

- Traffic calming bicyclists traffic enforcement
- Traffic calming and Better ways to communicate what is happening in the Village to the residents,
- Traffic calming circles in key area's bicycle traffic enforcement
- Traffic calming initiatives
- Traffic control Better control of speeding vehicles on residential streets where our children frequent
- Traffic control. 82 ave is a second US1...and you have a long wait to get across 144th street. Worry about making a downtown area. Where are the cars going to go? No new roads but building doesn't stop. Our small side roads are taking in too much pass through traffic. 82 was never meant to take this traffic 77th and 87th were built wider but are not used right. Palmetto needs to have input on these roads. Getting worse!
- Traffic in this Village is HORRENDOUS. Immediate improvements must be made to more efficiently move traffic during rush hour. Why is there no bridge over the canal at 87th Ave? or 77th Ave?
- Traffic issues on old cutler road From 7am -10am north And From 3pm-8pm south
- Traffic on US1 along our area- southeastern Palmetto Bay is disastrous-look at the google traffic app! Also, fight FPL- where's our solar?
- Traffic reroute on 87 Avenue, 30 mile speed limit
- Traffic studies, especially around schools
- Village Fitness/Community Center so we do not have to feel unsafe in our local park due to the non-resident users of the park.
- We need a Winn Dixie!!!! not more Publix adding sewer lines to houses(optional) quality vendors at strip malls close off streets to Dixie like in the Gables they did w/ 57 ave
- Working with Fish and Wildlife Commission to make boating safety zones in the blind corners of the canals.
- Would like to see government do LESS or make everything "user pay."
- Your web site needs to allow residents to search for permit history for a specific address. The County provide this service to all County residents free of charge and on line. Make it easy to search permit history.

What do you want Palmetto Bay to be known for in the future?

- "Best" place to live in South Florida
- "The most wonderful village in a City Border"
- A Bird Free Zone.
- A city that values community and families, but does not become exclusive - making it accessible to various income levels, races and cultures, etc.
- A community in South Florida that provides its residents a high quality of life experience.
- A community to live in.
- A family friendly village!
- A former city.
- A great and safe place to raise your kids.
- A great community to live and raise a Family
- A great place to live
- A great place to live.
- A great place to not only raise your family with abundant resources and a stable government but also a solid investment in real estate with increasing properties values.
- A great place to raise a family

- A great, down to earth place to raise a family.
- A neighborhood not a pass through!
- A place where you can leave your garage door open and not fear something will be stolen, To have a police dept that actually give a crap about anything, except giving out traffic tickets.
- A place where you can live, work & play without having to commute so much to other areas, and be environmentally friendly
- A place where young families want to live
- A quiet and safe area to raise a family safely without having to worry about your children being run over by a car because of the increasing traffic problems. My Street (165th Terr) is worse than I-95 at rush hour and probably more dangerous. Only a matter of time before a traffic related fatality occurs in this neighborhood.
- A safe and beautiful place to live
- A safe area to raise a family and retire.
- A safe place to live and a beautiful place to live
- A safe place to live.
- A safe place to raise children, retire and that is affordable and not become like other areas that you need to be a millionaire to live in.
- A safe, clean, upscale neighborhood with lots of amenities: restaurants, shopping, activities
- A small town feel in a big city
- A small town feel within an overly crowded city.
- A small town in the middle of a big city.
- A strong sense of community - safe place to live - wonderful parks and community center
- A Village of happy families
- A well-cared for and safe place to raise your children
- AAA rated schools, affluent community, nice downtown like South Miami, environmentally aware
- An economic hub that has a strong residential area with a livable walkable age friendly downtown area.
- An inclusive environment!
- As a safe, beautiful place to live
- Beautiful parks and neighborhoods
- Being a great place to live and play
- Being a safe, family-friendly place to live
- Being the premier small town in all of South Florida.
- Besides the Village of Parks The Village of Families
- Best Schools and safest city In the county. Zero tolerance on crime and drugs.
- Boat Ramp for residents
- Clean sustainable living
- Close to a metro-rail stop (maybe on Eureka?), solar power, and lots of trees. Making developers pay for the costs imposed by development! They shouldn't be profiting on our backs (commuting workers)
- Community and schools and a great downtown shopping and dining experience
- Consistent quality of life through demographic stability.
- Cops ticketing for speeding
- Downtown and several arts/entertainment events per year, ala Monterey Jazz Festival or a "famous" arts show.

