



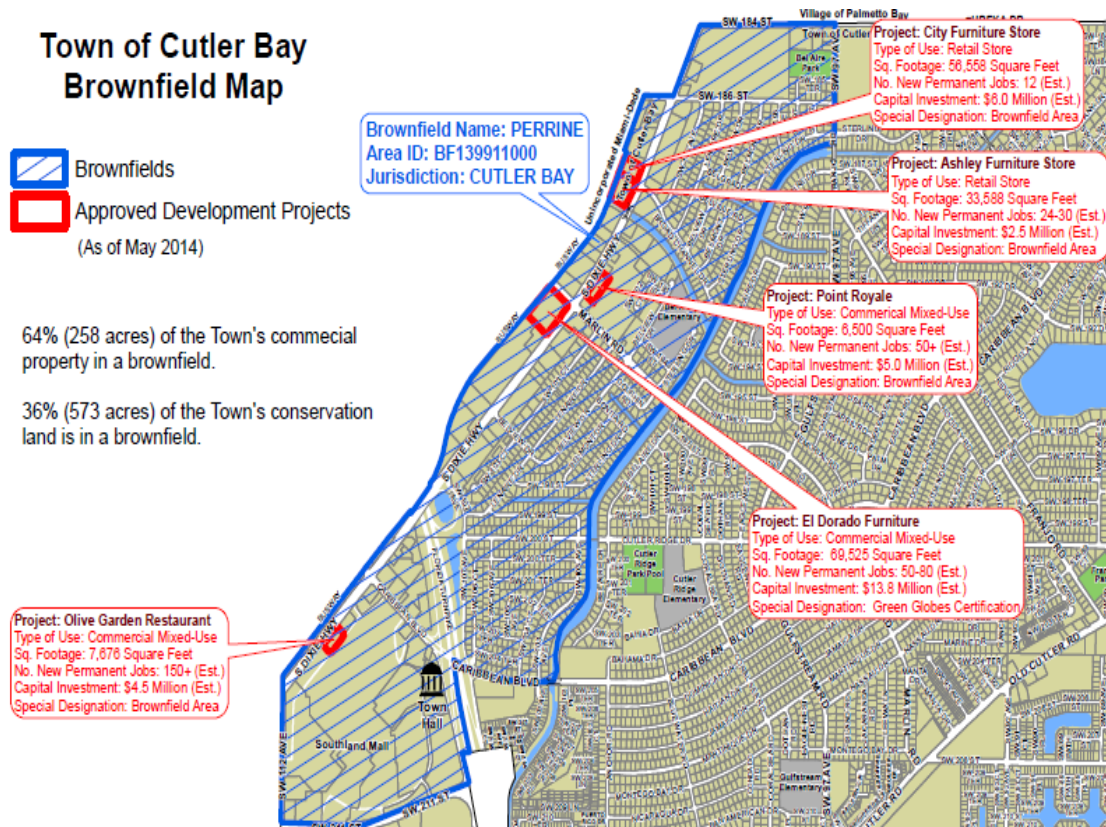
TOWN OF CUTLER BAY

2020-05

State Legislative Session Funding Request

PROJECT:

CUTLER BAY ECONOMIC DEVELOPMENT PLAN





Office of the Town Manager

Rafael G. Casals, CFM, ICMA-CM
Town Manager

Cutler Bay Economic Development Plan

Amount Requested: \$180,000 (90%)
Match funding available: \$20,000 (10%)
Total Project Cost: \$200,000

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The Town of Cutler Bay is requesting \$180,000 to establish an Economic Development Plan that will encourage environmentally friendly practices, provide for smart growth, foster entrepreneurship, and create new jobs for local residents. The Economic Development Plan will consider existing conditions within the Town limits along the US-1 Corridor and Southland Mall, and future trends for economic development. The scope of work will:

- delineate all existing development
- identify all retail/commercial uses
- ascertain gross retail sales dollar volume
- analyze existing demographic profiles of the corridor's trade area
- list all major retailers within one, three- and five-mile radius of the study area
- provide design characteristics that have attracted retailers in similar submarkets

