

PALM BEACH COUNTY
BOARD OF COUNTY COMMISSIONERS

Agenda Item #:

6A-5

AGENDA ITEM SUMMARY

Meeting Date: 3/13/2007

☐ Consent
☐ Workshop

☒ Regular
☐ Public Hearing

Department: Administration

Submitted By: Administration

Submitted For: Economic Development Office

I. EXECUTIVE BRIEF

Motion and Title: Staff recommends motion to adopt: the Strategic Economic Development Plan.

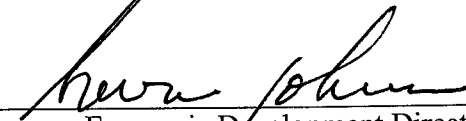
Summary: The Palm Beach County Strategic Economic Plan is aligned for implementation with the emerging State of Florida Strategic Economic Plan, Palm Beach County's five (5) year Capital Improvement Plan, and the Business Development Board's five (5) year performance contract. At the May 23, 2006 Workshop, the Board of County Commissioners approved the Strategic Economic Plan Vision Statement, Work Plan, and signature projects, which are included in the Strategic Economic Plan. Five Strategic Directions are outlined: Prosperity, Sustainability, Quality of Place, Equity and Education, and Positioning. The Plan recognizes that Palm Beach County is on the tipping point of change. The marketplace is global. Information transfer is instant. Our economy is linked to national and international trends. To compete and thrive, the County will have to adopt economic development strategies and actions that are flexible, innovative and sustainable. This Strategic Economic Plan is a roadmap to effectively compete within these new realities. Countywide (DW)

Background and Policy Issues: In 1993 an Economic Summit was convened to address challenging issues and changing economic conditions in Palm Beach County. On November 10-11, 2005 the Board of County Commissioners convened the 21st Century: 2005 Palm Beach County Economic Summit. The purpose of the Summit was to update the 1994 Strategic Economic Plan to reflect 2005 growth and development conditions, and to formulate strategies to address the changing conditions. The Economic Summit culminated a one year visioning process in which staff, consultants, the OEDP, business leaders and volunteers evaluated existing economic conditions in the County. Simultaneously to evaluate existing conditions, extensive research strategies were conducted on national and international "best practices" of economic development in water front communities near major metropolitan areas. Complementary cluster industry comparisons were also conducted. SWOT (strengths, weaknesses, opportunities, threats) analyses were then utilized to evaluate all information and to prioritize recommendations to the Board of County Commission. On May 23, 2006, a vision, work plan and action items for the Strategic Economic Plan were developed and approved by the Board of County Commissioners. The Strategic Economic Plan: 21st Century Palm Beach County represents the resulting economic strategy to produce a sustainable Palm Beach County.

Attachments:

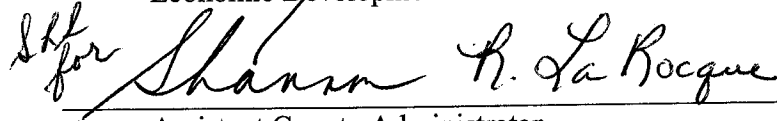
1. Strategic Economic Plan: 21st Century Palm Beach County

Recommended By:


Economic Development Director

2-20-07
Date

Approved By:


Assistant County Administrator

2-23-07
Date

I. FISCAL IMPACT ANALYSIS

A. Five Year Summary of Fiscal Impact:

Fiscal Years	2007	2008	2009	2010	2011
Capital Expenditures	_____	_____	_____	_____	_____
Operating Costs	_____	_____	_____	_____	_____
Operating Revenues	_____	_____	_____	_____	_____
Program Income (PBC)	_____	_____	_____	_____	_____
In-Kind Match (PBC)	_____	_____	_____	_____	_____
NET FISCAL IMPACT	_____	_____	_____	_____	_____
# ADDITIONAL FTE	_____	_____	_____	_____	_____
POSITIONS (Cumulative)	_____	_____	_____	_____	_____

Is Item Included In Current Budget? Yes _____ No _____

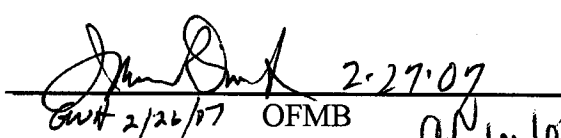
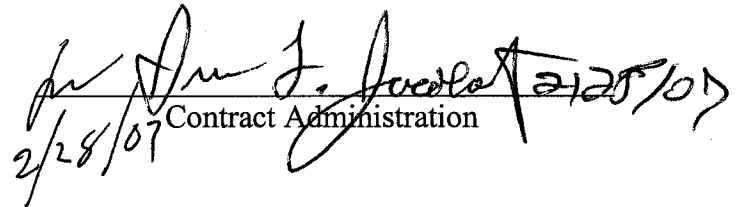
Budget Account No: Fund _____ Department _____ Unit _____ Object _____
Program Code _____

B. Recommended Sources of Funds/Summary of Fiscal Impact:

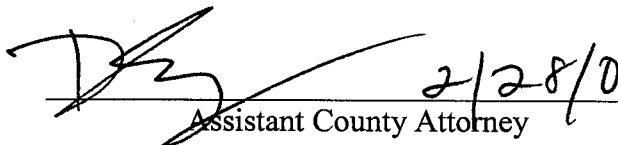
C. Departmental Fiscal Review: _____

III. REVIEW COMMENTS

A. OFMB Fiscal and/or Contract Administration Comments:

 2-27-07
OFMB
CN 02/26/07
 2/28/07
Contract Administration

B. Legal Sufficiency:

 2/28/07
Assistant County Attorney

C. Other Department Review:

Department Director

This summary is not to be used as a basis for payment.

DRAFT
21ST CENTURY
PALM BEACH COUNTY

**STRATEGIC ECONOMIC
DEVELOPMENT PLAN**

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21ST CENTURY
PALM BEACH COUNTY

**STRATEGIC ECONOMIC
DEVELOPMENT PLAN**

21ST Century Palm Beach County

Palm Beach County
Strategic Economic Development Plan
February 2007



Prepared by:

The Palm Beach County Economic Development Office

Prepared for:

The Palm Beach County Board of County Commissioners

The Overall Economic Development Program Steering Committee

And The Citizens of Palm Beach County

Presented to the Palm Beach County Board of County Commissioners on March 13, 2007

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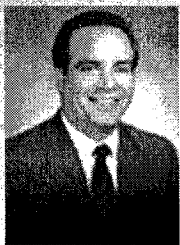
Acknowledgements

This Economic Development Strategic Plan is respectfully submitted to the Palm Beach County Board of County Commissioners and the Overall Economic Development Program (OEDP) Steering Committee by the Palm Beach County Economic Development Office with assistance from the Center for Urban & Environmental Solutions at Florida Atlantic University.

Palm Beach County Board of County Commissioners



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Business Loan Fund of the Palm Beaches, Inc.

Vivian L. Connor
VP Horseman's & SF Hunter Jumper Assns.

Onelia Duhose
School District of PBC

Chuck Elderfield
PBC Film & Television Commission, Inc.

Dr. Jean L. Foright
Port of Palm Beach

Patrick J. Franklin
Urban League of Palm Beach County, Inc.

Dave Freudenberg
Community Redevelopment Agency

Jody Gleason
Palm Beach County Education Commission

Dennis Grady
Chamber of Commerce of the Palm Beaches

Debora Kerr

Dr. David Luhrsen
Northwood University Florida Campus

Bill Moss
Commissioner, City of West Palm Beach

Donald Rice
Farm Credit of South Florida, ACA

Kathryn Schmidt
Workforce Alliance of PBC, Inc.

Selva Selvendran
PBC Health Department

Paul Skyers
PBC Resource Center, Inc.

Richard Slaymaker
Palm Beach Treasure Coast AFL/CIO

Kelly Smallridge
Business Development Board of PBC, Inc.

Seabron A. Smith
Center for Technology Enterprise & Development, Inc.

W. Richard Staudinger
Land Development Services

Casey Steinbacher
North Palm Beach County Chamber of Commerce

Jane Teague
Enterprise Development Corporation of South Florida

Paul M. Twitty
Schwab, Twitty & Hasner Architects

Randy Whitfield
Palm Beach Metropolitan Planning Organization

William Yeargin
Rybovich Spencer

Al Zucaro
World Trade Center Palm Beach

The Palm Beach County Office of Economic Development would also like to thank the following organizations for their on-going support: Business Development Board of PBC, Economic Development Research Institute, Palm Beach Community College, Economic Council for PBC, Florida Dept. of Environmental Protection, South Florida Water Management District, Palm Beach Metropolitan Planning Org., South FL Regional Transportation Authority, Treasure Coast Regional Planning Council, Palm Beach County Cultural Council, World Trade Center PB, School District of PBC, Housing Leadership of PBC, Florida Dept. of Transportation, Florida League of Cities, InternetCoast, PBC Education Commission, Florida Power and Light, Lake Okeechobee Regional Economic Alliance, Port of PB, Agricultural Enhancement Council, Workforce Alliance, North PBC Chamber of Commerce, Chamber of Commerce of the Palm Beaches, Palm Beach County Departments, Northwood University, Jr. Achievement of PB, PBC Film & TV Comm., Farm Credit of SF, PBC Horse Industry Council, PBC Tourist Dev. Council, PBC Cooperative Extension, Wellington Equestrian Alliance

Kevin Johns, PBC Economic Development Director - 561.355.3624/kjohns@co.palm-beach.fl.us

Contact information:

Palm Beach County Economic Development Office – www.pbcgov.com/PubInf/EDO/

Center for Urban & Environmental Solutions (CUES) – www.cues.fau.org



21ST CENTURY PALM BEACH COUNTY

STRATEGIC ECONOMIC DEVELOPMENT PLAN

EXECUTIVE SUMMARY

Vision and Mission

“To become the leading County among its peers in America in both prosperity and quality of life, be central to change in South Florida, to be perceived in the top five in the world, and to be the prototype for sustainable economic growth”;

“Our mission is to make continuous improvements in all facets of public/private partnerships toward achieving the prototype level as an economic entity, and strive to have world-class excellence in a measurable capacity”.

Palm Beach County is on the threshold of change. The marketplace of the 21st Century is global and information transfer is instant. The world's populations recognize their dependency upon other nations. To compete and thrive, the County will have to adopt economic development strategies and actions that are flexible, innovative and sustainable. This Strategic Economic Development Plan is intended to position Palm Beach County as an economic powerhouse to effectively compete within the new realities.

Economic development strategies in Palm Beach County must take a systems approach and must be evaluated holistically, recognizing interconnectedness and the power of collaboration. Settlement patterns and land uses must be planned simultaneously with options for multiple modalities. This Strategic Economic Development Plan calls for an emphasis on quality of place factors, including art and culture along with architecture and street design and environmental preservation. Agriculture issues are addressed as the County's agriculture economy is not limited to winter crops but includes equestrian events and their impacts upon the community and regional economy. There is an emphasis on industrial development in the County which is being retooled into luring industries-of-the-mind, reflecting bio-agriculture, bio-genetics and bio-engineering. This Plan explores our educational system, which has its stellar programs but needs to address student competition coming from around the world. Also emphasized, is the County-wide issue of workforce housing which is pushing planners to evaluate design densities, which in turn relates to affordable transit options across the region.

Palm Beach County is at the tipping point of its ultimate future. The projects identified in this Strategic Economic Development Plan are designed as public private partnerships for several purposes, to leverage private investment, to attract stakeholders with interest and leadership skills, to support public agencies which will lead the initiatives, and to forge municipal and county relationships to ensure mutual cooperation and benefits. The overall objective is to effectively reinforce our tax base, generate revenues with minimal increase in public services, build a global entrepreneurial climate, enhance and accent the natural and built environment, highlight arts and culture, generate smart transportation and land uses, affordable housing and learning opportunities, and lastly, create pre-and post-disaster economic systems that respond to our coastal vulnerabilities with vigor.

21ST Century Palm Beach County

In developing this Strategic Economic Development Plan for Palm Beach County a set of five strategic directions were created, based upon the previous input and process from the 2005 Economic Summit and subsequent work by the County and its partners. These strategic directions are listed below along with summaries of action steps that will guide the County towards fulfillment of each. The five strategic directions and several examples of priority projects follow:

PROSPERITY

Strengthen Palm Beach County fiscal sustainability to ensure global competitiveness and create new revenue generators.

Establish an Inland Port to increase industry and technology land resources

Establish a post disaster economic development system to ensure a resilient and sustainable economy

Accelerate the Bioscience Strategic Plan utilizing Scripps Florida as an anchor

Expand the County's wireless infrastructure to compete in the global knowledge-based economy

SUSTAINABILITY

Enhance the natural environment's sustainability in making the land use/transportation connection.

Establish alternative energy policies for sustainability of the built and natural environment

QUALITY OF PLACE

Leverage the quality of our arts and cultural cluster as a strategic asset to support economic growth and provide a competitive advantage.

Develop arts and culture as a new cluster industry for economic sustainability

Create a canals, retail and ecotourism system to revitalize the Glades area cities

Develop an Intracoastal Waterway Economic Master Plan to link environmental and cultural assets

EQUITY AND EDUCATION

Expand our traditional economic development focus to equity and education ensuring the development of housing that is affordable and providing education and job training for industries of the mind workers and their families.

Facilitate a Math and Science Teacher Endowment to enhance the educational infrastructure

Design a comprehensive housing strategy to ensure availability of workforce housing

Develop an International trade system and curriculum to ensure global competitiveness

POSITIONING

Promote and brand Palm Beach County as a global player in industries of the mind and investment.

Create an integrated multi media branding strategy for the cluster industries to compete globally

The recognition for the need for these strategies are the result of the work of the Palm Beach County citizens, stakeholders, and leaders who had taken stock of their desires, their assets, their liabilities, their strengths and their weaknesses. They had compared themselves to the best counties in America and to regions from around the world, evaluating best practices and models. They found that the County is in a unique position, with a solid base of thriving industry clusters; the Palm Beach County brand, "The Best of Everything," is recognized world wide. Through this evaluation, it is apparent that Palm Beach County can grow into an international force to be recognized for its innovative, sustainable and dynamic economy.

HOW TO USE THIS DOCUMENT

This Strategic Economic Development Plan document is presented in the following order. Part One contains the introduction. Part Two provides an overview of the strategic directions in a matrix that identifies the action items, the lead agency and partners responsible for implementation and their partners, and a timeline. Part Two also includes a discussion on funding and implementation. Part Three provides a more detailed description of the action items that are listed in the matrix. These are divided and placed under the five strategic directions identified by the County — prosperity, sustainability, quality-of-place, equity & education and positioning. An overview of the local economy is presented in Part Four, while Part Five details the process leading up to and the results of the Palm Beach County 2005 Economic Summit.

The matrix in Part Two and the more detailed descriptions in Part Three identify the action steps within each of these five strategic directions. There are nine action steps, however, that were either under way in late 2005 or started shortly after the conclusion of the 2005 Economic Summit. The action items that are considered immediate are emphasized in the matrix with text that is in bold and is italicized.

The first column heading of the table is listed as “Action Item” with an alpha numeric shown in the column for each item. The Roman numeral refers to a strategic direction: I for Prosperity, II for Sustainability, III for Quality of Place, IV for Equity & Education and V for Positioning. The number represents the numeric placement within each of the strategic directions, as listed in the matrices in Parts Two and Three of this Plan. Therefore, I.02 refers to the second action item listed in the matrix under strategic direction I (Prosperity), II.02 refers to the second action item listed in the matrix under strategic direction II (Sustainability), etc. For continuity and completeness these nine action items are also listed in Part Two and Part Three.

PART ONE: INTRODUCTION

This evaluation and plan for Palm Beach County's economic vitality come at a pivotal point in time. To remain competitive in the global marketplace, Palm Beach County will have to adopt economic development strategies and actions that are flexible, innovative and sustainable. Just as the development trade has begun to discuss future building obsolescence absent of renewable energy design, the economic development future within South Florida and Palm Beach County requires sustainable design and plans. With an economy that has been anchored long term in agriculture, construction and tourism, the threshold for change is here. Agriculture is under siege from suburban sprawl, disease and regulatory change. Sunshine and beaches attract tourists, but hurricanes and terrorism can viciously intrude upon paradise. Happy tourists even drive the construction industry as many future residents discover the lure of the Palm Beaches while on vacation.

Today's marketplace reaches beyond pitting one county or region against another within the U.S. The real competition comes from the dynamic regions in China, India, Singapore and beyond. This is well documented by popular author Thomas Friedman in the *World is Flat*, showing that economic centers within the U.S. must compete within the challenges of a horizontal flow of immediate information to individuals simultaneously, everywhere. Geography is no impediment to information and currency flows. Trade is not restricted to cargo containers but now includes data shipped via fiber optic cable and satellite transmission, easily accessible almost everywhere. Futurist Tom Barlow, in addressing Palm Beach County leaders in November 2005, claimed that if by 2010 local students were not learning Chinese in their classrooms, they too would be obsolete.

The County has many advantages, including international name recognition, natural and built resources such as the grand canal system (four major canals that run through the County), rich farm land, extensive waterfronts and a growing science, and industrial base. Expanding on those opportunities and facing down the threats are the intent of this Strategic Economic Development Plan. This Plan is results-oriented, building upon the County's assets and previous economic development work, while updating strategies and implementing actions to position the County for global competition in the 21st Century

The County enjoys an exclusive AAA bond rating, boasts the National Horse Show, hosts the globally recognized Palm Beach International Film Festival, hosts major Fortune 500 companies such as Lockheed Martin, Pratt & Whitney, IBM and the Corporate Headquarters of Office Depot. Most importantly, Palm Beach County is home to the most prominent life science institute in the world, the Scripps Research Institute. On over 250,000 acres in the western communities the Palm Beach County farmers grow the largest amount of winter crops in the USA. Our premier museums, waterfronts and botanical gardens are acclaimed throughout the USA. International Arts and Polo events and a wealth of classic ballet, opera, pop culture and sports populate our award winning communities. The subtropical climate attracts tourists and new residents from around the world. Palm Beach County is recognized for resiliency in facing hurricanes and tropical storms. Three Palm Beach County cities -- Boca Raton, West Palm Beach, and Delray Beach -- have national award winning credentials for beautiful downtowns. Utilizing these assets, Palm Beach County presents its strategies to its citizens.

This Plan outlines the process for Palm Beach County to remain competitive, it is not intended to duplicate or replace existing plans for growth management, capital improvement or transportation planning. Rather, the Plan brings together the components of those separate documents, along with related governmental efforts and those of the private sector. This unified Plan promotes a readiness program through an integrated strategy that focuses on economic development. The identified strategies and adopted actions have been created through the lenses of sustainability, for these practices address the importance of social capital and environmental awareness in addition to the economic development. It sets the framework for future action and establishing priorities.

The Strategic Economic Development Plan process and format are one of partnership and collaboration. Therefore, the Palm Beach County Board of County Commissioners, through its Overall Economic Development Program (OEDP) Committee and Office of Economic Development (EDO), convened the County's stakeholders and residents at an Economic Summit in November 2005. Over 500 people attended to discuss the County's future and lay the groundwork for this Strategic Economic Development Plan.

In planning for the 2005 Economic Summit, seven topical categories were identified. A series of committees were created around these categories in order to assess the strengths, weaknesses, opportunities and threats, as well as identify best practices around the world in each of the categories. The seven organizing categories were: industries of the mind; international trade, finance and investment; housing; total education; smart growth and transportation; agriculture, equestrian and food; and, quality of place. As stated, each category represents a committee. Each committee was chaired by knowledgeable and respected leaders, with 15-30 members representing community stakeholders. These study areas evolved into the Plan's five strategic directions and priority implementation projects.

During the Economic Summit, several themes became evident. Participants said that Palm Beach County needed to expand its brand and marketing to promote itself as a world-class business environment and top tourist destination. They recognized the competition for land within industries, the need for a solid revenue base, a quality educational system, skilled labor pool and the shortage of adequate housing for all income levels. The participants also emphasized the importance of the aesthetics and engineering of the built and natural environments and the value of a cultural life.

Fulfillment of the vision will require an intensive focus on implementation and measuring success. Following the 1993 Economic Summit the County's Economic Development Office (EDO) was created to monitor and coordinate the implementation of the 1993 Plan. The 2006 Strategic Economic Development Plan will require an expanded mission by the EDO, in cooperation with the Overall Economic Development Program Steering Committee, to insure that a coordinated, transparent approach is instituted for Plan implementation. The EDO has commissioned a study by the County's Office of Financial Management and Budget to provide an assessment of 22 similar EDOs around the country with recommendations for improvements for the County. The Palm Beach County Economic Development Office contemplates continuing the partnership with the Center for Urban and Environmental Solutions (CUES) at Florida Atlantic University to annually evaluate results and performance measures, and provide overall assistance to the EDO.

2005 ECONOMIC SUMMIT OVERARCHING THEMES

When the 2005 Economic Summit concluded, the participants had made 48 substantial recommendations. A review of those revealed several over-arching themes across topic areas, which in turn drive the basis of this Strategic Economic Development Plan as Palm Beach County prepares to fulfill its vision and mission for the 21st century. A brief summary of the overarching themes are presented below.

Branding: The current promotional brand of "the best of everything" successfully connotes the attributes for lifestyle and tourism but does not suggest the economic opportunities within the County. From high technology Fortune 500 companies successfully recruited to anchor our life science, aerospace, marine science, information technology, film and television, finance and equestrian clusters, a branding effort that builds on the widely known cache of Palm Beach and is coordinated with similar efforts in the South Florida region can increase industry and investment appeal.

Adequate Land Supply: It is ironic that Palm Beach County is the largest geographic county east of the Mississippi, yet there is a lack of appropriately zoned land, constraining industry and business development, hampering the production of affordable housing, and suppressing the equestrian and agricultural industries.