- Efficient Government that does not rent out the people's property for profit, nor does it engage in building palaces for Village workers. NO INCREASES IN TAXES!!!!
- Excellent place to live where community involvement is encouraged
- Excellent schools
- Family events
- Family friendly; great place to live
- Family neighborhood with great soccer fields where you can play, shop and live in without having to go very far
- Family oriented village
- Family oriented, safe and attractive place to live.
- Family-friendliness
- Fitness and culture
- Friendliness
- Friendly safe
- From the people and for the people living in the Village.
- Fun Place to Live & Play
- Good Schools
- Good value and low regulation with regards to building permits
- Great community
- Great community
- Great community in which to live and work.
- Great education, safety, and good neighbors.
- Great Neighborhood living
- Great parks and community activities for their residents
- Great place to raise a family
- Having private schools and businesses giving back to the town and residents.
- High housing market but low cost of living (low electric bills and property taxes). A clean healthy place to live
- High quality of life
- I commend you for asking questions. However, a non-scientific survey, such as Survey Monkey will undermine your goal of collecting "accurate" data. I was able to log in multiple times into the survey. This shortcoming opens the door to multiple submission by individuals - fine when you're voting for the next "American Idol," not such a good idea when you are developing a comprehensive master plan. Yes, there is a cost to a scientific survey, but when balanced by the potential cost and impact of long-term decisions based on false or misleading information, the scientific survey expenditure is worth the investment. There are many reasonably-priced VoC (Voice of the customer) providers that can offer scientific survey services: Qualtrics, iPerceptions, etc... All the best, Jim Araiza Palmetto Bay resident 305-720-7245
- I want Palmetto Bay to be known as a quiet, well maintained village with good schools and opportunities for recreation of all kinds.
- I want Palmetto Bay to be known for not caving in to corporate greed. Making improvements where they are actually needed and not allowing all of the green spaces to be paved over. We already have flooding problems, where will the water drain? I have noticed that all of the planning meetings have occurred when most residents can't attend if they work during the day. Even the one last Monday. I bet most people who wanted to come were either just getting off work or stuck in traffic. In summary, I want Palmetto Bay to be known as a Village that truly cares about what the residents would like, and makes an honest effort to give them the opportunity to participate in the decision making

process. I think this issue should go to a vote by the residents, not a raising of hands at a meeting most couldn't actually attend.