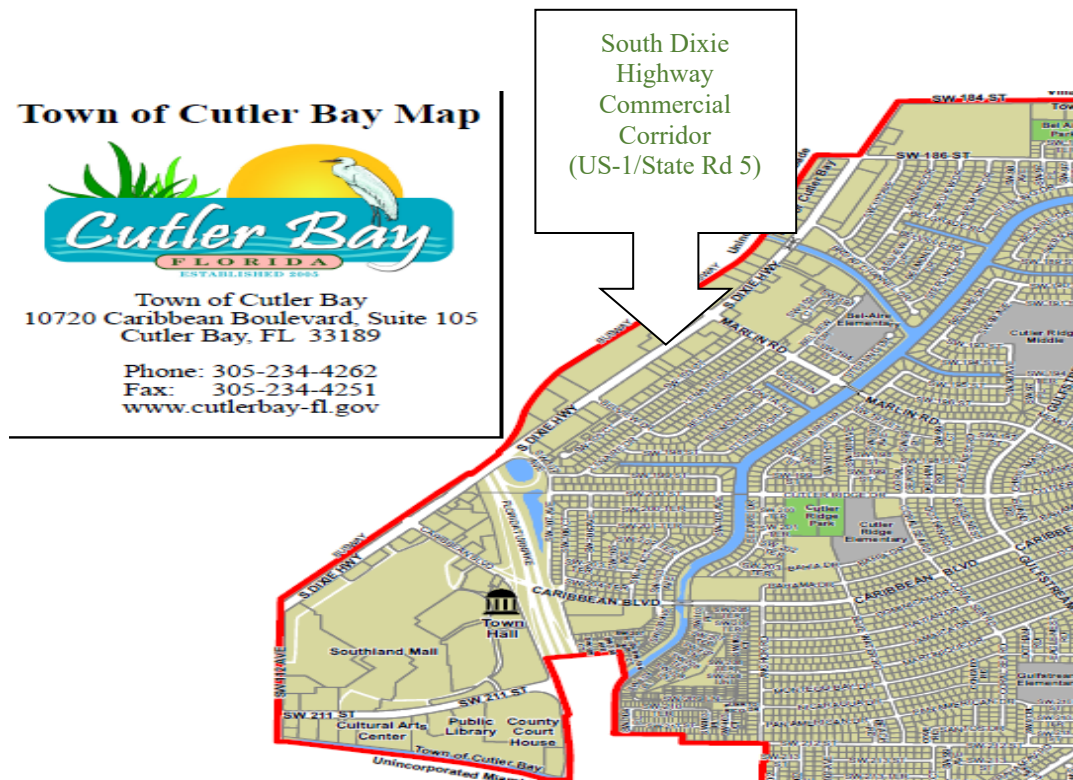
Since 2014, the Town has approved 12 (9) development projects in the commercial corridor. These efforts have resulted in the creation of approximately 750 new jobs. This is encouraging; however, the Town and residents recognize a need to review current Land Development Regulations and formalize a plan that will create gainful employment, attract the businesses that are important to our residents, continue to promote small businesses, and contribute to the quality of life for all residents.

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). The Town's population has grown 7.6% since 2010, almost double the State's estimated growth rate of 4%. The Town is a prime location in South Miami-Dade for businesses and residential developers. Property values have increased consistently each year and median household income is \$63,681 with 11.3% of residents living below poverty level.

The Town has two primary commercial corridors, US1 on the West and the Historic Old Cutler Road on the East. The Commercial Corridor located on US1 is of great significance to the Town because it is the location of the only indoor shopping mall, Southland Mall, in South Miami-Dade. This corridor is accessible via public transportation and serves as a major hub for all of South Dade because it connects residents to;

- South Dade Government Center
- Courthouse
- Social Security Office
- South Miami Dade Cultural Arts Center
- Regional Library
- Affordable Housing for Seniors
- Miami-Dade Police Station
- Cutler Bay Town Center/Town Hall Building



Project Outcomes and Performance Measures

The primary output for this project is to develop the Cutler Bay Economic Development Plan. 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.	Identify project sites and locations based on public input that will be included in the Economic Development Plan.
<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 a series of public involvement meetings to receive public input on the Economic Development Plan that will develop a strategic master plan within the Commercial Corridor.
<u>Create/Preserve Green Space, Recreational Property, or other non-profit uses:</u> Identify additional opportunities for “green spaces” within the Town Center District.	Collaborate with the Town’s Parks & Recreation Advisory Committee and Town Staff to identify at least one opportunity for new or enhanced “green space” within the project area.
<u>Sustainable and Equitable Development Outcomes:</u> Review current Town Master Plans (Transportation Master Plan, Bicycle/Pedestrian Master Plan, Stormwater Master Plan, Tree Master Plan, Strategic Master Plan etc.) and link the plans together to ensure that the Economic Development Plan considers at a minimum; equal public access (i.e. public transportation, bicycle/pedestrian safety, private car), green building practices, updated infrastructure (roadways, drainage, etc.) and engagement of special populations (i.e. low-income, older adults).	Provide a brief summary of the Town’s existing Master Plans and how the projects proposed in the existing Master Plans will “link” to the Economic Development Plan.

Project Work Plan

Phase 1: Project Management (\$20,000 - Town's In-Kind Contribution/90 days)

- a) Execution of Grant Agreement between Town of Cutler Bay (Town) and the Designated State Agency
- b) Negotiate and Award Contract for Professional Services to develop "Economic Development Plan": The Town will acquire technical assistance from a professional consultant to develop the Economic Development Plan in compliance with the Town's adopted procurement process.



