



## **TOWN OF CUTLER BAY**

**2018-03**

### **State Legislative Session Funding Request**

#### **PROJECT:**

**CUTLER BAY BUSINESS INCUBATOR PROJECT**





## Office of the Town Manager

Rafael G. Casals, CFM  
Town Manager

### Town Center District Small Business Incubator

**Amount Requested:** \$175,000 (70%)  
**Match funding available:** \$75,000 (30%)  
**Total Project Cost:** \$250,000

**Contact Person:** Rafael G. Casals, Town Manager  
Town of Cutler Bay  
10720 Caribbean Blvd., Suite 105  
Cutler Bay, Florida 33189  
Office: 305-234-4262 ~ Fax: 305-234-4251  
Email: rcasals@cutlerbay-fl.gov

The Town of Cutler Bay is requesting \$175,000 to assist with the development and implementation of the Town Center District Small Business Incubator (Business Incubator). The goal of the Business Incubator is to attract new high-tech, Research & Development (R&D) and manufacturing start-up companies to the Town of Cutler Bay.



*DreamIt Ventures began hosting start-ups in Philadelphia, PA.*

During the summer of 2014, the Town completed the public involvement component of the Town's Strategic Master Plan Update for 2014-2019. The Town conducted eight (8) public workshop meetings to review the Town's 2006 Strategic Master Plan and seek input from the community about what new activities to implement in the updated Strategic Master Plan. During several of the meetings, the community expressed a need to identify new ways to attract STEM (Science, Technology, Engineering, Math) businesses to Cutler Bay. This proposal is a direct result of the conversations between the Town Manager, Mayor, Town Council Members, and community residents during the Strategic Planning Process. It is currently a part of the Strategic Master Plan 2014-19 that was adopted by the Town Council via Resolution #14-71 in October 2014.

#### Project Summary

The Town Center District is the ideal location for the new Business Incubator. The Town's adopted Growth Management Plan created the "Town Center District" stating that it "shall be redeveloped as a high quality, design-unified, mixed use *downtown for Cutler Bay*" (Objective FLU-2). The Vision for the Town Center District and the entire

commercial corridor is to provide residents with attractive places to live, work and shop that are accessible via multi-modal transportation options. The Town Center District currently includes the Town Hall Building which was purchased by the Town in 2010, a second parcel of underdeveloped green space owned by the Town, Southland Mall (Deep South Dade's only indoor shopping mall), and Bill Ussery Motors of Cutler Bay, LLC Mercedes Dealership. The Town Center district is highly visible and easily accessible as it is located between two major State Roadways (US-1/South Dixie Highway and Florida Turnpike).

The Town proposes to house the Business Incubator in the Town Hall Building. This six story office building currently houses all of the Town's administrative offices (floors 1 - 2). The Town rents out office space on floors 3-6. The Town proposes to use one floor of the building for the implementation of the Business Incubator. The Town hopes that this Business Incubator will position the Town to take the lead in attracting new high-tech, Research and Development and manufacturing startup companies to Miami-Dade County. These startups represent a part of a healthy economy that, aside from the University of Miami's Life Science and Technology Park in the downtown/hospital district of Miami-Dade (50 minute drive from Cutler Bay), appears to have gone mostly ignored by cities in the Southern portion of Miami-Dade County.

The Town hopes that this new project will bring high paying jobs to the community by supporting the early stage research and technology startups. Such startups tend to be smaller, but make some of the biggest advances in developing new drugs, environment-preservation technologies, consumer electronics, environmentally-friendly manufacturing processes, efficient green-energy products, new medical devices, and agricultural-yield improvements. These small startups also tend to work closely with universities for licensing of early-stage scientific breakthroughs, with local trade and high schools to hire local talent, and eventually, with larger global companies to commercialize the newest technologies on the market.

Cutler Bay offers these startups a greater benefit over locations such as South Beach, Wynwood or Downtown Miami in that this small family -friendly community provides easy access to local universities, low-overhead business expenses, lower cost of living and a growing skilled/trainable workforce.

### *About Cutler Bay*

The Town of Cutler Bay was established in 2005 and is the newest municipality in Miami-Dade County. The 10square mile Town is located in the Southern portion of Miami-Dade. The Town's estimated population in 2005 was 32,000. Today, the Town's estimated population is 43,328 ([www.census.gov](http://www.census.gov), 2013). The Town's population has grown 7.6% since 2010, almost double the State of Florida's estimated growth rate of 4%. The Town is quickly becoming a prime location in South Miami-Dade for businesses and residential developers. Property values have increased the past two years in a row, and the Town's median household income for 2008-12 is \$63,681 with 11.3% of residents living below poverty level.