- I would like our community to known for being safe, clean, tight knit community of neighbors with great schools, friendly and helpful police officers, and of course, our beautiful parks.
- I would like to see more places with music and seating outside for dinners or drinks when is nice in the evening.
- I would like to see Palmetto Bay have access to the beautiful Biscayne Bay. We live so close to the water, but cannot enjoy it. For example a beach and marina would be great for the citizens of our great town. I love the parks created on the water, however, we need to somehow be able to take a dip or enjoy boating from Palmetto Bay. I do realize that the environmental aspect is a concern, but perhaps a small amount of land can be developed for a beautiful beach without harmful effects. Just think how this could increase the property values. One more idea is a swimming pool for the families, schools, swim and water polo teams. Thanks for listening.
- Ideally as a suburban neighborhood with low crime rate and focused on single family homes. A quiet and peaceful village focused on community and families not increasing the "tax-base" by compounding multi-family housing in small spaces.
- Improved traffic and roadways that promote bicycle and pedestrian safety as well as reducing the traffic congestion that should not exist in such a small community.
- Innovation and forward thinking.
- Innovative city...and we don't need a downtown area for that.
- Intelligent movement of traffic which forces motorists to obey speed limits and stop signs. Cutler Bay did a wonderful job with Caribbean Boulevard and Old Cutler Road, we should consider this as an example. It is difficult to speed on the redesigned portions of Old Cutler Road and Caribbean Boulevard due to the redesign. When traveling thru Pinecrest you slow down as you are afraid of getting a ticket. Nobody is afraid in Palmetto Bay as the Police are never seen.
- It would be great if palmetto bay focused on being a great place to raise a family. Miami is notoriously very low, if not last, on every list I see for raising children. Palmetto bay already has wonderful schools and parks, it would be great if we had more activities for children and families, especially during the day for stay at home parents and grandparents.
- Its great style of living
- Its ties to conserving the endangered lands it has within its boundaries.
- Lack of traffic congestion. Excellent policing, and security. More online surveys pertaining to critical Village issues, prior to council votes. A Fire Station in the deep southeast section
- Leading Miami Dade county in conservative causes (lower taxes, limited Government, following the Constitution)
- Less interference with personal property.
- Less Traffic.
- Low crime rate
- Low crime, quiet and peaceful neighborhood of good property value.
- Low taxes, high standard of living
- Low taxes, safe
- Lush landscaping.
- Lush welcoming parks, safe & quiet neighborhoods, good tax rates, stable property values, good schools

- Maintaining and improving on home values by guarding our existing way of life with no expansion, more security of our neighborhoods and no changes to roads or infrastructure. Maintain what we have.
- Most bike friendly.
- n/a
- Natural beauty, great schools and active parks.
- Need to pay close attention to sidewalks in need of repairs due to root damage.
- Nice quaint town
- Not allowing other communities to impact quality of life with their traffic on 87 Avenue
- Not building things that only benefit the developers.
- Not Dadeland, not pinecrest, but its own identity with a focus on connecting to nature and accessibility. Quaint and with small inns to attract more people into our neighborhood from other areas.
- One of the only quiet, predominately single family residential communities left in Dade County with amazing schools and a great sense of community.
- Our school systems, parks and neighborhoods.
- Palmetto Bay should be a safe place to live with great schools and lots of activities in its parks.
- Palmetto bay to me is very special. It should be known for the schools, the arts, family friendly environment.
- Parks, great commercial corridor and nice neighborhood
- PARKS, GREENSPACE, POLICE PRESENCE, RESTAURANTS, WATER ACCESS
- Parks, schools, family atmosphere
- Peaceful and quiet neighborhood and nice and friendly people. Developing commercial corridor is good as long as it does not bring crimes to the neighborhood.
- pleasant place to live ,where government really cares about its people rather than special interests
- pleasant, peaceful place to live
- Preservation of original peaceful and safe residential area vs developer feeding ground and BIG government.
- Promoting a healthy, active lifestyle.
- Quality of citizens and community.
- Quality of life for residents; transparent, honest governing focused on needs of residents
- Quality of life number one concern!
- Quality of life with cost of living affordable to families.
- Quality of lifestyle with safe/secure neighborhoods.
- Quality of living
- Quiet safe community with great schools, a great downtown. good secure property value
- Quiet, safe, friendly to runners, bikers, pedestrians. Access to the Bay for boaters - it's called Palmetto Bay!
- Responsive, thoughtful government and good environmental stewardship.
- Safe
- Safe and dry (see above) community.
- Safe area and a hip place to visit in the new downtown area..
- Safe, friendly neighborhood where residents have benefit of Village services and where Village policies do not punish residents, e.g. unrealistic code enforcement.
- Safe, friendly, well-kept community with good schools.
- Safe, well maintained, friendly neighborhoods, good solid, trustworthy government
- Safety and family environment with plenty of activities

