



TOWN OF CUTLER BAY
STRATEGIC MARKETING PLAN

RE-BRANDING THE TOWN OF CUTLER BAY

Strategic Marketing Plan

Prepared by the Economic Growth Committee for the Town of Cutler Bay

Economic Growth Committee: Gwyn Allison, Secretary; Heather Fraser, Jessica Garrett Modkins,
Marshall Steingold, Chairman; Alicia Thompson, Mayor Peggy Bell, Town Council Liaison

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GLOSSARY OF TERMS

BID: *Business Improvement District*

GMCVB: *Greater Miami Convention and Visitors Bureau*

PIO: *Public Information Officer*

SEO: *Search Engine Optimization*

SMDCAC: *South Miami Dade Cultural Arts Center*

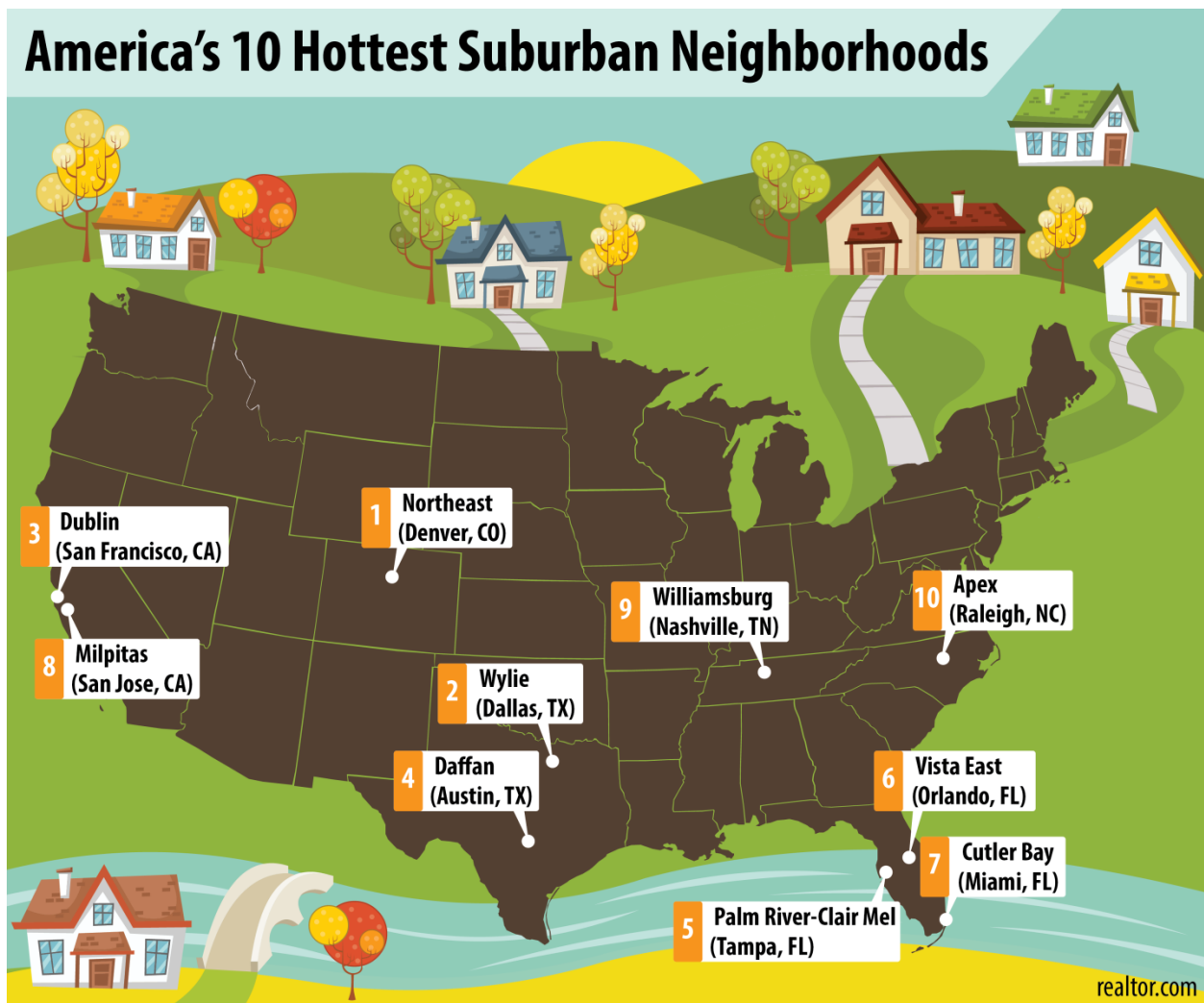
TCB: *Town of Cutler Bay*

SITUATION ANALYSIS

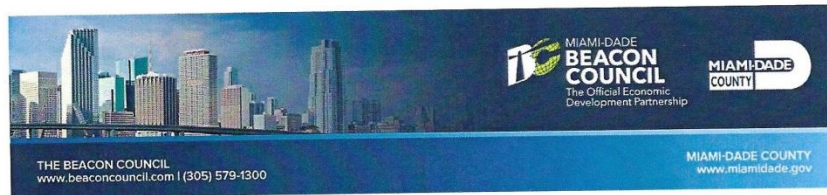
A. The Market

TCB (Town of Cutler Bay) is an incorporated town in Miami-Dade County, Florida established in 2005, with a population of approximately 44,700 as of 2016. The borders were established as running from SW 184th Street (Eureka Dr) east of US 1 to the coast, and north of Black Point Marina, at 25°34'50"N 80°20'48"W.[3] The town's boundaries include the northeast section of Biscayne National Park,[4] areas formerly known as Cutler Ridge[3] to the west, as well as the neighborhood and former CDP of Lakes by the Bay[5] to the east. (https://en.wikipedia.org/wiki/Cutler_Bay%2C_Florida)

TCB is the 7th fastest growing town in the United States as reported in the article, America's 10 Hottest Neighborhoods per Realtor.Com (<https://miami.curbed.com/2017/2/13/14597050/miami-cutler-bay-fastest-growing-suburb>)



SITUATION ANALYSIS



Cutler Bay, FL

Community Profile

People

The total population of Cutler Bay is 45,679. The median age is 35.93.

