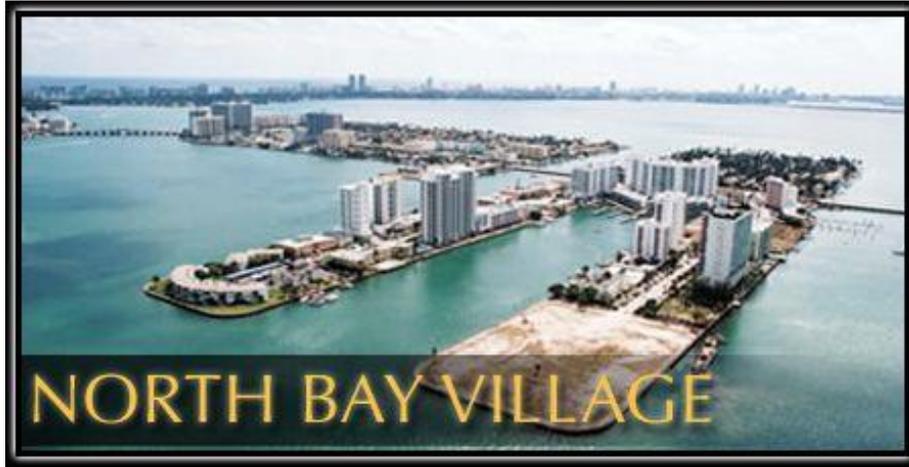


Marketing Plan



Barry Institute for Community and Economic Development

and

Barry University MBA 645 Marketing Strategies Class

Spring 2014

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Assessment of the Situation

The City North Bay Village has had a long history of glamour and beauty throughout the nearly 70 years of existence. Nestled at the center of Biscayne Bay and just west of Miami Beach, is the “Three Island Paradise” that is comprised of Treasure Island, North Bay Island and Harbor Island. Over time, like any other city, North Bay Village has experienced difficulties and issues that have affected its image and the relationship between the residents and the Village administration. Some of these issues include cleanliness, car speed control, flooding concerns, limited parking and the general safety within the community. We managed a survey and the questionnaire is in Appendix 1.

Cleanliness

When entering any city or township, the first thing visitor’s notice is the cleanliness and overall condition of buildings. Because it is very important to make a lasting first impression, many cities strive to create a welcoming atmosphere that showcases the attractiveness of the community. Of the residents that participated in the survey, 96 of 297 or 32% listed cleanliness (Q23) as the most important problem facing North Bay Village. Cleanliness can be as a result of the condition of buildings within the community or it can be as off a result of having litter control problems. Residents of NBV should feel comfortable in the community they live in and having a clean environment can go a long way to create a sense of pride for the residents.



Speed Control

Speed control within any community is very important for the safety of its residents. The 79th Street Causeway runs straight through the Village and, because of the general disregard for speed limits by daily commuters, it causes great concern for safety. Many of the residents reside on the southern portion of the Village and most of the businesses are on the northern side, creating a difficult situation for residents that would like to visit these businesses on foot. Of the 297 survey respondents, 97 or 33% stated that car speed control was a very serious concern that needed rectification. It is very important for the Village administration to create efficient ways of allowing for the safe crossing of its resident, like the creation of crosswalks, in order to promote businesses with the community and allow for easy access to events and community meetings. One important component is to control the speed of the vehicles on the 79th Street Causeway.



Flooding/Drainage

The south Florida area is no stranger to the affects of heavy rainstorms throughout the year. Many areas within this region are susceptible to flooding and North Bay Village is no exception. Concerns with flooding and the condition of drainage systems within the community are very important to the residents who participated in the survey. 80 of the 297 respondents or 27% ranked flooding as an issue of great importance. Most of North Bay Village, in the early portion of the 20th century, was below sea level. Today, thanks in part to dredging and filling, the Village sits very close to sea level but the sea walls surrounding the Village are in serious need of repairs. In order to ease the concerns of the residents, North Bay Village should consider improving the drainage systems and repairing sea walls in an attempt to reduce the likelihood of flooding within the community.



Limited Parking

The three islands that make up North Bay Village are highly limited in room for expansion. This relatively small amount of space creates the lack of space for businesses, homes and, according to surveyed residents, lack of parking. Having this shortage of parking puts stress on the residents and creates difficulties for visitors to the area. 64 of the 297 or 22% of those responding to this question ranked parking within NBV as an issue of great concern. Their level of concern is so profound that when the participants were asked what the administration should do with the funds of a tax increase, many filled in written responses of “creating more parking.” Residents are forced to walk to the local businesses or travel outside of the Village to shop. The Village administration should consider creating parking solutions that cater to residents and accommodate the parking concerns of visitors.

Safety

The overall safety of a community is a great selling point to potential residents. If an area has a perceived likelihood for crime, potential residents will look elsewhere in the market for a new home or condo. Like potential residents, current residents are concerned with the safety of North Bay Village. Of the surveyed residents, 103 of the 297 respondents or 35% ranked safety within NBV as their most important concern. Crime rate statistics from city-data.com confirm that North Bay Village is an area with a very low crime rate. Rates for rapes, murders, robberies and assaults are all relatively low, but burglaries auto theft and general theft have much higher rates very likely stemming from the high crime-rate areas that surround the Village. Greater visible police presence within the community can help discourage theft and burglaries while keeping residents, business owners, and visitors safe.

Census Demographics

According to the 2012 US Census, the city of North Bay Village has an estimated 7,362 residents living within its borders. Of these residents, 58% are Hispanic, 31% are white (Non Hispanic), 6.1% are Black or African American, 4.1% are Asian and 3.4% are of mixed races; 71% claim to prefer to speak a language, other than English, at home. In terms of gender, 49.7% of residents were female while the remaining population was male. Estimates on age include 9.2% of residents over the age of 65, 15.4% of residents under the age of 18 and 5.3% are under the age of 5. 40.8% of residents owned their homes and there were 3,038 housing units within the community; 69% of these residents have lived in their house for more than one year. Average household income was \$51,111 and the average number of persons per household was 2.32. In

terms of education, 33.4% of residents have obtained a Bachelor's degree or higher, while 86.4% have a high school or higher education.

Survey Demographics

After conducting our survey the demographics of the respondents in NMV showed variance from the US Census of 2012. Though the sample size was much smaller than the US Census, the following illustrates several worthy of consideration in the interpretation of the survey data. In terms of race, 44% of respondents were White (non-Hispanic), while 37% of respondents identified themselves as Cuban or Latino. The remaining respondents identified themselves as African American, 2%, Haitian, less than 1% and just over 15% reported themselves as others or did not respond at all to this question.

Age, gender and preferred languages were other areas where the census findings were much different from the responses of the residents that submitted this survey. 32% of respondents were 60 years of age or older, while more than 70% were between the ages of 18-59. This discrepancy is very noticeable because of the much larger senior population that participated in the survey. In terms of gender, a much larger amount of female residents participated in the survey, in comparison to male residents (49% female, 42% male). Language is another area that illustrates different findings when compared to the US Census. A large majority, 82% reported they prefer to communicate in English, while a smaller amount, 10% of participants, preferred to speak Spanish. This is very surprising considering the large amount of Hispanic residents described in the census.

The large differences between the US Census and the survey conducted within North Bay Villages continue with educational background, home ownership rate, length of stay per household, and average household income. The survey recorded that 77% of residents that participated own their home, with 16% rent. A large majority of participants, 53% stated that they have lived in their residence for more 8 years, while a relatively small percentage of residents, 6% have lived in their homes for less than one year. Educationally, respondents reported higher levels of education and the average household income reported was approximately \$61,750. The Census reported most residents as high-school graduates with very little college education and with an average income of 51,000. A possible explanation is that those that replied were the higher earners and more educated residents of NBV. 36% of respondents claimed that they post graduate degrees, 30% college or graduate degrees, while 34% claimed that they had a high school or less formal education. As mentioned before, average income was much different from the estimates on the 2012 Census.

North Bay Village Situational Analysis

Strengths

The population of North Bay Village is smaller and more manageable than other areas. As of population record of 2012, the total population of the area is 7,362. This is one of the strengths of the area because the smaller population assures the safety of reserves, proper coverage of the public at-large, and education etc.

The total covered area of North Bay Village is 0.837 square miles wherein 0.3322 square miles is land and 0.5048 square miles is covered by water. Water covers almost 60.31% of the total area. This size is easy gain control over for safety issues and to make real, demonstrative progress.

The area has the most valuable location in the comparison of neighboring areas. The positive insights of the area with respect to location, which have positioned the area as one of the areas that are ideal for tourism based business hub, are as follows:

NBV is close to Miami Beach, Aventura, Brickell/Downtown, Miami International Airport, Wynwood, MiMo, and the Port of Miami, which have given the area the strength that can help its economy. The place is ideal for hotels and motels that can generate huge revenue due to the passengers at airport who arrived at airport and take rest in the hotels.