- Same as it is now
- same as Pinecrest
- Schools, safety and recreation while maintain or increasing home value
- Small Government, low taxes, not wasteful and clean.
- Small town feel, friendly & accessible, safe, good school districts, a Village council that listens to its residents.
- Small town friendly, pretty place to live
- Stability and tranquility
- Streamlined governance, lowest taxes in the county .
- Strong family and community values
- Strong, diverse, and involved people
- Stronger supporter financially of our schools...Palmetto bay must do more to directly impact schools as does the village of Pinecrest.
- Suburban utopia
- The best
- The best and most desired residential neighborhood in South Florida. Best school district, lowest crime rate, and family friendly with great parks, green spaces, tree canopy and Biscayne bay access.
- the best place in Miami Dade
- The best place to recall what Florida used to be like. With all the modern amenities of the 21st-century community.
- The best village in Miami-Dade county
- The land of the homeless.
- The lifestyle which exemplifies Florida living at its best. Great value for your real estate dollar.
- The place where our children grew up.
- The safest place to live in Miami
- The safest, most beautiful place to live, a FAMILY TOWN.
- The Village care about protecting the homes on the canal from damages caused by erosion from wake of racing boats, instead of caring more about irresponsible boaters from outside Palmetto Bay having fun racing in the canal.
- The village takes care of the people who live here: children, adults (parents), elders, pets. Provide discounts from PB business owners to the residents.
- To maintain the excellence in the parks, to be open to new ideas, to include more residence and planning, to ease up on some of the zoning restrictions
- Top rated schools, top rated village services, close to high end shopping and restaurants, strong business growth.
- Upper class living
- Upscale coastal town like you see in the panhandle of FL.
- Use the internet more to communicate and interact with Palmetto Bay. Stop zoning from making it so hard to pull permits - people may do it more often - I feel bullied every time I need one.
- Value
- Vibrant workplace and great neighborhoods for kids to grow up In
- Village of parks
- Village of parks
- Village of Parks A close knit community that shows it cares
- Village Parks and second to none Ethical and professional administration

- Well preserved residential neighborhoods; operations run smoothly by professional staff with minimal interference from elected council.
- What it is already: a good neighborhood, with great schools, parks, library, and evolving and improving its standards of living.
- What it is known for now
- Where you go to live to get away from it all. :)
- Wonderful public gardens, tree canopy, and progressive solar programs for everyone.

Appendix B: Village Council Retreat Report

Village of Palmetto Bay

Village Council Retreat Report

November 2015



The Palmetto Bay Village Council met on November 23, 2015 to conduct a strategic planning retreat. The retreat was facilitated by Julia Novak of The Novak Consulting Group. In addition to the Mayor and Village Council Members, several members of the public and staff were also present.

Welcome and Introduction

The retreat began with several introductory comments by the facilitator. The purpose of the session was to develop a strategic planning framework and to identify priorities to advance the community towards its desired future. The process of developing a strategic plan explores three key questions:

1. What do we know to be true?
2. What do we hope will be true in the future?
3. What must go well in order to make it so?

The group discussed the process and timing for the various elements of the strategic planning process.

"This I Believe..."

In order to develop an understanding of the various perspectives of individual members of the Palmetto Bay Village Council, the group was invited to participate in the 'This I Believe' exercise, loosely based on the essay format made popular on National Public Radio. The Mayor and each Council Member were given five to seven minutes to share "what they believe" about the future of the Village of Palmetto Bay, generally using the following guidelines.

- Tell a story: Be specific. Take your belief from the events of your life that have shaped how you look at and experience "community."
- Name your belief: Focus on a core belief and talk about why it is true.
- Be positive: This is what you DO believe, not what you DON'T believe. Avoid speaking in the editorial "we," and make sure this is about what you believe. Speak in the first person.

The following is an abbreviated summary of some of the comments from each participant.

