>SPI</b>	<b>Average Spent</b>
Fees for Participant Sports	148	\$146.77
Fees for Recreational Lessons	160	\$212.58
Social, Recreation, Club Membership	151	\$31.97
Exercise Equipment/Game Tables	134	\$79.81
Other Sports Equipment	128	\$13.53

<b>State of Florida</b>	<b>SPI</b>	<b>Average Spent</b>
Fees for Participant Sports	92	\$91.14
Fees for Recreational Lessons	85	\$112.64
Social, Recreation, Club Membership	89	\$187.04
Exercise Equipment/Game Tables	85	\$50.77
Other Sports Equipment	89	\$9.36

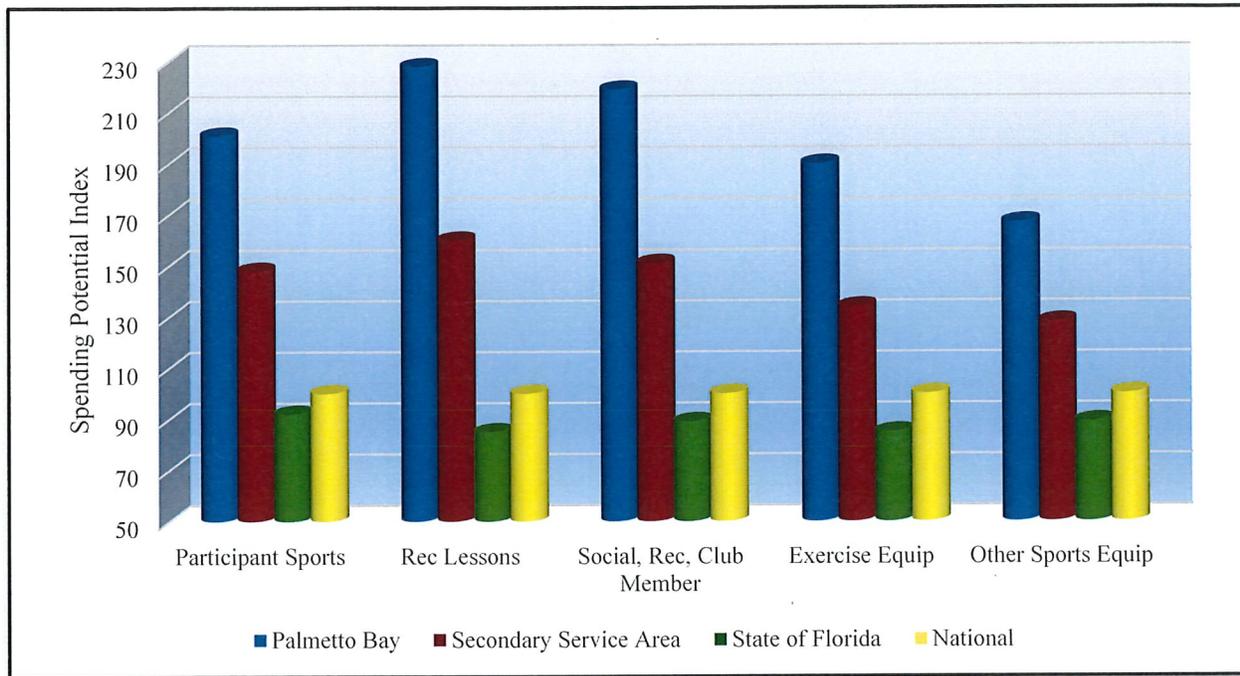
**Average Amount Spent:** The average amount spent for the service or item in a year.

**SPI:** Spending potential index as compared to the national number of 100.

<sup>4</sup> Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.



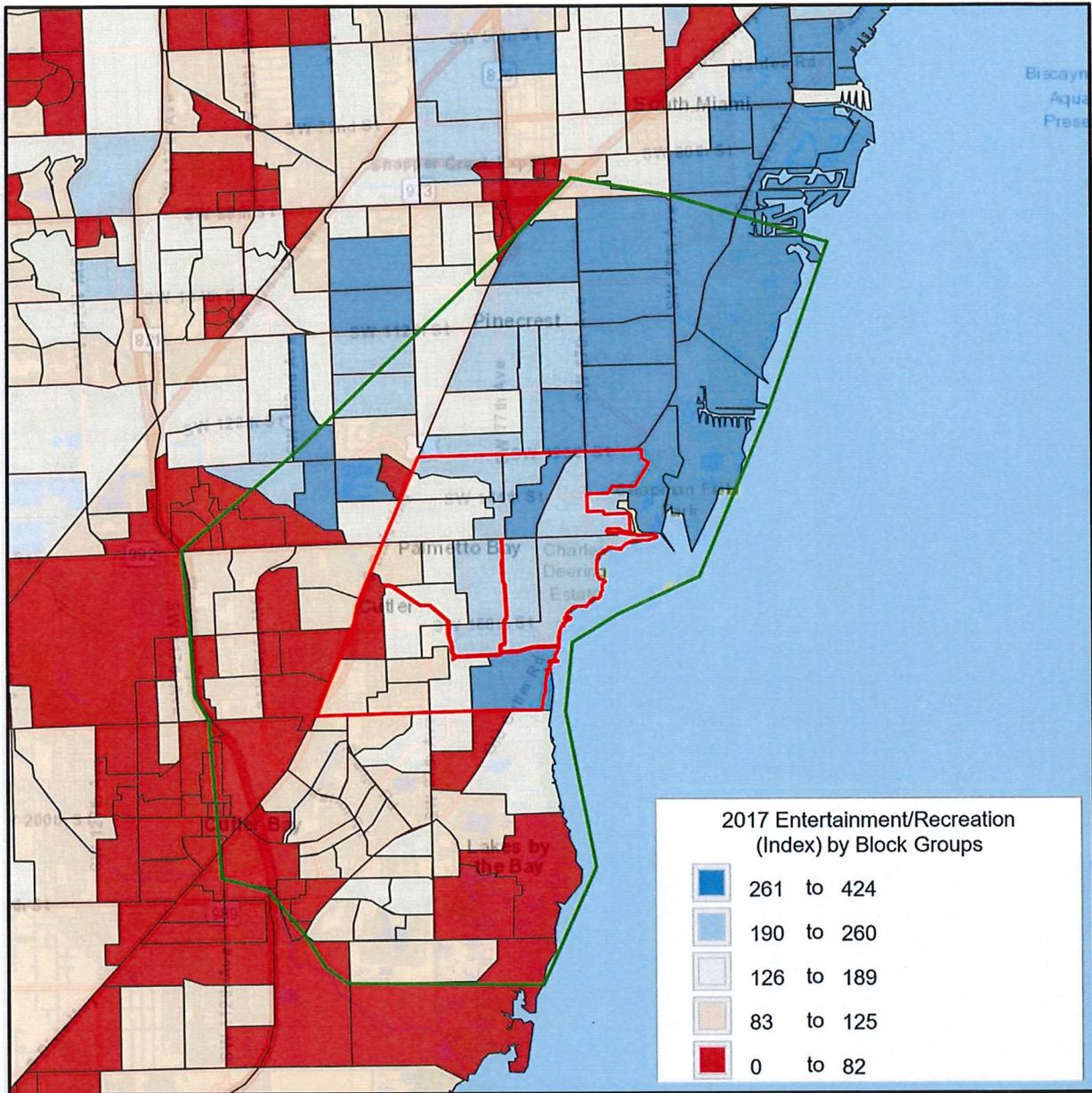
**Chart E – Recreation Spending Potential Index:**



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Map D – Recreation Spending Potential Index by Block Group



**Population Distribution by Age:** Utilizing census information for Palmetto Bay and the Secondary Service Area, the following comparisons are possible.

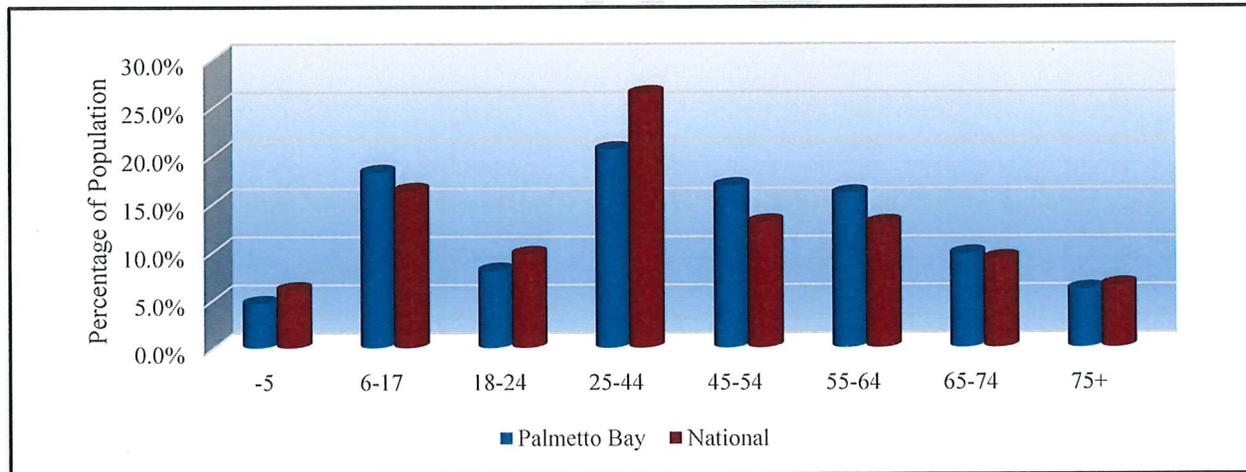
**Table F – 2017 Palmetto Bay Age Distribution**

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	1,121	4.6%	6.0%	-1.4%
6-17	4,467	18.2%	16.3%	+1.9%
18-24	1,953	8.0%	9.7%	-1.7%
25-44	5,023	20.6%	26.4%	-5.8%
45-54	4,092	16.8%	13.0%	+3.8%
55-64	3,895	16.0%	12.9%	+3.1%
65-74	2,350	9.7%	9.2%	+0.5%
75+	1,455	6.0%	6.4%	-0.4%

- Population:** 2017 census estimates in the different age groups in Palmetto Bay.
- % of Total:** Percentage of Palmetto Bay population in the age group.
- National Population:** Percentage of the national population in the age group.
- Difference:** Percentage difference between the Palmetto Bay population and the national population.

**Chart F – 2017 Palmetto Bay Age Group Distribution**



The demographic makeup of Palmetto Bay, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the age groups, 5-17, 45-54, 55-64 and 65-74. A smaller population exists in the age groups 0-5, 18-24, 25-44 and 75+. The greatest positive variance is in the 45-54 age group with +3.8%, while the greatest negative variance is in the 25-44 age groups with -5.8%.



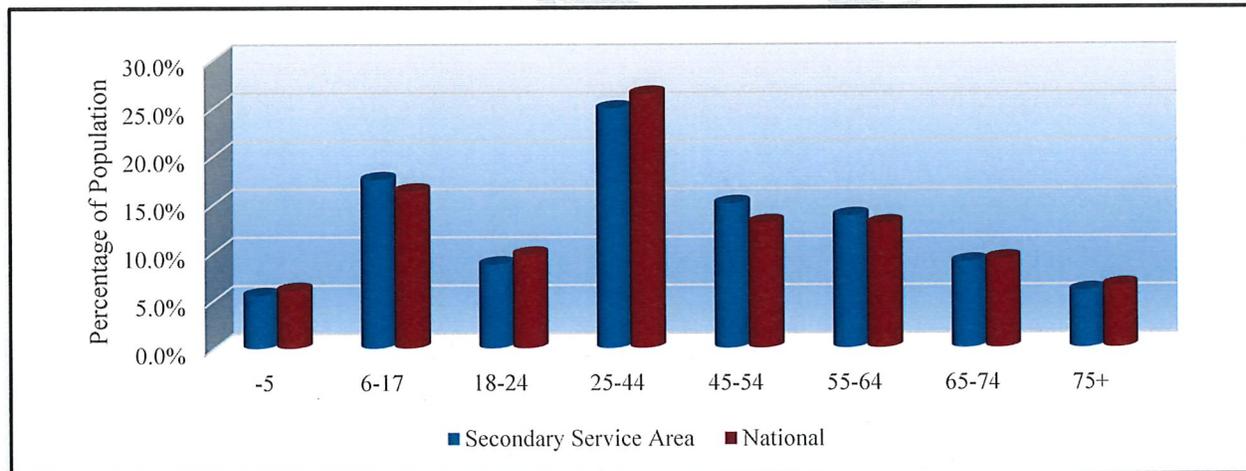
**Table G – 2017 Secondary Service Area Age Distribution**

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	7,701	5.5%	6.0%	-0.5%
6-17	24,578	17.5%	16.3%	+1.2%
18-24	12,139	8.7%	9.7%	-1.0%
25-44	34,615	24.9%	26.4%	-1.5%
45-54	20,903	15.0%	13.0%	+2.0%
55-64	19,061	13.7%	12.9%	+0.8%
65-74	12,345	8.9%	9.2%	-0.3%
75+	8,246	5.9%	6.4%	-0.5%

- Population:** 2017 census estimates in the different age groups in the Secondary Service Area.
- % of Total:** Percentage of the Secondary Service Area population in the age group.
- National Population:** Percentage of the national population in the age group.
- Difference:** Percentage difference between the Secondary Service Area population and the national population.