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Adequate Funding: Sufficient funding and finances are critical if Palm Beach County is to be a global leader in the 21st century. A well documented case needs to be made so that citizens and leaders of the County will understand that financially supporting the Strategic Economic Development Plan will yield substantial positive results.

Art and Culture: A rich quality of life, as expressed through arts and culture and an aesthetically pleasing built environment of waterfronts and canals, subtropical shade systems, art colonies and architecture, is a critical component of a diversified and vibrant global economy. Citizens of the 21st century expect and are willing to support a life experience that is rich in artistic and cultural self-expression.

Quality Education: The four issues above depend on a bedrock of quality education. Without an educational system that supports a sophisticated multilingual, international populace and provides a skilled labor pool, the County cannot effectively compete.

Adequate Housing: The 2005 Economic Summit participants stated that housing affordability is reaching crisis proportions. They made 11 recommendations in this category. Without an adequate housing supply that meets the needs of all income levels, Palm Beach County will lose the rich diversity that reflects this country's demographics. Without affordable housing, segments of society will be excluded and employers will not find a complete labor pool. Long commutes and traffic congestion will ensue because poorer people will have to "drive until they qualify" for mortgages or rents they can afford.

STRATEGIC ECONOMIC DEVELOPMENT PLAN FORMULATION

To summarize how this Strategic Economic Development Plan was formulated, it is based upon the overarching themes that were identified in the 2005 Economic Summit, the Palm Beach County Capital Improvement Program, the Metropolitan Planning Organization's Transportation Improvement Plan and the County's Comprehensive Plan. It also includes steps undertaken by many of the County's partners and stakeholder groups.

The development of a this countywide Strategic Economic Development Plan also takes place in the context of ongoing efforts at the state, regional and local levels to coordinate long range economic development strategies with related actions to improve education, housing and other quality of life components. Enterprise Florida, the State of Florida's economic development Partnership, recently released *2007-2012 Roadmap to Florida's Future – Statewide Strategic Plan for Economic Development* (www.eflorida.com). In 2004, the Treasure Coast Region Planning Council prepared *Go Treasure Coast 2004-2014: Comprehensive Economic Development Strategy for Palm Beach, Martin, St. Lucie and Indian River Counties* (www.tcrpc.org). In addition, Palm Beach County (PBC) created a Bioscience Land Protection Advisory Board, with the municipalities of Jupiter, Palm Beach Gardens, Lake Park, Riviera Beach and Mangonia Park, to coordinate efforts to build on the siting of the Scripps Florida Research Institute in the North County Bioscience Corridor and specifically on the Florida Atlantic University campus in Jupiter.

Various municipalities in Palm Beach County also prepare economic development strategies and they often work together on shared issues (for example, the Lake Okeechobee Regional Economic Alliance of PBC). Finally, the Palm Beach County Business Development Board maintains its own strategic plan coordinating public and private efforts. Implementation of the PBC Strategic Economic Development Plan will require ongoing consultation with these and other similar entities. In that vein, the funding for the Strategic Economic Development Plan is also a collaboration and partnership between the public and private sectors and is reflected in the implementation matrix of this report that identifies strategies, lead agencies, partners and timelines.

Many of these partner organizations have their own business or strategic plans. This Strategic Economic Development Plan is intended to complement the efforts of the many partners, drawing upon their collective knowledge and building upon the expertise held by the Board of County Commissioners (BCC). Through this collaboration, this Plan assists the BCC in setting strategies and allocating scarce resources.

This Plan is not intended to replace existing capital planning or budgeting procedures, since the County has a long history of capital improvement programming, transportation planning and comprehensive planning. Rather, the Strategic Economic Development Plan is complementary to existing processes, identifying economic development priorities that enhance economic prosperity and revenue growth within the existing plans and programs. The Strategic Economic Development Plan builds on these other processes, bringing them together under the economic development rubric. This Plan is intended to be results-oriented and is developed by evaluating existing programs as to what is needed to fulfill the recommendations of the 2005 Economic Summit participants and the subsequent work by the committee members.

Palm Beach County Capital Improvement Program (CIP)

The Capital Improvement Program (CIP) is prepared by the Office of Financial Management and Budget each year. The CIP is an estimated schedule of funding necessary to acquire or construct improvements over a six-year period, with the initial year reflecting the approved capital budget for the current year. The CIP identifies the County's major public infrastructure investments, guiding the County's physical development and providing a systematic plan for improvements within a prioritized framework. The CIP is updated annually by the Board of County Commissioners. The CIP outlines the budget plan for facilities to support the levels of service as defined the County's Comprehensive Plan. It also outlines new funds, including capital reserves, available for capital projects, including projects that were previously approved the Board of County Commissioners but not completed in the previous year.

Capital facilities are considered to be any governmental expenditure for the acquisition of land, or the construction and installation of facilities that are expected to be in service over a considerable period of time, usually more than one year. Capital projects are relatively large scale, nonrecurring projects that may require multi-year financing. Allocations for projects or payments programmed in the CIP are not guaranteed expenditures but are used as a planning tool.

There are 38 incorporated towns and cities within Palm Beach County. Each municipality has its own capital budget. Where there are greater-than-municipal benefits, the County will participate in the funding of a municipality's capital programming. As they relate to economic development, those projects within the County's CIP that are spent on projects within municipal boundaries are also identified in the Strategic Economic Development Plan.

Palm Beach Metropolitan Planning Organization Transportation Improvement Plan (TIP)

The Metropolitan Planning Organization's (MPO) Transportation Improvement Plan (TIP) is another reference document for this Strategic Economic Development Plan. The TIP is a staged program encompassing a five-year period consisting of all regionally significant transportation improvements to all modes of travel in PBC. The TIP is developed through a continuing, cooperative, comprehensive and coordinated effort involving the Florida Department of Transportation, the PBC BCC, the Port of Palm Beach, Tri-County Commuter Rail Authority and municipalities within the County. Consultation is also carried out with the Miami-Dade and Broward MPOs during the TIP process.

Palm Beach County Comprehensive Plan

In 1980 Palm Beach County adopted a Comprehensive Plan, providing the framework for land use changes within the unincorporated area and mechanisms and standards through which changes could occur.

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In 1989 Palm Beach County adopted a revised Comprehensive Plan, with substantial amendments made in 1996 and 1997. Previous economic priorities included year-round tourism, balanced economic growth implementation, increased Growth in Cluster Industries, moderate seasonality in employment, increased opportunity for small business enterprises, minimize local tax burden while funding facilities and services needed to support economic growth, availability of educational and training opportunities and evaluation of economic progress. The Strategic Economic Development Plan will be a stand-alone document which will be used to implement the intent of the Comprehensive Plan.

Economic Development Research Institute:

Navigator - Assessing the Competitiveness of Palm Beach County

The Palm Beach County Economic Development Research Institute (EDRI), a public policy think tank, conducted an economic analysis in advance of the Palm Beach County 2005 economic summit. The EDRI report (Part Four) addressed the County's economic health comparing the performance of local economic indicators against the U.S., Florida, and other benchmark areas. Their analyses identified three key themes for further evaluation and policy action if Palm Beach County is to achieve its vision. These include a need for industry diversification; improved workforce and educational skills to keep pace with industry growth; and mitigating growth pressures as they relate to land development, housing and transportation (www.edri-research.org).

The comparative economic data in the report provide the opportunity to set specific targets that would indicate overall success, measuring Palm Beach County's ability to effectively compete with national and international areas for knowledge-based jobs and tracking its progress in addressing the mounting growth management pressures of a quickly expanding population. Although Palm Beach County consistently ranks near the top of many key economic indicators within Southeast Florida and is among the 50 highest income counties in the U.S., when compared to other growing counties across the nation it is clear that there are many challenges. While the County has outpaced U.S. job performance in every growth sector and has high concentrations in the five top U.S. growth industries, income has not kept pace with housing costs and educational attainment is still lagging behind.

STRATEGIC DIRECTIONS

After evaluating the various plans and programs and identifying the overarching themes of the Summit recommendations, the next step was to identify a set of strategic directions to fulfill the County's economic development goals. The strategic directions are intended to strengthen revenues, build an entrepreneurial climate, enhance workforce learning and pre- and post-disaster economic systems, ensure that affordable housing is available to all income levels, improve the quality of life, and provide for smart growth in new population and employment centers. They set the framework for implementation with each strategy subsequently divided into action areas. The strategic directions are prosperity, sustainability, quality of place, equity and education, and position. An expansion of the definitions follows:

Prosperity - Strengthen Palm Beach County fiscal sustainability to ensure global competitiveness and create new revenue generators.

Sustainability - Enhance the natural environment's sustainability in making the land use/transportation connection

Quality of place - Leverage the quality of our arts and cultural cluster as a strategic asset to support economic growth and provide a competitive advantage.

Equity and education - Expand our traditional economic development focus to equity and education ensuring the development of housing that is affordable and providing education and job training for industries of the mind workers and their families.

Positioning - Promote and brand Palm Beach County as a global player in industries of the mind and investment.

These strategic directions will be implemented through a series of action steps within each category.

PART TWO: STRATEGIC DIRECTIONS

I. ACTION ITEMS – MATRIX VERSION

This 21st Century business plan will enhance Palm Beach County's role in the global marketplace and ensure its long term fiscal sustainability. These strategies are the result of extensive consultation, evaluation of the County's strengths and weaknesses, and input from stakeholders, experts and the public through the 2005 Economic Summit process. Additionally, the implementation actions that are being recommended also draw upon the programs within the County's Capital Improvement Plan, the Metropolitan Planning Organization's projects, and the work of the seven Summit subcommittees and the efforts of the Palm Beach County Office of Economic Development. The analysis provided by the Economic Development Research Institute (Part Four) also provided the backdrop in determining what is economically needed as the County heads into the 21st century.

The strategic directions are intended to strengthen revenues, the entrepreneurial climate, enhance workforce learning and pre and post disaster economic systems, ensure that affordable housing is available to all income levels, enhance the quality of life and provide for smart growth in new population and employment centers – forecast to nearly double in the next 25 years, with attention on special areas of economic concern. These strategic directions set the framework for implementation with each strategy subsequently divided into action areas. The information presented next is a summary list of the strategic directions and all actions items presented in matrix form. The detailed descriptions of each of these are presented in Part Three.¹

Implementation Matrix – Palm Beach County Economic Development Strategic Plan

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¹ The action items that are considered immediate are emphasized with text that is in bold and is italicized.

Implementation Matrix -- DRAFT
Palm Beach County Economic Development Strategic Plan

**The numbers in parenthesis correspond with the Summit Recommendations in Appendix C*

I. Strategic Direction: Prosperity				
* Please see Appendix B for acronym identifications.				
Action Item	Description	Lead Agency	Partners	Timeline Goal
I. 01	Significantly increase, preserve and expand land uses for distribution and logistic companies, technology parks, and business districts	BDB	PBIA/EDO, PBC, PBC Municipalities	
I. 02	<i>Conduct an Inland Port and Cargo Airport Feasibility Study</i>	<i>Port of Palm Beach</i>	<i>FDOT, EDO, regional users</i>	<i>Study due 2/07</i>
I. 03 (20)	<i>Assist IPARC and selected consultants in conducting an Industrial Lands Preservation Study</i>	<i>IPARC, BDB</i>	<i>EDRI, LOC, subconsultant Ernest Swiger Consulting</i>	
I. 04	Collaborate with the Palm Beach International Airport via its Master Plan update to encourage development of private sector technology parks on airport owned land and a Cargo Airport linked to the proposed Inland Port logistics hub in the Glades area of western PBC	EDO	PBIA, PBC	
I. 05	Consider PBC Business Development Board (BDB) recruitment of distribution, manufacturing, and 3rd tier technology companies within the Urban Service Areas of the Glades for an industrial district and provide economic benchmarks to evaluate developing a major Palm Beach County Industrial Park in the Glades	BDB	BDB	
I. 06	Allocate additional dollars for the Job Growth Incentive Fund to encourage the expansion and relocation of companies to Palm Beach County	BDB/EDO	BDB/EDO	
I. 07 (31)	<i>Develop a resilient and sustainable economy by implementing the Post Disaster Redevelopment Plan</i>	<i>PBC Division of Emergency Management</i>	<i>BDB, County administration, Major companies</i>	
I. 08	<i>Collaborate on a wireless broadband infrastructure</i>	<i>iCoast</i>	<i>Task Force formed - PBC ISS, iCoast, PBCEC, SDPBC, PBCC, FAU, SFWMD</i>	<i>CIP 2007-2012</i>
I. 09 (2) (12)	Develop a master plan for the Everglades Agricultural Area (EAA)	DCA, FDEP	SFWMD	
I. 10 (6)	Establish a Venture Capital fund using proceeds from County-owned Ag Reserve properties and other private/public sources to fund value-added processing of traditional products	Agricultural Enhancement Council (AEC)	PBC	
I. 11 (1)	Address water quality improvements for agricultural lands and disposal of horse industry waste	FDEP	PBC, AEC	
I. 12 (3)	<i>Work to secure permanent showgrounds and provide supporting infrastructure for the equestrian industry in Palm Beach County</i>	<i>Wellington Equestrian Alliance (WEA)</i>	<i>PBC, PBC Sports Commission, EDO</i>	
I. 13	Encourage tourism agencies/Tourist Development Council funded organizations to take advantage of the equestrian industry to attract equestrian related tourism	TDC/WEA	PBC, PBC, WEA	
I. 14	Implement the outcomes of the ongoing Western Communities Visioning Sessions	LORE	Glades municipalities and Florida's Heartland Rural Economic Development Initiative, LORE	
I. 15 (40)	<i>Support the on-going work of the Lake Okeechobee Regional Economic (LORE) Alliance of PBC</i>	<i>LORE</i>	<i>Glades municipalities, Chambers of Commerce, PBCC, Workforce Alliance, Sugar Companies</i>	
I. 16	Conduct a major agriculture/retail Public Market cost benefit and site location feasibility study	Cooperative Extension Service	Cooperative Extension Service	
I. 17	Secure state funding for Glades area ecotourism LOST projects	EDO	EDO	

Action Item	Description	Lead Agency	Partners	Timeline
I. 18	Continue to support and encourage international banking to serve the life science, information, aerospace, maritime, equestrian, film and television industries and/or for insurance businesses to invest private capital in Palm Beach County cluster industries	WTC	EDO	
I. 19 (41)(45)	Inventory and evaluate the public/private partnerships already in place	EDO	BDB, OEDP	
I. 20	Monitor performance requirements of Scripps of Florida	BDB	EDO	
I. 21	Develop global business plan for the life science cluster based upon Scripps as an anchor – utilize this as a model for other industry groups (BDB)	BDB	PBC	
I. 22	Promote and facilitate the life science wet lab incubator	BDB	EDO	
I. 23	Recruit National Teaching Hospital and Clinic	BDB	BDB	
I. 24	Recruit Major Pharmaceutical Company	BDB	BDB	
I. 25	<i>Support the Bioscience Land Protection Advisory Board with five municipalities surrounding Scripps Florida</i>	<i>District 1 Commissioner</i>	<i>Bioscience Land Protection Advisory Board, municipalities of Jupiter, Palm Beach Gardens, Lake Park, Riviera Beach and Mangonia Park</i>	
I. 26	Encourage cooperation and collaboration of Scripps and other biotech companies with Palm Beach County's community organizations to ensure a public education component	PBCCC	EDO	

* Please see Appendix B for acronym identifications.

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Palm Beach County Economic Development Strategic Plan

**The numbers in parenthesis correspond with the Summit Recommendations in Appendix C*

II. Strategic Direction: Sustainability		<i>Please see Appendix B for acronym identifications</i>		
Action Item	Description	Lead Agency	Partners	Timeline Goal
II. 01	Establish policies that support Regional Cooperation	EDO	BDB, EDC, League of Cities	
II. 02 (31)	<i>Support the Palm Beach County Overall Economic Development Program Committee's Alternative Energy Task Force</i>	<i>OEDP</i>	<i>EDO, BDB, FPL, PBCRC</i>	
II. 03	Assist with the development of a Northeast Everglades Natural Area (NENA) economic impact model to document the revenues generated from eco tourism and continue the vision for the area	Project Manager NENA	NENA Partners: PBC ERM and Parks and Recreation, SFWMD, FDEP, FWC, City of West Palm Beach, PBC MPO	
II. 04	Assist with the development of a grand canal greenbelt system to foster eco tourism and revitalization of the Glades cities and develop a Bikeways, Greenways and Trails Master Plan	SFWMD	EDO, MPO, Glades Alliance, Glades Cities, NENA	
II. 05	Spur the revitalization of the Glades downtowns by connecting the Lake Okeechobee Scenic Trail (LOST) system to the central business districts and canal streets of Pahokee and Belle Glade and implement the Lake Okeechobee Scenic Trail Tourism Enhancement Master Plan 2005	EDO	FDEP, Army corps of Engineers, SFWMD, PBC MPO, Cities of Belle Glade, South Bay, Pahokee & Canal Point	
II. 06 (38)	Assist the MPO and cities with the economic development component of office space, jobs created and revenues generated at Transit-Oriented-Developments (TOD) and create guidelines for TODs along the Florida East Coast Railway	PBC MPO	PBC MPO	
II. 07 (37)	Complete and evaluate South Florida East Coast Corridor Transit Analysis Study: This study is designed to relieve roadway congestion along I-95, U.S. 1 and Old Dixie/Federal Highway while providing the needed freight transport to the area	FDOT	PBC MPO	
II. 08	Conduct Central Palm Beach County Transportation Corridor Study	PBC MPO	TCRPC, SFRTA, Palm Tran	
II. 09 (34)	Evaluate the economic impact analysis and policy coordination of the Palm Beach County Freight and Goods Movement Study and ensure that the freight study addresses forecasts for the inland port, cargo airport, airport area technology parks, industrial land preservation study and any proposed county business parks	PBC MPO	FDOT	
II. 10 (37)	Support the collaboration between the South Florida Regional Transportation Authority (SFRTA) and the three MPO's (Palm Beach, Broward and Miami-Dade Counties) and their identified long-range regional transportation plans	PBC MPO	SFRTA and MPOs from Palm Beach, Broward and Miami-Dade Countys	
II. 11	Collaborate with Martin County on State Road 710	PBC MPO	Planning departments from Palm Beach and Martin Countys	
II. 12	Conduct and evaluate the study on the Urban Redevelopment Area (URA)	PBC P, Z & B	TCRPC	
II. 13	Secure PBC MPO funds to complete design and construction of multi modal trails and streetscaping for LOST systems and gateway projects into the Glades downtowns	EDO	EDO	
II. 14 (36)	Assist with the identification of funding mechanisms needed for transit	PBC MPO	PBC MPO	
II. 15	Assist with Eco Tourism strategies of the coastal cities	TDC	TDC	
II. 16 - II. 26	PBC 2007-2012 Capital Improvement Plan beach & shore projects	PBC	PBC	CIP 2007-2012

** Please see Appendix B for acronym identifications.*

Implementation Matrix - DRAFT

Palm Beach County Economic Development Strategic Plan

**The numbers in parenthesis correspond with the Summit Recommendations in Appendix C*

III. Strategic Direction: Quality of Place				
Please see Appendix B for acronym identifications				
Action Item	Description	Lead Agency	Partners	Timeline Goal
III. 01 (30)	Create a public private partnership with the League of Cities, Florida Inland Navigation District, PBC EDO, PBC MPO and the Environmental Resource Center to develop an Intracoastal Waterfront Economic Master Plan	PBC MPO	LOC, FIND, EDO, Environmental Resource Center	
III. 02 (30)	Implement a Grand canals eco-economic countywide/regional Canal program – the South Florida Water Management District Canal Revitalization Program	EDO	SFWMD, Glades Cities and Stakeholders, PBC	
III. 03 (29)	Convene a Global Cultural Best Practice workshop between the Board of County Commissioners and the PBCCC Board of Directors to implement the PBCCC strategic plan in partnership with decision makers regarding arts and culture	PBCCC	PBCCC	
III. 04	Convene a stakeholder's public/private partnership to address the declining natural environment and dwindling public access to water because of development patterns and practices	EDO	Environmental Stakeholders, PBC, Waterfront Owners, Business Representatives	
III. 05 (32)	Assist the PBCCC and Palm Beach County Planning, Zoning & Building to create an advocacy plan for decision makers regarding better development practices	PBCCC	PBC P, Z & B	
III. 06 (33)	Assist PBC P, Z & B, American Society of Landscape Architects, AIA, the PBC Engineering Association and the Developers Association to review existing regulations to see how codes can be revised to achieve shade, water features and sustainable landscaping	Glades Alliance	Glades Alliance	
III. 07	Develop an arts gallery, housing program and incentives for artists	PBCCC	PBCCC	
III. 08	Integrate Public Art funding and project development into County capital improvement projects. Based on model public art programs in counties nationwide, PBC will develop a statute-based "Percent for Art" program to provide continual public art funding.	PBCCC	PBC, EDO	

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Implementation Matrix - DRAFT
Palm Beach County Economic Development Strategic Plan

** The numbers in parenthesis correspond with the Summit Recommendations in Appendix C*

IV. Strategic Direction: Equity and Education				
Please see Appendix B for acronym identifications				
Action Item	Description	Lead Agency	Partners	Timeline Goal
IV. 01 (26)	<i>Develop a continuing education, international trade import and export college level curriculum for Palm Beach County's 28,000 businesses</i>	WTCPB	PBCC	
IV. 02 (44)(48)	<i>Create an Educational endowment for math and science teachers</i>	PBCEC	PBC, Office Depot and other corporations	
IV. 03	Conduct a television campaign aimed at popularizing the School District of Palm Beach County's Career Academies	PBCEC	SDPBC	
IV. 04 (42)(46)	Increase programming of Junior Achievement designed to encourage a business culture in Palm Beach County school children	PBCEC	Junior Achievement & Northwood University	
IV. 05	Emphasize teaching PBC school children the world's largest languages	PBCEC	Education Stakeholders	
IV. 06 (18)(35)	<i>Design housing best practices identified during the 2005 Economic Summit as well as a Palm Beach County Workforce Housing Program</i>	PBC HCD	Workforce Alliance, Housing Stakeholders	
IV. 07 (9)	Continue the work of the PBC Community Land Trust	PBC HCD	PBC	
IV. 08 (13)	Purchase Land for Workforce Housing	PBC HCD	PBC Stakeholders	
IV. 09 (14)(11)	Assist with the economic analysis and promote and update the existing Palm Beach County Granny Flats Ordinance	PBC P, Z & B	PBC P, Z & B	
IV. 10 (18)	Examine the Housing Leadership Council of Palm Beach County, Inc. study	ECPBC	HLCPBC, Inc., PBC HCD	
IV. 11 (8)(15)	Explore options of Linkage and Luxury Home Fees	PBC HCD	PBC HCD	
IV. 12 (15)	Explore Transfer of Development Rights (TDR) options for master planned communities clustered around Lake Okeechobee	PBC P, Z & B	PBC P, Z & B	
IV. 13 (10)	Evaluate transit oriented/corridor land use alternatives for workforce housing	PBC MPO	PBC P, Z & B	
IV. 14 (17)(11)	Examine regulatory reform: height, density, fees, air rights housing development over county owned garages and parking lot properties and other assessments and property appraisals	PBC HCD	PBC P, Z & B, PBC MPO	

** Please see Appendix B for acronym identifications.*

Implementation Matrix - DRAFT
Palm Beach County Economic Development Strategic Plan

** The numbers in parenthesis correspond with the Summit Recommendations in Appendix C*

V. Strategic Direction: Positioning Please see Appendix B for acronym identifications				
Action Item	Description	Lead Agency	Partners	Timeline Goal
V. 01 (21,22,24)	Develop a unified global marketing/branding strategy for Palm Beach County. This branding should build on the Palm Beach County "best of everything" brand but expand to include growing technology cluster business and regional international trade, finance and investment	BDB	TDC, EDO & Film and Television Commission	
V. 02 (28)	Continue the WTCPB Coordinating Program	WTCPB	WTCPB	
V. 03 (25)(39)	Establish and fund a public/private partnership that centralizes international trade, finance and investment efforts	WTCPB	EDO	
V. 04 (27)	Establish an international banking district to attract private capital to Palm Beach County entrepreneurs and a protocol office to support international trade and business	WTCPB	EDO	

** Please see Appendix B for acronym identifications.*

II. FUNDING AND IMPLEMENTATION STRATEGY

In 2005 the Board of County Commissioners authorized the convening of an Economic Summit to evaluate conditions and to review best practices that may be of use to Palm Beach County. Committees comprised of public, private sector and the Economic Development Office developed a new approach to advance the economy of the newest global community – Palm Beach County.