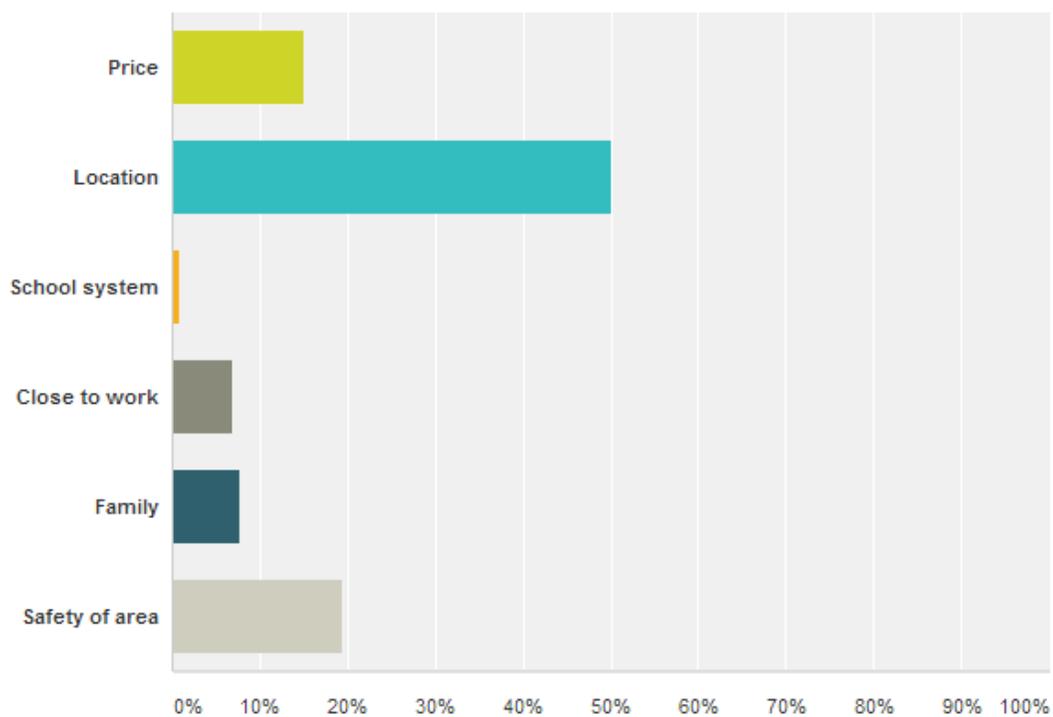
The area has roads that cross a broad body of wetlands, which is built upon a bridge. This causeway could bring in high traffic for businesses. The area has a beautiful location and views facing Biscayne Bay. This can attract many possibilities for investment such as hotels, boating business, rest houses, recreation parks etc. This strength can generate millions of dollars in

revenues. A breakdown of the respondents by island was 52% Treasure Island, 21% North Bay Island, 19% Harbor Island, and 8% failed to report their location within NBV.

The graph below shows that in all three Islands, the number one reason why people live in North Bay Village is the location, the second is the safety of the area, and third, price.

What is the most important reason you live in North Bay Village? (Select only one).

Answered: 247 Skipped: 3



According to the survey, 78% of people are satisfied overall and would recommend North Bay Village to friends and family.

This area neighborhoods are quiet and mostly surrounded by water. This strength attracts tourists to the area.

House prices at North Bay Village are fairly reasonable (or even considered low), perhaps as a result of little community economic development and limited nightlife attractions. The area has many business activities and most of the business owners want to stay close by their families. Our survey indicates that there is a relatively low resident turnover rate that can be verified if desired by attaining property transfer records.

North Bay Village has a variety of housing styles from single family homes to high-rise condominiums. NBV offers a wealth of affordable housing options for investors, renters, and homeowners. These options are crucial in the development and maintenance of a highly diverse community.

The residents mainly reside here year-round and often do not move to and fro between cities, creating a stable community. Survey results indicate that residents of Treasure Island have less turnover than the other islands.

Based upon information supplied by NBV, there is a reported fast police response time to local crime and/or security issues resulting in a safe community which logs some of the lowest criminal incidents in Miami-Dade County.

A strong sense of history and heritage: NBV has the strength of attracting tourists not only because of scenic views, but also through its solid heritage. Its history has become an educational aspect for children. “North Bay Village was incorporated in 1945. Harbor Island and Treasure Islands were annexed several years later. Broadcast Key, also known as Cameo Island, was annexed in 1963. During its early years, North Bay Village was primarily a haven for

winter residents. The Village became widely known for its popular restaurants and nightclubs, which attracted celebrities like Frank Sinatra and Judy Garland” (NBV Website).

Weaknesses

Due to the lack of a clear community development plan, NBV does not attract and retain enough attractive businesses, although it has potential to do so.

Since the area has a wide and broad causeway, foot traffic is very restricted. The lack of foot/auto/and public transport traffic coming to the businesses in the Village discourages plausible businesses to make investments in the area.

The area is somewhat modern and is ranked in the urban list; however 30% of the buildings are old which gives the area a bad and obsolete look.

Old infrastructure has caused a serious problem is attracting investment. Old pipes/wires etc. that were installed in 50’s and have been never updated, raise serious issues especially during the rainy and hurricane season.

It is often seen that the “Life is dead” on the north side of the causeway. The water, which gives the beautiful scenic view on one hand, gives the feeling of isolationism on the other hand. Businesses need customers and the local community’s small population demands bringing in Village outsiders to support businesses.

Although the scenery is beautiful and the neighborhoods calm, there are no public bayside roads for walking, jogging, or biking. These types of areas are needed to attract and retain both residents and tourists who can enjoy the beautiful scenery of the area and the main attraction to people who live there.

The Village is void of commercial facilities where residents and tourists can enjoy water sports and jet-skiing. This lack of facilities and services with water access result in tourists going elsewhere to spend their dollars on recreational activities. There is a single hotel in the Village that appears to do little advertising to help bring people into the area.

There are a few excellent restaurants but others seem to struggle resulting in reducing the attractiveness for future endeavors. Possible investors become dissuaded with the high overturn and look elsewhere.

We found no legal obligations being undertaken by the Village administration. The automobile speed limits are not sufficiently enforced enough by police officers. The recent placement of the “radar enforcement” is a positive step to slow the traffic. The lack of lights, in the dusk and evening hours, harms the atmosphere, businesses, and the citizens in NBV and creates a sense of eeriness and danger lurking in the shadows. Environmental pollution also has a possibility to harm the natural surroundings as well because of auto exhaust, oil/gas from boats, and general littering.

The Village’s budget lacks funds for needed improvements and development for the community which also contributes losses of business opportunities.

A huge 63% of the operating budget is currently allocated to law enforcement which may not meet the needs of the resident’s strong desire for a safe community. The budget and tax issues need to be considered and a capital budget and funding plan would be beneficial for the entire community in both the short and long haul. In general no one wants to pay more in taxes but if it is needed they need to be assured that the additional monies are being wisely spent.

Lacking transparent government spending and fair budget allocation both are serious issues in NBV. Corruption within and self interests in public offices is at its peak. Budget costs are lost due to mismanaged activities. No transparent system has been executed, which make it clear that where and when the monies are going to be spent and which department has received how much amount and how much development has been taken place, encourages future mismanagement.

There is a lack of sincere leaders at NBV. They make campaign promises to the community and attain their votes, but afterwards any sound communication efforts between them and residents ceases. Lack of agreement amongst leaders of the community and no strong sense of unity take the public's interests away from them and thus hampers the development and the business activities in the area.

People on the Board are fighting with each other for power. Almost no good and democratic leadership exists in NBV. There, the lowest level of communication between management of the Village and residents exists that is not enough to highlight serious issues of the public they serve.

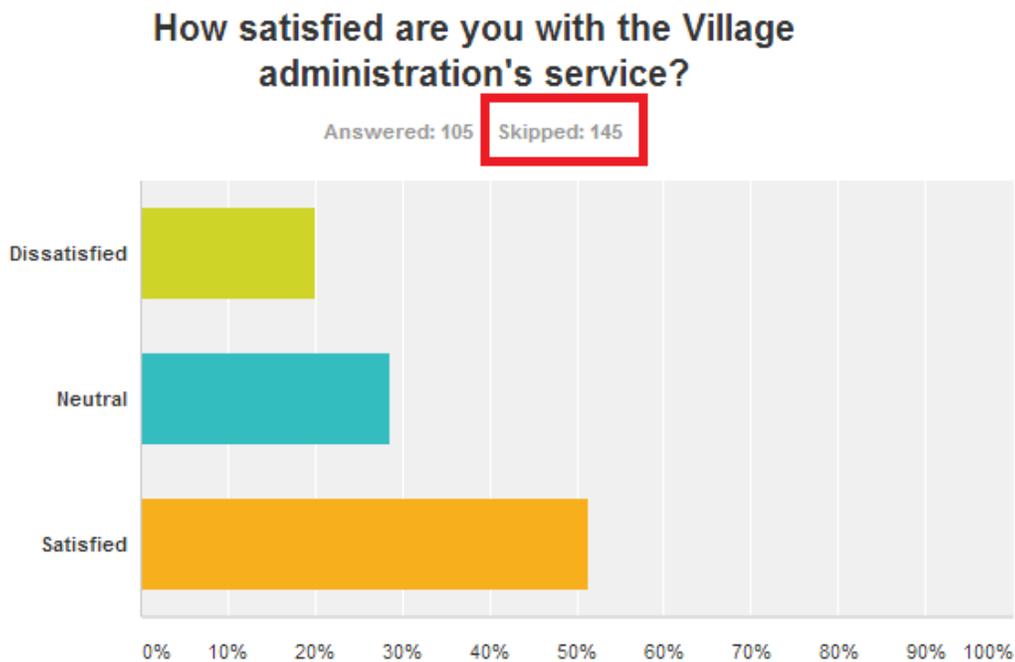
Money allocated to spend for developing and improving infrastructure is all gone wasted due to current and previous poor decisions. Village's money is spent on building a small condo in the third part of the NBV instead of building high-rise condo, which has the ability to facilitate the business infrastructure and to attract more investments.

NBV laws, its bureaucracy, and politicians want to make money and to get their bank accounts full, but no one is willing to provide successful solution for the betterment of the overall area and its future.

According to the survey, we could not help but to notice that the communication between the administration of the Village and its residents is in need of improvement. Looking at the responses

to the survey's first four questions it appears that the Village, the commission, and the administration are generally viewed as neutral, not positive nor negative, by the residents. Only 21% of the respondents who had contact with the administration expressed any level of dissatisfaction which is skewed as less than 1/2 of respondents replied to this question.