**Chart G – 2017 Secondary Service Area Age Group Distribution**



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 5-17, 45-54 and 55-64. A smaller population exists in the age groups 0-5, 18-24, 45-54, 55-64 and 65-74. The greatest positive variance is in the 45-54 age group with +2.0%, while the greatest negative variance is in the 25-44 age groups with -1.5%.

**Population Distribution Comparison by Age:** Utilizing census information from Palmetto Bay and the Secondary Service Area, the following comparisons are possible.

**Table H – 2017 Palmetto Bay Population Estimates**

(U.S. Census Information and ESRI)

Ages	2010 Census	2017 Projection	2022 Projection	Percent Change	Percent Change Nat'l
-5	1,189	1,121	1,166	-1.9%	+2.3%
6-17	4,953	4,467	4,379	-11.6%	+0.7%
18-24	1,781	1,953	1,706	-4.2%	+0.2%
25-44	4,998	5,023	5,695	+13.9%	+11.4%
45-54	4,555	4,092	3,673	-19.4%	-9.4%
55-64	3,093	3,895	4,076	+31.8%	+18.2%
65-74	1,679	2,350	2,822	+68.1%	+61.8%
75+	1,162	1,455	1,830	+57.5%	+34.7%

**Chart H – Palmetto Bay Population Growth**

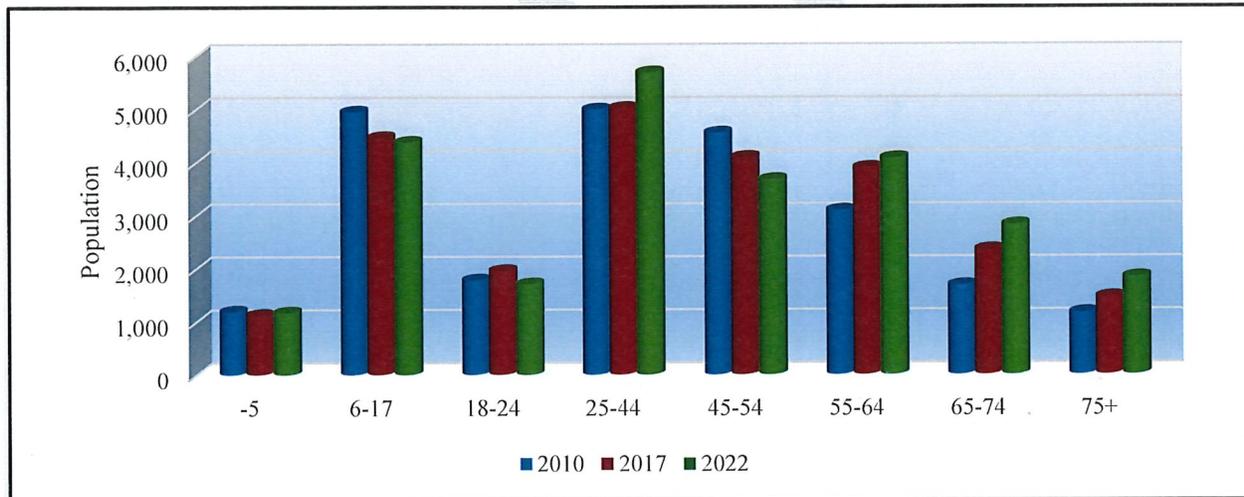


Table-H illustrates the growth or decline in age group numbers from the 2010 census until the year 2022. It is projected that age categories 25-44 and 55+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

**Table I – 2017 Secondary Service Area Population Estimates**

(U.S. Census Information and ESRI)

Ages	2010 Census	2017 Projection	2022 Projection	Percent Change	Percent Change Nat'l
-5	7,805	7,701	8,198	+5.0%	+2.3%
6-17	25,917	24,578	24,764	-4.4%	+0.7%
18-24	11,721	12,139	11,239	-4.1%	+0.2%
25-44	32,793	34,615	38,411	+17.1%	+11.4%
45-54	21,877	20,903	19,619	-10.3%	-9.4%
55-64	15,574	19,061	20,137	+29.3%	+18.2%
65-74	8,837	12,345	14,602	+65.2%	+61.8%
75+	6,810	8,246	9,903	+45.4%	+34.7%

**Chart I – Secondary Service Area Population Growth**

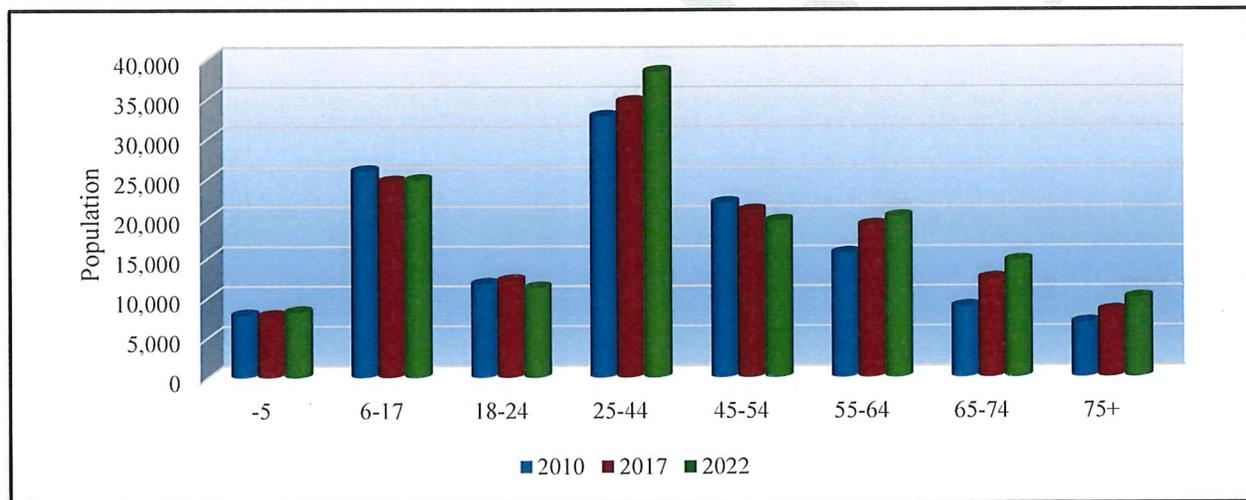


Table-I illustrates the growth or decline in age group numbers from the 2010 census until the year 2022. It is projected age categories 0-5, 25-44, 55+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

**Ethnicity and Race:** Below is listed the distribution of the population by ethnicity and race for Palmetto Bay and the Secondary Service Area for 2017 population projections. These numbers were developed from 2010 Census Data.

**Table J – Palmetto Bay Ethnic Population and Median Age 2017**

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of FL Population
Hispanic	10,705	37.4	44.0%	25.5%

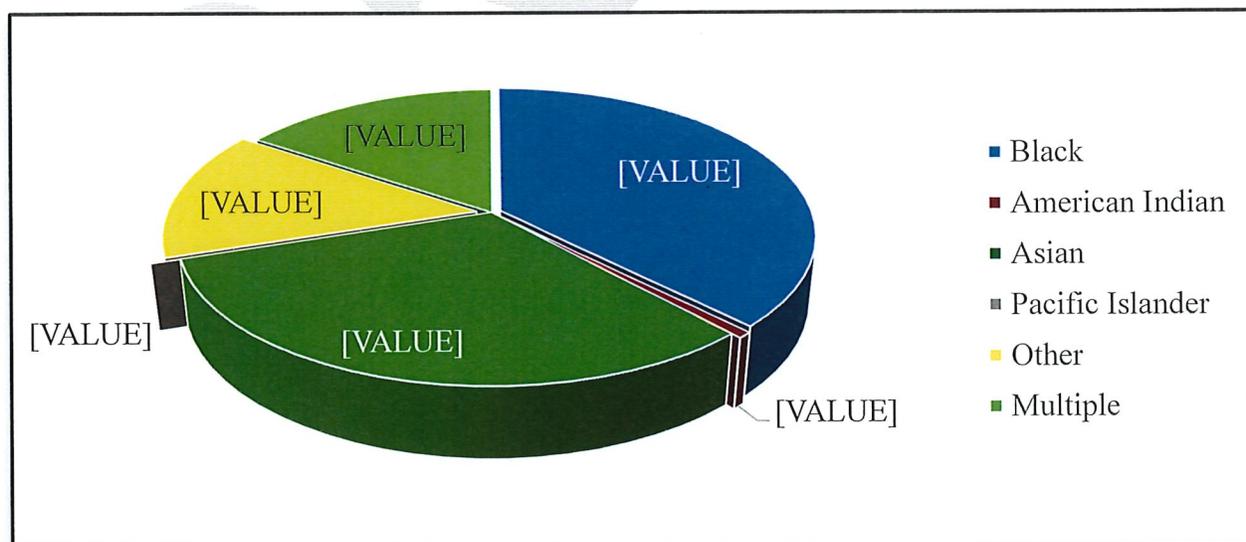
**Table K – Palmetto Bay by Race and Median Age 2017**

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of FL Population
White	20,596	44.5	84.6%	73.1%
Black	1,405	39.0	5.8%	16.4%
American Indian	27	51.3	0.1%	0.4%
Asian	1,193	45.4	4.9%	2.8%
Pacific Islander	10	55.0	0.0%	0.1%
Other	547	32.5	2.2%	4.2%
Multiple	585	27.9	2.4%	3.0%

2017 Palmetto Bay Total Population: 24,358 Residents

**Chart J – 2017 Palmetto Bay Population by Non-White Race**





**Table L – Secondary Service Area Ethnic Population and Median Age 2017**

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of FL Population
Hispanic	71,146	36.9	51.0%	25.5%

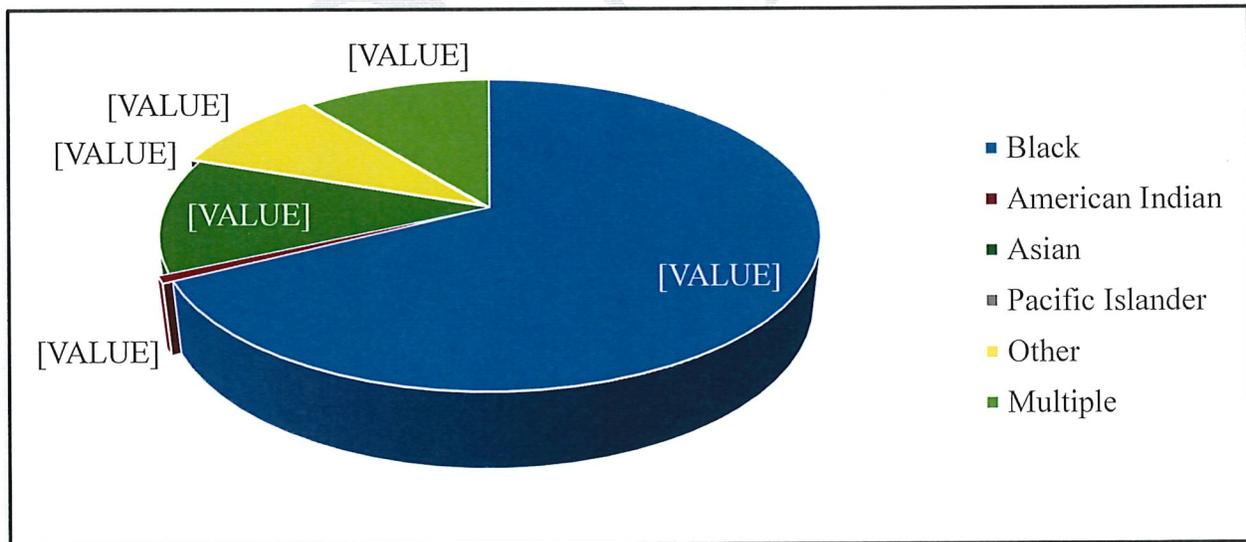
**Table M – Secondary Service Area by Race and Median Age 2017**

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of FL Population
White	101,982	41.3	73.1%	73.1%
Black	25,428	35.0	18.2%	16.4%
American Indian	279	29.0	0.2%	0.4%
Asian	4,521	43.2	3.2%	2.8%
Pacific Islander	70	38.8	0.0%	0.1%
Other	3,332	33.1	2.4%	4.2%
Multiple	3,980	31.0	2.9%	3.0%

2017 Secondary Service Area Total Population: 139,589 Residents

**Chart K – 2017 Secondary Service Area Population by Non-White Race**



## **Tapestry Segmentation**

Tapestry segmentation represents the 4<sup>th</sup> generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

There is value including this information for Palmetto Bay. The data assists the Village in understanding the consumers/constituents in their service area.