	BF AWP Project Area/ Cutler Bay	Miami-Dade County	Florida	National
Population	43,328	2,617,176	19,552,860	308,745,538
Unemployment	5.7%	5.7%	6.8%	6.7%
Poverty Rate	11.3%	19.1%	15.6%	11.8%
Percent Minority	71.5%	84.8%	42.1	26.7%
Median Household Income	\$63,681	\$43,464	\$47,309	\$51,371
With SNAP/Food Stamp Benefits	14.6%	20.2%	11.7%	

[www.census.gov](http://www.census.gov)

***Project Outcomes and Performance Measures***

The primary output for this project is develop a Business Incubator in the Town Center District. The Town has also identified performance measures for each of the following project outcomes:

Project Outcome	Performance Measure
<u>Stimulate Economic Development:</u> Implement a strategy that will attract new high-tech, Research & Development (R&D) and manufacturing start-up companies to the Town of Cutler Bay.	Conduct Building Use Study to identify space and development needs within the Town Center Building to house the Incubator.
<u>Facilitate use or reuse of existing infrastructure:</u> Provide technical assistance/training to Town Staff, Members of the Economic Development Council and the business community to allow them to fully participate in this project.	Host at series public involvement meetings to increase awareness about the business incubator and receive public input. Develop a marketing strategy to recruit new businesses.