45,679

Total Population



48.19%

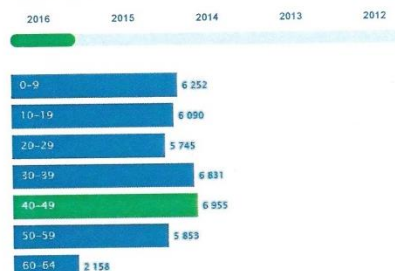
Male



51.81%

Female

Age Distribution



Labor Force

Cutler Bay has a labor force of 23,311 people, with an unemployment rate of 5.40%.

23,311

Labor Force

5.40%

Unemployment Rate

Unemployment Rate Change (1 year)

Talent

Where are the top jobs by occupation?



Total Employees

9,525



2016

The work distribution of total employees in Cutler Bay is:

36.00%

Blue Collar



63.00%

White Collar

Total Establishments

1,106

SITUATION ANALYSIS

Income and Spending

Households in Cutler Bay earn a median yearly income of \$65,456. 53.96% of the households earn more than the national average each year. Household expenditures average \$60,040.00 per year. The majority of earnings get spent on Shelter, Transportation, Food and Beverages, Health Care, and Utilities.



\$65,456

Median Household Income

44% more than the county

32% more than the state

16% more than the nation

Income Distribution

< \$10 K	828
\$10-20 K	1 112
\$20-30 K	1 334
\$30-40 K	1 152
\$40-50 K	1 208
\$50-60 K	1 270
\$60-75 K	1 630
\$75-100 K	2 466
> \$100 K	3 989

How do people spend most of their money?



\$12,332



\$11,490



\$8,830



\$4,728



\$4,492

\$60,040

Median Household Expenditure

Transportation

Residents spend an average of 25.00 minutes commuting to work. Rail can be accessed within 1 miles. Interstates can be accessed 2 miles away.



25.00min

Commute Travel Time



0

Airports in Community



2.00miles

Distance to Interstate



1.00miles

Distance to Freight Rail

Taxes

Top State Corporate Income Tax

5.50%

Top State Personal Capital Gains Tax

0.00%

Top State Corporate Capital Gains Tax

5.50%

State Sales Tax

6.00%

Top State Personal Income Tax

0.00%

SITUATION ANALYSIS

Businesses and Jobs

Cutler Bay has a total of 1,106 businesses. In , the leading industries in Cutler Bay were Retail, Accommodation and Food Services, Health Care and Social Services, and Education.

Which are the top Industries by jobs?



How many employees do businesses in Cutler Bay have?



Educational Attainment

The majority of the population in Cutler Bay has completed at least a high school degree, and 32.39% has a College Degree.



SITUATION ANALYSIS

B. Government - Town Council

TCB is governed by a five member Town Council and operates under the Council-Manager form of government. Three Councilmembers are elected at large (Seats 1, 2 & 3) and must reside in their respective area. The Vice Mayor and the Mayor may reside anywhere in the Town. Town Council elections are non-partisan. As the legislative body of the Town, the Town Council determines policy, adopts the annual budget and makes laws.

The members of the Town Council also serve as the Local Planning Agency. In this capacity, the Town Council is responsible for the Town's Comprehensive Development Master Plan and Land Development Regulations.

The Mayor is Peggy R. Bell. Mayor Bell is recognized as the head of the Town government, presides at all Town Council meetings, appoints all committees, and presents an annual State of the Town address.

The Vice Mayor is Sue Ellen Loyzelle. Vice Mayor Loyzelle is tasked with the responsibility of performing all functions of the office of the Mayor should that individual be absent or become incapacitated. The position is elected at large.

TCB is divided into three residential areas. A Council Member is elected to a Seat from each residential area. The Residential Areas corresponding to each Seat are generally set forth below:

Council Member Seat 1 - *Council Member Mary Ann Mixon* - The northern boundary is SW 184 Street and extends to the east to 97th Avenue and Franjo Road, to the centerline of Old Cutler Road to SW 216 Street and Black Creek Canal to the south, and west to the Busway.

