Agenda Item #: **B**

PALM BEACH COUNTY

BOARD OF COUNTY COMMISSIONERS

WORKSHOP SUMMARY

Meeting Date: **March 24, 2025**

Department: **Tourist Development Council**

I. EXECUTIVE BRIEF

Title: Overview of a draft Tourism Master Plan (TMP) to provide a framework and strategy to maintain and grow tourism in Palm Beach County.

Summary: On June 4, 2024, the Board of County Commissioners (BCC) approved an Agreement between Palm Beach County and Conventions, Sports, & Leisure International, LLC (CSL) (R2024-0662) in the amount of $550,536 to develop a twenty year tourism master plan which will provide a visionary roadmap to maintain and enhance Palm Beach County's position relative to other competitive tourism destinations. Tourism-related activities provide over 95,000 jobs and an estimated $11.3 billion to Palm Beach County's economy in 2025. The TDC now seeks review and direction from the BCC on the nine (9) recommendation categories and ten (10) big ideas that would be incorporated into the final TMP. The recommendation categories are (1) Strategy, Governance, and Coordination, (2) Branding, Marketing, and Visitor Engagement, (3) Destination Sustainability, and Resilience, (4) Community First Initiatives, (5) Tourism Product and Experience Development, (6) Infrastructure, Mobility, and Wayfinding, (7) Data, Technology, and Innovation, (8) Workforce, Education, and Community Engagement, and (9) Planning, Zoning, and Policy Tools. These recommendations will become key components of the TMP and provide the framework and strategy to maintain and grow tourism in the County. In addition to the nine (9) recommendations, the TMP includes a list of ten (10) big ideas. These ideas are divided into two (2) subcategories: (1) recommendations that the TDC has determined, based on research and stakeholder input, to be the most viable and beneficial to the County, and (2) ideas that necessitate further consideration. Of these ten (10) big ideas, it is recommended by the TDC that five (5) be incorporated into the TMP, providing the County with one or two state-of-the-art, iconic structures. **Countywide (YBH)**

Background and Policy Issues: The TDC and CSL have been meeting regularly to develop this TMP; these meetings have included input from key stakeholders, such as hoteliers, attraction venue owners, and leaders of several tourism professional organizations. Community input was sought through the dissemination of a survey which was publicly available via a website. Information on the survey anda call for feedback was sent to community members along with their water bills. Flyers were posted in libraries, parks, and other community venues and through CSL, the TDC received feedback from 2,400 members of the community. That feedback has been incorporated into the information being presented today.

Attachments:

1. Draft Palm Beach County Tourism Master Plan
2. Tourism Master Plan for Palm Beach County Presentation

Recommended by: _____ 2/9/26
Department Director **Date**

Approved By: _____ 3/6/26
Chief Deputy County Administrator **Date**

II. FISCAL IMPACT ANALYSIS

A. Five Year Summary of Fiscal Impact:

Fiscal Years	2025	2026	2027	2028	2029
Capital Expenditures					
Operating Costs	*				
External Revenues					
Program Income (County)					
In-Kind Match (County)					
NET FISCAL IMPACT	*				
# ADDITIONAL FTE POSITIONS (Cumulative)					

Is Item Included in Current Budget? **Yes_** **No ___**

Does this item include the use of Federal funds? **Yes ____** **No _____**

Is this Item using State funds? **Yes ____** **No _____**

Budget Account No.: Fund _____ Dept_____Unit _ Object___
Reporting Category_____

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

- There is no fiscal impact associated with this item.

C. Department Fiscal Review: _____

III. REVIEW COMMENTS

A. OFMB Fiscal and/or Contract Administration Comments:

_____ 2/11/2026
OFMB
Y3241.

_____ 2/12/26
Contract Dev. and Control
ZG 2.12.26

B. Approved as to form and Legal Sufficiency:

_____ 2/13/26
County Attorney

C. Approved as to Terms and Conditions:

_____
Department Director

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

Palm Beach County
Tourism Master Plan

January 2026

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Executive Summary

Purpose of the Palm Beach County Tourism Master Plan

The Palm Beach County Tourism Master Plan (TMP) serves as a market-leading, 20-year strategic roadmap that guides the long-term growth, positioning, and stewardship of tourism across Palm Beach County. The Plan articulates a clear, shared vision for tourism development that balances economic vitality, community well-being, environmental sustainability, and visitor demand, while strengthening Palm Beach County's competitive position within Florida, the nation, and the global tourism marketplace.

At its core, the Tourism Master Plan aligns and unifies a complex tourism ecosystem, including the Tourist Development Council (TDC), its contracted agencies, County departments, municipalities, industry partners, and community stakeholders, around a common framework for decision-making, investment, and action. The Plan builds consensus across Palm Beach County's 12 tourism regions and 39 municipalities, ensuring that tourism growth is coordinated, complementary, and reflective of the County's diverse communities, assets, and identities.

The TMP functions as a practical, implementation-oriented guide that:

- Identifies opportunities to enhance and diversify tourism products, experiences, and programming;
- Anticipates future market trends, development needs, and opportunity segments;
- Aligns tourism marketing, branding, sales, and development strategies across agencies and jurisdictions; and
- Prioritizes investments in infrastructure, attractions, cultural and sports assets, events, and public spaces that elevate both the visitor experience and resident quality of life.

Importantly, the Tourism Master Plan is not a marketing document, it is a destination development and management framework. It closes the gap between visitor and resident expectations (demand) and the policies, assets, programs, and experiences delivered by public and private stakeholders (supply). In doing so, the Plan provides clarity to investors, developers, municipalities, and partners regarding where and how tourism-related energy, resources, and capital are focused over the next two decades.

The Plan also explicitly advances transformational outcomes for Palm Beach County by:

- Improving the lives of residents through sustainable economic opportunity and workforce development;
- Supporting destination-enhancing infrastructure and catalytic projects;
- Elevating arts, culture, sports, and signature events as defining elements of the County's brand; and
- Championing Community First, responsible, and sustainable tourism practices as guiding principles for future growth.

Ultimately, the purpose of the Palm Beach County Tourism Master Plan is to provide the County, the Tourist Development Council, and community leadership with a shared vision, clear priorities, and actionable strategies that ensure tourism remains a powerful, positive force, one that drives economic prosperity, enhances quality of life, protects community character, and positions The Palm Beaches as one of the most compelling and competitive destinations in Florida and beyond.

Vision for Palm Beach County Tourism

Palm Beach County's tourism vision is to evolve into a globally distinctive, year-round destination that goes beyond the beach, one that seamlessly integrates culture, wellness, nature, sports, innovation, and community life to deliver high-value, authentic experiences. This vision is right for the County because it directly addresses seasonality, better reflects the diversity of its 39 municipalities, and aligns with changing traveler expectations for meaningful, sustainable, and experience-driven travel. By unifying stakeholders around a shared direction and prioritizing signature investments, inclusive placemaking, and destination management over one-off growth, the vision positions tourism as a catalyst for economic resilience, global competitiveness, and enhanced quality of life for residents, while preserving the character and assets that make Palm Beach County unique.

Vision Statement

> *Palm Beach County will be recognized as a globally distinctive, year-round destination that goes beyond the beach, one that seamlessly blends culture, wellness, nature, sports, innovation, and community life to deliver authentic, high-value visitor experiences. Through unified countywide leadership, bold investment in signature places and experiences, and a steadfast commitment to sustainability, equity, and quality of life, Palm Beach County will generate lasting economic benefit for all 39 municipalities while enhancing the well-being of residents and preserving the character and diversity that make the destination unique.*

Guiding Principles

The following principles will guide the Tourism Master Plan vision into a clear decision-making framework for investments, policies, partnerships, and programming. Together, they reflect the essence of the Plan's Strategic Recommendations and Big Ideas and provide a shared foundation for implementation across all 39 municipalities.

Beyond the Beach
Position Palm Beach County as a multi-dimensional, year-round destination by prioritizing culture, wellness, sports, nature, events, and immersive experiences alongside its iconic coastal assets. Tourism growth should expand the story of the County, not narrow it.

Community First
Ensure tourism enhances quality of life for residents by investing in assets, programs, and infrastructure that serve both visitors and the community. Tourism should strengthen local identity, support small businesses, and deliver visible, lasting community benefits.

Quality Over Quantity
Focus on high-value, experience-driven visitation rather than volume-based growth. Success is measured by length of stay, visitor satisfaction, economic return, and positive community impact, not just arrivals.

Year-Round Vitality and Resilience
Reduce seasonality and increase economic stability through indoor attractions, sports facilities, conventions, festivals, and programming that activate the destination across all seasons and weather conditions.

Unified Destination, Many Places
Align all 39 municipalities under a shared vision and coordinated strategy while honoring the distinct identities of coastal, urban, inland, and Glades communities. Collaboration and co-branding are essential to telling a compelling, countywide story.

Authenticity and Sense of Place
Celebrate what is uniquely Palm Beach County by elevating local culture, heritage, arts, agriculture, and natural environments. Tourism development should feel rooted, genuine, and reflective of the people and places it represents.

Design Excellence and Innovation
Pursue bold, well-designed, and future-oriented investments, from iconic landmarks to immersive experiences, that differentiate the destination globally and encourage repeat visitation, creativity, and media visibility.

Sustainability and Stewardship
Embed environmental responsibility, climate resilience, and resource conservation into all tourism planning and development. Long-term destination success depends on protecting natural assets and preparing for future challenges.

Strategic Partnerships and Shared Leadership
Leverage public-private partnerships, regional collaboration, and cross-sector alignment to deliver transformative projects and experiences. No single entity can achieve the vision alone.

Experience Management and Accountability
Treat tourism as a managed system, using data, performance metrics, and continuous improvement to guide decisions, monitor impacts, and ensure the destination delivers consistently high-quality experiences.

Key Target Market Segments

Palm Beach County's future target markets are defined less by age or income and more by how visitors want to experience a destination. Guided by the Strategic Recommendations and Big Ideas, the County is positioned to attract high-value, experience-driven travelers who seek authenticity, wellness, culture, and year-round engagement rather than seasonal, single-purpose visits. These markets share a desire for destinations that are distinctive, thoughtfully designed, and aligned with values of sustainability, quality, and community connection.

At the forefront are **experience-seeking leisure travelers** drawn to immersive attractions, signature festivals, iconic landmarks, and chef-driven dining. These visitors prioritize unique, story-rich experiences and vibrant districts that blend arts, culture, and nightlife, encouraging longer stays and repeat visitation. Alongside them are **wellness-oriented travelers** who view travel as a pathway to balance and restoration. They are motivated by wellness attractions, outdoor recreation, slow tourism itineraries, and environments that feel safe, healthy, and environmentally responsible, positioning Palm Beach County as a destination that supports both relaxation and resilience.

Sports and event travelers represent a critical year-round market, including youth, amateur, and professional participants and their families. This segment values high-quality, climate-resilient facilities and multi-day events that combine competition with entertainment and leisure opportunities, helping stabilize visitation during off-peak periods. **Cultural explorers and authenticity seekers** are equally important, drawn to arts, heritage, agritourism, and community-based experiences that reflect the County's full geographic and cultural diversity, including inland and Glades communities. These travelers tend to stay longer, spend locally, and align closely with Community First goals.

The County's **meetings, conventions, and "bleisure" travelers** expect more than functional facilities; they seek walkable, energetic environments where business seamlessly blends with dining, culture, and post-meeting exploration. Finally, **global and high-value international visitors** are attracted by iconic experiences, world-class events, and a clear destination identity grounded in quality, inclusivity, and sustainability. Collectively, these future target markets favor quality over quantity, year-round experiences, and destinations that deliver meaningful engagement, positioning Palm Beach County for resilient, high-value, and community-centered tourism growth.

Summary of Strategic Recommendations

These Strategic Recommendations are designed to ensure that Palm Beach County's approach to tourism is strategic, balanced, and community-centered, supporting long-term economic vitality while protecting the quality of life, environmental assets, and distinct identities of its municipalities. Collectively, they advance a vision for Palm Beach County as a globally competitive, high-value destination that delivers year-round economic benefits, elevates resident pride, and responsibly manages growth across diverse coastal, urban, and inland communities.

The recommendations focus on strengthening Palm Beach County's tourism ecosystem through targeted destination development, diversified visitor experiences, enhanced mobility and connectivity, refined governance and coordination, and a more sophisticated branding and marketing approach. Together, these actions are intended to increase visitor yield rather than volume alone, extend visitation beyond peak seasons, stimulate investment in cultural, recreational, and nature-based assets, and ensure that tourism benefits are equitably distributed across communities and districts. By aligning policy, partnerships, and investment priorities, the recommendations position tourism as a tool to support local businesses, workforce development, environmental stewardship, and community well-being.

The following material presents summary statements for the Strategic Recommendations. Detailed Action Plans outlining implementation steps, timelines, responsible parties, and performance measures are provided in Section 5 of this document.

A. STRATEGY, GOVERNANCE & COORDINATION

A1. Implement, Manage and Deliver a Unified County-Wide Tourism Strategy
Deploy and administer an integrated tourism strategy (the Tourism Master Plan) that aligns all 39 municipalities under a shared vision, ensuring cohesive branding, investment coordination, and destination management.

A2. Utilize TDC Agency Staff for TMP Implementation
aka Tourism Master Plan Working Group (TMPWG)
Utilize TDC agency staff for implementation of the Tourism Master Plan.

A3. Utilize the TDC Board to Oversee TMP Implementation
The TDC Board, which includes government, tourism businesses, cultural institutions, environmental groups, community leaders, and more, will oversee implementation of the Tourism Master Plan.

A4. Continue / Expand Inter-Municipal Tourism Communication and Policy Updates
Continue to coordinate tourism policy updates among all 39 municipalities to align regulations, zoning, infrastructure priorities, and messaging consistent with the Tourism Master Plan.

A5. Align Local, State and Federal Advocacy with the Tourism Master Plan Objectives
Ensure Tourism has a clear voice in local, state and national tourism policy discussions through coordinated lobbying, grant applications, and shared strategic priorities of the Tourism Master Plan.

A6. Continue / Expand Florida Tourism Partnerships
Recommendation: Continue to coordinate with the State and counties throughout Florida to develop, promote, and deliver state-wide and multi-county travel routes and packages, especially for international and long-haul travelers.

A7. Expand the Annual "State of PBC Tourism and Agencies Report" to Include the TMP and Tourism Impact
Expand the annual State of PBC Tourism Report to include progress on the Tourism Master Plan and tourism's impact.

A8. Review and Align TDC and Partner Agency Personnel Structures
Conduct an organizational review of job titles, pay grades, role definitions, and inter-agency synergies across Palm Beach County TDC and all TDC partner agencies to align structures and enhance consistency, efficiency, and collaborative capacity.

B. BRANDING, MARKETING & VISITOR ENGAGEMENT

B1. Maintain a Distinct and Cohesive Destination Brand
Continue to revitalize Palm Beach County's brand to clearly differentiate it from competitors and reflect its dynamic and full ecosystem of offerings, from eco-adventure and sustainability, to cultural and entertainment richness, to luxury and wellness experiences.

B2. Advance Inclusive and Multilingual Marketing Campaigns and Visitor Services Programs
Continue to ensure that tourism promotions and services reflect the county's diverse communities, feature small businesses, and provide content in multiple languages.

B3. Support Artificial Intelligence–Driven Visitor Services
Continue to provide 24/7 digital visitor assistance via web and mobile platforms, using AI to deliver personalized recommendations, mapping, directions, and local insights.

B4. Launch a Palm Beach County Tourism Information Exchange & Annual Tourism Expo
Create an annual tradeshow and coordination platform where: attractions, arts organizations, event planners, and hotels share calendars; travel advisors and media preview offerings; and emerging tourism businesses connect with investors and partners. Use the annual gathering to deliver trainings and certifications, host international tourism readiness programs, and convene futurists to discuss trends, forecasts and emerging technologies. Showcase tourism startups, academic research, technology pilots, and new cultural experiences

C. DESTINATION SUSTAINABILITY & RESILIENCE

C1. Maintain the Tourism Resilience and Emergency Preparedness Plan
Continue to support a county-wide tourism crisis management and recovery plan to prepare for hurricanes, pandemics, economic shocks, and other emergencies.

C2. Launch a Destination Stewardship Program in Partnership with Local Communities
Empower communities to lead place-based tourism planning, focusing on cultural preservation, resident benefits, and visitor management.

C3. Encourage "Sustainable Palm Beach" Practices
Encourage sustainability practices for tourism businesses.

C4. Encourage Regenerative Tourism Pilots in Sensitive Areas in Concert with ERM
Encourage regenerative tourism practices in concert with ERM that restore natural or cultural assets, such as mangrove replanting tours, citizen science activities, or historic building restorations. Discourage tourism activity in degraded natural or cultural areas while implementing restoration and community-based management.

D. COMMUNITY FIRST INITIATIVES

D1. Foster and Champion Destination Accessibility and Community First Initiatives Tourism Strategy
Encourage and support tourism investment in underserved communities, small tourism businesses, and ensure equitable access to tourism benefits through inclusive programming and marketing. Encourage and support standardized accessibility protocols, create an inclusive visitor experience guide, and launch cultural competency training for all tourism operators.

D2. Support a Coastal Access Strategy
Assist in Identifying gaps in public beach access, prioritizing equity-focused acquisitions or partnerships, and improving amenities in underserved coastal areas.

D3. Continue to Develop Palm Beach County "Tourism for Good" Programs
Promote voluntourism and give-back tourism options, including environmental cleanups, cultural preservation efforts, and community engagement experiences.

D4. Continue to Provide an Inclusive Tourism Business Accelerator Program
Maintain tailored business development support, mentorship, and capital access for emerging entrepreneurs from historically underrepresented communities.

E. TOURISM PRODUCT & EXPERIENCE DEVELOPMENT

E1. Modernize and Expand Convention and Group Tourism Infrastructure
Expand and transform the Convention Center into an elite high-value facility, develop a headquarters hotel adjacent to the Convention Center and invest in nearby pedestrian-friendly amenities, meeting spaces, and smart tourism infrastructure to make the Palm Beach County a mid-sized global leader for high-impact events.

E2. Expand and Strengthen Cultural, Heritage, and Arts Tourism
Champion and support Palm Beach County Arts & Culture spaces, areas, districts and communities, expand support for museums, festivals, and local artists, and integrate immersive storytelling and heritage experiences into tourism marketing.

E3. Capitalize on and Further Develop Events and Festival Tourism
Create a county-wide strategy, one-stop-shop and operations to develop, attract, facilitate, and grow a diverse portfolio of events and festivals, ranging from large-scale signature celebrations to community-based cultural activations, by investing in venues, streamlining permitting, and offering strategic support for marketing, production, and public-private partnerships. Create a flagship event celebrating Palm Beach County's identity through arts and culture, sports, culinary, nature, and innovation. Encourage

large public events (sports, music, cultural) to leave behind a positive local legacy, e.g., youth training, infrastructure, or environmental investment.

E4. Help Reimagine and Advocate Commercial and Mixed-Use Tourism Districts
Help reimagine and advocate for redevelopment of struggling malls, shopping centers, and retail districts into vibrant, tourism-friendly mixed-use environments that blend retail, entertainment, dining, and lodging. Advocate place-making and walkability plans for these districts to make them more inviting, entertaining, and engaging.

E5. Focus on Off-Season Tourism Offerings to Reduce Seasonality
Focus on off-season events, activities, and experiences; champion indoor / shaded / temperate infrastructure; and target international and younger / family domestic travelers for off-season visitation.

E6. Promote Agritourism and Rural Tourism Innovation
Work with sugar producers and agritourism stakeholders to develop experiential tourism products in inland and agricultural regions, including farm tours, culinary trails, eco-lodges and more. Collaborate with urban farms and community gardens to offer agri-experiences, chef partnerships, and local food tastings for visitors.

E7. Enhance Nightlife and After-Hours Tourism Programming
Champion, advocate, and promote safe, diverse, and vibrant nightlife offerings, including evening art events, food markets, rooftop venues, extended museum hours, and more.

E8. Activate Underused Spaces for Tourism Events and Pop-Up Experiences
Identify vacant buildings, land / lots, and places / spaces that could host seasonal events, night markets, art installations, temporary attractions and more; advocate and facilitate the same.

E9. Advance a Palm Beach County Signature Trails Network
Champion and advocate a comprehensive network of walking, biking, paddling, and equestrian trails that connect natural, cultural, venues, and commercial destinations throughout the county. Linking Jonathan Dickinson State Park, the Arthur R. Marshall Loxahatchee National Wildlife Refuge, and Broward's Treetops Park would position Palm Beach County as a top-tier ecotourism destination. This taps into rising demand for: nature-based travel, wellness experiences, and sustainable recreation.

E10. Promote "Slow Tourism" Experiences and Itineraries
Encourage longer, deeper travel by promoting local immersion, low-impact transport, extended stays, and cultural exchange experiences.

E11. Establish a Coastal Culture Trail Featuring Indigenous and Maritime Heritage
Create a branded interpretive trail along the coastline, telling the story of the county's coastal communities, marine ecology, and Indigenous history.

E12. Expand and Advance an Artist-in-Residence Program for Tourism Districts
Expand and advance programs that support local artists to create public works, run workshops, and engage with visitors in hotels, museums, transit hubs, parks, and more.

E13. Expand Palm Beach County "Tourism Health & Wellness" Programs
Expand partnerships with public health agencies and wellness providers to offer visitor health services, safety certifications, and travel wellness education (e.g., sun safety, food hygiene, heat stress).

E14. Deliver More Experiential and High-End Dining Concepts
Continue to attract, support and celebrate the development of high-end, chef-driven, and experiential dining establishments through targeted incentives, enhanced promotion, events and festivals, culinary district enhancements, and awards / honors.

E15. Align Sports Tourism and Parks and Recreation Master Plan
Prioritize, champion and advocate capital improvements and programmatic recommendations from the 2035 Parks and Recreation Master Plan that support the development of sports tourism infrastructure and programming, including indoor and outdoor facilities, multi-sport complexes, and support amenities capable of hosting local, regional, and national tournaments and events.

E16. Identify and Advocate Unique, Signature, Thematic and VIP Experiences
Collaborate with cultural institutions, natural attractions, entertainment venues, tour operators, and events and festivals to identify and advocate unique experiences, signature experiences, thematic experiences, premium experiences, behind-the-scenes experiences, personalized VIP experiences, and more tailored to high-value travelers.

E17. Further Develop Underwater Experiences for Tourism
Advocate and champion artificial reefs and other underwater experiences off the coast of Palm Beach County that serve as both a natural and a sustainable experience for scuba divers and snorkelers.

F. INFRASTRUCTURE, MOBILITY & WAYFINDING

F1. Support and Advocate for County-Wide Tourism Infrastructure and Transportation Improvements
Champion destination-specific seamless multimodal connectivity, convenience, accessibility and affordability to all visitor attractions, services and places of tourism employment through expanded public transit, pedestrian and bike infrastructure, and transit-oriented hubs.

F2. Implement a County-Wide Wayfinding and Visitor Signage System
Standardize and modernize visitor information signage over time, across county and municipalities with multilingual, ADA-compliant, digital, and branded wayfinding elements.

F3. Continue to Support Regional Visitor Welcome Centers and the "Tourism Ambassadors" Program
Maintain branded welcome centers in strategic locations (airport, downtowns, beaches, transit hubs) and train community members as volunteer ambassadors. Prioritize recruitment of younger tourism ambassadors to help promote and advocate for assets and experiences that cater to young, affluent visitors and residents.

F4. Investigate a Water-Based Mobility Tourism System (e.g., Water Taxi Network)
Pilot and test a water taxi system connecting coastal communities, downtowns, marinas, and waterfront attractions.

G. DATA, TECHNOLOGY & INNOVATION

G1. Enhance Data Collection, Monitoring, and Decision-Making
Continue to develop and enrich the tourism performance dashboard to track visitor trends, sustainability metrics, and economic impact in real-time.

G2. Enhance and Expand Dynamic Visitor Flow Management Tools
Implement real-time visitor tracking and crowd management systems using geolocation, sensors, and dashboards to prevent overcrowding and spread visitation across locations. Deploy AI and sensor-based tools to monitor crowd density and trigger alerts or management actions when thresholds are exceeded.

G3. Create a Destination Experience Quality Index (DXQI)
Develop a proprietary performance scorecard to evaluate the overall quality of visitor experience in areas like service, safety, cleanliness, and accessibility.

H. WORKFORCE, EDUCATION & COMMUNITY ENGAGEMENT

H1. Promote and Champion Tourism Talent and Resilience Programs, including Workforce Housing
Advocate and champion employment programs, upskilling, flexible work solutions, career pathway and resilience initiatives for tourism, hospitality, and cultural sector employment, including coordinated workforce housing strategies and partnerships that improve affordability and stability for tourism workers, including leadership development for underrepresented groups.

H2. Continue to Support a Tourism Education Curriculum and Leadership Academy in Local Schools and Colleges, and Apprenticeship Programs with Local Employers
Enhance partnerships with educational institutions to develop a tourism-focused curriculum and career pathways in hospitality, event management, and sustainable tourism. Offer summer programs for middle and high school students focused on tourism careers, destination stewardship, and cultural appreciation. Continue to partner with tourism employers and schools to help deliver structured, paid apprenticeships in operations, sustainability, tech, and destination management.

H3. Foster a County-Wide "Friends of Tourism" Volunteer Program
Engage residents as event-specific tourism volunteers to support one-off festivals, sporting competitions, cultural celebrations, and other major events by assisting visitors, providing on-the-ground information, and showcasing local attractions.

I. PLANNING, ZONING & POLICY TOOLS

I1. Promote Use of Local Materials and Craftsmanship in Tourism Development
Support design guidelines and development incentives for projects that incorporate locally sourced building materials, art, and design.

I3. Explore International Tourism Readiness
Explore opportunities for tourism businesses to be better prepared to serve international guests, including currency practices, cultural norms, and visa/travel trends.

Summary of the Big Ideas

The Big Ideas outlined below represent bold, transformative concepts with the potential to shape Palm Beach County's long-term tourism identity and reinforce its position as one of the nation's most distinctive and competitive destinations. These concepts move beyond incremental enhancements to envision signature places, landmark investments, and catalytic experiences that can redefine how visitors and residents engage with Palm Beach County's coastal, cultural, recreational, and community assets.

While many of the Big Ideas will require significant capital investment, complex public–private partnerships, regional coordination, and multi-year planning horizons, they are firmly grounded in the County's diverse municipal identities, environmental stewardship priorities, and quality-of-life values. Each Big Idea is intended to deliver shared value, enhancing resident amenities, supporting workforce and business growth, strengthening cultural expression, and protecting natural resources, while also expanding the County's ability to attract high-value visitors, major events, and new tourism-driven investment.

Collectively, these Big Ideas provide a visionary yet pragmatic roadmap for elevating Palm Beach County's tourism economy. They are designed to diversify demand beyond traditional peak seasons, unlock underutilized assets, strengthen global visibility, and position the County as a leader in innovation, sustainability, arts and culture, sports, and waterfront experiences.

The first 5 Big Ideas (1-5) have been recommended to move forward as a result of the research, stakeholder visionary workshop and the Steering Committee's consideration. The second 5 Big Ideas (6-10) require further consideration.

The following section presents summary statements and the strategic rationale for each of the Big Ideas. Detailed Action Plans outlining implementation pathways, partnerships, phasing, and performance considerations are included in Section 6 of this document.

1. State-of-the-Art Indoor Multipurpose Sports Complex
Construct a large, multi-use indoor sports complex capable of hosting regional, national, and international youth and amateur tournaments across a variety of sports, including:

- Volleyball, basketball, futsal, wrestling, gymnastics, pickleball, and cheerleading
- Climate-controlled facilities for year-round use
- Integrated with nearby hotels and restaurants

This would support sports tourism during Florida's hot and stormy seasons, provide a consistent tourism boost outside of peak months, and make Palm Beach County a top destination for families traveling for youth sports.

Rationale
Youth and amateur sports represent one of the fastest-growing segments of the tourism economy. Palm Beach County is well-positioned to capitalize on this trend with a state-of-the-art, multi-sport indoor complex. A facility capable of hosting regional, national, and international tournaments, across sports like volleyball, basketball, futsal, wrestling, gymnastics, cheerleading, and pickleball, would fill an important year-round need for families and teams seeking top-tier venues, especially during Florida's hot and rainy seasons.

2. Expand Convention Center and Develop Surrounding Assets
Expanding the Palm Beach County Convention Center and developing its surrounding assets would elevate West Palm Beach into a vibrant, pedestrian-friendly hub for meetings, tourism, and cultural experiences. Anchored by a larger convention facility and a second full-service headquarters hotel, the area would feature seamless connections to The Square (CityPlace), the Kravis Center, and downtown attractions. Surrounding development could include chef-driven dining, outdoor gathering spaces, boutique retail, and public art, creating a lively, walkable environment that stays active day and night.

Enhanced connectivity through Brightline, trolleys, bike share, and airport shuttles, combined with sustainable urban design and green infrastructure, would make the convention area a model of modern mobility and climate-conscious planning. Together, these improvements would position West Palm Beach as a premier national and international destination for conventions, corporate meetings, and leisure travel.

Rationale
The Palm Beach County Convention Center has firmly established itself as a key economic driver, but additional capacity and surrounding amenities are needed to reach its full potential. Expanding the convention center and developing adjacent assets, particularly a second headquarters hotel, would enable West Palm Beach to host larger conventions, multi-day corporate events, and national association meetings.

This investment would also activate the broader urban core, connecting existing assets such as The Square, the Kravis Center for the Performing Arts, and nearby restaurants and shops through improved pedestrian corridors, outdoor plazas, and cultural programming. A comprehensive approach that blends meetings, entertainment, and community spaces would transform the area into a destination in itself, supporting tourism growth and long-term downtown vitality.

3. Bids for Large-Scale International Events (Regional Partner)
By partnering with Miami and Broward, Palm Beach County can position itself as the ideal overflow, training location, and venue for mega-events such as the FIFA World Cup, the Super Bowl, or the Olympic Games. This strategy would:

- Attract infrastructure investment
- Build global visibility
- Ensure long-term tourism benefits through legacy planning

Rationale
Large-scale international events such as the FIFA World Cup, Super Bowl, and Olympic Games generate extraordinary tourism, media attention, and long-term economic benefits. By collaborating with neighboring counties like Miami-Dade and Broward, Palm Beach County can serve as an ideal support hub, offering niche venues, training facilities, team accommodations, media staging, and overflow lodging. This cooperative approach allows Palm Beach County to share in the benefits of hosting without bearing the full infrastructure burden.

4. Flagship Immersive Experience Venue (Various Options)
Create a one-of-a-kind digital art or immersive entertainment venue inspired by the Las Vegas Sphere or COSM that leverages:

- Advanced projection, AR/VR, and sound
- Rotating shows or environmental themes
- Day and nighttime programming
- Opportunities for local creative tech talent

This type of experience could become a signature indoor attraction for all ages, especially during inclement weather or off-peak seasons.

Rationale
A state-of-the-art immersive venue, inspired by attractions like the Las Vegas Sphere, COSM, or Meow Wolf, would position Palm Beach County at the cutting edge of digital arts and entertainment. This flagship attraction would combine projection mapping, AR/VR, sound, and interactive storytelling to deliver rotating shows and multi-sensory experiences for all ages. As a signature indoor destination, it offers strong appeal during off-peak seasons, inclement weather, and day-to-night programming, while creating a platform for local creative tech talent.

5. High-Profile Venue / Experience in the Glades Region
As part of the *Other Land Society* initiative, a high-profile, architecturally significant venue or experience could:

- Serve as a cultural and economic centerpiece for rural tourism
- Celebrate the region's agricultural, ecological, and cultural identity
- Offer immersive visitor experiences such as performances, exhibitions, or culinary events
- Draw regional, national, and international media attention
- Prioritize local partnerships and creative entrepreneurship

This concept aligns tourism development with rural revitalization, placemaking, and job creation objectives.

Rationale
As the signature attraction of the *Other Land Society* initiative, a high-profile venue in the Glades region would showcase the area's distinctive culture and landscape through an innovative, design-forward experience. The concept could take the form of a performance and cultural center, experiential museum, artist retreat, or nature-based architectural landmark, something that sparks curiosity and media attention while deeply rooted in local identity.

This destination would highlight the creativity, ecology, and agricultural heritage of the Glades, offering a platform for storytelling, education, and community engagement. By blending art, architecture, and local culture, it would position the region as a must-see destination for visitors seeking authentic, place-based experiences.

6. Wellness Attraction (e.g., Therme USA)
Attract and develop a large-scale, world-class wellness destination in Palm Beach County, similar to Therme USA, that blends thermal baths, spa amenities, fitness, water-based recreation, immersive art, and health-focused dining. This indoor-outdoor destination would appeal to locals and tourists seeking relaxation, rejuvenation, and holistic experiences, and serve as a year-round anchor attraction that integrates wellness, sustainability, and cultural programming.

Rationale
Wellness tourism is a rapidly growing global market, driven by travelers seeking experiential, health-centered, and nature-connected destinations. A large-scale wellness resort or complex, modeled after destinations like Therme in Toronto, Bucharest, or the upcoming U.S. projects, would uniquely position Palm Beach County as a top-tier health and wellness destination. The facility could offer thermal pools, spa treatments, immersive art installations, saunas, yoga studios, wellness workshops, and family zones, with a focus on sustainable design and inclusive pricing models.

7. World-Class Waterfront Events
Palm Beach County's waterfronts offer one of the most exceptional stages in the world for large-scale, world-class events. With its vibrant marine industry, international reputation, and year-round climate, the county can position itself as a global leader in signature waterfront events, from international regattas and luxury lifestyle showcases to major music, culinary, and cultural festivals.

These events would not only highlight the county's natural beauty and maritime heritage but also elevate its global profile, attract high-value visitors, and drive tourism across all seasons. By leveraging public spaces, marinas, and coastal venues, Palm Beach County can deliver experiences that rival Monaco, Miami, and Sydney, without requiring large-scale new development.

Rationale
Palm Beach County's coastline is one of its defining assets yet remains underutilized as a platform for global-scale experiences. A focused program of signature waterfront events would transform the area into a year-round showcase of sport, culture, and creativity. These events could include international sailing competitions, boat shows, beach concerts, art installations, culinary festivals, and wellness gatherings, each designed to celebrate the region's connection to the ocean while generating broad community and economic benefits.