The Strategic Economic Development Plan, its funding and its implementation strategies are based upon partnerships. In May 2006, following extensive consultation with a broad range business and community groups a consultation summary entitled "Recommendations: 2005 Economic Summit" was released as part of the final report of the 2005 Economic Summit. These analyses, issues and suggestions were the key feedback into the development of draft documents that were further circulated for critical review and comment.

Also, the Strategic Economic Plan is built on global best economic practices research. The funding and implementation of recommendations was a key component of the research into economic case studies. Local, national and international experts evaluated the performance of our key industry clusters and benchmarks against our peers from around the world. "Palm Beach County 2005 Economic Summit Final Report" was the product of this research and contributed significantly to the strategy.

FUNDING STRATEGY: LEVERAGE PRIVATE AND PUBLIC INVESTMENT FOR PALM BEACH COUNTY

In order to effectively implement the key objectives outlined in this 21st Century Palm Beach County Strategic Economic Plan a results oriented strategy was employed. To assist in speedy implementation of the recommendations, the plan identifies and prioritizes economic projects from within the existing county five year capital improvement budget. This strategy is a framework for future action. As strategic economic projects are developed new funds will be sought from public private partnerships to leverage scarce county tax dollars for better impact and cost sharing.

This Plan lays out the rationale and approach to a new economic development strategy for Palm Beach County. It provides a framework for action to support future economic prosperity and long-term fiscal competitiveness. It proposes strategic projects to focus the attention and energies of all stakeholders in a common direction, suggests leadership priorities and challenges all of us to jointly develop and implement specific action plans.

The economic plan presents the background and rationale to the strategy; and implementation action projects provide the framework for cooperative and aligned action with Federal, State of Florida, the Florida League of Cities and other stakeholders.

This strategy seeks funding and implementation partners for the Plan cannot be implemented by the county government alone. The Plan presents a vision which should be of relevance to all organizations and individuals with an interest in South Florida's economic future - which, given the role that Palm Beach County plays in supporting the regional and, state economies, includes a broad range of stakeholders. No one government can take on the depth of actions necessary to advance the overall economy. The plan continues to be inclusive and looks to take the collective know-how, skill, resources and energy of the private sector, volunteer sector, all divisions of government including public institutions such as chambers of commerce, environmental organizations, colleges and hospitals, and communities working in concert to achieve the goals detailed in this 21st Century Palm Beach County: Strategic Economic Development Plan.

REGIONAL AND FEDERAL FUNDING

The funding and implementation strategy is regional as well as local in scope. The strategy recognizes that the county and the surrounding regions comprise an interactive economic region. And, the funding and implementation of the plan is in alignment with the Treasure Coast Regional Planning Council and the Palm Beach County Overall Economic Development Plan Committee Regional Comprehensive Economic Development Strategy (CEDS) plan that qualifies our communities for federal economic support. This Strategic Economic Development Plan seeks to advance the economy of the County in a manner that also serves to benefit the economy of the entire region. Our county, with 1.2 million residents has the critical mass of cultural diversity, world class institutions, internationally competitive financial and professional services, and industry specialization necessary to generate and nurture creative ideas in a number of strategic industry clusters. The surrounding regions have a role in producing and distributing these outputs. Our future lies in a regional and global setting not in competition among other U.S. metropolitan regions.

The county Strategy Economic Development Plan does not stand alone. The economic development strategy is one of a series of strategic policy documents being prepared under the umbrella of Palm Beach County and others and includes the Palm Beach County Comprehensive Plan, Cultural Arts Plan, Business Development Board Plan, Cargo and Shipping Plan, Film and Television Plan and World Trade Center Development Strategy. The Economic Development Strategy supports the Vision Statement for the County Government as articulated in the Palm Beach County 2005 Economic Summit Final Report and work plan, adopted by Board of County Commissioners in May 2006.

The principal goal of the Strategic Economic Development Plan is to improve the prosperity and livability in Palm Beach County through sustainable economic growth that creates high quality jobs, generates wealth and investment and helps to ensure long term fiscal health.

KEY FUNDING AND IMPLEMENTATION MESSAGES

Palm Beach County is cultivating a role in the global marketplace.

The research and consultation undertaken for the strategy clearly articulated the need to enhance our community's role globally. We need to update old models and approaches to stimulating economic growth.

Palm Beach County is at a tipping point. There is a timely need to reinvest in the county in order to ensure sustained economic growth. Failure to recognize the changing economy and to improve our global competitiveness by building on our unique attributes will negatively impact future economic growth.

Industries of the Mind

In the 21st Century, economic growth is driven by knowledge, skills, innovation and entrepreneurship. At the source of all of these attributes are people. This strategy recognizes people as the primary focus for economic growth. The Strategic Economic Development Plan strategy expands our traditional economic development focus to include new approaches to producing, preparing, retaining and attracting a labor force with the skills necessary for success in the knowledge economy.

Quality of Place is an attractor of investment.

Quality of place is a deciding factor in where people, particularly knowledge workers, choose to locate and invest. While Palm Beach County has a long established and well earned reputation as a wealthy, social and tourism place - we cannot rest on this reputation.

Palm Beach County must continue to invest in and improve the quality of its built and natural environment, in order to remain on an equal footing with other communities that are the focus of massive reinvestment efforts by their state and national governments. The quality of our neighborhoods, canals, parks, ravines, schools, theatres, museums, galleries and urban design as well as our employment areas, roads, streets, sidewalks and public transit have a direct impact on our quality of life and therefore on our competitiveness. The strategy views the substantial physical infrastructure under our direct or partial control, as well as our social infrastructure, as strategic assets that can be leveraged to support economic growth and provide a competitive advantage over other jurisdictions.

Plan for Palm Beach County's fiscal sustainability

Planning the ongoing fiscal sustainability of the County is critical to competitiveness, economic growth and enhancing our quality of life. Building a great place requires resources. Palm Beach County is addressing a number of fiscal challenges, which impact our ability to attract the people and investment necessary to fuel a strong economy. Increased infrastructure, growing demands on government revenues, heightened competition from places across the globe - all point to the need to develop and implement long-term revenue generation and expenditure plans. The Strategic Economic Development Plan calls for redeployment of land resources to create a business tax base by creating an inland port and industrial district for the county, replete with cargo airport, statewide rail and highway connectivity, and port linkages. This will insure Palm Beach County's competitiveness and a strong non-residential tax base to fund government services.

Generating industrial and commercial expansion is essential to ensuring long term economic sustainability. The strategy seeks to do this in a number of ways; improving the availability and cost of land, providing affordable housing, smart incentives and enhancing the climate for business investment. Senior levels of government must cooperate to provide additional stable funding, authorize new tools and new sources of revenue, and develop long- term funding programs to deal effectively with the new set of realities.

Go International to find markets for Palm Beach County businesses

Enterprise Florida has identified international trade as a \$100 billion industry each year. Expanding trade is one of the keys to economic prosperity because exports bring new wealth into the region that is then circulated among local businesses and their employees through purchases and wages. Attracting new wealth into the region, such as an international banking district, and international biotech companies will assist local businesses in creating jobs. Global business is the wave of the future. It provides the common economic foundation to new human resources, research and development, financial capital, physical infrastructure, business climate and quality of life. The global funding and implementation strategy focuses increased attention on the key role played by export-oriented industry clusters in a manner that support local businesses and strengthen the region's economic foundations to build a vital cycle of economic growth.

Brand to attract Industries of the Mind investments

Funding the Strategic Economic Development Plan requires Palm Beach County to actively promote and 'brand' itself both locally and around the world as a vital, globally connected, centre of innovation, creativity, excellence and investment opportunities.

21ST Century Palm Beach County

Raise resources through partnerships

The creation of public private partnerships is the logical challenge of the county's economic development strategy. Leveraging other people's money is a risk aversion strategy that creates buy in and ownership of the considerable resources that exist in the community. This means two things; first to conceive and then act upon a common vision of our economic future, which we have accomplished. Secondly, the administration, other governments and public agencies, the private and volunteer sectors must create on going alignments of strategic intent and forge new partnerships to implement this vision. Funding and implementation requires on going benchmarking and a results oriented approach that satisfies partners and continues the flow of funding on key projects.

The strategy proposes ongoing direction to the implementation of the economic development strategy; be a strong, unified voice to advocate and represent the county government, municipal league, stakeholders, potential investors, international organizations, and multipurpose agencies. Palm Beach County plans to monitor performance and communicate our success in advancing the economy through utilization of Florida Atlantic University's Center for Urban and Environmental Solutions and annual economic performance report cards.

Conclusion: Funding and Implementation

The Strategic Economic Development Plan for Palm Beach County created in the Year 2006 is significantly different from one we created in 1993. The county is a transformed and stronger economic entity. EDRI research with Cambridge Systematics has told us very clearly that the County and region are poised for the future. We still must harness our growth and build upon our unique strengths as a community, those at the core of our economy - our history, location, wealth and people.

Our greatest risk in the future is to do nothing now. There is great evidence of what happens to places who do not invest in their quality of life. There comes a downward spiral of disinvestment that ultimately degrades the performance of the region, the cities, the natural resources, the infrastructure, the engineering, and the tax base. Communities similar to Palm Beach County are benefiting from the priority their state and federal governments have accorded them in recognition of the new role they play in a global, knowledge based economy. The North County Scripps Research Institute, IBM – Boca Raton, Office Depot, Pratt & Whitney and Riviera Beach's Lockheed Martin, our own key international business leaders, are evidence of the role that risk taking businesses take to succeed in a world wide marketplace. They are the lessons learned.

The next steps in the funding and implementation process are to communicate effectively the strategic directions and action areas in this strategy to the community, our government partners and within the county administration. This communication is designed to be interactive, and complemented with television, websites, public meetings and stakeholder discussions. This dialogue is critical - to spark new ideas, attract funding, coalesce new partnerships and commit the collective energy and resources required to achieve what needs to be done.

PART THREE: PROJECTS/ACTION ITEMS DESCRIPTIONS

I. STRATEGIC DIRECTION: PROSPERITY

Strengthen Palm Beach County fiscal sustainability to ensure global competitiveness and create new revenue generators.

ACTION ITEMS:

I. 01 Significantly increase, preserve and expand land uses for distribution and logistic companies, technology parks and business districts

I. 02 Conduct an Inland Port and Cargo Airport Feasibility Study and monitor progress: The Palm Beach County Economic Development Office discussions with the Port of Palm Beach indicate the requested FDOT "Inland Port" and Cargo Airport Feasibility Study will be completed in 2007. The feasibility study will evaluate regional economics of the Inland Port concept and its potential role as a South Florida cargo hub connected to Port of Miami, Port Everglades and Port of Palm Beach.

The Port of Palm Beach is proposing development of an inland port complex to ease intermodal freight movement by shifting it westward from the increasingly congested South Florida highway and rail corridors. The project would also build additional rail connections to alleviate a good portion of the freight traffic to the west and create an inland cargo terminal to provide a distribution hub. The feasibility study will identify a site of some 3,500 acres near Lake Okeechobee in western Palm Beach County.

The project bodes to centralize cargo distribution systems for both rail and truck and combine them in a single complex with related value-added industrial activities. Via the South Central Florida Express short line, it is to provide rail connectivity with both the Florida East Coast Railway (FEC) and CSX while also affording access to State Road 80 and U.S. 27. The project proposes to link the Port of Palm Beach with a more direct connection and then double-track within the US 27 easement from the termination point near the Turnpike Extension bend in NW Miami-Dade County to the agricultural area southeast of Lake Okeechobee on the western edge of Palm Beach County.

Not only will this create an economic engine for the western Palm Beach communities, for jobs and training, but those areas are already designated as "enterprise zones" which can encourage industry investment. The port is also the Foreign Trade Zone grantee from Boca Raton in South Palm Beach County and to Whitfield Airport in Martin County fully prepared to qualify operators. Another good reason for this particular location is the need to provide better access to markets from rural areas to create economic development opportunities to the Lake Okeechobee/Tri Cities area which is designated by the Governor and the Legislature as "Rural Areas of Critical Economic Concern," which have chronically high unemployment or poverty rates. This could be significantly reduced with an inland port creating an economic engine in the region. Transportation jobs are not minimum wage, but average \$44,000 annually, which are good fair wage jobs.

21ST Century Palm Beach County

I. 03 Assist the Intergovernmental Plan Amendment Review Committee (IPARC) and selected consultants in conducting an Industrial Lands Preservation Study: The County plans to implement light-industrial growth management as a strategy to encourage diversification of the local economy, promote fiscally sustainable local governments, improve local jobs/housing balance, and manage impacts associated with growing commute times. The concern for light-industrial growth management strategies stems from the fact that Palm Beach County's comprehensive plans have been amended to change industrial land to residential land. The intent is to remedy the insufficiency of industrial lands that are needed to facilitate the relocation and expansion of businesses.

The study will provide Industrial Land conservation recommendations and a preservation "toolkit" and document the usage trend, indicating the quantities of industrial land remaining and cost trends. This effort is a result of the work of IPARC, which consists of planning directors from around the County.

The work will be approached in two phases. The first phase would result in a document that discusses the importance of having land designated for light-industrial uses associated with the growing industries of the 21st Century's knowledge economy. It should also quantify and measure the impact of the loss of industrial land on local governments and the local economy and provide a discussion of potential strategies to preserve, promote, and manage light-industrial development. The second phase should result in a "tool kit" of information that includes best practices, model code language, economic development resources, and other guidelines to help local governments take action to manage their industrial land assets.

I. 04 Collaborate with the Palm Beach International Airport via its Master Plan update to encourage development of private sector technology parks on airport owned land and a Cargo Airport linked to the proposed Inland Port logistics hub in the Glades area of western PBC.

I. 05 Consider PBC Business Development Board (BDB) recruitment of distribution, manufacturing and 3rd tier technology companies within the Urban Service Areas of the Glades for an industrial district and provide economic benchmarks to evaluate developing a major Palm Beach County Industrial Park in the Glades.

I. 06 Allocate additional dollars for the Job Growth Incentive Fund to encourage the expansion and relocation of companies to Palm Beach County: The PBC Business Development Board (BDB) attracts and assists non-retail business relocations and expansions. Along with offering incentive packages, the BDB plays an active role in facilitating relocation and expansion of specific industries, through permitting assistance, provision of community demographic data, and site selection assistance. Its Economic Development Office (EDO)-sponsored local business incentives include a Job Growth Incentive Fund Grant, Ad Valorem Tax Exemption, Employed Worker Training, Industrial Development Revenue Bonds, Attraction Incentive Grant Program, Development Regions Incentive Grant Program, Economic Development Set-Aside Program, Foreign Trade Zone #135, and the Film & Television Incentive Grant Program.

I. 07 Develop a resilient and sustainable economy by implementing the Post Disaster Redevelopment Plan: This Plan encompasses all business preparedness functions and initiatives; promotes improved inter-organizational communication, collaboration, and coordination and offers opportunities to pool resources to strengthen, enhance and expand business preparedness and recovery programs and initiatives.

Future business recruitment and business retention depend heavily upon economic survivability during and after disasters. Preliminary discussions are underway to form public/private partnership

initiatives that will strengthen business disaster resiliency and survival rates, as well as better utilize local business resources and capabilities in support of community disaster preparedness, and post-disaster recovery and economic redevelopment. Key partners in these discussions are Office Depot, IBM, NCCI, CH2M Hill, Tropical Shipping, Blue Green, the Business Development Board, the Risk and Insurance Managers Society, the Deputy County Administrator, the Director of the Economic Development Office, Director of the Small Business Assistance Office, representatives of Enterprise Florida, Emergency Management's Business and Industry Liaison, the Small Business Development Center, Workforce Alliance, trade and vocational schools, and Chambers of Commerce.

In addition, post-disaster redevelopment plans have been adopted by the Palm Beach County Board of County Commissioners and are being implemented. The creation of a full-time Business and Industry Liaison staff position within the Division of Emergency Management is being explored. Finally, it is anticipated that sustainable design concepts (including water and energy efficiency and the development and use of alternative energy sources) may potentially be considered economically important in the future for policy guidance and subsequent implementation.

I. 08 Collaborate on a wireless broadband infrastructure: Wireless technology countywide is the future. A Palm Beach County Task Force was formed to evaluate existing County infrastructure relating to wireless broadband infrastructure. This task force also examined research from five case study communities, with a special focus on the Silicon Valley approach, which issued a request-for-proposals to the private sector, and the Boston model, which is funded by public dollars. The Task Force has recommended that a collaborative initiative be established to address broadband infrastructure, applications, and content availability in Palm Beach County.

Early research revealed several opportunities within Palm Beach County. These include opportunities to develop a seamless broadband network utilizing wireless, fiber optic, satellite, microwave, and other telecommunications technologies. It is expected that these technologies would be shared by county government, municipalities, other governmental agencies, health care facilities, schools, and colleges and universities. These users would be able to collaboratively plan and deploy technologies, applications, and content in a manner that best serves the needs of their respective constituencies in the most effective and efficient manner. A "pioneer" initiative is currently underway as Palm Beach County and the School District are jointly negotiating an Interlocal Agreement to merge the School District into the Palm Beach County Wide Area Network. This agreement to share network resources will result in improved network performance for the School District's students, faculty, and administrative employees while reducing overall costs to the taxpayers.

Partnerships among government, nonprofit organizations, and the private sector would be forged to ensure the availability of broadband internet access, content, hardware, applications, and associated training and support to low-income residents in an effort to bridge the digital divide. The cost of providing wireless service to low-income residents is estimated to be \$250,000 - \$500,000 for downtown locations within Palm Beach County.

The purpose of such an undertaking is to brand the region with world-class infrastructure, provide easy access to public information including real-time updates about public transportation, promote job opportunities and home-based businesses, enable wireless connectivity for public safety agencies and other governmental operations, and provide businesses with critical infrastructure necessary to compete in the global, knowledge-based economy.

The early expansion of the Palm Beach County wireless network infrastructure is included in the County's 2007-2012 Capital Improvement Plan (CIP). This effort is geared towards providing public service "wifi" capability within select County facilities including courthouses, the Government Center, and the Palm Beach International Airport main terminal facility. This capability is being

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deployed as part of a hybrid solution extending high speed data capability to public safety and field service personnel with a range of strategically deployed “hot spots.”

I. 09 Develop a master plan for the Everglades Agricultural Area (EAA): In order to insure that the agricultural industry continues to make the necessary long-term financial commitments to agriculture, it is recommended that a comprehensive master plan for the EAA should be developed that reflects the importance of agriculture.

I. 10 Establish a Venture Capital fund using proceeds from County-owned Ag Reserve properties and other private/public sources to fund value-added processing of traditional products: This fund would help sustain PBC agriculture during its period of transition from a wholesale-market to a value-added and diversified industry.

I. 11 Address water quality improvements for agricultural lands and disposal of horse industry waste: The Equestrian community’s growth and prosperity can be enhanced by an eco-friendly system of recycling. This recycling could be coordinated and built into the Everglades restoration system.