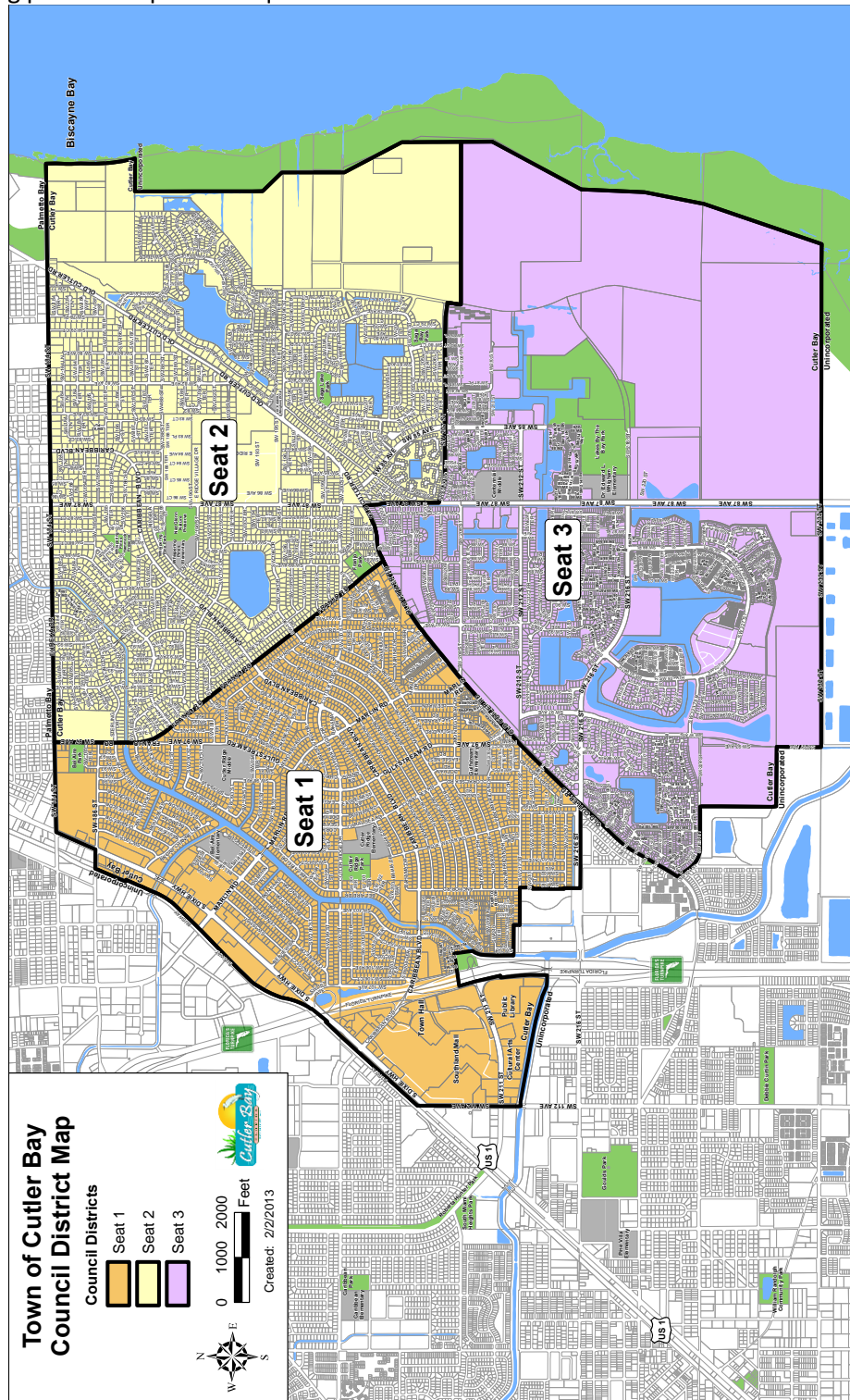
Council Member Seat 2 - *Council Member Michael P. Callahan* - The northern boundary is SW 184 Street and extends east to Biscayne National Park, south to 207th Street, and west to Franjo Road and 97th Avenue.

Council Member Seat 3 - *Council Member Roger Coriat* - The northern boundary is SW 207th Street and extends east to Biscayne National Park, south to SW 232nd Street and west to Old Cutler Road.

SITUATION ANALYSIS

C. Boundaries

This marketing plan will explore 10 square miles of the Market.



SITUATION ANALYSIS

D. Strengths

- One of the most affordable neighborhoods in Miami-Dade County 38% cheaper than the median home price
- Majority of residents are 34 – 54 years of age
- 7th Fastest Growing Suburb in the United States
- Equidistant to Florida Keys and Downtown Miami
- Mercedes Benz Dealership
- South Miami Dade Cultural Arts Center
- South Miami Dade Government Center
- Southland Mall
- Close to Black Point Marina
- Close to Deering Estate
- Family Friendly
- Access via Old Cutler Road
- Mater Academy
- Designated transportation hub
- Dedicated bike paths and walking paths