Karyn Cunningham

I believe in passion and persistence; I want to leave a footprint in word and deed, make Palmetto Bay an even better place to live, work, play, and pray; teamwork provides excellence; residents placed trust in me to do my best for the Village; I value community input, and I ask for their input on things that are important to them; we must be accountable for our actions, our successes and failures. Teamwork is communicating and respecting all points of view, from the community and my colleagues. We need to listen to each other and dissent is okay. I strive for excellence and am passionate for continuous improvement, measure and take action based on fact, change and innovation, improve; I embrace change as an opportunity, support new ideas, and take action and appropriate risk. I am passionate about service that creates value, rely on best practices. I believe the Village of Palmetto Bay is a great place to live; it is safe and free of violent crime, clean, environmentally friendly with yards and streets where children are safe to play, with new initiatives and ideas, maintain and increase public safety. Palmetto Bay is a great place to work, downtown initiatives will help more businesses realize their dream, enhance downtown initiatives and keep people closer to home, bring more people to our community. Palmetto Bay is a great place to learn – public and private school. We are a unique community, many families have moved here because of schools. We are a place to play – great parks and recreational activities, increasing the number of events, going to be moving in a good direction to enhance existing park space and add on, downtown will help enhance play in Palmetto Bay, with new opportunities for entertainment in downtown. We are

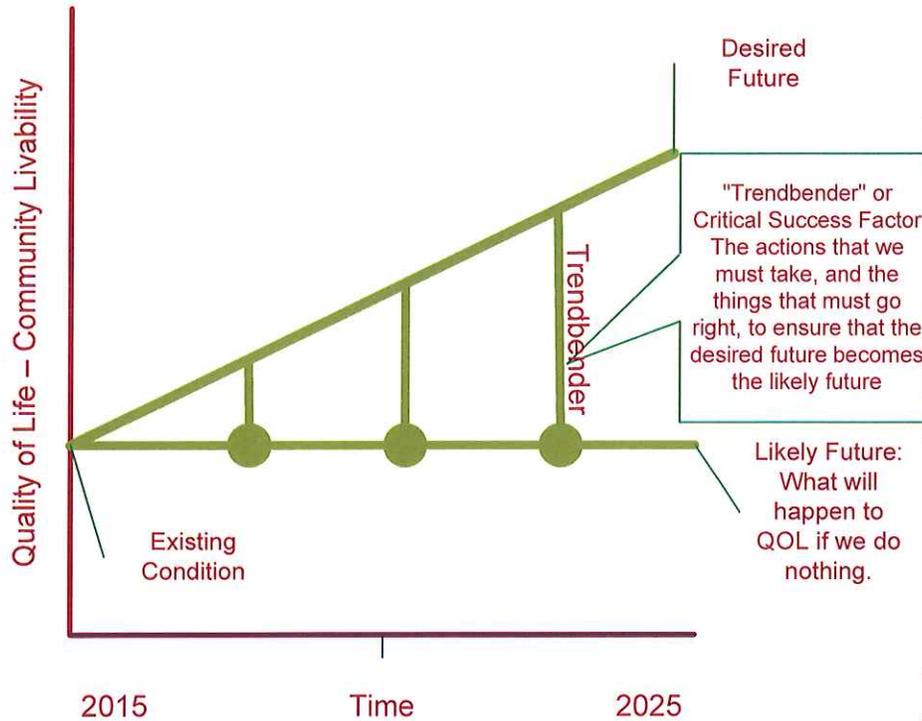
Strengths, Weaknesses, Opportunities, and Challenges