I. 12 Work to secure permanent showgrounds and provide supporting infrastructure for the equestrian industry in Palm Beach County

I. 13 Encourage tourism agencies/Tourist Development Council funded organizations to take advantage of the equestrian industry to attract equestrian related tourism

I. 14 Implement the outcomes of the ongoing Western Communities Visioning Sessions: The Glades Region is a rural area in western Palm Beach County that includes the cities of Belle Glade, Pahokee and South Bay. A visioning session was convened in June 2006 by Florida’s Heartland Rural Economic Development Initiative for the purpose of creating an up-to-date snapshot of the challenges and issues in the region, with focus on a five-year strategic plan. In addition, two Economic Development Summits were held, one in October 2005 and the second in January 2007, to address economic conditions in the Glades, identify solutions and determine programs that Palm Beach County, the State and other government agencies could implement. Issues addressed included economic development, education, area infrastructure, community life and housing. The cities of Belle Glade, Pahokee, and South Bay are leading this initiative and participants included residents, city, county and state officials, business leaders and agency directors.

The Glades Region, with a population of 38,000, is also referred to as the Lake Region because it is nestled at the southeast end of Lake Okeechobee. Poverty and long-term unemployment are huge challenges in the region. Although agriculture remains the most important industry, new technologies and streamlining of operations have decimated the job base. Combined with a lack of development, the results are high unemployment, low median household income, and extreme poverty.

Over the years, a number of visioning processes, community planning efforts, and economic development initiatives have focused on the Glades. Decades of community and economic development activities have not created the types or numbers of jobs necessary to bring stability and growth. However, there have been some smaller successes, and a number of important plans have been produced that have helped to guide the Glades Communities. The PBC Economic Development Office (EDO) should prioritize implementation of the award-winning IEDC Glades Business Plan projects.

The City of Belle Glade, incorporated in 1928, is the largest city of the three. Belle Glade has an unemployment rate exceeding 12% and a tax base with nearly 50% subsidized housing. Surrounded by fields of sugar cane and winter vegetables, its population is about 15,000. The City of Pahokee was incorporated in 1925 and is the only municipality in Palm Beach County located directly on the shores of Lake Okeechobee, allowing boaters and anglers easy access. Pahokee had a 23% unemployment rate in 2006; its population is about 6,300. The City of South Bay, incorporated in 1941 and with a current population of about 3,900, is located along the southeastern edge of Lake Okeechobee, southwest of the City of Belle Glade.

I. 15 Support the on-going work of the Lake Okeechobee Regional Economic (LORE) Alliance of PBC: The Glades municipalities, Chambers of Commerce, Palm Beach Community College, Workforce Alliance, sugar companies, and local stakeholder organizations have appointed board membership to the new regional economic development entity, the Lake Okeechobee Regional Economic (LORE) Alliance of PBC. A non-profit architecture firm is being formed with university architecture affiliations for the purpose of designing pro forma development packages to fast track economic and community regeneration projects.

LORE led an Economic Development Summit in January 2007, which included residents, city, county and state officials, business leaders and agency directors. They met to continue the dialog and discussion of issues developed at the Tri-Cities Economic Development Summit of 2005, to review activities and developmental progress since that time and to consider prospects for future economic development in the Lake Region. The 2007 LORE Alliance of PBC Economic Development Summit priorities include: preparing the Tri-cities communities for upcoming economic development; promoting policies that encourage economic development, including ecotourism, while ensuring the sustainability of agriculture in the area; improving the quality of education at all levels to enhance employment opportunities and improve poverty levels in the lake Region and to make workforce housing available in the Lake Region.

I. 16 Conduct a major agriculture/retail Public Market cost benefit and site location feasibility study: A major agriculture/retail Public Market "cost benefit and site location feasibility study" is being completed in partnership with the Cooperative Extension Service. The purpose is to determine the potential to create 80 small businesses in a 60,000-square foot indoor farmers market. A firm has been selected and is conducting the Glades Public Market analysis for both wholesale and retail.

I. 17 Secure state funding for Glades area ecotourism LOST projects: The PBC Economic Development Office obtained \$1 million in state funds to complete design and construction of four entryways for the Lake Okeechobee Scenic Trail. These include an eco-tourist amphitheater on Torrey Island, Belle Glade; outdoor restroom and park facilities for the \$9 million marina campground development in Pahokee; and equestrian and parking trail head facilities impacting Canal Point.

I. 18 Continue to support and encourage international banking to serve the life science, information, aerospace, maritime, equestrian, film and television industries and/or for insurance businesses to invest private capital in Palm Beach County cluster industries

I. 19 Inventory and evaluate the public/private partnerships already in place

Scripps Florida: The new life science institute offers technology based economic development to Palm Beach County. With the Scripps Research Institute as the anchor for the bio-tech cluster, the economic development strategy is to complete the cluster by bringing in appropriate affiliates. Action items are described below:

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I. 20 Monitor performance requirements of Scripps of Florida: Scripps Florida is a state-of-the-art biomedical research institute located in Palm Beach County on the Jupiter Campus of Florida Atlantic University (FAU). Researchers at Scripps Florida focus on basic biomedical science, drug discovery, and the application of the latest research technology to the drug discovery process. Currently more than 207 researchers and support staff are working in two new temporary facilities and expansion into the 350,000 square foot, three-building permanent complex is projected for early 2009.

Start-up costs of Scripps Florida—a division of The Scripps Research Institute headquartered in La Jolla, California—are supported by a one-time \$310 million appropriation of federal economic development funds by the Florida State Legislature. Palm Beach County is providing an economic package that includes the 100 land and funding for construction of the permanent facility and related costs, as well as funding for construction of the two temporary facilities on the FAU Jupiter campus.

Building a biotechnology industry is an important component in Florida's continuing efforts to build a knowledge-based economy. The Scripps Research Institute has an international reputation for pioneering research programs relevant to current medical needs in human diseases and is expected to attract research, biotechnology, and pharmaceutical companies to the area. Scripps sees the new operations as an opportunity to increase the scope of its cutting-edge science, to recruit new world-class scientists, and to establish itself as a national organization for scientific and philanthropic purposes.

I. 21 Develop global business plan for the life science cluster based upon Scripps as an anchor – utilize this as a model for other industry groups (BDB)

I. 22 Promote and facilitate life science wet lab incubator: Complete recruitment of real estate investment in the area which will bring to market a unique facility that will provide turn-key space along with services and amenities focused on the needs of start-up and early stage companies. The facility will include fully fit-up lab/office suites with a full range of operational and service amenities available, including shared support equipment, conference facilities, on-site building support and management, and a host of additional specialty services. (BDB recruitment)

I. 23 Recruit National Teaching Hospital and Clinic: This project includes the recruitment of a teaching hospital, university alliance, and a nationally-renowned clinic to provide bio-tech and needed services related to the work of the Scripps Institute. (BDB recruitment)

I. 24 Recruit Major Pharmaceutical Company: This project includes recruitment of an internationally known pharmaceutical company to market and distribute break-through drugs resulting from Scripps research. (BDB recruitment)

I. 25 Support the newly formed Bioscience Land Protection Advisory Board with five municipalities surrounding Scripps Florida: A Bioscience Land Protection Advisory Board was formed as a result of an Interlocal Agreement adopted by the County and the municipalities of Jupiter, Palm Beach Gardens, Lake Park, Riviera Beach, and Mangonia Park. The Interlocal Agreement establishes mechanisms to complete the economic cluster by requiring the municipalities to initiate comprehensive plan amendments creating Bioscience Research Protection Overlays that would identify and protect lands within the overlays from commercial or residential development.

In February 2006, the Board of County Commissioners (BCC) selected the combination of Abacoa in Jupiter and the Briger parcel in Palm Beach Gardens as the alternative site for the Florida home of The Scripps Research Institute. In order to qualify as an alternative site, two conditions had to be

met: 1) 100 acres with the potential for two million square feet for TSRI, and 2) additional opportunities for land that could accommodate an additional eight million square feet of floor area for a bioscience/biotechnology cluster within a five-mile radius of Abacoa/Briger.

In order to accommodate the second condition, the County, the Town of Jupiter, the City of Palm Beach Gardens, the Town of Lake Park, the Town of Mangonia Park, and the City of Riviera Beach provided an inventory of properties that could be used for bioscience research/biotechnology users within their jurisdictions. The inventory included vacant land with and without traffic entitlements and existing development, which totaled approximately 51.9 million square feet of potential space within a ten-mile radius of the future Scripps Research Institute campus. As part of the alternate site proposal, each of these parties agreed to amend its respective comprehensive plan to create an overlay that would provide for and encourage the cluster of bioscience research/biotechnology uses within the overlay.

I. 26 Encourage cooperation and collaboration of Scripps and other biotech companies with Palm Beach County's community organizations to ensure a public education component

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II. STRATEGIC DIRECTION: SUSTAINABILITY

Enhance the natural environment sustainability in making the land use/transportation connection

ACTION ITEMS:

II. 01 Establish policies that support Regional Cooperation: Palm Beach County occupies a key geographic location in the Southeast Florida Region. The County's strategic location straddles various regional economic development initiatives underway in the seven-county economic region recognized by Enterprise Florida. The southeast region consists of the counties of Monroe, Miami-Dade, Broward, Palm Beach, Martin, St. Lucie, and Indian River with a combined population of 5.6 million people and a projected growth of 2.2 million people by 2030. The County's Economic Development Office (EDO) and the Business Development Board (BDB) of Palm Beach County have coordinated work with similar EDOs in the seven-county area to provide input for the upcoming revision to Enterprise Florida's statewide economic development strategic plan. The County participated in the development of the Comprehensive Economic Development Strategy (CEDS) prepared by the Treasure Coast Regional Planning Council. The Economic Council for Palm Beach County is cooperating with the Broward Workshop and the Greater Miami-Dade Chamber of Commerce to form the Regional Business Alliance. The three county EDOs to the north have formed the Research Coast to facilitate the expansion of bio-medical and hi-tech research.

As part of the regional cooperation effort, Palm Beach County is creating a partnership with the League of Cities as it relates to planning the Intracoastal Waterway Master Plan. This is an opportunity for the County and cities to work together, with the League of Cities taking the lead.

II. 02 Support the Palm Beach County Overall Economic Development Planning Committee's Alternative Energy Task Force: Integrate sustainable engineering design principles and mitigation measures that enhance the economic, ecological, and energy efficiency of the built environment.

In consideration of Palm Beach County's coastal environment, climate issues related to hurricanes and tropical storms, and double digit increases in oil and energy costs, a public/private discussion is recommended of solutions and future economic plans, technology, and evaluation of costs and benefits. This need is highlighted by the devastating hurricanes that affected Florida and the United States in 2004 and 2005 and the importance that the local elected leadership placed upon resilience at the 2005 Economic Summit. The PBC Overall Economic Development Planning Committee (OEDP) has formed a task force within its members to pursue the development of a comprehensive system of alternative energy, evaluating the potential for an energy industry cluster and encouraging green and smart development that reduces costs and dependency on oil and gas resources.

This strategy strengthens the sustainability of the County's socio-economic infrastructure, transportation, and the development architecture. It will be the goal of the OEDP Task Force to develop recommendations to the Board of County Commissioners in a report that details actions and policies. The Task Force's purpose will include various types of business development support, economic analyses, cluster-wide performance reporting, branding, and marketing of the cluster's goods and services on a global basis.

The Task Force will tackle "Quality of Life" issues dealing with the appropriate balance between the environmental impact of various energy fuels, the cost of energy, and the cost of maintaining a clean

and healthy environment. The Task Force will advise the Palm Beach County Board of Commissioners on overall energy issues, building design issues as they relate to energy conservation and the inclusion of renewable energy products within old and new construction, the inclusion of renewable energy products within both urban and rural planning processes, tax incentives and the impact of initiatives from contemporary industry groups such as the U.S. Green Building Council's leadership in environmental design standards. In addition, the Task Force will monitor federal and state actions concerning energy and climate change and make reports and recommendations to the OEDP.

A carefully thought out strategy needs to be implemented and executed by this Task Force so that they can provide the necessary exclusive attention in the areas of marketing, recruiting and retention, business development, entitlements sourcing, public policy coordination, industry tracking, etc. Equally important will be the need for such an entity to orchestrate the development of a trained and qualified workforce to meet the demands of this growing cluster. Such an organization would have to embed itself within the economic development fabric of the region in order to fully achieve relevance and attract the types of alliances and investment necessary to be successful.

Capitalizing on the recommendations that the State's Energy Plan has for Electricity Generation and Transportation Fuels, the Task Force will assist local companies that have emerging technologies in gaining access to grant funding for research and demonstration projects associated with the development and implementation of renewable energy systems and the development and implementation of alternative fuel vehicles. Also, the Task Force will alert county businesses and consumers to the availability of rebates that assist with the initial cost of photovoltaic and solar thermal technology installations on residential and commercial buildings and continue to raise public awareness for alternative fuel vehicles and their use of bio fuels.

II. 03 Assist with the development of a Northeast Everglades Natural Area (NENA) economic impact model to document the revenues generated from eco tourism and continue the vision for area: The Northeast Everglades Natural Area (NENA) is not one particular park or place, but a collection of natural areas located in northern Palm Beach County and southern Martin County that are linked by driving, walking, and/or equestrian trails. Within the boundaries of NENA lie approximately 150,000 acres of publicly-owned conservation lands and seven activity and environmental education centers. Altogether NENA provides a variety of resource-based educational and recreational opportunities such as hiking, biking, horse-back riding, canoeing, kayaking, and camping. The individual conservation lands and centers within NENA are owned and operated by different federal, state, regional, or local governmental entities and differ in the activities allowed within their boundaries.

NENA was created as a result of a two-year long master planning process sponsored by Palm Beach County. Through workshops, meetings, and phone surveys with agencies, county commissioners, focus groups, advisory committees, and residents within NENA, the following needs were identified: an interconnected system of natural areas and trails both for resource protection and resource-based recreation; interagency coordination of acquisition, trail development, educational programming, and marketing; trailheads that have amenities such as restrooms, drinking water, maps, and information; strict guidelines to define acceptable uses on county-managed natural lands; and, the provision of high quality recreation and environmental education experiences that range from several-hour to full-day activities. The vision plan for NENA proposes a variety of facilities to be added to those already existing, including paved and unpaved trails for hikers, off-road bicyclists, and equestrians; environmental centers; trailheads; and an interpretive scenic driving tour.

The variety and extent of natural resources and resource-based opportunities offered within the boundaries of NENA are equal to that of much better known national parks. For example, NENA

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contains a cross-section of natural communities from high and dry Florida scrub to marsh. Two major recreational attractions within NENA are the Loxahatchee National Wild and Scenic River, currently open to canoes and kayakers, and the Ocean-to-Lake Trail, currently under development, which will run from the Atlantic Ocean westward to connect with the Lake Okeechobee Scenic Trail. By coordinating access, trail development, and public education materials among the different entities, the quality of experiences for both residents and visitors can be truly world-class.

II. 04 Assist ERM with the development of a grand canal greenbelt system to foster eco tourism and revitalization of the Glades cities and develop a Bikeways, Greenways and Trails Master Plan: The Palm Beach County Bikeways, Greenways, and Trails Master Plan is being developed to provide a guiding implementation strategy and to create an interconnected network of greenways and trails throughout Palm Beach County to meet the recreational and transportation needs of residents and visitors as well as fulfilling economic goals.

The existing focus of the study works to meet the following objectives:

- Provide a network of pedestrian walkways and bikeways between a variety of land uses and destinations utilizing roadways, utility canals, and railroad corridors.
- Promote the increased use of bicycling and walking as an alternative to automotive transportation.
- Increase the safety and comfort for those choosing to bike or walk, with a goal of reducing congestion and improving public health.
- Protect natural areas and wildlife habitat and also provide additional linkages to conservation lands and wildlife viewing areas.
- Increase overall quality of outdoor recreational opportunities and improve air quality throughout the County.

EDO will assist with the economic and eco-tourism rationale and revenue generation for completing and maintaining the system costs. The Master Plan will also be used as a guide to facilitate the integration of bicycle and pedestrian improvements with overall street improvement projects such as resurfacing, widening, streetscapes, and bridge construction. The Master Plan identifies seven (7) priority corridors in which to develop the necessary facilities to meet the objectives. The top two priorities are:

The Loxahatchee Slough Greenway in Northern Palm Beach County that essentially runs along the C-18 Canal network, and would provide a linkage to the newly developed Riverbend County Park.

The East Coast Greenway, which is essentially the A1A corridor along the eastern edge of the County. This has been a traditional corridor for recreational use due to its strategic location along the ocean. It is also the scenic route for linking the various coastal communities along the coast of Florida. Early estimated costs are expected to be about \$10 million for these two corridors and nearly \$65 million for the remaining corridors.

II. 05 Spur the revitalization of the Glades downtowns by connecting the Lake Okeechobee Scenic Trail (LOST) system to the central business districts and canal streets of Pahokee and Belle Glade and implement the Lake Okeechobee Scenic Trail Tourism Enhancement Master Plan 2005: The Lake Okeechobee Scenic Trail (LOST) Tourism Enhancement Master Plan 2005 is a five-year plan to guide and fund (with county, state and partner contributions) development

of tourism-related businesses and job opportunities for residents of the Glades communities. Palm Beach County's partners in preparing the plan will include the Florida Department of Environmental Protection, Army Corps of Engineers, South Florida Water Management District, the Metropolitan Planning Organization, the cities of Belle Glade, South Bay, and Pahokee plus Canal Point and other unincorporated parts of the Glades, as well as private partners.

A first step in the plan's implementation is design and construction of entryways in the downtown redevelopment areas of the Glades communities. The County's design consultants will coordinate with the PBC Tourist Development Council (TDC) marketing consultant for the Glades regarding the entryway content and themes. Each community will also help define its entryway's function and appearance, distinguishing each community's downtown and directing visitors to the scenic trail.

The second step will be to link the entryways with multi-use paths connecting to the Lake Okeechobee Scenic Trail. This will make the towns more accessible to recreational trail users. Existing and proposed designs for bike/pedestrian access will be used to create the best route from the towns to the lake. Future and existing developments in and near the towns will be encouraged to incorporate these paths into their livable communities design.

The third step will be to identify and quantify the trailhead development projects with economic potential, including private sector partners and funding sources. Known trailhead projects extend from the County's Lake Okeechobee Connector Greenway just south of the Martin County line to John Stretch Park west of South Bay. A team of agencies, cities, and consultants will serve as the selection committee to allocate funding and ensure development of quality entryways and trailhead projects.

The second year project will include a Heritage Corridor Designation similar to national heritage corridors along regional water bodies in other states. The plan's five-year timeframe is designed to facilitate completion of all needed trailheads. Funding is in place for LOST trail infrastructure and downtown gateways at four locations; an art and culture plan has been funded to recruit artists and galleries; and funding for expanded water and sewer infrastructure has been approved.

II. 06 Assist the MPO and cities with the economic development component of office space, jobs created and revenues generated at Transit-Oriented-Developments (TOD) and create guidelines for TODs along the Florida East Coast Railway: Transportation mobility in Palm Beach County is a critical issue, especially as infill development and redevelopment continue along the east coast. Transit can provide an important component of the overall transportation system, especially if land use considerations are coordinated with transit improvements. For the past several years, the concept of transit-oriented development (TOD) has been identified as one of the solutions to the land use/transportation challenge facing urban regions across the US. TOD is a style of development that promotes a compact, mixed-use, and pedestrian-friendly pattern of settlement within a quarter to a half-mile of a transit station. Typically, TODs are medium to large-scale mixed-use projects that provide an ideal venue for regional destinations, multi-modal transit hubs, and both attainable and market-rate housing. TOD is part of a national trend of improved coordination between land uses and transportation and has become a critical component in acquiring competitive funding at the federal level. When planned and implemented properly, TODs have improved transit ridership, increased property values, balanced commuter patterns, and contributed to successful development and redevelopment patterns across the country.

Within Palm Beach County, Tri-Rail currently operates on the CSX Railroad, providing commuter rail service from Mangonia Park south into Miami-Dade County. In addition, the FEC rail corridor is currently being evaluated for the introduction of passenger transit, including the extension of Tri-Rail north to the Palm Beach County line.

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The FEC corridor is especially well-suited for passenger transit as it tends to be surrounded by urban development patterns, including historic downtowns, business districts, and walkable urban neighborhoods.

To ensure the success of transit on the FEC, however, careful attention must be paid to the continued development and redevelopment of transit-supportive land use patterns. Accordingly, there is a need to develop consistent guidelines, including definitions and prototypical development standards, to encourage TOD patterns appropriate for the various land use settings along the FEC corridor in Palm Beach County. At a minimum, these standards should address density, workforce housing, building height and scale, parking standards, roadway grid, civic/cultural space, and green space.

II. 07 Complete and evaluate the South Florida East Coast Corridor Transit Analysis Study:

Travel along the eastern portions of the three counties (Miami-Dade, Broward, and Palm Beach), mainly along I-95, U.S. 1/Federal Hwy. and Old Dixie) has become increasingly difficult because of growth in development and traffic. Due to the area's economic growth, the need for freight transport along the existing railways into the area's airports and seaports has also increased. Therefore, a regional solution is being sought by the study partners to relieve roadway congestion along the roadways while providing the needed freight transport to the area. Additional transit service along the corridor would provide connectivity to existing and proposed transit (Tri-Rail, Metrorail, Miami streetcar, East-West Line in Broward). It would connect to the three major airports (Miami International, Fort Lauderdale-Hollywood International, and Palm Beach International) as well as the four regional airports within the tri-county area and to the seaports (Port of Miami, Port Everglades, and Port of Palm Beach).

The Florida Department of Transportation (FDOT) District 4 is leading a regional partnership that is conducting the South Florida East Coast Corridor (SFECC) Transit Analysis Study (TAS). The scope of this Transit Analysis Study is to develop and analyze alternatives that potentially integrate passenger and freight transport along the SFECC, which is centered along the existing FEC Railway. The study will consider various alignments and transit technologies. Right-of-way on streets and areas parallel to the SFECC, as well as stretches of waterways, will be evaluated for the alternative transit routes. The different technologies that will be considered include bus, waterway transit, light-rail, commuter-rail, and heavy-rail.