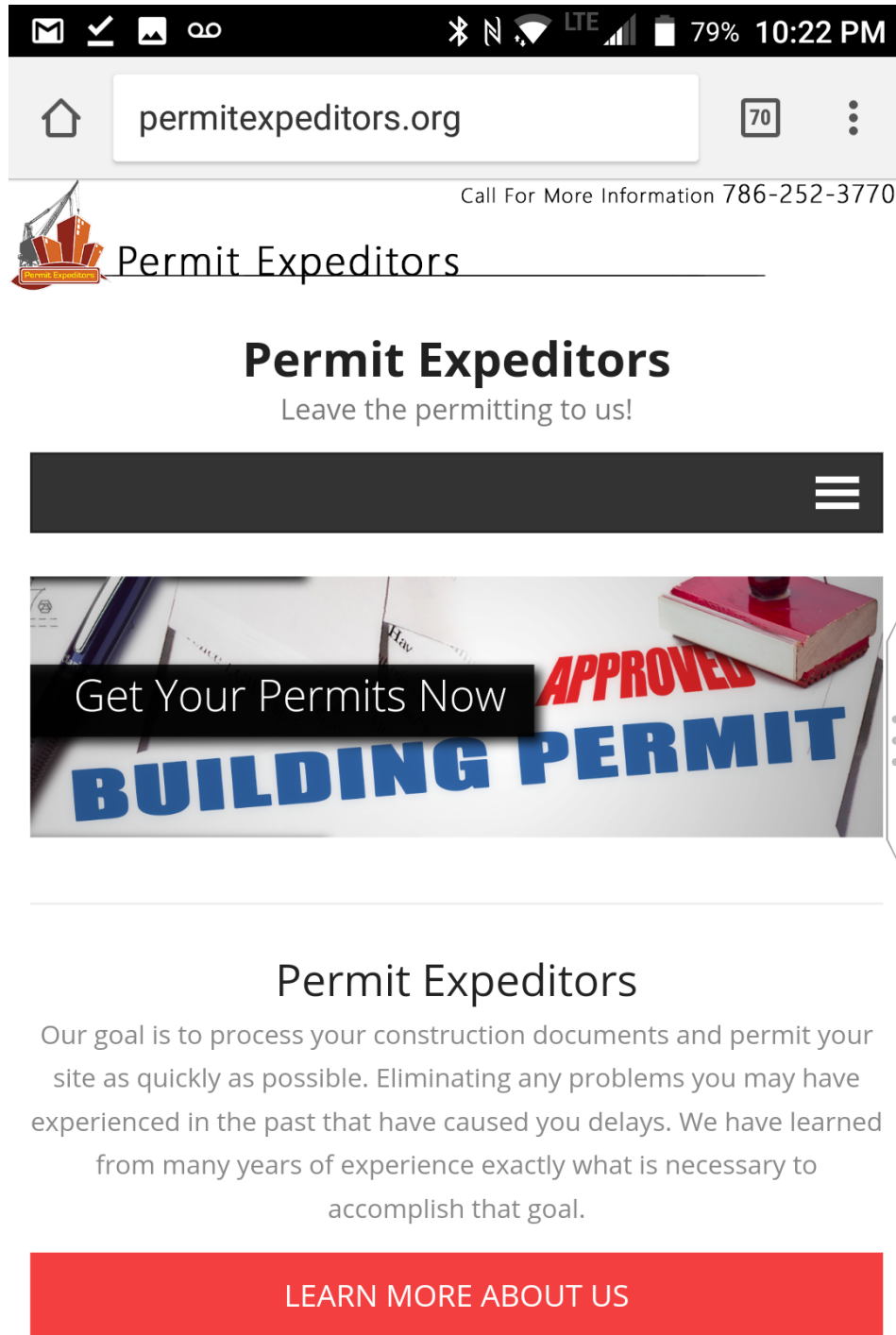
E. Weaknesses

- No Incentives to attract new businesses
- PIO Needed
- Need Advertising campaign to promote TCB
- Perceived as a community with substandard schools
- Perceived as lacking diversity
- Lingering history of “Cutler Ridge”
- Low Socio-Economic area
- Homes in certain areas are unkempt
- Not enough restaurants
- Limited highways
- Lacks Corporations for employment
- No Central Business Hub
- Limited Public Transportation

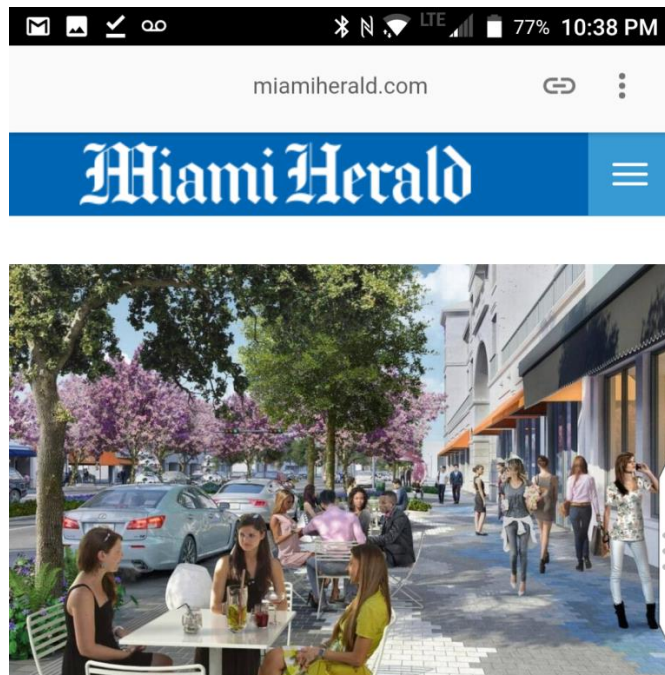


COMPETITORS' ANALYSIS

City of Miami - Offers "Runners" to expedite permitting process



Coral Gables – Offers a “Main Street” for Downtown



CORAL GABLES

With total makeover, Coral Gables' Miracle Mile to shine anew

BY ANDRES VIGLUCCI

aviglucchi@miamiherald.com



February 14, 2016 02:00 PM

In a metropolis where everything seems to change constantly, Coral Gables' Miracle Mile has been a holdover — a last-century Main Street not far removed from the 1950s in spirit and urban form, complete with angled street parking, narrow sidewalks, undernourished street trees and, until recently, a respectably unexciting mix of mom-and-pop shops, jewelers and more bridal shops than anyone could care to count.

Coral Gables – Offers “How to do Business” with the City of Coral Gables on website.