By prioritizing design excellence, sustainability, and inclusivity, Palm Beach County's waterfront events can embody both sophistication and local authenticity, offering something distinctive from nearby destinations while enhancing civic pride and international visibility.

8. Iconic Global Landmark
Design and construct an iconic, visually striking, and instantly recognizable structure in Palm Beach County, comparable to landmarks like The Bean (Chicago), High Line (New York), the Eiffel Tower (Paris), Big Ben (London), or the Sydney Opera House. The goal is to create a signature attraction that defines the county's identity, draws visitors from around the world, and becomes a magnet for photography, social media, events, and civic pride.

Rationale
Around the world, signature landmarks have helped transform cities into global destinations. These structures not only anchor tourism but also symbolize the spirit and aspirations of a place. Palm Beach County, while rich in natural beauty and lifestyle appeal, lacks a single architectural or sculptural feature that is immediately recognized worldwide. An iconic, instagrammable structure, designed by a world-class architect or artist, would fill this gap, creating an enduring destination asset that connects residents and visitors to a shared identity and offers constant engagement opportunities.

9. Sports & Entertainment Arena (including Equine)
Palm Beach County remains Florida's largest county without a major indoor sports or entertainment venue capable of hosting large-scale professional events. Developing a world-class, multi-purpose arena with sustainable design and flexible operations would:

- Establish Palm Beach County as a premier destination for indoor sports, concerts, and live entertainment
- Drive year-round visitation through professional sports, family shows, touring acts, esports, and cultural events
- Serve as a catalyst for surrounding mixed-use development, including hotels, dining, and retail
- Create a community hub through youth sports academies, educational programs, and local partnerships

Positioned strategically near major transportation corridors and supported by a public-private partnership, the arena would strengthen the county's economic diversification, brand identity, and visitor economy.

Rationale
Developing a major sports and entertainment arena would fill a critical gap in Palm Beach County's tourism and event infrastructure. The facility would be designed to host professional and semi-professional sports (e.g., NBA G-League, ECHL hockey, WNBA, or indoor soccer), large touring concerts, family entertainment, esports tournaments, and cultural performances.

The venue would also support community engagement through youth leagues, graduations, expos, and charitable events, ensuring continuous use and broad public benefit. Strategically located near key population centers and transportation networks, the arena would enhance the county's competitiveness in attracting high-profile events while stimulating investment in nearby hotels, retail, and entertainment districts.

10. Auto Racetrack
Motorsports attract massive audiences and have a proven record of creating economic ripple effects across hospitality, retail, and transportation sectors. A venue capable of hosting high-profile events like NASCAR or Formula 1 would:

- Drive national and international visitation
- Create seasonal signature events
- Introduce new demographics to Palm Beach County

Rationale
Auto racing is a globally popular sport that drives significant tourism, media coverage, and economic activity. Developing a world-class racetrack in Palm Beach County capable of hosting national and international events, such as NASCAR, Formula 1, or IMSA, would position the region as a premier

motorsports destination. Beyond marquee races, the venue could also host driving experiences, car shows, corporate events, and festivals year-round.

Priorities

The Palm Beach County Tourism Master Plan establishes a clear, disciplined set of priorities to guide decision-making, investment, and implementation over the next decade. These priorities are designed to ensure that tourism growth delivers strong economic returns while enhancing resident quality of life, protecting cultural and environmental assets, and reinforcing Palm Beach County's long-term competitiveness as a high-value, community-first destination. Rather than advancing initiatives in isolation, the Plan emphasizes sequencing, coordination, and accountability, recognizing that time, funding, staffing capacity, and political bandwidth are finite.

At the heart of the prioritization framework is a transparent, evidence-based evaluation process. Each Strategic Recommendation was assessed using a consistent, weighted set of criteria that balance economic performance, feasibility, governance realities, and community benefit. These criteria include economic impact, total capital and operating costs, return on investment timeframe, political will, opportunity for Tourist Development Council (TDC) influence, ease of implementation, cultural and historic value, resident quality of life impact, and community support. The weighting of these criteria, established by the Tourism Master Plan Steering Committee, ensures that final priorities reflect local values and policy context, not just technical merit. The result is a practical framework for phasing, budgeting, and resource allocation that supports informed judgment rather than a rigid, linear ranking.

The highest-priority initiatives emphasize governance, coordination, and execution capacity. Early priorities focus on using existing TDC staff and Board structures to oversee implementation, aligning personnel and organizational structures across tourism-related agencies, and managing the Tourism Master Plan as a unified, countywide strategy. These actions represent low-cost, high-impact "enablers" that allow Palm Beach County to move quickly, demonstrate early wins, and build momentum for more complex initiatives.

A second tier of priorities centers on maintaining a cohesive destination brand, advancing inclusive and multilingual marketing, and deploying technology, particularly artificial intelligence and data-driven tools, to enhance visitor services and decision-making. These initiatives strengthen Palm Beach County's ability to compete for high-value visitors, improve visitor experience quality, and support more efficient, responsive destination management.

Equally important are priorities that invest in product development and place-based experiences that differentiate the destination while benefiting residents. These include expanding cultural, heritage, and arts tourism; advancing signature trails and coastal culture initiatives; promoting slow tourism, wellness, agritourism, and experiential dining; and activating underutilized spaces for events and pop-up programming. Collectively, these priorities emphasize geographic balance, off-season visitation, authenticity, and quality over volume.

Larger-scale, capital-intensive initiatives, such as modernization of convention and group infrastructure, major transportation and wayfinding investments, and catalytic destination assets, remain important long-term priorities but are intentionally sequenced later in the implementation horizon. These initiatives require additional feasibility analysis, multi-agency coordination, and sustained political and financial commitment. By placing them within a phased roadmap, the Plan ensures that Palm Beach County builds the organizational capacity, data foundation, and stakeholder alignment needed to maximize return on investment and manage risk.

Taken together, the priority framework positions the Tourism Master Plan as an actionable roadmap rather than a static wish list. It enables Palm Beach County to advance multiple high-value initiatives in parallel, align investments with community values, and adapt over time as market conditions and opportunities evolve, ensuring tourism remains a powerful, positive force for the County's economy, communities, and quality of life.

Implementation

Implementation of the Palm Beach County Tourism Master Plan is intentionally designed to move the Plan from vision to action through a structured, phased, and accountable approach. Recognizing the County's scale, diversity, and decentralized governance environment, the implementation framework emphasizes coordination, prioritization, and adaptability, ensuring that tourism initiatives deliver measurable economic value while enhancing resident quality of life, protecting cultural and environmental assets, and reinforcing long-term destination resilience.

Implementation is guided by a ten-year roadmap organized into four progressive phases. The early years focus on governance, organizational alignment, workforce readiness, data integration, and performance measurement, transforming the Tourism Master Plan into a living, operational system. With these foundations in place, subsequent phases emphasize visible visitor-facing activation, expansion of cultural and experiential tourism, and coordinated place-based investment across municipalities. Later phases advance destination-defining assets, signature events, innovation, and catalytic public-private partnerships, followed by a final phase focused on long-term resilience, sustainability, and global readiness. This phased approach manages risk, aligns investments with readiness, and ensures that long-term ambitions are supported by near-term capacity.

Clear roles and responsibilities are central to successful implementation. The Tourist Development Council provides strategic oversight, prioritization guidance, and performance accountability for tourism investments. The Tourist Development Council will also oversee destination marketing, coordination, research, and reporting. Municipal governments advance place-based initiatives and align local capital and programming decisions with Plan priorities, while County departments, industry partners, cultural organizations, and community groups contribute expertise, facilities, stewardship, and on-the-ground delivery. Formal coordination structures, shared work plans, and standardized reporting reinforce accountability across this complex ecosystem.

Performance measurement and adaptive management are embedded throughout implementation. Annual implementation work plans, quarterly performance dashboards, and an expanded State of Palm Beach County Tourism report provide transparency, track return on investment, and support data-driven decision-making. Regular monitoring, stakeholder engagement, and periodic plan updates ensure the Tourism Master Plan remains responsive to market conditions, community priorities, and emerging opportunities over its ten-year horizon.

Together, this implementation framework positions the Tourism Master Plan as a practical, flexible roadmap, one that balances ambition with feasibility, aligns partners around shared outcomes, and ensures tourism continues to serve as a sustainable, high-value engine for Palm Beach County's economy and communities.

Implementing the Big Ideas

The 10 Big Ideas outlined in the Tourism Master Plan are intended to function as a strategic portfolio of opportunities, not a fixed set of projects to be built. If advanced, each Big Idea would move forward through a disciplined, phased implementation framework designed to manage risk, ensure community alignment, and protect public resources while maximizing long-term economic and branding benefits.

Implementation would begin with strong portfolio-level governance, establishing clear decision-making authority, financial guardrails, and go/no-go criteria. This framework ensures that each Big Idea is evaluated consistently and that only those with demonstrated strategic fit, market demand, and feasible delivery models advance.

All Big Ideas would undergo early-stage validation before any capital commitments are made. This includes market demand and competitive analysis, site and infrastructure screening, high-level financial modeling, and initial community and stakeholder engagement. Projects that do not demonstrate clear, incremental value, or that face unresolved land, infrastructure, or community constraints, would not advance.

For concepts that pass this stage, the County would focus on differentiation and partnerships, defining how each Big Idea uniquely positions Palm Beach County relative to peer destinations and identifying the appropriate public, private, or nonprofit delivery structure. In most cases, success will depend on securing experienced operators, anchor events, or development partners and clearly assigning long-term operating risk.

Across all Big Ideas, community benefit, sustainability, and resilience are treated as core requirements rather than secondary considerations. Projects would be expected to demonstrate public value through job creation, workforce development, equitable access, environmental stewardship, and integration with existing infrastructure and neighborhoods.

Finally, the Big Ideas would advance on a phased and selective basis, with clear decision points and the flexibility to pause, rescope, or defer concepts as conditions evolve. Some Big Ideas may emerge as near-term catalysts, others as mid-term investments, and others as long-term or aspirational opportunities. This approach ensures the Tourism Master Plan remains adaptable, fiscally responsible, and aligned with Palm Beach County's long-term vision, allowing the County to think boldly while investing strategically.

Understanding Palm Beach County Tourism

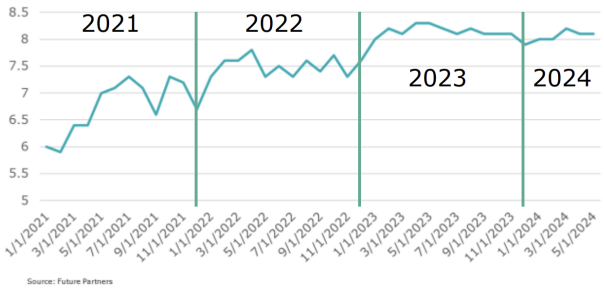
The Current State of Tourism

The travel and tourism industry in Florida and across the United States has demonstrated remarkable resilience and adaptability in the aftermath of the COVID-19 pandemic. In 2023, Florida achieved a record-breaking milestone by welcoming approximately 140.6 million visitors, marking a 2.3% increase from the previous year and surpassing pre-pandemic levels (Florida Governor's Office). This upward trend continued into the first quarter of 2024, with the state recording 40.6 million visitors, indicating sustained growth.

Nationally, the U.S. travel industry has also shown strong recovery. In 2023, travelers in the United States directly spent $1.3 trillion, resulting in an economic footprint of $2.8 trillion and supporting over 15 million American jobs (U.S. Travel). However, certain segments, such as international inbound travel and domestic business travel, are projected to remain below pre-pandemic levels through 2027 (U.S. Travel).

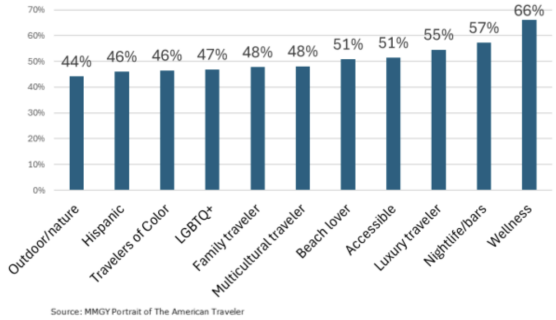
Regional interest, local success

Interest in travel to the Palm Beaches remains strong with increasing interest YOY from travelers in many segments and a continued interest in leisure travel. The Palm Beach Hotel Demand Index (below) illustrates a leveling off of leisure travel interest after several years of post-pandemic growth.



Local hotel ADR has increased slightly (+0.2%) into 2024 while decreases have been seen throughout the state (Florida total -0.8%, Miami -2,4%, and Ft. Lauderdale -2.8%).

YOY interest in The Palm Beaches has increased gradually from 43% to 45% which strong market share coming from the Northeast, Canada, family segments, and beachgoers. The area continues to demand high interest from travelers looking for wellness, nightlife, luxury, and accessibility.



Based on recent work, great strides have been made across key tourism initiatives across The Palm Beaches.

Recent Achievements and Initiatives

- **Record-Breaking Tourism Numbers:** Palm Beach County saw a 2.5% increase in visitors, reaching 9.5 million in 2023, with continued record-breaking visitation into early 2024. Visitor spending also rose by over 4%.

- **Strong Cultural Tourism Engagement:** The Cultural Council for Palm Beach County continued to establish The Palm Beaches as Florida's Cultural Capital, with cultural tourism efforts attracting over 30% of visitors specifically for the arts and culture experiences.

- **Innovative Marketing Campaigns:** The launch of the "Love The Palm Beaches" campaign and the continuation of the "Sea to Preserve" campaign highlighted sustainability and community engagement, achieving millions of impressions through various media channels.

- **Increased Accessibility Initiatives:** Partnerships with organizations like Wheel the World and the development of accessible tourism content and tools helped ensure that travel to The Palm Beaches is inclusive and accessible to visitors with disabilities.

- **Expansion of The Palm Beaches TV Channel:** The Palm Beach County Film & Television Commission added new programming hours, reaching over 5,000 hotel rooms and driving further brand engagement with over 220 curated webisodes.

- **Growth in Social Media Reach:** Discover The Palm Beaches achieved record-breaking social media reach, increasing follower growth by 40% and achieving over 587 million impressions across platforms through campaigns like "Live Like a Local."

- **New Partnerships and Sponsorships:** Strategic partnerships, such as the collaboration with Brightline for enhanced accessibility and the Presenting Partner role at the Cognizant Classic golf tournament, raised the profile of Palm Beach County through national media exposure.

- **Successful Group and Leisure Sales Initiatives:** Campaigns targeting group and leisure travelers secured tens of thousands of room nights, generating significant revenue and elevating the destination's status as a premier meeting location.

- **Enhanced Digital Infrastructure and Data Analytics:** The implementation of a new AI-powered website chat function, improved website accessibility, and the expansion of the MarTech team led to a substantial increase in digital engagement, with over 6 million users on ThePalmBeaches.com in 2024.

Standing out in the near-term

As the long-range Tourism Master Plan is implemented, enhancements and advancements on current marketing initiatives will be important. Looking across the regional marketing organizations, and their combined efforts, focus should be on actionable, differentiated, and forward-looking activities that will position The Palm Beaches in the most favorable light to prospective visitors. Some of the key initiatives include:

Develop the Convention Center District: Move forward with the development of a second headquarters hotel at the Palm Beach County Convention Center, projected for completion by 2027, to attract large-scale events and enhance group travel options.

Increase International Visitor Engagement: Prioritize key international markets, including Canada, the UK, Brazil, Germany, and Colombia, with multilingual campaigns and expanded partnerships to increase visitation and brand consistency abroad.

Enhance Accessibility and Inclusion: Expand accessible tourism initiatives by assessing more locations for accessibility, improving resources for deaf and sensory-impaired travelers, and promoting inclusivity across all tourism channels.

Strengthen Digital Infrastructure: Invest in digital marketing technology (MarTech), data management, and website personalization tools to provide tailored visitor experiences and increase engagement across digital platforms.

Promote Sustainability Initiatives: Advance the "Sea to Preserve" campaign, develop electric vehicle (EV) itineraries, and position Palm Beach County as a leader in sustainable tourism aligned with global sustainability goals.

Expand Cultural and Heritage Tourism: Support cultural tourism with campaigns like "So Much Culture, So Little Time," launch the Palm Beach County Black Cultural Heritage Trail, and promote events celebrating the area’s arts, history, and heritage.

Increase Group and Leisure Sales: Create new marketing strategies for "Between-The-Sessions" experiences, refresh marketing assets for meeting planners, and host familiarization tours for event journalists.

Drive Resident Engagement with Tourism: Reinforce the “Love The Palm Beaches” campaign, encourage resident involvement as tourism ambassadors, and commission local art projects to foster community pride and local tourism support.

Boost Economic Impact and Employment: Target $7.3 billion in visitor spending, support 100,000 leisure and hospitality jobs, and aim for a 5.1% share of hotel room night revenue within Florida.

Enhance Partnerships with Key Organizations: Deepen partnerships with Visit Florida, Brightline, and Brand USA, and leverage events like the Boca Raton Centennial Celebration to expand regional and national outreach.

Develop Comprehensive Data and Analytics: Improve first-party data collection, refine AI chat functionality on digital platforms, and ensure data privacy compliance to deliver personalized and secure travel experiences.

Trends: where we came from and where we're going

Over the past two decades, the travel and tourism industry has undergone significant transformations driven by technology, changing consumer behaviors, global events, and socio-economic shifts. By looking back at what we've evolved through and have been changed by, we can make predictions of upcoming themes and trends.

2000-2010: The Rise of Online Travel and Global Expansion

1. **Growth of Online Travel Booking (2000s)**:
   The early 2000s saw the rapid expansion of online travel agencies (OTAs) such as Expedia, Booking.com, and Priceline, transforming how people booked flights, hotels, and vacation packages. This shift empowered travelers to compare prices, read reviews, and make reservations without relying on travel agents.
2. **Low-Cost Airlines Boom**:
   Low-cost carriers such as Southwest Airlines, Ryanair, and EasyJet grew rapidly during this time, democratizing air travel and increasing accessibility. This trend led to a surge in short-haul and budget-friendly trips across the U.S. and Europe.
3. **Globalization of Travel**:
   The decade was marked by increased global tourism, driven by rising disposable incomes in emerging economies such as China, India, and Brazil. International travel became more common as visa requirements were relaxed in many countries, and middle-class populations expanded.
4. **Rise of Social Media (Late 2000s)**:
   The advent of social media platforms like Facebook (2004) and YouTube (2005) began to influence how travelers shared experiences and discovered new destinations. User-generated content and travel blogs emerged as powerful tools for inspiration and research.
5. **Impact of 9/11 and Security Changes**:
   The September 11, 2001 attacks led to heightened security measures globally, particularly in air travel, including stricter screening processes and the introduction of the TSA in the U.S. This caused temporary disruptions but also set new security standards for the industry.

2010-2020: The Age of Personalization, Sharing Economy, and Digital Revolution

1. **Growth of the Sharing Economy**:
   Platforms like Airbnb (founded in 2008) and Uber (2009) revolutionized accommodation and transportation. The sharing economy allowed travelers to access more affordable and personalized experiences, disrupting traditional hotel and taxi services.
2. **Mobile Revolution and Apps**:
   The 2010s saw the rise of mobile travel apps for everything from booking flights and accommodations to navigating new destinations. Apps like Google Maps, TripAdvisor, and mobile check-in tools transformed the convenience of travel.
3. **Personalization and Data-Driven Travel**:
   With the rise of big data, travel companies began using customer data to offer personalized recommendations, tailored experiences, and targeted marketing. Dynamic pricing, based on user behavior and demand forecasting, also became more common.
4. **Sustainability and Eco-Tourism**:
   By the mid-2010s, there was a growing focus on sustainable tourism and the need to reduce the environmental impact of travel. Eco-conscious travelers began seeking destinations that prioritized environmental preservation, responsible tourism, and green accommodations.
5. **Influencer and Social Media Travel**:
   Platforms like Instagram (launched in 2010) played a significant role in travel decision-making. Influencers, particularly in the fields of adventure, luxury, and family travel, began shaping destination trends, with travelers increasingly looking to social media for inspiration.
6. **Experience Economy**:
   Travelers in this period sought unique, authentic experiences over material goods. Adventure tourism, wellness retreats, and cultural immersion became key selling points for destinations and travel brands. This trend was particularly strong among Millennials and Gen Z.
7. **Increased Focus on Wellness and Health Tourism**:
   As health and wellness became more central to consumers' lifestyles, wellness tourism grew, with people seeking spa resorts, yoga retreats, and medical tourism for both preventive health and treatment purposes.

2020-Present: Post-Pandemic Recovery and New Travel Norms

1. **Impact of COVID-19 (2020)**:
   The COVID-19 pandemic brought global travel to a halt in 2020, causing massive disruptions across the tourism sector. Countries closed borders, airlines canceled flights, and hotels saw plummeting occupancy rates. Travel restrictions and health concerns created a temporary shift toward local travel, staycations, and road trips as people avoided international travel.
2. **Health and Safety as a Priority**:
   Since the pandemic, travelers now prioritize health and safety protocols, with destinations and airlines emphasizing cleanliness, vaccination requirements, and flexible cancellation policies. Contactless technology for check-ins, payments, and boarding became a key feature in post-pandemic travel.
3. **Remote Work and Digital Nomadism**:
   The pandemic led to a surge in remote work and the rise of digital nomads, as more professionals realized they could work from anywhere. Destinations began marketing themselves as ideal places for long-term stays with co-working spaces and reliable internet, leading to the popularity of "workcations" and "bleisure" travel.

4. **Flexible Travel and Changing Booking Behaviors**:
   Travelers began seeking more flexibility in bookings, including refundable fares, last-minute trip planning, and flexible hotel stays. The uncertainty brought by the pandemic meant consumers valued the ability to change plans easily without penalties.
5. **Sustainability and Responsible Tourism**:
   Post-pandemic travelers are showing even greater interest in sustainable and responsible tourism, with many opting for eco-friendly accommodations, low-impact activities, and travel providers that support environmental and community-focused initiatives.
6. **Tech-Enhanced Travel**:
   The increased reliance on digital tools during the pandemic has accelerated the adoption of contactless services, virtual experiences, and AI-driven customer service. Augmented reality (AR) and virtual reality (VR) are also being explored as tools to provide immersive travel experiences for those unable to travel.

Predictions for the Next Decade

1. **Sustainability and Ecology Becomes the Norm**:
   Sustainability will become a central theme in travel marketing and operations. Carbon offsets, eco-friendly hotels, and sustainable transportation options will become expected by consumers, especially as awareness of climate change grows. Environmental programs, sustainable tourism, and climate-neutral products and services will become increasingly more important to the modern traveler.
2. **Personalization Through AI**:
   AI will power highly personalized travel experiences, with machine learning algorithms analyzing travelers' preferences to offer real-time, tailor-made itineraries. AI-driven virtual assistants will handle everything from bookings to customer service inquiries.
3. **Rise of Hybrid Travel Experiences**:
   AR and VR technologies will allow travelers to "preview" destinations virtually before booking or to enjoy hybrid travel experiences that combine physical travel with digital elements, such as virtual tours of cultural sites or wildlife reserves. Digital assets and social media will augment travel pre-planning, in-destination experiences, and post-travel memory making. Combining digital and physical experiences across channels will be an expected norm.
4. **Micro is the New Big Thing:** Influencer marketing will continue to play a critical role, but with a shift toward more micro-influencers and niche content creators to connect with specific segments like adventure travelers, cultural tourists, or eco-tourists. As privacy concerns grow, first-party data collection will become more essential, with travel brands focusing on building direct relationships with consumers via loyalty programs and personalized communication.
5. **Focus on Wellness and Remote Work**:
   Destinations will cater more to wellness tourists and remote workers by offering packages for extended stays with wellness activities like yoga retreats, nature excursions, and healthy dining options. Digital nomad visas likely will become more common, enabling longer stays in foreign countries.
6. **Smart Cities and Mobility Solutions**:
   With advancements in smart city technology, destinations will offer seamless travel experiences powered by IoT (Internet of Things). This includes smart transportation, automated check-ins, and real-time data on traffic and pedestrian flows, reducing congestion and enhancing sustainability.

Marketing initiatives in the short- and medium-term should focus on the current travel expectations while setting the groundwork for upcoming trends. Recommendations and considerations for longer-term enhancements are included in the final section of this document as input to the Tourism Master Plan.

Current Events and Risks

Current events around social, governmental, and environmental issues can impact travel desirability to certain areas. While travel to Palm Beach County remains strong by recent reports, there are issues to watch that may impact some traveler perceptions about the county or state.

Severe Weather and Hurricane Risk

Florida's vulnerability to hurricanes and other extreme weather events is a concern for potential visitors. The frequency and intensity of hurricanes, especially during peak travel seasons, can make travelers cautious about planning vacations in Florida due to potential safety risks and travel disruptions.

Severe weather events significantly influence travelers' perceptions and decisions to visit certain destinations. The 2017 hurricane season, marked by Hurricanes Irma and Maria, led to substantial declines in tourism for affected regions. Puerto Rico, heavily impacted by Hurricane Maria, experienced a 36% drop in tourist arrivals in 2019 compared to 2016 levels. World Economic Forum

Similarly, in 2024, Australia anticipated an unusually hot and wet summer, prompting travelers to alter their plans. Industry experts noted a shift towards booking experiences closer to travel dates and an increased interest in water-based and eco-friendly activities. News.com.au

Marketing the resilience of the community, partnership with local businesses, and the availability of services and attractions will help reinforce the viability of the region as a potential destination. While many events are unpredictable, putting annual contingency plans for disaster recovery marketing, PR response planning, and post-event co-marketing is advised.

Environmental Concerns

Environmental issues, like algal blooms and red tide outbreaks, impact Florida's beaches and coastal waters, potentially deterring visitors who prioritize beach activities. It's estimated that the 2018 red tide outbreak caused over $2.7B in tourism-related losses. Low-lying coastal areas are at increased risk of sea level rise, erosion, and storm surge. Concerns over climate resilience, water quality, ecosystem health, and long-term sustainability may affect travelers' views on the destination, particularly for those aware of environmental impacts.

Continually educating and informing potential visitors on the vast eco-friendly experiences and programs available in the county can impact negative perceptions from environmental issues. Partnering with and promoting the sustainability of the region is also a competitive advantage against competing markets in the state.

Key Tourism Assets

Based on the collective findings from the extensive research prepared for the Palm Beach County Tourism Master Plan, the County's tourism ecosystem can be best understood through a set of core tourism asset categories that together define its competitive position, visitor appeal, and future growth opportunities.

Coastal, Natural, and Environmental Assets
Palm Beach County's beaches, waterfronts, climate, and scenic beauty form the foundation of its tourism economy and brand identity. Visitor research consistently shows that beaches, weather, oceanfront ambiance, and scenic quality are the most important and highest-rated attributes influencing visitation decisions. From Jupiter and Juno Beaches in the north to Boca Raton and Delray Beach in the south, coastal access points, parks, and waterfront districts anchor the County's appeal as a premium lifestyle destination. Complementing the coastline are significant inland natural assets, including wetlands, wildlife refuges, nature centers, preserves, and lake-based recreation opportunities that support ecotourism, outdoor recreation, and environmental education, an area with long-term growth potential if more intentionally curated and promoted.

Arts, Culture, and Heritage Assets
Palm Beach County is widely recognized as Florida's Cultural Capital®, with a robust concentration of museums, performing arts venues, historic sites, and cultural districts. Flagship institutions such as the Norton Museum of Art, Flagler Museum, Kravis Center, Morikami Museum and Japanese Gardens, and numerous local theaters and galleries attract high-value cultural travelers who tend to stay longer and spend more. Cultural tourism contributes hundreds of millions of dollars annually to the local economy and plays a key role in diversifying the visitor experience beyond sun-and-sand offerings. Heritage assets, ranging from historic downtowns to African American history, agricultural heritage, and architectural landmarks, also represent an under-leveraged opportunity to expand storytelling, authenticity, and inclusivity within the destination's tourism portfolio .

Lifestyle, Dining, Shopping, and Walkable Districts
Upscale shopping streets, mixed-use districts, and dining destinations are among the most visited and most enjoyed attractions in the County. Worth Avenue, Atlantic Avenue, Clematis Street, Mizner Park, CityPlace, and similar districts combine retail, dining, arts, and public space into walkable environments that align strongly with visitor preferences for lifestyle-oriented travel. Dining and culinary experiences, particularly waterfront restaurants, food-driven districts, and upscale casual concepts, rank among the highest-rated components of the visitor experience. Research also suggests growing demand for more diverse, affordable, and locally distinctive culinary offerings, indicating an opportunity to further strengthen culinary tourism, food halls, and pop-up or event-driven dining experiences.

Sports, Recreation, and Event Infrastructure
Palm Beach County's sports tourism assets form one of its most versatile and resilient tourism categories. These include professional and amateur sports facilities, Spring Training venues, equestrian and polo facilities in Wellington, golf resorts, tennis facilities, beach sports venues, and regional tournament infrastructure. Sports tourism plays a critical role in driving off-season visitation, particularly during summer and shoulder periods, and supports a mix of youth, amateur, elite, and spectator-driven events. Stakeholder and agency plans also highlight opportunities to expand international sports events, training camps, and signature tournaments, reinforcing the County's positioning as a year-round sports destination.

Meetings, Conventions, and Group Travel Assets
Group business is a significant economic driver for Palm Beach County, with meetings and conventions generating a disproportionately high share of first-time visitors and hotel room nights. The Palm Beach County Convention Center, surrounding hotel inventory, and downtown West Palm Beach function as the core of this segment. While performance has rebounded strongly since the pandemic, research consistently identifies constraints related to proximate headquarters hotel capacity and room block availability. Enhancing this asset category, through strategic hotel development, improved connectivity, and experience packaging, remains critical to sustaining and growing high-yield group visitation.

Accommodations and Hospitality Assets
Palm Beach County offers a diverse lodging inventory ranging from luxury resorts and upscale branded hotels to motels, vacation rentals, campgrounds, and bed-and-breakfasts. Nearly half of hotel properties fall within upscale or higher chain-scale categories, reinforcing the County's premium positioning. At the same time, visitor data indicate a substantial share of stays occur in non-traditional or non-tax-generating accommodations, highlighting both opportunity and leakage. Continued reinvestment in lodging quality, variety, and affordability, particularly near activity centers and event hubs, will be essential to supporting longer stays and broader market appeal.

Film, Media, and Creative Economy Assets
The County's film and television production sector has emerged as a distinctive tourism-adjacent asset, generating billions in economic impact and global exposure. Media production, content creation, and digital storytelling, through initiatives like The Palm Beaches TV, serve as both economic drivers and powerful destination marketing tools. This creative economy strengthens brand visibility, supports workforce development, and creates cross-promotional opportunities linking tourism, culture, and entertainment.

Community, Quality-of-Life, and Supporting Infrastructure
Finally, the tourism asset base is supported by broader community infrastructure, including transportation networks, public spaces, beach access points, parking, streetscapes, and visitor services. Visitor and resident research consistently points to mobility, traffic, parking, affordability, and accessibility as key pressure points that influence experience quality. Investments in transportation solutions, placemaking, public realm enhancements, and accessibility improvements are therefore not only community priorities but also essential components of sustaining tourism competitiveness and resident support.

Collectively, these asset categories illustrate that Palm Beach County is a mature, high-value tourism destination built on exceptional natural beauty, refined lifestyle experiences, cultural depth, and strong hospitality fundamentals. The County's opportunity moving forward lies not in reinventing its asset base, but in better integrating, animating, and balancing these categories, diversifying experiences geographically and seasonally, improving accessibility and affordability, and aligning investment with both visitor demand and resident quality of life.

Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)

Following is a comprehensive, integrated SWOT analysis for tourism in Palm Beach County, synthesizing findings from the full body of Tourism Master Plan research. This SWOT is intentionally written at a strategic, countywide level.

Strengths

Globally Recognized Natural and Coastal Assets
Palm Beach County's beaches, climate, waterfronts, and scenic beauty are the cornerstone of its tourism economy and brand identity. Visitor research consistently ranks beaches, weather, waterfront ambiance, and scenic quality as the most important and highest-performing destination attributes. These assets drive strong emotional attachment, repeat visitation, and long average lengths of stay, reinforcing the County's position as a premium lifestyle destination.

Diverse, High-Quality Cultural and Lifestyle Offerings
The County possesses one of Florida's strongest concentrations of arts, culture, heritage, and lifestyle assets, including internationally recognized museums, performing arts venues, historic sites, walkable downtowns, and upscale shopping and dining districts. Cultural tourism generates outsized economic impact and attracts higher-spending visitors who stay longer. Flagship institutions and districts such as Worth Avenue, Atlantic Avenue, Clematis Street, the Norton Museum, Flagler Museum, and the Kravis Center reinforce the County's differentiated brand beyond "sun-and-sand."

Affluent, Loyal, and High-Value Visitor Base
Palm Beach County attracts an older, affluent, and highly loyal visitor profile, with strong repeat visitation, extended stays, and high average daily room rates that outperform many peer Florida destinations. This maturity provides revenue stability, resilience during economic cycles, and a strong foundation for yield-focused growth rather than volume-driven expansion.

Strong Tourism Governance and Partner Ecosystem
The County benefits from a well-established tourism governance structure anchored by the Tourist Development Council and its partner agencies. Research, marketing, sports tourism, cultural promotion, and convention sales are supported by dedicated organizations with demonstrated capacity to collaborate. The GSTC Destination Assessment confirms good performance in sustainable management, stakeholder engagement, and community input systems.

Growing Commitment to Sustainability and Conservation
Palm Beach County has made meaningful progress in environmental stewardship through initiatives such as "Sea to Preserve," wildlife conservation programs, water quality monitoring, and resident engagement around sustainability. These efforts provide credibility and momentum for positioning the destination as a responsible, values-driven place to visit.