The study will also seek to assure that the increasing flow of freight to and from the seaports and airports adjacent to the FEC Railway is not affected if those tracks are shared with passenger rail service. Such sharing has been achieved successfully in many other areas of the country.

II. 08 Conduct the Central Palm Beach County Transportation Corridor Study: This study will evaluate premium transit systems such as express buses, rapid buses and light rail for a designated portion of PBC. The study area extends east/west from the Intracoastal Waterway to the Village of Wellington and north/south from just north of Okeechobee Boulevard to just south of Forest Hill Boulevard. The South Florida Regional Transportation Authority (SFRTA), PBC MPO and Palm Tran (Palm Beach County's bus system) have formed a steering committee to work with a consultant to study the corridor. A scope of services has been developed. The consultant's study will look at the feasibility of various types of enhanced transit services along the corridor based on current and future projected development and estimated demand for transit usage.

II. 09 Evaluate the economic impact analysis and policy coordination of the Palm Beach County Freight and Goods Movement Study and ensure that the freight study addresses forecasts for the inland port, cargo airport, airport area technology parks, industrial land preservation study and any proposed county business parks: The economic purpose of the PBC

Freight and Goods Movement Study is to quantify and evaluate movement of freight and goods within PBC. This movement includes ingress and egress, through and within the County boundaries. The study will address all modes of transport associated with freight and goods movement and consider both short-term and long-range needs. It will also address the regional relationships of freight and goods movement in the County. This information will then be used to recommend needed improvements to facilitate freight and goods movement.

Initial steps will include review of adopted transportation Goals and Objectives for applicability and needed additions or modifications. An advisory committee of freight operators, users, and related stakeholders will provide advice and direction throughout the study and serve as advisors to the PBC MPO planning process. Data collection and compilation will include a combination of existing freight movement data and information gathered from local sources through interviews and surveys. National, state, and local information on goods movement will be evaluated for applicability to PBC. Information will also be obtained from local sources on the types and quantities of freight and goods moving in the County. These sources will include agricultural, construction, manufacturing, services, and other industries. Major freight routes, intermodal sites, and transshipment points will be identified. Particular attention will be devoted to the Port of Palm Beach and Palm Beach International Airport. The study will develop a picture of freight and goods moving in Palm Beach County. The information will include types and magnitudes of these goods. Freight and goods movement flows on the roadway network will be quantified and projected into the future. Similar information will be provided for freight and goods moving by rail, air, and water transport.

The results of the data collection, projections, and evaluations will be used to identify transportation needs related to freight and goods movement in the county. These needs will include projects that could be implemented in the near term and those requiring a longer time frame. Financial resources will be evaluated for availability and applied to the recommendations in the study. The study will present the recommendations and supporting documentation to address the identified needs in written and graphic form where appropriate. A steering committee composed of MPO and FDOT staff will provide direction and review throughout the study.

II. 10 Support the collaboration between the South Florida Regional Transportation Authority (SFRTA) and the three MPO's (Palm Beach, Broward and Miami-Dade Counties) and their identified long-range regional transportation plans: SFRTA identified several regional transit projects needed within its geographical area. The three Metropolitan Planning Organizations (Palm Beach, Broward, and Miami-Dade) and SFRTA adopted the identified long-range regional transportation plans. Current projects identified within Palm Beach County include the Florida East Coast rail alignment and the Jupiter Extension. All four agencies have identified the need for a dedicated funding source to support regional projects and are working toward obtaining dedicated funding. This collaboration is an economic action being taken to support regional transportation projects.

II. 11 Collaborate with Martin County on State Road 710: Transportation planning officials from Palm Beach County are collaborating with their counterparts in Martin County in order to focus on a master corridor plan for State Road 710 from the vicinity of the Port of Palm Beach to western Martin County in the vicinity of Indiantown. The planning efforts will be multimodal in scope to address the addition of roadway capacity with additional lanes and consider the potential of transit services with bus service of varying types and rail transit, taking advantage of the adjacent CSX tracks.

The State Road 710 corridor has economic implications related to the numerous employment centers along the corridor. These include the Florida Research Park, the Pratt-Whitney site, and the Port of Palm Beach. Other centers in proximity to the corridor include Mecca Farms, Vavrus Ranch, Scripps

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Florida, and associated activities in the Palm Beach Gardens-Riviera Beach area. State Road 710 will also provide linkage for commuters accessing these employment centers, particularly from Martin County where housing costs are expected to be lower.

II. 12 Conduct and evaluate the study on the Urban Redevelopment Area (URA): Palm Beach County has initiated a planning study of the Urban Redevelopment Area (URA) to evaluate opportunities for redevelopment. The URA is approximately 30 square miles roughly bounded by I-95 to the east, Okeechobee Boulevard to the north, Jog/Haverhill Roads to the west, and Lake Worth Road to the south. The purpose of this urban redevelopment study is to evaluate existing conditions and to make recommendations for creating a stronger tax base and for sustainable redevelopment in the area. The study will address disinvestment, with a particular emphasis on the Military Trail and Congress Avenue corridors. Currently the Treasure Coast Regional Planning Council is drafting a master plan with recommendations for the Military Trail and Congress Avenue corridors between Forest Hill and Southern Boulevards. On August 22, 2005, the BCC adopted the URA designation, revised the map series to reflect the URA boundary, and adopted policies specific to the URA as detailed below.

The URA policies focus the County's redevelopment and infill efforts by promoting regenerated tax revenues and economic growth, improving the present conditions of infrastructure, investment, and reinvestment in the area, and discouraging urban sprawl by directing development where resources exist. The URA policies also encourage mixed-use, employment centers and higher development intensity where appropriate. The economic considerations will require interconnectivity between complementary neighboring land uses. The goal is, where feasible, to seek and encourage workforce housing opportunities and coordinate with the nine adjacent municipalities regarding redevelopment activities to ensure efforts are consistent with municipal annexation plans as appropriate.

II. 13 Secure PBC MPO funds to complete design and construction of multi-modal trails and streetscaping for LOST systems and gateway projects into the Glades downtowns: The PBC Economic Development Office obtained \$924,000 in MPO funds to complete design and construction of multi-modal trails and streetscaping to connect the dike-based Lake Okeechobee Scenic Trail to downtown retail and eco-tourism locations. The three linkages include 3 miles of State Route 27 in South Bay with decorative lighting and 6 foot wide paths, 2 miles to the Railroad Cottage and Market Depot in Belle Glade connecting the dike trail along the West Palm Beach Canal waterfront to State Route 80 at the new downtown Nature Center, and a .5-mile shared path and pedestrian/bicycle bridge near the public library which provides direct access to the scenic trail in the City of Pahokee.

II. 14 Assist with the identification of funding mechanisms needed for transit

II. 15 Assist with Eco Tourism strategies of the coastal cities

Capital Improvement Program (CIP) Fiscal Years 2007-2012:

Palm Beach County is well known for its beautiful beaches and shores, which enhance the quality of life and lure vacationers to area hotels and second homes. Unfortunately, beaches and shores are dynamic and ever-changing resources that require expensive maintenance and upkeep, especially in developed areas. The following is a list of capital improvement projects listed in the PBC 2007-2012 CIP that protects these assets. These enhancement and restoration efforts are critical components to ensuring a continued high quality of life and lifestyle.

II. 16 Central Boca Raton Shore Protection: This involves the construction and monitoring of a beach nourishment project located between the North Boca Project and Boca Inlet. It is a reimbursement project to the City of Boca Raton.

II. 17 Delray Beach Shore Protection – V: This encompasses the planning, design, permitting, construction, and monitoring of a beach nourishment project between George Bush Boulevard and Linton Boulevard. Through an Interlocal Agreement with the City of Delray Beach, Palm Beach County provides the local share of the funding through September 30, 2023. This is a reimbursable project to the City of Delray Beach.

II. 18 Environmental Restoration (Lake Worth Lagoon, Chain of Lakes and Loxahatchee River): This project includes the restoration of public water bodies such as the Lake Worth Lagoon, Chain of Lakes, and Loxahatchee River. It is anticipated that these funds will provide a source for matching funds to other funding sources, including state and local grants in the future.

II. 19 Juno Beach Shore Protection: This involves a feasibility study, environmental assessment, design engineering, permitting, construction, and monitoring of a beach restoration project in the vicinity of Juno Beach. Construction of the project includes exotic vegetation removal, offshore dredging and placement of fill, and the planting of native salt-tolerant vegetation.

II. 20 Jupiter Carlin Shore Protection II: This includes the planning, design, permitting, and monitoring of a beach re-nourishment project from Jupiter Beach Park through Carlin Park. The project includes the placement of sand dredged from offshore, and both physical and environmental monitoring.

II. 21 North Boca Raton Shoreline Protection: This endeavor includes the construction and monitoring of a beach re-nourishment project located between the north city limits and Red Reef Park. This is a reimbursable project to the City of Boca Raton.

II. 22 Ocean Ridge Shore Protection: This involves the planning, design, permitting, construction, monitoring, and maintenance of a beach nourishment/restoration project between South Lake Worth Inlet and 1.42 miles to the south.

II. 23 Palm Beach Midtown Shore Protection: This is a municipal-sponsored beach nourishment project extending from Clark Avenue to Gulfstream Road in the Town of Palm Beach. Project activities include acquiring monitoring data and coordinating project efforts with the Town of Palm Beach, the Army Corps of Engineers, and the Department of Environmental Protection.

II. 24 Phipps Beach Shore Protection: This is a municipal-sponsored beach and dune nourishment project extending south from Sloan's Curve in Palm Beach. Construction of the project is expected to include beach and dune nourishment and planting of native salt-tolerant vegetation. Project activities include acquiring monitoring data and coordination with the Town of Palm Beach and regulatory agencies.

II. 25 Singer Island Shore Protection/Dune Restoration: This endeavor includes the planning, design, permitting, construction, and monitoring of the project through the center of Singer Island. The initial phase of the project includes exotic vegetation removal, fill acquisition and placement, planting of native salt-tolerant vegetation, and a study of marine sediment distribution. The second phase includes the designing, permitting and construction of shore protection structures.

II. 26 South Boca Raton Shore Protection III: This includes the design, permitting, construction, and monitoring of a beach nourishment project located between Boca Inlet and the south city limits. This is a reimbursable project to the City of Boca Raton.

III. STRATEGIC DIRECTION: QUALITY OF PLACE

Leverage the quality of our arts and cultural cluster as a strategic asset to support economic growth and provide a competitive advantage.

ACTION ITEMS:

III. 01 Create a public private partnership with the League of Cities, Florida Inland Navigation District, PBC EDO, PBC MPO and the Environmental Resource Center to develop an Intracoastal Waterfront Economic Master Plan: Palm Beach County has an opportunity to capitalize on its 48-mile stretch of the Intracoastal Waterway by creating a regional economic strategy that builds on its unique environmental assets. Examples abound throughout the world where cities have capitalized on environmental and cultural assets to drive their regional economies. They have done so by linking cultural facilities such as botanical gardens, museums, and zoos to easy and friendly transportation modalities that include trails, ferries, and water taxis. Such a system is feasible for PBC's downtown venues along the Intracoastal Waterway.

In addition, PBC's working waterfront has created strong value adjacent to the Port of Palm Beach through proposals such as the construction of mega yacht slips, racing sloop repair facilities, marina docks, day trip gambling, the Lockheed Undersea Research plant, and environmental attractions such as Peanut Island. The six districts of Monaco offer good parallels for PBC's Intracoastal Waterway economic development as does the Puget Sound water ferry system that runs between Seattle and Vancouver and to the San Juan Islands.

In 2005 the Florida Legislature passed the Working Waterfronts Protection Act that directs state agencies and local governments to take actions to protect and retain their working waterfronts (areas that house activities that are water-dependent such as marinas) and authorizes counties to set up property assessment deferral for marinas. The legislation directs local governments to amend their comprehensive plans to protect working waterfronts. The PBC Department of Planning, Zoning, and Building (P, Z & B) has drafted a set of proposed amendments to the County's comprehensive plan which is being considered by the PBC Board of County Commissioners.

III. 02 Implement a Grand canals eco economic countywide/regional Canal program – the South Florida Water Management District (SFWMD) Canal Revitalization Program: The SFWMD controls four major canals that run through PBC. The District is considering creating a greenway along one side of each of these major canals, thereby creating a system of greenbelts throughout the County.

III. 03 Convene a Global Cultural Best Practice workshop between the Board of County Commissioners and the PBC Cultural Council (PBCCC) Board of Directors to implement the PBCCC's strategic plan in partnership with decision makers regarding arts and culture: In 2004-05, the PBCCC, the official arts agency for PBC, embarked on a strategic planning process that involved over 150 individuals through meetings, workshops, and facilitated discussions. This Strategic Plan was approved by the Board of Directors of the Council in May 2005, and work is well underway on the goals and objectives. This plan can have great positive impact on the Quality of Place in PBC, and some of the elements of the plan require collaboration with County decision makers. To that end, key staff and the elected officials of County government will discuss ways in which to implement such aspects of the plan as art in public places, increased investments in culture, and infrastructure needs.

A component of the plan includes increased funding to mid-size cultural organizations. Many of these non-profit community-based organizations currently receive County grant funding from a fund

that has remained the same amount for several years. This funding must grow with inflation and as the community is growing. This increase will help the community thrive by offering more cultural opportunities for citizens and further stabilize the cultural non-profit community.

As part of the process of review and assessment, examine new county funding for an Economic Development and Community Revitalization grant program that utilizes art and culture. A good model to use is the Massachusetts Cultural Council that invested more than \$8 million in new economic development projects based on arts and culture.

III. 04 Convene a stakeholder's public/private partnership to address the declining natural environment and dwindling public access to water because of development patterns and practices: There is a need to connect the green spaces, parks, and preserves in PBC to maximize the beauty and access of the community. Walking and biking trails, historical markers, boat access, and all types of recreation should be part of the planning.

III. 05 Assist the PBCCC and PBC Planning, Zoning and Building (P, Z & B) agencies to create an advocacy plan for decision makers regarding better development practices

III. 06 Assist PBC P, Z & B, the American Society of Landscape Architects, AIA, the PBC Engineering Association and the Developers Association to review existing regulations to see how codes can be revised to achieve shade, water features and sustainable landscaping

III. 07 Develop an arts gallery, housing program and incentives for artists: Individual artists are essential to the economy of the County, and encouraging their work has great benefits for the community as a whole. By examining and assessing programs for artists that include live/work space solutions, exhibition spaces, performance spaces, and arts districts, the County will develop a plan for encouraging the work of artists in the area.

III. 08 Integrate Public Art funding and project development into County capital improvement projects. Based on model public art programs in counties nationwide, PBC will develop a statute-based "Percent for Art" program to provide continual public art funding. PBC's Public Art program received \$1.5 million in "start-up" funding from voter-approved Cultural and Recreation Facilities Bonds in 1999 and 2002. The mission of PBC's Public Art program is to create public art that complements public buildings, parks, and plazas; creates a sense of place; enhances community identity; improves the design quality of public infrastructure; and contributes to the missions of the County departments where projects are sited.

Public art is growing in popularity. A decade ago only 12 public art programs existed in the state of Florida. Today, Florida has more than 30 statute-based programs. In Palm Beach County, the cities of Boynton Beach, Delray Beach, Palm Beach Gardens, and West Palm Beach have a "percent for public art" ordinance that designates funds for public art projects on municipal and privately-owned properties. More than 350 statute-based Public Art programs have been instituted by local governments nationwide. Even in these tight economic times, communities are supporting the arts. Citizens, politicians, and business owners are looking for opportunities to bring a unique identity to their communities through the arts, especially with public art.

IV. STRATEGIC DIRECTION: EQUITY AND EDUCATION

Expand our traditional economic development focus to equity and education ensuring the development of housing that is affordable and providing education and job training for industry of the mind workers and their families.

ACTION ITEMS:

IV. 01 Develop a continuing education, international trade import and export college level curriculum for Palm Beach County's 28,000 businesses: The PBC EDO and the World Trade Center Palm Beach (WTCPB) are working with Palm Beach Community College to develop a continuing education, trade import and export curriculum for PBC's 28,000 businesses and PBC students. Distance learning and on-site curriculum are being planned. The initial curriculum will consist of three offerings ranging from preparing to import, legal preparation, export business issues, and finance (attracting finance and security of financing).

IV. 02 Create an Educational endowment for math and science teachers: Palm Beach County is creating a permanent Educational Endowment for Math and Science to insure that Palm Beach County teachers and graduates excel beyond or at the highest levels of national and international engineering and science benchmarks. This Educational Endowment will be a public/private partnership that is intended to boost K-20 teacher and student education in math and science in the public schools. The purpose is to grow industries of the mind as educational infrastructure for Palm Beach County and for America's future.

The initial five-year goal is to propel students' grades in math and science. Corporate leaders are being asked to participate in the planning and fundraising of this Endowment partnership for at least the initial three years of the County's efforts to support the costs of fundraising for the math and science endowment. The costs are anticipated to be a minimum of \$100,000 annually for three years, with the objective to raise \$30 million.

As background, the concept of the Palm Beach County Educational Endowment for Math and Science was conceived by the Palm Beach County School Board Superintendent and the Executive Director of the Education Commission. The concept was approved by the Board of County Commissioners in July 2006 as a desired economic alternative, with their expectation of matching financial commitments from the private sector.

IV. 03 Conduct a television campaign aimed at popularizing the School District of Palm Beach County's Career Academies: The School District of Palm Beach County's Career Academy developed an external marketing campaign to raise awareness of the importance and success of the career academies and to urge enrollment and support for them. The budget would be for \$100,000 spread over five years, with additional funding of between \$100,000 and \$300,000 from other sources. These additional dollars are being sought to achieve greater outreach and frequency through additional airtime. The goal is that those businesses that invest in career academies will receive top quality employees. The broadcasts are intended to reach three distinct audiences: parents, businesses, and students.

IV. 04 Increase programming of Junior Achievement designed to encourage a business culture in PBC school children: Junior Achievement of the Palm Beaches is taking the lead to establish two new experiential learning centers for teaching students about business, economics, and

personal finance within the Stiles Nicholson Center for Free Enterprise being built on the campus of Northwood University. JA BizTown for 5th grade students will be an updated version of the existing Exchange City program and will target 12,000 Palm Beach County students annually, while JA Finance Park will teach thousands of middle school students how to create and manage a budget in a simulated "real world" environment.

The FedEx International Junior Leadership Conference is a unique opportunity for students 16-19 years of age from around the world to network and engage in activities designed to challenge their perceptions of international business practices and instill in them the best methods for experiencing success in an international marketplace. Students will learn to apply the techniques and take part in field experiences to explore South Florida treasures that further illustrate a lesson's objectives. Topics will include entrepreneurship, free enterprise, ethical business practices, creativity, innovation, competitive advantage, and arts and business leadership principles.

The impetus for this program is aligned with the mission of Junior Achievement Worldwide, which is to develop and support the establishment and growth of market-oriented thinkers.

IV. 05 Emphasize teaching Palm Beach County children the world's largest languages

IV. 06 Design housing best practices identified during the 2005 Economic Summit as well as a Palm Beach County Workforce Housing Program: In August 2002, the Board of County Commissioners (BCC) adopted a comprehensive plan amendment that created a new policy within the Housing Element to evaluate the possibility of establishing a Workforce Housing program for the County. A Workforce Housing (inclusionary zoning) program would allow residential developments to receive certain development incentives in order to provide a percentage of housing units for lower income households. This is a means towards meeting affordable housing needs and dispersing workforce housing into the unincorporated County area. The policy committed the County to establishing an advisory group to evaluate the viability of a Workforce Housing program and make recommendations to the BCC regarding appropriate program parameters. In March 2003, the BCC appointed eleven members to the Workforce Housing Taskforce. The Taskforce met a total of eleven times and presented recommendations, including program criteria and incentives, to the BCC in December 2003. The recommendations were positively received and endorsed by the BCC. Planning staff was directed to institute a voluntary Workforce Housing program.

Subsequently, amendments were processed in Amendment Round 04-1 to the Housing, Transportation and Future Land Use Elements that established a voluntary Workforce Housing program. These amendments were adopted by the BCC at an August 24, 2004, public hearing. In addition, during a workshop on the Evaluation and Appraisal Report (EAR), the BCC discussed the timeframe for evaluating the voluntary Workforce Housing program. It was at this time that the Board provided Planning with direction to perform the evaluation of the voluntary program following the first year of the program's implementation, instead of the three-year timeframe previously adopted. Housing Element Policy 1.5-h was revised by the BCC on November 28, 2005, to perform the evaluation of the voluntary program following the first year of the program's implementation.

Pursuant to subsequent BCC direction, staff has been looking at methods to increase the stock of attainable/workforce housing. An informal committee was formed that consisted of representatives of the not-for-profit sector, the home building industry, real estate interests, the business community, and several municipalities. Three BCC workshops were held with members of the committee to provide data and information on various housing programs currently utilized in the County, and to present and discuss methods utilized in other communities in the United States as optional techniques for the BCC to consider in order to increase the stock of attainable/workforce housing.

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In addition, meetings were held with staff, representatives of the Gold Coast Builders Association, the Community and Economic Development Council, several homebuilders, and agents for homebuilders. This group has been specifically discussing the scope and criteria of a mandatory Workforce Housing program.

On March 21, 2006, the BCC directed staff to implement an inclusionary policy until a comprehensive plan amendment and ULDC amendments are made. This policy was implemented for all projects containing 10 or more units effective April 2006.

On August 21, 2006, the BCC adopted comprehensive plan amendments which establish a framework for an inclusionary policy. The BCC will also review amendments to the ULDC which will implement the inclusionary policy; these are anticipated for adoption in November of 2006.

IV. 07 Continue the work of the PBC Community Land Trust: In June 2006 Palm Beach County formed a Community Land Trust (CLT), a non-profit organization that can own land and make it available on a long-term basis for affordable housing. A CLT is a vehicle to legally separate ownership of buildings from the land. This allows the CLT to transfer title of the building while retaining ownership and management of the land, offering a 99-year ground lease to the buyer. The sale of the house, therefore, is based upon its value alone, making the purchase of a home more affordable.