Our observations showed there was friction and poor communication between some residents and the commission with indications of a lack of trust between the parties as was witnessed at a commission meeting we attended. We have learned that in order to build a strong community there needs to be a sense of community pride and trust focused on a central vision in order for a community to grow and prosper. An example can be found in the history of Delray Beach's economic development spanning many administrative regimes.



The history of government corruption adds yet another communication and trust barrier that needs to be overcome. Perhaps a review of village operations management would be a very worthwhile endeavor aimed at streamlining the processes of running the Village.

Finally, some other issues such as the feral cat population, trash collection, and parking continue to present a challenge for the Village.

Opportunities

The North Bay Village has good and exciting potential which can lead toward a revitalized image of North Bay Village and all the benefits that affords. The number one identified attraction to the Village is its location, the water. Water can be utilized in a manner where it becomes a tourist attraction and enhances the local economy and land valuation. The initial marketing efforts should be focused on attracting those residents with activities, events, and promotions. The idea is to maintain and reinforce that positive perception and create a positive word-of-mouth. Additionally, the North Bay Village website could be set to allow customers' reviews of the different restaurants and cafes which could also attract visitors coming from other Miami areas searching for something different. Lastly, to take advantage of the group of visitors that already has a positive perception of the Boulevard, North Bay Village could create a mailing list (or an e-mailing list) and a Newsletter in which it periodically informs about new events and promotions. Furthermore, creating this mailing list could really be useful to stay in touch with the demographics and maintain active communications with the community.

Based on the marketing research conducted, many aspects will be revealed that can contribute to understanding and seeking opportunities to re-brand and re-position the area.

Enhancing and encouraging restaurant and nightclub is an example. Indeed, the city should attract Cuban and Hispanic restaurants to the area due to the demographics within the area. Another would be creating small park or parks along the water with possible water access for people and water sport equipment such as wind surfing or paddle boarding.

Keeping all public areas and streets clean and free of debris will enhance the image and attractiveness of the community. The result of attracting tourists results in economic growth.

Awareness of the desirability of Village can be expanded and improved by the Village government using all of its resources to promote the community. Advertising by the city can also be a generator of revenue for the Village by featuring businesses on their web site as an example.

Improvements cost money and for NBV we are looking at increasing the overall efficiency of Village operations and wise spending of dollars with a good and tight budget and related controls. With agreed upon goals and a good vision for the community, we see the need for a tax increase. If such an increase were to be considered, our survey results indicate that the residents would like to see their tax dollars spent on:

Better storm drainage = 30%

More community events = 20%

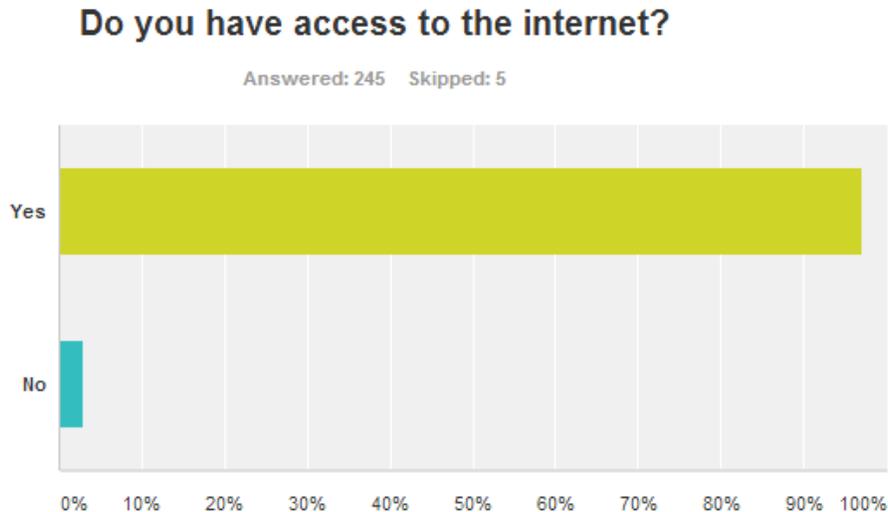
Public safety = 13%

Improved landscaping = 12%

Other = 24% (Parking and parks)

The administration of the Village has the opportunity to communicate more with the residents and be somehow more helpful since nearly one-hundred (100) percent of residents have

access to the internet as shown on graph below. Use of the Internet can result in improved operations of the Village and cost savings.



Threats

The threats that are faced by North Bay Village have as much to do with the lack of development and advancements in the region.

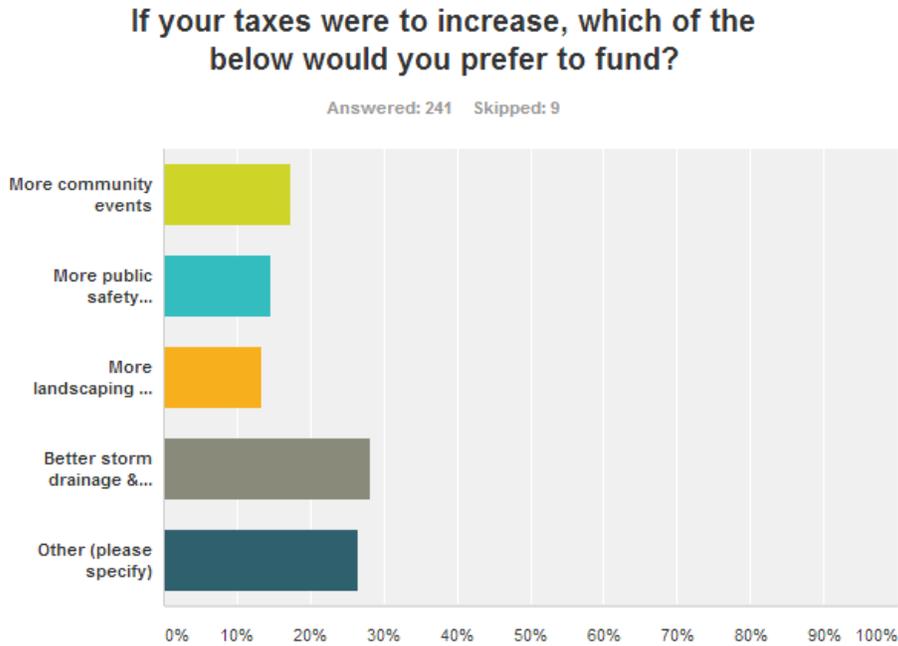
One of the major threats to the Village is flooding. Because the Village is surrounded on all sides by the bay, the chances of flooding in the Village is very high and results in destruction of the property along with the serious consequences of resource availability.

The economic conditions in the Village are stagnant and the condition of the infrastructure is in need of repair and upgrading.

The local and public perception of NBV regarding the acceptability of their responsibility for promoting economic development is a major threat to the Village. Residents of the Village have seen failed projects that have resulted in the perception of hopelessness for the Village. A weak

public perception (excluding Village residents) is a big threat for the Village, as a poor image has a negative effect on potential investors and in land values.

The number one concern of residents was the need for “better storm drainage” as shown in the following graph:



Competitive Analysis

With Miami-Dade County encompassing many diverse populations, the closest competitors include North Miami Beach and Bay Harbor Islands, but for differing reasons. North Miami Beach is most similar in terms of age range and income levels, but not in the same racial makeup. Bay Harbor Islands is similar in the fact that they are of the same size and geographical design, as they are a chain of islands connected via a causeway and contain businesses who deal with the same challenges faced by North Bay Village.

Key Demographics

North Miami Beach, FL as of 2010 census

Subject	Number	Percent
SEX AND AGE		
Total population	41,523	100.0
Under 5 years	2,637	6.4
5 to 9 years	2,503	6.0
10 to 14 years	2,824	6.8
15 to 19 years	2,988	7.2
20 to 24 years	3,191	7.7
25 to 29 years	3,131	7.5
30 to 34 years	2,766	6.7
35 to 39 years	2,729	6.6
40 to 44 years	2,849	6.9

45 to 49 years	3,119	7.5
50 to 54 years	3,308	8.0
55 to 59 years	2,638	6.4
60 to 64 years	2,161	5.2
65 to 69 years	1,489	3.6
70 to 74 years	1,106	2.7
75 to 79 years	855	2.1
80 to 84 years	641	1.5
85 years and over	588	1.4

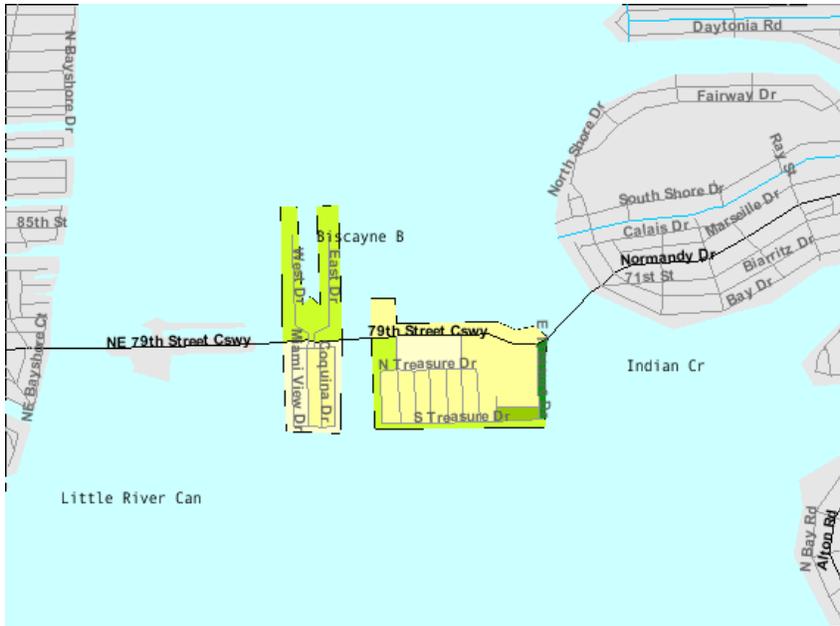
North Bay Village, FL as of 2010 census

Subject	Number	Percent
SEX AND AGE		
Total population	7,137	100.0
Under 5 years	381	5.3
5 to 9 years	307	4.3
10 to 14 years	250	3.5
15 to 19 years	288	4.0
20 to 24 years	474	6.6