Cultural Diversity and Community Momentum
The County's cultural diversity and growing commitment to Community First initiatives represent a foundational strength. Stakeholders highlighted expanding inclusive programming, partnerships with small businesses, and early adoption of Community First principles in marketing and operations. This provides a strong platform for inclusive destination storytelling and broader market relevance.
Weaknesses

Seasonality and Temporal Concentration of Demand
Tourism demand remains heavily concentrated in winter and early spring months, with pronounced summer and shoulder-season softness affecting hotel occupancy, attractions, restaurants, and workforce stability. While sports and events partially offset this pattern, seasonality continues to strain businesses and public services.

Transportation, Traffic, and Parking Constraints
Visitor and resident research consistently identify traffic congestion, limited parking, and mobility challenges, particularly near beaches, downtowns, and cultural venues, as major pain points. These issues negatively impact visitor satisfaction, limit dispersal to lesser-known areas, and reduce the perceived ease of experiencing the destination.

Perceived Exclusivity and Affordability Barriers
While luxury is a core brand strength, portions of the destination are perceived as expensive, exclusive, or inaccessible, particularly Palm Beach and certain coastal areas. Rising hotel rates, dining costs, and parking fees create friction for younger travelers, families, and value-oriented segments, limiting market diversification.

Uneven Accessibility and Inclusive Infrastructure
Despite pockets of excellence, accessibility remains inconsistent across attractions, beaches, transportation systems, and digital platforms. Stakeholders identified gaps in disability accommodations, multilingual resources, wayfinding, and consolidated accessibility information, limiting the County's ability to fully serve travelers with diverse needs.

Fragmentation Across a Large, Multi-Jurisdictional Destination
Palm Beach County's size, 39 municipalities and diverse submarkets, creates challenges related to coordination, unified storytelling, product integration, and equitable distribution of tourism benefits. Western and inland communities remain under-visited relative to their cultural, agricultural, and natural assets.

Sustainability Implementation Gaps
While policy frameworks and intent are strong, the GSTC assessment identified gaps in enterprise-level sustainability adoption, low-impact transportation infrastructure, water stewardship, greenhouse gas mitigation, and centralized performance monitoring. These gaps limit the County's ability to fully operationalize sustainability goals.

Opportunities

Diversifying the Tourism Experience Beyond the Coast
There is significant opportunity to elevate inland, western, and culturally rich communities through heritage tourism, agritourism, ecotourism, and outdoor recreation. Dispersing visitation can relieve pressure on coastal areas, extend stays, and deliver more equitable economic benefits across the County.

Strengthening Year-Round and Shoulder-Season Demand
Expanded sports tourism, cultural festivals, culinary events, wellness programming, and signature experiences can reduce seasonality and stabilize visitation. Visitor research clearly indicates demand for more events, nightlife, and programming as reasons to stay longer and return more often.

Inclusive Growth Through Community First Led Tourism Development
Advancing Community First initiatives, such as a countywide accessibility guide, inclusive marketing, small business integration, and workforce development, can expand market reach, strengthen resident support, and differentiate Palm Beach County nationally as a welcoming, inclusive destination.

Leadership in Sustainable and Responsible Tourism
By addressing GSTC-identified gaps, enterprise engagement, low-impact transportation, water conservation, climate action, and data integration, the County can position itself as a national leader in sustainable tourism. Sustainability-aligned investment also protects the natural and cultural assets that underpin long-term competitiveness.

Younger and Emerging Market Engagement
Brand research and visitor data highlight an opportunity to better engage Millennials, Gen Z, families, and experiential travelers through digital storytelling, contemporary cultural programming, culinary innovation, and more affordable or flexible experiences, without undermining the County's premium positioning.

Leveraging Film, Media, and Storytelling Assets
The County's film and media production ecosystem offers powerful tools for destination storytelling, brand amplification, and cultural promotion. Expanded use of locally rooted narratives can elevate underrepresented communities and lesser-known assets while reinforcing authenticity.

Threats

Climate Change and Environmental Vulnerability
Rising sea levels, coastal erosion, extreme weather, heat, and water resource pressures pose long-term risks to the County's beaches, infrastructure, and visitor experience. Without proactive mitigation and adaptation, these factors could erode the destination's core competitive advantages.

Intensifying Competition Within Florida and Beyond
Palm Beach County competes with numerous Florida destinations that are aggressively investing in infrastructure, events, sports, and marketing, often at lower price points. Maintaining differentiation based on quality, experience depth, and values is increasingly critical.

Infrastructure Strain and Community Pushback
Traffic congestion, housing affordability, workforce shortages, and perceptions of over-tourism risk undermining resident support. Declining resident belief that tourism benefits the community financially highlights the importance of clearer reinvestment narratives and visible quality-of-life benefits.

Economic Volatility and Cost Sensitivity
Recessionary pressures, inflation, and rising travel costs may disproportionately affect discretionary travel, particularly for long-haul or international markets. High pricing, while supporting yield, also increases vulnerability during downturns.

Policy, Regulatory, and Funding Constraints
State-level legislation, funding limitations, and regulatory complexity may restrict the County's ability to fully advance Community First initiatives, sustainability investments, workforce housing solutions, or major infrastructure improvements.

Strategic Takeaway
Palm Beach County enters the Tourism Master Plan process from a position of strength and maturity, anchored by exceptional natural assets, a premium lifestyle brand, strong cultural depth, and a loyal, high-value visitor base. The central challenge, and opportunity, lies in evolving the destination deliberately: diversifying experiences geographically and seasonally, embedding sustainability and a Community First focus into implementation (not just vision), improving mobility and accessibility, and ensuring tourism growth delivers visible, equitable benefits to residents.

Addressing these dynamics will allow Palm Beach County not only to remain competitive, but to lead nationally as a model for high-value, inclusive, and sustainable destination management.

Positioning Within the Regional / State / National Tourism Landscape

Palm Beach County occupies a distinctive and increasingly strategic position within Florida's highly competitive tourism landscape and among premium leisure destinations nationally. The Branding and Marketing Assessment makes clear that the County is neither a mass-market beach destination nor a narrowly defined luxury enclave; rather, it sits at the intersection of refined lifestyle, cultural depth, and experiential travel, offering a differentiated alternative to both high-volume Florida destinations and traditional luxury resort markets.

Positioning Within South Florida and the Southeast

Regionally, Palm Beach County is clearly differentiated from Miami-Dade and Broward counties. While Miami competes on global nightlife, entertainment spectacle, and international urban energy, and Broward emphasizes accessibility and convention-driven volume, Palm Beach County is positioned as a more curated, elegant, and experience-rich destination. Its strengths lie in upscale yet understated luxury, walkable coastal towns, arts and culture, culinary experiences, wellness, golf, equestrian sports, and nature-based recreation.

The Assessment notes that Palm Beach County offers a "quieter sophistication" that appeals strongly to affluent couples, mature travelers, cultural explorers, and repeat visitors seeking authenticity, quality, and emotional connection rather than intensity or scale. This positioning allows the County to compete effectively for high-yield travelers while avoiding direct competition with Miami's entertainment-driven brand.

Positioning Within Florida's Statewide Tourism Market

At the state level, Palm Beach County stands apart from Florida's dominant family-oriented and attraction-driven destinations such as Orlando and Tampa, as well as from more overtly beach-focused markets like Panama City Beach or Clearwater. Florida tourism is often associated nationally with theme parks, large resorts, and mass visitation; Palm Beach County, by contrast, is positioned as a premium lifestyle destination that emphasizes quality over quantity.

The Branding and Marketing Assessment highlights Palm Beach County's ability to command top-tier Average Daily Rates (ADR) relative to peer Florida destinations, reinforcing its perception as a high-value market rather than a discount-driven one. Importantly, the County's positioning is not limited to traditional luxury; the Assessment recommends evolving away from a dated, exclusionary luxury narrative toward a more inclusive, experiential definition of luxury, one rooted in culture, wellness, sustainability, and personal enrichment.

This shift enables Palm Beach County to compete statewide for travelers who are aging out of theme-park-centric vacations or seeking Florida experiences that feel more meaningful, refined, and restorative.

Positioning in the National Tourism Landscape

Nationally, Palm Beach County competes less with conventional sun-and-sand destinations and more with aspirational lifestyle markets such as Napa Valley, Santa Barbara, Charleston, Aspen (seasonally), and Scottsdale, destinations known for blending natural beauty with culture, dining, wellness, and a strong sense of place.

The Branding and Marketing Assessment positions Palm Beach County as a destination that delivers "transformational leisure" rather than transactional travel. Visitors are drawn not just to individual attractions, but to the overall environment: climate, architecture, walkability, coastal elegance, and cultural programming. This positioning aligns well with post-pandemic travel trends emphasizing slow travel, longer stays, wellness, and emotionally resonant experiences.

At the same time, the Assessment cautions that Palm Beach County must modernize its brand expression to remain competitive nationally, particularly with younger, more diverse, and values-driven travelers. Destinations across the U.S. are increasingly emphasizing sustainability, inclusivity, and authenticity; Palm Beach County's opportunity is to lead with these themes, leveraging its strong cultural institutions, environmental stewardship initiatives, and community diversity as differentiators rather than secondary messages.

Strategic Positioning Implications

Overall, the Branding and Marketing Assessment concludes that Palm Beach County is well-positioned but under-leveraged:

- It holds a strong competitive position as a high-quality, high-yield destination within Florida.
- It differentiates effectively from nearby South Florida markets through culture, refinement, and lifestyle.
- It competes nationally with aspirational destinations that value experience, place, and meaning over scale.
- Its future competitiveness depends on evolving brand positioning toward inclusive luxury, experiential travel, sustainability, and cultural authenticity, supported by unified messaging across tourism partners.

This positioning provides a strong foundation for long-term growth, particularly if Palm Beach County continues to emphasize quality of experience, resident alignment, and values-based tourism rather than volume-driven visitation.

Crafting the Tourism Master Plan

Overall Process

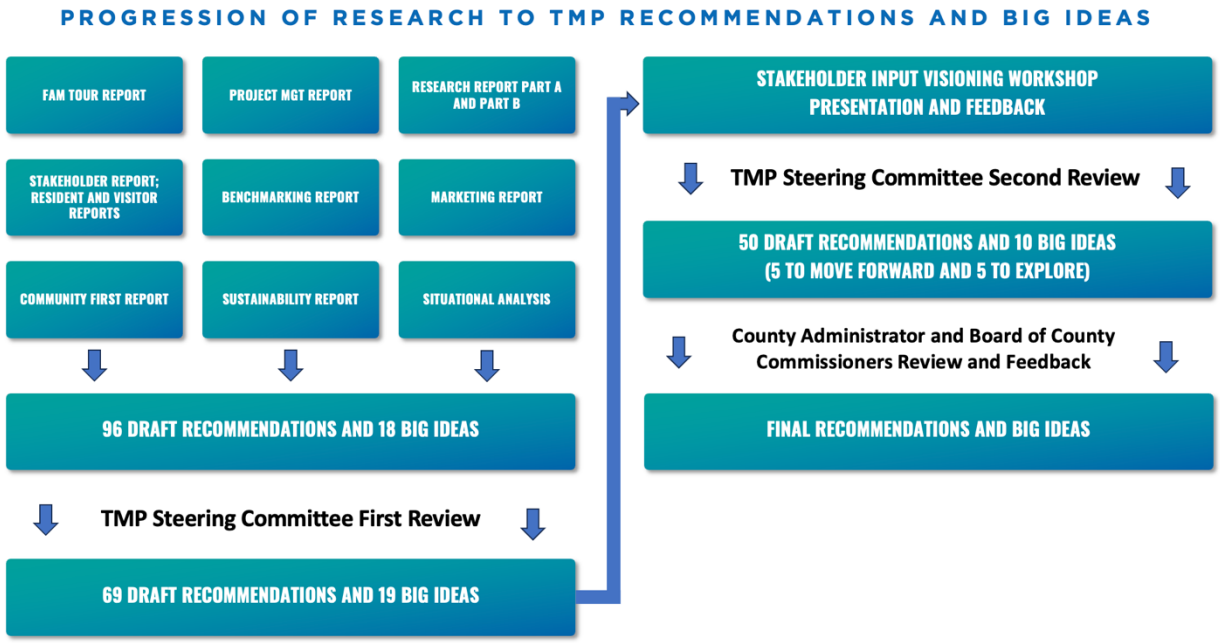
Crafting the Palm Beach County Tourism Master Plan was designed as a rigorous, transparent, and highly collaborative process, guided by strong oversight and continuous engagement. CSL conducted a comprehensive suite of quantitative and qualitative research activities, spanning market and performance analysis, stakeholder and community engagement, benchmarking, and best-practice review, while working closely with the Project Steering Committee to validate findings, test assumptions, and refine strategic directions at each major milestone. The Steering Committee also served as a critical forum for review / consideration / feedback as well as coordination across county departments, municipal partners, and tourism stakeholders, ensuring alignment with local priorities and implementation realities.

Following production of the research and the comprehensive Situational Analysis Report, TDC hosted a Visioning Workshop, attended by more than 200 industry stakeholders, serving as a pivotal moment in the Tourism Master Plan process, translating the project's extensive research and stakeholder input into a shared, forward-looking direction for Palm Beach County's visitor economy. Convened with the Project Steering Committee, municipal partners, and key tourism and community stakeholders, the workshop provided a structured forum to test preliminary findings, explore future scenarios, and collectively articulate a long-term vision grounded in community values, market realities, and sustainability principles.

Through facilitated discussion and interactive exercises, participants of the Visioning Workshop helped identify priority opportunities, guiding principles, and "Big Ideas" that balanced economic impact with quality of life and environmental stewardship. The outcomes of the Visioning Workshop directly informed the refinement of the destination vision, strategic pillars, and investment priorities, ensuring that the Tourism Master Plan reflects broad consensus, local ownership, and a clear roadmap for implementation.

Finally, the strategic framework and final recommendations were formally reviewed and considered by the members of the Palm Beach County Board of County Commissioners, providing policy-level guidance, accountability, and affirmation that the resulting Tourism Master Plan reflects both data-driven insights and the long-term vision and interests of Palm Beach County's residents, businesses, and visitors.

Following is an illustration of the activities that were undertaken to produce the final list of Strategic Recommendations and Big Ideas.



The Steering Committee

The Palm Beach County Tourism Master Plan Steering Committee served as the strategic steward of the Tourism Master Plan, providing leadership, accountability, and guidance throughout the planning process. Comprised of key public- and private-sector stakeholders, the Committee was responsible for establishing strategic oversight; ensuring meaningful and inclusive stakeholder engagement across the County's diverse communities and tourism interests; and reviewing, refining, and approving major deliverables at each phase of the work. In addition, the Steering Committee monitored overall progress to ensure alignment with the County's goals, offered subject-matter expertise and practical guidance to strengthen recommendations, and proactively identified and managed risks that could affect implementation. Through its collective leadership, the Committee also played a critical role in promoting public awareness, building consensus, and championing the Tourism Master Plan as a shared roadmap for a sustainable, competitive, and community-aligned tourism future for Palm Beach County.

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DAVE ANDERSON
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GEORGE LINLEY
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DONALD P. DUFRESNE
Esq.
Tourist Development Council Board Member

DAVICKA NICOLE THOMPSON
Tourist Development Council Board Member

The Research

The following material forms the foundation for the Palm Beach County Tourism Master Plan by synthesizing the findings of a yearlong research and engagement process into a clear, evidence-based understanding of the county's tourism landscape. Drawing on field assessments, stakeholder interviews, market analyses, and community and visitor surveys, the analysis identifies the county's greatest assets, emerging challenges, and strategic opportunities across key themes such as infrastructure, branding, sustainability, governance, and community impact. This material presents a comprehensive snapshot of where Palm Beach County stands today as a visitor and resident destination, and sets the stage for the Strategic Recommendations that will guide the county toward a more inclusive, resilient, and competitive tourism future.

Key Take Aways

Palm Beach County stands at a critical juncture in its tourism evolution. The multitude of research prepared for the Tourism Master Plan reveals a destination rich in assets but facing a host of challenges that, if left unaddressed, could limit its long-term competitiveness and community benefit. Drawing from months of field research, stakeholder engagement, municipal plan reviews, visitor and resident surveys, and benchmarking studies, the findings paint a nuanced picture of both promise and pressure.

At the heart of the County's tourism offering is its remarkable diversity of experiences. From luxury resorts like The Breakers to natural wonders such as the Arthur R. Marshall Loxahatchee National Wildlife Refuge, from world-class cultural institutions to thriving beach towns, Palm Beach County caters to an expansive range of traveler interests. Yet this richness is unevenly distributed. The eastern third of the county, coastal cities like West Palm Beach, Boca Raton, and Delray Beach, houses the majority of tourism infrastructure and activity, while western communities such as Belle Glade and Pahokee remain largely disconnected from the visitor economy. This geographic imbalance underscores the need for more equitable investment and a broader view of destination development.

Infrastructure emerged as one of the most urgent areas for improvement. Across nearly every municipality, there was consensus that aging water, sewer, stormwater, and transportation systems are not keeping pace with tourism demand. Road congestion, especially along major corridors like US-1 and A1A, limited public transit, inadequate pedestrian networks, and insufficient parking all contribute to a strained visitor experience, particularly during peak seasons. These issues are compounded by limited beach access, which is paradoxically one of the most commonly cited obstacles in a destination defined by its coastline.

While Palm Beach County enjoys a strong cultural reputation, the connection between arts institutions and the tourism ecosystem remains underdeveloped. Places like the Kravis Center and Norton Museum of Art draw high-value cultural visitors, yet their potential is not fully leveraged through tourism-focused programming or marketing. Similarly, eco- and agri-tourism assets are plentiful, but lack investment in amenities, interpretation, and promotion necessary to reach their full potential.

A rising concern throughout the research is overtourism, marked by infrastructure strain, environmental degradation, and rising tensions between growth and livability. Stakeholders repeatedly pointed to the housing crisis, where escalating real estate values and the proliferation of short-term rentals are pushing essential workers, particularly in hospitality and the arts, out of the county. At the same time, the natural environment, from beaches to parks, is showing signs of overuse. Without intervention, Palm Beach County risks compromising the very qualities that make it attractive to visitors.

Importantly, residents expressed broad support for tourism, recognizing its economic contributions. But this support is conditional. Residents want growth to be managed wisely, infrastructure to be modernized, and benefits to be shared more equitably. Full-time residents, in particular, voiced concern about affordability, quality of life, and the need for dual-purpose investments, such as trails, parks, and beach amenities, that serve both locals and tourists. Meanwhile, part-time residents, many of whom are older and more affluent, focused more on convenience, aesthetics, and leisure quality.

The destination's sustainability practices received mixed marks. The Global Sustainable Tourism Council evaluation found strong performance in governance and community engagement, but weak adoption among private tourism businesses and limited environmental data tracking. Critical gaps remain in renewable energy, climate resilience planning, water use efficiency, and sustainable transportation infrastructure. Strengthening business engagement and establishing unified performance dashboards will be essential to moving the county toward global best practices in sustainable tourism.

The assessment also revealed that Palm Beach County's destination branding needs modernization. While "The Palm Beaches" retains strong awareness, it is often perceived as exclusive and traditional, less resonant with younger travelers, cultural explorers, or those seeking meaningful and sustainable experiences. A shift toward an "Explorer" brand archetype is recommended, emphasizing cultural authenticity, wellness, and connection to place. At the same time, a more unified and collaborative branding and marketing strategy across the 39 municipalities would help create consistency and reduce duplication of effort. Enhancements in digital presence, SEO, influencer marketing, and storytelling are also critical, especially as social media emerges as a powerful driver of visitor engagement.

Community First considerations were also elevated in the analysis. Although progress has been made, including the integration of diverse voices in campaigns and programs, accessibility gaps and perceptions of exclusivity remain. Many venues lack accommodations for visitors with disabilities or neurodivergence, and smaller cultural organizations, often those most rooted in underrepresented communities, face serious funding constraints. Stakeholders called for the creation of a comprehensive accessibility guide, inclusive marketing, and stronger partnerships with local advocacy groups.

Visitor surveys reinforce many of these insights. The county draws a loyal, affluent, and older visitor base, with high levels of satisfaction, especially around climate, beaches, dining, and scenic beauty. However, visitors consistently flagged traffic, affordability, and access as pain points. There is a clear opportunity to deepen their experience through better mobility options, more diverse entertainment and cultural programming, and continued investment in placemaking and event activation.

In sum, the research produced for the Tourism Master Plan project reveals a county with immense tourism potential but also complex dynamics to navigate. The Palm Beach County Tourism Master Plan must be more than a promotional roadmap, it must guide the county toward sustainable, inclusive, and resilient tourism development. This means addressing infrastructure and equity gaps, balancing growth with quality of life, and crafting a brand and experience that reflect the full richness of the county's people, places, and possibilities. With strategic alignment and bold vision, Palm Beach County can solidify its standing as a world-class destination while enhancing the well-being of its communities.

Full details for each of the research reports that follow can be found on the Tourism Master Plan landing page click here.



In July 2024, CSL International conducted an in-depth familiarization tour of Palm Beach County, visiting nearly 80 tourism-related sites, attractions, venues, and districts. This hands-on assessment, coordinated with Discover the Palm Beaches, provided critical insights into the county's tourism assets, challenges, and opportunities. The observations gathered through this effort have shaped early implications for the Tourism Master Plan and underscore the need for a strategic and balanced approach to destination development.

One of the key findings was the county's strong foundation in ecotourism and quality-of-life assets, including places like the Arthur R. Marshall Loxahatchee National Wildlife Refuge and the Gumbo Limbo Nature Center. These sites are environmentally significant and provide potential for nature-based tourism; however, their direct economic impact remains limited. Enhancements such as upgraded amenities, trail systems, and specialized programming were recommended to increase their appeal and visitation.

Cultural and artistic venues emerged as another strength. Sites such as the Norton Museum of Art, Kravis Center, and the planned Boca Arts and Innovation Center contribute to the county's identity as a destination for arts and culture. These institutions attract high-value visitors and reinforce the area's sophistication. Strengthening cross-promotional marketing efforts and investing in programming could further amplify their impact.

The assessment also highlighted the value of the county's sports and recreational infrastructure, such as the spring training facilities at CACTI Park and Roger Dean Chevrolet Stadium**,** the National Polo Center in Wellington, and the many county, municipal and regional parks. These facilities support both resident wellness and tourism, particularly among mid- and upscale hotel markets. While many are in strong condition, continued investment is needed to ensure they remain competitive and meet the demands of both sports tourism and community use.

At the same time, CSL observed challenges within aging or underperforming retail and mixed-use developments, including properties like Boynton Beach Mall and CityPlace. Some of these districts are undergoing redevelopment efforts, which were seen as promising strategies to revitalize commercial vitality and strengthen their role in attracting tourists and residents alike.

Infrastructure and accessibility improvements were flagged as high-priority needs. The ongoing expansion of Palm Beach International Airport and improvements to transportation infrastructure around major visitor sites are critical for supporting tourism growth. Enhanced mobility options will not only improve visitor experience but also enable greater regional dispersion of tourist activity.

The county's diverse mix of tourist offerings, from luxury resorts like The Breakers to family-oriented destinations such as Lion Country Safari and walkable beach districts like Atlantic Avenue in Delray Beach, creates a rich and appealing menu of experiences. The Tourism Master Plan should emphasize the promotion of this diversity to appeal to different visitor segments, including families, cultural explorers, and high-end leisure travelers.

In the area of meetings and conventions, the Palm Beach County Convention Center was recognized as a strong asset, though in need of updates to match evolving industry standards and expectations of high-end corporate clients. The planned development of a new headquarter hotel adjacent to the center is expected to enhance its competitiveness. There is also an opportunity to more tightly integrate convention offerings with nearby assets, such as luxury resorts, equestrian venues, and unique outdoor experiences, to deliver standout group travel experiences.

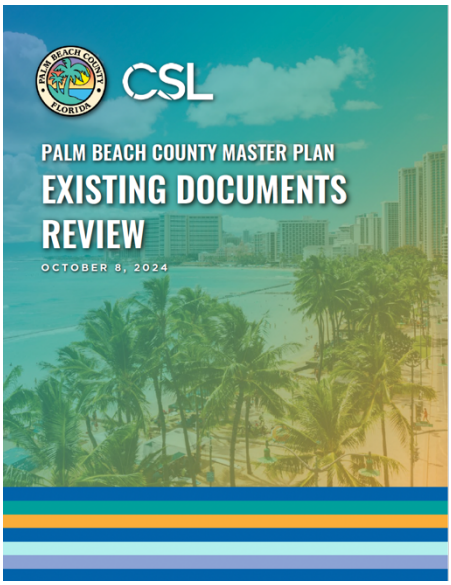
The county's growing presence in music and festival tourism was also noted. With venues like the iTHINK Financial Amphitheatre or the Meyer Amphitheatre in West Palm, Palm Beach County is well-positioned to become a music and performance destination. Continued investment in festivals, public art, and street-level activation can elevate this positioning.

Urban growth trends, particularly in West Palm Beach, are shaping new visitor districts. The city is evolving into a vibrant live/work/play environment. Integrating tourism priorities into broader master planning efforts will help harness this momentum and ensure that development serves both residents and visitors.

Importantly, the familiarization tour revealed significant disparities in economic conditions and visitor experience across neighborhoods. While affluent areas like Palm Beach offer polished and upscale tourism experiences, other areas, particularly north of downtown and communities such as Belle Glade, suffer from neglect and underinvestment. Addressing these disparities through equitable investment and destination development in underserved communities is essential for ensuring inclusive tourism growth.

In summary, the familiarization tour underscored that Palm Beach County is rich in tourism assets but must address infrastructure needs, economic disparities, and shifting visitor expectations to unlock its full potential. By investing strategically in cultural venues, public amenities, transportation, and inclusive experiences, the county can deliver a more holistic, equitable, and resilient tourism ecosystem, one that benefits residents and positions Palm Beach County as a premier destination for a wide range of travelers.

Click here for the Familiarization Report.



As part of the groundwork for developing the Palm Beach County Tourism Master Plan, CSL International conducted an extensive review of existing strategic documents from 32 of the County's 39 municipalities, along with a selection of countywide and regional plans. This effort aimed to uncover recurring themes, challenges, and opportunities that should inform the countywide tourism strategy. The review revealed a number of consistent priorities and concerns across municipalities, many of which are foundational to both sustaining current tourism activity and unlocking new growth.

One of the most common and urgent issues identified was the problem of aging infrastructure. Many municipalities flagged the need to upgrade water, sewer, and stormwater systems, particularly in areas that experience high tourist traffic. Without these investments, communities may struggle to support both residents and visitors, undermining the quality of the visitor experience and limiting future growth potential.

Traffic congestion emerged as another significant concern, especially along major corridors such as U.S. Highway 1 and State Road A1A. The limited pedestrian and bicycle infrastructure further compounds connectivity issues. Several plans recommended improving multimodal transportation options, such as bike lanes, walkable paths, and better public transit connections between hotels, airports, and major attractions, as essential to enhancing mobility and access for tourists.

Environmental sustainability and eco-tourism were emphasized across multiple municipalities. Palm Beach County's rich natural resources, including beaches, parks, and conservation areas, are considered central to its tourism appeal. The documents recommended greater investment in eco-friendly tourism initiatives such as dune restoration, water conservation, and nature-based programming to attract environmentally conscious visitors while safeguarding vital ecosystems.

With many communities nearing full build-out, the lack of available developable land presents a challenge for expanding tourism infrastructure. Municipalities suggested that future development focus on infill and the redevelopment of underutilized areas. This approach would allow for the addition of hotels, restaurants, and other amenities without compromising the distinct character of local communities.

Public access to beaches was another recurring theme. While Palm Beach County is known for its coastline, many municipalities highlighted that public access is limited and represents a missed opportunity. Strategic efforts to acquire land or develop partnerships could help increase access and bolster the county's appeal as a beach destination.

Recreational amenities and open spaces were also recognized as critical to tourism development. Communities expressed strong support for expanding parks, trails, and public waterfronts, noting that these spaces serve both residents and tourists. Such enhancements were seen as essential for promoting outdoor recreation, family-friendly activities, and nature-based tourism.

Cultural and heritage tourism opportunities remain underutilized, according to several municipalities. Many communities possess historic sites, cultural landmarks, and local festivals that could be more fully leveraged to diversify the tourism offering and attract new segments of visitors. Enhancing promotion and integrating these assets into the broader tourism narrative were common recommendations.

Public safety and emergency preparedness were noted as important factors influencing tourism confidence, particularly in a region susceptible to hurricanes and other natural disasters. Municipalities recommended improvements to evacuation routes, emergency communications, and visitor awareness programs to ensure the destination is perceived as safe and resilient.

Zoning regulations were identified in some areas as limiting commercial development necessary for tourism growth. Several plans recommended revisiting zoning ordinances to encourage more flexible and tourism-friendly development, particularly for hotels, entertainment venues, and retail establishments.

Climate resilience and sustainability were central themes in many documents. Municipalities called for stronger planning around sea-level rise, extreme weather, and erosion. Green infrastructure, energy-efficient building practices, and stormwater management were cited as ways to enhance sustainability and appeal to environmentally conscious travelers.

Public-private partnerships (PPPs) were widely viewed as a strategic mechanism for funding large-scale infrastructure projects. Municipalities saw PPPs as a way to deliver essential transportation, public realm, and tourism investments without overburdening local budgets.

Where transit stations exist or are planned, many communities proposed transit-oriented development to support tourism. Mixed-use development near transit hubs was suggested as a way to increase accessibility, reduce reliance on automobiles, and create vibrant areas that combine retail, lodging, and entertainment.

Reducing the seasonal nature of tourism was a shared objective across municipalities. Many recommended developing a robust year-round calendar of events, ranging from cultural festivals to sports competitions, to attract visitors during the slower months and support a more stable local tourism economy.

The shortage of affordable housing and the need for a skilled hospitality workforce were also common concerns. Municipalities advocated for the development of housing near tourism centers and the expansion of training programs to ensure a pipeline of well-prepared workers for the growing tourism sector.

Finally, many communities pointed to opportunities for mixed-use development in downtown areas and commercial corridors. These types of projects, which combine residential, commercial, and recreational uses, were seen as ideal for creating vibrant tourism hubs that also serve community needs.

Notably, CSL was unable to obtain current documents from seven municipalities: Atlantis, Briny Breezes, Cloud Lake, Glen Ridge, Golf, Jupiter Inlet Colony, and Pahokee. Despite this, the review offered a comprehensive cross-section of perspectives and priorities that will inform the direction and focus of the Palm Beach County Tourism Master Plan. Taken together, the findings underscore the need for a

holistic, infrastructure-supported, and sustainability-driven approach to growing and diversifying the county's tourism economy.

Click here for the Existing Documents Review Report.



As part of the foundational work for the Palm Beach County Tourism Master Plan, CSL International reviewed a comprehensive set of research and planning documents provided by the Tourist Development Council (TDC) and its partners, while also conducting its own analysis of the county's visitor markets, accommodations, attractions, and demographics. This deep dive into both qualitative and quantitative data revealed a series of insights that will directly inform the Tourism Master Plan's strategies and recommendations.

The review confirmed that Palm Beach County's cultural sector plays a central role in its tourism economy. Cultural tourism contributes over $633 million annually and attracts affluent visitors who often stay longer and spend more. Reports such as the Cultural Council Marketing Report and the FY24 Cultural Tourism Plan underscore the importance of leveraging cultural assets while also integrating wellness themes, such as the healing benefits of the arts, to appeal to Millennial and Gen Z audiences. Digital and influencer-driven campaigns were identified as important tools for engaging these younger markets.

Discover the Palm Beaches (DTPB), the destination marketing organization, has outlined strategies centered on brand evolution, sustainability, inclusivity, and collaboration across agencies. The Strategic and Marketing Plans for 2023–2025 emphasize growing the group travel segment, international market penetration, and improving Community First initiatives. The Convention Center District, in particular, was cited as a growth engine for business tourism, though limited hotel inventory in the area remains a constraint.

One of the most notable concerns across several reports was a decline in visitation among younger demographics and in segments such as beach-seeking visitors. While overall brand awareness remains high, DTPB's Brand Tracker and Visitor Segments analysis revealed slipping desirability among 18–24-year-olds and lower engagement from previously strong visitor groups. This suggests the need for revitalized offerings and marketing aimed at these segments, along with more inclusive messaging.

Group travel remains a powerful driver of first-time visitation to Palm Beach County, accounting for a disproportionately high share of hotel room nights. Meanwhile, alternative accommodations, such as Airbnb and VRBO, continue to grow in prominence, representing over a million room nights annually. The Tourism Master Plan will need to ensure that future tourism infrastructure supports both traditional and alternative lodging markets to remain competitive.

Sports tourism also presents strong growth potential. The Palm Beach County Sports Commission has outlined a vision to attract more international sporting events, such as Olympic qualifiers and global training camps, while also increasing local and regional tournaments that help drive hotel demand during off-peak seasons. Strategies for growing sports infrastructure, promoting beach sports, and utilizing venues like Wellington's polo fields will be important to sustaining year-round visitation.

Film and media production have also emerged as a significant economic contributor. Over the past decade, Palm Beach County's film and television sector has delivered over $4 billion in impact. Marketing efforts by the Film and Television Commission and the expansion of Palm Beaches TV highlight the opportunity to use creative content, such as influencer series, podcasts, and YouTube webisodes, to cross-promote tourism, enhance storytelling, and engage new audiences.

From a geographic and demographic perspective, tourism and economic activity remain heavily concentrated in the eastern third of the county. Attractions and accommodations tend to cluster near the coastline, though there is interest in expanding westward, especially in areas like Belle Glade and Pahokee that offer untapped potential for eco- and agri-tourism. Demographic and psychographic analyses show a blend of high-income retirees, suburban families, and culturally curious younger travelers, each with distinct needs and preferences that should shape future tourism product development.

Lodging data show that while hotel occupancy has not fully rebounded from COVID-19 disruptions, average daily rates (ADR) have climbed sharply, reaching $253 in 2023. Despite seasonal lulls in summer, Palm Beach County's lodging market performs well relative to competitors like Miami and Sarasota in terms of revenue per available room. Alternative accommodations tend to exhibit more consistent occupancy year-round but generate less revenue per stay, pointing to the continued economic importance of hotels and resorts.

Visitation data from Placer.AI reaffirm that the New York metropolitan area remains Palm Beach County's strongest feeder market, followed by Miami, Orlando, and several northeastern cities. Most visitors stay in eastern cities like West Palm Beach, Boca Raton, Delray Beach, and Riviera Beach, though western areas attract more in-state and local drive market visitors. Smaller municipalities such as Manalapan and Palm Beach Shores generate high per capita visitation, indicating the tourism value of niche and boutique destinations.