Future sales are controlled through the ground lease that carries a resale provision ensuring that the property remains affordable and can only be sold to an income-eligible buyer at an affordable price.

This Community Land Trust will identify property and funding. As a pilot program, the County's CLT has already purchased 10 acres with the intent of issuing a request-for-proposal to the development community to build affordable housing.

IV. 08 Purchase Land for Workforce Housing: The County is actively pursuing opportunities to acquire property for provision of workforce housing.

IV. 09 Assist with the economic analysis and promote and update the existing Palm Beach County Granny Flats Ordinance: An assessment reduction may be granted to qualified homesteaded homeowners who build an addition to their house to accommodate parents or grandparents age 62 or older. The parent or grandparent must make the home his or her primary place of residence and have no other residency-based benefit in Florida or any other state.

Construction must have commenced after January 7, 2003, and been completed prior to January 1 of the initial application year. The amount of the exemption is based on the increase in assessed value that resulted from the addition to the property. However, the exemption amount will not exceed 20% of the total assessed value of the improved property. Should the parent or grandparent no longer live on the property or no longer remain a permanent resident, the previously excluded market value will be added back to the property's assessed value.

IV. 10 Examine and utilize the housing studies released by Palm Beach County and the Housing Leadership Council of Palm Beach County, Inc.: Palm Beach County (PBC) commissioned two studies, the PBC Affordable Housing Study (2006) and the PBC Workforce Housing Study (2006) which was released January 2007. The PBC Affordable Housing Study focuses on the housing needs of the very-low, low and moderate-income households and includes countywide demographic information; housing affordability criteria, such as affordable rents and other housing problems; projections of growth-generated demand for additional housing units for 2006-2010; and housing displacement due to condominium conversions, mobile home

redevelopment and hurricanes. The PBC Workforce Housing Study provided similar information as the Affordable Housing Study but for workforce income groups specific to the County's new Workforce Housing Program that were not addressed in the scope of the Affordable Housing Study.

The Workforce Housing Study found that based on population and household projections for 2010, PBC would need an additional 15,200 affordable housing units over the next four year time period of which 12,000 units should be owner occupied and 3,200 units being rental to meet the demand for workforce housing.

In July 2006, the Housing Leadership Council of Palm Beach County, Inc. (HLC PBC) commissioned Florida International University's (FIU) Metropolitan Center to conduct a housing study. The HLC PBC is an action-oriented coalition of business, civic, and community leaders working to identify solutions and funding options to address the workforce housing shortage in Palm Beach County. Its primary goal is to increase the availability of attainable housing throughout PBC for workers at all income levels. The study's intent was to prepare a comprehensive housing database and analysis designed to assist PBC in determining future housing policies and strategies, combine economic and housing market analyses utilizing the most current and reliable primary and secondary data sources, and provide a clear and workable database that can be updated regularly.

The workforce housing assessment study found that there are three interrelated factors intensifying PBC's affordable housing demand: 1) a growing affordable housing supply shortage; 2) an increasing home value to income ratio now at 7:1, up from 5:1 in 2003; and 3) an incessant development pattern that has produced a housing supply mismatch with the housing demands of PBC's existing and future resident workforce.

According to the report, approximately 90 percent of PBC's households would be unable to purchase a single-family home at the current median sales price of \$392,900. The housing affordability gap levels in the rental market are also extreme. The housing imbalance has negative implications for the local economy absent corrective actions.

IV. 11 Explore options of Linkage and Luxury Home Fees: In March 2006, the BCC directed staff to pursue studying other methods for generating revenue that would be made available for the provision of workforce housing. These specifically included linkage fees and luxury home fees. A linkage fee is a value assigned on a per-square-foot basis to non-residential development. The revenue generated is allocated to the provision of workforce housing. The term "linkage" applies to the link between non-residential development, the jobs it creates, and the subsequent need for housing for these employees. The County has retained a consultant to review this concept and how it may be applied. A luxury home fee would be assessed on properties above a designated value. At this time the concept is under review.

IV. 12 Explore Transfer of Development Rights (TDR) options for master planned communities clustered around Lake Okeechobee: In late 2005 an amendment to the Comprehensive Plan's Future Land Use Element was proposed to address TDR density calculations for a property within the Urban/Suburban Tier in the Glades area of the County. The Transfer of Development Rights program permits a developer to purchase the development rights from the County's TDR bank for dwelling units in addition to the total number of units permitted for the property by its residential land use designation on the Future Land Use Atlas.

The Glades area of the County is identified as being 11 to 23 miles west of the Florida Turnpike, encompassing the western half of the county and used primarily for agricultural production. The Comprehensive Plan identifies this agricultural portion of the Glades area as the Glades Growth Management Tier.

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IV. 13 Evaluate transit oriented/corridor land use alternatives for workforce housing

IV. 14 Examine regulatory reform: height, density, fees, air rights housing development over county owned garages and parking lot properties and other assessments, and property appraisals

V. STRATEGIC DIRECTION: POSITIONING

Promote and brand Palm Beach County as a global player in industries of the mind and investment.

ACTION ITEMS:

V. 01 Develop a unified global marketing/branding strategy for Palm Beach County. This branding should build on the Palm Beach County “best of everything” brand but expand to include growing technology cluster business and regional international trade, finance and investment: The implementation should utilize the existing film and television industry for targeted television and film product placement media marketing strategies.

Palm Beach County enjoys an exceptional quality of life, tourism, retirement, and real estate investment economy. The current brand of “The Best of Everything,” however, does not suggest the opportunities in scientific and engineering research, development, design, international finance and trade, manufacturing, or the industries of the mind sector, which includes the industry clusters of biotechnology, aerospace engineering, marine science, film, and information and computer technology.

The goals of the new branding effort are to design and conduct a marketing strategy that incorporates several entities including the Convention and Visitors Bureau, the Palm Beach County Cultural Council, the Film Commission, the Sports Commission, and the Business Development Board. In cooperation, these organizations with County leadership will determine a direction to market the County for economic development purposes. It is proposed, therefore, to expand the brand image and associated marketing program in order to advance the County’s global market share in these industries with the intent to create a critical mass of knowledge-based companies. An expanded branding strategy would assist the Palm Beach County Business Development Board in targeting key business clusters and leadership groups. It is expected that the new brand and marketing program would capitalize on the positive and unique aspects of the area such as the natural environment, arts and culture, and recreational opportunities, as well as investments by the Scripps Research Institute, IBM, the World Trade Center, Lockheed Martin, and Pratt & Whitney.

As part of the marketing strategy, the County is seeking consulting services to identify current and potential major CEOs and scientists for Palm Beach County recruitment, prepare media information kits as appropriate for industry markets in Palm Beach County, maintain pertinent materials, and compile and maintain a list of standards. It is proposed that the financing of the branding and marketing strategy will be covered through a public/private partnership modeled on the Atlanta branding program where local governments, agencies, private leaders, and foundations share the costs.

The Tourist Development Board, the BDB, the PBC EDO, the PBCCC, the Convention and Visitors Bureau and the Film and Television Commission will serve as the key partners and project advisors. The EDO and the BDB will provide the administration and implementation of the newly developed program, and other partners will collaborate on implementation.

V. 02 Continue the World Trade Center Palm Beach Coordinating Program: This program will customize and consolidate services for private-sector institutions and clients by allowing them to participate in overseas markets in concert with 277 World Trade Center organizations. This would include service design, promoting strong private-sector advisors to would-be importers and exporters, and bringing the banking system into a dialogue about trade financing. Palm Beach County has contracted with the World Trade Center Palm Beach (WTCPB) to enhance the County’s

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international business strategies. The scope of work involves updating and maintaining the exporter/importer database that has been created. The research to date has uncovered more than \$328,000,000 worth of economic activity just among County exporters-importers doing more than a million dollars per year in sales. It is proposed to track the decline/growth of exports by industry clusters and dollar volume.

To facilitate global trade, the 28,000 local PBC businesses should be educated for import and exporting. The WTCPB should develop a curriculum with local universities, on line, and on cable television to increase the PBC share of overseas markets and revenues.

The WTCPB will lead a steering committee (composed of representatives from the PBC BCC, Realtors Association of the Palm Beaches, Gold Coast Builders Association, along with PBC banks and municipalities) charged with defining the attributes and collection methodologies for a future database that will provide information about foreign-owned real estate in the County. This steering committee has been formed and is prepared to begin its task.

The WTCPB will also define and initiate programs that attract international banking interests to the County's film and television and bioscience industries, along with matching and attracting bioscience to County scientific/environmental interests, e.g., cane stalks on which to grow bio-pharma grafts and/or agricultural products for the development of bio-diesel as an industry. Marketing materials are currently being prepared to entice non-U.S.-based bio companies to travel to the County for a 2-day orientation program that will be conducted in conjunction with the Business Development Board.

Work is being done to develop a promotional platform for the County to grow its bioscience, international banking and film and television interests. FloriTrade (digital and print media) is an open-ended, multi-level marketing approach designed to promote Palm Beach County industries to a variety of different markets. In addition, the WTCPB will implement a trade development system by way of an educational component.

V. 03 Establish and fund a public/private partnership that centralizes international trade, finance and investment efforts

V. 04 Establish an international banking district to attract private capital to Palm Beach County entrepreneurs and a protocol office to support international trade and business

PART FOUR: OVERVIEW OF PALM BEACH COUNTY ECONOMY

This section of the Strategic Economic Development Plan was provided by the Economic Development Research Institute (EDRI), a nonprofit, nonpartisan public policy think tank in Palm Beach County. EDRI's purpose is to contribute sound, actionable research and analysis that enhance public debate and understanding of key economic indicators and strategies. In advance of the Palm Beach County economic summit and the subsequent development of the Strategic Economic Development Plan, EDRI wrote a report regarding their analyses of Palm Beach County's economic health. The following text draws upon that report, *The Palm Beach County Navigator – A Compass Report: Charting a Course towards Global Competitiveness and Economic Prosperity* (EDRI, 2006). The *Compass Report* offers a new approach to studying the economy that explores the performance of local economic indicators against the U.S., Florida, and other benchmark comparison areas. The research team that conducted this study for EDRI and Palm Beach County was led by Cambridge Systematics, Inc.

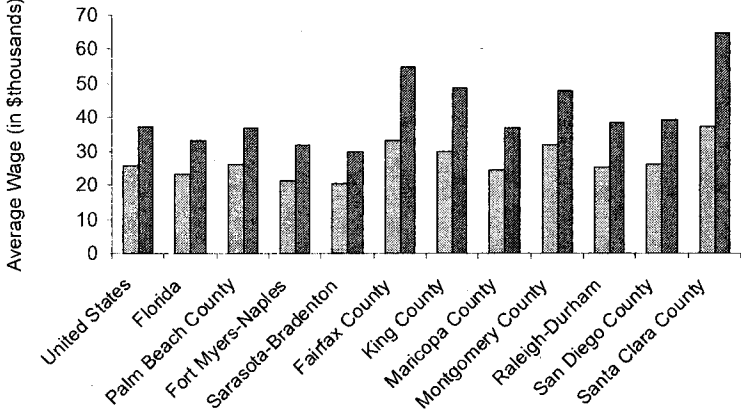
The comparative research in the report indicates that there is a need to preserve and pursue opportunities for economic development to provide balance to the County's existing economy. This includes land as well as high wage, high skill employment options. The study also explores a potential future for Palm Beach County where educated, trained workers are able to afford to live close to employment, and the industry mix and business environment enable local leadership to capitalize on the global economic forces at work to create a more competitive and prosperous place in which to live.

PALM BEACH COUNTY'S GLOBAL ECONOMIC POSITIONING

Palm Beach County's population is rising far more quickly than the state, nation, and the Southeast Florida region, more than tripling in size between 1970 and 2000. The County had over 1.2 million people in 2004 and is expected to add 700,000 more people by 2030. Similarly, Palm Beach County also experienced a period of very strong employment growth over the past decade, adding 160,000 jobs and surpassing most comparison counties in Florida and the rest of the country.

Palm Beach County is very wealthy, with per capita income levels exceeding the United States, Florida, and Southeast Florida averages. Unlike other comparison areas, Palm Beach County's prosperity is driven by higher than average dividends, interest, and rent income, rather than wages. The average wage per employee is slightly lower than the United States (\$36,750 compared to \$37,130) and far behind the comparison counties outside Florida. The poverty rate is also relatively high when measured against most of those comparison areas, highlighting the wide range of incomes that exist in the County and a relatively small middle class of working families.

Growth in Average Wage, Palm Beach County and Comparison Regions



1993 2003

Source: Bureau of Economic Analysis

CHARTING THE CHALLENGES FOR THE 21ST CENTURY

Palm Beach County is an asset-rich, attractive locale that has enjoyed enviable economic success in the last decade. In addition to maintaining its dominance in tourism and appeal as a destination to both work and retire, its future potential as a recognized world leader in prosperity and quality of life will depend on how quickly its industries, businesses and workers assimilate to new generations of information and technology.

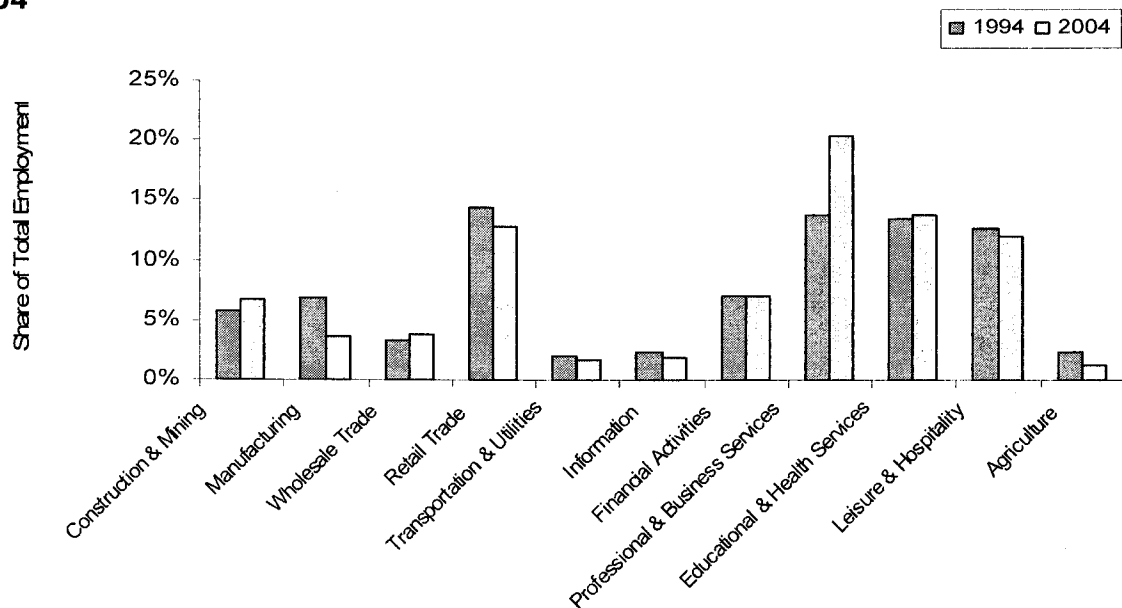
EDRI's economic competitiveness analysis identified three key themes for further evaluation and policy action: 1) a need for industry diversification; 2) improved workforce and educational skills to keep pace with industry growth; and 3) mitigating growth pressures as they relate to land development, housing and transportation.

INDUSTRY DIVERSIFICATION

Continuing to diversify the industry mix in Palm Beach County to improve employment opportunities is an important part of ensuring the future competitiveness of Palm Beach County's economy. Some of the industries targeted for future growth include life sciences, high-tech, professional services, maritime, and entertainment. Palm Beach County's traditional economic strengths - agriculture and tourism - and industries associated with accommodating fast population growth - construction and real estate - are more concentrated in the county than the nation.

The economic structure of Palm Beach County shifted over the decade. Professional and business services now account for one-fifth of all jobs, and the County saw relative drops in manufacturing and retail trade. Sales from tourist spending reached \$4.1 billion in Palm Beach County in 2004, a 66% increase over 1994 that surpassed the state average in growth by 10%. Manufacturing was the only major industry sector in Palm Beach County with net job decline between 1994 and 2004; all others saw increases in jobs even if their share of the economy's employment decreased slightly.

Palm Beach County – Employment Shares by Industry, 1994-2004



Palm Beach County Employment Growth Forecast by Industry

Major Sector	Jobs (in Thousands)		Change in Jobs, 2005-2015	
	2005	2015	Net Change	% Change
Construction	49.2	58.2	9.0	18.3%
Manufacturing	22.9	23.2	0.4	1.7%
Wholesale Trade	22.4	22.6	0.2	0.8%
Retail Trade	79.0	84.5	5.5	7.0%
Transportation and Utilities	15.0	17.1	2.1	13.9%
Information Services	13.1	14.4	1.4	10.7%
Financial Activities	85.9	97.3	11.4	13.3%
Professional and Business Services	128.4	161.2	32.8	25.5%
Educational and Health Services	88.8	118.8	30.1	33.9%
Leisure and Hospitality	71.3	81.0	9.7	13.6%
Agriculture	6.2	5.5	-0.7	-11.8%
Total Employment	707.1	826.3	119.2	16.9%

Source: South Florida Regional Planning Council and Regional Economic Models, Inc.

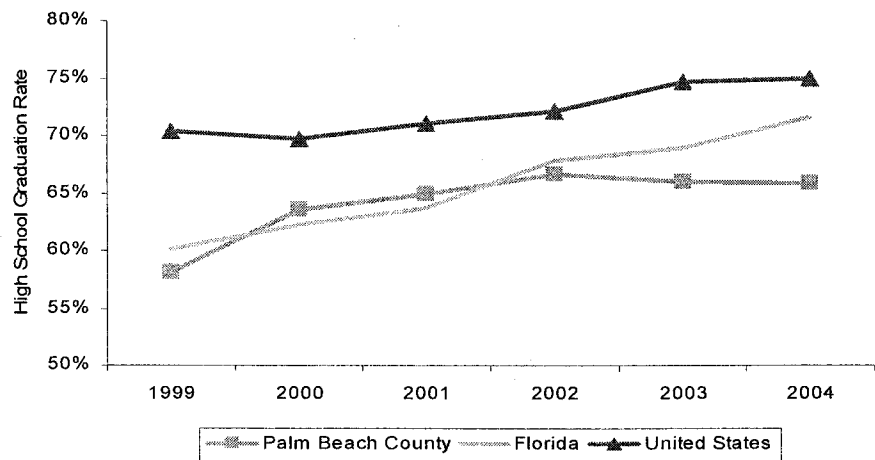
WORKFORCE & EDUCATION

Workforce skills and educational attainment must keep pace with industry growth, as the jobs of tomorrow will require skills and education at or above the high school level.

The high school graduation rate in Palm Beach County made steady gains between 1999 and 2002, reaching 69% by 2005. Due to in-migration, however, an estimated 87% of adults have a high school degree, trailing only Fairfax, Montgomery, and King Counties. For both bachelor and graduate degree attainment, which are required to increase wage income and fuel the design, research, and production of new ideas and market-viable products, Palm Beach County is behind most out of state comparison regions, although the County does rank ahead of the U.S. and Florida averages.

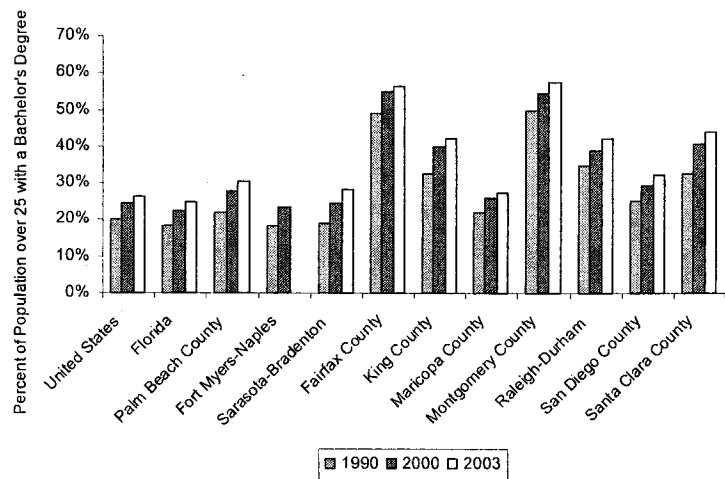
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Palm Beach County's High School Graduation Rate



Source: Florida Department of Education and National Center for Education Statistics

Bachelor Degree Attainment



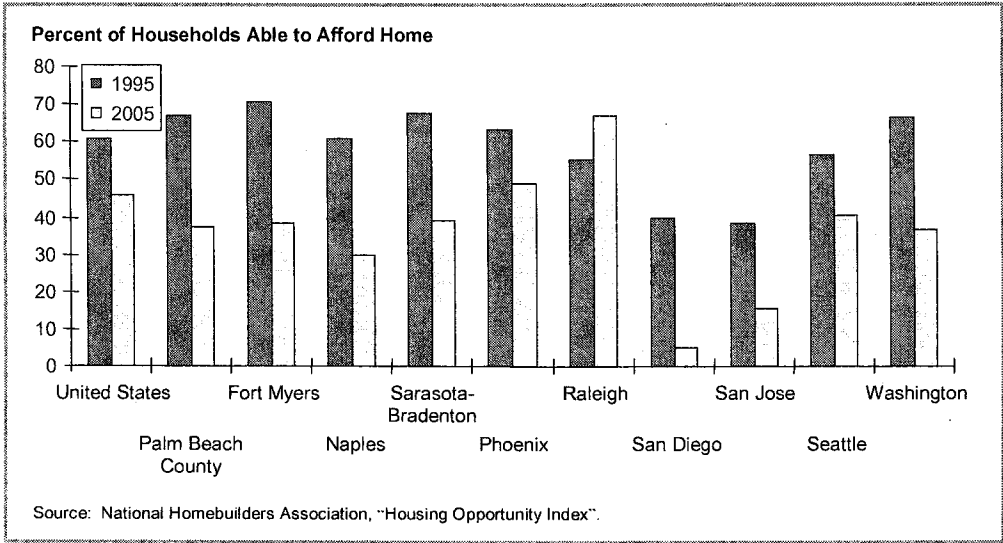
Source: U.S. Census Bureau Decennial Census (1990 & 2000); American Community Survey (2003).