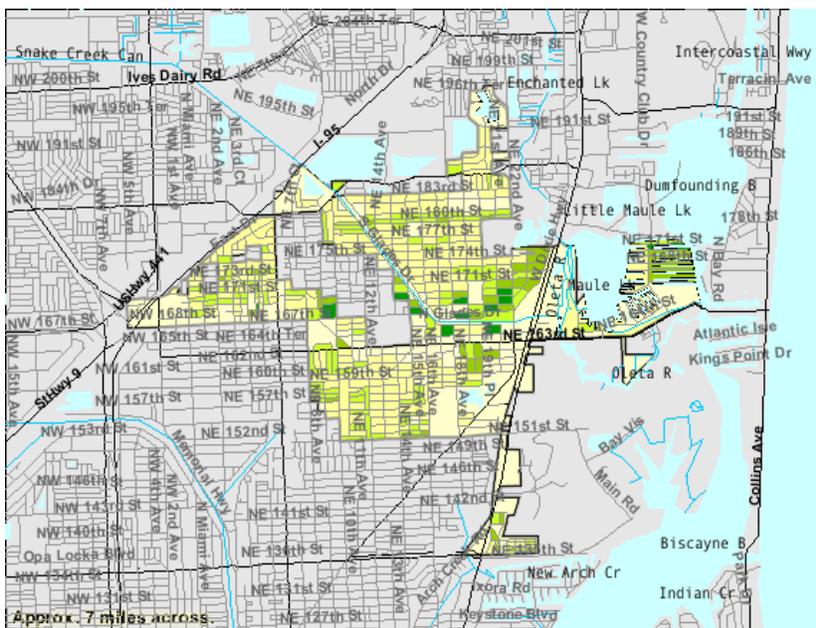
Subject	Number	Percent
25 to 29 years	709	9.9
30 to 34 years	869	12.2
35 to 39 years	792	11.1
40 to 44 years	637	8.9
45 to 49 years	542	7.6
50 to 54 years	481	6.7
55 to 59 years	426	6.0
60 to 64 years	321	4.5
65 to 69 years	216	3.0
70 to 74 years	164	2.3
75 to 79 years	114	1.6
80 to 84 years	85	1.2
85 years and over	81	1.1

Looking and comparing the data from the two communities it is fair to state that the can be used for comparative purposes for this report.

- North Bay Village



- North Miami Beach



Signage and Lighting

Upon entering North Bay Village, the signage is somewhat outdated, worn, and not very appealing to the eye. North Miami Beach and Bay Harbor Islands elected to update their logos and signage to signal to their residents and business owners that they care about them and how they are depicted to the public. “In an effort to reduce costs and identify savings, the City of North Miami Beach conducted a survey of all street and outdoor lighting throughout the City. As a result of this survey, the City identified specific outdoor lights that shined on private property but were paid for by the City (NMB website).” Bay Harbor Islands also utilizes lighting in trees at the entrance, so as to alert visitors to the community. North Bay Village only lights trees during the holiday season and appears not to realize how important a well maintained image is to their community. Signage, logos, and the first impressions need to be a priority in order to achieve a positive public image.





Landscaping

North Bay Village's landscaping is severely lacking. Look at the signage from NMB above as an positive example as compared to NBV signage and landscaping which has broken rocks and tiles scattered and strewn along the median. The grass surrounding the entrance sign is dead and brown and the palm trees are quite a distance away from the main entrance to the Village. Ideally, a lush and green landscaping design should complement an entrance and thus elevate the public perception and caring of the community. Also, residents enjoy a nice view upon entering the Village and perceiving that their tax dollars are being well spent on local beautification projects.

Business Development

The North Bay Village website is deficient in expanding and/or advertising its local businesses. The Village's homepage only takes a user to a downloadable list of businesses on the islands. One is unaware of how often the list is updated or its accuracy. It would be to the Village's advantage to promote some of their better known restaurants, like Benihana, Trio on

the Bay, Oggi Café, and D’Bella Pizza and Pasta. Links for Yelp, TripAdvisor, and Facebook should be added to the Village’s homepage.

Attracting new business development is a problem, along with maintaining current ones. Shucker’s bad publicity is all over the internet, so adding positive information wherever possible should be done. Adding more useful links for businesses, as opposed to two contacts for the Building Department via email, needs exploration. Providing visitor information and financial data about the area, with a click of the mouse, is another worthwhile option.

Unlike North Bay Village, “The City of North Miami Beach has a fully operational Community Redevelopment Agency (CRA). CRAs typically address such things as commercial property improvements, new commercial development, street improvements, parks and playgrounds, parking facilities, business promotion and more. The overriding vision for this key center of the City is an identifiable place that encourages the establishment of a mix of commercial and residential uses in appropriate and architecturally pleasing structures. The area will offer businesses to meet a variety of needs and be an environment that attracts both day and evening activities. It will also offer investment, business, and shopping, dining, and residential opportunities for those of all ages, races, ethnicities and income levels (NMB website).” These links on their site even include videos and multiple links to explore the possibilities and excites one about conducting business in the City.

Lodging Facilities

Currently, only one lodging option is available within the Village, a Best Western. This hotel actually receives 3/5 stars on TripAdvisor and more exposure may even increase the rating, as free and ample parking is offered.

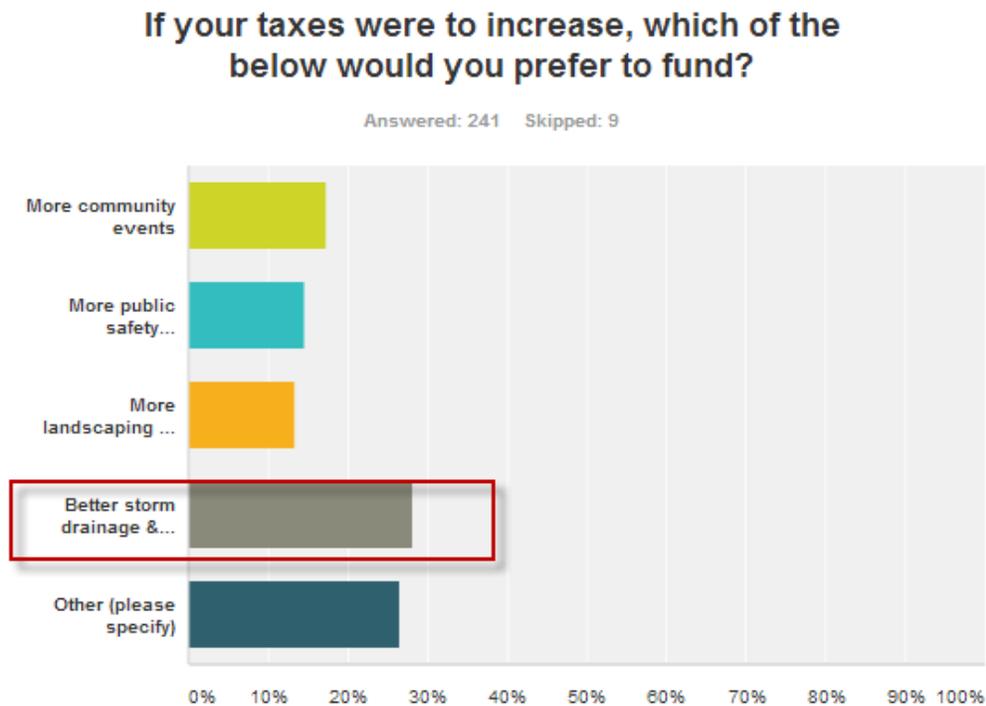
Three hotels, 1 specialty lodging (longer term), and 25 vacation rentals are located within North Miami Beach, one hotel recently closed. Of the hotels offered, the Best Western in NBV ranks higher than of its closest competitor. Bay Harbor Islands has one hotel, Daddy O, and it earns 4.5/5 stars, but charges for parking.

Infrastructure

Based upon the architecture of South Florida, certain liabilities exist due to the climate, seasons, and elevation. North Bay Village encounters rusty pipes (due to salt water intrusion), flooding, feral cats, and water backflow. Paying for such expensive repairs should have been easily made, when the price real estate was booming and property taxes should have been considerably higher during those 5-8 years.

North Miami Beach is actively trying to reduce flood issues in their community. “As a participant in the National Flood Insurance Program (NFIP) Community Ratings System (CRS), the City takes measures to reduce and ultimately, eliminate the community’s exposure to floods. Full-compliance with floodplain management requirements results in CRS premium discounts in flood insurance rates for our property owners. In May 2011, the City received the final approval letter from the Department of Homeland Security, Federal Emergency Management Agency (FEMA) verifying that the City has successfully improved from a CRS Class 8 rating to a CRS Class 7 rating. NMB residents now officially receive a 15% discount on their flood insurance. Moving from a Class 8 community to a Class 7 community alone saves NMB residents an estimated \$102,000 and simply being in the CRS program as a Class 7 community saves NMB residents an estimated \$313,000 (NMB webpage).” While this is only one example, measures have been made to reduce resident’s liability.

As we can see on the graph below, the storm drainage is the number one issue the residents would like to fix.