Resident sentiment also plays a critical role in shaping the future of tourism. A countywide survey conducted in 2023 found that 73% of residents view tourism favorably, though new residents and those with disabilities reported more negative sentiment. Residents also expressed support for reinvesting in amenities like beach renourishment and events, while showing less enthusiasm for large public investments in spring training or major venue construction. This signals the need for the Tourism Master Plan to develop consensus-driven strategies that balance public investment with broad community support.

Finally, CSL's analysis of lodging and attractions inventories, visitor psychographics, and demographic trends point to clear opportunities for targeted development. These include investing in iconic festivals, exploring ambassador programs, and aligning with statewide Visit Florida campaigns that emphasize family travel, sustainability, and experience-based tourism.
In short, Palm Beach County possesses a diverse tourism economy with high-value segments and strong brand equity. However, challenges related to seasonality, demographic shifts, inclusivity, and geographic

imbalance must be addressed through innovative, community-supported strategies. The Tourism Master Plan will play a vital role in organizing these opportunities into a cohesive roadmap for the county's future.

Click here for the Tourism Research Review Report.



Between October 1 and October 15, 2024, CSL International conducted stakeholder engagement sessions across six in-person locations and online, gathering perspectives from over 180 individuals involved in or impacted by the tourism industry in Palm Beach County. The insights gathered from these sessions form a critical foundation for shaping a tourism master plan that is inclusive, sustainable, and equitable.

A consistent and urgent theme that emerged from the stakeholder discussions was the concept of overtourism, a relatively new but increasingly relevant issue in Palm Beach County. Stakeholders expressed concerns that tourism growth is beginning to strain public infrastructure, degrade environmental assets, displace local residents, and erode quality of life. These dynamics, while indicative of a successful tourism economy, signal a tipping point that demands strategic intervention.

One of the clearest symptoms of overtourism identified by participants was the strain on transportation and infrastructure. Public transit options are underdeveloped, limiting access to many attractions and increasing traffic congestion, especially near beaches and downtowns. Premium rail services like Brightline are not universally accessible, while parking shortages remain a persistent problem. Stakeholders emphasized the need for alternative mobility solutions such as trolleys, expanded bus service, and improved pedestrian infrastructure to ensure visitor access without overburdening local systems.

The housing crisis was also top-of-mind. Stakeholders described housing affordability and workforce retention as deeply intertwined with tourism's growth. Rising real estate values, driven in part by seasonal residents and the proliferation of short-term rentals, are pushing tourism and arts workers out of the county. Commutes are lengthening, retention is weakening, and the quality of service is suffering as a result. Stakeholders strongly advocated for mixed-use affordable housing developments, public-private housing initiatives, and incentives for workforce accommodations close to tourism hubs.

Environmental concerns were another major area of discussion. Beaches, parks, and nature preserves are facing overuse and degradation, with delayed replenishment efforts and limited investment in sustainable infrastructure. While ecotourism was seen as a promising segment, stakeholders lamented the underdevelopment of visitor amenities and marketing to fully realize its potential. A more robust system of trail linkages, eco-lodges, and interpretive experiences, backed by environmental stewardship, was proposed as a means of elevating the county's green tourism offerings.

Stakeholders also pointed to the growing imbalance in tourism development across the county. Coastal cities such as West Palm Beach and Boca Raton enjoy robust tourism infrastructure and brand recognition, while inland and western communities, particularly Belle Glade and Pahokee, remain largely

disconnected from the tourism economy. Participants emphasized the need for targeted investment, marketing, and infrastructure in these areas to support ecotourism, agritourism, and cultural tourism, and to distribute the benefits of tourism more equitably.

Beyond spatial disparities, stakeholders noted a disconnect between tourism and cultural institutions, even as Palm Beach County is widely regarded as Florida's cultural capital. Arts organizations often operate independently from the tourism ecosystem, limiting their visibility and impact. Stakeholders called for better coordination between the arts and tourism sectors, including integrated marketing, tourism-focused cultural programming, and more robust funding streams for arts organizations, especially in light of recent state budget cuts.

The discussions also revealed a desire for greater integration of sustainability and Community First principles into tourism planning. Stakeholders expressed concern that unchecked development, gentrification, and environmental degradation could undermine the very qualities that make the county attractive. They called for inclusive tourism strategies that elevate small businesses, showcase cultural diversity, and ensure that long-standing residents are not displaced by rising costs. Sustainability, they argued, must be both environmental and social.

Other challenges cited include trail system fragmentation, limited promotion of ecotourism assets like the Everglades and Loxahatchee River, and contractual restrictions limiting the local reach of the Palm Beach County Film and Television Commission, which stakeholders believe is a missed opportunity to engage residents in the tourism economy.

Despite these concerns, the stakeholder sessions also illuminated a wide range of opportunities. Participants saw major potential in expanding the Palm Beach County Convention Center and building a second headquarters hotel to attract larger events. They advocated for the development of a fully integrated Convention Center District that is walkable and supported by retail and dining options.

Stakeholders also saw untapped promise in cultural tourism, recommending more programming, artist support, and public art investments across the county. A regional approach to trail connectivity was proposed to boost outdoor tourism, especially among cyclists and hikers. The western communities, in particular, were identified as fertile ground for agritourism and adventure tourism, but in need of accommodations and basic visitor infrastructure to succeed.

Sports tourism also remains a strong and expanding sector, with demand growing for both traditional and emerging events. Stakeholders suggested further leveraging major events in golf, equestrian sports, and baseball, while also investing in indoor sports venues to attract year-round tournaments. Similarly, urban development projects, especially in downtown West Palm Beach and along the waterfront, were seen as key opportunities to create vibrant, pedestrian-oriented tourism districts.

Finally, stakeholders urged the creation of a more cohesive and dynamic branding and marketing strategy that reflects the county's diversity and versatility. They emphasized the need to align and integrate the messaging of the county's 39 municipalities, from luxurious beach towns to rural farming communities, into a unified brand narrative that celebrates culture, sustainability, and inclusivity.

In summary, the stakeholder engagement process revealed both the promise and perils of tourism in Palm Beach County. The county's growth trajectory offers immense opportunity, but without careful management, it risks replicating the mistakes of other overtouristed destinations. The Tourism Master Plan, therefore, must provide a roadmap for sustainable, inclusive, and balanced growth, one that aligns infrastructure, housing, environment, and community well-being with a thriving visitor economy.

Click here for the Stakeholder Engagement Report.



Palm Beach County is at a pivotal moment in its destination branding journey. With a rich legacy of hospitality, cultural depth, and natural beauty, the county is well-positioned to reinforce its identity as a premier travel destination. However, to remain competitive in a rapidly evolving tourism landscape, the county's branding, marketing, and messaging strategies must evolve with both market expectations and traveler preferences. This assessment provides a roadmap for unifying and modernizing the county's tourism brand and strengthening its marketing systems across all agencies.

At the core of the report is a call to develop a cohesive, unified tourism brand identity across all partner agencies under the TDC umbrella. While "The Palm Beaches" remains the recommended parent brand, agencies should adopt a sibling-brand structure that celebrates local distinctiveness while maintaining visual and messaging consistency. A refreshed brand mark, potentially evolving the current "Palmscape" logo to reflect solid, digital-friendly design principles, is advised to better align with luxury expectations and contemporary aesthetics. In parallel, a unified tourism vision and complementary agency missions should be adopted to ensure cross-agency alignment and accountability.

The current branding archetype, which leans toward traditional luxury, is seen as outdated. The report recommends shifting toward an "Explorer" brand archetype, one that emphasizes personal growth, cultural authenticity, sustainability, and meaningful experiences. This repositioning would resonate more deeply with today's travelers, especially Millennials, Gen Z, and aspirational visitors seeking immersive and ethical travel.

From a marketing standpoint, the report identifies several opportunities and areas for improvement. Immediate enhancements to website SEO and digital presence are advised to address technical issues like missing metadata, broken links, and underutilized keywords. Over the longer term, a unified web platform for all TDC agencies would streamline content delivery, improve user experience, and reinforce brand consistency across platforms.

The marketing strategy must also evolve to reflect shifting visitor values. Campaigns should focus on high-impact themes such as cultural tourism, eco-tourism, family travel, accessibility, and culinary experiences. New dedicated marketing roles are recommended to lead these thematic areas, supported by clear budgets, deliverables, and KPIs. Additionally, resident engagement should become a core strategy. Featuring locals as influencers, subject-matter experts, and ambassadors can humanize the brand while improving community support for tourism development.

Audience targeting is also a major focus of the assessment. The report advocates for an integrated psychographic and demographic segmentation model, aligned across agencies. Shared traveler personas should be developed to guide messaging, media buys, and campaign strategy. Coordination between agencies should be formalized through a cross-agency campaign planning committee responsible for shared themes, consistent timing, and resource pooling.
To maximize return on investment and reduce fragmentation, the report suggests designating a single agency of record (AOR) to manage brand creative and advertising for all TDC partner agencies. This would ensure campaign consistency, unify messaging, and create operational efficiencies. It would also enable smarter, more cohesive media buying strategies and reinforce brand discipline.

In terms of distribution and reach, the county should look beyond traditional OTAs and build partnerships with non-traditional travel agents and niche platforms, particularly those attuned to sustainability, adventure travel, and younger markets. Collaborating with up-and-coming premium brands and lifestyle companies could create more authentic, tailored experiences that resonate with high-value travelers.

The report also emphasizes the importance of clear goal-setting and shared KPIs across agencies, allowing each organization to contribute uniquely to overarching tourism goals. Metrics must be realistic and tailored to each agency's function, capacity, and sphere of influence to maintain accountability without overextension.

Finally, this branding and marketing assessment is not merely about promotional tactics. It is a call to reframe how Palm Beach County presents itself to the world, not just as a place of luxury, but as a destination that embodies diversity, sustainability, wellness, and meaningful connection. The recommendations are designed to empower the county and its partners to move boldly and cohesively into the future, presenting a vibrant, inclusive, and forward-looking brand that can adapt with evolving global travel trends.

By adopting these strategies, Palm Beach County can solidify its reputation as one of the world's most desirable destinations, while also delivering broader community benefits and ensuring long-term tourism resilience.

Click here for the Destination Branding, Marketing, & Messaging Assessment Report.



The Palm Beach County Community First Report represents a comprehensive evaluation of how Community First issues are reflected within the county's tourism ecosystem. The report, built on extensive stakeholder interviews and organizational assessments, reveals both commendable progress and significant opportunities for improvement. It frames Community First issues not only as a moral obligation but also as a strategic driver for enhancing the county's tourism appeal, resilience, and competitiveness.

Stakeholders across the public and private sectors affirmed a growing commitment to Community First objectives. Many organizations have made visible strides in integrating diverse voices into marketing materials, leadership roles, and cultural programming. Palm Beach County's cultural richness, rooted in its Indigenous heritage, immigrant communities, and artistic vibrancy, was identified as a major tourism asset. Collaborative efforts with small businesses, local advocacy groups, and cultural institutions further reflect an emerging ecosystem of inclusive engagement.

Yet the assessment also surfaced important challenges. Accessibility gaps remain a significant concern, with many venues lacking accommodations for people with disabilities or neurodivergent visitors. Information on accessible options is often scattered or incomplete, and infrastructure investments to support inclusive travel experiences are inconsistent. Stakeholders also raised concerns about perceptions of exclusivity in certain parts of the county, where some attractions are viewed as unwelcoming or geared toward a narrow demographic, limiting the destination's broader appeal.

Smaller cultural and nonprofit organizations, often the most connected to underserved populations, face resource constraints that prevent them from scaling Community First initiatives. These constraints are compounded by limited funding, legislative restrictions, and staffing limitations, all of which inhibit progress toward a more inclusive tourism environment.

In response to these challenges, stakeholders identified several high-impact opportunities. Foremost among them is the creation of a comprehensive, county-wide accessibility guide. This resource would feature inclusive venues, sensory-friendly attractions, adaptive recreation options, and multilingual services, empowering all travelers to navigate the destination with confidence. Complementing this is a push for more inclusive marketing, with campaigns that authentically reflect the diversity of Palm Beach County, featuring Indigenous stories, immigrant-owned businesses, and more.

Another central theme was the need for collaborative engagement and cross-sector partnerships. Stakeholders recommended establishing an advisory council with representatives from historically excluded communities, as well as formal partnerships with advocacy groups reflecting the community. These alliances would serve to align priorities, share best practices, and co-create inclusive programming.

Organizational assessments provided additional insight into current Community First practices and aspirations across the county. Some institutions, such as the Loggerhead Marinelife Center and Cox Science Center, have set the bar by offering sensory-friendly and accessible programming. Others, like the Office of Equal Business Opportunity and local museums, are proactively tracking Community First metrics or showcasing diverse cultural narratives. However, these examples are not yet widespread. There is a pressing need to scale these practices through training, measurable goals, and countywide accountability systems.

Recommendations also include the establishment of data-driven performance measurement, such as an annual Community First report card. This would allow stakeholders to evaluate progress transparently, adjust strategies based on feedback, and ensure continuous improvement. Clear benchmarks, visitor feedback loops, and public reporting would serve to institutionalize Community First initiatives across the tourism sector.

In conclusion, this assessment paints a nuanced picture of a destination in transition, one that has begun meaningful Community First work but must move more intentionally and collectively to embed these principles across all facets of tourism. By creating an inclusive branding narrative, strengthening access and representation, supporting grassroots organizations, and building shared accountability, Palm Beach County can evolve into a national model for inclusive tourism. These efforts will not only enhance equity and belonging for all residents and visitors, but also drive stronger economic performance, community resilience, and destination loyalty over time.

Click here for the Community First Report.



The Global Sustainable Tourism Council (GSTC) conducted an independent evaluation of Palm Beach County's tourism management practices through the lens of sustainability. Using the internationally recognized GSTC Destination Criteria, the assessment examined the county's performance across four key pillars: Sustainable Management, Socio-economic Sustainability, Cultural Sustainability, and Environmental Sustainability. The assessment found that Palm Beach County is performing well in many areas but also faces pressing challenges, particularly in business engagement, environmental management, and equity.

In the area of Sustainable Management, Palm Beach County earned a commendable score of 2.41 out of 3.00. Strong governance frameworks, extensive public engagement, and impactful initiatives like the "Sea to Preserve" campaign demonstrate a commitment to marine and wildlife conservation. Agencies such as the TDC and Discover the Palm Beaches (DTPB) are seen as effective coordinators of tourism planning and stakeholder outreach.

However, sustainability efforts across private enterprises lag behind. Few tourism-related businesses in the county are certified under recognized sustainability standards, and there is a lack of clear strategies or incentives to encourage broader adoption. Additionally, the county's monitoring and reporting systems remain fragmented, lacking a centralized dashboard that integrates environmental, economic,

and cultural performance indicators. Strengthening business engagement and data infrastructure is essential to closing these gaps.

The report also highlighted positive outcomes in Socio-economic Sustainability, with a score of 2.73. Palm Beach County's tourism sector generates approximately $10 billion annually and supports more than 85,000 jobs, reflecting strong economic contributions. Community-focused programs, such as the Certified Tourism Ambassador (CTA) initiative, equip residents to enhance visitor experiences and strengthen ties between tourism and local quality of life.

Nevertheless, challenges persist in supporting small businesses and ensuring fair economic distribution. Local entrepreneurs, especially in underserved communities, face limited pathways to benefit from tourism activity. Issues of housing affordability and workforce equity remain unresolved, with tourism-driven pressures inflating living costs and displacing essential workers. Stakeholders emphasized the importance of expanding inclusive workforce development and fostering stronger linkages between tourism and local commerce.

On the Cultural Sustainability front, Palm Beach County scored 2.53. The county has made significant strides in preserving its rich cultural heritage, from historical landmarks to intangible cultural assets. Campaigns like "So Much Culture, So Little Time" and the work of the Cultural Council help showcase this diversity to visitors. Museums and cultural venues have also begun to elevate underrepresented voices.

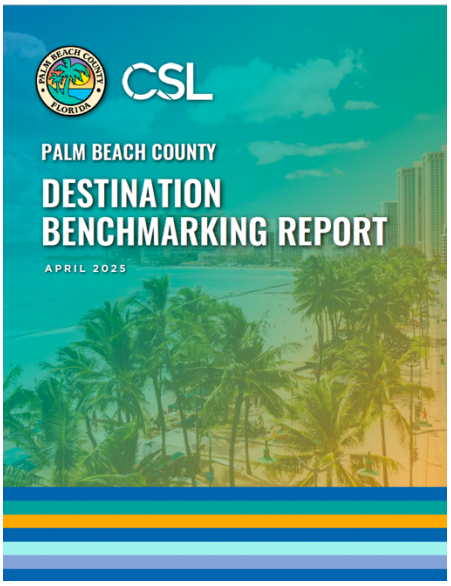
However, the report identified ongoing risks at cultural sites due to visitor overuse and underdeveloped management strategies. Cultural venues often lack interpretive programming or crowd management plans. Furthermore, protections for intellectual property and community-derived heritage are weak, increasing the risk of cultural commodification. By formalizing protections and enhancing site stewardship, the county can ensure that tourism continues to celebrate and preserve its diverse cultural identity.

The most significant challenges were observed in the Environmental Sustainability pillar, which scored a lower 2.09. Conservation successes, such as water quality monitoring and sea turtle protection, show commitment, but critical weaknesses persist. The county lacks a comprehensive system for tracking greenhouse gas emissions, and policies to promote renewable energy or offset tourism's carbon footprint are underdeveloped. Water use efficiency in tourism zones is poorly managed, and sustainable transportation options like EV infrastructure and bike lanes are sparse.

Ethical wildlife interaction standards also need improvement. Stakeholders raised concerns about inadequate enforcement of animal welfare policies in tourism settings. The report recommends stronger environmental governance, low-impact mobility strategies, and the expansion of climate-conscious practices across the tourism sector.

In conclusion, the GSTC's assessment paints a picture of a county with a solid foundation in sustainable tourism but with clear areas in need of investment and coordination. Palm Beach County is well-positioned to become a national leader in responsible travel if it strengthens business engagement, centralizes data and monitoring systems, invests in cultural and environmental protections, and prioritizes equitable growth strategies. By embedding sustainability more deeply into every facet of the tourism economy, Palm Beach County can protect its assets, support its communities, and maintain its competitive edge in a future defined by ethical and resilient travel.

Click here for the GSTC Destination Assessment Report.



The Destination Benchmarking Report provides a comprehensive comparative analysis of Palm Beach County's tourism positioning relative to a diverse set of domestic and international destinations. The goal of this benchmarking study was to identify Palm Beach County's competitive strengths and strategic gaps, offering insights to inform the county's long-term tourism development and marketing strategies.

CSL's analysis began with a review of Destination DNA, the inherent qualities, assets, and visitor drivers that define Palm Beach County's tourism identity. The county stands out for its blend of luxury, culture, and natural beauty, offering a year-round coastal experience. Compared to destinations such as Santa Barbara, the Hamptons, and the Gold Coast, Palm Beach County benefits from its accessibility, diversified economy, and scale of offerings. However, it lacks a unifying narrative or "hero product" that encapsulates the destination's unique value proposition and distinguishes it globally.

A deeper look at asset visitation and destination sales data revealed Palm Beach County's significant reliance on domestic leisure travelers and group sales tied to conventions and events. While visitation levels are high, especially during peak seasons, the destination faces challenges in shoulder-season performance and mid-week hotel occupancy. Comparatively, destinations such as San Diego and Scottsdale have leveraged major events, sports tourism, and consistent storytelling to fill these gaps.

In terms of storytelling and strategy, the report highlighted that successful destinations craft a clear and aspirational brand promise. For example, Fort Lauderdale has repositioned itself around accessible luxury and arts, while Monterey emphasizes environmental stewardship and scenic beauty. In contrast, Palm Beach County's brand story remains fragmented, often tied to outdated notions of exclusivity or misaligned with emerging visitor expectations around sustainability, inclusivity, and experiential travel.

Global benchmarks revealed that destinations like Abu Dhabi, the Algarve, and Monaco have made substantial investments in integrated tourism districts, branding strategies, and digital storytelling, helping them attract high-yield international markets. These destinations also prioritize placemaking, creating walkable, mixed-use environments that enhance both resident and visitor experience, something Palm Beach County is only beginning to address in areas like West Palm Beach.

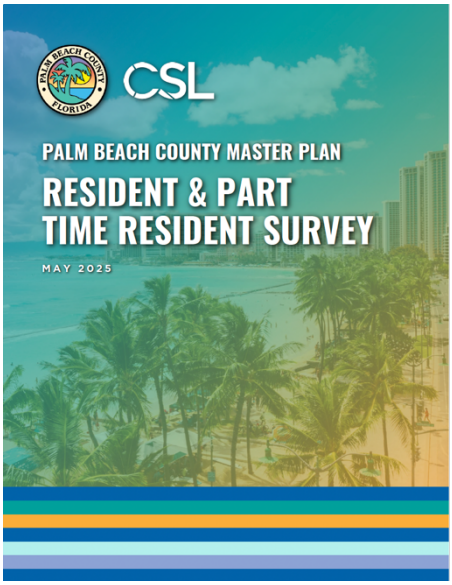
Visitor preference analyses show shifting behaviors across target markets. Younger travelers prioritize authenticity, cultural engagement, and sustainability, while luxury-seeking travelers increasingly seek wellness, privacy, and purpose-driven experiences. Palm Beach County's current product mix offers pieces of this puzzle but needs cohesive product development and branding to fully activate these segments.

The benchmarking also surfaced destination development opportunities that Palm Beach County could pursue to remain competitive:

- Developing a flagship cultural or entertainment district to unify the tourism narrative.
- Enhancing trail systems and nature-based experiences to appeal to eco-conscious travelers.
- Investing in placemaking and pedestrian-oriented infrastructure, particularly in underdeveloped urban nodes.
- Expanding sports and event tourism assets to fill seasonal and mid-week gaps.
- Creating stronger cross-agency branding and storytelling platforms that reflect modern traveler values.

In summary, the benchmarking study confirms that Palm Beach County has world-class tourism assets, a strong economic base, and a strategic location. Yet to fully compete with top-tier destinations, both nationally and globally, it must refine its story, strengthen its infrastructure, and create a more cohesive, inclusive, and experiential tourism product. By drawing lessons from peer destinations and aligning its development efforts with traveler expectations, Palm Beach County can chart a bold course for sustained tourism growth and global relevance.

Click here for the Destination Benchmarking Report



As part of the Palm Beach County Tourism Master Plan process, CSL International conducted a comprehensive survey of over 1,700 full-time and part-time residents to assess their perspectives on the county's tourism-related assets, challenges, and future development opportunities. The findings offer valuable insights into how those who live in or seasonally occupy Palm Beach County perceive tourism's impact on quality of life, infrastructure, and the county's identity as a place to live, work, and visit.

Across both resident groups, there was strong agreement that Palm Beach County's climate, beaches, scenic beauty, and access to outdoor recreation are among its greatest assets. Residents praised the natural environment, waterfront lifestyle, and recreational opportunities as essential to both their personal quality of life and the visitor experience. Cultural venues, dining, and performing arts institutions were also widely appreciated, particularly by full-time residents who engage more deeply with the local arts and entertainment scene.

The most commonly cited challenges by both full-time and part-time residents were traffic congestion, the rising cost of living, and limited access to affordable housing and parking, especially during peak visitor periods. Full-time residents were more concerned with infrastructure strain and economic displacement, while part-time residents focused more on seasonal crowding and transportation bottlenecks. These concerns were echoed in feedback about mobility issues, beach access limitations, and visitor-related pressures on local resources.

Residents generally support tourism and recognize its economic benefits but are wary of unchecked growth. There is a clear desire for more balanced development that protects livability and equitably distributes tourism benefits. Full-time residents, in particular, expressed interest in strengthening civic

infrastructure, expanding family-friendly recreation, and managing growth in a way that doesn't overwhelm local systems. Part-time residents emphasized improvements in parking, beachfront amenities, and upscale leisure experiences.

Respondents expressed moderate to strong satisfaction with the county's cultural, recreational, and culinary offerings. Museums, performing arts venues, and cultural events received high marks for quality, though there was some desire, especially among full-time residents, for greater geographic distribution and more diverse programming. Parks, trails, and nature-based attractions were praised by both groups, reinforcing their role as high-value assets that serve both tourists and locals.

Fine dining was consistently rated as a strength across abundance and quality. In contrast, casual and affordable dining received more mixed feedback, with full-time residents more likely to cite gaps in availability or value. Similarly, retail offerings were generally viewed as adequate but lacking in affordability and local character, particularly by full-time residents. Both groups indicated low awareness of farm-to-table or locally sourced cuisine, suggesting an opportunity to better promote culinary experiences rooted in local identity.

Full-time residents tend to be younger, more professionally diverse, and more engaged with civic issues and infrastructure. They value education, health, recreation, and walkability, and are more likely to voice concern over affordability and long-term planning. Part-time residents are more affluent, older, and concentrated in coastal communities. They are more focused on aesthetics, safety, dining, and leisure amenities, and view the county through a more visitor-oriented lens.

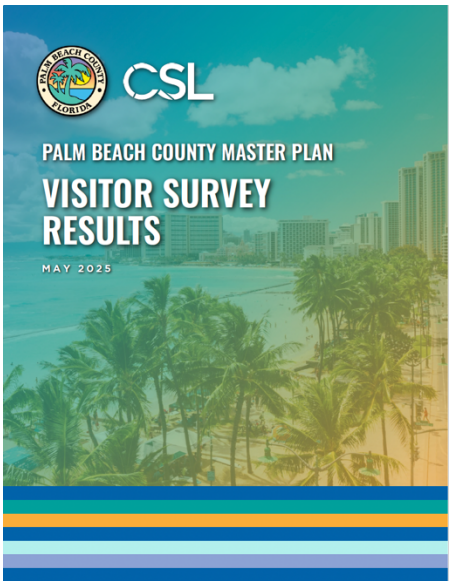
Residents suggested a range of future attractions and enhancements, including:

- Expanded parks, trails, and green spaces
- Improved beach access and amenities
- New cultural and entertainment venues (e.g., amphitheaters, aquariums)
- Year-round family-friendly and indoor recreational options
- Activation of waterfronts and walkable districts
- More vibrant downtowns with accessible retail and public spaces

The survey results underscore the importance of investing in dual-purpose infrastructure, amenities that benefit both residents and visitors. Improvements in mobility, cultural access, recreation, and beach management are seen as essential to maintaining Palm Beach County's appeal. Residents want tourism to enhance, not compromise, the livability of their communities. There is also an opportunity to engage residents more actively as destination ambassadors, particularly through social media and local storytelling.

In sum, this survey illustrates that Palm Beach County's tourism strategy must be deeply aligned with the values, needs, and expectations of its residential population. A successful master plan will balance growth with preservation, elevate both quality of life and visitor satisfaction, and ensure that tourism is a shared community asset.

Click here for the Resident Survey Report.



The Palm Beach County Visitor Survey, conducted by CSL International, captured feedback from over 590 domestic and international visitors. The findings offer a detailed profile of the county's current visitor base and perceptions, providing important insights to shape strategies for the future of tourism in Palm Beach County.

The survey revealed that Palm Beach County attracts a mature, affluent, and loyal audience, with 75% of respondents aged 55 or older and 44% reporting household incomes above $100,000. Visitors are predominantly White, 43% are full-time employed professionals and 41% are retired. The majority of travel parties consist of married couples or small families, and most trips are for leisure or to visit friends and family. Encouragingly, over half of visitors are repeat guests, and one-third stay for a week or longer, reflecting strong destination loyalty and alignment with "slow travel" trends.

Visitors' experiences were overwhelmingly positive. Perceptions of Palm Beach County improved after visitation, with 66% of visitors rating the county as "excellent" following their trip, up from 49% pre-visit. The strongest emotional associations with the destination included words like "beautiful," "relaxing," and "fun," alongside themes of natural beauty, luxury, and leisure.

Palm Beach County's beaches, climate, dining, and waterfront lifestyle were ranked as both highly important and high quality. Visitors consistently praised the coastal environment, shopping districts (e.g., Worth Avenue, Atlantic Avenue, CityPlace), and attractions like the Flagler Museum, Norton Museum, and Lion Country Safari. Yet they also voiced common frustrations with traffic, parking, affordability, and beach access, issues that diminished convenience and enjoyment.

Repeat visitation could be encouraged by addressing these friction points. Survey respondents indicated they would stay longer or return more frequently if hotel prices were lower, transportation options improved, and more entertainment or cultural events were offered. Many expressed interest in extended programming, nightlife, and family-friendly attractions beyond the beach, and sought enhanced mobility solutions like shuttles and micro transit services.

Social media was identified as an effective communications tool, with 83% of respondents using social platforms during their visit. Many followed destination accounts, engaged with ads, or shared content, highlighting the importance of digital engagement and peer-to-peer storytelling in travel decision-making.

The report also revealed significant differences between resident and visitor priorities. While residents place more importance on colleges, wellness, and community services, visitors prioritize experiential amenities like lodging, dining, and waterfront access. Visitors consistently rated the quality of hotels, restaurants, and nightlife higher than residents, likely due to curated or peak-time usage.

When asked how Palm Beach County could improve, respondents consistently suggested:

- Easing traffic congestion and enhancing parking and transit;
- Making experiences more affordable, especially for accommodations and dining;
- Adding entertainment, events, and nightlife;
- Improving beach amenities and public access;
- Expanding culinary and cultural offerings that reflect the county's diversity.

In conclusion, this survey confirms that Palm Beach County is perceived as a high-quality, desirable destination, particularly for older, affluent travelers. To remain competitive and broaden its visitor base, the county must address accessibility and affordability challenges while enriching the visitor experience through events, placemaking, and targeted marketing. A tourism strategy that builds on existing strengths, while diversifying and modernizing its offerings, will help sustain Palm Beach County's appeal in a changing travel landscape.

Click here for the Visitor Survey Report.

Visioning Palm Beach County's Tourism Future

Vision Statement

The following Vision Statement reflects the Tourism Master Plan research, strategies, and shared ambition to reposition Palm Beach County as more than a coastal leisure destination, embracing year-round demand, iconic and immersive experiences, regional collaboration, and inclusive growth while celebrating both coastal and inland communities, from urban centers to the Glades

> *Palm Beach County will be recognized as a globally distinctive, year-round destination that goes beyond the beach, one that seamlessly blends culture, wellness, nature, sports, innovation, and community life to deliver authentic, high-value visitor experiences. Through unified countywide leadership, bold investment in signature places and experiences, and a steadfast commitment to sustainability, equity, and quality of life, Palm Beach County will generate lasting economic benefit for all 39 municipalities while enhancing the well-being of residents and preserving the character and diversity that make the destination unique.*

Why This Vision Is the Right Vision for Palm Beach County

Palm Beach County stands at a pivotal moment in its evolution as a visitor destination. Long recognized for its beaches, luxury resorts, and seasonal appeal, the County now faces a set of structural challenges and emerging opportunities that require a more ambitious, integrated, and future-ready vision for tourism. This vision, positioning Palm Beach County as a globally distinctive, year-round destination that goes beyond the beach, is the right vision because it directly responds to documented market realities, stakeholder priorities, community values, and long-term economic and quality-of-life goals.

First, the vision addresses one of the County's most persistent challenges: seasonality and over-reliance on a narrow set of experiences. Research and stakeholder input consistently demonstrate that Palm Beach County's tourism economy peaks sharply during winter months and remains underutilized during the summer and shoulder seasons. By emphasizing culture, sports, wellness, events, immersive attractions, and indoor experiences, alongside beaches, the vision expands the County's ability to attract visitors year-round. This shift stabilizes demand, supports hospitality employment, and improves the resilience of tourism-dependent businesses without increasing pressure during peak periods.

Second, the vision reflects the County's extraordinary geographic and cultural diversity. Palm Beach County is not a single destination, but a network of 39 municipalities encompassing urban downtowns, historic neighborhoods, coastal enclaves, agricultural communities, and the Glades. Stakeholder engagement revealed a strong desire for a tourism vision that represents the *whole county*, not just its most visible coastal areas. By explicitly celebrating inland communities, rural landscapes, arts, heritage, and local storytelling, the vision creates space for more equitable tourism development, ensuring that economic benefits are shared more broadly while strengthening authenticity and resident pride.

Third, the vision aligns Palm Beach County with evolving traveler expectations. Today's visitors increasingly seek experiences that are meaningful, wellness-oriented, culturally rich, and environmentally responsible. The vision's emphasis on sustainability, community well-being, and high-quality experiences responds directly to these shifts, while also supporting County priorities around environmental stewardship, health, and resilience. Importantly, this approach reframes tourism not as a trade-off with quality of life, but as a tool to enhance it, by investing in public spaces, cultural infrastructure, trails, events, and amenities that residents also enjoy.

Fourth, the vision provides a unifying framework for action and investment. Fragmentation across municipalities and agencies has historically limited the County's ability to tell a cohesive story, coordinate investments, and pursue transformational opportunities. This vision establishes a shared north star that aligns branding, capital projects, events, and policy decisions across jurisdictions. It supports strategic "Big Ideas" investments, such as convention expansion, sports facilities, immersive venues, and signature events, while ensuring those investments are grounded in long-term destination management, not one-off projects.

Finally, this vision is aspirational but achievable. It builds on assets Palm Beach County already possesses, strong demand, global accessibility, cultural institutions, natural beauty, and a sophisticated tourism ecosystem, while clearly articulating how the destination must evolve to remain competitive nationally and internationally. By focusing on unity, innovation, inclusivity, and stewardship, the vision positions Palm Beach County not only to grow its visitor economy, but to do so in a way that is sustainable, community-centered, and enduring.

In short, this is the right vision because it moves Palm Beach County from a place people visit seasonally to a destination people engage with year-round, one that delivers economic vitality, cultural richness, and shared value for residents and visitors alike.

High-Potential Visitor Segments

Following is a comprehensive summary of High-Potential Visitor Segments for Palm Beach County, synthesized across all Tourism Master Plan research inputs and the Vision Statement. These segments reflect not only who currently visits Palm Beach County, but, critically, where future growth, diversification, and yield optimization opportunities are strongest.