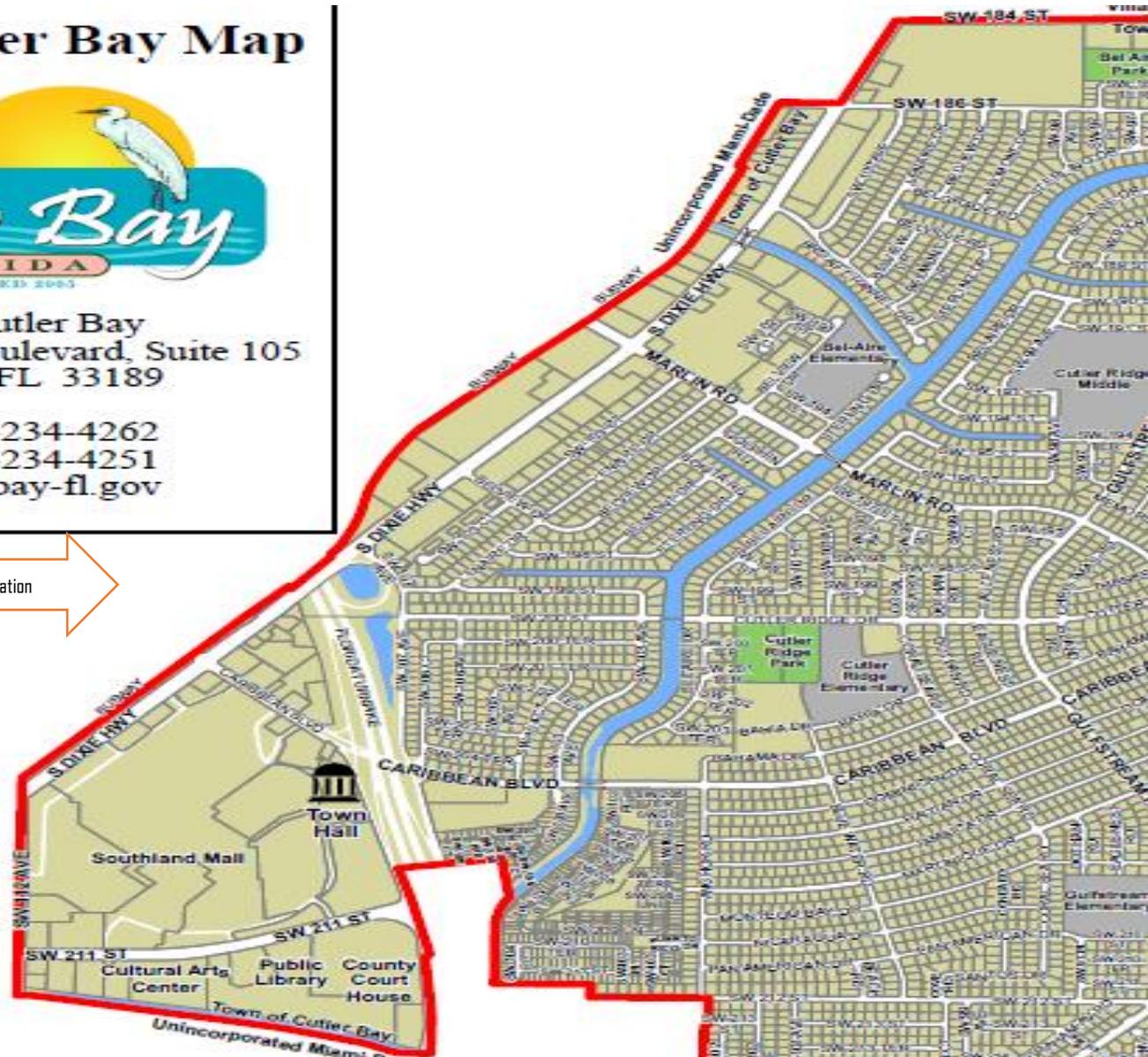


## Town of Cutler Bay Map



Town of Cutler Bay  
10720 Caribbean Boulevard, Suite 105  
Cutler Bay, FL 33189

Phone: 305-234-4262  
Fax: 305-234-4251  
[www.cutlerbay-fl.gov](http://www.cutlerbay-fl.gov)





## TOWN OF CUTLER BAY

### *ECONOMIC DEVELOPMENT PROFILE*

February 2016

10720 Caribbean Blvd., Suite 105, Cutler Bay, FL 33189

Phone (305) 234-4262 | Fax (305) 234-4251

[www.cutlerbay-fl.gov](http://www.cutlerbay-fl.gov)

### Town Mission Statement

“The Town Council will work to make Cutler Bay and excellent place to live, work and play. Cutler Bay’s government will be creative, responsive and respectful in providing innovative and cost effective services to the community.”



## ECONOMIC DEVELOPMENT PROFILE

### Local and Regional Economic Profile (Employment Perspective)

Presently, Miami Dade County’s economy continues to diversify and expand at a moderate rate with great success. As a result, the County’s labor market has recently experienced some of the lowest unemployment rates in the past few years. For instance, there are several sectors of the economy, including but not limiting to, construction, wholesale trade, retail trade, information technology and telecommunication, leisure and hospitality, and financial services that continue to post strong job growth in FY 2014-15. The latest unemployment reports from the U.S. Bureau of Labor Statistics (February 6), indicated that Miami-County unemployment rate decreased to 5.8 percent in December 2015, down from 6.4 percent in July 2015. Despite the improvement in the unemployment rate, the County unemployment rate is .4 percent above the national unemployment rate of 5.4 percent for the year.

In 2015, several commercial and residential projects in the Town generated construction jobs for the local economy. Once these projects are completed, the new developments combined will add approximately 150 new permanent jobs to the local economy. These jobs will be mostly concentrated in the service and retail sectors of the local economy. During the rest of the year and into most of the next fiscal year, the Town of Cutler Bay will continue to add construction and permanent jobs to the local economy as results of the commercial and residential projects approved by the Town Council.

The overall regional (Miami-Ft. Lauderdale-Pompano Beach Metropolitan Statistical Area “MSA”) unemployment figure for December 2015 was 5 percent (.1 percent above the national average), compared to 6.4 percent in June 2014. Despite the decrease in the unemployment rate, there are several sectors of the regional economy such as local government, transportation, warehousing, utilities, and ambulatory health care services that are still underperforming in terms of job creation in comparison to prior years.





El Dorado Plaza  
Cutler Bay



## ECONOMIC DEVELOPMENT

The Town's economic development mission has two major components: (1) direct communication and marketing; and (2) availability of non-financial incentives. Direct communication and marketing is a joined outreach effort that includes the elected body, Town Manager and senior staff. The main objective of this effort is to identify and attract businesses to the Town that will provide added value to our economic base through the creation of new jobs, increase in the tax base, and services desired by Town residents and our existing business community. One of the ways of achieving this objective is through the Town's active participation in local and regional economic development organizations, forums and professional organizations whose mission is to promote the area's local economies. The non-financial incentives are divided into two distinct programs. (1) Expedited building permits, courtesy inspections, and accessibility to the building official and senior inspectors. (2) In-house technical expertise and resources are made available to all development applicants during the planning and permitting process to ensure that approvals are completed within a reasonable timeframe and in a cost-effective manner. This incentive starts with the project's pre-application conference and it ends with a project completion debriefing meeting. The intent of the project debriefing is to have a personal and candid dialogue with the applicants to assess the effectiveness of the Town development approval process. This dialogue allows the Town Manager and senior staff an opportunity to identify and prioritize those areas in the development approval process that needs improvement and/or immediate attention. Our goal is to ensure that all projects in the Town are completed consistent with the Town Code, building permit requirements, industry standards, and within schedule and budget.