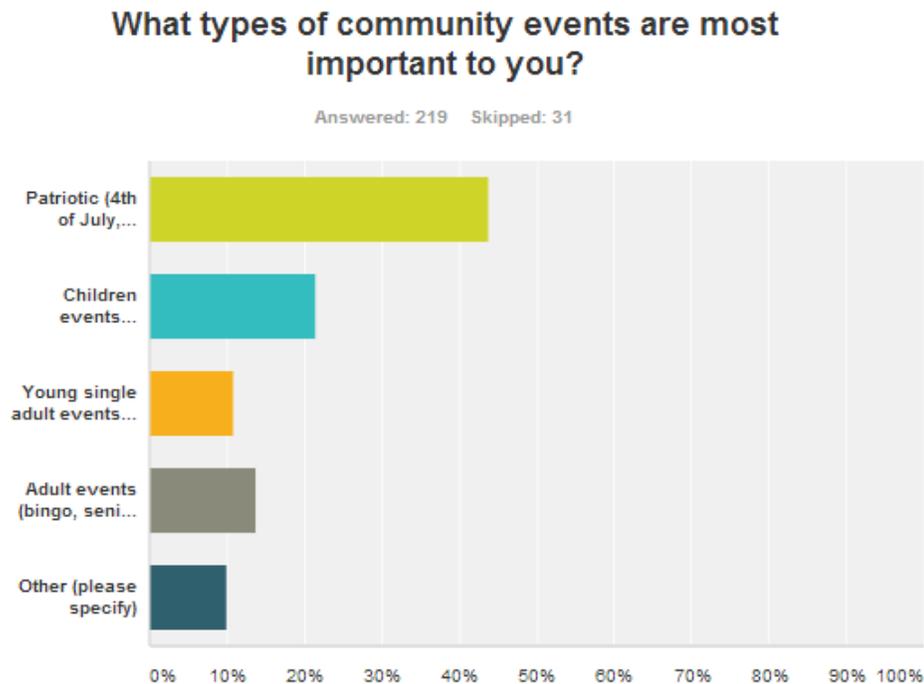
Culture and Entertainment

Very few cultural or entertainment options exist in North Bay Village. This detracts residents from staying on the islands and tourist visits on the weekends and further divides the community. Visitors want to experience something special and new. Creating real events and offering food for the soul using art exhibitions, festivals, races, library events, community holidays, and the like will help create brand awareness for NBV.

Bay Harbor Islands offers soccer for young children, story time in the park, Tai Chi for seniors (BHI website). North Miami Beach hosts many national, international and independent performers. Producers have taken advantage of the City's Performing Arts Theater and

Amphitheater and have hosted festivals, off-Broadway productions, orchestras, variety shows, ballets and concerts (NMB website).

The graph below shows us how the residents of North Bay Village would like to have more periodic events going on throughout the year.



Communication

A large concern is the fact that NBV's website is only in English. With over half of residents listing themselves as Latino/a, at least a Spanish version of the website should be made available. Establishing multiple languages is even better. Being able to pay utility bills online, find places to shop, places to eat, and an overall more user/visitor friendly website will not only help residents and visitors, also save the Village in collection and administrative costs associated with the billing process.

People from all over the world come to visit Miami-Dade country and every opportunity to capture their vacation dollars should be made. This increases the possibility for new business expansions or purchasing of a second home, if they are satisfied with a better system of communication. North Miami Beach's homepage offers over 75+ language options, but Bay Harbor Islands only uses English to communicate with visitors and residents.

North Bay Village Marketing and Communication Strategy

North Bay Village must consider using all of the technologies available to communicate with its residents and with visitors of the area in order to help revive the Village to the glory days experienced decades ago. There are several ways of promoting the Village, including the use of social media, the Village website, the Village broadcasting station, community outreach events and the use of local news outlets.

North Bay Village Website

Having a functional and easy-to-use website is a great tool through which North Bay Village can communicate with tourists, possible people looking to relocate to the Miami area, and residents. Websites must also maintain a fresh approach, constantly rejuvenating its layout – without compromising functionality- and providing the most useful information available.



Similar to North Bay Village, in location and demographics, is the City of North Miami Beach. The North Miami Beach website is user-friendly and more aesthetically pleasing when it

comes to the overall layout and appearance. Contrary to the North Bay Village website, which is overloaded with links and tabs, the North Miami Beach website directs you much more effectively to the links that are important to its residents. NMB has many drop-down tabs that are easy to understand and help the user find the right information on their first attempt and include many photos that accompany links in order to simplify a users' experience on their website. North Miami Beach's website also has a built in "pay my utility" function that allows its residents to pay their bill from the comfort of their home, rather than having to submit payments in person. North Bay Village's website does not support this type of technology and asks its residents to drop off payments for utilities at a 24-hour drop box.



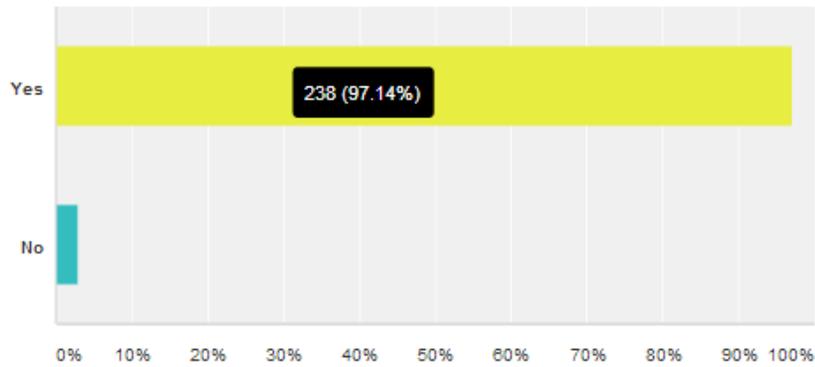
North Bay Village should consider revamping their current webpage to something much more appealing and interactive like the page encountered on the North Miami Beach website. It is also very important to only provide useful information to its residents, in a way that is easy to understand. By overloading the information on a page, and providing information that is difficult to understand, the user becomes frustrated and most likely will avoid the website in the future. NBV should also consider increasing the amount of event photos posted onto the website and

improvements on the events tab found on the main page. This events tab is a great tool that can help promote upcoming events and holidays. When considering which holidays to include, NBV should include all religious holidays for the more predominant religions in the region (Christian and Judaic). By including these holidays, it will help the Village seem like a much more closely knit community that acknowledges people of all backgrounds. North Bay Village must also improve the local business page to include clickable links to company websites, yelp accounts and other review sites instead of including businesses on a plain-text PDF. This will definitely help promote the growth of the local economy by attracting consumers into NBV.

Additionally, the NBV website must adapt to the technologies that exist in order to allow for a convenient method to pay utilities and find information in reference to the Village and its agenda. Over 98% of survey respondents have reliable access to the Internet and over 77% feel comfortable paying bills online. These numbers indicate that the population would prefer a website where they can pay their bills, learn about Village events and obtain the latest news. This information is shown on the graphs below.

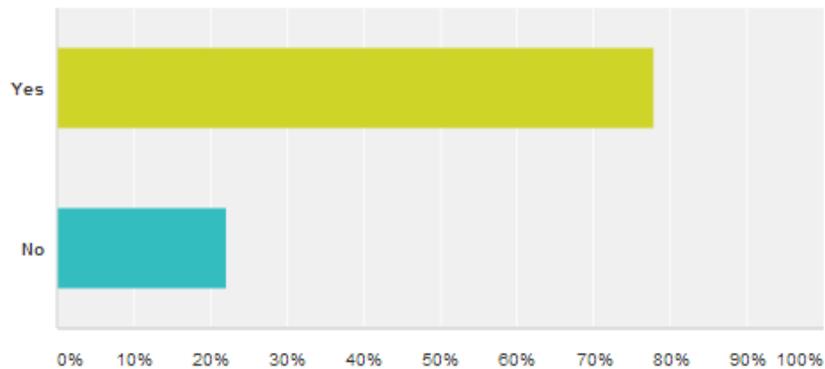
Do you have access to the internet?

Answered: 245 Skipped: 5



Are you comfortable paying your bills online?

Answered: 244 Skipped: 6



Lastly, North Miami Beach encourages its residents to voice their opinions by providing a “how are we doing?” section that allows residents to suggest improvements that they would like to see within the city. North Bay Village has a similar section, “Contact Us”, but should

consider using a much more encouraging phrase like the one found on the North Miami Beach website. By allowing residents to voice their opinions, NBV can really build a much stronger relationship and can help build greater trust.

North Bay Village Station

Another great way to communicate useful information on news, events or community affairs is the use of the North Bay Village Station. Utilizing this broadcasting stream to promote local businesses, upcoming events, Village agendas and other useful information can help unite the community in a way like never before. One of the areas in which the broadcasting can be improved would be maintaining a constant stream of advertisements and upcoming events to increase the likelihood that residents will tune in to this stream consistently for up to the minute news. By including local business advertisements, residents will be much more likely to visit these places and increase the amount of spending within the community. The use of advertisement revenue would help improve the broadcasting stream and help make it much more accessible to all of the North Bay Village residents. It is very important to also promote upcoming events through the stream in order to increase attendance and community morale. Events will be promoted consistently up until the date of the event in order to create a sense of excitement and increase the likelihood of residents conversing about the Village in a much more positive manner.

The broadcasting stream is still a very unpopular source of news, only 14% of survey respondents prefer this method of information, but this should not deter the Village commission

from making improvements. Social media is a great way of promoting the broadcasting stream and can provide a platform for suggestions that can help improve the station.

Social Media

Social media is a critical tool for marketing and must be utilized appropriately in order to fully experience its potential. North Bay Village has a minuscule presence on Facebook with a "Like" page and 2 small groups. One group is simply a page broadcasting interesting things that happen in the Village. The other group is an opportunity for Village residents to voice their opinions, complaints, and concerns. Between the two groups they have a total of 214 members. They also have a Twitter page but it is not being used.