Affluent Leisure Travelers & Lifestyle Seekers (Core / Defend & Grow)
Palm Beach County's strongest and most established visitor segment consists of affluent, high-net-worth leisure travelers, typically couples or small travel parties, skewing older (45+), with high discretionary income and a strong propensity for repeat visitation. These visitors are drawn by beaches, climate, luxury accommodations, fine dining, golf, culture, shopping, and an overall sense of refinement and ease.

Research shows this segment delivers exceptional economic yield, including longer lengths of stay, premium ADRs, and strong off-property spending. Importantly, they value experience quality over novelty, making them highly loyal but sensitive to overcrowding, traffic, and service erosion. While this segment is well-penetrated, it remains high potential for defensive growth through experience enhancement, personalization, wellness, and cultural depth rather than increased volume.

Cultural Explorers & Arts-Driven Travelers (Expand)
Cultural travelers represent one of Palm Beach County's most strategically valuable growth segments. These visitors are motivated by museums, performing arts, architecture, heritage, festivals, and authentic local storytelling. They tend to be well-educated, higher-income, and experience-oriented, often extending trips to attend performances or cultural events.

Research confirms that Palm Beach County already performs strongly with this audience but under markets its cultural depth relative to competitors. Cultural travelers spend more per trip, stay longer, and travel year-round, making them particularly effective in mitigating seasonality. Expanding this segment through stronger narrative cohesion, event clustering, and inclusive cultural storytelling is a major opportunity.

Meetings, Incentives, Conferences & Events (MICE) Travelers (Protect & Optimize)
Group and business travelers, particularly corporate meetings, incentive travel, and high-end association events, remain a high-value segment for Palm Beach County. These visitors generate high per-day spending, introduce new audiences to the destination, and often convert to future leisure travel.

Research indicates strong competitive positioning for boutique, executive-level, and experiential meetings, but constraints related to headquarters hotel capacity and walkability limit market share growth. Optimizing this segment is less about volume expansion and more about yield, experience packaging, and conversion strategies that extend stays and encourage return leisure visits.

Sports & Event-Driven Travelers (Grow / Shoulder Season Focus)
Sports tourism, spanning youth tournaments, amateur and elite competitions, equestrian and polo events, golf, tennis, and spring training, represents one of Palm Beach County's most effective tools for demand smoothing. This segment performs particularly well in summer and shoulder seasons, helping stabilize occupancy and workforce demand.

Sports travelers are often value-conscious but travel in groups, generating strong room-night volume and ancillary spending. There is high potential to grow this segment through signature events, international competitions, training camps, and bundled experiences, while managing impacts on community assets and public facilities.

Wellness, Health & Transformational Travelers (Emerging / High Yield)
Wellness-oriented travelers, seeking health, fitness, spa, mindfulness, outdoor recreation, and restorative experiences, are an increasingly important segment aligned with Palm Beach County's natural and lifestyle strengths. These travelers value quality environments, climate, walkability, nature, and holistic experiences.

Research suggests Palm Beach County has strong underlying assets for wellness tourism but has not yet fully organized or branded these experiences cohesively. This segment is particularly attractive because it overlaps with affluent travelers, longer stays, and off-peak travel, and aligns closely with sustainability and quality-of-life goals.

Eco-Tourists & Responsible Travelers (Strategic Growth Segment)
Eco-tourists and sustainability-minded travelers are motivated by natural areas, wildlife, conservation, low-impact experiences, and responsible travel practices. While not traditionally the County's primary audience, research, including the GSTC assessment, identifies strong future alignment between this segment and Palm Beach County's environmental assets and stewardship initiatives.

This segment values transparency, education, and authenticity, and responds well to storytelling around conservation, marine life, and protected landscapes. Growth potential is tied to improved interpretation, enterprise engagement, low-impact transportation, and clearer sustainability credentials.

Inclusive, Multicultural & Heritage Travelers (Underdeveloped / High Opportunity)
Palm Beach County's cultural diversity creates strong potential to attract Black, Hispanic/Latino, Caribbean, and multicultural travelers seeking destinations where they feel represented and welcomed. The Community First Assessment confirms both progress and gaps in representation, accessibility, and storytelling.

This segment values inclusive marketing, culturally relevant programming, local entrepreneurship, and visible commitment to equity and access. Growth here is less about new infrastructure and more about intentional narrative shift, partnerships, and representation, making it a high-impact, cost-effective opportunity.

Younger Affluent Travelers & "Next-Gen Luxury" Seekers (Long-Term Growth)
Millennials and Gen Z travelers, particularly those with rising incomes, represent a critical long-term growth segment. While they currently under-index in Palm Beach County visitation, research indicates strong latent interest if the destination is positioned around experiences, wellness, culture, sustainability, nightlife, and authenticity rather than traditional luxury cues.

This segment is digitally driven, socially conscious, and values shareable experiences. Capturing them will require evolving brand tone, modernizing content, and highlighting affordability pathways, without alienating core high-value audiences.

Across all research, the highest-potential visitor segments for Palm Beach County share several common traits:

- High yield over high volume
- Longer stays and repeat visitation
- Alignment with culture, wellness, sustainability, and quality of life
- Compatibility with resident priorities and environmental stewardship

The opportunity for Palm Beach County is not to chase mass markets, but to refine, diversify, and future-proof its visitor portfolio, defending its affluent base while expanding into cultural, inclusive, wellness-driven, and values-aligned segments that support year-round, resilient tourism growth.

Future Target Market Activities and Preferences

Palm Beach County's future visitor economy will be shaped less by traditional demographic segmentation and more by what travelers want to do, feel, and experience while they are here. The Tourism Master Plan Strategic Recommendations and Big Ideas reflect a clear evolution in market demand: visitors are seeking destinations that offer depth, diversity, and meaning, as well as places that deliver memorable experiences year-round while aligning with values of wellness, authenticity, sustainability, and community connection. Palm Beach County is uniquely positioned to meet these expectations by expanding beyond its historic identity as a seasonal beach destination into a dynamic, experience-driven destination of national and global relevance.

At the core of future demand is a growing population of **experience-driven travelers** who are motivated by discovery rather than relaxation alone. These visitors are drawn to immersive attractions, signature festivals, architectural landmarks, and culturally rich environments that feel distinctive and contemporary. They value destinations with a strong sense of place, where art, design, dining, and storytelling come together in walkable districts that are active throughout the day and evening. For these travelers, Palm Beach County's investment in immersive venues, iconic experiences, culinary innovation, and placemaking transforms the destination from somewhere to visit into somewhere to engage with repeatedly.

Equally important is the rise of **wellness-oriented travelers**, for whom travel is inseparable from personal well-being. These visitors are attracted to destinations that support balance, health, and restoration through wellness attractions, outdoor recreation, slow tourism itineraries, and nature-based experiences. Their preferences extend beyond spas to include clean and safe environments, thoughtful infrastructure, sustainability, and access to trails, water-based mobility, and calming public spaces. Palm Beach County's emphasis on wellness tourism, environmental stewardship, and resilience responds directly to these expectations, positioning the destination as a place where visitors can both recharge and reconnect.

Sports and event travelers represent another cornerstone of future visitation, particularly as Palm Beach County seeks to stabilize demand throughout the year. Youth, amateur, and professional sports participants, along with their families and spectators, are highly motivated by high-quality facilities, reliable scheduling, and multi-day event experiences. These visitors prefer destinations that combine competition with entertainment, dining, and leisure options for non-participants. Indoor, climate-controlled facilities and large-scale event venues allow Palm Beach County to attract this market during traditionally slower periods, while simultaneously integrating sports tourism into the broader visitor experience rather than treating it as a standalone activity.

Cultural explorers and authenticity seekers are also central to the County's future tourism profile. These travelers are drawn to arts, heritage, and community-based experiences that reflect local identity rather than generic attractions. They seek opportunities to engage with artists, cultural institutions, agricultural traditions, and rural landscapes, particularly in inland and Glades communities that have historically been underrepresented in tourism marketing. Their preference for smaller-scale, curated experiences aligns with Palm Beach County's focus on creative placemaking, agritourism, heritage trails, and multicultural festivals. These visitors tend to stay longer, spend more locally, and contribute meaningfully to community life.

The meetings and conventions market is evolving as well, with business travelers increasingly blending professional obligations with leisure experiences. Future meetings attendees expect more than functional convention space; they seek vibrant, walkable districts with access to dining, arts, entertainment, and post-meeting exploration. Palm Beach County's convention center expansion and surrounding development respond to this shift by creating an environment where business travel naturally extends into cultural, culinary, and wellness experiences, strengthening weekday and off-season visitation while enhancing the destination's competitive positioning.

Finally, Palm Beach County's future growth depends in part on attracting **global and high-value international visitors** who are motivated by iconic experiences, world-class events, and distinctive destinations. These travelers value clear identity, high service standards, and experiences that feel both exclusive and authentic. They are drawn to destinations that align with global values of sustainability, inclusivity, and innovation. By investing in internationally visible events, signature landmarks, and premium yet place-based experiences, Palm Beach County positions itself to compete beyond regional markets and elevate its global brand profile.

Across all of these target markets, several shared preferences consistently emerge. Future visitors favor year-round destinations that offer quality over quantity, curated experiences over mass tourism, and environments that are responsible, inclusive, and well-managed. They expect seamless integration between attractions, dining, accommodations, mobility, and public spaces, and they increasingly judge destinations by how well tourism enhances, not detracts from, local quality of life.

Taken together, these activity patterns and preferences signal a clear direction for Palm Beach County's tourism future. The County is not simply attracting more visitors; it is attracting different visitors, those who stay longer, engage more deeply, spend more intentionally, and return more often. By aligning its investments, programming, and policies with these evolving expectations, Palm Beach County is positioned to build a visitor economy that is resilient, high-value, community-centered, and sustainable for decades to come.

Tourism Master Plan Strategic Recommendations and Action Plans

Introduction

Following are the Tourism Master Plan Strategic Recommendations that have identified by the research effort, considered by the Visioning Workshop, reviewed several times by the Steering Committee, and agreed for action by the County Administrators Office and the Palm Beach County Board of Commissioners.

Strategic Recommendations are practical, actionable steps that address current gaps, improve infrastructure, enhance programming, or strengthen marketing efforts. They are designed to be realistic and achievable within a short- to medium-term horizon (1–5 years), often using available resources or modest new investment. While essential to building a stronger visitor economy, these actions generally support and optimize what already exists rather than fundamentally transforming the destination.

For each of the Tourism Master Plan Strategic Recommendations the following material documents the:

- Goal Statement
- Rationale
- Issue / Opportunity: Defining the Need for a Unified County-Wide Tourism Strategy
- Objectives
- Expected Outcomes
- Detailed Action Plan for Implementation
- Lead Agency
- Partner Organizations and Roles
- Timing for Implementation
- Key Performance Measures / Indicators of Success
- Upfront Investment and Ongoing Operating Costs
- Conclusion

*Please note, Priority Leaders and Partner Agencies identified in this document are recommendations only. No formal agreement with these entities have been made at this time. It is envisioned that The Tourism Development Council will work with these entities to formalize all roles and responsibilities.

A. Strategy, Governance & Coordination

1. Implement, Manage and Deliver a Unified County-Wide Tourism Strategy
2. Utilize TDC Agency Staff for TMP Implementation
3. Utilize the TDC Board to Oversee TMP Implementation
4. Continue / Expand Inter-Municipal Tourism Communication and Policy Updates
5. Align Local, State and Federal Advocacy with the Tourism Master Plan Objectives
6. Continue / Expand Florida Tourism Partnerships
7. Expand the Annual "State of PBC Tourism and Agencies Report" to Include the TMP and Tourism Impact
8. Review and Align TDC and Partner Agency Personnel Structures

B. Branding, Marketing & Visitor Engagement

1. Maintain a Distinct and Cohesive Destination Brand
2. Advance Inclusive and Multilingual Marketing Campaigns and Visitor Services Programs
3. Support Artificial Intelligence–Driven Visitor Services
4. Launch a Palm Beach County Tourism Information Exchange & Annual Tourism Expo

C. Destination Sustainability & Resilience

1. Maintain the Tourism Resilience and Emergency Preparedness Plan
2. Launch a Destination Stewardship Program in Partnership with Local Communities
3. Encourage "Sustainable Palm Beach" Practices
4. Encourage Regenerative Tourism Pilots in Sensitive Areas in Concert with ERM

D. Community First Initiatives

1. Foster and Champion an Accessibility and Community First Initiatives Tourism Strategy
2. Support a Coastal Access Strategy
3. Continue to Develop Palm Beach County "Tourism for Good" Programs
4. Continue to Provide a Tourism Business Accelerator Program

E. Tourism Product & Experience Development

1. Modernize and Expand Convention and Group Tourism Infrastructure
2. Expand and Strengthen Cultural, Heritage, and Arts Tourism
3. Capitalize on and Further Develop Events and Festival Tourism
4. Help Reimagine and Advocate Commercial and Mixed-Use Tourism Districts
5. Focus on Off-Season Tourism Offerings to Reduce Seasonality
6. Promote Agritourism and Rural Tourism Innovation
7. Enhance Nightlife and After-Hours Tourism Programming
8. Activate Underused Spaces for Tourism Events and Pop-Up Experiences
9. Advance a Palm Beach County Signature Trails Network
10. Promote "Slow Tourism" Experiences and Itineraries
11. Establish a Coastal Culture Trail Featuring Indigenous and Maritime Heritage
12. Expand and Advance an Artist-in-Residence Program for Tourism Districts
13. Expand Palm Beach County "Tourism Health & Wellness" Programs

14. Deliver More Experiential and High-End Dining Concepts
15. Align Sports Tourism with Parks and Recreation Master Plan
16. Identify and Advocate Unique, Signature, Thematic and VIP Experiences
17. Further Develop Underwater Experiences for Tourism

F. Infrastructure, Mobility & Wayfinding

1. Support and Advocate for County-wide Tourism Infrastructure and Transportation Improvements
2. Implement a County-Wide Wayfinding and Visitor Signage System
3. Continue to Support Regional Visitor Welcome Centers and the "Tourism Ambassadors" Program
4. Investigate a Water-Based Mobility Tourism System (e.g., Water Taxi Network)

G. Data, Technology & Innovation

1. Enhance Data Collection, Monitoring, and Decision-Making
2. Enhance and Expand Dynamic Visitor Flow Management Tools
3. Create a Destination Experience Quality Index (DXQI)

H. Workforce, Education & Community Engagement

1. Promote and Champion Tourism Talent and Resilience Programs, including Workforce Housing
2. Continue to Support a Tourism Education Curriculum and Leadership Academy in Local Schools and Colleges, and Apprenticeship Programs with Local Employers
3. Foster a County-Wide "Friends of Tourism" Volunteer Program

I. Planning, Zoning & Policy Tools

1. Promote Use of Local Materials and Craftsmanship in Tourism Development
2. Champion and Strengthen a County-Wide Creative Placemaking and Public Art Program
3. Explore International Tourism Readiness

A. STRATEGY, GOVERNANCE & COORDINATION

A1. Implement, Manage and Deliver a Unified County-Wide Tourism Strategy

Recommendation: Deploy and administer an integrated tourism strategy (the Tourism Master Plan) that aligns all 39 municipalities under a shared vision, ensuring cohesive branding, investment coordination, and destination management.

Rationale: Fragmented efforts across municipalities result in inefficiencies and lost opportunities for synergy. A unified strategy enables regional storytelling, better resource allocation, and maximizes economic impact while ensuring inclusivity and environmental stewardship. Minimizing agencies of record for creative work also ensures cost savings and streamlining of work product.

Issue / Opportunity: Defining the Need for a Unified County-Wide Tourism Strategy

Palm Beach County is a region of extraordinary geographic, cultural, and economic diversity, encompassing 39 individual municipalities with varied identities, assets, challenges, and tourism development capacities. Despite this diversity being one of the county's greatest strengths, it also presents a structural challenge to achieving a cohesive and compelling tourism ecosystem. Presently, tourism-related efforts are fragmented across municipal boundaries and tourism-affiliated organizations, resulting in inconsistent messaging, duplicative investments, and an uneven visitor experience.

Stakeholder interviews and municipal document reviews revealed a lack of coordination in destination marketing, infrastructure development, event planning, branding efforts, and visitor service provision. While the Tourist Development Council (TDC) maintains a high-performing brand and strong marketing channels, many municipalities either operate without a clear tourism strategy or deploy disconnected initiatives that dilute regional impact.

This fragmentation is further exacerbated by inconsistent public-private investment in tourism assets, limited data sharing between jurisdictions, and underutilized opportunities for regional storytelling. Coastal cities like Palm Beach and Boca Raton are well-branded and high-visibility destinations, while inland and Glades communities often receive limited exposure and support. A unified countywide strategy is essential to address disparities in tourism readiness, ensure equitable economic benefits, and leverage economies of scale in marketing and infrastructure investment.

Aligning the 39 municipalities under a shared vision will empower Palm Beach County to position itself as a sophisticated, inclusive, and competitive global destination. It will allow the county to tell a broader, more compelling story, optimize infrastructure investment, respond to market shifts, and meet goals around sustainability and community benefit.

Objectives

1. Establish a shared governance model and tourism strategy framework that aligns all 39 municipalities around common goals and performance measures.
2. Unify destination branding, messaging, and visual identity through shared resources and co-branded toolkits.

3. Coordinate capital investments, marketing campaigns, and event programming across jurisdictions.
4. Enhance the visitor experience through consistent signage, wayfinding, services, and storytelling countywide.
5. Advance a tourism system that maximizes economic return, improves operational efficiency, supports inclusive growth, and ensures sustainability.

Expected Outcomes

- Creation of a centralized intergovernmental body or advisory council (Tourism Strategy Coordination Council) with representation from all municipalities.
- Adoption of a unified destination brand and shared marketing assets across TDC and local governments.
- Increased ROI on public and private tourism investments through coordinated development strategies.
- Elevated visitor satisfaction scores, longer average stays, and increased repeat visitation.
- More balanced visitation patterns across the county, with improved visibility and investment in historically underrepresented areas.
- Stronger alignment with environmental sustainability and Community First Initiatives goals embedded across all initiatives.

Detailed Action Plan for Implementation

Phase 1: Governance, Visioning, and Framework Development (0–6 Months)

- Establish the Palm Beach County Tourism Strategy Coordination Council (TSCC) composed of representatives from:
    - Tourist Development Council (TDC)
    - Discover The Palm Beaches (DTPB)
    - Cultural Council for Palm Beach County
    - Palm Beach County Sports Commission
    - Palm Beach County Film & Television Commission
    - Palm Beach County Office of Equal Opportunity
    - Each municipality (either tourism manager or city manager designee)
- Draft and execute a Memorandum of Understanding (MOU) among partners outlining:
    - Roles and responsibilities
    - Commitment to strategic alignment
    - Data-sharing and brand usage protocols
- Facilitate a series of three strategic alignment workshops to:
    - Define a shared vision and guiding principles
    - Develop high-level strategic priorities (e.g., equitable development, sustainability, cultural preservation)
    - Identify success metrics and a countywide tourism policy framework

Phase 2: Brand Unification and Messaging Integration (6–12 Months)

- Conduct a tourism brand audit across all agencies, cities, and tourism entities
- Develop a shared brand architecture under "The Palm Beaches" master brand:
    - Design and distribute co-branded templates, logos, campaign assets, and tone-of-voice guides
    - Establish a creative asset portal accessible to municipal partners
- Train local tourism, communications, and event staff in brand compliance and visual identity standards
- Launch an internal communications campaign to introduce the unified brand and vision

Phase 3: Investment and Program Coordination (12–24 Months)

- Develop a Countywide Tourism Investment Coordination Plan (TICP), which includes:
    - An inventory and gap analysis of planned and existing capital projects (hotels, parks, convention facilities, signage, attractions)
    - Criteria and scoring rubrics for prioritizing projects across municipalities
    - Recommendations for co-funding strategies, public-private partnerships, and tourism development grants
- Create a rolling five-year countywide marketing and events calendar with:
    - Joint event sponsorship opportunities
    - Rotating promotional themes aligned with cultural seasons, Community First Initiatives, and major sporting and arts events
    - Shared media buys and influencer activations

Phase 4: Visitor Experience Standardization and Monitoring (24–36 Months)

- Launch the Palm Beach County Visitor Experience Framework to standardize:
    - Wayfinding signage
    - Mobile visitor apps and digital concierge tools
    - Customer service protocols
    - Welcome center and ambassador program models
- Deploy a centralized tourism performance dashboard that reports metrics by:
    - Municipality
    - Visitor satisfaction (surveyed pre-/post-visit)
    - Economic impact (spending, jobs, tax revenue)
    - Investment outcomes
    - Equity and sustainability indicators
- Schedule annual TSCC summits to:
    - Evaluate strategy performance
    - Share success stories and innovation
    - Adjust benchmarks and funding priorities as needed

Lead Agency

Tourism Master Plan Working Group (TMPWG) will serve as the primary implementing entity responsible for strategy execution, Governance oversight, budget alignment and facilitation of interagency collaboration.

Partner Organizations and Roles

Organization	Role
Tourist Development Council Discover the Palm Beaches	Provide strategic oversight, policy alignment, and supports advocacy engagement; connects with tourism stakeholders Strategy ratification branding oversight and marketing coordination
All 39 Municipalities	Implementation at the local level; identify tourism champions; align infrastructure and cultural programming with countywide strategy
Cultural Council for Palm Beach County	Cultural asset mapping, co-branding support, Community First Initiatives alignment for arts & heritage promotion
Palm Beach County Sports Commission	Integration of sports tourism into unified programming and investment planning
Environmental Resources Management (ERM)	Ensure environmental best practices are embedded across tourism planning, with clear tracking of emissions, water use, and conservation efforts
Office of Equal Opportunity (OEO)	Community First Initiatives training, inclusive marketing guidance, monitoring of equitable distribution of tourism benefits
Palm Tran & Transportation Planning Agency	Collaborate on mobility improvements, signage, and transit access to tourism clusters
Palm Beach County Film & Television Commission	Enhance destination exposure and film-related tourism initiatives

Timing for Implementation

Phase	Timeframe
Phase 1: Governance & Visioning	Months 1–6
Phase 2: Brand Integration	Months 6–12
Phase 3: Investment & Calendar Alignment	Months 12–24
Phase 4: Experience & Performance Monitoring	Months 24–36 and ongoing

Key Performance Measures / Indicators of Success

- **Governance & Alignment**
  - Establishment and regular meetings of TSCC with participation from at least 90% of municipalities
  - Signed MOU with all participating jurisdictions within 12 months
- **Branding & Marketing**
  - Percentage of municipal campaigns utilizing unified branding (target: 85% by Year 2)
  - Brand awareness and perception scores among target audiences (via Brand Tracker surveys)

- **Visitor Impact & Experience**
  - 10% increase in average visitor length of stay within 3 years
  - 15% increase in visitor satisfaction (post-visit surveys)
  - Reduction in geographic tourism disparity across municipalities (measured by spend and visitation growth)
- **Efficiency & Investment**
  - Number of joint investments in infrastructure and events
  - Reduction in redundant marketing spend (year-over-year budget analysis)
- **Equity & Sustainability**
  - Share of tourism-related capital investments located in underserved or inland areas (target: 30% by Year 4)
  - Increase in number of tourism businesses certified under sustainability frameworks (e.g., GSTC, LEED)
  - Tracking of GHG emissions, water use, and other sustainability metrics on the centralized dashboard

Upfront Investment and Ongoing Operating Costs

1. Upfront Investment (Estimated Range: $2.5–$3.5 million over 3 years)
These represent one-time or limited-duration investments required to establish governance, technology, branding, and coordination infrastructure.

Investment Category	Description	Estimated Cost Range	Timing
Governance and Coordination Systems	Creation of the Tourism Strategy Coordination Council (TSCC), facilitation technology, legal documentation, and data-sharing infrastructure. Includes development of a central digital collaboration portal.	$400,000 – $600,000	Year 1
Brand Unification and Creative Asset Development	Comprehensive brand audit, creative development, co-branded templates, and production of shared digital and print materials; design and launch of brand asset portal.	$750,000 – $1,000,000	Year 1–2
Technology and Data Platforms	Development of a centralized tourism performance dashboard, data warehouse integration across agencies, and visitor intelligence platform with real-time reporting.	$800,000 – $1,200,000	Year 2–3
Visitor Experience Enhancements	Countywide wayfinding standards, signage prototypes, and digital visitor experience tools (mobile app, digital concierge).	$550,000 – $700,000	Year 2–3
Training and Change Management	Professional development, branding workshops, and inclusion training across 39 municipalities and partner organizations.	$100,000	Year 1–2

Investment Category	Description	Estimated Cost Range	Timing
Total Estimated Upfront Investment		**$2.5 – $3.5 million**	36-month rollout

Potential Funding Sources: Combination of TDC allocations, intergovernmental cost-sharing (municipal contributions), potential use of tourism reinvestment funds, and private sector partnerships for technology deployment and co-branded campaigns.

2. Operating Costs (Estimated Range: $1.2–$1.8 million annually, ongoing)
These costs represent the recurring annual expenses required to maintain the unified tourism strategy, manage cross-municipal collaboration, and sustain the marketing and data infrastructure.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Management and Staffing	Dedicated TSCC program manager, part-time municipal liaisons, and administrative support for coordination, reporting, and stakeholder engagement.	$450,000 – $600,000	TSCC / TMP Working Group
Shared Marketing and Brand Maintenance	Ongoing content creation, co-op marketing support, social/digital media alignment, and creative asset refreshes.	$300,000 – $450,000	DTPB + Municipal Partners
Data Analytics and Performance Tracking	Dashboard maintenance, data subscriptions, visitor surveys, and quarterly reporting.	$200,000 – $300,000	DTPB / County IT & Research Units
Annual TSCC Workshops and Training	Governance meetings, best-practice exchanges, and partner capacity-building sessions.	$75,000 – $100,000	TSCC
Visitor Experience Management	Maintenance of wayfinding system, digital platforms, and mobile app content updates.	$150,000 – $200,000	County / Municipal Partners
Total Estimated Annual Operating Cost		**$1.2 – $1.8 million**	

3. Economic Efficiency and ROI Outlook
While these expenditures represent a meaningful investment, the unified approach will reduce duplicated efforts and amplify marketing reach, leading to long-term savings and increased visitor spending.

- **Efficiency Gains:** Consolidation of creative agencies and shared media buys could generate an estimated 15–20% savings versus current decentralized marketing spend (approx. $1 million in annual efficiencies).
- **Economic Uplift:** With improved coordination and branding, Palm Beach County could realize incremental visitor spending growth of $150–$200 million annually within 5 years, translating to $10–$15 million in additional local tax revenues.
- **Payback Period:** Estimated at 2.5 to 3 years based on cumulative incremental tax revenue versus upfront investment.

Conclusion

The incremental investments required to implement and sustain a unified countywide tourism strategy represent a modest but transformative expenditure when viewed in the context of Palm Beach County's overall tourism economy, currently generating billions in annual visitor spending. The estimated $2.5–$3.5 million in one-time capital costs and $1.2–$1.8 million in ongoing annual operating expenses will establish the structural, digital, and organizational framework needed to align 39 municipalities under one shared vision.

These investments will eliminate costly duplication across jurisdictions, unify marketing efforts, and expand the reach of existing TDC and municipal programs. Within three years, the efficiencies created through shared creative services, consolidated data systems, and coordinated event marketing are expected to offset up to 20% of current fragmented marketing expenditures, while improved brand cohesion and strategic investment planning will generate measurable increases in visitation, length of stay, and per-visitor spending.

From a financial standpoint, this unified approach positions the county for a 3-to-1 long-term return on investment, driven by stronger tax revenue growth, more balanced geographic tourism distribution, and enhanced public-private collaboration. Beyond the economic benefits, these investments will yield enduring social and community dividends, advancing inclusivity, sustainability, and quality of life for residents and visitors alike.

In summary, this unified strategy should be viewed not as an additional expense, but as a strategic reinvestment, one that ensures Palm Beach County's tourism ecosystem operates efficiently, equitably, and competitively in the decades ahead.

A2. Utilize TDC Agency Staff for TMP Implementation aka Tourism Master Plan Working Group (TMPWG)

Recommendation: Utilize TDC agency staff for implementation of the Tourism Master Plan.

Rationale: Tourism in Palm Beach County spans multiple agencies but lacks a centralized body with the mandate and resources to lead long-term destination development and management. A dedicated Working Group of TDC staff ensures consistent policy execution, aligns public and private efforts, enhances accountability, and enables the County to respond proactively to challenges and opportunities in the evolving tourism landscape.

Issue / Opportunity: Strengthening Centralized Implementation Capacity

Tourism in Palm Beach County remains one of the region's most powerful drivers of economic activity, community vitality, and global recognition. Nearly 10 million annual visitors generate more than $10.5 billion in direct economic impact and support over 90,000 jobs across hospitality, retail, cultural, transportation, and recreation sectors. Yet, despite this scale and importance, implementation of countywide tourism strategies often occurs in a fragmented manner, with responsibilities distributed across multiple agencies, organizations, and municipalities.

The Tourist Development Council provides strategic oversight for Palm Beach County's four tourism agencies, Discover The Palm Beaches, the Cultural Council, the Sports Commission, and the Film & Television Commission, each of which plays a critical role in advancing destination marketing, development, and stewardship. However, there is currently no formalized mechanism within the TDC structure for coordinated implementation of the Tourism Master Plan (TMP) across these agencies.

This lack of unified implementation oversight can result in duplicated efforts, gaps in accountability, and limited ability to adapt to emerging opportunities, such as evolving visitor markets, sustainability imperatives, and workforce challenges. Leveraging existing TDC agency staff as a dedicated **Tourism Master Plan Working Group** addresses these issues by establishing a structured, coordinated approach to managing and monitoring implementation progress.

Objectives

1. Formalize a cross-agency structure within the TDC framework to coordinate and manage TMP implementation.
2. Utilize existing agency staff expertise to align Master Plan actions with ongoing marketing, cultural, sports, and film initiatives.
3. Provide consistent policy execution, performance tracking, and transparent reporting on progress and outcomes.
4. Strengthen coordination between the TDC, County departments, and municipal governments to ensure seamless delivery of plan initiatives.
5. Build institutional capacity and continuity to ensure the Tourism Master Plan remains a living, actionable document over the next decade.

Expected Outcomes

- Establishment of a Tourism Master Plan Working Group comprised of senior TDC agency staff.
- Development of an annual Implementation Work Plan with clearly assigned responsibilities, milestones, and measurable outcomes.
- Improved alignment and efficiency across TDC agencies, resulting in reduced duplication and enhanced coordination.
- Measurable improvements in transparency, accountability, and communication between TDC agencies, municipalities, and County leadership.
- A nationally recognized model for collaborative tourism governance and destination management.

Detailed Action Plan for Implementation

Phase 1: Chartering and Coordination Framework (0–6 Months)

- Draft and adopt a Tourism Master Plan Implementation Charter outlining mission, roles, authority, and reporting requirements.
- Designate key representatives from each TDC agency:
    - Discover The Palm Beaches: Brand strategy and visitor data integration
    - Cultural Council: Cultural tourism and Community First Initiatives alignment
    - Sports Commission: Sports tourism activation and event development
    - Film & Television Commission: Media visibility and destination promotion
- Establish coordination and reporting protocols between the Implementation Team and the TDC Executive Director.
- Approve resource allocation for administrative support and project management tools.

Phase 2: Work Planning and Tool Development (6–12 Months)

- Develop an annual Tourism Master Plan Implementation Work Plan, assigning lead and support roles, milestones, and KPIs for each initiative.
- Create a digital performance dashboard to track progress across all goal areas and visualize geographic and sectoral impact.
- Standardize quarterly progress reports and briefings to the TDC and County Commission.
- Establish cross-agency working subgroups for specialized focus areas such as sustainability, research and analytics, and infrastructure alignment.

Phase 3: Implementation and Continuous Improvement (12–36 Months and ongoing)

- Coordinate TDC agencies' project execution, ensuring integration with county priorities and available funding streams.
- Conduct semiannual review sessions to assess performance and identify emerging challenges and opportunities.
- Host an Annual Tourism Master Plan Implementation Forum to engage municipalities, stakeholders, and the public in reviewing results and shaping priorities.
- Publish an Annual Tourism Master Plan Progress Report, including data analysis, case studies, and forward-looking recommendations.
- Partner with external research or academic institutions every three years to evaluate performance and refine strategies.

Lead Agency

Palm Beach County Tourist Development Council (TDC)
Provides governance oversight, approves the annual Implementation Work Plan, and ensures coordination across the four TDC agencies. The Implementation Team reports to the TDC Executive Director and works closely with County administration and the Tourism Master Plan Leadership Council.

Partner Organizations and Roles

Organization / Agency	Role
Discover The Palm Beaches	Lead marketing alignment, data integration, and communications strategy.
Cultural Council for Palm Beach County	Oversee arts, heritage, Community First Initiatives, and community engagement aspects.
Palm Beach County Sports Commission	Advance sports and event tourism programs.
Palm Beach County Film & Television Commission	Enhance destination exposure and film-related tourism initiatives.
Office of the County Administrator	Facilitate interdepartmental coordination and regulatory support.
Environmental Resources Management (ERM)	Integrate sustainability and resilience goals.
Office of Equal Opportunity (OEO)	Ensure equitable outcomes and representation across tourism development.

Timing for Implementation

Phase	Timeline
Phase 1: Charter and Coordination Framework	Months 1–6
Phase 2: Work Planning and Tools	Months 6–12
Phase 3: Implementation & Evaluation	Months 12–36+

Key Performance Measures / Indicators of Success

Governance and Coordination

- Ordinance adoption and first meeting of the Implementation Team within 6 months.
- Representation from all TDC agencies and 80% of municipalities by Year 2.
- Minimum of four Implementation Team meetings annually.

Implementation Performance

- 100% of Master Plan initiatives assigned and tracked within the Work Plan.
- Annual Tourism Master Plan Progress Report published each year.
- Minimum of five cross-agency initiatives implemented annually.

Transparency and Community Benefit

- Publicly accessible dashboard live within 12 months.
- Annual stakeholder satisfaction rating increase of 10%.
- Documented improvements in geographic and demographic equity of tourism investments.