The Council was asked to consider community strengths and weaknesses as well as organizational opportunities and challenges. This information will be incorporated into the Environmental Scan.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Great staff • Park system • Accessible • Customer service • Community oriented • Responsive • Special events • Teamwork • Park system and park maintenance • Police – public safety • Ability to control zoning issues 	<ul style="list-style-type: none"> • Lack of unified vision • Take on a lot! • External communications • Honeymoon of incorporation is over • Stretched too thin • Lack of data, performance measures, routine feedback • Lack of performance management structure • Community engagement • Marketing • Communication – internal or external • Customer service • Community oriented • Responsive
Opportunities	Challenges
<ul style="list-style-type: none"> • Downtown development • Develop a sense of place • Affluence creates a niche market • Blank (grey) slate • Developing downtown as an aging-friendly environment • Diverse economic environment • Create an identity and reputation • Create a model city in Florida 	<ul style="list-style-type: none"> • Aging development • Creating retail markets • Keep violent trends against law enforcement out of Palmetto Bay • Dependent on residential property taxes • High price point for housing downtown • General trend of intergovernmental revenues • Traffic • No control of assessments • Conflict between residents who want peace and quiet vs. redeveloped downtown • Do not control 80% of revenue • Increasing complexity and our ability to manage it • Ability to execute • Organic vs. intentional development • Siloed organization • Sustainability of services relative to growth • Explosive growth • Maintaining public safety standards; particularly given growth of downtown • Economic diversity – ability to meet different needs

Strategic Planning – Key Focus Areas

A “trendbender” diagram was presented, which illustrates the concept that critical success factors influence the development of a community’s quality of life. The Council Members were asked to think about the current quality of life in the Village of Palmetto Bay. The trendbender diagram is reproduced below for reference.



Next the group brainstormed those things that must go well in order to bend the trend in the desired direction for the Village.

- School quality
- Maintain high educational opportunities
- Enhance our age friendly initiatives
- Enhancing work, employment and opportunities
- Improve communication
- Maintain safety
- Safety
- Maintain good public safety
- Good public safety
- Increase our revenue/financial sustainability
- Maintain affordable tax rates
- Maintain parks and increase utility of parks
- Maintain good landscaping aesthetics in public rights of way
- Park maintenance
- Improve transportation and transit
- Efficient Village government

- Look unifying
- Maintain smart, resident-oriented planning policy

Based on the brainstormed ideas, the following draft Key Focus Areas were developed.

1. Transparent, Efficient Government, and Engaged and Informed Residents
2. Responsive and Sustainable Land Use Planning and Zoning
3. Financial Stability and Economic Development
4. Well Maintained Public Assets and Attractive Built Environment
5. Public Safety
6. Environmental Sustainability
7. Accessible Transportation Options and Mobility
8. Excellent Educational Opportunities

Next Steps and Closing

The facilitator discussed the next steps in the process and the plan for the community meetings before concluding the session.

Following the session, the facilitator refined the Key Focus Areas, at the request of Council. The draft version is below and will be vetted with the Council and the community.

1. Transparent, Accessible and Efficient Government, Energized by Engaged and Informed Residents
2. Financial Stability Secured by Focused Economic Development
3. Well Planned and Maintained Public Assets and an Attractive Built Environment Resulting from Responsive Land Use Planning and Zoning
4. A Walkable, Bikable Community with Access to Multi-Modal Transportation Options
5. A Consistent Priority on Ensuring Palmetto Bay is a Safe Community
6. Environmental Stewardship and Sustainability; and
7. Outstanding Opportunities for Lifelong Learning

Appendix C: Village Management Team Retreat Report

Village of Palmetto Bay

Village Management Team
Retreat Report

November 2015



The Village of Palmetto Bay management team met on November 24, 2015 to conduct a strategic planning retreat. The retreat was facilitated by Julia Novak of The Novak Consulting Group.

Welcome and Introduction

The retreat began with several introductory comments by the facilitator. Participants were asked to introduce themselves and share their experience with strategic planning.

The facilitator then outlined the strategic planning process for the Village of Palmetto Bay. The process of developing a strategic plan explores three key questions:

1. What do we know to be true?
2. What do we hope will be true in the future?
3. What must go well in order to make it so?