Since they do have a small following on Facebook through the use of their groups, they have a chance to expand there. Through the use of phone numbers and full names they can go through Facebook and invite all of their residents to the group. In addition to this they need to actually utilize their Twitter and create an Instagram. Their twitter page needs to be used as an all-out alert system, broadcasting events and any valuable Village knowledge that people would need to know. Twitter allows them to have real time updates of all Village news. They also need to publicize the fact that people can turn on notifications for that page and then they would receive text message push notifications of all their tweets. As far as Instagram goes, it would be a great asset to broadcast the beauty of the island and its businesses. On Instagram over 2900 posts have used the hash tag (#) "northbayVillage" and you can follow all of those people along with any residents you can find through the use of simply their full names. By using hash tags on Instagram and Twitter, (ex. #NorthBayVillage), users can search for related posts and tweets within seconds. With any method of communication comes common etiquette that will help

effectively relay your message. Posts on Google +, Facebook, Instagram and Twitter should remain brief, should not be overloaded with hash tags, should not bombard users with promotions and should remain consistent. By effectively implementing these strategies you could truly grow North Bay Village's social presence and can help blanket all of social media effectively.

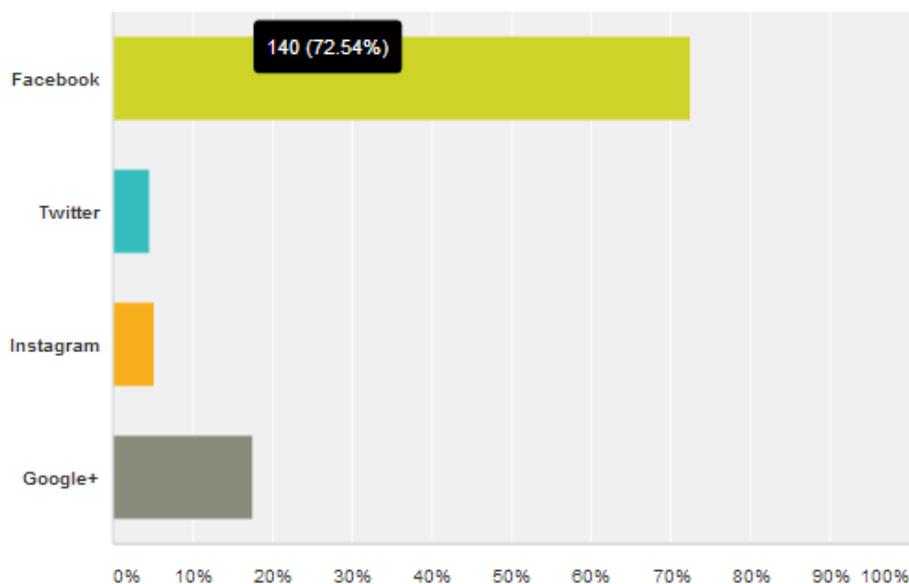
Lastly, several residents that participated in the survey prefer the use of Google + over other social media sites. North Bay Village should create a Google + page in order to communicate with these users and expand their social media reach. The great thing about Google products, like Google + and YouTube, is that it greatly helps with SEO (Search Engine Optimization). By using these websites and including repetitive keywords like "North Bay Village," and emphasizing local businesses, it can greatly increase the page ranking for Google search. For example, if North Bay Village becomes much more optimized, they will appear much higher on the Google search results. It is often that individuals search for pages related to the local area will rarely click on the second page of the Google results. Websites that are not optimized appropriately can rank very low and will cause the sites list on the second or third search page.

The use of social media can also help promote the accomplishments of local businesses, including schools and restaurants in an attempt to outweigh any negative publicity with positive news. By consistently posting photos of events, winners of "Best of North Bay Village" and the accomplishments of the local businesses, NBV can really help its residents feel much more confident in their choice of neighborhood and it can really help bring more consumers into the community. Though only a few survey participants prefer receiving information via social

media, >1%, many use social media sites like Facebook and Google +, 73% and 16% respectively. The website Hoot Suite is a useful tool that can post the same message to different social media sites like Facebook, Twitter and Google+. It is very important that the same message is relayed on each social media platform. Consistency is very important; whether in logo, message or amounts of posts, North Bay Village should keep a steady stream of updates and information circulation throughout social networks. Social media is an inexpensive method of communicating with residents and will eventually lead to larger percentages of residents preferring social media for all community news and events.

What is your preferred social networking site?

Answered: 193 Skipped: 57



Community Outreach Events

Holding many different types of events within North Bay Village, throughout the course of the year, could really promote the Village to surrounding communities and help the residents feel a greater sense of pride with the Village they call home. North Bay Village is centrally located within the south Florida community and is an ideal location for events that draw visitors to the Village. South Florida is a very diverse community with individuals from many different nationalities, thus it is very important for North Bay Village to appeal to these individuals by organizing cultural events that promote the Village while acknowledging diversity. One example could be a Hispanic Heritage event, held during Hispanic heritage month in an attempt to appeal to the large majority of Hispanic residents within North Bay Village and the surrounding communities.

Apart from cultural events, North Bay Village could also organize events with local charitable organizations and coordinate holiday events throughout the year. Partnering up with organizations like Susan G. Komen Foundation, The American Cancer Society and The National Multiple Sclerosis Society to hold events that benefit these organizations can really help establish North Bay Village as a great place to visit and reside within. Additionally, North Bay Village should try to establish traditions throughout the year with the use of patriotic to increase resident interaction with the Village and help create a greater sense of “home” within the community. Out of the survey participants, 47% would like to see more patriotic events throughout the year. This is a very sizeable number and it illustrates the need for tradition within

the Village.



Local News and Media

Local news and media outlets can play a large role in the helping to drive more visitors and potential residents to any city or township. It is very important to increase the outflow of North Bay Village related articles and news segments in order to increase a greater awareness of the community within south Florida. Most south Floridians remember the Shucker’s incidents during last year’s NBA Playoffs, in which a popular NBV restaurant’s outdoor deck collapsed, injuring many individuals. Though this type of incident can be blamed on the poor condition of the deck and failure to make the necessary repairs, many local residents will remember this incident as a reflection of North Bay Village as a whole. Very few articles, with the exception of articles on the recent approval of high-rise condominiums can be located throughout the web. It is important to promote the community with travel pieces on newspaper outlets like The Miami Herald, The Sun Sentinel and Miami New Times, promoting new restaurants and businesses within North Bay Village. One possible suggestion that could really help promote the local businesses and restaurants would be creating a “Best of North Bay Village” award that would offer recognition to one restaurant and one business within NBV during the course of the year.

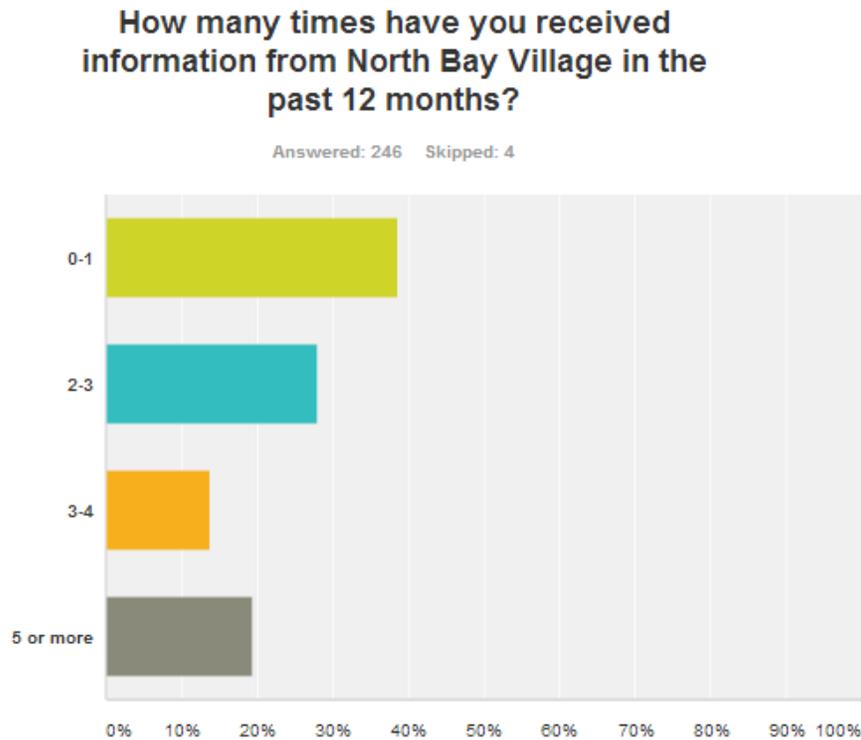
This could really help local businesses strive to create better services and an improved atmosphere. Special coupons for local residents can attract patrons to these businesses and can promote the local economy. These coupons may be included in email blasts, throughout the social networks and can be included in mailers.

The use of a news segment on CBS 4, NBC 6 or WSVN 7 can help promote “The Best of North Bay Village” recipients, inform viewers about the history of the Village and focus on the improvements planned for the Village can really help to attract potential buyers and renters. Segments focusing on the safety of North Bay Village can also attract visitors to the area. By stressing the relatively low crime rate of the Village, many south Florida residents can begin to put any negative associations they had about the area and begin to consider NBV as a safe place to visit with their friends and family. Because of WSVN 7’s location within North Bay Village, it is much more likely that they will air segments that promote the community.