In FY 2014-15, the Town's economic development effort was one of the most successful in Miami-Dade County. Several commercial projects totaling more than \$20 million in capital investment and contributing over 150 new permanent jobs to the local economy were either in the approval phase or constructed. These commercial developments were located along the commercial corridor on US 1 and Old Cutler Road.

In FY 2012-13, the Town committed through grants, developer's contributions and local option gas tax funds approximately \$10.591 million to fund transportation and roadway projects to keep the Town's infrastructure operating in an efficiency manner and with sufficient capacity to meet the existing and future demands of Town residents and businesses.

The Town's economic development also include a "green initiative" that continues to have much success. The green initiative success in FY 2014-15 includes the LEED (Leadership in Energy, and Environmental Design) or Green Globes certification of several commercial buildings, close-out of an energy grant, and continue implementation of the PACE (Property Assessed Clean Energy) Program. In FY 2014-15, East Ridge became the first Town LEED Platinum certified by the US Green Building Council. In addition to East Ridge, City Furniture is LEED Gold and the new El Dorado Plaza is Green Globes Certified. ,

The Town also closed-out an energy grant that helped finance over 60-percent of the cost to retrofit the exterior and interior lighting system at the Town Government Center, and the installation of an electric vehicle parking station in the parking lot at Town Hall. This effort was partially funded by a Florida Clean Energy Grant (\$112,766.46) from the Executive Office of the Governor and the Florida Energy and Climate Commission (FECC) and matching funds from the Town (\$87,936.02). One of the major benefits of this project is the reduction greenhouse gas emission, and a reduction in the building overall energy consumption. This project was closed out in April of 2013. Finally, the Town is still the lead municipality in the implementation of the “Green” Corridor and PACE Program. The intent of the PACE Program is to enable property owners to borrow money to buy solar panels, wind generators, insulation or shutters for their home. This initiative will provide market opportunities for local vendors, specializing in the development, distribution and installation of energy efficient technology that meets the requirement of the PACE Program.

In FY 2014-15, the Town continued to work with developers to redevelop the Town’s brownfield areas. A “Brownfield” area site is defined by the U.S. Environmental Protection Agency (EPA’s) as a contiguous area of one or more Brownfield sites, some of which may not be contaminated, and which has been designated by a local government by resolution. A “Brownfield” site is defined as real property for which its expansion, redevelopment, or reuse may be complicated by actual or perceived environmental contamination.

In FY 2014-15, there were no major changes to the current land use distribution, in comparison, to prior years. A significant percentage of the Town’s land (forty-nine percent) is classified in the broad categories of residential and mixed land use. Currently, there is no acreage in the Town of Cutler Bay that is classified as “Industrial.” This land use profile is similar to that of nearby municipalities in that, the land uses are mostly comprised of residential properties relative to commercial, office and institutional uses.

In FY 2014-15, the South Dade Performing Arts Center, continued to be a major attraction for residents and visitors to south Miami-Dade County, and a corner stone of the Town’s cultural venue. This state-of-the-art building is designed to seat nearly 1,000 people and has hosted cultural events and musical performances that have attracted local, national and international talent to Cutler Bay and South Dade.

In FY 2014-15 East Ridge completed their Phase I upgrades and additions to the retirement facility. The LEED Platinum certified building calls for 32,901 square feet of new building area for independent living apartments, skilled nursing suites, memory care suites, assisted living apartments, and administration and independent living common areas.



In sum, the implementation of sustainable residential and commercial projects, adoption of the new Land Development Regulations, proactive approach to review and approval of development projects, and cooperation with local and regional partners on economic development projects have made the Town one of the most desirable communities in Miami-Dade County for both residential and commercial development. The Town progressive planning process is slowly transforming the Town's development vision from a conceptual plan into actual sustainable development projects capable of accommodating the Town's growing population and economic base. The new residential developments are attracting a diverse population that includes young families and seniors that will continue to enrich the quality of life of the Town.

This diverse population with different needs and customs will help promote a sustainable economic base capable of meeting their respective needs and the needs of other residents living in the surrounding areas.



For more information, please contact the Town of Cutler Bay at (305) 234-4262 or visit our website at [www.cutlerbay-fl.gov](http://www.cutlerbay-fl.gov).