INFRASTRUCTURE TO SUPPORT A GROWING ECONOMY

The physical infrastructure of an area provides the foundation for growing industry, particularly as it relates to residential and commercial housing, industrial land uses, highway capacity, transit service and goods movement. Palm Beach County, like other parts of Florida, is under increasing pressure due to a rapidly expanding population that is pushing up the demand for housing and infrastructure improvements. Diminishing land available for development, traffic congestion, and relatively low business versus residential property value are challenges that public policy must address in order to meet the needs of both the County's target and supporting industries, as well as its residents and workforce.

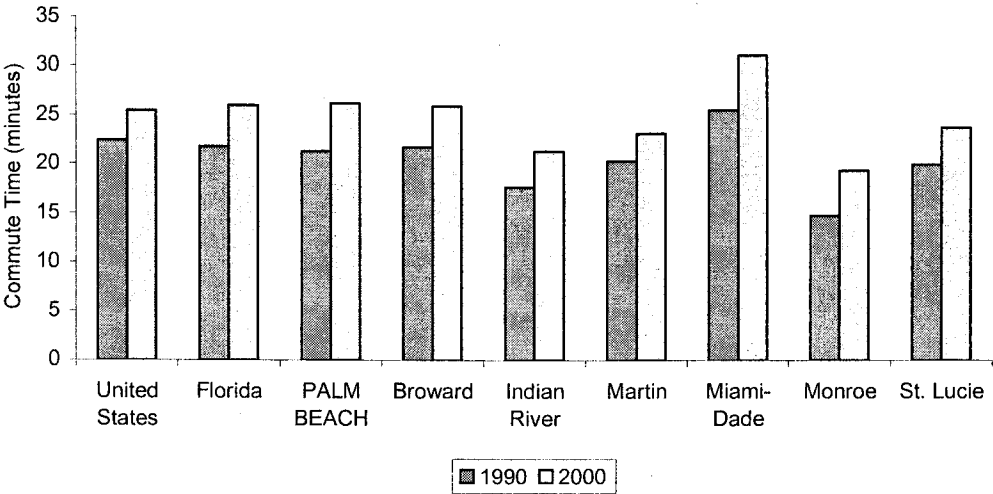
Much of the land in Palm Beach County remains non-urbanized, with over 452,000 acres, or 39% of the County's land, designated for agriculture and 25% protected in conservation areas. Today, well over half of all the land in the urbanized area of the county is used for residential purposes, and this is expected to increase. Meanwhile, commercial and industrial land use represents just over 10% of acreage in the urbanized areas of the county, and this share is expected to decrease based on future land use.

Palm Beach County's median home price is the most expensive of any area in Southeast Florida, growing by more than 150% since 1994. Income has not kept pace with the rapid increase in home prices, leading to what may become one of the least affordable home markets in the nation. Ports and air travel saw increases in activity, although at a slower rate than many other ports, and increases in commute times show Palm Beach County has the second longest commute in the seven Southeast Florida counties.



Source: U.S. Census Bureau

Commute Times Increasing Faster in County and Region than Nation



MEASURING PROGRESS

The comparative economic data in the Navigator report provide the opportunity to set specific targets that would indicate overall success, measuring Palm Beach County's ability to effectively compete with national and international areas for knowledge-based jobs and tracking its progress in addressing the mounting growth management pressures of a quickly expanding population. Based on both comparative data and the vision outlined by the Palm Beach County Economic Summit and other local planning efforts, the study identifies a total of eight such targets including increasing the share of jobs in high-technology occupations from 4.5% to 7% to become more competitive with areas like Montgomery County, Washington D.C. (currently at 12%), and increasing the share of business to residential property value from 14% to 20% to start to approach the 29% of land that is allocated for such uses in Wake County, North Carolina to accommodate the Research Triangle

STRATEGIES AND TOOLS

Palm Beach County consistently ranks near the top of many key economic indicators within Southeast Florida, and it is among the 50 highest income counties in the U.S. But when compared to other growing counties across the nation it is clear that there are many challenges ahead. While the County has outpaced U.S. job performance in every growth sector and has high concentrations in the top five U.S. growth industries, income has not kept pace with housing costs and our educational attainment is still lagging behind.

THE ECONOMIC DEVELOPMENT RESEARCH INSTITUTE

The preceding section (Part Four) was provided by the Economic Development Research Institute (EDRI). The Economic Development Research Institute (EDRI) is a nonprofit, nonpartisan, public policy research organization focused on economic development. The purpose of their research and activities is to enhance public debate and understanding of key economic indicators, strategies, and linkages. They serve the wider policy-making community of the South Florida region by providing citizens, scholars, and leaders in business, education, labor and government with the information they need to address a variety of economic challenges. www.edri-research.org/

PART FIVE: PALM BEACH COUNTY 2005 ECONOMIC SUMMIT

PREPARATIONS AND PLANNING

The 2005 Economic Summit was held in order to update the efforts of a previous economic summit held in 1993. The results of the 1993 Economic Summit evolved into the Palm Beach County Economic Development Business Plan. The Business Plan was modified and updated over the years to meet the demands of an increasing population and changing market dynamics. Also in 1993, Palm Beach County instituted the Office of Economic Development with the responsibility to organize and develop mechanisms to revitalize the local economy and insure a proactive County position. The Business Development Board of Palm Beach County, Inc., was designated as the economic development agency of the County.

The discussions at the 2005 Economic Summit were organized around seven topical areas. The following section provides a summary of those topics. A short summary is given for each area, providing a brief description and a synopsis of its issues, strengths, weaknesses, opportunities and threats. That is followed by a list of the best practices that were identified elsewhere in the country and world which the County could evaluate and consider. The recommended strategies that were identified at the 2005 Economic Summit are then outlined.

In preparation for the 2005 Economic Summit, each of the seven subcommittees considered and debated the issues, listened to presentations on their respective topics, and conducted a thorough analysis of the strengths, weaknesses, opportunities, and threats facing the County. Popularly known as SWOT analyses, they laid the groundwork for focusing on the most critical issues facing the County.

Upon completion of the SWOT analyses, each committee then narrowed those down to the top two or three issues per category. Taking the top priorities, the committee members selected the top three key issues, subsequently recommending three goals and outcomes for the County to seek, along with attainable time frames. Finally, each group developed strategies to achieve the goals and outcomes they had identified.

The subcommittees completed their SWOT analyses over many months and through careful debate and persistent collaborative effort, so that the Summit itself could move forward efficiently and effectively. The Summit participants were asked to review the subcommittees' findings and add additional priorities if needed. In this way the participants were able to offer well-informed recommendations in setting the agenda for economic development in Palm Beach County.

www.pbcgov.com/strategiceconomicplan/ecosummitfinalreport.htm

INDUSTRIES OF THE MIND (BIOSCIENCE, AEROSPACE, MARINE SCIENCE, TELECOMMUNICATIONS, INFORMATION TECHNOLOGY, AND FILM AND TELEVISION)

The Industries of the Mind segment represents the existing business clusters in Palm Beach County that address engineering and the flow of ideas and technology – especially bioscience, aerospace, marine science, telecommunications, information technology (IT), and film and television. As economic generators that

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create a base of wealth, these industry drivers help contribute to a well-rounded base for taxation, relieving some of the tax burden upon the residents. Within each of these industries Palm Beach County has either a Fortune 500 Company or corporate headquarters as an anchor. For example, Lockheed Martin Corporation's undersea defense system anchors the marine science industry. The formal collaboration on the bird flu virus between IBM and the Scripps Research Institute is representative of engineering, flow-through technology, and the biotechnology sector. Pratt & Whitney anchors the aerospace industry while the Palm Beach County International Film Festival, ranked as one of the top 25 film festivals in the world, supports the film and television industry. The key to building on these industry sectors is to identify which companies should be recruited to complete each industry cluster.

Palm Beach County has two key strengths that affect the existence and health of the sector known as the "Industries of the Mind." These are its location in the southeastern region of Florida and the County's existing infrastructure. In addition, the region enjoys a quality of life that includes a year-round warm climate, fine arts and cultural amenities, and well-designed parks and recreational opportunities that make it a place where people want to work and live.

Opportunities include the ability to redefine the ever-expanding and growing South Florida region. There exists a cross-industry synergistic growth in a number of diverse yet complementary industries, including the performing arts and film, marine, equestrian, communications/IT and bioscience industries. Scripps Florida, a world-renowned bioscience research institute, has established a presence in the County that is spurring an emerging bioscience industry.

The weaknesses include a lack of sufficient land to support development of commercial industries, higher education institutions as not yet world-class, and a shortage of early-stage seed capital for emerging companies.

A threat facing the County is that the cost of doing business in Palm Beach County is high for there is a lack of incentives for small, high-growth opportunities that may take longer to demonstrate a return on investment.

The models of best practices that were evaluated were from the Research Triangle Park of North Carolina and the Silicon Valley of San Jose, California, as well as the San Diego-based Scripps Research Institute. Data and programs were also reviewed for the I-128 High Tech Corridor north of Boston, the Telecom Corridor of Richardson, Texas, the Seattle bio-tech cluster in the Puget Sound region, and other regions that have focused on growing these types of industries. Out of this research key issues and strategies were identified and adopted.

It was determined that a major issue that affects the Industries of the Mind sector was the need to establish a regional brand that would ensure that Palm Beach County plays the lead role in establishing South Florida as a seven-county, coordinated entity that works towards a common vision for the future. The current brand, The Best of Everything, connotes a strong lifestyle and tourism image but does not convey the opportunities for business and commerce.

A second key issue is the need to grow public-private partnerships to address incentives, land use, workforce and other economic generators. As it relates to this issue, the first step is to evaluate the public/private partnerships already in place, identify deficiencies, and enhance or establish these relationships.

The Summit participants evaluated the strategies as presented by the subcommittee, making additions and changes after thoughtful debate. The participants then voted on the strategies via an electronic balloting system that tallied their votes immediately. The following is a list of proposed strategies, as they relate to the topic of Industries of the Mind which were highly ranked regarding the effectiveness of the County's strategy for economic development:

- Grow public/private partnerships to address incentives, land use, workforce and other issues. Inventory and evaluate the public/private partnerships already in place.
- Work with the County and cities to identify land and zoning issues.
- With regard to branding and regionalism, ensure that Palm Beach County plays the lead role in developing a unified marketing/branding strategy that establishes South Florida as a seven-county, coordinated entity working towards a common vision.
- Create an inventory of public/private partnerships and see what is missing.

These strategies for the Industries of the Mind category provide the basis for the action steps that are being recommended in this Strategic Economic Development Plan for Palm Beach County. The Business Development Board is responsible for cluster industry strategies and has developed a five-year plan that is consistent with their contract to recruit companies. This synchronicity lines up the Business Development Board's efforts to this Strategic Economic Development Plan, working in tandem with the County in creating a framework and strategy.

INTERNATIONAL TRADE, FINANCE AND INVESTMENT (INTERNATIONAL BANKING, INDUSTRIES ATTRACTING INTERNATIONAL INVESTMENT)

Palm Beach County is a highly regarded location for financial and business investments from around the world as evidenced by a proliferation of exclusive international banking institutions located here. As the global economy continues to evolve, a high quality international investment interest continues to grow and attract international lenders. The County's emergence as a center of international trade, finance, and investment establishes the area as an international prototype for sustainable economic growth.

A key strength that supports the County's establishment as a hub for international trade, finance, and investment is the well known name brand and name recognition of "Palm Beach County." Another strength identified is the County's beneficial infrastructure – its central location for exporting goods both nationally and internationally.

An opportunity is the industry sector's ability to market these strengths showcasing the County as having a favorable business condition for expanding global trade. A second is to exploit the fact that the existing integrated transport system of seaport, airports, and railways as well as highways is an asset to this industry's future. The weaknesses are that there is no clear direction on how to develop these international strategies and that international service information is not readily available to the international community.

Major competitors from other North American regions are a threat to cementing Palm Beach County's image as an international trade, finance and investment hub, for competition is strong as other regions also boast similar assets. Another impediment or threat is that Homeland Security issues impede the easy flow of goods and services across international borders.

The models chosen to represent best practices in the international trade, finance and investment arena included the Principality of Monaco and the World Trade Centers of Boston, Massachusetts, and Halifax, Nova Scotia. Additional examples were sought from the international business development branch of Enterprise Florida, the business development branch of the Export-Import Bank of the United States, Cape Town, South Africa and the financial district in Miami.

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A major issue faced by this industry sector is the need to expand the Palm Beach County brand to include the message of opportunities in trade, finance and investment. A second major issue is that the County needs to establish and fund a public/private partnership that centralizes international trade, finance and investment efforts, thereby presenting the County as a destination for global trade and international finance, investment and commerce. Third, the County needs to develop and implement a comprehensive strategic economic plan designed to emphasize Palm Beach County as a competitive geographic destination for international finance and commerce within South Florida.

During the Summit, participants evaluated the strategies brought forth by the subcommittee. The participants then voted on each of the strategies. The following is a list of proposed strategies related to the topic of International Trade, Finance and Investment that were highly ranked regarding the effectiveness of the County's strategy for economic development:

- Expand the "Palm Beach County" brand into the area of international trade, finance and investment.
- Palm Beach County needs to establish and fund a public/private partnership that centralizes international trade, finance and investment efforts presenting the County as a destination for global trade and international finance, investment and commerce.
- The County needs to develop and implement a comprehensive strategic economic plan designed to emphasize Palm Beach County as a competitive geographic destination for international commerce within South Florida.
- Establish a protocol office as part of PBC or contracted out by PBC. Budget expenses (line item from PBC) for the protocol office in the 2006/2007 budget cycles.
- Enter into a public/private partnership between PBC and a third-party provider to service and expand opportunities for the international trade, finance and investment communities.

The above strategies for the International Trade, Finance and Investment category are to provide the basis for the action steps that are being recommended in this Strategic Economic Development Plan for Palm Beach County. Through dialogue with Enterprise Florida and potential partners, this sector presents many potential economic opportunities. For example, the Palm Beach World Trade Center is part of a global network of 277 centers whose mission is to train local businesses in importing and exporting. This provides an untapped resource that can be combined with other major attributes for trade such as the Palm Beach International Airport and the Port of Palm Beach.

HOUSING

Finding solutions to the shortage of affordable housing in Palm Beach County has been a challenge, peaking in 2005 with dramatic increases in housing and land values, partially due to historically low interest rates. Over the years, incomes have not matched housing costs and much of the county's professional workforce - teachers, police officers and firefighters, hotel and restaurant employees, farmers, government workers, secretaries and office workers - can no longer afford to live near where they work.

Meanwhile, housing supply at varied price points is a critical component for the economic viability of a community; thus, Palm Beach County's goal is to develop a plan that provides a broad spectrum of clean, safe, affordable housing for all socio-economic households. The challenges to ensuring an adequate supply of

workforce and affordable housing are threefold. One, there is a scarcity of unrestricted land so land prices are bid upward. Two, the cost of home production has escalated, especially for materials. Three, demand exceeds supply, which increases prices.

The key strengths within the County's housing market are that the local economy is growing due to high employment rates and relatively low interest rates being offered by financial institutions and lenders. An additional strength is that Palm Beach County residents enjoy a high quality of life; Palm Beach County is a very desirable location to live.

A major opportunity available to the County is to create a mandatory inclusionary zoning ordinance. Such an ordinance would require builders proposing developments over a certain threshold size to build a percentage of workforce or affordable units within the development. This measure could include alternatives or buy-outs, but may be controversial.

A second opportunity is to establish a community land trust to acquire and hold land while selling off the housing units. Separating the ownership of the land from the structures effectively buys down the cost.

The weaknesses in the County's housing market are that land is scarce, driving up land prices and creating a significant impact on moderate and low income families. This housing shortage has in turn affected the commercial and industrial sectors because employees cannot find appropriate housing. Current residents often resist new development, especially if it is perceived to be priced at affordable levels and is designed at a higher density than neighboring areas.

The Housing Subcommittee chose three national American Planning Association award-winning examples to study best practices. These included the comprehensive housing plan of San Marcos, California, in San Diego County; the Accessory Dwelling/Granny Flat program of Santa Clara, California; and the Housing Partnership of San Jose and Silicon Valley. In addition, this subcommittee also selected Montgomery County, Maryland's Inclusionary Housing Program and Delray Beach, Florida's Community Land Trust Program as exemplary models.

Out of an analysis regarding the strengths, weaknesses, opportunities and threats to the County's housing market, a list of issues were identified and analyzed. These include:

- Adopting a mandatory inclusionary zoning ordinance
- Finding creative funding sources for workforce and affordable housing development
- Creating a community land trust program with a preservation component

The strategies that are being suggested revolve around a near-term plan that provides a broad spectrum of housing for all socioeconomic households throughout Palm Beach County through a variety of forums, incentives and "must do" strategies. The following list of strategies garnered a very high percentage of votes by the participants at the Economic Summit regarding their importance for economic development:

- Creative funding sources for workforce and affordable housing development.
- A community land trust program that has a preservation element.
- Evaluate transit oriented/corridor land use alternatives for workforce housing.
- Regulatory reform: height, density, fees and other assessments, property appraisals.
- Everglades Agricultural Area Master Plan.

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- Identify surplus government-owned land for the purpose of developing workforce and affordable housing.

The preceding strategies provide the basis for the action steps that are being recommended in this Strategic Economic Development Plan for Palm Beach County, enhancing and building upon the County's current efforts such as its volunteer bonus density system and existing "granny flats" ordinance.

TOTAL EDUCATION

The County leaders recognize the importance of partnership and collaboration in giving the population the skills needed to compete in the 21st century for education and economic development. Partnerships that leverage resources are essential, because education creates human capital that drives the economic engine of America. The educational system begins with the youngest children in pre-kindergarten programs through high school graduation and post-secondary and graduate programs – birth through work.

Palm Beach County's school district is the 10th largest in the nation with over 176,000 K-12 students and 94 Career Academy Programs within the 163 schools.

The issues include the ability to build on a strong collaborative environment for public/private partnerships. A negative is that South Florida's laid-back culture tolerates a broad range of attitudes and behaviors that are unacceptable to employers and represents a competitive disadvantage for Palm Beach County as a potential location for new and expanding enterprises. To change that attitude it is necessary to expand personal and business skills education and Junior Achievement was suggested as a successful program for the K-12 levels.

Inadequate state funding to support basic K-20 educational infrastructure needs is a challenge, as are the high cost of living and rapid growth. In addition, there are 70,000+ students at poverty level.

The goals within the education component are to nurture and intensify collaboration among individuals and organizations throughout the County and region in support of world-class education. This includes the intent to develop a multi-faceted, broad-based system that will accomplish a transition from the existing workplace values culture to one where attitudes and behaviors are primarily those that are highly desirable and attractive to employers. Junior Achievement will play a major part in bringing about this transition. A third goal is to improve funding for K-20 educational infrastructure and higher education research, with particular emphasis on increased funding to cover higher costs.

The key strengths in the education field include the existence of the Education Commission, a private/public partnership whose mission is to serve as a springboard for education reform and improved social and successful job preparation in Palm Beach County. An additional strength identified is a collaborative environment for quality education, economic development and employment.

The opportunities, again, are the public/private partnership for progress. Also, a key opportunity is the expansion of personal and business skills education for K-12, focusing on Junior Achievement for delivery, perhaps including a bridge program with Palm Beach Community College.

The weaknesses identified are inadequate capital to fund educational infrastructure at all levels, a culture that tolerates lateness, lack of self discipline, lack of common courtesy, and a broad range of attitudes and behaviors that are unacceptable and/or undesirable to employers.

The threats are inadequate overall State funding, reduced allocation of State education funds for the South Florida region in particular and international competition in scholastic achievement and cultural (workforce) values.

The models chosen to represent best practices in total education included the School District of Palm Beach County's Choice Program, which includes the 16 Career Clusters method of encouraging higher expectations, more diversity, enhanced parental involvement, field-based learning and mentoring experiences. Junior Achievement Worldwide and their related career academies for K-12 are another example that was studied as a best practice. The Research Triangle Park of North Carolina was another example of "best practices" for its university alliances with North Carolina State University, the University of North Carolina and Duke University.

The identified issues centered around building on the strong collaborative environment for public/private partnerships, addressing South Florida's culture that currently tolerates a broad range of attitudes and behaviors that are unacceptable and/or undesirable to employers and represents a competitive disadvantage for Palm Beach County as a potential location for new and expanding enterprises, expanding personal and business skills education and focusing on Junior Achievement for delivery at K-12 and above. Another issue is the inadequate state funding to support basic K-20 educational infrastructure needs and higher education research opportunities in view of South Florida's high cost of living and rapid growth.

The Summit participants evaluated the strategies presented by the subcommittee, making additions and changes after thoughtful debate. The participants then voted on the strategies via an electronic balloting system. The following is a list of proposed strategies, related to the topic of Total Education, that received a vote of high importance by Summit participants.

- Build on strong collaborative environment for public private partnerships.
- Expand personal and business skills education for K-20, focusing on Junior Achievement and for delivery at K-12 and above.
- Inadequate state funding to support basic K-20 educational infrastructure needs and higher education research opportunities considering South Florida's high cost of living and rapid growth.
- Recruitment, retention and training of educators.
- Promote continuously improving collaboration among all residents and organizations within the County, and take a leadership role in fostering increased collaboration across the eight county South Florida region to enhance the educational system at all levels.
- Encourage Junior Achievement to take a leadership role in working with other stakeholders to design, develop, and implement a multi-faceted, broad-based system that will transition the County's prevailing cultural (workplace) values to become those that are highly desirable and attractive to employers. Provide the necessary resources for success of this transition.
- Conduct thorough independent economic analysis of the impact of cost of living differentials on pre K-20 educational capability and outcomes, as well as the additional funding required to manage the impact of rapid growth on the quality of education. Develop regional partnerships to secure the necessary legislative support to provide significantly increased funding to meet these needs at the earliest practical point in time.
- Emphasis on math, sciences and languages.