E-mail Marketing

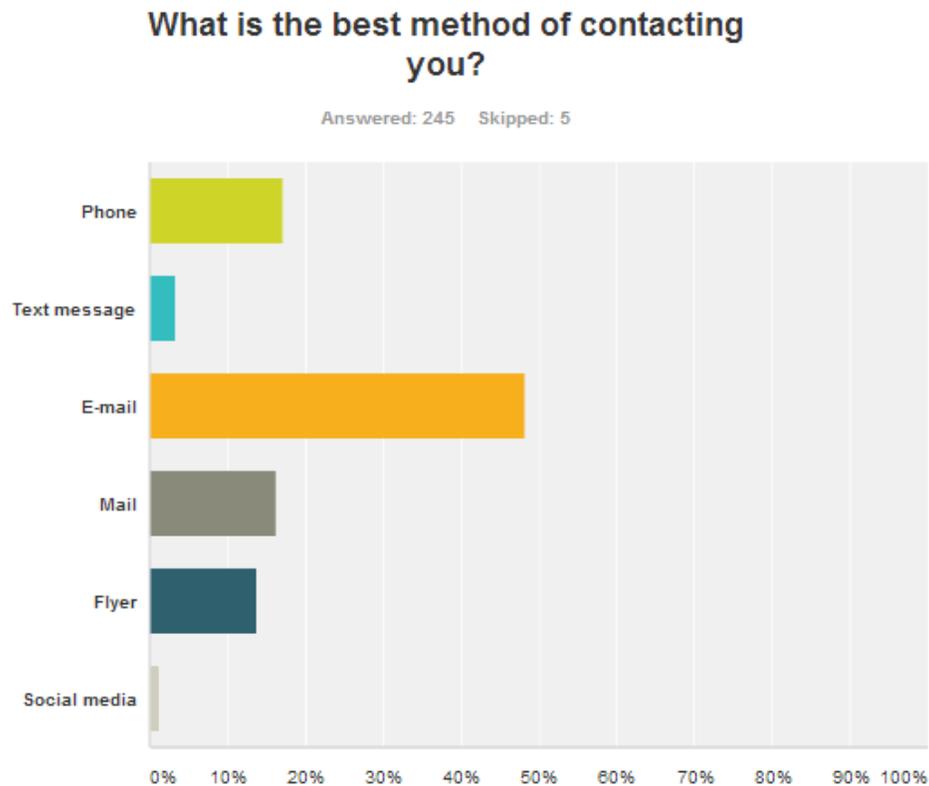
Having a successful e-mail database can really help the Village commission communicate with its residents much more effectively. Technology has resulted in the ease of communications with e-mail, instead of the much more outdated mailers of the past. Building a large database with a list of resident’s names, birthdays, physical addresses and e-mail addresses can help establish customer relationship management campaigns that build a greater relationship between the Village administration and its residents. This will also help create a greater sense of trust and will encourage community involvement. Ways to improve relations with residents include offering promotions from local businesses through e-mails, sending personalized greetings and reminders and sending event notifications, consistently, throughout the year.

Of the surveyed residents, an overwhelming 98% have reliable access to the Internet. Whether it is at work, home or at a public library, many residents feel comfortable accessing the Internet. In terms of Village administration contacting its residents, over 50% of participants has not received communications within the last 12 months as shown on graph below.



Equally surprising is the number of participants, 48%, which prefer being contacted via e-mail communications in the future regarding news and important information like shown on graph below. In order to capture the interest of the residents of NBV, emails should never be too lengthy – very brief, easy to understand and straight to the point - and should have attractive subject lines like “SPECIAL COMMUNITY EVENT” or “EXCLUSIVE RESIDENT OFFER.”

Emails should never exceed two to three sentences in length because it will easily bore the recipients.

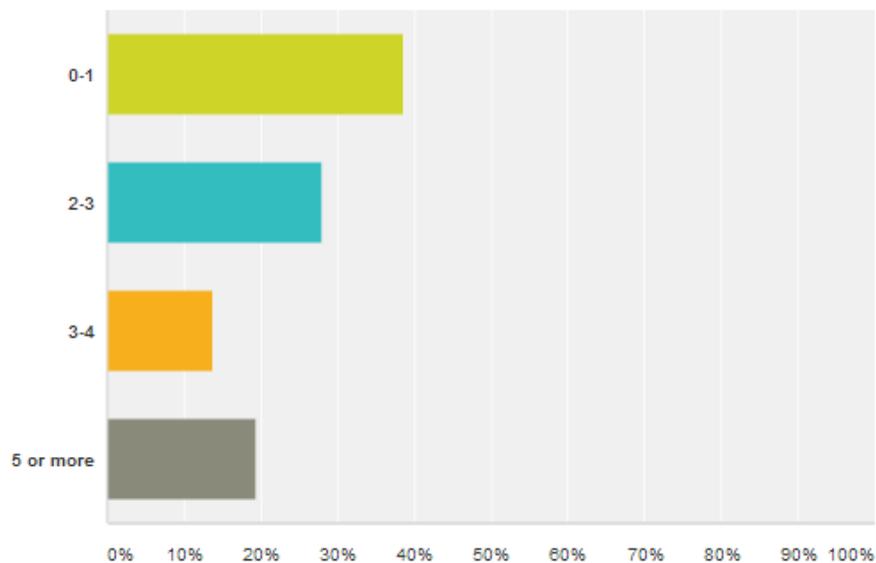


Like the graph below show us, in terms of current communications received by the residents, many survey participants, 39%, claimed to have received one or fewer informational communications from North Bay Village over the course of the past year. 28% of participants claimed that they have received fewer than 3. Most concerning is the 35% of surveyed residents that state that the Village administration is not communicating with its residents. As a direct result, many surveyed residents, 60%, stated that they have not attended a town meeting within the past 12 months. By sending a consistent stream of information, including the dates and times of these meetings, a larger number of residents will attend and will help by providing useful

feedback that can benefit the community. Additionally, it will help the residents feel much valued and makes them feel as if their opinion really matters.

How many times have you received information from North Bay Village in the past 12 months?

Answered: 246 Skipped: 4



Like social media, mentioned before, e-mails can be used effectively to provide important communications to the residents of North Bay Village rather inexpensively. By using this method of contact, administrators can really promote a sense of unity amongst residents and can really begin to build a stronger and open relationship with the community.

Printed Media

Though it is much easier to reach residents through web-based campaigns like e-mail marketing, social media and streaming video, Village administration must not completely neglect printed media. The use of flyers, mailer, banners and signage can really help surround residents

with a consistent flow of Village information. One such idea would be to use signage on light posts along the 79th Street Causeway that promotes upcoming events, holidays or businesses. Another option for printed media would be advertising events, local businesses and other important information on Village buses. These buses travel throughout the community and can really grasp the attention of commuters or of other vehicles on the road. These types of printed advertisements will help residents feel much more involved and will create a greater stream of information throughout the community and help gain the attention of commuters that travel through NBV on their way to work.

Of the residents surveyed, 43% preferred obtaining news via door-to-door mailings & flyers and 10% preferred obtaining information through signage. Though this type of advertisement can be much more costly than the aforementioned methods, it is still very useful, especially after evaluating the responses of this survey. A large majority greatly prefers this type of method, though this may be as a result of being used to receiving this through the mail in the past. Even though it is greatly preferred, the Village should consider slowly transferring communications from printed media to web based media to reduce expenses and take full advantage of the large number of residents with Internet access.

Conclusion

Though the findings on the survey are much more different from the 2012 US Census, the issues and concerns still remain the same. The main areas of concern, according to survey respondents are cleanliness of the community, traffic control, flooding, limited parking and safety. Beyond these areas, lies the much greater communication issue that must be rectified in order to build a much brighter future for North Bay Village. Village administration should consider taking action in terms of the Village concerns but, at the same time, they must attempt to build lasting relationships with their residents through a constant stream of communication. This will help residents trust the Village administration and encourage the sharing of ideas and concerns that will help shape a much more pleasant community environment.

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Appendix A

North Bay Village Survey (NBV)

Conducted by

Barry University's Institute for Community and Economic Development

We thank you in advance for taking the time to complete this survey and we truly appreciate your participation in this research study. Your response is very important for us to improve the services to NBV villagers and the future development of NBV. The voluntary participation in this survey is requested for individuals over the age of 18. Only group data will be analyzed. Your anonymity will be preserved. Please read each question carefully and try to answer all of the applicable questions.

Please mail/return the survey no later than April 10th

	<u>Strongly Disagree</u>				<u>Strongly Agree</u>
1. I enjoy the amenities that North Bay Village has to offer	1	2	3	4	5
2. I am pleased with the work of our village commissioners	1	2	3	4	5
3. I recommend living in North Bay Village	1	2	3	4	5
4. Overall, I am generally satisfied with North Bay Village	1	2	3	4	5
5. How many years have you lived in this neighborhood?					
<input type="checkbox"/> <1					
<input type="checkbox"/> 1-2					
<input type="checkbox"/> 2-4					
<input type="checkbox"/> 4-6					
<input type="checkbox"/> 6-8					
<input type="checkbox"/> 8 or more					
6. What is the <u>most</u> important reason you live in North Bay Village? (Select <u>only one</u>).					
<input type="checkbox"/> Price					
<input type="checkbox"/> Location					
<input type="checkbox"/> School system					
<input type="checkbox"/> Close to work					
<input type="checkbox"/> Family					
<input type="checkbox"/> Safety of area					

-
7. How many times have you received information from North Bay Village in the past 12 months?
- 0-1
 - 2-3
 - 3-4
 - 5 or more
8. How is the North Bay Village administration communicating with you?
- No communication
 - Phone
 - Text message
 - E-mail
 - Mail
 - Flyers
 - Via North Bay Village website
 - North Bay Village station
9. What is your preferred method of obtaining village news?
- Island signage
 - Website
 - North Bay Village Station
 - Door-to-door flyers or mailings
 - Email blasts
10. What is the best method of contacting you?
- Phone
 - Text message
 - E-mail
 - Mail
 - Flyer
 - Social media
11. What is your preferred social networking site?
- Facebook
 - Twitter
 - Instagram
 - Google +
12. How many town meetings have you attended in the past 12 months?
- 0
 - 1-2
 - 3-4
 - 5 or more
13. Over the past year, how many times have you contacted the Village administration?
-