The Tapestry segmentation system classifies U.S. neighborhoods into 65 unique market segments. Neighborhoods are sorted by more than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

The following pages and tables outline the top 5 tapestry segments in each of the service areas and provides a brief description of each. This information combined with the key indicators and demographic analysis of each service area help further describe the markets that Palmetto Bay and the Secondary Service Area looks to serve with recreation facilities and programs.

For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.2%
3. Savvy Suburbanites (1D)	3.0%
4. Salt of the Earth (6B)	2.9%
5. Soccer Moms (4A)	2.8%
	<b>15.1%</b>
6. Middleburg (4C)	2.8%
7. Midlife Constants (5E)	2.5%
8. Comfortable Empty Nesters (5A)	2.5%
9. Heartland Communities (6F)	2.4%
10. Old and Newcomers (8F)	2.3%
	<b>12.5%</b>

**Table N – Palmetto Bay Tapestry Segment Comparison**  
 (ESRI estimates)

	Palmetto Bay		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Top Tier (1A)	30.7%	30.7%	46.2	\$157,000
Savvy Suburbanites (1D)	21.1%	51.8%	44.1	\$104,000
American Dreamers (7C)	11.4%	63.2%	31.8	\$48,000
Pleasantville (2B)	9.4%	72.6%	41.9	\$85,000
Professional Pride (1B)	9.1%	81.7%	40.5	\$127,000

**Top Tier (1A)** – With significant purchasing power, group indulges on themselves. Visit spas and fitness centers as well as high-end retailers. Vacation often and fill time with charity events and arts.

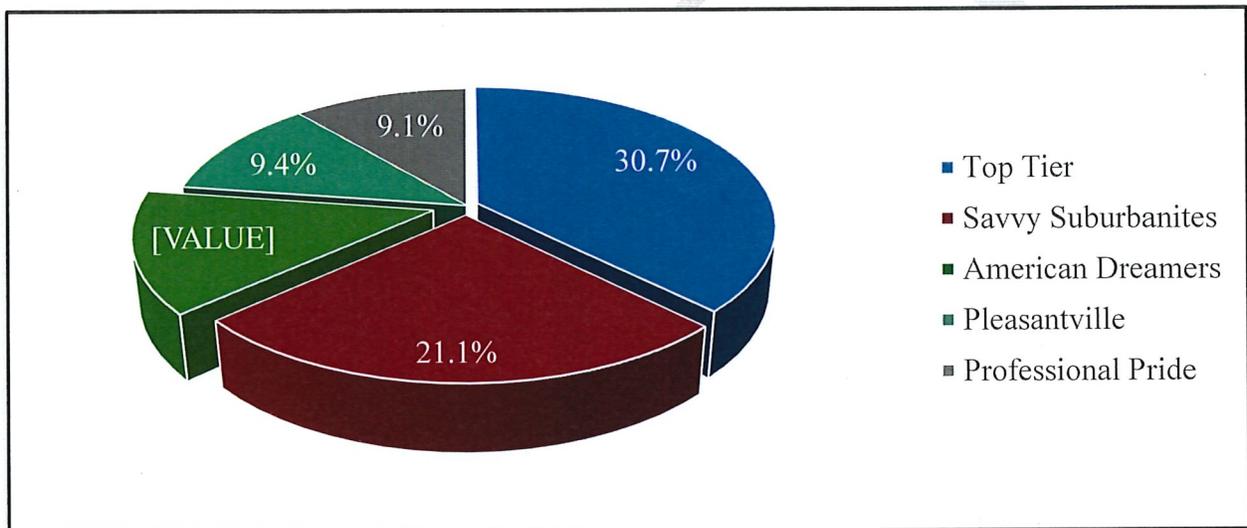
**Savvy Suburbanites (1D)** – Families include empty nesters and those with adult children still at home. Well-educated that enjoy cultural and sporting events and being physically active.

**American Dreamers (7C)** – These younger married-couple families have children and grandparents in the home. Diversity is high. Spending is focused on family and outings together.

**Pleasantville (2B)** – Transitioning into empty nests, residents spend their spare time with sports and home improvement. Willing to spend money on quality and brands.

**Professional Pride (1B)** – Goal oriented couples working long hours. They are well-organized and scheduled with commitments to their children’s activities. Exercise often at health clubs.

**Chart L – Palmetto Bay Tapestry Segment Representation by Percentage:**





**Table O – Secondary Service Area Tapestry Segment Comparison**  
(ESRI estimates)

	Secondary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Top Tier (1A)	20.6%	20.6%	46.2	\$157,000
Home Improvement (4B)	12.8%	33.4%	37.0	\$67,000
American Dreamers (7C)	9.8%	43.2%	31.8	\$48,000
Up and Coming Families (7A)	7.7%	50.9%	30.7	\$64,000
Urban Villages (7B)	6.3%	57.2%	33.3	\$58,000

**Top Tier (1A)** – With significant purchasing power, group indulges on themselves. Visit spas and fitness centers as well as high-end retailers. Vacation often and fill time with charity events and arts.

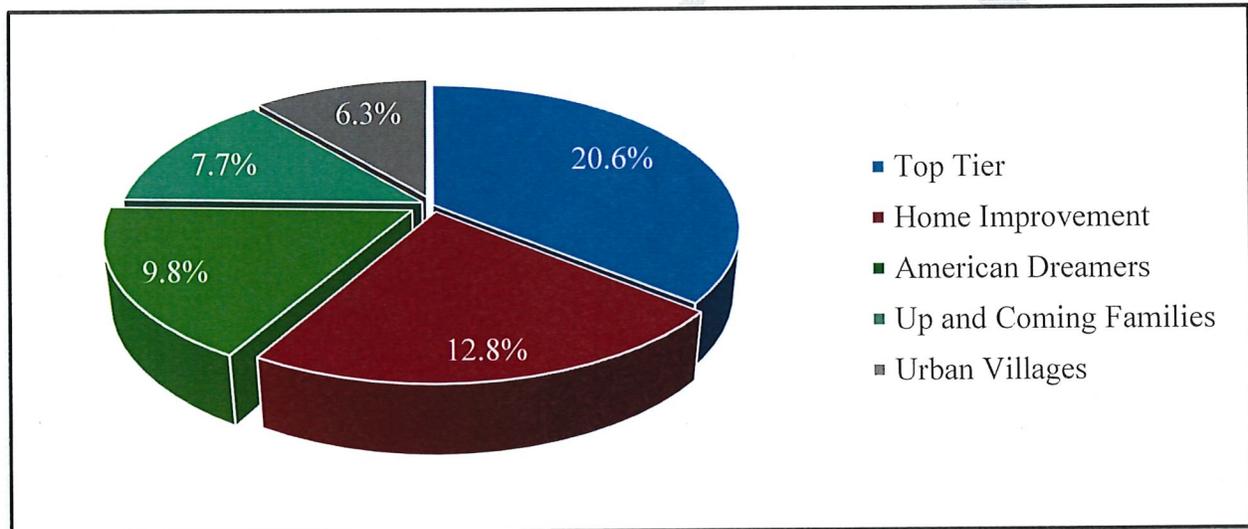
**Home Improvement (4B)** – Families that spend the majority of the time on the go. They eat out regularly and weekends consumed with remodeling projects and chasing children.

**American Dreamers (7C)** – These younger married-couple families have children and grandparents in the home. Diversity is high. Spending is focused on family and outings together.

**Up and Coming Families (7A)** – A young, diverse and mobile market. Hardworking families trying to get ahead, they seek technology. Careful shoppers fill spare time with family activities.

**Urban Villages (7B)** – Multicultural, multigenerational households. They are conscious of fashion and trends. Comfortable with technology and leisure activities include water parks and sports.

**Chart M – Secondary Service Area Tapestry Segment Representation by Percentage:**





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**Demographic Summary**

The following summarizes the demographic characteristics of the two service areas.

- Palmetto Bay has a median sized population base (just under 24,500) to support a community center and the Secondary Service Area at nearly 140,000, adds significantly more population to support this type of facility.
- The population is older than the state and national numbers but there are a significant number of households with children. This indicates families having children later in life.
- The population is projected to continue to grow at a strong pace in the next five years. However, the growth will be primarily in the senior age groups with fewer children.
- The median household income level is much higher than the state and national number for Palmetto Bay and while the Secondary Service Area also has a higher income level, it is substantially lower than the Village. The overall cost of living in the area is reasonably high as well.
- The spending potential for recreation activities is considerably higher than the state and national numbers. The index for Palmetto Bay is substantially higher than the Secondary Service Area.
- There is a significant senior population in the market area with over 36% of households being 55+. The median household income level for ages 55-64 is higher than the general population but goes lower after age 64. Large growth in the senior age population is forecast in the coming years.
- There is significant diversity of the population in the market area with a large Latin/Hispanic segment.
- The tapestry segments for the market indicate a population that is interested in recreation activities.



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## **Recreation Participation Trends**

In addition to analyzing the demographic realities of the service areas, it is possible to project possible participation in sports and cultural arts activities.

**Sports Participation Numbers:** On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto Palmetto Bay and the Secondary Service Area to determine market potential. The information contained in this section of the report, utilizes the NSGA's most recent survey. For that data was collected in 2016 and the report was issued in June of 2017.

B\*K takes the national average and combines that with participation percentages of the two service areas based upon age distribution, median income, region and National number. Those four percentages are then averaged together to create a unique participation percentage for the service area. This participation percentage when applied to the population of the service areas provides an idea of the market potential for various activities.

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**Community Recreation Related Activities Participation:** These activities are could take place at an indoor community center space.

**Table A –Participation Rates for Palmetto Bay**

	Age	Income	Region	Nation	Average
Aerobics	14.9%	18.4%	16.0%	15.5%	16.2%
Basketball	8.1%	11.4%	8.2%	8.4%	9.0%
Exercise Walking	36.5%	35.5%	0.0%	36.0%	27.0%
Exercise w/ Equipment	19.0%	19.9%	0.0%	19.5%	14.6%
Running/Jogging	14.3%	19.6%	15.8%	15.3%	16.2%
Swimming	15.7%	20.1%	16.3%	15.5%	16.9%
Volleyball	3.6%	6.6%	3.8%	3.6%	4.4%
Weight Lifting	11.5%	13.9%	11.4%	12.1%	12.2%
Workout at Clubs	12.2%	15.9%	12.6%	12.9%	13.4%
Yoga	9.5%	413/%	9.5%	10.3%	9.8%
Did Not Participate	22.9%	20.9%	22.4%	22.4%	22.1%

- Age:** Participation based on individuals ages 7 & Up in Palmetto Bay.
- Income:** Participation based on the 2017 estimated median household income in Palmetto Bay.
- Region:** Participation based on regional statistics (South Atlantic).
- National:** Participation based on national statistics.
- Average:** Average of the four columns.