Adaptability and Policy Leadership

- Regular updates to TMP based on performance data and emerging trends.
- Number of external grant applications and partnerships facilitated through TDC coordination.
- Achievement of 100% of Year 1 priorities within 24 months.

Upfront Investment and Ongoing Operating Costs

Implementing the Tourism Master Plan Working Group (TMPWG) within the TDC framework will require modest new investment relative to its long-term efficiency gains. While leveraging existing TDC agency staff minimizes new overhead, successful implementation still requires incremental resources to formalize coordination structures, develop shared technology tools, and provide administrative and analytical support.

1. Upfront Investment (Estimated Range: $1.2–$1.8 million over three years)

These are one-time or limited-duration costs associated with establishing and equipping the Working Group for efficient and transparent operation.

Investment Category	Description	Estimated Cost Range	Timing
Governance and Legal Formation	Development of TMPWG charter, governance documents, MOU updates across agencies, and formal integration into TDC administrative systems.	$150,000 – $200,000	Year 1
Digital Implementation Dashboard	Creation of a centralized performance-tracking platform integrating data from all TDC agencies and municipalities; includes data visualization, KPI reporting, and secure collaboration functions.	$400,000 – $600,000	Year 1–2
Workforce Development and Training	Professional development programs for TDC and municipal staff on unified performance standards, data entry protocols, and sustainability metrics.	$100,000 – $150,000	Year 1–2
Research and Analytics Infrastructure	Expansion of shared visitor research tools, subscription databases (e.g., Placer.ai, STR, Longwoods), and academic partnerships to support TMP evaluation.	$350,000 – $500,000	Year 2–3

Investment Category	Description	Estimated Cost Range	Timing
Implementation Forum and Public Reporting Setup	Design and launch of annual Implementation Forum and reporting templates; includes event logistics, communications, and design assets.	$200,000 – $350,000	Year 2–3
Total Estimated Upfront Investment		**$1.2 – $1.8 million**	36-month rollout

Potential Funding Sources: TDC reserve allocations, inter-agency budget contributions, potential use of Tourism Capital Reinvestment Funds, and external grants (e.g., U.S. EDA Destination Stewardship or State of Florida tourism innovation funds).

2. Operating Costs (Estimated Range: $900,000–$1.3 million annually, ongoing)
Ongoing expenditures will ensure sustained coordination, performance monitoring, and public transparency once the TMPWG is operational.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Management and Staffing	Dedicated Project Director, Program Coordinator, and administrative support shared among TDC agencies; includes benefits and professional services.	$450,000 – $600,000	TDC Executive Office
Data Collection and Analytics	Ongoing maintenance of the tourism performance dashboard, research subscriptions, survey administration, and third-party data validation.	$200,000 – $300,000	DTPB / TMPWG
Cross-Agency Coordination and Meetings	Quarterly Implementation Team meetings, semiannual strategy reviews, and annual Implementation Forum.	$100,000	TMPWG / County
Communications and Reporting	Annual Progress Report publication, design services, and stakeholder engagement campaigns.	$100,000 – $150,000	TMPWG / DTPB
External Partnerships and Evaluation	Contracting with academic or research partners for triennial external evaluation of TMP performance.	$50,000 – $100,000	TMPWG / County
Total Estimated Annual Operating Cost		**$900,000 – $1.3 million**	

3. Economic Efficiency and Return on Investment
By consolidating coordination and reporting within the existing TDC ecosystem, the Working Group model is projected to yield significant efficiency and accountability gains:

- **Reduced Duplication:** Integration of overlapping project management, reporting, and marketing coordination functions could save an estimated $500,000–$700,000 annually across all TDC agencies.
- **Enhanced Performance Management:** A centralized system improves alignment of agency budgets with strategic outcomes, potentially increasing overall program ROI by 10–15% within three years.
- **Economic Multiplier:** Improved coordination and timely implementation of TMP projects are expected to accelerate incremental visitor spending and investment, generating an estimated $30–$50 million in additional annual economic output countywide.
- **Payback Horizon:** The initial investment is projected to be offset within 2–3 years through operational efficiencies and incremental tax revenue growth.

Conclusion

Formalizing a Tourism Master Plan Working Group within the TDC framework represents a practical, high-return investment in Palm Beach County's tourism governance capacity. The estimated $1.2–$1.8 million in one-time capital costs and $900,000–$1.3 million in annual operating costs will establish the institutional backbone required to move from planning to performance, ensuring the Tourism Master Plan's vision is implemented efficiently, transparently, and consistently across agencies and municipalities.

This investment leverages existing TDC staff expertise while providing the tools, systems, and oversight needed to sustain coordinated action. Over time, the efficiencies gained through unified project management, shared analytics, and streamlined reporting will generate savings that exceed the program's operating costs, transforming the TMPWG into a cost-neutral or net-positive governance innovation.

More importantly, it positions Palm Beach County as a national leader in integrated destination management, capable of executing complex initiatives, adapting to market trends, and ensuring that tourism's benefits are shared equitably across the county. The establishment of the TMP Working Group is therefore not an administrative expansion, but a strategic evolution, designed to maximize the impact of every public dollar invested in Palm Beach County's tourism future.

A3. Utilize the TDC Board to Oversee TMP Implementation

Recommendation: The TDC Board, which includes government, tourism businesses, cultural institutions, environmental groups, community leaders, and more, will oversee implementation of the Tourism Master Plan.

Rationale: Ongoing coordination among diverse stakeholders ensures accountability, shared vision, and continuous stakeholder input, while also providing a structure for inclusive decision-making.

Issue / Opportunity: Empowering the TDC Board to Lead Strategic Oversight

Tourism in Palm Beach County thrives through the collaboration of a wide network of partners, hospitality and attractions, local governments, cultural institutions, business and community leaders, and environmental stewards. However, while these groups collectively drive the destination's success, there has historically been no single structure for cohesive, cross-sector oversight of long-term tourism strategy implementation.

The Tourist Development Council (TDC), which already includes representatives from government, the tourism industry, arts and culture, environmental organizations, and the community, serves as the most logical and effective body to provide oversight of the Tourism Master Plan (TMP). By expanding the TDC Board's role to formally guide, monitor, and evaluate plan implementation, the County can ensure strategic continuity, inclusive governance, and alignment across all tourism-related agencies and initiatives.

This structure leverages the TDC Board's existing expertise and statutory authority while creating a clear, transparent process for plan monitoring and adaptive management. It eliminates the need for additional governance layers while strengthening accountability, responsiveness, and public trust.

Objectives

1. Assign the TDC Board formal responsibility for high-level oversight and strategic direction of the Tourism Master Plan.
2. Ensure inclusive representation by utilizing the TDC's diverse membership to reflect government, industry, cultural, environmental, and community interests.
3. Facilitate accountability and transparency by integrating Master Plan reporting and performance monitoring into regular TDC Board operations.
4. Encourage continuous stakeholder engagement through structured feedback loops, presentations, and public reporting.
5. Institutionalize long-term continuity for tourism strategy implementation that transcends political cycles or organizational changes.

Expected Outcomes

- The TDC Board is formally designated as the oversight body for Tourism Master Plan implementation.
- Adoption of an annual Tourism Master Plan Progress Report reviewed and approved by the TDC Board.
- Establishment of a structured reporting and coordination process between the TDC Board, TDC agencies, and County staff.
- Enhanced transparency and stakeholder confidence through regular updates, community engagement, and published performance metrics.
- Strengthened collaboration between public and private sectors and alignment of tourism policies with countywide goals.

Detailed Action Plan for Implementation

Phase 1: Framework and Governance Integration (0–6 Months)

- Amend the TDC Ordinance to include formal oversight responsibilities for the Tourism Master Plan.
- Define TDC's role in reviewing progress, approving implementation priorities, and guiding course corrections.
- Establish an annual schedule for TMP progress updates and performance reviews.
- Clarify reporting relationships between the TDC Board, TDC agencies, and the County Administrator's Office.
- Designate a Tourism Master Plan Oversight Liaison within the TDC to coordinate agenda items, performance dashboards, and interagency input.

Phase 2: Implementation Monitoring and Engagement (6–12 Months)

- Integrate TMP progress presentations into quarterly TDC Board meetings, featuring updates from:
    - Discover The Palm Beaches – marketing and visitor research
    - Cultural Council – arts, heritage, and Community First Initiatives integration
    - Sports Commission – event and sports tourism updates
    - Film & Television Commission – media and production tourism initiatives
- Launch a public-facing TMP Progress Dashboard linked to the TDC website to share updates and track measurable outcomes.
- Develop a standardized Implementation Work Plan Template to document project status, lead agencies, performance metrics, and funding sources.
- Convene an annual TDC Tourism Strategy Review Session to evaluate overall progress, emerging opportunities, and recommended plan adjustments.

Phase 3: Evaluation and Adaptive Management (12–36 Months and ongoing)

- Publish an Annual Tourism Master Plan Oversight Report, summarizing implementation results, financial data, success stories, and challenges.
- Establish a three-year review cycle for formal plan updates, informed by data analysis, stakeholder input, and evolving market conditions.
- Incorporate TDC Board feedback into annual funding and policy decisions to ensure alignment with long-term goals.

- Continue hosting stakeholder roundtables and community listening sessions to maintain two-way communication and foster shared ownership of the TMP.

Lead Agency
Palm Beach County Tourist Development Council (TDC)
Serves as the official oversight body for the Tourism Master Plan. The TDC provides governance, ensures interagency coordination, and reports annually to the County Commission on progress, performance, and recommended adjustments.

Partner Organizations and Roles

Organization / Agency	Role
Discover The Palm Beaches	Lead marketing, branding, and research; provide quarterly progress reports.
Cultural Council for Palm Beach County	Oversee arts, heritage, and Community First Initiatives implementation elements.
Palm Beach County Sports Commission	Coordinate sports and event tourism development.
Palm Beach County Film & Television Commission	Promote film tourism and enhance destination exposure.
Office of the County Administrator	Facilitate coordination among departments and align implementation with county priorities.
Environmental Resources Management (ERM)	Integrate sustainability and resilience objectives into project execution.
Office of Equal Opportunity (OEO)	Ensure equitable access and representation in tourism planning and investment.
Municipal Governments and Industry Partners	Provide local insight, feedback, and joint project collaboration.

Timing for Implementation

Phase	Timeline
Phase 1: Framework and Governance Integration	Months 1–6
Phase 2: Monitoring and Engagement	Months 6–12
Phase 3: Evaluation and Adaptive Management	Months 12–36+

Key Performance Measures / Indicators of Success

Governance and Oversight

- Formal amendment to TDC Ordinance completed within 6 months.
- Tourism Master Plan oversight officially integrated into the TDC's annual work program.
- Minimum of four TMP review sessions conducted per year.

Performance and Implementation

- 100% of TMP initiatives tracked through the Implementation Work Plan.
- Annual Tourism Master Plan Oversight Report published each year.
- Demonstrated alignment of TDC funding priorities with TMP strategic objectives.

Transparency and Engagement

- Public progress dashboard live by Month 12.
- At least three stakeholder engagement events or listening sessions held annually.
- 10% annual increase in stakeholder satisfaction regarding coordination and communication.

Adaptability and Impact

- TMP updated every three years based on TDC-led evaluations.
- Increase in cross-sector initiatives launched under TDC guidance.
- Demonstrable growth in sustainable, inclusive, and high-value tourism development outcomes.

Upfront Investment and Ongoing Operating Costs

Empowering the TDC Board to serve as the formal oversight body for the Tourism Master Plan (TMP) will require limited but strategic investment to expand its operational capacity, enhance data transparency, and formalize new governance processes. These incremental investments primarily support technology, analytics, staff coordination, and stakeholder engagement rather than major infrastructure.

1. Upfront Investment (Estimated Range: $750,000 – $1.1 million over three years)

These are one-time or time-limited costs to establish new oversight, reporting, and transparency mechanisms within the TDC framework.

Investment Category	Description	Estimated Cost Range	Timing
Governance Integration and Legal Support	Ordinance amendment, legal and administrative support to formalize TDC's expanded oversight role; governance documentation updates.	$100,000 – $150,000	Year 1
Public-Facing Performance Dashboard	Expansion of the existing TDC website to host a real-time, interactive TMP dashboard tracking implementation progress, funding, and KPIs.	$250,000 – $350,000	Year 1–2
Implementation Work Plan Platform	Development of a shared digital workspace to manage TMP initiatives, timelines, and reporting templates across agencies.	$150,000 – $200,000	Year 1–2

Investment Category	Description	Estimated Cost Range	Timing
Annual Oversight and Engagement Events	Production costs for annual TMP Oversight Report launch, stakeholder roundtables, and public listening sessions.	$150,000 – $250,000	Year 2–3
Training and Orientation for Board Members	Governance workshops, data interpretation sessions, and sustainability/Community First training for Board members.	$100,000 – $150,000	Year 1–2
Total Estimated Upfront Investment		**$750,000 – $1.1 million**	36-month rollout

Potential Funding Sources: Reallocation from existing TDC administrative budgets, County governance modernization funds, limited use of TDC reserve dollars, and potential sponsorship support for public reporting and engagement events.

2. Operating Costs (Estimated Range: $500,000 – $800,000 annually, ongoing)
These recurring costs will ensure that the TDC Board has the analytical support, communications tools, and stakeholder engagement capacity required to fulfill its new oversight mandate.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Administrative and Analytical Support	Dedicated TMP Oversight Liaison and data analyst within TDC staff to manage reporting, agenda development, and coordination with agencies.	$250,000 – $350,000	TDC Executive Office
Data Maintenance and Dashboard Hosting	Hosting, updates, and content management for the public dashboard; quarterly performance analytics.	$100,000 – $150,000	DTPB / County IT
Board and Stakeholder Engagement Activities	Quarterly TMP review sessions, annual public forum, and targeted outreach to municipalities and industry partners.	$75,000 – $125,000	TDC
Communications and Reporting	Design, production, and distribution of the Annual Tourism Master Plan Oversight Report and associated media communications.	$75,000 – $125,000	TMP Oversight Liaison / DTPB
Professional Development and Evaluation	Ongoing Board training, third-party evaluation every three years, and leadership workshops.	$50,000 – $75,000	County / TDC
Total Estimated Annual Operating Cost		**$500,000 – $800,000**	

3. Economic Efficiency and Return on Investment
While the incremental investments are modest, the anticipated efficiency gains and long-term benefits are substantial:

- **Governance Efficiency:** Consolidating oversight within the TDC Board eliminates the need for new governance entities, avoiding an estimated $250,000–$400,000 annually in administrative duplication.
- **Data Transparency and Accountability:** A shared performance platform reduces reporting redundancies across agencies, yielding an estimated 10–15% reduction in staff time devoted to manual coordination and reporting.
- **Strategic Impact:** More timely policy guidance and funding alignment through TDC oversight are projected to accelerate Master Plan implementation by 6–12 months, improving ROI realization across capital and marketing initiatives.
- **Economic Multiplier:** Enhanced governance and accountability can catalyze improved investment prioritization, supporting projects that together could generate $20–$30 million in incremental annual visitor spending by Year 5.

Conclusion

Designating the TDC Board as the official oversight body for the Tourism Master Plan represents a low-cost, high-impact governance enhancement. With an estimated $750,000–$1.1 million in one-time capital investment and $500,000–$800,000 in annual operating costs, the County can achieve a permanent structure for transparent, data-driven, and inclusive tourism oversight, without creating new bureaucracy.

This model leverages the TDC Board's existing diversity and statutory authority, ensuring that policy direction, resource allocation, and performance accountability are all rooted in one cohesive entity. The incremental investment pays for itself through reduced administrative duplication, faster decision-making, and stronger alignment of public and private tourism priorities.

Ultimately, empowering the TDC Board in this way transforms Palm Beach County's tourism governance from advisory to action-oriented, creating a unified framework that links strategy to measurable results. It strengthens public trust, enhances fiscal responsibility, and ensures that tourism growth continues to reflect the County's core values of inclusivity, sustainability, and shared prosperity.

A4. Continue / Expand Inter-Municipal Tourism Communication and Policy Updates

Recommendation: Continue to coordinate tourism policy updates among all 39 municipalities to align regulations, zoning, infrastructure priorities, and messaging consistent with the Tourism Master Plan.

Rationale: Disparate policies hinder unified growth. Coordinating tourism policy efforts with municipalities ensures that investments, branding, and zoning support shared tourism and quality-of-life objectives.

Issue / Opportunity: Sustaining Coordination Among Local Governments

Palm Beach County's tourism economy depends on collaboration across 39 municipalities, each with unique governance structures, land-use policies, and infrastructure priorities. This diversity adds richness to the visitor experience but also creates inconsistencies in how tourism-related development, infrastructure, and branding are managed countywide.

Differences in zoning, signage, development regulations, and event permitting can lead to fragmented visitor experiences, regulatory inefficiencies, and missed opportunities for regional collaboration. For example, variations in short-term rental policies, parking regulations, or coastal infrastructure planning can undermine collective goals for sustainable tourism growth and equitable visitor access.

The Tourism Master Plan calls for a continued and expanded framework of inter-municipal communication and coordination, ensuring that tourism policy, investment priorities, and branding efforts move forward with shared purpose. Building on the success of recent collaboration among municipalities, this initiative seeks to institutionalize ongoing dialogue, promote consistency, and encourage joint innovation, while respecting local autonomy and identity.

Objectives

1. Maintain and strengthen regular communication among municipal tourism, planning, and economic development representatives.
2. Align local tourism policies, including zoning, signage, and infrastructure priorities, with the overarching Tourism Master Plan.
3. Promote shared problem-solving on recurring challenges such as short-term rentals, event permitting, beach access, and transportation.
4. Encourage joint projects that amplify marketing, sustainability, and placemaking outcomes across jurisdictions.
5. Ensure equitable participation by including smaller or inland municipalities in ongoing discussions and collaborative opportunities.

Expected Outcomes

- Continuation and expansion of structured inter-municipal communication under the coordination of the Tourist Development Council (TDC).
- Improved alignment between local zoning, infrastructure, and branding initiatives and the goals of the Tourism Master Plan.
- Streamlined regulatory processes for tourism-related development and events.
- Increased collaboration in grant applications, events, and marketing initiatives.
- Stronger regional cohesion and consistency in how The Palm Beaches are experienced by residents and visitors alike.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Strengthen Coordination Framework (0–6 Months)

- **Formalize the existing inter-municipal communication network** by establishing a clear contact roster and recurring meeting schedule among municipal tourism, planning, and economic development staff.
- Continue quarterly **Countywide Municipal Tourism Policy Forums** to share Master Plan updates, highlight best practices, and discuss shared challenges.
- Designate a **Tourism Policy Liaison** within each municipality to serve as the primary point of contact with the TDC.
- Provide municipalities with concise **Tourism Policy Briefs** summarizing upcoming initiatives, data trends, and opportunities for input.

Phase 2: Policy and Infrastructure Alignment (6–18 Months)

- Conduct a Tourism Policy Audit to identify discrepancies or opportunities for alignment in areas such as:
    - Zoning and permitting for hotels, attractions, and events
    - Signage and wayfinding standards
    - Sustainability and resilience measures
    - Short-term rental regulations
    - Transportation and parking management near key attractions
- Develop an Inter-Municipal Tourism Policy Toolkit containing:
    - Model ordinances and zoning templates
    - Signage and design guidelines aligned with “The Palm Beaches” brand
    - Case studies of coordinated infrastructure projects
    - Recommended frameworks for equitable event permitting and community engagement
- Continue using shared digital coordination tools (e.g., online policy dashboard or portal hosted by the County or DTPB) to share documents, meeting minutes, and progress updates.

Phase 3: Joint Implementation and Long-Term Collaboration (18–36 Months and ongoing)

- Launch joint municipal initiatives such as:
  - Multi-city cultural and heritage trail projects
  - Collaborative wayfinding and signage programs
  - Shared festivals, arts programming, or event marketing
- Establish a standing agenda item for tourism policy coordination within regional planning meetings (e.g., through the Office of Intergovernmental Affairs).
- Host an Annual Municipal Tourism Coordination Summit, rotating among municipalities, to showcase successful projects, recognize innovation, and identify new opportunities for collaboration.
- Integrate municipal input into the TDC's Annual Tourism Master Plan Progress Report and future plan updates.

Lead Agencies

Palm Beach County Tourist Development Council (TDC)

- Serves as the central coordinating entity for ongoing inter-municipal communication and alignment with the Tourism Master Plan.
- Provides administrative support, meeting facilitation, and dissemination of progress reports and policy resources.

Office of Intergovernmental Affairs

- Facilitates direct communication between municipalities and County administration.
- Supports alignment of tourism priorities with broader county policy and infrastructure initiatives.

Partner Organizations and Roles

Organization / Agency	Role
Discover The Palm Beaches	Provides branding and marketing alignment resources; hosts shared policy and marketing toolkits.
Cultural Council for Palm Beach County	Coordinates cultural tourism programming and integrates arts and heritage assets into municipal plans.
Municipal Governments	Maintain local tourism liaisons, share policy updates, and participate in collaborative projects.
Regional Transportation Planning Agency (TPA)	Aligns transportation and mobility planning with tourism infrastructure needs.
Environmental Resources Management (ERM)	Advises on eco-tourism, green infrastructure, and coastal resilience initiatives.
Office of Equal Opportunity (OEO)	Ensures equitable participation among municipalities and representation of underserved communities.

Timing for Implementation

Phase	Timeline
Phase 1: Strengthen Coordination Framework	Months 1–6
Phase 2: Policy and Infrastructure Alignment	Months 6–18
Phase 3: Joint Implementation and Ongoing Collaboration	Months 18–36+

Key Performance Measures / Indicators of Success

Participation and Engagement

- At least 30 municipalities actively participating by Year 2.
- 80% attendance rate at coordination meetings.
- Number of policy updates or alignments completed collaboratively.

Policy and Infrastructure Outcomes

- Adoption of shared signage and design standards by a majority of municipalities.
- Number of coordinated infrastructure or tourism investment projects initiated.
- Consistent zoning and permitting updates aligned with Tourism Master Plan objectives.

Collaboration and Efficiency

- Increase in shared marketing or event initiatives.
- Positive feedback from municipalities on communication effectiveness (via annual survey).
- Reduction in duplicative tourism-related infrastructure or programming investments.

Community and Sustainability

- Balanced geographic representation in participation and investments.
- Inclusion of Community First Initiatives and sustainability considerations in at least 50% of coordinated projects.

Upfront Investment and Ongoing Operating Costs

Implementing and expanding inter-municipal tourism coordination will require modest but sustained investment in facilitation, technology, and policy support. While the structure largely builds on existing relationships and TDC coordination functions, incremental resources are needed to institutionalize communication mechanisms, develop shared policy tools, and support consistent engagement across all 39 municipalities.

1. Upfront Investment (Estimated Range: $900,000 – $1.4 million over three years)

These one-time and limited-duration costs will establish the operational and digital framework necessary for sustained inter-municipal collaboration. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Policy Audit and Toolkit Development	Countywide review of tourism-related ordinances, zoning, signage, and permitting; creation of model ordinances, design guidelines, and coordination templates.	$300,000 – $450,000	Year 1–2
Digital Coordination Platform	Development or licensing of an online portal for document sharing, policy dashboards, meeting coordination, and public transparency.	$250,000 – $350,000	Year 1–2
Training and Capacity-Building Workshops	Series of professional development and technical assistance sessions for municipal staff on tourism policy, branding alignment, and sustainability.	$150,000 – $250,000	Year 1–3
Annual Municipal Tourism Coordination Summit	Launch and initial setup of the countywide summit; event logistics, facilitation, and recognition program.	$100,000 – $200,000	Year 2–3
Communications and Outreach Materials	Development of Tourism Policy Briefs, municipal newsletters, and branding toolkits to maintain engagement.	$100,000 – $150,000	Year 1–3
Total Estimated Upfront Investment		**$900,000 – $1.4 million**	36-month rollout

Potential Funding Sources: TDC administrative allocations; County Office of Intergovernmental Affairs operating funds; cost-sharing with participating municipalities; potential state and federal technical assistance grants (e.g., U.S. EDA, Florida DEO, or coastal resilience funding streams).

2. Operating Costs (Estimated Range: $600,000 – $900,000 annually, ongoing)
Ongoing expenditures are necessary to sustain engagement, manage policy alignment, maintain digital tools, and track performance metrics.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Inter-Municipal Coordination Staff	Full-time Tourism Policy Coordinator within the TDC and part-time support from Office of Intergovernmental Affairs; provides facilitation, research, and communications support.	$250,000 – $350,000	TDC / County
Digital Platform Maintenance and Hosting	Ongoing technical support, data entry, and hosting of the inter-municipal coordination portal.	$100,000 – $150,000	DTPB / County IT

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Quarterly Policy Forums and Meetings	Logistics and facilitation for quarterly meetings, including materials preparation, recordings, and follow-up reporting.	$75,000 – $100,000	TDC
Annual Municipal Tourism Coordination Summit	Annual event implementation costs after initial launch, including facilitation, communications, and awards.	$100,000 – $150,000	TDC / Host Municipality
Research, Reporting, and Evaluation	Data collection, progress tracking, and production of annual Municipal Tourism Coordination Report.	$75,000 – $150,000	TMPWG / County
Total Estimated Annual Operating Cost		**$600,000 – $900,000**	

3. Economic Efficiency and Return on Investment
While relatively low in cost, this initiative produces significant efficiencies and long-term economic impact through improved coordination, reduced duplication, and enhanced competitiveness.

- **Administrative Efficiency:** Consolidating communication and policy alignment can save municipalities an estimated $1.0–$1.5 million annually in staff time, redundant planning efforts, and inconsistent regulation correction.
- **Investment Synergy:** Joint infrastructure and branding projects facilitated through alignment may attract an additional $10–$20 million annually in public and private tourism-related capital investment.
- **Economic Multiplier:** Improved consistency in tourism policy and visitor infrastructure is projected to yield $25–$40 million in additional annual visitor spending across the county within five years.
- **Payback Period:** Initial investment costs can be offset within 2–3 years through cumulative efficiency gains and incremental tourism revenue.

Conclusion

Continuing and expanding inter-municipal tourism communication is a cost-effective, high-impact strategy that ensures Palm Beach County's 39 municipalities operate in sync under a shared vision for tourism development and destination management. The estimated $900,000–$1.4 million in one-time capital investment and $600,000–$900,000 in annual operating costs will institutionalize coordination, create consistent policies, and enable municipalities to leverage shared data, resources, and marketing infrastructure.

This modest financial commitment will yield significant returns, reducing inefficiencies, accelerating joint projects, and amplifying the economic and social benefits of tourism countywide. By formalizing communication and alignment, the County not only strengthens its

tourism ecosystem but also promotes equitable participation, sustainability, and community-driven development across all municipalities.

In short, this initiative transforms inter-municipal collaboration from a periodic effort into a permanent governance advantage, ensuring that Palm Beach County's diverse communities move forward together, united by shared goals, consistent standards, and a collective commitment to excellence in tourism management and visitor experience.

A5. Align Local, State and Federal Advocacy with the Tourism Master Plan Objectives

Recommendation: Ensure Tourism has a clear voice in local, state and national tourism policy discussions through coordinated lobbying, grant applications, and shared strategic priorities of the Tourism Master Plan.

Rationale: Tourism funding and regulations often occur at higher levels. Regional alignment enhances competitiveness and access to external resources.

Issue / Opportunity: Elevating Tourism's Voice in Policy and Funding Arenas

Tourism in Palm Beach County generates more than $10 billion in annual economic impact, yet many of the funding mechanisms, regulatory environments, infrastructure priorities, and promotional levers that affect this vital industry are shaped at the state and federal levels, or across county and regional jurisdictions.

Currently, advocacy efforts related to tourism, ranging from grant applications and legislative lobbying to regulatory alignment, are dispersed, uncoordinated, or ad hoc, limiting the county's ability to influence legislation, secure resources, or shape favorable policies. This has resulted in:

- Missed opportunities for federal infrastructure or resilience funding
- Reactive rather than proactive engagement with tourism-affecting legislation (e.g., short-term rentals, transportation funding, Community First Initiatives regulations)
- Fragmented messaging to state-level tourism, transportation, and workforce agencies
- Inconsistent alignment with national tourism campaigns and funding criteria (e.g., Brand USA, U.S. Travel, NOAA coastal grants, EDA tourism recovery)

By embedding the Tourism Master Plan objectives into a coordinated advocacy strategy, Palm Beach County can speak with one voice, compete more effectively for grant funding, and ensure that policy environments at every level support inclusive, sustainable, and forward-looking tourism growth.

Objectives

1. Establish a unified advocacy framework aligned to Tourism Master Plan priorities and grounded in shared messaging across public and private stakeholders.
2. Coordinate local, regional, state, and federal policy engagement efforts to ensure tourism issues are proactively represented.
3. Increase competitiveness for external grant and infrastructure funding, including federal tourism, resilience, broadband, transportation, and cultural programs.
4. Build strong relationships with state and national tourism influencers, including Visit Florida, U.S. Travel Association, Brand USA, and congressional leaders.
5. Institutionalize tourism's inclusion in county legislative agendas and intergovernmental briefings.

Expected Outcomes

- Creation of an annual Palm Beach County Tourism Policy & Advocacy Platform endorsed by TDC, the County Commission, and the Tourism Master Plan Leadership Council.
- Increased participation in state and national tourism policy events, coalitions, and conferences.
- Competitive and successful grant submissions aligned with federal and state priorities.
- Improved interagency alignment on major capital and regulatory initiatives that affect the visitor economy.
- Stronger recognition of tourism as a public sector priority, resulting in enhanced political and financial support.

Detailed Action Plan for Implementation

Phase 1: Policy Platform and Stakeholder Alignment (0–6 Months)

- **Create the Palm Beach County Tourism Advocacy Workgroup (subgroup of the Tourism Master Plan Working Group)** with participation from:
  - TDC Executive Director and Chair
  - DTPB Government Affairs lead
  - Palm Beach County Intergovernmental Affairs Office
  - Cultural Council policy liaison
  - Sports Commission
  - Film & Television Commission
  - Municipal representative(s)
  - Private sector advocate (e.g., hotel, cultural institution, small business)
- **Develop an annual Tourism Policy & Advocacy Platform**, with priorities across:
  - Funding (e.g., appropriations, state tourism incentives, local investment tools)
  - Infrastructure (e.g., public transit, broadband, EV infrastructure, greenways)
  - Resilience (e.g., destination sustainability, FEMA flood mitigation, coastal restoration)
  - Cultural & Workforce Development (e.g., NEA grants, tourism apprenticeships)
  - Regulatory issues (e.g., STR ordinances, Community First Initiatives reporting standards, accessibility)
- **Incorporate platform priorities into**:
  - Palm Beach County's Legislative Program (through Intergovernmental Affairs)
  - DTPB's policy briefing materials and external affairs schedule
  - TDC strategic planning documentation

Phase 2: Messaging, Coalition Building, and Representation (6–18 Months)

- **Develop a Tourism Policy Advocacy Toolkit** including:
  - Fact sheets and one-pagers aligned with Tourism Master Plan goals
  - Templates for letters of support, grant endorsements, and testimony
  - Talking points tailored for different advocacy audiences (elected officials, state agencies, grant reviewers)

- **Join and engage with state and national networks**, including:
  - U.S. Travel Association and Southeast Tourism Society
  - Visit Florida advisory councils and working groups
  - Destinations International
  - National Endowment for the Arts (NEA) tourism and placemaking forums
  - Florida Association of Counties tourism subcommittees
- **Host an Annual Palm Beach County Tourism Advocacy Day**, where stakeholders:
  - Meet with state legislators and federal congressional staff
  - Present project pipelines and grant-ready priorities
  - Share impact data and Tourism Master Plan metrics

Phase 3: Grant Strategy Integration and Policy Feedback Loops (18–36 Months and ongoing)

- **Align grant calendars and project pipelines** with available funding through:
  - EDA, DOT, HUD, NEA, USDA, NOAA, FEMA, and Visit Florida programs
  - Annual mapping of grant-eligible projects from Tourism Investment Coordination Plan
  - Integration with Palm Beach County Capital Improvement Program (CIP)
- **Establish a grant support infrastructure**, including:
  - Shared grant writing or technical assistance resources (especially for smaller cities)
  - Centralized grant tracking dashboard managed by the TMPWG
- **Create feedback mechanisms to update the Policy Platform annually**, based on:
  - Legislative session outcomes
  - Funding availability changes
  - Emerging priorities (e.g., AI regulation, international travel trends)

Lead Agency

Palm Beach County Intergovernmental Affairs Office
Leads coordination with state and federal lobbying activities. Integrates Tourism Master Plan priorities into the County's broader advocacy and grant strategy.

Partner Organizations and Roles

Organization	Role
Palm Beach County Tourist Development Council	Approves platform; supports advocacy engagement; connects with tourism stakeholders
Discover The Palm Beaches	Develops communications materials; engages with industry partners and coalitions
Environmental Resources Management (ERM)	Aligns resilience, infrastructure, and climate policy with tourism infrastructure
Office of Equal Opportunity (OEO)	Ensures inclusive representation and alignment with social equity-focused policy priorities
Cultural Council for Palm Beach County	Champions funding for arts, placemaking, and cultural tourism

Organization	Role
Municipal Governments	Provide project-level advocacy and help align local comp plans with state/federal programs
Grant Writing Partners / EDCs / Consultants	Support technical proposal development and project packaging

Timing for Implementation

Phase	Timeframe
Phase 1: Platform Development	Months 1–6
Phase 2: Messaging and Coalitions	Months 6–18
Phase 3: Grants and Feedback	Months 18–36+

Key Performance Measures / Indicators of Success

Policy Engagement

- Annual platform adopted and distributed by Q1 each year
- Number of local, state, and federal briefings conducted (target: 12+ per year)
- Number of county or municipal policy documents updated to reflect Master Plan goals

Grant Success and Alignment

- Number of external grant applications submitted and funded (target: $10M in first 3 years)
- Share of Tourism Master Plan priorities reflected in county grant pipelines and budgets
- Percentage of grant-ready projects receiving support from state/federal sources

Coalition Leadership

- Palm Beach County representation on Visit Florida boards, U.S. Travel, or similar (target: 3 seats by Year 2)
- Number of county stakeholders attending advocacy-related conferences or briefings annually

Advocacy Outcomes

- Number of bills or regulatory changes successfully influenced by tourism stakeholders
- Inclusion of tourism priorities in regional or state-level plans (e.g., MPO, RPPP, SEDS)
- Number of local organizations trained in tourism-focused advocacy and grant writing

Upfront Investment and Ongoing Operating Costs

Developing and sustaining a coordinated tourism advocacy and grant strategy will require focused but relatively modest investment compared to the scale of potential returns. Most costs relate to coordination, professional services, and communications tools rather than infrastructure. These investments will enhance Palm Beach County's ability to attract external funding, influence tourism-related legislation, and align all advocacy with the Tourism Master Plan (TMP).