- c) Host "Kick-Off" Meeting: The Town will conduct a meeting between Town Staff, Project Partners and the Town Contractor to organize planning efforts. This will include, but will not be limited to; Review of the Project Scope of Services, identification of potential members of the Economic Development Advisory Committee, and potential times and locations for Public Involvement Meetings.

Phase 2: Community Involvement (\$40,000)

- a) Recruit members to serve on the Town's "Economic Development Advisory Committee": The Economic Development Advisory Committee will at a minimum consist of stakeholders from the Town's business community, Town Staff and a liaison from the Town Council. The Town will reach out to members of the business community through the three (3) business associations that serve South Dade; Economic Development Council (Primary Project Partner), Cutler Bay Business Association and the South Dade Chamber of Commerce. The Town will also conduct door to door outreach to businesses in the project area. Finally, the Town will advertise the Advisory Council on the Town's website, in the local newspaper and on Informational Kiosks located throughout the Town.
- b) Appoint via Town Council Resolution: Individuals that are interested in serving on the Advisory Committee will be asked to submit a resume to the Office of the Town Clerk. Town Staff will review the resumes and will make recommendations to the Town Council regarding the individuals that will be appointed to the Advisory Council. The members "Economic Development Advisory Committee" will be appointed via Resolution by the Town Council.
- c) Host Series of Public Involvement Meetings: Public Involvement will be a major focus on this Economic Development Plan. Public Involvement meetings will be held in various community forums such as neighborhood and business associations as well as "Town Hall" style meetings. Written comments, recommendations and/or surveys will also be solicited from the public.

- d) Coordinate with Outside Stakeholders: The Town will contact Miami-Dade County's Business Development Specialist regarding their current Brownfield Program. A portion of the Town's commercial corridor falls within Miami-Dade County designated Brownfields (Perrine Brownfield and South Dade Brownfield). Miami-Dade has recently completed several new Brownfield Projects within the Perrine Brownfield along the Town's municipal boundaries. The Town will also contact our neighboring municipality of Palmetto Bay which also has a commercial district within the Perrine Brownfield. These collaborations will allow the Town to develop a plan that will offer brownfield incentives to new businesses that qualify. Additionally, the Town will reach out to local colleges and universities (i.e. Florida International University, Miami-Dade College, College of Business and Technology - Cutler Bay Campus) to leverage resources for the development of the plan. These stakeholders will have the opportunity to participate in the planning process. The Town will also reach out to The Department of Housing and Urban Development (HUD), Department of Transportation (DOT) and Environmental Protection Agency (EPA) to identify resources to assist in developing a plan that will promote a sustainable community.

Phase 3: Existing Conditions Research (\$40,000)

- a) Assess Current Conditions: The Town's consultant will review current master plans developed by the Town and will research current maps and assessments/data of the Town's potential brownfield and other commercial areas.
- b) Assess Project Impact: The Town's consultant will provide feedback to the Economic Development Advisory Committee and the Town's Staff about the impact of this project. This will include the potential for economic growth as well as potential barriers. One potential barrier could be the negative connotation that "brownfield" development has on the general public. The Town will research ways to educate the community and market this project.

Phase 4: Identification of Activities (\$40,000)

- a) Set Goals: The plan will include a statement of the economic development goals and objectives.
- b) Review Possible Activities: The plan will describe activities that were considered and note why they were or were not recommended. Activities may include discussion of zoning and regulations, brownfield assessments, cleanup activities, potential projects to drive economic development, marketing/outreach activities.
- c) Draft Economic Development Plan: The action plan will specify those activities appropriate to the Town. Each action will identify who does what, when it will be done and how it will be financed.

Phase 5: Next steps & Resources Needed Implementation Strategy (\$40,000)

- a) Solicit Public Input regarding the Economic Development Plan “Draft”: After a draft of the plan is available, a minimum of one (1) public meeting will be held to present the draft plan and seek public input/comment.
- b) Develop list of resources for implementation funding: The Town Consultant will work with the Advisory Committee and Town staff to draft a list of potential funding sources and ways that the Town might leverage resources for the implementation of the plan once adopted.

Phase 6: Develop Final Planning Document (\$20,000)

- a) Incorporate public input into the Final Economic Development Plan: Once the period of public input/comment (Task 5a) has ended, the Town’s consultant will incorporate the comments received into the final “Draft” of the Economic Development Plan. The Town will then host a Town Council Workshop that will be open to the public. During the workshop the Town’s consultant will present the final “Draft” to the Town Council and answer any questions. If the Town has any concerns or recommendations, they will be added to the Plan if required.
- b) Adopt Final Economic Development Plan: The plan will be adopted via resolution of the Town Council during the Town’s monthly Town Council Meetings.