**Note:** “Did Not Participate” refers to all 55 activities tracked by the NSGA.



**Table B –Participation Rates for the Secondary Service Area**

	Age	Income	Region	Nation	Average
Aerobics	15.2%	17.0%	16.0%	15.5%	15.9%
Basketball	8.4%	8.2%	8.2%	8.4%	8.3%
Exercise Walking	36.1%	37.8%	34.3%	36.0%	36.0%
Exercise w/ Equipment	19.2%	22.4%	18.4%	19.5%	19.9%
Running/Jogging	15.0%	16.4%	15.8%	15.3%	15.6%
Swimming	15.6%	16.0%	16.3%	15.5%	15.9%
Volleyball	3.6%	3.2%	3.8%	3.6%	3.6%
Weight Lifting	11.9%	14.2%	11.4%	12.1%	12.4%
Workout at Clubs	12.6%	14.1%	12.6%	12.9%	13.1%
Yoga	10.0%	10.7%	9.5%	10.3%	10.1%
Did Not Participate	22.6%	21.8%	22.4%	22.4%	22.3%

**Age:** Participation based on individuals ages 7 & Up in the Secondary Service Area.  
**Income:** Participation based on the 2017 estimated median household income in the Secondary Service Area.  
**Region:** Participation based on regional statistics (South Atlantic).  
**National:** Participation based on national statistics.  
**Average:** Average of the four columns.

**Note:** “Did Not Participate” refers to all 55 activities tracked by the NSGA.

**Anticipated Participation Number:** Utilizing the average percentage from Table-A above plus the 2010 census information and census estimates for 2017 and 2022 (over age 7) the following comparisons are available.

**Table C –Participation Growth or Decline in Palmetto Bay**

	Average	2010 Population	2017 Population	2022 Population	Difference
Aerobics	16.2%	3,503	3,677	3,829	327
Basketball	9.0%	1,948	2,045	2,129	182
Exercise Walking	27.0%	5,831	6,121	6,375	544
Exercise w/ Equipment	14.6%	3,154	3,311	3,449	294
Running/Jogging	16.2%	3,508	3,683	3,836	327
Swimming	16.9%	3,651	3,832	3,992	341
Volleyball	4.4%	948	995	1,036	88
Weight Lifting	12.2%	2,641	2,772	2,887	246
Workout at Clubs	13.4%	2,897	3,041	3,167	270
Yoga	9.8%	2,111	2,216	2,308	197
Did Not Participate	22.1%	4,785	5,023	5,232	446

**Note:** These figures do not necessarily translate into attendance figures for various activities or programs. The “Did Not Participate” statistics refers to all 55 activities outlined in the NSGA 2016 Survey Instrument.

**Table D –Participation Growth or Decline in the Secondary Service Area**

	Average	2010 Population	2017 Population	2022 Population	Difference
Aerobics	15.9%	19,112	20,468	21,537	2,425
Basketball	8.3%	9,942	10,647	11,203	1,261
Exercise Walking	36.0%	43,239	46,307	48,725	5,486
Exercise w/ Equipment	19.9%	23,851	25,543	26,877	3,026
Running/Jogging	15.6%	18,736	20,065	21,113	2,377
Swimming	15.9%	19,017	20,366	21,430	2,413
Volleyball	3.6%	4,271	4,574	4,812	542
Weight Lifting	12.4%	14,865	15,920	16,751	1,886
Workout at Clubs	13.1%	15,658	16,769	17,645	1,987
Yoga	10.1%	12,153	13,016	13,695	1,542
Did Not Participate	22.3%	26,740	28,637	30,132	3,392

**Note:** These figures do not necessarily translate into attendance figures for various activities or programs. The “Did Not Participate” statistics refers to all 55 activities outlined in the NSGA 2016 Survey Instrument.

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**Participation by Ethnicity and Race:** The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2016 survey, the following comparisons are possible.

**Table E – Comparison of National, African American and Hispanic Participation Rates**

Indoor Activity	Palmetto Bay	National Participation	African American Participation	Hispanic Participation
Aerobics	16.2%	15.5%	13.9%	14.6%
Basketball	9.0%	8.4%	12.8%	10.2%
Exercise Walking	27.0%	36.0%	32.5%	30.5%
Exercise w/ Equipment	14.6%	19.5%	17.5%	18.4%
Running/Jogging	16.2%	15.3%	14.6%	17.3%
Swimming	16.9%	15.5%	9.3%	14.1%
Volleyball	4.4%	3.6%	3.7%	5.3%
Weight Lifting	12.2%	12.1%	13.9%	11.2%
Workout at Clubs	13.4%	12.9%	10.9%	13.1%
Yoga	9.8%	10.3%	9.3%	11.5%
Did Not Participate	22.1%	22.4%	26.3%	23.6%

- Secondary Service Part:** The unique participation percentage developed for Palmetto Bay.
- National Rate:** The national percentage of individuals who participate in the given activity.
- African American Rate:** The percentage of African-Americans who participate in the given activity.
- Hispanic Rate:** The percentage of Hispanics who participate in the given activity.

There is Hispanic population of 44.0% in Palmetto Bay. As such these numbers may play a factor with regard to overall participation.



**Table F – Comparison of National, African American and Hispanic Participation Rates**

Indoor Activity	Secondary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobics	15.9%	15.5%	13.9%	14.6%
Basketball	8.3%	8.4%	12.8%	10.2%
Exercise Walking	36.0%	36.0%	32.5%	30.5%
Exercise w/ Equipment	19.9%	19.5%	17.5%	18.4%
Running/Jogging	15.6%	15.3%	14.6%	17.3%
Swimming	15.9%	15.5%	9.3%	14.1%
Volleyball	3.6%	3.6%	3.7%	5.3%
Weight Lifting	12.4%	12.1%	13.9%	11.2%
Workout at Clubs	13.1%	12.9%	10.9%	13.1%
Yoga	10.1%	10.3%	9.3%	11.5%
Did Not Participate	22.3%	22.4%	26.3%	23.6%

**Secondary Service Part:**

The unique participation percentage developed for the Secondary Service Area.

**National Rate:**

The national percentage of individuals who participate in the given activity.

**African American Rate:**

The percentage of African-Americans who participate in the given activity.

**Hispanic Rate:**

The percentage of Hispanics who participate in the given activity.

There is Hispanic population of 51.0% in the Secondary Service Area. As such these numbers may play a factor with regards to overall participation.



**Summary of Sports Participation:** The following chart summarizes participation for indoor activities utilizing information from the 2016 National Sporting Goods Association survey.

**Table G – Sports Participation Summary**

Sport	Nat'l Rank <sup>5</sup>	Nat'l Participation (in millions)
Exercise Walking	1	105.7
Exercising w/ Equipment	2	57.1
Swimming	3	45.6
Aerobic Exercising	4	45.6
Running/Jogging	5	44.9
Hiking	6	42.9
Camping	7	40.4
Workout @ Club	8	37.8
Bicycle Riding	9	36.2
Weight Lifting	10	35.6
Yoga	12	30.3
Basketball	14	24.8
Volleyball	24	10.7
Martial Arts MMA	36	6.2
Pilates	41	5.5
Boxing	49	3.6
Wrestling	52	3.0

**Nat'l Rank:** Popularity of sport based on national survey.  
**Nat'l Participation:** Population that participate in this sport on national survey.

<sup>5</sup> This rank is based upon the 55 activities reported on by NSGA in their 2016 survey instrument.

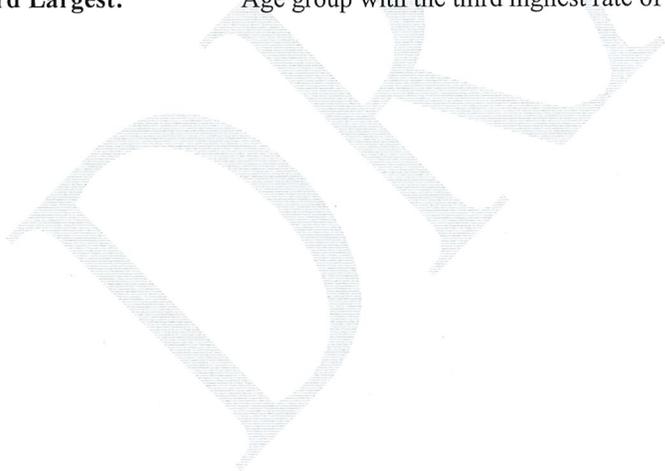


**Participation by Age Group:** Within the NSGA survey, participation is broken down by age groups. As such B\*K can identify the top 3 age groups participating in the activities reflected in this report.

**Chart H – Participation by Age Group:**

<b>Activity</b>	<b>Largest</b>	<b>Second Largest</b>	<b>Third Largest</b>
Aerobics	25-34	35-44	45-54
Basketball	12-17	7-11	18-24
Boxing	25-34	18-24	35-44
Exercise Walking	45-54	55-67	75+
Exercise w/ Equipment	25-34	45-54	18-24
Martial Arts/MMA	7-11	12-17	18-24
Pilates	25-34	35-44	18-24
Running/Jogging	25-34	18-24	12-17
Swimming	7-11	12-17	35-44
Volleyball	12-17	7-11	18-24
Weight Lifting	25-34	18-24	35-44
Workout at Clubs	25-34	18-24	35-44
Wrestling	12-17	7-11	18-24
Did Not Participate	7-11	75+	55-64

**Largest:** Age group with the highest rate of participation.  
**Second Largest:** Age group with the second highest rate of participation.  
**Third Largest:** Age group with the third highest rate of participation.



**Market Potential Index for Adult Participation:** In addition to examining the participation numbers for various indoor activities through the NSGA 2016 Survey and the Spending Potential Index for Entertainment & Recreation, B\*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in various activities.

**Table I – Market Potential Index for Adult Participation in Activities in Palmetto Bay**

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	1,936	10.3%	125
Basketball	1,542	8.2%	97
Exercise Walking	6,250	33.3%	123
Running/Jogging	3,186	17.0%	126
Swimming	3,694	19.7%	126
Volleyball	597	3.2%	95
Weight Lifting	2,612	13.9%	137

**Expected # of Adults:** Number of adults, 18 years of age and older, participating in the activity in Palmetto Bay.  
**Percent of Population:** Percent of the service area that participates in the activity.  
**MPI:** Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in the activities listed is greater than the national number of 100 in all but two instances. In many cases when a participation number is lower than the National number, secondary factors include a lack of facilities or an inability to pay for services and programs.

**Table J – Market Potential Index for Adult Participation in Activities in the Secondary Service Area**

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	9,655	9.0%	109
Basketball	9,601	8.9%	106
Exercise Walking	30,620	28.5%	106
Running/Jogging	16,512	15.4%	114
Swimming	17,895	16.7%	107
Volleyball	3,589	3.3%	100
Weight Lifting	12,975	12.1%	119

**Expected # of Adults:** Number of adults, 18 years of age and older, participating in the activity in the Secondary Service Area.

**Percent of Population:** Percent of the service area that participates in the activity.

**MPI:** Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in the activities listed is greater than or equal to the national number of 100 in all instances.

**Sports Participation Trends:** Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2007-2016).

**Table K – National Activity Trend (in millions)**

*Increasing in Popularity*

	2007 Participation	2016 Participation	Percent Change
Yoga	10.7	30.3	183.2%
Lacrosse	1.2	2.9	141.7%
Hockey (ice)	2.1	3.4	61.9%
Running/Jogging	30.4	44.9	47.7%
Wrestling	2.1	3.0	42.9%
Aerobic Exercising	34.8	45.6	31.0%
Exercise Walking	89.8	105.7	17.7%
Weight Lifting	33.2	35.6	7.2%
Basketball	24.1	24.8	2.9%
Workout @ Club	36.8	37.8	2.7%
Tennis	12.3	12.6	2.4%
Soccer	13.8	14.0	1.4%

*Decreasing in Popularity*

	2007 Participation	2016 Participation	Percent Change
Bicycle Riding	37.4	36.2	-3.2%
Ice/Figure Skating	8.2	7.7	-6.1%
Volleyball	12.0	10.7	-10.8%
Swimming	52.3	45.6	-12.8%
Baseball	14.0	12.2	-12.9%
Football (tackle)	9.2	7.9	-14.1%
Golf	22.7	18.5	-18.5%
Softball	12.4	9.6	-22.3%

**2016 Participation:** The number of participants per year in the activity (in millions) in the United States.

**2007 Participation:** The number of participants per year in the activity (in millions) in the United States.

**Percent Change:** The percent change in the level of participation from 2007 to 2016.



**Non-Sport Participation Statistics:** It is important to note that participation rates in non-sport activities. While there is not an abundance of information available for participation in these types of activities as compared to sport activities, there are statistics that can be utilized to help determine the market for cultural arts activities and events.