The screenshot shows the City of Coral Gables website. The browser address bar displays `coralgables.com/index.aspx?page=`. The website header includes a home icon, the URL, a page number '71', and a menu icon. Below the header is a navigation bar with links: HOME, GOVERNMENT, ABOUT CORAL GABLES, ATTRACTIONS, DOING BUSINESS, CITY SERVICES, and I WANT TO... The main content area is titled 'STARTING A BUSINESS IN CORAL GABLES (CERTIFICATE OF USE)'. It features a sidebar with a list of links under the 'Planning and Zoning Division' section, including 'Current Projects', 'The Plaza Coral Gables', 'Planning and Zoning Board Meetings', 'Development Review Committee', 'Board of Architects', 'Board of Adjustment', 'Starting a Business in Coral Gables (Certificate of Use)', 'Concurrency', 'Zoning Code', 'Comprehensive Plan', 'Land Use and Zoning Maps', 'Applications/Forms', 'Documents', 'Statistics & Awards', 'Contact Info', 'FAQs', and 'Related Links'. The main content area contains text about starting a business, a list of requirements for opening a business, and information about the Certificate of Use process. A photograph of a classical building with columns is also visible.

« Return to Mobile Version

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City of
Coral Gables

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HOME GOVERNMENT ABOUT CORAL GABLES ATTRACTIONS DOING BUSINESS CITY SERVICES I WANT TO...

▼ Planning and Zoning Division

- Current Projects
- The Plaza Coral Gables
- Planning and Zoning Board Meetings
- Development Review Committee
- Board of Architects
- Board of Adjustment
- ▼ Starting a Business in Coral Gables (Certificate of Use)
- Concurrency
- Zoning Code
- Comprehensive Plan
- Land Use and Zoning Maps
- Applications/Forms
- Documents
- Statistics & Awards
- Contact Info
- FAQs
- Related Links

Government » City Departments » Development Services » Planning and Zoning Division » Starting a Business in Coral Gables (Certificate of Use)

STARTING A BUSINESS IN CORAL GABLES (CERTIFICATE OF USE)

Font Size Share & Bookmark Print [+]

Each year more than 200,000 new businesses open their doors in South Florida. Starting a business is an exciting venture requiring careful planning. One of the first and most important considerations is finding the right location.

The City of Coral Gables is committed to promoting and helping new businesses by creating a business-friendly environment consistent with the City's character and the quality of life of its business and residential communities. The following is a step by step guide to assist you in starting your business. We are here to assist you every step of the way.

To open a business, applicants must apply for and receive:

- A Certificate of Use [\[Application\]](#) [\[Flow Chart\]](#)
- A Local Business Tax [\[Application\]](#) [\[Code Chapter 66, Article II\]](#)
- A Building Permit: When interior only [\[Building Permit Application\]](#); for signage and both interior and exterior changes to a building [\[Board of Architects Permit Application\]](#)

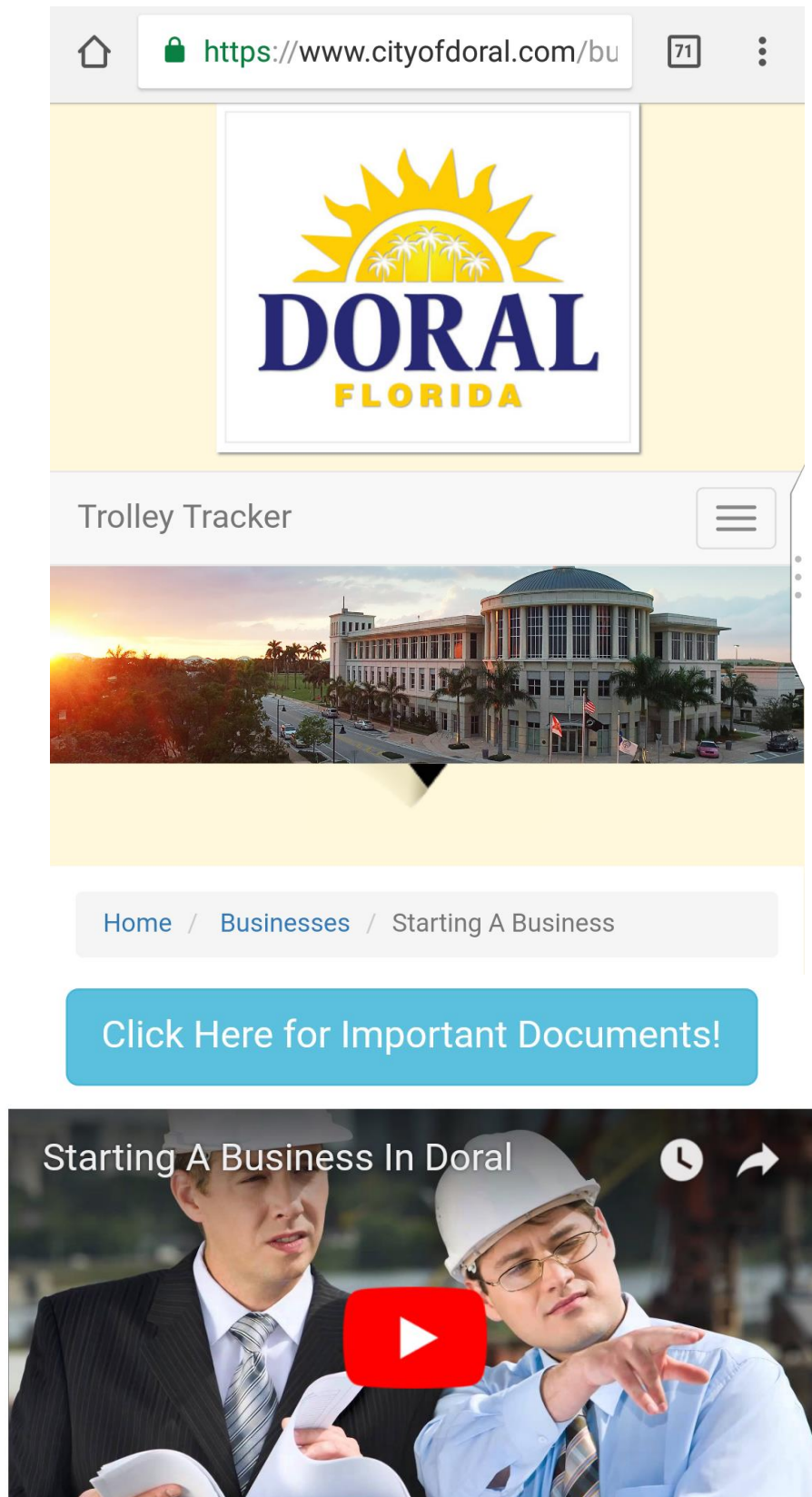
CERTIFICATE OF USE [\[Application\]](#) [\[Flow Chart\]](#)