1. Upfront Investment (Estimated Range: $1.0 – $1.6 million over three years)

These one-time or limited-duration expenditures will establish the governance, tools, and professional capabilities needed to institutionalize coordinated advocacy and grant alignment.

Investment Category	Description	Estimated Cost Range	Timing
Tourism Policy & Advocacy Platform Development	Creation of the annual advocacy platform, policy templates, communications materials, and countywide coordination protocols.	$200,000 – $300,000	Year 1
Advocacy Toolkit & Communications Collateral	Design and production of fact sheets, grant one-pagers, media kits, and legislative briefings tailored to TMP priorities.	$150,000 – $250,000	Year 1–2
Grant Infrastructure & Tracking Dashboard	Build centralized database to monitor funding opportunities, deadlines, submissions, and results; integrate with County CIP and TDC reporting.	$300,000 – $450,000	Year 1–3
Training and Technical Assistance Program	Develop and deliver grant-writing, lobbying, and policy training sessions for municipalities and partners.	$150,000 – $250,000	Year 1–3
Annual Palm Beach County Tourism Advocacy Day	Initial setup, event production, and travel stipends for municipal and private-sector participants.	$200,000 – $350,000	Year 2–3
Total Estimated Upfront Investment		**$1.0 – $1.6 million**	36-month rollout

Potential Funding Sources: TDC administrative funds, Intergovernmental Affairs operating budget, co-funding with Discover The Palm Beaches and partner agencies, targeted use of Tourism Capital Reinvestment Funds, and sponsorship or foundation support for Advocacy Day and grant training initiatives.

2. Operating Costs (Estimated Range: $700,000 – $1.0 million annually, ongoing)
These recurring costs will sustain professional advocacy coordination, communications, and grant development capacity.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Government Affairs and Advocacy Coordination	Dedicated Advocacy & Grants Coordinator (shared between Intergovernmental Affairs and TDC) plus administrative support and travel.	$300,000 – $400,000	County / TDC
Communications and Messaging Maintenance	Annual updates to advocacy materials, policy briefs, and digital assets.	$100,000 – $150,000	DTPB / Cultural Council
Grant Development Support and Consulting	Ongoing technical writing, packaging, and compliance support for competitive federal/state grants.	$200,000 – $300,000	TMPWG / External Partners

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Conferences and Representation	Participation in Visit Florida, U.S. Travel, and Destinations International advocacy events.	$75,000 – $100,000	TDC / DTPB
Annual Advocacy Day and Coalition Engagement	Logistics, media, and stakeholder coordination for Advocacy Day and follow-up sessions.	$75,000 – $100,000	TDC / Intergovernmental Affairs
Total Estimated Annual Operating Cost		**$700,000 – $1.0 million**	

3. Economic Efficiency and Return on Investment
Strategic advocacy and grant alignment produce one of the highest potential ROIs among all Master Plan initiatives:

- **Grant Capture Potential:** Coordinated pursuit of state and federal tourism, resilience, and infrastructure programs could yield $25 – $50 million in new external funding annually.
- **Leverage Ratio**: Every $1 invested in advocacy infrastructure is expected to leverage $15 – $25 in grant and appropriations revenue.
- **Policy Impact:** Early engagement and unified messaging will help secure favorable regulations and maintain consistent tourism funding streams (e.g., Visit Florida appropriations, FEMA mitigation grants, NEA and EDA tourism programs).
- **Payback Period:** The program's upfront and first-year costs could be recouped within 12–18 months through a single major federal or state grant award.

Conclusion

Aligning local, state, and federal advocacy with the Tourism Master Plan objectives represents a highly efficient investment in Palm Beach County's future competitiveness. With an estimated $1.0 – $1.6 million in one-time start-up costs and $700,000 – $1.0 million in annual operating expenses, the County can create a professionalized advocacy and grant framework that transforms tourism from a reactive funding recipient into a proactive policy influencer.

This structure ensures that Palm Beach County speaks with a single, data-driven voice in Tallahassee and Washington, D.C., positioning its tourism agencies and municipalities to capture external funding, shape favorable legislation, and accelerate investment in sustainable destination growth. The potential return on investment far exceeds the required expenditure, both in direct fiscal impact and in long-term policy influence.

Ultimately, this initiative elevates tourism's standing as a strategic economic development priority, embedding its objectives within the County's legislative and infrastructure agendas. By aligning advocacy efforts with the Tourism Master Plan, Palm Beach County secures the partnerships,

funding, and policy environment necessary to sustain its leadership as one of America's most vibrant, inclusive, and resilient tourism destinations.

A6. Continue / Expand Florida Tourism Partnerships

Recommendation: Continue to coordinate with the State and counties throughout Florida to develop, promote, and deliver state-wide and multi-county travel routes and packages, especially for international and long-haul travelers.

Rationale: Tourists often travel regionally. A state-wide and regional corridor strategy extends stays, spreads benefits, and strengthens regional competitiveness.

Issue / Opportunity: Strengthening Regional Collaboration for Broader Market Reach

Visitors, especially international and long-haul travelers, often plan their Florida vacations as regional journeys rather than county-specific trips. They seek diverse itineraries combining beaches, nature, culture, entertainment, and local character across multiple destinations. However, Florida's tourism system remains largely segmented by county, resulting in fragmented messaging, duplicative international marketing, and missed opportunities to position Florida as an integrated network of complementary destinations.

Palm Beach County already plays a leadership role in collaborative South Florida initiatives, but expanding these efforts statewide presents new opportunities to capture longer stays, reach broader audiences, and enhance the overall competitiveness of Florida's tourism brand. Coordinated partnerships with Visit Florida, regional DMOs, and neighboring counties will allow for the creation of themed travel routes, integrated visitor experiences, and shared marketing campaigns that reflect the diversity of the state's offerings while amplifying The Palm Beaches' visibility within the global marketplace.

A stronger, coordinated Florida tourism partnership ensures that Palm Beach County is both a distinct destination and a strategic hub in state-wide and regional travel experiences.

Objectives

1. Expand inter-county collaboration beyond South Florida to include partnerships across Central and Northern Florida tourism regions.
2. Coordinate with Visit Florida to develop and promote multi-county and statewide itineraries tailored to international and long-haul travelers.
3. Develop and co-market themed routes (e.g., heritage, culinary, wellness, coastal, and cultural trails) that encourage exploration and extended stays.
4. Leverage shared marketing, transportation, and data infrastructure to strengthen competitiveness in global travel markets.
5. Pursue joint funding and promotional opportunities through state and federal tourism development programs.

Expected Outcomes

- Continued and expanded collaboration among Florida's destination marketing organizations (DMOs), state agencies, and tourism councils.
- Launch of new state-wide and regional travel routes and packages integrating Palm Beach County into broader Florida itineraries.
- Enhanced visibility of The Palm Beaches within Visit Florida and Brand USA international campaigns.
- Increased international visitor length of stay, multi-county travel participation, and average visitor spending.
- Greater access to state and federal tourism development grants through coordinated applications.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Partnership Expansion and Strategic Alignment (0–6 Months)

- Reconfirm participation in existing partnerships such as the South Florida Tourism Alliance and expand collaboration to include other Florida regions (e.g., Treasure Coast, Space Coast, Greater Orlando, and Gulf Coast).
- Convene a Florida Regional Tourism Partnership Roundtable, hosted by Discover The Palm Beaches, with representatives from:
    - Visit Florida
    - Brand USA
    - Key regional DMOs (e.g., Greater Fort Lauderdale, Visit Tampa Bay, Experience Kissimmee, Visit Orlando, Visit St. Petersburg/Clearwater)
    - Florida Department of Transportation (FDOT) and Brightline
    - Cultural and environmental agencies
- Develop a Joint Statement of Intent outlining shared priorities such as route development, marketing integration, and resource coordination.
- Identify key travel corridors (e.g., Brightline, I-95, I-75, and the Florida Heritage Trail network) for thematic tourism route development.

Phase 2: Product and Campaign Development (6–18 Months)

- Co-create multi-county itineraries and travel routes focused on shared visitor themes, such as:
    - *The Florida Coastal Culture Trail* (linking arts, heritage, and cuisine along the Atlantic Coast)
    - *The Nature & Adventure Corridor* (connecting Everglades, Ocala, and Gulf Coast eco-destinations)
    - *Luxury & Wellness Across Florida* (linking Palm Beach resorts with spa and wellness destinations statewide)
- Develop a Statewide Travel Routes Portal in partnership with Visit Florida to highlight itinerary options and cross-promote partner destinations.
- Produce co-branded marketing materials and digital content in key international markets (UK, Germany, Canada, Brazil).

- Coordinate familiarization (FAM) tours and trade missions with Visit Florida and Brand USA to showcase Florida's connected experiences.
- Launch joint B2B and consumer campaigns featuring "Florida Beyond the Theme Parks" messaging to attract long-haul travelers seeking culture, heritage, and nature-based itineraries.

Phase 3: Infrastructure, Funding, and Long-Term Coordination (18–36 Months and ongoing)

- Collaborate with Visit Florida and the Florida Department of Transportation to enhance wayfinding, signage, and transportation connectivity supporting the new travel routes.
- Pursue multi-county grant applications through the Economic Development Administration (EDA), Visit Florida, and the National Scenic Byways Program.
- Integrate state-wide itineraries into airline, cruise, and rail marketing initiatives, showcasing The Palm Beaches as a central node in broader Florida travel experiences.
- Evaluate program impact annually through:
    - Visitor length of stay data
    - Multi-county visitation rates
    - Economic impact analysis of co-marketed travel products
- Continue expanding partnerships to include inland and northern counties, ensuring equitable benefits across regions.

Lead Agency

Discover The Palm Beaches
Serves as the Palm Beach County lead in statewide tourism partnerships, coordinating with Visit Florida, regional DMOs, and Brand USA to integrate county tourism strategies into broader state-wide initiatives.

Partner Organizations and Roles

Organization / Agency	Role
Visit Florida	State-level coordination, global marketing, grant administration, and international trade promotion.
Brand USA	Global storytelling, travel trade engagement, and content distribution in key source markets.
Regional DMOs (e.g., Broward, Miami-Dade, Orlando, Tampa, St. Petersburg/Clearwater)	Product development, cross-promotion, and participation in multi-county campaigns.
Florida Department of Transportation (FDOT)	Corridor identification, signage integration, and transportation planning.
Florida Department of Environmental Protection (DEP)	Integration of nature-based and eco-tourism routes.
Cultural Council for Palm Beach County	Contribution of arts, heritage, and cultural assets to shared itineraries.

Organization / Agency	Role
Airlines, Brightline, and Cruise Lines	Joint packaging and promotion of regional travel experiences.
Palm Beach County Office of Intergovernmental Affairs	Supports grant coordination and inter-county engagement.
Palm Beach County Sports Commission	Coordination and cooperation of sports industry development with Florida Sports Foundation
Palm Beach County Film & TV Commission	Coordination and cooperation with Film in Florida, Florida Department of Commerce

Timing for Implementation

Phase	Timeline
Phase 1: Partnership Expansion and Strategic Alignment	Months 1–6
Phase 2: Product and Campaign Development	Months 6–18
Phase 3: Infrastructure, Funding, and Coordination	Months 18–36+

Key Performance Measures / Indicators of Success

Partnership Development

- Number of participating regional and state-level partners (target: 8+ DMOs and agencies by Year 1).
- Signed Joint Statement of Intent or MOU within 6 months.
- Frequency and participation levels of statewide partnership meetings.

Marketing and Visitor Outcomes

- Number of co-branded routes, itineraries, and campaigns launched (target: 5+ within 18 months).
- Inclusion of multi-county itineraries in Visit Florida and Brand USA international promotions.
- Increase in average visitor length of stay by at least 1.5 days among international travelers.

Funding and Investment

- Dollar value of grants or co-op marketing funds secured through joint applications.
- Number of collaborative infrastructure or signage projects implemented.
- Shared marketing reach and ROI metrics tracked across counties.

Regional Impact

- Growth in cross-county visitor participation as measured by mobility and spending data.
- Demonstrated increases in brand visibility and travel trade coverage of Florida's regional experiences.
- Expanded geographic inclusion of inland, northern, and lesser-known Florida destinations.

Upfront Investment and Ongoing Operating Costs
Expanding statewide tourism partnerships will require moderate investment focused on coordination, joint marketing, and product development. Because this initiative leverages existing partnerships with Visit Florida and regional DMOs, costs are shared and efficiencies are high relative to the scale of potential economic impact. The largest expenditures will relate to cooperative marketing, digital content creation, and participation in joint trade missions that elevate Palm Beach County's visibility in international markets.

1. Upfront Investment (Estimated Range: $1.8 – $2.5 million over three years)
These are primarily one-time or limited-duration costs to establish shared marketing products, co-branded assets, and route development infrastructure. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Florida Travel Routes Development and Portal Integration	Creation of multi-county route concepts, photography, GIS mapping, and integration into Visit Florida's and DTPB's digital platforms.	$500,000 – $700,000	Year 1–2
Cooperative Marketing Campaigns	Co-branded international marketing and digital advertising in key markets (UK, Germany, Canada, Brazil), aligned with Visit Florida and Brand USA.	$700,000 – $900,000	Year 1–3
Content Creation and Media Production	Production of videos, itineraries, influencer partnerships, and trade media materials showcasing multi-county experiences.	$250,000 – $400,000	Year 1–3
Statewide Partnership Roundtables and Familiarization Tours	Organization of statewide roundtables, FAM tours, and trade events for media, tour operators, and travel buyers.	$200,000 – $300,000	Year 1–3
Joint Wayfinding and Signage Prototypes	Design and pilot installation of route signage and interpretive materials along priority corridors (I-95, Brightline, Florida Heritage Trail).	$150,000 – $200,000	Year 2–3
Total Estimated Upfront Investment		**$1.8 – $2.5 million**	36-month rollout

Potential Funding Sources: Co-operative cost sharing with Visit Florida and regional DMOs; TDC international marketing allocations; potential Brand USA partnership funds; and competitive grants through EDA, FDOT Scenic Byways, or federal tourism recovery programs.

2. Operating Costs (Estimated Range: $1.0 – $1.4 million annually, ongoing)
Ongoing expenditures will sustain coordination, marketing participation, and evaluation activities as Palm Beach County remains a key player in statewide tourism collaboration.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Partnership and Program Coordination	Dedicated regional partnership manager and administrative support to coordinate Florida DMO relationships, meetings, and shared initiatives.	$300,000 – $400,000	DTPB / TDC
Joint Marketing and Co-op Participation	Annual contributions to Visit Florida and Brand USA cooperative advertising and campaign programs.	$400,000 – $500,000	DTPB / Partner DMOs
Content Refresh and Media Relations	Ongoing photography, video, and storytelling updates for multi-county itineraries and route promotions.	$100,000 – $150,000	DTPB / Cultural Council
Trade Missions and International Events	Travel, trade show participation, and sales missions (U.K., Europe, Canada, Latin America).	$100,000 – $200,000	DTPB / Visit Florida
Performance Tracking and Research	Visitor analytics, mobility data, and ROI evaluation of statewide campaigns.	$100,000 – $150,000	DTPB / TMPWG
Total Estimated Annual Operating Cost		**$1.0 – $1.4 million**	

3. Economic Efficiency and Return on Investment
The partnership expansion initiative yields strong long-term returns through shared marketing efficiencies, extended visitor stays, and higher international visibility.

- **Marketing Leverage:** Co-op advertising with Visit Florida and Brand USA can deliver a 4:1 to 6:1 leverage ratio, for every local dollar invested, partners contribute four to six additional dollars in matching media value.
- **Incremental Visitation Impact:** Expanded statewide itineraries could generate 200,000–300,000 additional annual visitor nights within five years, equating to $50–$75 million in incremental visitor spending.
- **Extended Length of Stay:** Increased regional itinerary participation is projected to add 1.5–2.0 days to the average international traveler's stay in Florida.
- **Payback Period:** Expected return on investment within 24–30 months, driven by joint marketing exposure and increased international travel recovery.

Conclusion

Expanding Florida tourism partnerships represents a strategic, collaborative investment that significantly amplifies Palm Beach County's reach in the global marketplace. With an estimated $1.8–$2.5 million in one-time capital investment and $1.0–$1.4 million in annual operating costs, this initiative positions Palm Beach County as both a distinct luxury and cultural destination and a central gateway within Florida's broader tourism network.

By aligning with Visit Florida, Brand USA, and regional DMOs, Palm Beach County will share in powerful cooperative marketing programs, attract longer-staying and higher-spending visitors, and increase the visibility of "The Palm Beaches" within statewide travel experiences. These partnerships will not only deliver exceptional ROI but also build stronger inter-county relationships, enhance destination storytelling, and elevate the County's leadership role in shaping Florida's collective tourism brand.

Ultimately, this initiative transforms Palm Beach County from a participant in Florida's tourism system into a statewide catalyst for collaboration and innovation, one that broadens the benefits of tourism, supports sustainable growth, and strengthens Florida's standing as one of the most diverse and dynamic visitor destinations in the world.

A7. Expand the Annual "State of PBC Tourism and Agencies Report" to Include the TMP and Tourism Impact

Recommendation: Expand the annual State of PBC Tourism Report to include progress on the Tourism Master Plan and tourism's impact.

Rationale: Transparency and accountability build trust, inspire innovation, and allow for timely course corrections in implementation of the Tourism Master Plan.

Issue / Opportunity: Integrating the Tourism Master Plan into Annual Countywide Reporting

Palm Beach County's tourism ecosystem is supported by multiple agencies and partners, each contributing to the region's economic vitality, visitor experience, and community quality of life. However, while annual reporting on tourism performance is already conducted through the State of PBC Tourism and Agencies Report, it currently lacks a comprehensive focus on progress related to the Tourism Master Plan (TMP) and the broader impacts of tourism on residents, the environment, and the economy.

Integrating TMP implementation updates and impact analysis into the annual report will ensure stakeholders, decision-makers, and the public have a clear, transparent view of tourism's contributions, challenges, and progress toward shared strategic goals. It will also institutionalize a culture of accountability and performance-based management within the County's tourism governance structure.

An expanded and data-driven report, developed collaboratively by the Tourist Development Council (TDC), and partner agencies, will position Palm Beach County as a model for transparent, evidence-based tourism management.

Objectives

1. Expand the scope of the annual State of PBC Tourism and Agencies Report to include progress on implementation of the Tourism Master Plan (TMP).
2. Integrate key performance metrics reflecting tourism's economic, social, environmental, and community impact.
3. Provide a clear narrative of how tourism initiatives align with countywide goals related to sustainability, Community First Initiatives, workforce development, and infrastructure.
4. Institutionalize feedback loops by sharing data with municipalities, tourism businesses, and residents to inform future decision-making.
5. Increase visibility and public understanding of tourism's role in advancing Palm Beach County's prosperity and quality of life.

Expected Outcomes

- Publication of an expanded annual State of PBC Tourism and Agencies Report that includes TMP implementation updates, impact metrics, and agency performance highlights.
- Greater alignment between TDC agencies, county departments, and municipalities around shared tourism outcomes.
- Enhanced accountability and transparency through inclusion of data dashboards, visualized progress tracking, and case studies.
- Strengthened stakeholder trust and public engagement through accessible reporting and open dialogue on results.
- Improved capacity for continuous improvement and evidence-based decision-making.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Report Framework and Data Integration (0–6 Months)

- Redesign the State of PBC Tourism Report structure to include new sections:
  - Executive Overview: Tourism Master Plan highlights and priorities
  - Progress by Strategic Pillar (Development, Experience, Marketing, Stewardship, Equity)
  - Economic and Community Impact Metrics
  - Environmental and Community First Initiatives Indicators
  - Agency Performance Summaries
  - Key Success Stories and Policy Recommendations
- Establish a data collection protocol in collaboration with TDC agencies, county departments, and municipalities to ensure consistent reporting across all TMP objectives.
- Create a Tourism Performance Dashboard (print and digital) visualizing:
  - Visitor volume and spending trends
  - Jobs supported by tourism
  - Investment in infrastructure and cultural assets
  - Resident sentiment and quality-of-life indicators
  - Environmental and sustainability performance metrics

Phase 2: Report Production and Publication (6–12 Months and Annually Thereafter)

- Designate a Report Editorial and Production Team led by Discover The Palm Beaches with participation from:
  - TDC
  - County Office of Performance Management
  - Cultural Council
  - Sports Commission
  - Film & TV Commission
  - Environmental Resources Management (ERM) and Office of Equal Opportunity (OEO)

- Collect and synthesize:
  - TMP progress updates from TDC agencies and municipal partners
  - Tourism economic impact analysis (visitor spending, jobs, tax revenues)
  - Case studies of completed initiatives and best practices
  - Public and stakeholder feedback results
- Publish the expanded report **annually by Q2**, distributed through:
  - Print and digital channels
  - County and TDC partner agencies websites
  - Media and public briefings
  - Presentations to the Board of County Commissioners, municipal councils, and stakeholder organizations
- Develop a companion interactive online dashboard for ongoing updates, searchable metrics, and dynamic visualization of progress.

Phase 3: Engagement and Continuous Improvement (Annually)

- Present the expanded report findings during the Annual Tourism Master Plan Update Forum, open to:
  - Tourism agencies and staff
  - Municipal representatives
  - Business and community leaders
  - Residents and local media
- Solicit input through surveys, comment forms, and online engagement tools to inform plan adjustments and new strategies.
- Integrate findings into TDC strategic planning, budget priorities, and grant programs.
- Conduct an annual review of the report's framework to ensure it reflects emerging trends, data availability, and stakeholder feedback.

Lead Agency

Palm Beach County Tourist Development Council (TDC)
Provides governance and oversight for report content, format, and dissemination. Ensures alignment between TMP performance metrics and TDC agency reporting.

Partner Organizations and Roles

Organization / Office	Role
Discover The Palm Beaches	Leads data synthesis, design, and publication; integrates visitor data and market analytics.
Cultural Council for Palm Beach County	Contributes arts, culture, and Community First Initiatives progress data and narratives.
Palm Beach County Sports Commission	Reports on sports tourism metrics, economic impact, and event development.
Environmental Resources Management (ERM)	Provides environmental and climate performance data.

Organization / Office	Role
Office of Equal Opportunity (OEO)	Ensures inclusive representation and reporting on community impact.
Office of Performance Management and Budget	Supports data benchmarking, formatting, and interdepartmental coordination.
Municipal Governments	Submit local tourism data, event highlights, and infrastructure updates.

Timing for Implementation

Phase	Timeline
Phase 1: Report Framework and Data Integration	Months 1–6
Phase 2: Report Production and Publication	Months 6–12
Phase 3: Engagement and Continuous Improvement	Annually (Q2–Q3)

Key Performance Measures / Indicators of Success

Reporting and Transparency

- Annual expanded report published and distributed by end of Q2.
- Tourism Master Plan progress metrics updated annually and publicly available online.
- Number of report downloads, media mentions, and community engagement metrics (target: 10,000+ views annually).

Stakeholder Engagement

- Attendance at the Annual Tourism Update Forum (target: 250+ participants).
- Number of municipalities and partner agencies contributing to report data.
- Volume and quality of stakeholder feedback received.

Performance and Impact Tracking

- 90% of TMP KPIs updated with current data annually.
- Measurable year-over-year improvement in economic, sustainability, and Community First Initiatives indicators.
- Number of strategic adjustments or new initiatives derived from report findings.

Public Trust and Accountability

- Increase in public awareness of tourism's role in the local economy (measured through surveys).
- Improvement in stakeholder satisfaction with transparency and communication.
- National recognition or benchmarking as a best-practice model for destination accountability reporting.

Upfront Investment and Ongoing Operating Costs
Expanding the annual State of Palm Beach County (PBC) Tourism and Agencies Report to include the Tourism Master Plan (TMP) requires moderate investment in data integration, digital platforms, and professional communications capacity. The initiative builds upon existing reporting functions but elevates them with new visual tools, analytics, and engagement mechanisms to support transparency and accountability.

1. Upfront Investment (Estimated Range: $1.1 – $1.7 million over three years)
These one-time and limited-duration costs cover report redesign, dashboard development, and data standardization across multiple agencies. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Report Redesign and Framework Development	Creation of new layout, report sections, and branding for TMP integration; includes contracting design, writing, and data visualization specialists.	$250,000 – $350,000	Year 1
Tourism Performance Dashboard Development	Design and programming of an interactive online dashboard linking TMP metrics, agency data, and visitor analytics in real time.	$400,000 – $600,000	Year 1–2
Data Integration and Benchmarking Systems	Development of shared data protocols and integration with partner systems (DTPB, ERM, Cultural Council, OEO, Sports Commission).	$200,000 – $300,000	Year 1–2
Public Engagement Tools and Feedback Mechanisms	Creation of online surveys, comment portals, and engagement materials to collect input for future updates.	$100,000 – $200,000	Year 2–3
Initial Production, Printing, and Launch Events	Initial publication costs, press conference, and launch forum production for the expanded report.	$150,000 – $250,000	Year 2–3
Total Estimated Upfront Investment		**$1.1 – $1.7 million**	36-month rollout

Potential Funding Sources: Tourist Development Council (TDC) administrative funds; Discover The Palm Beaches (DTPB) marketing and research budgets; County Office of Performance Management; and sponsorships or cooperative advertising from partner agencies.

2. Operating Costs (Estimated Range: $700,000 – $1.0 million annually, ongoing)
These recurring costs ensure sustained report production, dashboard maintenance, data collection, and engagement year after year.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Editorial and Data Production Team	Full-time editorial lead, research analyst, and communications staff to coordinate data gathering, analysis, and publication.	$300,000 – $400,000	DTPB / TDC
Dashboard Hosting and Data Maintenance	Ongoing updates to interactive dashboards, integration with tourism databases, and IT support.	$150,000 – $200,000	DTPB / County IT
Graphic Design, Printing, and Distribution	Annual print and digital design, translation, and public dissemination costs.	$100,000 – $150,000	DTPB / Cultural Council
Annual Tourism Master Plan Update Forum	Event management, speaker coordination, and community outreach for annual forum presentations.	$75,000 – $125,000	TDC / County
Survey Research and Stakeholder Engagement	Resident sentiment surveys, stakeholder polling, and data quality assurance.	$75,000 – $125,000	TMPWG / Research Partners
Total Estimated Annual Operating Cost		**$700,000 – $1.0 million**	

3. Economic Efficiency and Return on Investment
The expanded report and performance dashboard represent a high-value transparency and management tool with substantial downstream benefits in funding, performance optimization, and stakeholder trust.

- **Efficiency Gains:** Consolidating data collection and reporting across agencies can save an estimated $250,000–$400,000 annually in duplicated reporting and administrative time.
- **Informed Decision-Making:** Enhanced data analytics improves investment prioritization, helping redirect 1–2% of annual TDC expenditures ($1.5–$3 million) toward the most effective initiatives.
- **Reputational Impact:** Increased transparency strengthens trust among elected officials, residents, and partners, critical for sustaining tourism funding and political support.
- **Economic Insight:** Improved access to performance data will allow the County to identify emerging market opportunities, potentially increasing visitor spending by $25–$40 million annually through more agile strategic responses.
- **Payback Period:** The initiative's initial costs are expected to be offset within 2–3 years through efficiency savings and enhanced revenue performance.

Conclusion

Expanding the annual State of Palm Beach County Tourism and Agencies Report to incorporate comprehensive Tourism Master Plan progress and impact analysis represents a cornerstone investment in transparency, accountability, and strategic performance management. With an estimated $1.1–$1.7 million in one-time capital investment and $700,000–$1.0 million in ongoing annual operating costs, this initiative builds a dynamic reporting ecosystem that unites data, storytelling, and stakeholder engagement under one coherent framework.

The enhanced report and digital dashboard will transform how tourism performance is communicated, offering real-time insights, visualized progress, and clear connections between investment, outcomes, and community benefits. The result is not only greater operational efficiency and informed policymaking but also a stronger bond of trust between the County, its municipalities, tourism partners, and residents.

By institutionalizing transparent reporting and continuous improvement, Palm Beach County will stand as a national model for data-driven destination management, ensuring that tourism's economic, social, and environmental impacts are measured, shared, and continuously optimized for the prosperity of all communities.

A8. Review and Align TDC and Partner Agency Personnel Structures

Recommendation: Conduct an organizational review of job titles, pay grades, role definitions, and inter-agency synergies across Palm Beach County TDC and all TDC partner agencies to align structures and enhance consistency, efficiency, and collaborative capacity.

Rationale: Palm Beach County's tourism ecosystem is managed by TDC and multiple partner agencies, each with varying staffing models, titles, and compensation structures. Inconsistent organizational frameworks can hinder cross-agency collaboration, limit shared resource utilization and create confusion or inefficiencies. Aligning roles, titles, and compensation, while respecting agency missions, could strengthen operational clarity, foster a culture of teamwork, improve talent retention, and support unified execution of county-wide tourism goals.

Issue / Opportunity: Aligning Organizational Structures to Strengthen Collaboration

Palm Beach County's tourism system is governed through a distributed model anchored by the Tourist Development Council, which provides strategic oversight and funding for four key partner agencies, Discover The Palm Beaches, the Cultural Council for Palm Beach County, the Palm Beach County Sports Commission, and the Palm Beach County Film & Television Commission.

While each agency operates independently to fulfill its mission, their staffing structures, titles, pay grades, reporting relationships, and professional development models, differ significantly. This autonomy, though valuable, can create challenges that limit operational synergy and workforce mobility:

- Inconsistent job titles and classifications make it difficult to compare roles or share resources across agencies.
- Misaligned pay scales can create inequities and hinder recruitment or retention of top talent.
- Overlapping responsibilities, particularly in areas like marketing, research, and community engagement, may lead to inefficiencies or duplication.
- Lack of defined coordination mechanisms reduces inter-agency collaboration and shared accountability.

Conducting a structured review of TDC and partner agency personnel frameworks will ensure consistency, equity, and collaboration without compromising individual agency missions. Aligning structures and processes will also help Palm Beach County attract and retain skilled professionals, increase organizational agility, and strengthen implementation of the Tourism Master Plan.

Objectives

1. Conduct a comprehensive cross-agency audit of organizational structures, job classifications, and compensation frameworks.
2. Identify inconsistencies, redundancies, and areas of misalignment that hinder inter-agency collaboration.
3. Evaluate pay equity, professional pathways, and leadership development opportunities across agencies.
4. Develop recommendations to align roles, job titles, and compensation ranges while maintaining agency autonomy.
5. Strengthen the shared human capital infrastructure needed for coordinated project delivery and long-term destination management success.

Expected Outcomes

- Completion of a TDC and Partner Agency Organizational Alignment Report with findings and actionable recommendations.
- Enhanced consistency in job titles, compensation bands, and role definitions across agencies.
- Improved ability to assign and manage cross-agency project teams for collaborative initiatives.
- Increased workforce retention and satisfaction through equitable pay, clearer advancement pathways, and aligned expectations.
- Expanded opportunities for shared services, professional development, and inter-agency learning.

Detailed Action Plan for Implementation

Phase 1: Planning and Governance (0–3 Months)

- Establish a Personnel Review Steering Committee composed of:
    - TDC Executive Director
    - Executive Directors/CEOs of each TDC partner agency
    - County HR liaison and Office of Equal Opportunity (OEO) representative
    - 1–2 external HR/organizational consultants with public-sector experience
- Define the review methodology and confidentiality protocol, including:
    - Document requests (organizational charts, job descriptions, salary bands, role scopes)
    - Interview guides for executive leadership and key staff
    - Benchmarking framework against peer tourism destinations (e.g., Miami-Dade, Orlando, San Diego)
    - Inclusion of a Community First Initiatives lens to assess pay equity and representation across levels

Phase 2: Data Collection and Analysis (3–8 Months)

- Conduct structured interviews, focus groups, and surveys with leadership and staff across agencies.
- Collect and compare organizational data to evaluate:
  - Staffing models, FTE allocations, and role definitions
  - Compensation ranges and pay grade structures
  - Cross-functional collaboration and shared services usage
  - Professional development and advancement pathways
- Identify redundancies or misalignments in critical functional areas (e.g., marketing, research, Community First Initiatives, visitor experience).
- Benchmark results against industry peers and relevant public-sector frameworks.

Phase 3: Recommendations and Implementation Planning (9–15 Months)

- Develop the Organizational and Personnel Structures Alignment Report, summarizing:
  - Key findings from the audit
  - Recommended role, title, and pay grade alignments
  - Options for shared or pooled service functions (e.g., joint Community First Initiatives officer, research analyst, or data visualization team)
  - Professional development and leadership training recommendations
- Present findings and recommendations to the TDC Board and partner agency boards for review and approval.
- Support voluntary implementation across agencies by providing technical assistance for:
  - Job description revisions and classification updates
  - Pay structure adjustments
  - Establishment of new collaborative or shared positions

Phase 4: Workforce Development and Continuous Monitoring (16–24 Months and ongoing)

- Launch an Inter-Agency Workforce Development Program, including:
  - Joint leadership and management training
  - Community First Initiatives and cultural competency workshops
  - Annual staff exchange or collaboration initiatives
- Monitor progress through annual metrics:
  - Retention rates
  - Staff satisfaction surveys
  - Pay equity assessments
- Evaluate shared service models annually and adjust based on performance and feedback.

Lead Agency

Palm Beach County Tourist Development Council (TDC)
Leads and coordinates the organizational review, ensures participation by partner agencies, and provides governance oversight to align personnel structures with the Tourism Master Plan's long-term objectives.