There are many ways to measure a nation's cultural vitality. One way is to chart the public's involvement with arts events and other activities over time. The NEA's Survey of Public Participation in the Arts remains the largest periodic study of arts participation in the United States. It tracks various arts activities that Americans (aged 18 and over) report having done in the course of a year. It also asks questions about adults' preferences for different kinds of music, and it seeks to understand participation in non-arts leisure events such as sports and exercise, outdoor activities and civic and social affairs.

The participation numbers for these activities are national numbers and the information falls into the following categories:

- Visual & Performing Arts Attendance
- Arts Consumption Through Electronic Media
- Creating, Performing and Sharing Art
- Participation in Arts Learning Activities
- Reading and Film Attendance



*Visual & Performing Arts Attendance*

**Table L – Percentage of U.S. Adult Attending a Performing Arts Activity at Least Once in the Past 12-Months**

<b>Music</b>	<b>2002</b>	<b>2008</b>	<b>2012</b>	<b>Rate of Change</b>	
				<b>2002-2008</b>	<b>2008-2012</b>
Jazz	10.8%	7.8%	8.1%	-3.0%	+0.3%
Classical Music	11.6%	9.3%	8.8%	-2.3%	-0.5%
Opera	3.2%	2.1%	2.1%	-1.1%	+0.0%
Latin Music	Not Asked	4.9%	5.1%	NA	+0.2%
Outdoor Performing Arts Festival	Not Asked	20.8%	20.8%	NA	+0.0%

<b>Plays</b>	<b>2002</b>	<b>2008</b>	<b>2012</b>	<b>Rate of Change</b>	
				<b>2002-2008</b>	<b>2008-2012</b>
Musical Plays	17.1%	16.7%	15.2%	-0.4%	-1.5%
Non-Musical Plays	12.3%	9.4%	8.3%	-2.9%	-1.1%

<b>Dance</b>	<b>2002</b>	<b>2008</b>	<b>2012</b>	<b>Rate of Change</b>	
				<b>2002-2008</b>	<b>2008-2012</b>
Ballet	3.9%	2.9%	2.7%	-1.0%	-0.2%
Other Dance	6.3%	5.2%	5.6%	-1.1%	+0.4%

- Following a sharp decline in overall arts attendance that occurred from 2002-2008, participation rates held steady from 2008-2012.
- Changes in the U.S. demographic composition appear to have contributed to the overall declines in performing arts attendance. Still, various subgroups of Americans have maintained or increased attendance rates for individual art forms.



**Table M – Percentage of U.S. Adults Attending Visual Arts Activities and Events**

	2002	2008	2012	Rate of Change	
				2002-2008	2008-2012
Art Museums/Galleries	26.5%	22.7%	21.0%	-3.8%	-1.7%
Parks/Historical Buildings	33.4%	24.5%	22.4%	-8.9%	-2.1%
Craft/Visual Arts Festivals	31.6%	24.9%	23.9%	-6.7%	-1.0%

**Table N – Percentage of Adults Attending Live Music Performance by Genre in the Past 12-Months**

Genre	Percentage
Jazz	15.9%
Latin	9.1%
Classical	18.2%
Opera	4.8%
Hymns	14.2%
Country	20.2%
Rap	8.7%
Blues	13.1%
Folk	9.8%
Pop/Rock	43.6%

- Visual arts attendance has declined significantly since 2002.
- These 10-year declines were experienced by all demographic subgroups, with one exception; the nation’s oldest Americans (75+) were more likely to attend visual arts activities than a decade ago.



*Arts Consumption Through Electronic Media*

**Table O – Percentage of Adults Who Watched or Listened to an Arts Broadcast or Recording At least Once the Past 12-Months via TV/Radio or Internet**

	TV or Radio	Internet	Both
Jazz	9.6%	5.2%	11.8%
Lain, Spanish, or Salsa	10.5%	5.4%	12.6%
Classical	11.7%	5.8%	13.6%
Opera	3.6%	1.5%	4.3%
Other Music <sup>6</sup>	40.1%	24.9%	46.9%
Theater Productions (musical or stage play)	6.2%	2.1%	7.1%
Ballet, Modern, or Contemporary	3.9%	1.3%	4.5%
Other Dance Programs and Shows	8.3%	2.2%	9.2%
Programs and Info. About Visual Arts	7.6%	4.1%	9.4%
Programs Info. About Book Writers	7.5%	5.3%	10.0%
Other Books, Stories, or Poetry Read Aloud	3.8%	4.6%	7.1%

**Table P – Percentage of U.S. Adults Who Used Mobile or Handheld Devices to Explore the Arts: 2012**

	Percentage
US Adult Population Used Mobile/Handheld Device for Any Reason	53.2%
Read, Listen, Download any Novel, Short Story, Poetry or Plays	16.0%
Watch, Listen, or Download Any Music	3.4%
Download or View Any Visual Arts	7.9%

- Americans were more likely to watch or listen to broadcast arts performances using traditional sources such as TV and radio than the Internet.
- Nearly half of all American adults watched or listened to a broadcast or recorded performance of rock, pop, country, folk, rap or hip-hop music in 2012.
- Over two-thirds of people watching dance performances via median in 2012 were women. Nearly three-quarters of the adult audience was 25-64.

<sup>6</sup> Rock, pop, country, folk, rap or hip-hop



*Creating, Performing and Sharing Art*

**Table Q – Percentage of American Adults Engaging in the Performing Arts: 2012**

	<b>Percentage</b>
Play a Musical Instrument	12.1%
Play a Musical Instrument (with others)	5.1%
Do Any Acting	1.4%
Do Any Social Dancing	31.6%
Do Any Formal Dancing	5.1%
Perform or Practice Singing	8.7%
Do Any Singing w/ Other People	6.8%

- Social dancing is the most common way Americans performed art in 2012, followed by playing a musical instrument.
- Women are more likely than men to dance. The rates of dance participation are highest for young adults (18-34) and increase with educational level and family income.

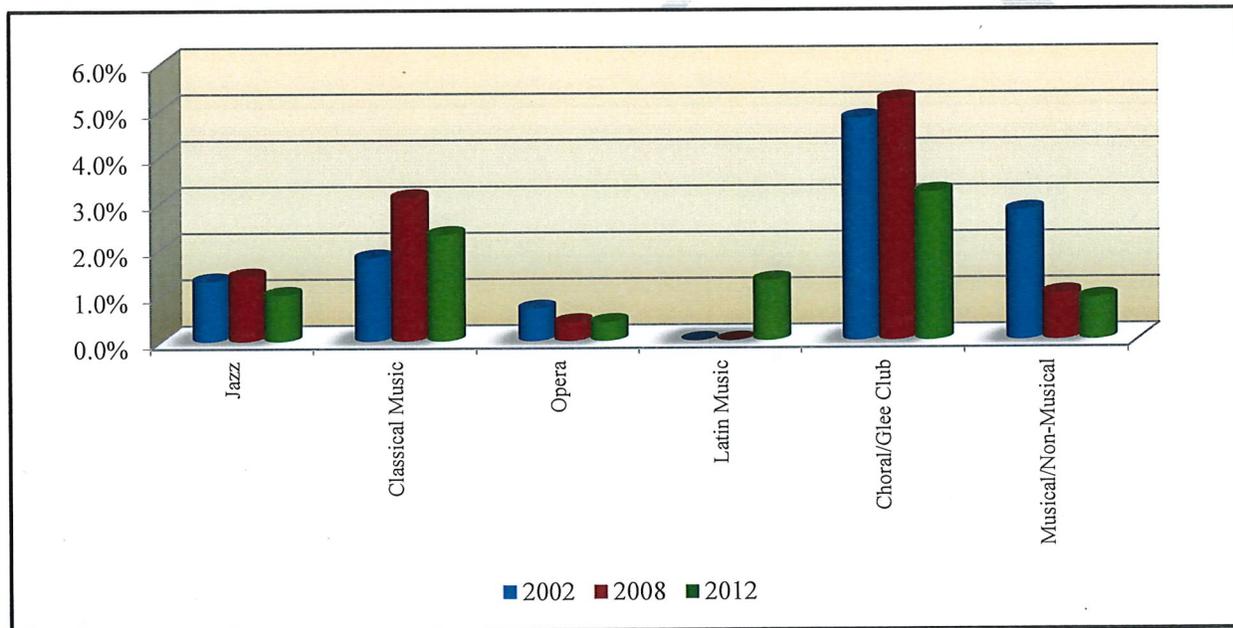
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**Table R – Percentage of Adults Who Practiced or Performed Music of Various Types**

Practiced or Performed	2002	2008	2012	Rate of Change	
				2002-2008	2008-2012
Jazz	1.3%	1.4%	1.0%	+0.1%	-0.4%
Classical Music	1.8%	3.1%	2.3%	+1.3%	-0.8%
Opera	0.7%	0.4%	0.4%	-0.3%	+0.0%
Latin Music	N/A	N/A	1.3%	N/A	N/A
Choral or Glee Club	4.8%	5.2%	3.2%	+0.4%	-2.0%
Musical or Non-Musical	2.8%	1.0%	0.9%	-1.8%	-0.1%

**Chart A – Percentage of U.S. Adult Population Attending Arts Performances:**



- The percentage of American adults who performed or practiced jazz, classical music, or opera has not changed much since 2002.
- The percentage of people in a choral or glee club or who performed in a musical or non-musical stage play has declined since 2002.



**Table S – Percentage of Adults Creating or Performing Arts During the Last 12 Months**

	<b>Percentage</b>
Music	5.0%
Dance	1.3%
Films/Videos	2.8%
Photos	12.4%
Visual Arts	5.7%
Scrapbooks	6.5%
Creative Writing	5.9%

**Table T – Percentage of U.S. Adults Using Electronic Media to Create or Perform Art in the Past 12 Months by Art Form**

	<b>Percentage</b>
Recorded, Edited, or Remixed Music	4.4%
Recorded, Edited or Remixed Dance	0.9%
Recorded, Edited or Remixed Films and Videos	2.2%
Edited Photos	13.0%

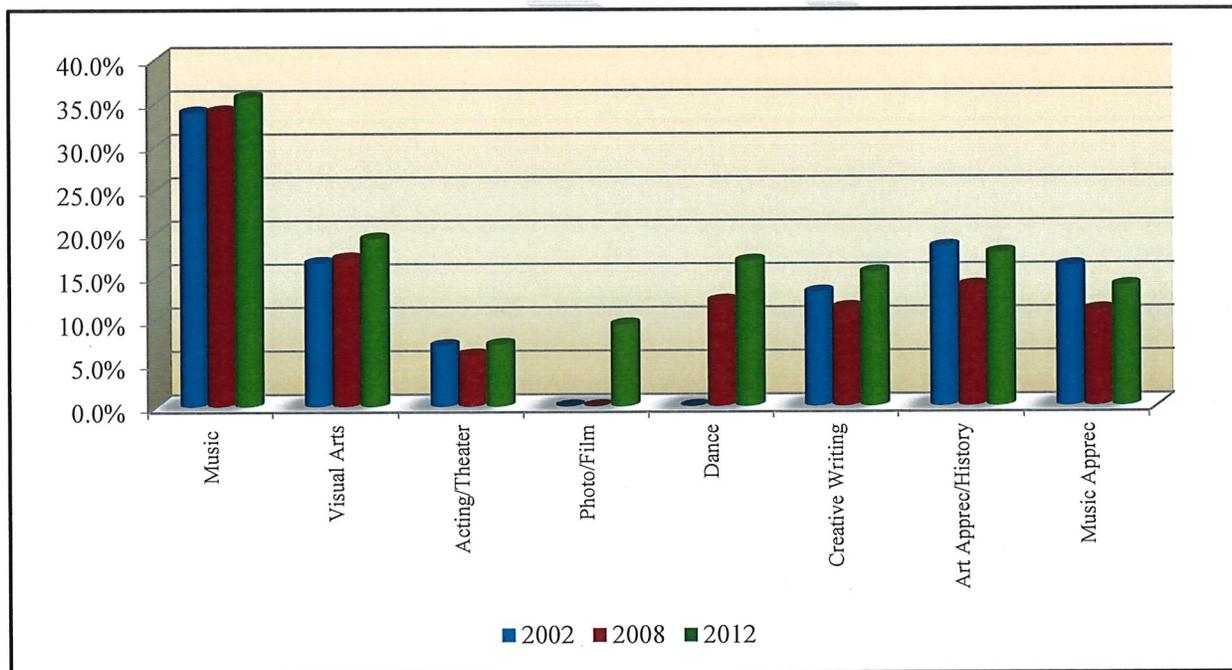
- 19% of American adults in 2012 used electronic media to share art that they themselves had created, edited or remixed.
- Men are more likely than women to use electronic media to create, perform, or share yet. This pattern stands in contrast to most forms of arts participation, in which women typically lead men.
- Large proportions of adults who create music or visual art do so through electronic media.
- 12% of Americans take photographs for artistic purposes, making photography the most common form of arts creation.