Before signing a lease or purchasing property in the City of Coral Gables, prospective business owners should first apply for a Certificate of Use. This will ensure that the proposed use at a specific location complies with the City's zoning, parking and [concurrency](#) requirements. Certificates of Use must be renewed annually via web by clicking this [link](#) or visiting the office below.

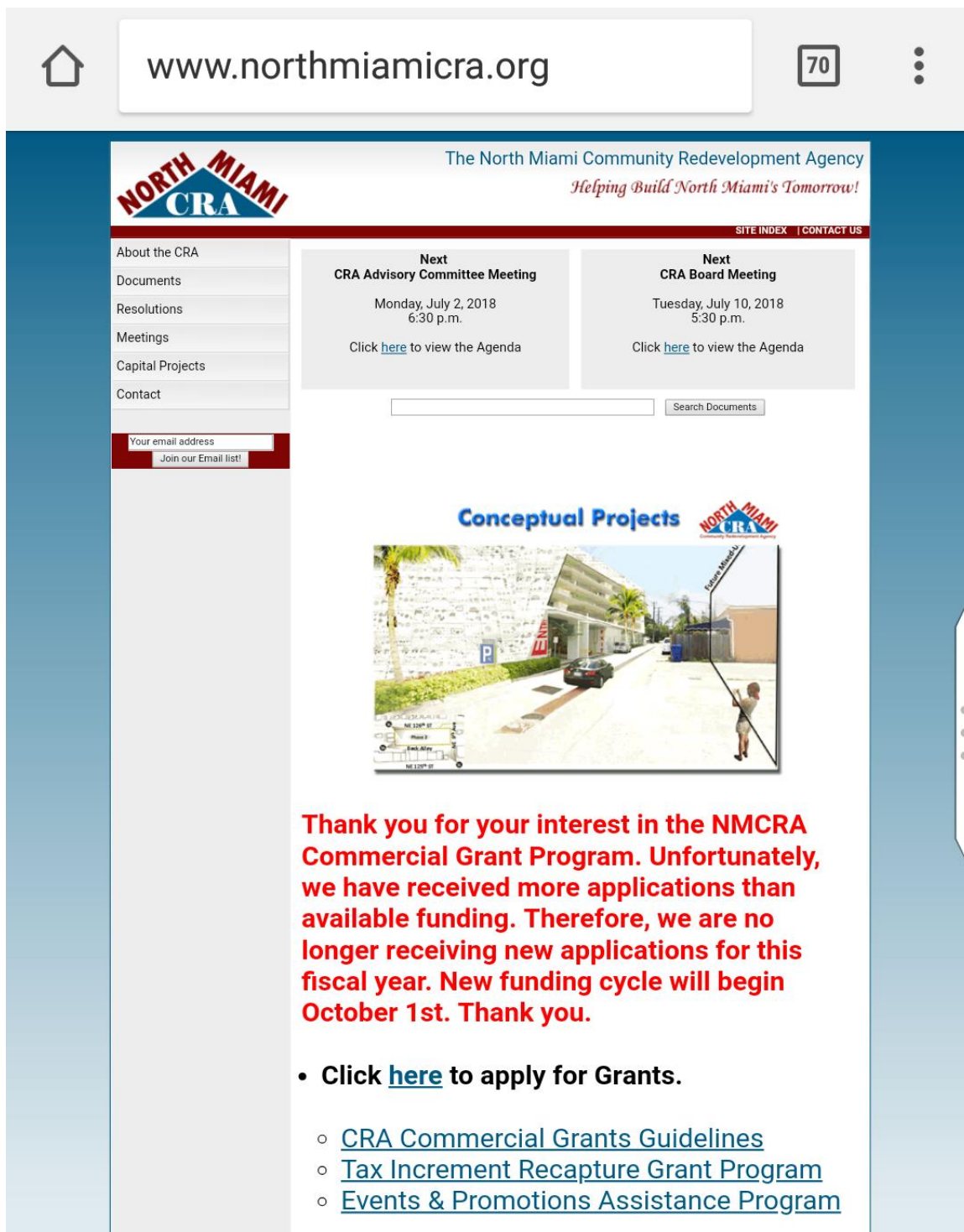
Where to Apply or Renew:
Concurrency Administrator, Planning and Zoning Division, Second Floor of 427 Biltmore Way.

Office Hours:
7:30 a.m. - 3:15 p.m., Monday - Friday, excluding holidays.