The Village's strategic plan will incorporate the following elements developed by either the Village Council or staff:

- Vision - Council
- Mission - Staff
- Values - Staff
- Key Focus Areas - Council
- Strategic Initiatives - Council
- Action Plans - Staff

The Village Council is in the process of developing a vision and key focus areas. The focus of today's session with the management team is to develop a draft mission and begin to identify organizational values.

Review Work of the Village Council

On November 23rd, the Village Council conducted a strategic planning session. The management team reviewed the work developed at that session, including the strengths, weaknesses, opportunities, and challenges of the Village. The group reflected on the conversation and added the following:

- Village provides good public notice for meetings and events, more than other places
- Customer service seen as positive here, compared to other communities
- Building inspection process is superior to County
- How can we create a sense of place in Palmetto Bay?
- Will residents be willing to pay for additional services?

The group also reviewed the draft Key Focus Areas that the Council identified and the facilitator modified.

1. Transparent, Accessible and Efficient Government, Energized by Engaged and Informed Residents
2. Financial Stability Secured by Focused Economic Development
3. Well Planned and Maintained Public Assets and an Attractive Built Environment Resulting from Responsive Land Use Planning and Zoning
4. A Walkable, Bikable Community with Access to Multi-Modal Transportation Options
5. A Consistent Priority on Ensuring Palmetto Bay is a Safe Community
6. Environmental Stewardship and Sustainability; and
7. Outstanding Opportunities for Lifelong Learning

Organizational Mission and Values

The group then began the process of articulating an organizational mission and values for Palmetto Bay. A mission statement answers the following questions: Who are we?; What do we do?; and Why do we do it? Each participant's responses are included in the following table.

Who are we?	What do we do?	Why do we do it?
<ul style="list-style-type: none"> Public servants 	<ul style="list-style-type: none"> Provide services 	<ul style="list-style-type: none"> Because it is our nature, our job
<ul style="list-style-type: none"> City government 	<ul style="list-style-type: none"> Provide services that are largely unavailable thru private sector 	<ul style="list-style-type: none"> We are the only ones who can
<ul style="list-style-type: none"> Proudly serve the community while delivering service that preserves, protects, and enhances the quality of life of our residents 	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> -
<ul style="list-style-type: none"> Village of parks 	<ul style="list-style-type: none"> Excellent parks with friendly service 	<ul style="list-style-type: none"> To enhance the quality of life and encourage a healthy lifestyle
<ul style="list-style-type: none"> Service providers 	<ul style="list-style-type: none"> Protect, maintain, and improve quality of life 	<ul style="list-style-type: none"> Ensure a healthy, vibrant, and sustainable community
<ul style="list-style-type: none"> Public servants 	<ul style="list-style-type: none"> Whatever it takes to complete the job 	<ul style="list-style-type: none"> We love it
<ul style="list-style-type: none"> Village of parks 	<ul style="list-style-type: none"> Provide services and community opportunities for everyone 	<ul style="list-style-type: none"> It's our role, duty
<ul style="list-style-type: none"> Dedicated servants of the public 	<ul style="list-style-type: none"> Provide considerate response to the community 	<ul style="list-style-type: none"> We are proud of providing high quality service to the public
<ul style="list-style-type: none"> We serve 	<ul style="list-style-type: none"> Try to help 	<ul style="list-style-type: none"> It's fun to help get to yes
<ul style="list-style-type: none"> Provide services to help the community 	<ul style="list-style-type: none"> Provide services in efficient manner to enhance quality of life of residents 	<ul style="list-style-type: none"> Provide service in responsive and efficient manner

Organizational values are a belief that a specific mode of conduct is preferable to an opposite or contrary mode and the essence of organizational culture. They are the written or unwritten dos and don'ts of the organization. The group brainstormed a series of potential organizational values for the Village of Palmetto Bay as represented in the following word cloud.



Next Steps and Closing

The facilitator will take input received from the management team and develop a draft mission statement and organizational values which will be shared with the Village employees at focus group sessions in December.