*Participation in Arts Learning Activities*

**Table U – Percentage of U.S. Adults Who Took Arts Lessons and Classes During their Lifetime by Form of Art Studied**

				Rate of Change	
	2002	2008	2012	2002-2008	2008-2012
Music	33.9%	34.0%	35.6%	+0.1%	+1.6%
Visual Arts	16.5%	17.0%	19.3%	+0.5%	+2.3%
Acting or Theater	7.0%	5.9%	7.1%	-1.1%	+1.2%
Photography or Film	N/A	N/A	9.4%	N/A	N/A
Dance	N/A	12.1%	16.7%	N/A	+4.6%
Creative Writing	13.1%	11.3%	15.4%	-1.8%	+4.1%
Art Apprec. or History	18.3%	13.8%	17.6%	-4.5%	+3.8%
Music Appreciation	16.1%	11.0%	13.8%	-5.1%	+2.8%

**Chart B – Percentage of U.S. Adult Population Attending Arts Performances:**

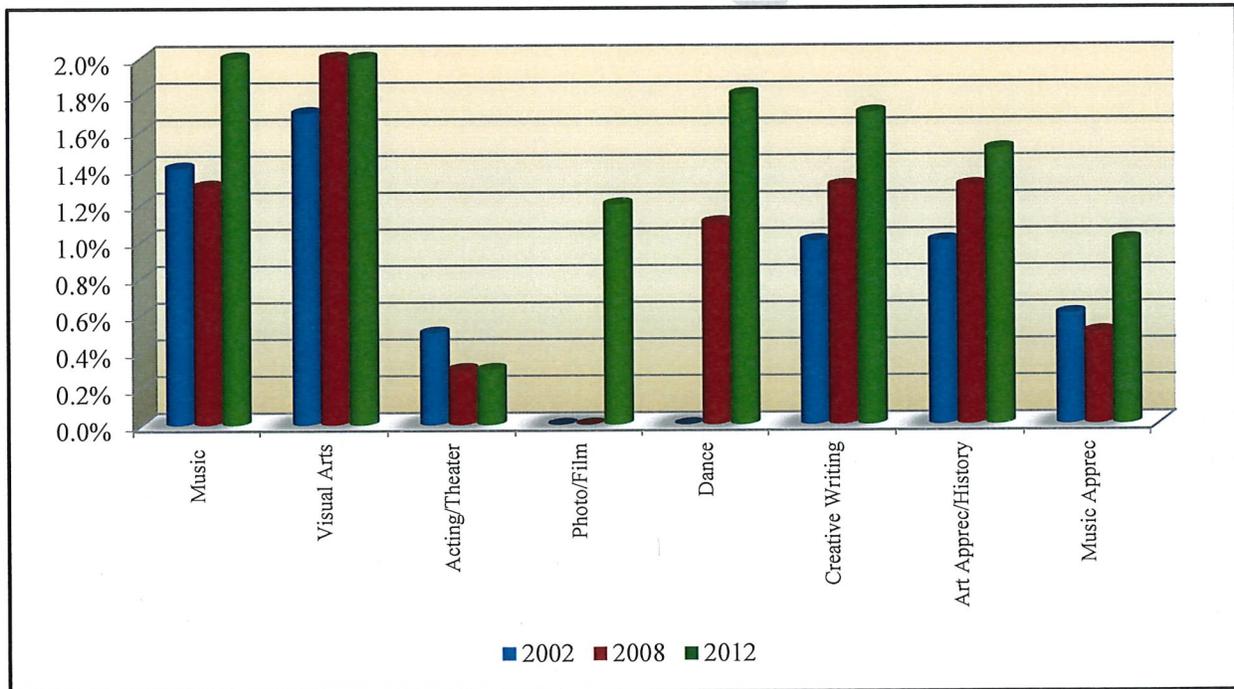


- Music is the art form most commonly studied, whether through voice-training or learning to play an instrument.

**Table V – Percentage of U.S. Adults Who Took Arts Lessons and Classes During the Past 12-Months**

	Rate of Change				
	2002	2008	2012	2002-2008	2008-2012
Music	1.4%	1.3%	2.0%	-0.1%	+0.7%
Visual Arts	1.7%	2.0%	2.0%	+0.3%	+0.0%
Acting or Theater	0.5%	0.3%	0.3%	-0.2%	+0.0%
Photography or Film	N/A	N/A	1.2%	N/A	N/A
Dance	N/A	1.1%	1.8%	N/A	+0.7%
Creative Writing	1.0%	1.3%	1.7%	+0.3%	+0.4%
Art Apprec. or History	1.0%	1.3%	1.5%	+0.3%	+0.2%
Music Appreciation	0.6%	0.5%	1.0%	-0.1%	+0.5%

**Chart C – Percentage of U.S. Adult Population Attending Arts Performances:**



- Childhood experience in the arts is significantly associated with educational level obtained in adulthood. Over 70% of college graduates said they visited an art museum or gallery as a child, compared with 42% of adults who have only a high school diploma.

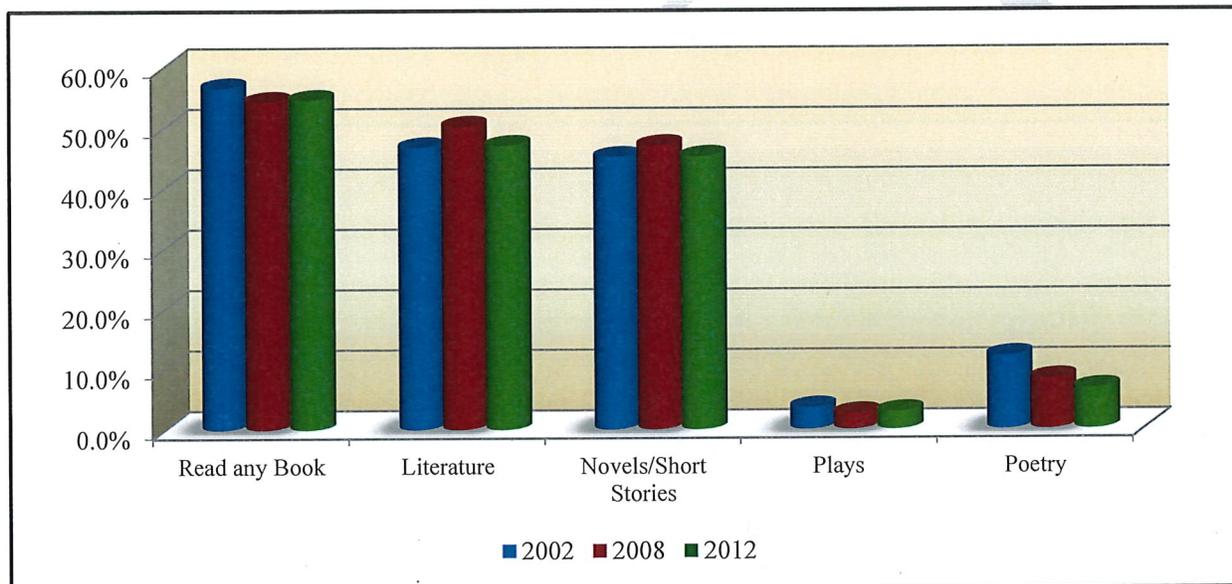


*Reading and Film Attendance*

**Table W – Reading Activity**

				Rate of Change	
	2002	2008	2012	2002-2008	2008-2012
Read any Book, non-required	56.6%	54.3%	54.6%	-2.3%	+0.3%
Literature	46.7%	50.2%	47.0%	+3.5%	-3.2%
Novels and Short Stories	45.1%	47.0%	45.2%	+1.9%	-1.8%
Plays	3.6%	2.6%	2.9%	-1.0%	+0.3%
Poetry	12.1%	8.3%	6.7%	-3.3%	-1.6%

**Chart D – Reading Activity**

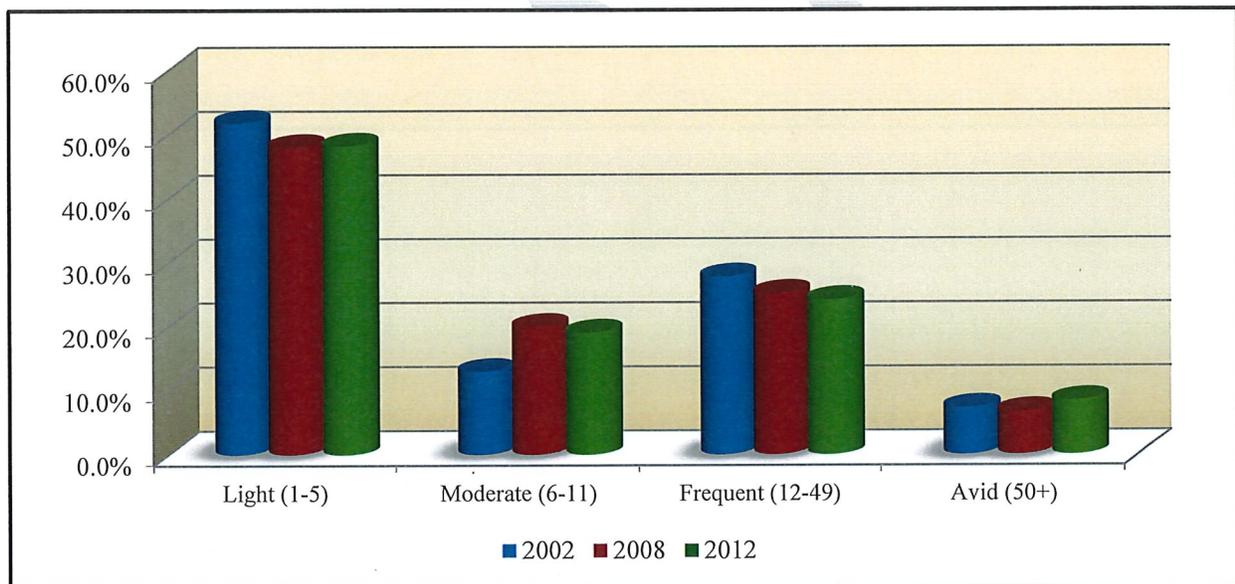


- Women are far more likely to read literature than are men.
- Men are more likely to read nonfiction than fiction, while the opposite is true for women.
- Reading of books and literature has increased among older adults in the past decade.

**Table X – Percentage of U.S. Adults who Read During the Past 12 Months by Frequency (number of books read):**

	2002	2008	2012	Rate of Change	
				2002-2008	2008-2012
All Adults					
Light (1-5)	29.4%	26.1%	23.4%	-3.3%	-2.7%
Moderate (6-11)	7.4%	10.9%	10.4%	+3.5%	-0.5%
Frequent (12-49)	15.7%	13.7%	13.2%	-2.0%	-0.5%
Avid (50+)	4.1%	4.6%	4.6%	+0.5%	+0.0%
All Book Readers					
Light (1-5)	51.9%	48.1%	48.3%	-3.8%	+0.2%
Moderate (6-11)	13.0%	20.0%	19.1%	+7.0%	-0.9%
Frequent (12-49)	27.8%	25.2%	24.2%	-2.6%	-1.0%
Avid (50+)	7.3%	6.7%	8.4%	-0.6%	+1.7%

**Chart E – All Book Readers Rate of Consumption**



- Over half of American adults read at least one book in 2012. This is unchanged from 2008, but in 2002 slightly more adults read books.
- About 4% of adults belonged to a book club or reading group in 2012.