- 0
 - 1
 - 2 -3
 - 3 or more
14. If you answered 0 on question #13, skip to question #15. If you answered 1 or more, how satisfied were you with the Village administration's service?
- Dissatisfied
 - Neutral
 - Satisfied
15. What do you like to do in your free time?
- Go to restaurants
 - Go to bars/clubs
 - Go to movie theaters
 - Go to festivals/community events
 - Go shopping
 - Exercise
16. If your taxes were to increase, which of the below would you prefer to fund?
- More community events
 - More public safety personnel
 - More landscaping for North Bay Village
 - Better storm drainage & general street repairs
 - Others, please specify _____
17. What community sports activities would you like to have in North Bay Village?
- Baseball
 - Track/Field
 - Tennis
 - Soccer
 - Basketball
 - Others, please specify _____
18. If the city were to purchase additional land, what use would you want for the land?
- Community center w/pool
 - Dog park
 - Library
 - Senior center
 - Kids park
 - Open area park w/picnic area
 - Parking
 - Others, please specify _____
19. Do you have access to the internet? If so, do you access internet through:
- A. Computer in your home Y_____ N_____

- B. Computer at your work Y_____ N_____
- C. Computer at a library Y_____ N_____
- D. Other_____

20. What types of community events are most important to you?

- Patriotic (4th of July, Veteran’s Day, etc.)
- Children events (Carnivals, bounce houses, etc.)
- Young single adult events (Socials, boot camps, etc.)
- Adult events (Bingo, senior adult events, etc.)
- Other events , please specify: _____

21. Are you comfortable paying your bills online?

- Yes
- No

22. If you have children, do they attend:

- Village public schools
- Village private schools
- N/A

Please read each question carefully and try to answer all of the applicable questions.
 (1=Most important problem, 2= Important problem, 3=Neutral, 4=Not an important problem, and 5= Not a problem at all)

23. Please rate the following items with its level of importance:

	Most important problem			Not a problem	
<input type="checkbox"/> Feral cats	1	2	3	4	5
<input type="checkbox"/> Car speed control	1	2	3	4	5
<input type="checkbox"/> Safety within North Bay Village	1	2	3	4	5
<input type="checkbox"/> Flooding issues		1	2	3	4
		5			
<input type="checkbox"/> Street lighting	1	2	3	4	5
<input type="checkbox"/> Cleanliness of North Bay Village	1	2	3	4	5
<input type="checkbox"/> Sanitation system	1	2	3	4	5
<input type="checkbox"/> Access to city parks	1	2	3	4	5
<input type="checkbox"/> Lack of parking within North Bay Village		1	2	3	4
		5			
<input type="checkbox"/> Trash disposal	1	2	3	4	5
<input type="checkbox"/> Public transportation	1	2	3	4	5
<input type="checkbox"/> House gas line access	1	2	3	4	5

- | | | | | | |
|---|---|---|---|---|---|
| <input type="checkbox"/> Public park access | 1 | 2 | 3 | 4 | 5 |
| <input type="checkbox"/> Others, please specify _____ | | | | | |

Background Information:

24. On which Island do you live?

- North Bay Island
- Harbor Island
- Treasure Island

25. How many people live with you?

- 0
- 1
- 2-3
- 3-4
- 5 or more

25. Which of the following categories best describes your household income during the last year?

- Less than \$10,000
- \$10,000 - \$14,999
- \$15,000 - \$24,999
- \$25,000- \$34,999
- \$35,000- \$49,999
- \$50,000- \$74,999
- \$75,000- \$99,999
- \$100,000 or more

26. Which of the following categories best describes your personal income during the last year?

- Less than \$10,000
- \$10,000 - \$14,999
- \$15,000 - \$24,999
- \$25,000 - \$34,999
- \$35,000 - \$49,999
- \$50,000 - \$74,999
- \$75,000 - \$99,999
- \$100,000 or more

27. Gender

- Male
- Female
- Other

28. Please indicate your age

- 18-24
- 25-31
- 32-38
- 39-45
- 46-52
- 53-59
- 60+

29. Please indicate your marital status

- Single
- Married
- Widowed
- Divorced
- Separated
- Domestic Partnership

30. Your current professional situation

- Employed
- Unemployed
- Retired
- Student
- Employed part-time
- Stay at home parent

31. Please indicate your highest level of education

- Elementary
- High school
- Some college
- College
- Graduate or higher

32. I ____ my dwelling:

- Own
- Rent

33. How would you identify yourself?

- White (non-Hispanic)
- African American
- Cuban
- Haitian
- Latino
- Other

34. What is the best language to communicate with you? (Select only one language)

- English
- Spanish
- Creole
- French
- Other, specify _____

Appendix B

Key Survey and Visit Data

1. Of the 336 replies, there were no duplicate replies found. Only 5 were returned in Spanish.
2. Reply Timing:
 - a. Apr 4 thru 11 = 205 responses (61%)
 - b. Apr 12 thru 19 = 88 responses (26%)
 - c. Apr 20 thru 30 = 43 responses (13%)
3. If taxes increased what to fund had 317 add other:
 - a. 30% Infrastructure
 - b. 24% other (no new taxes 11; parking 22; parks 9; all services 7; balance misc.)
 - c. 20% Community Events
 - d. 13% Public Safety
 - e. 12% Landscaping
4. Of the 63 who reported they were retired the average household income is:
 - a. <\$10,000 = 1
 - b. 10 to 14999 = 4
 - c. 15 to 24999 = 8
 - d. 25 to 34999 = 4
 - e. 35 to 49999 = 9
 - f. 50 to 74999 = 7
 - g. 75 to 99999 = 6
 - h. 100000+ = 13
 - i. No reply = 11
5. Those with high school or less education = 18 respondents whose average reported household income is \$40,125
6. NBV racial diversity:
 - a. 44% White
 - b. 37% Spanish (26% Latino; 11% Cuban)
 - c. 9% did not reply
 - d. 6% Other
 - e. 2% African American
 - f. 0% Haitian (1 respondent)

7. Items of importance cited by respondents:

Most Important Rankings

Safety
Speeding
Cleanliness
Flooding
Sanitation
Parking
Feral Cats
Street Lighting
Trash
Public Transportation
Park Access
Home Gas Line Access

Not a Problem Rankings

Home Gas Line Access
Public Transportation
Trash Disposal
Feral Cats
Parking
Safety
Access to Parks
Flooding
Sanitation
Cleanliness
Street Lighting
Speeding
Park Access

Neutral Item Rankings

Street Lighting
Access to Parks
Home Gas Line Access
Feral Cats
Flooding
Public Transportation
Speeding
Safety

Sanitation
 Trash
 Parking
 Cleanliness
 Park Access

8. Identified Strengths from the Survey Responses and Research:
 - a. Enjoyment of NBV Amenities as well as being pleased with the work of the commissioners was basically neutral
 - b. 209 of 324 respondents or 65% reported they are satisfied with NBV
 - c. 54% Reported they lived in NBV because of its location
 - d. Of 151 respondents who submitted a reply to how satisfied they were with their interaction with NBV administration, 79% were either satisfied or neutral and 21% expressed dissatisfaction
 - e. Geographical location
 - f. Fast police response time
 - g. Low crime rates
 - h. An interesting history
 - i. Quiet neighborhoods
 - j. Variety of housing alternatives (houses to condos)
 - k. Affordable home values
 - l. 79 St Causeway traffic
 - m. No pending major Village legal burdens

9. Identified Weaknesses from the Survey Responses and Research:
 - a. Lack of long-term community economic planning
 - b. 79 St Causeway traffic speed
 - c. Old infrastructure
 - d. Older buildings – outdated image
 - e. Lack of public access to the water; people and watercraft
 - f. Insufficient public amenities for walking and jogging
 - g. Small number of NBV residents to support local businesses
 - h. Lower-rated single hotel in the Village
 - i. Poor street lighting
 - j. Traffic noise
 - k. 2 draw bridges on causeway
 - l. Capital (lack of money for needed improvements)
 - m. High percentage of the total budget for police department
 - n. Low level of overall community communications and lack of trust (community cohesiveness)
 - o. Feral cat population
 - p. Trash collection (larger items)
 - q. Parking

10. Opportunities: See report

11. Threats: See report

Appendix C

Suggested Action Items

COMMUNIOICATIONS

1. **Build a Sense of Community Awareness, Pride, and Trust** (Cohesiveness)

COMMUNITY VISION

1. Develop a Community Vision and Strategy for Achievement
2. Create a Village Promotional Marketing Plan

APPEARANCE/IMAGE

1. 79th Street Causeway Speed Control
2. Sea Wall Repair Study and Cost Analysis
3. Conduct a Parking Space Study and Develop a Parking Strategy
4. Increase Police Visibility
5. Website Updating and Inclusion of Marketing Ads for Local Businesses
6. Create and Install New Signage, Landscaping, with an Updated Modern Logo
7. Encourage Best Western to Earn a 4 to 5 Star Rating
8. Review of Village's Operations Management (Efficiency)
9. Improve Public Amenities Focused on Water Views and Access
10. Develop a Maintenance Program to Help Keep the Village Clean and Appealing

ECONOMIC DEVELOPMENT

1. Conduct a Parking Space Study and Develop a Parking Strategy
2. Develop a Capital Improvements Plan
3. Plan for Infrastructure Repairs/Upgrades
4. Create a NBV Community Events Program and Activities
5. Develop an Economic Growth Plan