City of Doral – Offers “How to do Business” PDF document on website



City of North Miami CRA – Offers Grants to Commercial Businesses, Tax Incentives, and Event Promotion Grant Assistance



DANIA BEACH CRA – OFFERS “BUSINESS” INCENTIVES



/ INVEST INCENTIVES

To support businesses and improve curb appeal, the Dania Beach Community Redevelopment Agency offers several incentive programs to encourage owners to make improvements to existing properties. The CRA also participates with Broward County and the State of Florida providing guidance and funding to support applications for incentives related to job creation, capital expenditures and job training. We can link commercial and industrial investors with incentives and programs that best meet their needs. Programs include, but are not limited to:



State Incentives

- Qualified Target Industry Tax Refund
- Brownfield Redevelopment Bonus Refund
- Research and Development Tax Credit
- Manufacturing Machinery and Equipment Sales Tax Exemption
- Worker Training Programs

County Incentives

- Industrial Revenue Bonds
- Broward County Job Growth Incentive



OPPORTUNITY/OBJECTIVE

Opportunity/Goals	Objectives
<p>1. Identity/Branding</p> <p>TCB does not have a strong brand. It is perceived as a community rather than a municipality, lacks diversity, and is a low socio-economic area. It is home to top destinations and attractions such as South Miami Dade Cultural Arts Center, Mercedes Benz of Cutler Bay, and South Miami Dade Government Center. Despite this, a digital search of TCB reveals SEO (Search Engine Optimization) results limited to municipality content.</p>	<ol style="list-style-type: none">1. Develop an identifiable brand.2. Create a campaign that will provide messaging to tell TCB's story.3. Redesign street signs4. Change Street designation for SW 211 Street to Cutler Bay Boulevard.5. Partner with GMCVB (Great Miami Convention and Visitor's Bureau) to build brand.6. SEO positioning through Digital Marketing and Social Media.

OPPORTUNITY/OBJECTIVE

Opportunity/Goals	Objectives
<p>2. Business Attraction/Retention</p> <p>TCB lacks a central downtown area. The central and largest business is Southland Mall. This mall looks run-down in several areas. It is in need of external/internal renovations. TCB needs to recruit and support commercial, cultural, and light industrial businesses.</p>	<ol style="list-style-type: none">1. Secure a PIO (Public Information Office) to communicate the progress of TCB for story placements.2. Attract 7 new businesses to TCB3. Develop a grant program for merchant assistance.4. Develop a tax incentive to attract new commercial businesses.5. Develop a BID (Business Improvement District) similar to Coconut Grove, Wynwood, Lincoln Road Mall, and Coral Gables.

OPPORTUNITY/OBJECTIVE

Opportunity/Goals	Objectives
<p>3. Cultural Assets / Special Events</p> <p>TCB is the home of the South Miami Dade Cultural Arts Center. Partnering with the South Miami Dade Cultural Art Center will provide opportunity to expand upon the cultural arts as a critical component for economic development. Encourage Live, Work, and Play in TCB through special events and neighborhood activities. Lastly, incorporate art in public places.</p>	<ol style="list-style-type: none">1. Launch a monthly event sponsored by the TCB.2. Capitalize on each South Miami Dade Cultural Arts event.3. Establish a grant program for cross promotional special event producers.4. Develop and implement projects that beautify an unexpected area such as Art in Public Places.

STRATEGY/TACTICS/BUDGET

1.	Identity/Branding	Timeframe	Budget
1.1	Objective: Develop an identifiable and distinguishable brand		
1.2	Objective: Create a campaign that will provide messaging to tell the TCB's story.		
	Strategy: Work with an advertising agency to develop an ad campaign that emphasizes the compelling family centric messaging of TCB.		
	Strategy: Engage the PIO, community stakeholders, and businesses to share this branding across all media outlets.		
	Tactics:		
	Create an official branded TCB's Facebook, Instagram, and Twitter page to provide for multiple communication channels. (as of 8/27 only 414 likes on TCB's Facebook page out of over 45,000 residents.)		
	Identify the existing viable businesses in TCB and promote each business through all channels including social media and the town's website. The website will need to be upgraded.		
1.3	Objective: Redesign street signs		
	Strategy: All current street signs should take on a unique shape or color in an effort to easily identify TCB from any other municipality or the Miami-Dade County.		
1.4	Objective: Street designation of SW 211 Street to Cutler Bay Boulevard		
1.5	Objective: Partner with GMCVB to build brand		
	Strategy: TCB must become a partner of the GMCVB if they are not		

already.

Strategy: Have PIO to identify the unique offerings of the GMCVB and submit articles for inclusion on the website and submit events on their portal for additional city marketing.

1.6 Objective: SEO positioning

Strategy: Work with Google analytics to reposition all press mentions, official websites, social media pages to be prominent on search. Upgrade our Google analytics to have TCB appear higher up in search results.

STRATEGY/TACTICS/BUDGET

2.	Business Attraction/Retention	Timeframe	Budget
2.1	Objective: Secure a PIO to communicate the progress of TCB for story placements.		
2.2	Objective: Attract 7 new businesses to TCB		
	Strategy: Work with the PIO to develop collateral material on “How to Start a Business with TCB.” This information will be housed electronically on the Town’s website and will be available in printed format in the Manager’s office as a brochure. This stream lined information will provide for palatable information to be accessible and followed.		
2.3	Objective: Secure a grant program for merchant assistance		
2.4	Objective: Develop a tax incentive for new commercial businesses.		
2.5	Objective: Create a Business Improvement District (BID).		
	Strategy: Business Improvement Districts are private sector initiatives funded through a property levy, which supplements services provided by the municipality to include capital improvements, streetscape enhancements and marketing of the area for economic growth.		