**National Recreation Activity and Facility Trends:** There continues to be very strong growth in the number of people participating in recreation and leisure activities. The Physical Activity Council in its 2016 study indicated that 42% of Americans (age 6 and older) participated at least once a week in a high calorie burning activity. However, the study also indicated that 27% of Americans were inactive. International Health and Racquet Sports Association (IHRSA) reported that membership in U.S. health clubs has increased by 26.3% from 2009 to 2016, and memberships in health clubs reached an all-time high of 57.3 million in 2016. Statistics also indicate that approximately 1 out of every 5 people of the U.S. population (or 20%) belong to a health club. On the other side, most public recreation centers attract between 20% and 30% of a market area (more than once) during the course of a year. All of this indicates the relative strength of a market for a community recreation facility. However, despite these increases the American population as a whole continues to lead a rather sedentary life with an average of 25% of people across the country reporting that they engage in no physical activity (according to The Center for Disease Control).

One of the areas of greatest participant growth over the last 10 years is in fitness related activities such as exercise with equipment, aerobic exercise, functional training and group cycling. This is also the most volatile area of growth with specific interest areas soaring in popularity for a couple of years only to be replaced by a new activity for the coming years. Also showing particularly strong growth numbers are running/jogging while swimming participation remains consistently high despite recent drops in overall numbers. It is significant that many of the activities that can take place in an indoor recreation setting are ranked in the top fifteen in overall participation by the National Sporting Goods Association.

Due to the increasing recreational demands there has been a shortage in most communities of the following spaces:

- Gymsnasiums
- Pools (especially leisure pools)
- Weight/cardiovascular equipment areas
- Indoor running/walking tracks
- Meeting/multipurpose (general program) space
- Senior's program space
- Pre-school and youth space
- Teen use areas
- Fieldhouses

As a result, many communities have attempted to include these amenities in public community recreation facilities. With the growth in youth sports and the high demand for school gyms, most communities are experiencing an acute lack of gymnasium space. Weight/cardiovascular space is also in high demand and provides a facility with the potential to generate significant revenues.

The success of most recreation agencies is dependent on meeting the recreational needs of a variety of individuals. The fastest growing segment of society is the senior population and meeting the needs of this group is especially important now and will only grow more so in the

coming years. Indoor walking tracks, exercise areas, warm water pools and classroom spaces are important to this age group. Marketing to the younger more active senior (usually age 55-70) is paramount, as this age group has the free time available to participate in leisure activities, the desire to remain fit, and more importantly the disposable income to pay for such services.

Youth programming has always been a cornerstone for recreation services and will continue to be so with an increased emphasis on teen needs and providing a deterrent to juvenile crime. With a continuing increase in single parent households and two working parent families, the needs of school age children for before and after school child care continues to grow as does the need for preschool programming.

As more and more communities attempt to develop community recreation facilities the issues of competition with other providers in the market area have inevitably been raised. The loudest objections have come from the private health club market and their industry voice IHRSA. The private sector has vigorously contended that public facilities unfairly compete with them in the market and have spent considerable resources attempting to derail public projects. However, the reality is that in most markets where public community recreation centers have been built, the private sector has not been adversely affected and in fact in many cases has continued to grow. This is due in large part to the fact that public and private providers serve markedly different markets. One of the other issues of competition comes from the non-profit sector (primarily YMCA's but also Jewish Community Center's (JCC's), Boys & Girls Clubs, and others), where the market is much closer to that of the public providers. While not as vociferous as the private providers, the non-profits have also often expressed concern over public community recreation centers. What has resulted from this is a strong growth in the number of partnerships that have occurred between the public and non-profit sector in an attempt to bring the best recreation amenities to a community.

**Community Center Market Orientation:** Based on the demographic makeup of the service areas and the trends in indoor recreation amenities, there are specific market areas that need to be addressed with such community facilities. These include:

**General:**

**1. Drop-in recreation activities** - Critical to the basic operation of any community center is the availability of the facility for drop-in use by the general public. This requires components that support drop-in use and the careful scheduling of programs and activities to ensure that they do not dominate the center and exclude the drop-in user. The sale of annual passes and daily admissions, potential strong revenue sources for a center, requires a priority for drop-in use.

**2. Instructional programming** - The other major component of a community center's operation is a full slate of programs in a variety of disciplines. The center should provide instruction for a broad based group of users in a number of program areas. The primary emphasis should be on teaching basic skills with a secondary concern for specialized or advanced instruction.



**3. Special events** - There should be a market for special events including kid's birthday parties, community organization functions, sports tournaments and other special activities. The development of this market will aid significantly in the generation of additional revenues and these events can often be planned for before or after regular operating hours or during slow use times of the year. Care should be taken to ensure that special events do not adversely impact the everyday operations of the center.

**4. Community rentals** - Another aspect of a center's operation is providing space for rentals by civic groups or organizations as well as the general public. Gyms and multi-purpose rooms can be used as a large community gathering space and can host a variety of events from seminars, parties, receptions, arts and crafts sales and other events. It is important that a well-defined rental fee package is developed and the fee schedule followed closely. Rentals should not be done at the expense of drop-in use or programming in the center.

**5. Social welfare programs** - An emerging area for many centers is the use of space for social service activities and programs. Special population activities, teen and senior assistance programs, childcare and other similar uses are now common in many facilities.

**Specific market segments include:**

**1. Families** - Within most markets an orientation towards family activities is essential. The ability to have family members of different ages participate in a variety of activities together or individually, is the challenge.

**2. Pre-school children** - The needs of pre-school age children need to be met with a variety of activities and programs designed for their use. From drop-in childcare to specialized pre-school classes, a number of such programs can be developed. Interactive programming involving parents and toddlers can also be beneficial. It is significant that this market usually is active during the mid-morning time frame, providing an important clientele to the facility during an otherwise slow period of the day. For parents with small children who wish to participate in their own activities, babysitting services are often necessary during the morning and early evening time slots.

**3. School age youth** - Recreation programming has tended to concentrate on this market segment and this age group should be emphasized at a center as well. This group requires a wide variety of programs and activities that are available after school, during the summer, or during weekend hours. Instructional programs and competitive sports programs are especially popular, as well as drop-in use of the facility.

**4. Teens** - A major focus of many community center projects is on meeting the needs of teenagers in the community. There is a great debate among recreation providers throughout the country on how to best provide recreation programming for this age group. Some believe that dedicated teen space is required to meet their needs while others find that it is the activities and approach that is more important. Serving the needs of this age group will often require the use of many areas of the center at certain "teen" times of use.



**5. Seniors** - As the population of the United States and the market area continues to age, continuing to meet the needs of an older senior population will be essential. As has been noted, a more active and physically oriented senior is now demanding services to ensure their continued health. Social programs as well as weight training and cardiovascular conditioning have proven to be popular with this age group. Again, the fact that this market segment will usually utilize a facility during the slower use times of early to mid-day also is appealing. Providing services for this age group should be more of a function of time than space.

**6. Business/corporate** - This market has a variety of needs from fitness/wellness and instruction, to recreation and social. The more amenities and services that can be offered at one location the more appeal there is to this market segment. The business community should be surveyed to determine their specific needs and expectations.

**7. Special needs population** - This is a secondary market, but with the A.D.A. requirements and the existence of a number of recreation components, the amenities will be present to develop programs for this population segment. Association with health care providers and/or other social service agencies will be necessary to fully reach this market.

**8. Special interest groups** - This is a market that needs to be explored to determine the use potential from a variety of groups. These could include school functions, social service organizations and adult and youth sports teams. While the needs of these groups can be great, their demands on a center can often be incompatible with the overall mission of the facility. Care must be taken to ensure that special interest groups are not allowed to dictate use patterns for the center.

**Market Presence of Other Providers**

In addition to the demographic characteristics, recreation participation, and trends analysis, one of the other greatest impacts on the market for a possible Palmetto Bay Community Center is the presence of other similar providers in the area.

Within the greater Palmetto Bay market area there are a number of indoor sports, recreation and fitness facilities to serve the population base.

**Public**

There are only a few public indoor recreation facilities located in the Palmetto Bay market area.

Village of Palmetto Bay – The Village currently has two small community/recreation buildings plus a site that focuses on special events.

*Arlene Feller Community Room and Amphitheater* – Located next to the Palmetto Bay Branch Library, this room can host meetings and other small events plus some recreation programs and classes.

*Palmetto Bay Park Recreation Room* – This is a small multi-purpose room that is located in the park. This is a primary location for indoor programming for the Village.

*Thalatta Estate Park* – The park has a large estate building that can host weddings and other events. This space can also be used for some recreation programming.

Town of Cutler Bay – The Town has an outdoor pool and a small community space.

*Cutler Ridge Park Pool* – There is a conventional 6 lane by 25-meter conventional pool that is located in the park. The pool is close to the border with Palmetto Bay and is utilized by Village residents as a result.

*Cutler Bay Town Center* – The center has a multipurpose room that can be used for a variety of recreation programs.

Village of Pinecrest – The Village has a significant community center.

*Pinecrest Community Center* – The center has 5 multipurpose rooms, a movement room, spinning room, and fitness center. The facility has just undergone a renovation and expansion where additional multipurpose rooms have been added, along with an expanded fitness center and a café.



Arlene Feller Community Room



Pinecrest Community Center



### Non-Profit

There are very few non-profit indoor recreation focused facilities in the Palmetto Bay market area.

*South Dade YMCA Family Center*— This full-service YMCA is located just a few miles north of Palmetto Bay and it features a large fitness area, several group exercise rooms, multi-purpose rooms and a gym. There are long term plans to add an outdoor pool to the facility.

In addition, some of the churches in the area have facilities that can be used for some basic recreation programs and classes.

South Dade YMCA Family Center



LA Fitness



### Private

There are a number of private fitness centers in the market area as well as smaller specialty fitness providers.

*L. A. Fitness* – This is a full service private fitness club located in Palmetto Bay.

*24 Hr. Fitness* – This is another full-service fitness club that is located considerably further south of the market area.

In addition to these facilities there are also a large number of specialty fitness centers that focus on cross-fit, personal training, and functional training. Some of these facilities include:

*Palmetto Bay Cross-Fit*  
*Orangetheory Fitness*  
*Red Zone Fitness*  
*Cross Fit Demand*

It is likely that these existing private providers may have a concern over the possibility that a new public recreation facility (if it contains fitness amenities) would adversely impact their market and they may very well oppose the project as a result. However, private fitness clubs typically serve very different clientele and usually do not compete head to head for the same users. It is conservatively estimated that well over 50% of the users of a public facility will have never been to a private club and would have no interest in joining such a center.

There are also a significant number of dance studios, martial arts studios, and youth program providers of some sort in the market area. A number of apartment complexes also have club houses and small fitness centers to serve their tenants.

This is a representative listing of alternative indoor recreation facilities in the greater Palmetto Bay area and is not meant to be a total accounting of all service providers. There may be other facilities located in the area that have an impact on the market as well.

**Other Providers Conclusion:** After analyzing the existing indoor fitness, recreation and sports providers in the greater Palmetto Bay area, the South Dade YMCA Family Center and the Pinecrest Community Center are the primary recreation facilities in the area that would have a similar market focus as the proposed Palmetto Bay Community Center. However, the Village does not have a building that qualifies as a community center and there is no public pool available.

**Market Conclusion:**

Below are listed some of the market opportunities and challenges that exist with this project.

*Opportunities*

- The demographic characteristics of Palmetto Bay market indicates households with high income levels and disposable income for recreation purposes.
- There are a large number of households with children.
- The Secondary Service Area will provide a larger population base to enhance the operation of a new community center.
- The population will continue to grow at a steady pace.



- There are a limited number of other similarly focused indoor recreation and sports facilities in Palmetto Bay itself.
- The Village of Palmetto Bay does not have many indoor spaces that can support recreational pursuits and especially more active based activities. There is no public pool either.
- An indoor, family focused, recreation facility improves the quality of life in a community and often serves to bring more unity to a diverse population base.

### *Challenges*

- The Village of Palmetto Bay has a medium sized population base that will require a more comprehensive community center to draw some users from the Secondary Service Area.
- The demographics of the market area shows a population that is older with a significant number of seniors. Future population growth is expected to be strongest in this age group as well. The rate of participation in many recreational activities is generally lower among this age group.
- The South Dade YMCA Family Center and the Pinecrest Community Center have significant market strength in the northern portion of the Secondary Service Area.
- The Secondary Service Area has a significantly lower median household income level.
- Funding not only the development but the operation of a new community center will have to be clearly defined.