The above strategies for the Total Education category are to provide the basis for the action steps that are being recommended in this Strategic Economic Development Plan for Palm Beach County. Many build upon the Summit presentations, including those presented by keynoter and futurist, Ed Barlow, who warned of competitive obsolescence in the global marketplace.

SMART GROWTH AND TRANSPORTATION

Balancing rapid growth cost and benefits is a major economic challenge in Palm Beach County. Its population more than tripled between 1970 and 2000; with 1.2 million people in 2004, it is expected to add 700,000 more by 2030. The inter-related issues associated with this growth are transportation needs, a shift in urbanism and development patterns, a call for a sustainable environment, and the revitalization of deteriorating neighborhoods and corridors. There are innovations in this field pertaining to the logistics of movement that include airport and port expansion, commuter traffic management, mass transit upgrades for Tri-Rail and Palm Tran, multi-modal cargo shipping, and ferries and water transportation systems.

Palm Beach County is home to Palm Beach International Airport and the Port of Palm Beach. The master plan for the Port is newly-drafted. The Palm Beach International Airport has updated its award-winning system for managing its four airports in 2006. The Metropolitan Planning Organization is completing a new Cargo Master Plan to update business transportation, water taxis and regional Tri-Rail strategies. The Palm Beach County Engineering Department is implementing a multi-billion dollar transportation improvement plan. Major capital improvements are also planned for the Palm Tran system. Collaboration among these transportation plans and the smart growth development of county land resources is critical to the County's future prosperity.

The issues facing the County include the need for integrated land use and transportation planning that supports a multi-modal transportation system. Also, as noted in the housing section of this report, there is a serious lack of attainable workforce housing that combined with increased costs of construction and services, threatens the economic sustainability of the County. There is some perception that the in-fighting among elected leaders and appointed officials impedes the County in effectively competing in the global marketplace.

A key strength in the area of smart growth and transportation is the County's strong tax base the fact that there is great demand to live and locate businesses in the County.

The decision by the Scripps Research Institute to locate in the County is a major strength. In spite of current development patterns that foster sprawl and gridlock, the County's transportation destiny can be changed to include true multi-modal transportation options.

The key threats to the County include escalating housing prices and a current lack of affordable housing, as well as the increasing costs of services and construction.

The limited public transportation system was identified as a weakness. Also, due to the high in-migration and out-migration of the population, there is little sense of a shared vision and the lack of a sense of community and participation.

The subcommittee examined transportation compliance, financing of public improvements, creation of technology parks adjacent to ports, innovations in traffic management agencies and regional coordination, and financing challenges. The case studies selected for presentation and review by the Smart Growth and Transportation Subcommittee were two American Planning Association award-winning models from Puget South, Washington and Toronto's Multimodal Transportation System.

The strategies that encourage smart growth and efficient and effective transportation systems include the support for the current Tri-County/DOT transit and land use planning for the FEC corridor. A design charrette that addresses the possibility of adopting a vision for developable vacant lands for a town, village and countryside development pattern, along with the use of transfers of development rights is a way to ameliorate the current trends of sprawl and traffic congestion. A third strategy is to encourage the building of inter-modal and transit-oriented developments.

The following list of strategies garnered a high percentage of votes when presented to the participants at the Economic Summit:

- Need for integrated land use and transportation planning that support a multi-modal transportation system.
- Lack of attainable workforce housing combined with increased costs of construction and services threaten economic sustainability of the County.
- Funding mechanism needed for transit.
- Support the current Tri-County/DOT transit and land use planning for the Florida East Coast Railway corridor.
- Encourage inter-modal and transit-oriented developments.
- Inability to eliminate in-fighting and polarization among elected and appointed officials impedes Palm Beach County from effectively competing in the global marketplace.
- Hold a design charrette for future development of agricultural land to consider town, village and countryside development patterns and use of transfer of development rights (TDRs).

The preceding strategies provide the basis for the action steps that are being recommended in this Strategic Economic Development Plan for Palm Beach County. The strategies build upon the County's progressive efforts. These include its award-winning strategy for tier development in its comprehensive plan and economically integrating appropriate land use development with personal mobility and freight movement. In successful businesses there is a speed imperative, and transportation is a major force in economic development. Access to markets in a timely fashion is everything for everyone. These Palm Beach County smart growth and transportation strategies also reflect local successes learned from the South Florida Regional Planning Council's effort for redevelopment of the State Road 7/441 Corridor and the Treasure Coast Regional Planning Council's innovative leadership for planning for town, villages and country sides.

AGRICULTURE, EQUESTRIAN AND FOOD

The Agribusiness, Equestrian and Food sector is one of Palm Beach County's historic and consistent economic generators. Both its traditional agriculture and growing equestrian industries benefit from the subtropical climate, an established support infrastructure and know-how and a nationally recognized brand identity. Both industries, however, face pressures from the urbanization in the County. For traditional agriculture, with land uses that represent 38 percent of the County's total land mass, these pressures come at a time of major economic challenges from urbanization, fierce global competition and water shortages, resulting in an industry that is in transition and, in many sectors, under siege.

Several key strengths that support the Agriculture, Equestrian and Food sector are an established infrastructure to support agriculture and equestrian activities. These include being one of the top areas in

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American for growing winter crops and nursery and ornamental plants, the capacity to house 14,000 horses at peak season, a growing population that provides more customers for local production, the International Horse Show, and high profile equestrian and polo competitions--all of which contribute to the Palm Beach image.

The opportunities identified include the potential for value-added agricultural activities, including agri-bio; for local markets and consumption, niche markets could be established through specialty crops. In addition, it is likely that the County will continue to attract high quality national equestrian events.

A diminishing supply of relatively inexpensive land was considered a weakness, along with County regulations not being supportive of the industry. Water quality and quantity limitations affect the industry, as do environmental concerns. Another weakness identified was that the non-agricultural based public, as well as County government does not appreciate the importance and attributes of the industry. In addition, there is limited local knowledge regarding the potential for agri-bio crops and there is a lack of "vertical integration" to bring additional value to existing farm products. There is also no formal countywide plan for growing and branding the already successful equestrian industry.

The recognized threats are the loss of land to development, international trade agreements that negatively affect agricultural productivity and global competition.

The best practices from other regions in the country that were studied including the capital of the horse farm industry. Lexington, Kentucky, was evaluated as a model for horse farms and rural development.

The major issues concerning the Agricultural, Equestrian and Food sector are the rapidly diminishing supply of land available for these uses along with the need for new processing methods of agricultural products. Water quality, quantity and related regulations are negatively affecting the industry, as is the lack of a plan to grow an equestrian industry.

The following strategies for confronting the challenges facing the industry were identified, thoughtfully considered by the public and then electronically voted on, garnered a high percentage of votes:

- Water quality, quantity and related regulations with a special immediate focus on a permanent and economical horse manure disposal plan.
- Master Plan for the EAA (Everglades Agricultural Area).
- The supply of land available for agricultural and equine uses is rapidly diminishing.
- Further (i.e. value-added) processing of agricultural products needed.
- Expand the role, membership, and responsibilities of the County's existing Agricultural Enhancement Committee to act as an Agricultural Task Force to: recommend policies and regulations; recommend ways to encourage and finance value-added agricultural production; recommend ways to capitalize on high growth, high value agri-bio market, including identifying crops and establishing a laboratory; and obtain seed money and in-kind contributions to achieve goals and outcomes.
- Establish a Venture Capital fund using proceeds from County-owned Ag Reserve properties and other private/public sources to fund value-added processing of traditional products.
- Create in County government a single-point of contact for agricultural and equestrian needs.

The above strategies for the Agriculture, Equestrian and Food category are to provide the basis for the action steps that are being recommended in this Strategic Economic Development Plan for Palm Beach County. These build upon the County's historic agricultural base and its world-class equestrian facilities.

QUALITY OF PLACE

Quality of Place is the term that describes a location where people experience an inviting and stimulating environment that engages them on the physical, emotional and spiritual levels and where a person feels safe, accepted, and comfortable and finds enjoyment. The location includes interesting architecture, a clean and natural environment, cultural activities, and access to the necessities of life such as employment, healthcare, transportation, and education. Key factors that shape Palm Beach County's quality of place are its natural assets, arts and culture and the built environment. Palm Beach County enjoys numerous natural resources and conservation lands, parks and beaches. The County boasts of world-class museums, performing arts centers, notable historical sites and a mix of multicultural festivals.

The built environment has changed as the growing population has fueled major new construction and redevelopment that includes four pace-setting pedestrian-friendly town centers with commercial, residential and cultural uses located in Boca Raton, Delray Beach, West Palm Beach and Jupiter. These and other coastal communities have experienced a rebirth through infill and redevelopment.

A major key issue affecting the quality of place within the County is the pattern and form of development resulting in a dwindling natural environment with less and less public access to water, and a lack of natural landscape and shade, along with large-scale architecture. In addition, resources need to be invested in arts and culture.

The Quality of Place subcommittee believed that the County should give serious attention to retrofitting and reshaping its built environment. Development practices must be environmentally sound and create more livable, walkable communities that are in-tune with nature, create a greener environment, and offer housing that is attainable by those who work in the County.

The strengths identified that support the quality of place within Palm Beach County include vibrant arts and cultural components, natural areas and parks, a County that is large geographically and a diverse population.

The recognized opportunities are to attract new tourism and eco-tourism prospects, protect and save the agricultural lands, and take advantage of the growing County budget along while striving to be Number One in arts and culture in the U.S.

The loss of green and natural environment to sprawling urbanization is a serious weakness as is a lack of affordable housing and loss of waterfront access. The identified threats are poorly planned growth and working waterfronts that are disappearing as water-based land prices escalate.

An issue facing the quality of place component of the Strategic Economic Development Plan is that the pattern and form of development in the County are resulting in a dwindling natural environment, a large-scale overwhelming architecture and the lack of natural landscape and shade. In addition, more resources should be invested in arts and culture. The disappearing natural environment and dwindling public access to water because of development patterns and practices are negatively affecting residents' sense of well-being and the quality of their environment.

Of the best practices that were analyzed as they related to quality of place, two outstanding examples included the City of Art in Venice, Italy, and Philadelphia, Pennsylvania's model Avenue of the Arts. The latter is a 3.5-mile long entertainment and cultural district that represents 37 cultural organizations and venues and won the

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American Planning Association's 2005 Outstanding Planning Award for Implementation. The City of Art in Venice, Italy, was evaluated for its canal system and museum complexes that are the backbone of its tourism base.

The following list of strategies garnered a high percentage of votes when presented to the participants at the Economic Summit:

- The pattern and form of development in the County is resulting in a dwindling natural environment, decreasing human scale architecture and lack of natural landscape and shade.
- Increase financial investment in art and culture to keep pace with inflation and growth, with the goal of making this "Florida's Cultural Capital" (as the Cultural Council's branding states) and one of the premier cultural areas in the United States.
- Declining natural environment and dwindling public access to water because of development patterns and practices.
- Make Palm Beach County a resilient community (hazard mitigation).
- Create and implement an advocacy plan for decision-makers regarding better development practices at the County and municipal levels.
- Review existing regulations to see how codes and enforcement can be improved to achieve the goals outlined above.

These strategies become the basis for the Strategic Economic Development Plan and build upon a strong arts and culture influence, as evidenced in a 2004 study documenting a \$340 million annual impact from arts and culture within Palm Beach County. In addition, the Quality of Place goals are to, first, retrofit and reshape the built environment so that Palm Beach County will be the #1 County among comparable areas in the nation in 10 years in the areas of environmentally sound development practices, the creation of more livable communities, better waterfront access, and more human scale development that is in tune with nature and creates a green environment. A second goal is to raise the bar for arts and culture in the county by becoming the #1 community for arts and culture in five years. A third is to restore the natural environment to make Palm Beach County the greenest County in the country in 10 years.

APPENDICES

Appendix A: Economic Development Contacts

Appendix B: Acronym List

Appendix C: 2005 Economic Summit 48 Recommendations

APPENDIX A: ECONOMIC DEVELOPMENT CONTACTS

Palm Beach County Economic Development Office (EDO)

Palm Beach County Economic Development Office

Palm Beach County Government Center, 301 North Olive Avenue, 10th Floor, West Palm Beach, FL 33401

- KEVIN JOHNS, Director, Economic Development
561-355-3624 kjohns@co.palm-beach.fl.us
Administrator of Economic Development Program.
- SHARON D. CALDWELL, Senior Secretary
561-355-3624 scaldwel@co.palm-beach.fl.us
- MARY E. MCGEE, Economic Development Analyst
561-355-3624 / 561-355-4148 mmcggee@co.palm-beach.fl.us
Facilitator of County Loan Applications through Financial Institutions / Community Development Business Loan Program; Monitoring of Approved Grants; Economic Development Program Budget.
- PAMELA NOLAN, Economic Development Specialist
561-355-6835 pnolan@co.palm-beach.fl.us
Development Regions Incentive Grant Program; Florida Enterprise Zone Program; Urban Job Tax Credit Program. Technical Assistance to Glades Communities and Overall Economic Development Program Committee.
- CLAUDIA LOPEZ, Economic Development Specialist
561-355-1680 clopez@co.palm-beach.fl.us
Black Business Investment Corporation; Marine & Film Tech Prep Programs; Film & Television Incentive Grant Program; Business Incubation Program; EDO Web Site.
- JONATHAN BROWN, Loan Manager
561-355-6607 jbrown@co.palm-beach.fl.us
Community Development Business Loan Program; Set Aside Program; Monitoring of Business Loan Fund of the Palm Beaches, Inc.; Job Growth Incentive Grant Program; Economic Development Ad Valorem Tax Exemption Program.
- EDO Fax: 561-355-6017

Business Development Board of Palm Beach County

Business Development Board of Palm Beach County, Inc.

310 Evernia St., West Palm Beach, FL 33401

Phone: 561.835.1008 Fax: 561.835.1160

APPENDIX B: ACRONYMS DEFINED

List of Acronyms Referred to in the Palm Beach County Economic Development Strategic Plan

AEC - Agricultural Enhancement Council
BCC - Palm Beach County Board of County Commissioners
BDB - Business Development Board
BLPAB - Bioscience Land Protection Advisory Board
CIP - Palm Beach County's Capital Improvement Plan
DCA - Florida Department of Community Affairs
DEM - Palm Beach County Division of Emergency Management
EAA - Everglades Agricultural Area
ECPBC - Economic Council of Palm Beach County
EDO - Economic Development Office (PBC)
EDRI - Economic Development Research Institute
ERM - Palm Beach County's Environmental Resources Management
FAU - Florida Atlantic University
FDEP - Florida Department of Environmental Protection
FDOT - Florida Department of Transportation
FWC - Florida Fish and Wildlife Conservation Commission
FIND - Florida Inland Navigation District
FPL - Florida Power and Light
HLCPPBC - Housing Leadership Council of Palm Beach County
iCoast - Internet Coast
IPARC - Intergovernmental Plan Amendment Review
ISS - Information Systems Services (Palm Beach County)
LOC - League of Cities
LORE - Lake Okeechobee Regional Economic Alliance
NENA - Northeast Everglades Natural Area
OEDP - Overall Economic Development Program Committee
PBC - Palm Beach County
PBCC - Palm Beach Community College
PBCCC - Palm Beach County Cultural Council
PBCEC - Palm Beach County Education Commission
PBC HCD - Palm Beach County Housing and Community Development
PBC P, Z & B - Palm Beach County Planning, Zoning and Building
PBCRC - Palm Beach County Resource Center
PBIA - Palm Beach International Airport
PBMPO - Palm Beach Metropolitan Planning Organization
SDPBC - School District of Palm Beach County
SFRTA - South Florida Regional Transportation Authority
SFWMD - South Florida Water Management District
TCRPC - Treasure Coast Regional Planning Council
TDC - Tourist Development Council
URA - Urban Redevelopment Area
WA - Workforce Alliance
WTCPB - World Trade Center Palm Beach

APPENDIX C: 2005 ECONOMIC SUMMIT 48 RECOMMENDATIONS

Over 500 people attended the 2005 Palm Beach County Economic Summit to hear experts on each facet of economic growth, to evaluate the results of a year's worth of committee work that laid the Summit groundwork and to make recommendations. In all, they made the following 48 recommendations across the seven categories of: industries of the mind; international trade, finance and investment; housing; total education; smart growth and transportation; agriculture, equestrian and food; and quality of place.

AGRICULTURE, EQUESTRIAN & FOOD

- 1) Water quality, quantity and related regulations
- 2) Master Plan for the EAA (Everglades Agricultural Area)
- 3) The supply of land available for agricultural and equine uses is rapidly diminishing
- 4) Further (i.e. value-added) processing of agricultural products needed
- 5) Establish an Agricultural Task Force to: recommend policies and regulations; recommend ways to encourage and finance value-added agricultural production; recommend ways to capitalize on high growth, high value agri-bio market, include identifying crops and establishing a laboratory and, obtain seed money and in kind contributions to achieve goals and outcomes.
- 6) Establish a Venture Capital fund using proceeds from County-owned Ag Reserve properties and other private/public sources to fund value-added processing of traditional products.
- 7) Create in county government a single-point of contact for agricultural and equestrian needs.

HOUSING

- 8) Creative funding sources for workforce and affordable housing development
- 9) A community land trust program that has a preservation element
- 10) Evaluate transit oriented/corridor land use alternatives for workforce housing
- 11) Regulatory reform: height, density, fees and other assessments, property appraisals
- 12) Everglades Agricultural Area Master Plan
- 13) Identify surplus government-owned land for the purpose of developing workforce and affordable housing
- 14) Review regulations that may impede affordability of housing for workforce and affordable units
- 15) Pursue private/public programs to bring workforce and affordable housing units to the market
- 16) Mandatory inclusionary zoning ordinance
- 17) Regulatory reform: height, density, fees and other assessments, property appraisals (duplicate of #11)

- 18) Improve marketing and education to the building industry and public on the need for workforce and affordable housing initiatives

INDUSTRIES OF THE MIND

- 19) Grow public/private partnerships to address incentives, land use, workforce and other issues.
- 20) Work with the County and cities to identify land and zoning issues
- 21) Branding and regionalism: Ensure that Palm Beach County plays the lead role in establishing South Florida as a seven-county, coordinated entity that works towards a common vision for the future
- 22) Develop a unified marketing/branding strategy for Palm Beach County
- 23) Inventory and evaluate the public/private partnerships already in place

INTERNATIONAL TRADE, FINANCE AND INVESTMENT

- 24) Expand the "Palm Beach County" brand into the area of international trade, finance and investment
- 25) Palm Beach County needs to establish and fund a public/private partnership that centralizes international trade, finance and investment effort presenting the County as a destination for global trade and international finance, investment and commerce
- 26) The County needs to develop and implement a comprehensive strategic economic plan designed to emphasize Palm Beach County as a competitive geographic destination for international commerce within South Florida.
- 27) Establish a protocol office as part of PBC or contracted out by PBC. Budget expenses (line item from PBC) for the protocol office in the 2006/2007 budget cycles.
- 28) Enter into a public/private partnership between PBC and a third-party provider to service and expand opportunities for the international trade, finance and investment communities.

QUALITY OF PLACE

- 29) The pattern and form of development in the County is resulting in a dwindling natural environment, decreasing human scale architecture and lack of natural landscape and shade
- 30) Declining natural environment and dwindling public access to water because of development patterns and practices
- 31) Make Palm Beach County a resilient community (hazard mitigation)
- 32) Create and implement an advocacy plan for decision-makers regarding better development practices at the County and municipal levels
- 33) Review existing regulations to see how codes and enforcement can be improved to achieve the goals outlined above

SMART GROWTH AND TRANSPORTATION

- 34) Need for integrated land use and transportation planning that support a multi-modal transportation system

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- 35) Lack of attainable workforce housing combined with increased costs of construction and services threatens economic sustainability of the county
- 36) Funding mechanism needed for transit
- 37) Support the current Tri-County/DOT transit and land use planning for the Florida East Coast railway corridor
- 38) Encourage inter-modal and transit-oriented developments
- 39) Inability to eliminate in-fighting and polarization among elected and appointed officials impedes PBC from effectively competing in the global marketplace
- 40) Hold a design charrette for future development of agricultural land to consider town, village and countryside development patterns and use of transfer of development rights (TDRs)

TOTAL EDUCATION

- 41) Build on strong collaborative environment for public private partnerships
- 42) Expand personal and business skills education for K-20, focusing on Junior Achievement and for delivery at K-12 and above
- 43) Inadequate state funding to support basic K-20 educational infrastructure needs and higher education research opportunities considering South Florida's high cost of living and rapid growth
- 44) Recruitment, retention and training of educators
- 45) Promote continuously improving collaboration among all residents and organizations within the County, and take a leadership role in fostering increased collaboration across the eight county South Florida region, to enhance the educational system at all levels.
- 46) Encourage Junior Achievement to take a leadership role in working with other stakeholders to design, develop, and implement a multi-faceted, broad-based system that will transition County's prevailing cultural (workplace) values to become those that are highly desirable and attractive to employers. Provide the necessary resources for success of this transition.
- 47) Conduct thorough independent economic analysis of the impact of cost of living differentials on pre K-20 educational capability and outcomes, as well as the additional funding required to manage the impact of rapid growth on the quality of education. Develop regional partnerships to secure the necessary legislative support to provide significantly increased funding to meet these needs at the earliest practical point in time.
- 48) Emphasis on Math, Sciences and Languages