STRATEGY/TACTICS/BUDGET

3.	Cultural Assets/Special Events	Timeframe	Budget
3.1	Objective: Launch a monthly event sponsored by the Town of Cutler Bay.		
	Strategy: Partner with an Event Management, Promoter, or Marketing Firm to execute family friendly events to build and manage the TCB brand.		
	Tactics:		
	Organize block parties with closed streets, food trucks, face painting, etc.		
	Scavenger Hunts with in town businesses and history using the app.		
	American Idol Activity for residents		
	Healthcare Event		
	Taste of South Dade		
	Shop Local Campaign		
	"Blues and Blues" Blue Crab Festival		
	Family Poker Run		
	Ice Cream Social		
	Rib Festival		
3.2	Objective: Capitalize on each South Miami Dade Cultural Arts event to showcase TCB.		
3.3	Objective: Establish a grant program for cross promotional special		

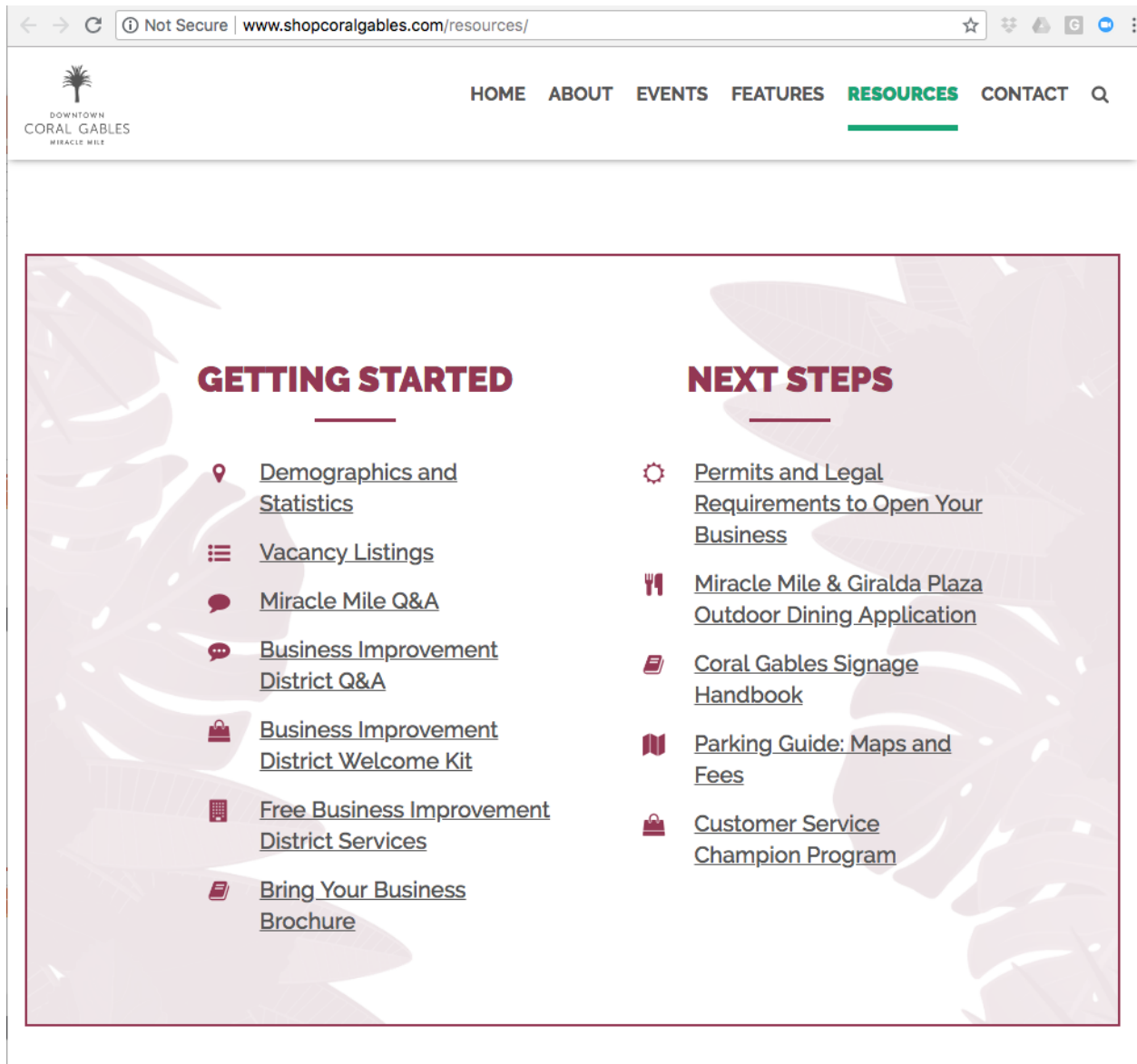
	event producers.
	Strategy: Work with outside promoters on the TCB's Brand by creating new events and enhancing existing special events.
	Tactic:
	Contract with outside promoter to produce a monthly event. Each event should promote TCB through the "Work, Live, and Play" theme or messaging created by the Advertisement Agency. These events should model the messaging in an experiential method.
	Work with outside promoter to market and communicate monthly events through all available networks including website, newsletter, and social media.
	Events produced should be free and open to the public
	Business Awards
	Chamber of Commerce Business Roundtable
	Commercial Realtors Breakfast
	Speaker Lecture Series
3.4	Objective: Develop and implement projects that beautify an unexpected area.
	Strategy: Create an Art in Public Places Exhibit
	Tactics:
	Student artists display work on projects with live art created all by students
	Curated artwork by a professional artists

ADDENDUM

Sample Messaging Artwork and Family TCB Branding



Website Example of Resources for BID



Town of Cutler Bay Branded Signage – Example City of Doral