# COMMUNITY CENTER REVISED PROGRAM

**Palmetto Bay Community Center****Revised Preliminary Program**

<b>Space</b>	<b>Number of Spaces</b>	<b>Square Footage</b>	<b>Total SF</b>
<b>Support</b>			
Lobby	1	800	800
Front Desk/Food Service	1	400	400
Office Space (Admin, conf. room, work space)	1	1,400	1,400
Drop-in Child Watch (includes unisex restroom)	1	1,000	1,000
<b>Active Use</b>			
Gymnasium (2 H.S. courts)	1	14,000	14,000
Gymnasium Storage	1	500	500
Weight/Cardio Area	1	4,000	4,000
Group Exercise/Dance Room	1	2,000	2,000
Group Exercise Storage	1	300	300
Restroom/Locker Rooms	2	600	1,200
<b>Aquatics (outdoor)</b>			
Lap/Compet. Pool (6 lane x 25 yd/7ft lanes)	1	3,375	3,375
Program/shallow area (attached to lap pool, 35 x 25)	1	875	875
Deck Space	1	4,500	4,500
Pool Lifeguard Office/Changing Room	1	300	300
Pool Mechanical	1	800	800
Pool Locker Rooms/Restrooms (indoor)	2	600	1,200
Universal Change Rooms (indoor with shower)	4	200	800
<b>Activity Rooms</b>			
Multi-Purpose Room (divides into 3 rooms)	1	3,000	3,000
Multi-Purpose Room Stage (Elevated)	1	600	600
Multi-Purpose Room Storage	1	500	500
Kitchen- Catering/Teaching	1	650	650
Indoor Playground	1	1,500	1,500
Sub-Total	25	41,900	43,700
Net to Gross	25%		10,925
<b>Final Total</b>			<b>54,625</b>

**Other Spaces**

- Parking structure
- Elevator
- Custodial

**Amenities Generating Revenue (Rank Order)**

- Weight/Cardio Area
- Group Exercise/Dance Room
- Gymnasium

Ballard\*King & Associates

- Pool
- Multi-Purpose Room
- Indoor Playground
- Kitchen



# **ZONING DECISION ON BEHALF OF APRIL BURCH**

## Admin Temp

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**From:** Edward Silva  
**Sent:** Wednesday, September 05, 2018 5:18 PM  
**To:** Admin Temp  
**Subject:** FW: April Burch v. VPB  
**Attachments:** 2018 7 24 Denial of Petition for Certiorari.pdf

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**From:** Edward Silva  
**Sent:** Friday, July 27, 2018 4:15 PM  
**To:** Council <[Council@palmettobay-fl.gov](mailto:Council@palmettobay-fl.gov)>  
**Cc:** Olga Cadaval <[ocadaval@palmettobay-fl.gov](mailto:ocadaval@palmettobay-fl.gov)>  
**Subject:** FW: April Burch v. VPB

The appeal of the zoning decision on behalf of April Burch has been denied, therefore the Council actions remain in place on this zoning hearing.

Please contact Dexter Lehtinen for any further legal clarifications and or costs on defending the actions of Council.

Edward Silva  
Village Manager

---

**From:** Claudio Riedi <[CRiedi@Lehtinen-Schultz.com](mailto:CRiedi@Lehtinen-Schultz.com)>  
**Sent:** Friday, July 27, 2018 3:45 PM  
**To:** Eugene Flinn <[eflinn@palmettobay-fl.gov](mailto:eflinn@palmettobay-fl.gov)>  
**Cc:** Edward Silva <[esilva@palmettobay-fl.gov](mailto:esilva@palmettobay-fl.gov)>; Dexter Lehtinen <[dwlehtinen@aol.com](mailto:dwlehtinen@aol.com)>  
**Subject:** April Burch v. VPB

Please see attached the Denial of the Petition of Certiorari in the April Burch case.

### Claudio Riedi

Shareholder

### Lehtinen Schultz | Attorneys

Lehtinen Schultz Riedi de la Fuente

Sabadell Financial Center, 1111 Brickell Avenue, Suite 2200, Miami, FL 33131

Main: 305.760.8544 Direct: 305.760.8541 Fax: 305.356.5720

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IN THE CIRCUIT COURT OF THE ELEVENTH JUDICIAL CIRCUIT  
IN AND FOR  
MIAMI-DADE COUNTY, FLORIDA

APPELLATE DIVISION

Not Final Until disposition of timely filed motion for rehearing, clarification, or certification

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CASE NO.: 16-210 AP  
LOWER COURT  
CASE NUMBER: UNKNOWN

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BETTE APRIL BURCH,

Petitioner

vs.

VILLAGE OF PALMETTO BAY, FL, et al.  
Respondent

THE ORIGINAL FILED

ON JUL 24 2018

IN THE OFFICE OF  
CIRCUIT COURT MIAMI-DADE CO  
CIVIL DIVISION

HEARING ON: JULY 19, 2018

A Petition for Writ of Certiorari from BETTE APRIL BURCH.

GUILLERMO CUADRA, for petitioner.

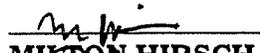
DEXTER W. LEHTINEN, JERRY B. PROCTOR, for respondent.

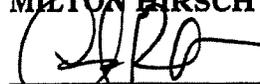
Before MILTON HIRSCH, IVONNE CUESTA, MARTIN ZILBER, JJ. (panel)

PER CURIAM.

Denied.

CONCURRING IN DENIAL OF PETITION

  
MILTON HIRSCH

  
IVONNE CUESTA

ANDREA R. WOLFSON

  
MARTIN ZILBER

cc: GUILLERMO CUADA

DEXTER W. LEHTINEN  
JERRY B. PROCTOR



# **CHECKLIST OF ESSENTIAL FEATURES OF AGE-FRIENDLY CITIES**



# Checklist of Essential Features of Age-friendly Cities

This checklist of essential age-friendly city features is based on the results of the WHO Global Age-Friendly Cities project consultation in 33 cities in 22 countries. The checklist is a tool for a city's self-assessment and a map for charting progress. More detailed checklists of age-friendly city features are to be found in the WHO Global Age-Friendly Cities Guide.

This checklist is intended to be used by individuals and groups interested in making their city more age-friendly. For the checklist to be effective, older people must be involved as full partners. In assessing a city's strengths and deficiencies, older people will describe how the checklist of features matches their own experience of the city's positive characteristics and barriers. They should play a role in suggesting changes and in implementing and monitoring improvements.

## Outdoor spaces and buildings

- Public areas are clean and pleasant.
- Green spaces and outdoor seating are sufficient in number, well-maintained and safe.
- Pavements are well-maintained, free of obstructions and reserved for pedestrians.
- Pavements are non-slip, are wide enough for wheelchairs and have dropped curbs to road level.
- Pedestrian crossings are sufficient in number and safe for people with different levels and types of disability, with non-slip markings, visual and audio cues and adequate crossing times.
- Drivers give way to pedestrians at intersections and pedestrian crossings.
- Cycle paths are separate from pavements and other pedestrian walkways.
- Outdoor safety is promoted by good street lighting, police patrols and community education.

- Services are situated together and are accessible.
- Special customer service arrangements are provided, such as separate queues or service counters for older people.
- Buildings are well-signed outside and inside, with sufficient seating and toilets, accessible elevators, ramps, railings and stairs, and non-slip floors.
- Public toilets outdoors and indoors are sufficient in number, clean, well-maintained and accessible.

## Transportation

- Public transportation costs are consistent, clearly displayed and affordable.
- Public transportation is reliable and frequent, including at night and on weekends and holidays.
- All city areas and services are accessible by public transport, with good connections and well-marked routes and vehicles.

- Vehicles are clean, well-maintained, accessible, not overcrowded and have priority seating that is respected.
- Specialized transportation is available for disabled people.
- Drivers stop at designated stops and beside the curb to facilitate boarding and wait for passengers to be seated before driving off.
- Transport stops and stations are conveniently located, accessible, safe, clean, well-lit and well-marked, with adequate seating and shelter.
- Complete and accessible information is provided to users about routes, schedules and special needs facilities.
- A voluntary transport service is available where public transportation is too limited.
- Taxis are accessible and affordable, and drivers are courteous and helpful.
- Roads are well-maintained, with covered drains and good lighting.
- Traffic flow is well-regulated.
- Roadways are free of obstructions that block drivers' vision.
- Traffic signs and intersections are visible and well-placed.
- Driver education and refresher courses are promoted for all drivers.
- Parking and drop-off areas are safe, sufficient in number and conveniently located.
- Priority parking and drop-off spots for people with special needs are available and respected.

## **Housing**

- Sufficient, affordable housing is available in areas that are safe and close to services and the rest of the community.
- Sufficient and affordable home maintenance and support services are available.
- Housing is well-constructed and provides safe and comfortable shelter from the weather.
- Interior spaces and level surfaces allow freedom of movement in all rooms and passageways.
- Home modification options and supplies are available and affordable, and providers understand the needs of older people.
- Public and commercial rental housing is clean, well-maintained and safe.
- Sufficient and affordable housing for frail and disabled older people, with appropriate services, is provided locally.

## **Social participation**

- Venues for events and activities are conveniently located, accessible, well-lit and easily reached by public transport.
- Events are held at times convenient for older people.
- Activities and events can be attended alone or with a companion.
- Activities and attractions are affordable, with no hidden or additional participation costs.

- Good information about activities and events is provided, including details about accessibility of facilities and transportation options for older people.
- A wide variety of activities is offered to appeal to a diverse population of older people.
- Gatherings including older people are held in various local community spots, such as recreation centres, schools, libraries, community centres and parks.
- There is consistent outreach to include people at risk of social isolation.

### **Respect and social inclusion**

- Older people are regularly consulted by public, voluntary and commercial services on how to serve them better.
- Services and products to suit varying needs and preferences are provided by public and commercial services.
- Service staff are courteous and helpful.
- Older people are visible in the media, and are depicted positively and without stereotyping.
- Community-wide settings, activities and events attract all generations by accommodating age-specific needs and preferences.
- Older people are specifically included in community activities for "families".
- Schools provide opportunities to learn about ageing and older people, and involve older people in school activities.

- Older people are recognized by the community for their past as well as their present contributions.
- Older people who are less well-off have good access to public, voluntary and private services.

### **Civic participation and employment**

- A range of flexible options for older volunteers is available, with training, recognition, guidance and compensation for personal costs.
- The qualities of older employees are well-promoted.
- A range of flexible and appropriately paid opportunities for older people to work is promoted.
- Discrimination on the basis of age alone is forbidden in the hiring, retention, promotion and training of employees.
- Workplaces are adapted to meet the needs of disabled people.
- Self-employment options for older people are promoted and supported.
- Training in post-retirement options is provided for older workers.
- Decision-making bodies in public, private and voluntary sectors encourage and facilitate membership of older people.

### **Communication and information**

- A basic, effective communication system reaches community residents of all ages.
- Regular and widespread distribution of information is assured and a coordinated, centralized access is provided.

- Regular information and broadcasts of interest to older people are offered.
- Oral communication accessible to older people is promoted.
- People at risk of social isolation get one-to-one information from trusted individuals.
- Public and commercial services provide friendly, person-to-person service on request.
- Printed information – including official forms, television captions and text on visual displays – has large lettering and the main ideas are shown by clear headings and bold-face type.
- Print and spoken communication uses simple, familiar words in short, straightforward sentences.
- Telephone answering services give instructions slowly and clearly and tell callers how to repeat the message at any time.
- Electronic equipment, such as mobile telephones, radios, televisions, and bank and ticket machines, has large buttons and big lettering.
- There is wide public access to computers and the Internet, at no or minimal charge, in public places such as government offices, community centres and libraries.

## **Community and health services**

- An adequate range of health and community support services is offered for promoting, maintaining and restoring health.
- Home care services include health and personal care and housekeeping.
- Health and social services are conveniently located and accessible by all means of transport.
- Residential care facilities and designated older people's housing are located close to services and the rest of the community.
- Health and community service facilities are safely constructed and fully accessible.
- Clear and accessible information is provided about health and social services for older people.
- Delivery of services is coordinated and administratively simple.
- All staff are respectful, helpful and trained to serve older people.
- Economic barriers impeding access to health and community support services are minimized.
- Voluntary services by people of all ages are encouraged and supported.
- There are sufficient and accessible burial sites.
- Community emergency planning takes into account the vulnerabilities and capacities of older people.