Partner Organizations and Roles

Organization / Agency	Role
Discover The Palm Beaches	Share staffing data, identify collaboration opportunities, and support implementation of recommendations.
Cultural Council for Palm Beach County	Contribute insights on cultural tourism roles, community engagement, and creative workforce needs.
Palm Beach County Sports Commission	Review event-related staffing alignment and explore opportunities for shared service models.
Palm Beach County Film & Television Commission	Provide input on media, production, and promotional staffing structures.
Palm Beach County Human Resources and Office of Equal Opportunity (OEO)	Support pay equity benchmarking, job classification, and workforce diversity analysis.
External HR / Organizational Consultant	Lead data collection, interviews, benchmarking, and development of the alignment report.

Timing for Implementation

Phase	Timeline
Phase 1: Planning and Governance	Months 0–3
Phase 2: Data Collection and Analysis	Months 3–8
Phase 3: Recommendations and Implementation Planning	Months 9–15
Phase 4: Workforce Development and Monitoring	Months 16–24+

Key Performance Measures / Indicators of Success

Structural Alignment

- Percentage of roles with updated, consistent job titles and classifications across agencies.
- Reduction in redundant functions and clearer inter-agency coordination roles.
- Adoption of at least two new shared service or collaboration models.

Workforce Equity and Development

- Measurable reduction in pay inequities for similar roles (target: gap reduced by 10% within 2 years).
- Increase in staff participation in joint training and professional development (target: +25% by Year 2).
- Improvement in staff retention rates (target: 15% increase by Year 3).

Operational Efficiency

- Increase in number of collaborative inter-agency projects executed annually.
- Reduction in administrative duplication and overlapping functions.
- Demonstrated cost or time savings from shared services or aligned positions.

Stakeholder and Employee Satisfaction

- Annual improvement in staff satisfaction and clarity of role (via surveys).
- Positive executive feedback on collaboration and team alignment.
- Documented increases in efficiency, responsiveness, and coordination across TDC-funded agencies.

Upfront Investment and Ongoing Operating Costs

Conducting a comprehensive personnel alignment review across the Tourist Development Council (TDC) and its four partner agencies will require targeted investments in professional consulting services, benchmarking data, and workforce development programming. While this initiative does not involve major physical capital expenditures, it will require funding for external expertise, staff engagement processes, and implementation of alignment and training programs. The outcomes, greater efficiency, pay equity, and inter-agency collaboration, are expected to generate long-term savings and performance gains across the tourism ecosystem.

1. Upfront Investment (Estimated Range: $1.3 – $1.9 million over two years)

These are primarily one-time or limited-duration costs related to the review, benchmarking, and implementation of alignment and workforce development recommendations.

Investment Category	Description	Estimated Cost Range	Timing
External Organizational Review & Consulting	Retain HR/organizational consultants to conduct cross-agency job audits, benchmarking, and structural analysis.	$400,000 – $600,000	Year 1
Data Collection and Systems Integration	Compile and standardize HR data across agencies; may include shared analytics tools or HRIS integration.	$250,000 – $350,000	Year 1–2
Staff Engagement & Communication	Employee surveys, interviews, and workshops; includes meeting facilitation, communication materials, and internal focus groups.	$150,000 – $200,000	Year 1
Implementation Support and Pay Equity Adjustments Fund	Contingency to support modest adjustments to align pay structures across agencies (non-recurring transitional pool).	$350,000 – $500,000	Year 2
Joint Leadership and Workforce Development Programs	Initial design and rollout of inter-agency leadership training, cultural competency workshops, and professional exchanges.	$150,000 – $250,000	Year 2
Total Estimated Upfront Investment		**$1.3 – $1.9 million**	24-month rollout

Potential Funding Sources: TDC administrative reserves; agency operating budgets; cost-sharing among partner agencies; potential use of County HR professional development funds; and external workforce development.

2. Operating Costs (Estimated Range: $600,000 – $850,000 annually, ongoing)
Following the initial alignment, ongoing costs will support cross-agency training, workforce development, monitoring, and HR analytics. These recurring expenditures will maintain consistent standards and ensure continuous improvement in collaboration and equity.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Shared Workforce Development & Training	Joint annual training calendar, leadership programs, and Community First Initiatives workshops for staff.	$200,000 – $300,000	TDC / Partner Agencies
Monitoring and Evaluation Systems	Annual benchmarking, equity audits, and reporting to TDC Board.	$100,000 – $150,000	TDC / County HR
Inter-Agency HR Coordination and Administration	Dedicated HR Alignment Coordinator or shared HR analyst managing consistency across agencies.	$150,000 – $200,000	TDC Executive Office
Employee Engagement and Communication Programs	Annual surveys, internal newsletters, and staff recognition programs.	$75,000 – $100,000	Partner Agencies
Ongoing Leadership Development Partnerships	Continued partnerships with local universities or training firms for management certification or executive development.	$75,000 – $100,000	TDC / County HR
Total Estimated Annual Operating Cost		**$600,000 – $850,000**	

3. Economic Efficiency and Return on Investment
The alignment of personnel structures will produce substantial organizational and financial efficiencies over time:

- **Operational Efficiency Gains:** Reduction in redundant or overlapping functions and clearer accountability could yield $500,000–$800,000 annually in administrative and staffing efficiencies.
- **Talent Retention and Productivity:** Better pay equity, role clarity, and training are projected to reduce turnover by 15–20%, translating to $300,000–$500,000 annually in avoided recruitment and onboarding costs.
- **Inter-Agency Collaboration:** Streamlined structures and aligned professional pathways will increase the success rate of joint initiatives, improving overall implementation capacity for TMP actions.
- **Payback Period:** The up-front investment is expected to be offset within 2–3 years through cost savings and improved staff productivity.

Conclusion

Reviewing and aligning personnel structures across Palm Beach County's tourism agencies represents a strategic investment in the human capital that powers the destination's success. With an estimated $1.3–$1.9 million in one-time investment and $600,000–$850,000 in ongoing annual operating costs, this initiative will modernize organizational frameworks, promote pay equity, and strengthen collaboration across all TDC-funded agencies.

By harmonizing job titles, compensation structures, and professional pathways, the County will build a unified and equitable workforce culture, one that attracts and retains top-tier talent, fosters cross-agency innovation, and enhances the delivery of Tourism Master Plan priorities.

This initiative is not merely an HR exercise; it is a strategic modernization effort that ensures Palm Beach County's tourism governance system functions as a cohesive, efficient, and high-performing network. The result will be improved staff morale, stronger inter-agency collaboration, and a more agile, inclusive, and accountable tourism workforce positioned to lead Palm Beach County into its next era of destination excellence.

B. BRANDING, MARKETING & VISITOR ENGAGEMENT

B1. Maintain a Distinct and Cohesive Destination Brand

Recommendation: Continue to revitalize Palm Beach County's brand to clearly differentiate it from competitors and reflect its dynamic and full ecosystem of offerings, from eco-adventure and sustainability, to cultural and entertainment richness, to luxury and wellness experiences.

Rationale: The destination brand must convey distinctiveness and fully engage emerging travel demographics. A revitalized brand will position the county as a dynamic, year-round, forward-thinking destination appealing to broader markets. A unified brand voice and visual system that utilizes a modern look and feel can better embrace the variety of experiences and aspirations across all communities and visitor types.

Issue / Opportunity: Reinforcing Brand Differentiation and Relevance in a Crowded Tourism Market

In an era of content overload, shifting traveler values, and increasing competition among destinations, a bold, clear, and emotionally resonant brand identity is essential for sustained tourism growth. While Palm Beach County benefits from high brand awareness due to "The Palm Beaches" umbrella identity, the current brand architecture must evolve to remain competitive and inclusive.

Key findings from the Branding and Marketing Assessment Report and Visitor and Resident Survey Reports show:

- While luxury remains a strong association, Palm Beach County is less recognized for its diversity of experiences(e.g., inland adventure, wellness, multicultural events).
- The brand skews toward legacy audiences and underrepresents emerging markets.
- There is confusion or underutilization of co-branding opportunities among municipalities, cultural venues, and tourism assets.
- Residents want a brand that reflects the "whole county," not just coastal enclaves, and that celebrates its diversity of people, culture, and nature.

As traveler expectations evolve toward authenticity, sustainability, and personalization, Palm Beach County must invest in ongoing brand revitalization, balancing heritage and luxury with vibrancy, accessibility, and innovation.

Objectives

1. Evolve the "The Palm Beaches" destination brand to reflect the full range of county offerings and appeal to a broader, more diverse audience.
2. Develop a flexible brand architecture and visual system that supports co-branding with municipalities, cultural institutions, and tourism operators.
3. Maintain brand consistency across platforms and partners while enabling personalized storytelling.
4. Leverage modern design, messaging, and tone to engage high-growth market segments, including Millennials, Gen Z, families, adventure seekers, and culturally curious travelers.
5. Ensure the brand reflects and supports the County's Community First Initiatives, environmental, and economic development goals.

Expected Outcomes

- A refreshed brand platform that balances tradition with innovation and inclusivity.
- Increased brand relevance and favorability across key target audiences (tracked via brand perception studies).
- Higher alignment between destination marketing assets and the full range of county experiences.
- Adoption of co-branded assets by municipalities, cultural organizations, hotels, and tourism partners.
- A greater sense of ownership and connection to the brand among residents and tourism stakeholders.

Detailed Action Plan for Implementation

Phase 1: Brand Evolution Strategy & Creative Refresh (0–6 Months)

- Engage a destination branding agency or lead DTPB in-house creative team to lead a brand refinement initiative.
- Conduct stakeholder and audience research to explore evolving perceptions, emotional drivers, and competitive positioning.
- Develop an updated brand platform, including:
    - Refined brand promise, vision, and positioning
    - Updated tone-of-voice and messaging themes
    - Tagline exploration and testing (if needed)
    - Brand narrative pillars (e.g., luxury & wellness, culture & heritage, sustainability & nature, inland experiences)
- Redesign or modernize the visual identity system, including:
    - Logo and brandmark refinements
    - New color palette, typography, iconography
    - Visual templates for video, social, print, and digital campaigns

Phase 2: Brand Architecture & Co-Branding Tools (6–12 Months)

- Develop a modular brand architecture with:
    - Sub-branding for neighborhoods, inland communities, and key verticals (e.g., “Palm Beaches Arts,” “Palm Beaches Outdoors”)
    - Tools for tourism partners to localize while maintaining brand integrity
- Design a co-branding toolkit for:
    - Municipalities
    - Hotels and restaurants
    - Cultural and sporting events
    - Attractions and tour providers
- Create an online brand asset portal with:
    - Logos, visual templates, and photography
    - Video clips and brand copy samples
    - Usage guidelines and licensing policies

Phase 3: Launch, Activation, and Partner Training (12–18 Months)

- Develop and execute a brand rollout plan, including:
  - Internal communications to tourism partners, municipalities, and county leadership
  - Stakeholder briefings and brand story events
  - Launch video and promotional content
  - Media and influencer activation
- Host brand training workshops across the county for:
  - Public-sector staff
  - Cultural and hospitality venues
  - Marketing and PR professionals
- Implement ongoing brand quality monitoring, including:
  - Quarterly brand audits
  - Brand compliance support hotline
  - Peer recognition for "brand champions" across sectors

Phase 4: Ongoing Evaluation and Iteration (18+ Months and Ongoing)

- Launch biannual brand tracker survey to measure:
  - Awareness and favorability
  - Associations and relevance
  - Emotional resonance by market segment
- Monitor brand usage across tourism channels, public signage, campaigns, and earned media
- Refresh brand creative assets annually, ensuring alignment with market trends and feedback

Lead Agency

Discover The Palm Beaches
Leads brand evolution, development, creative production, partner training, and monitoring of consistency and performance.

Partner Organizations and Roles

Organization	Role
Tourist Development Council	Provide strategic oversight, policy alignment, and endorse initiatives
Cultural Council for Palm Beach County	Ensure alignment with arts and cultural narratives and representation of creative assets
Municipal Governments	Co-branding implementation in tourism, communications, and signage
Palm Beach County Film & Television Commission	Utilize the brand for location promotion and cinematic storytelling

Organization	Role
Palm Beach County Sports Commission	Incorporate brand voice and visuals into sporting event promotions and sponsorships
Office of Equal Opportunity (OEO)	Ensure brand reflects inclusive language, imagery, and community representation
Environmental Resources Management (ERM)	Integrate sustainability narratives into core messaging
Private-sector Tourism Businesses	Adopt and amplify the brand across service delivery, guest experience, and marketing efforts

Timing for Implementation

Phase	Timeframe
Phase 1: Brand Evolution Strategy	Months 0–6
Phase 2: Brand Architecture Toolkit	Months 6–12
Phase 3: Launch and Activation	Months 12–18
Phase 4: Evaluation and Refresh	Ongoing (Annual)

Key Performance Measures / Indicators of Success

Brand Engagement & Consistency
- % of tourism partners using co-branded materials (target: 70%+ in Year 2)
- Number of downloads from brand asset portal
- Brand audit compliance score across platforms

Brand Relevance & Reach
- Increase in brand favorability and uniqueness in target markets (via brand tracker)
- Share of new visitors citing “brand discovery” as motivation
- Engagement rates on brand-driven digital content

Market & Community Impact
- Visitor growth from underperforming or emerging markets (e.g., Gen Z, Latin America)
- Increase in visitation to lesser-known or inland destinations
- Resident pride and alignment with destination brand (measured via survey)

Upfront Investment and Ongoing Operating Costs

Evolving and maintaining Palm Beach County’s brand as a unified, relevant, and inclusive identity will require significant but strategically focused investment in research, creative development, partner integration, and performance monitoring. The initiative builds on “The Palm Beaches” existing brand equity while modernizing its positioning to reach broader audiences and better reflect the County’s diversity of experiences.

1. Upfront Investment (Estimated Range: $3.5 – $5.0 million over three years)
These one-time and limited-duration expenditures include brand evolution, creative production, co-branding infrastructure, and launch activation.

Investment Category	Description	Estimated Cost Range	Timing
Brand Research and Strategy Development	Consumer and stakeholder research, competitive benchmarking, and development of new brand platform, tone, and narrative pillars.	$600,000 – $800,000	Year 1
Creative Development and Visual Identity System	Refinement of logo, color palette, typography, and design system; creation of updated templates, video graphics, and photography library.	$700,000 – $1,000,000	Year 1–2
Brand Architecture and Co-Branding Toolkit	Design and production of digital brand manuals, partner guidelines, and co-branding templates for municipalities, attractions, and businesses.	$500,000 – $700,000	Year 1–2
Brand Asset Management Portal	Development of an online brand portal with asset downloads, training videos, and usage analytics.	$400,000 – $600,000	Year 1–3
Brand Launch and Activation Campaign	Integrated campaign rollout across paid, owned, and earned channels; includes influencer activations, partner launch events, and content production.	$900,000 – $1,300,000	Year 2–3
Training, Workshops, and Stakeholder Engagement	Brand workshops, partner training sessions, internal communications, and educational outreach.	$200,000 – $300,000	Year 2–3
Total Estimated Upfront Investment		**$3.5 – $5.0 million**	36-month rollout

Potential Funding Sources: Tourist Development Council (TDC) marketing allocations; Discover The Palm Beaches marketing reserves; cooperative marketing contributions from partner DMOs and municipalities; sponsorships from private-sector tourism operators; and potential Visit Florida or Brand USA co-op funds.

2. Operating Costs (Estimated Range: $1.8 – $2.4 million annually, ongoing)
These recurring annual costs will ensure brand continuity, performance tracking, and partner engagement as the refreshed brand evolves.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Brand Stewardship and Governance	Dedicated Brand Director and support team for partner coordination, compliance, and ongoing brand management.	$400,000 – $500,000	DTPB / TDC
Ongoing Creative Refresh and Content Production	Annual updates to creative assets, campaigns, photography, and digital media to maintain brand freshness and relevance.	$500,000 – $700,000	DTPB
Brand Tracking and Research	Biannual brand awareness, perception, and sentiment studies in key domestic and international markets.	$200,000 – $300,000	DTPB / Research Partners
Partner Training and Engagement Programs	Brand adoption workshops, webinars, and communications toolkits for municipal and private-sector partners.	$150,000 – $250,000	DTPB / Cultural Council
Co-Branded Marketing and Cooperative Advertising	Cost-sharing incentives for partner campaigns aligned under the master brand.	$400,000 – $600,000	DTPB / Partner DMOs
Total Estimated Annual Operating Cost		**$1.8 – $2.4 million**	

3. Economic Efficiency and Return on Investment
A revitalized and unified brand delivers measurable ROI through higher visitation, extended stays, increased media value, and stronger resident engagement.

- **Marketing Efficiency Gains:** Shared co-branding and asset usage will reduce creative duplication, generating $500,000–$800,000 in annual efficiencies across partner agencies and municipalities.
- **Revenue and Impact:** An enhanced brand presence is projected to drive 5–7% growth in annual visitor spending, equating to $400–$600 million in incremental annual economic impact once fully realized.
- **Equity and Reach:** Improved representation and storytelling are expected to broaden market appeal, increasing visitation from underrepresented markets (domestic and international) by 10–15%.
- **Payback Period:** The upfront investment is projected to be recouped within 18–24 months through incremental visitor spending and cooperative marketing value.

Conclusion

Maintaining and evolving Palm Beach County's destination brand is among the most powerful investments the County can make to secure its competitive edge in a rapidly changing tourism landscape. With an estimated $3.5–$5.0 million in one-time capital investment and $1.8–$2.4 million in annual operating costs, this initiative ensures that "The Palm Beaches" continues to inspire, attract, and connect with the next generation of travelers.

A refreshed, inclusive, and modernized brand will unify the County's diverse experiences, from coastal luxury and cultural sophistication to inland adventure and community authenticity, under a single, compelling identity. This initiative not only strengthens Palm Beach County's market position but also reinforces community pride and alignment, ensuring that every resident and tourism partner sees themselves reflected in the County's story.

In essence, this investment transforms "The Palm Beaches" from a static logo into a living, evolving brand ecosystem, one that celebrates diversity, amplifies economic impact, and positions Palm Beach County as a vibrant, year-round destination of inspiration, connection, and belonging.

B2. Advance Inclusive and Multilingual Marketing Campaigns and Visitor Services Programs

Recommendation: Continue to ensure that tourism promotions and services reflect the county's diverse communities, feature small businesses, and provide content in multiple languages.

Rationale: Current tourism marketing and visitor services advances representation and cultural resonance. Inclusive storytelling expands market appeal and builds a more equitable and connected tourism ecosystem, while language inclusivity enhances the visitor experience and opens the destination to broader global markets.

Issue / Opportunity: Expanding Representation, Accessibility, and Cultural Resonance

Palm Beach County is one of the most demographically and culturally diverse counties in Florida. Over 30% of residents identify as Hispanic or Latino, the region includes strong Caribbean and African American communities, and languages such as Spanish, Haitian Creole, and Portuguese are widely spoken. At the same time, the county draws a growing number of international visitors from Latin America, Europe, and Canada, audiences who increasingly expect authentic, inclusive, and multilingual engagement throughout their travel experience.

Tourism marketing and visitor services that authentically reflect this diversity do more than attract new visitors, they foster community pride, equity, and economic inclusion. Discover The Palm Beaches and partner agencies have made significant progress toward more inclusive storytelling, but stakeholder input and community feedback indicate continued opportunities to:

- Elevate underrepresented voices and places, including inland, multicultural, and small tourism businesses.
- Expand multilingual accessibility across digital platforms, visitor centers, and on-site communications.
- Integrate inclusive design into visitor services programs, ensuring every guest feels welcomed and supported, regardless of language or background.

By combining inclusive marketing with multilingual visitor experience improvements, Palm Beach County can position itself as both a global destination and a model of cultural authenticity and belonging.

Objectives

1. Ensure all major marketing campaigns and visitor services programs reflect Palm Beach County's racial, ethnic, and cultural diversity.
2. Feature small tourism businesses in marketing campaigns, itineraries, and digital storytelling.
3. Develop and implement multilingual content (Spanish, Haitian Creole, Portuguese, and others as needed) across visitor touchpoints, websites, signage, collateral, mobile apps, and visitor centers.
4. Support inclusive creative development by involving diverse talent, creators, and community voices in content production.
5. Integrate language access and cultural competency training into visitor services staff development.

6. Foster trust and collaboration through partnerships with multicultural organizations, media outlets, and community ambassadors.

Expected Outcomes

- Increased visibility of diverse people, places, and experiences across all marketing and visitor service platforms.
- A comprehensive multilingual communication strategy that strengthens accessibility for both residents and international visitors.
- Enhanced perception of The Palm Beaches as a welcoming and inclusive destination.
- Expanded engagement among underrepresented and international markets.
- Improved collaboration between DTPB, partner agencies, and local cultural organizations in promoting inclusive experiences.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Inclusive and Multilingual Strategy Development (0–4 Months)

- Conduct a comprehensive marketing and visitor services audit, evaluating:
  - Representation in current campaigns, images, and narratives.
  - Multilingual accessibility across websites, digital assets, visitor centers, and signage.
  - Engagement metrics from diverse and international audiences.
- Form an Inclusive Marketing and Visitor Services Advisory Group, including:
  - Small business owners and cultural leaders.
  - Representatives from Hispanic, Haitian, and Portuguese-speaking communities.
  - Accessibility and Community First Initiatives experts.
  - Translation and cultural adaptation specialists.
- Develop a Cultural Representation & Language Access Action Plan establishing standards, target languages, KPIs, and accountability mechanisms.

Phase 2: Content Creation and Visitor Experience Enhancement (4–12 Months)

- Expand multilingual content, including:
  - Spanish, Haitian Creole, and Portuguese translations of key website pages, visitor guides, and wayfinding materials.
  - In-language customer service tools, such as multilingual chatbot and mobile app support.
  - Printed and digital visitor materials with QR code translation options.
- Produce inclusive media campaigns that highlight:
  - Diverse local communities, neighborhoods, and small businesses.
  - Cultural events and festivals that celebrate Palm Beach County's diversity.
  - "Voices of The Palm Beaches" video and photo series featuring real residents, artists, and entrepreneurs.
- Integrate multilingual and inclusive messaging into visitor centers, kiosks, and major attractions.

- Ensure visitor-facing staff at DTPB and partner agencies receive language and cultural sensitivity training to better serve international and multicultural audiences.

Phase 3: Community Partnerships and Business Collaboration (12–18 Months)

- Partner with multicultural and international media outlets (Spanish- and Creole-language radio, ethnic publications, media, etc.) for campaign dissemination.
- Establish cooperative marketing agreements with small tourism businesses and community-based organizations to co-create content and itineraries.
- Develop a Tourism Inclusion and Accessibility Toolkit for industry partners, offering best practices for:
    - Inclusive branding and marketing.
    - Multilingual content integration.
    - Representation in staffing and storytelling.
- Collaborate with local colleges, creative arts programs, and marketing associations to cultivate diverse creative talent pipelines.

Phase 4: Evaluation, Reporting, and Continuous Improvement (Ongoing)

- Launch an Inclusive and Multilingual Marketing Dashboard, tracking:
    - Representation metrics in campaigns and collateral.
    - Language accessibility performance and user engagement.
    - Visitor sentiment and feedback from underrepresented audiences.
- Conduct biannual focus groups with multicultural community leaders and tourism partners.
- Publish an Annual Inclusivity and Language Access Report as part of the State of Tourism report, summarizing results and upcoming priorities.

Lead Agency

Discover The Palm Beaches
Leads inclusive and multilingual marketing and visitor services initiatives, oversees strategy implementation, and coordinates across agencies, municipalities, and community partners.

Partner Organizations and Roles

Organization / Office	Role
Tourist Development Council	Provide strategic oversight, policy alignment, and endorse initiatives
Office of Equal Opportunity (OEO)	Provide guidance on cultural competency and community engagement frameworks.
Cultural Council for Palm Beach County	Curate arts, heritage, and multicultural content; foster local artist collaborations.
Tourism Businesses and Local Chambers	Identify and promote diverse businesses; participate in cooperative campaigns.

Organization / Office	Role
Multilingual Media Outlets	Disseminate in-language content and co-develop community-focused campaigns.
County Language Access Services	Provide certified translation and interpretation support.
Visitor Centers / Hospitality Training Partners	Deliver staff training in multilingual communication and inclusive service delivery.
Local Colleges and Creative Arts Institutions	Support development of diverse creative and marketing talent.

Timing for Implementation

Phase	Timeline
Phase 1: Strategy Development	Months 0–4
Phase 2: Content Creation and Visitor Experience	Months 4–12
Phase 3: Partnerships and Business Collaboration	Months 12–18
Phase 4: Evaluation and Continuous Improvement	Ongoing

Key Performance Measures / Indicators of Success

Representation and Inclusion
- 80% of campaigns feature diverse individuals and multilingual content.
- Increase in the number of small businesses featured annually.
- Growth in diversity of contracted creative vendors.

Language Access and Engagement
- 100% of core website pages and visitor guides available in at least three languages.
- Increase in engagement metrics for translated digital content (clicks, views, time on page).
- Higher satisfaction scores among international and non-English-speaking visitors.

Community and Industry Impact
- Number of tourism businesses participating in inclusion and language workshops.
- Increase in co-branded multicultural marketing partnerships.
- Positive perception growth among local residents regarding tourism inclusivity (via resident sentiment surveys).

Accountability and Recognition
- Annual publication of an Inclusivity and Language Access Progress Report.
- External recognition or award for inclusive destination marketing practices.

Upfront Investment and Ongoing Operating Costs
Advancing inclusive and multilingual marketing and visitor services will require a blend of strategic content investment, translation infrastructure, training, and community partnerships. These investments ensure that Palm Beach County's brand authentically reflects its diverse population, provides equitable access to tourism information, and strengthens its global reach across domestic and international markets.

1. Upfront Investment (Estimated Range: $2.4 – $3.2 million over three years)
These one-time and limited-duration expenditures will support content production, translation infrastructure, campaign development, and training systems to embed inclusion and language access across all tourism touchpoints. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Multilingual Content Development and Translation Systems	Translation of websites, digital guides, signage, and mobile tools in Spanish, Haitian Creole, Portuguese, and additional priority languages; integration of multilingual chatbots and visitor apps.	$700,000 – $900,000	Year 1–2
Inclusive Campaign Production	Creation of multicultural media campaigns, photo/video storytelling featuring local voices, and community co-production with small businesses.	$600,000 – $800,000	Year 1–3
Visitor Experience Accessibility Enhancements	Upgrading visitor center signage, multilingual kiosks, and printed collateral; installing QR-based translation tools at attractions and public spaces.	$400,000 – $600,000	Year 1–2
Training and Workforce Development Systems	Development of online cultural competency and language training modules for tourism and hospitality workers; workshops and certification programs.	$300,000 – $400,000	Year 1–2
Community and Small Business Partnership Fund	Seed funding for cooperative campaigns and marketing collaborations with multicultural organizations and small tourism operators.	$300,000 – $500,000	Year 2–3
Total Estimated Upfront Investment		**$2.4 – $3.2 million**	36-month rollout

Potential Funding Sources: Tourist Development Council (TDC) marketing and innovation funds; Discover The Palm Beaches (DTPB) budget; Visit Florida multicultural grants; private-sector and chamber partnerships; and federal or state language access and workforce training grants.

2. Operating Costs (Estimated Range: $1.0 – $1.4 million annually, ongoing)
Recurring costs will sustain content updates, translation services, multicultural media buys, and ongoing staff training, ensuring continuous accessibility and representation in all marketing and visitor service activities.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Multilingual Translation and Content Maintenance	Annual content updates and translation for digital platforms, print materials, and campaign assets.	$300,000 – $400,000	DTPB / County Language Access Services
Multicultural Media and Co-Op Campaigns	Ongoing partnerships with Spanish-, Creole-, and Portuguese-language outlets; co-branded multicultural advertising.	$250,000 – $350,000	DTPB / Partner Agencies
Visitor Services and Staff Training	Annual language access and cultural competency training across visitor centers, hospitality partners, and municipalities.	$150,000 – $200,000	DTPB / Hospitality Partners
Community Engagement and Advisory Support	Operation of the Inclusive Marketing Advisory Group, focus groups, and community listening sessions.	$100,000 – $150,000	TDC / OEO
Monitoring, Reporting, and Impact Evaluation	Data tracking for representation metrics, language access KPIs, and visitor satisfaction surveys.	$100,000 – $150,000	DTPB / TMPWG
Total Estimated Annual Operating Cost		**$1.0 – $1.4 million**	

3. Economic and Strategic Impact
Investing in inclusive and multilingual marketing delivers strong cultural and financial returns while advancing the County's Community First and international tourism goals.

- **Market Expansion:** Inclusive marketing is expected to attract new visitors from multicultural and international markets, generating an estimated $50–$75 million in additional annual visitor spending within three years.
- **Resident and Business Engagement:** Representation of small tourism businesses and community-driven storytelling enhances local pride, helping retain and expand the tourism workforce.
- **Operational Efficiency:** Centralized translation systems and co-op campaigns can reduce duplicative creative spending by $200,000–$300,000 per year.
- **Brand Reputation:** Enhanced cultural authenticity strengthens the County's image as an inclusive, welcoming, and globally connected destination.

- **Payback Period:** The initiative's investments are projected to be recouped within 24–30 months through increased international visitation and repeat travel.

Conclusion

Palm Beach County's tourism brand must reflect the vibrancy of its people, languages, and cultures. With an estimated $2.4–$3.2 million in one-time capital investment and $1.0–$1.4 million in annual operating costs, advancing inclusive and multilingual marketing and visitor services represents both a social and economic investment in the County's future.

This initiative expands access to tourism opportunities, amplifies underrepresented voices, and ensures that every resident and visitor feels seen, understood, and welcomed. The results will extend far beyond marketing, strengthening community cohesion, enhancing visitor satisfaction, and positioning The Palm Beaches as one of America's most inclusive and culturally authentic destinations.

By making inclusivity and multilingual engagement central to its tourism identity, Palm Beach County can move from being merely "welcoming" to being deeply connected, a place where diverse stories, languages, and experiences define the very essence of The Palm Beaches.

B3. Support Artificial Intelligence–Driven Visitor Services

Recommendation: Continue to provide 24/7 digital visitor assistance via web and mobile platforms, using AI to deliver personalized recommendations, mapping, directions, and local insights.

Rationale: Modern travelers expect on-demand digital service. A chatbot improves responsiveness while reducing operational strain on staff.

Issue / Opportunity: Meeting the Expectations of Digital-First Travelers with 24/7, Scalable Visitor Support

Today's travelers expect **instant, personalized, mobile-first information** at every stage of their journey, from trip planning to in-destination decision-making. As tourism becomes increasingly digital, destinations that do not invest in AI-powered service tools risk falling behind.

Palm Beach County's diverse and expansive geography, with dozens of cities, beaches, cultural venues, inland attractions, and nature preserves, presents both a rich opportunity for exploration and a challenge in navigation. With multilingual, multigenerational, and globally distributed audiences, delivering accurate, localized, and real-time visitor information is essential to supporting:

- Increased length of stay
- Dispersed visitation across the county
- Higher satisfaction and return visits
- Reduced strain on physical visitor centers and customer service lines

AI-driven visitor services, such as chatbots, virtual concierges, and smart itineraries, can meet these expectations efficiently. DTPB has already deployed basic AI tools on its website, but stakeholders and visitor feedback point to the opportunity for more advanced, integrated, and personalized platforms to optimize the visitor experience and support countywide tourism goals.

Objectives

1. Provide 24/7 AI-driven visitor assistance across web, mobile, and kiosk platforms, offering seamless, multilingual, and personalized information.
2. Develop AI tools that encourage geographic dispersion, promote lesser-known attractions, and support sustainability and equity goals.
3. Integrate visitor behavior data into AI systems to continually refine recommendations and better understand real-time needs.
4. Reduce visitor reliance on physical information points and call center staff by delivering high-quality digital alternatives.
5. Support multilingual, ADA-compliant access to ensure inclusivity in visitor engagement.

Expected Outcomes

- A smart, conversational, AI-powered platform available across visitor touchpoints (website, mobile app, airport kiosks).
- Increased visitor engagement with lesser-known businesses and attractions, especially in inland and underserved communities.
- Measurable reduction in in-person visitor center foot traffic and call center volume.
- Higher satisfaction with the visitor information experience, particularly among tech-savvy and international audiences.
- Enhanced data capture to inform future tourism planning, marketing, and infrastructure investment.

Detailed Action Plan for Implementation

Phase 1: Needs Analysis, System Design, and Partner Engagement (0–4 Months)

- Conduct a technology audit of current visitor service platforms, chatbots, and app capabilities.
- Benchmark against AI tourism leaders (e.g., Visit Orlando, Singapore Tourism Board, Austria's GPT-based concierge).
- Host a cross-sector technology innovation roundtable, involving:
    - TDC marketing agencies teams
    - Local tech developers and universities
    - Multilingual accessibility experts
    - Airport, transit, and attraction operators
- Develop an AI Visitor Services Strategy that includes:
    - Content architecture (FAQs, itineraries, mapping, language layers)
    - Technology and vendor options (open source vs. custom platforms)
    - Privacy, data storage, and ethical use guidelines
    - Branding integration with "The Palm Beaches" identity

Phase 2: Platform Development and Testing (4–10 Months)

- Select and onboard an AI platform vendor or in-house developer team to build:
    - Multilingual AI chatbot with real-time local insights and recommendation engine
    - Mobile-first interface integrated with DTPB and partner websites
    - Airport and high-traffic kiosk versions with touchscreen UI
- Train the AI model with:
    - Curated visitor FAQs, listings, and DTPB content
    - Tourism partner data feeds (events, hours, promotions)
    - Community First Initiatives and sustainability-tagged content for customized user journeys
- Pilot the AI assistant on one public-facing channel (e.g., DTPB homepage)

Phase 3: Full Rollout and Smart Experience Campaign (10–18 Months)

- Expand platform deployment across:
    - DiscoverThePalmBeaches.com and mobile site
    - Palm Beach International Airport (PBIA) kiosks
    - Municipal tourism websites and visitor centers

    - Event apps and QR codes at major festivals
- Launch the "Palm Beaches, Personalized" Smart Travel Experience Campaign, promoting:
    - How to use the digital concierge
    - Stories of hidden gem discovery powered by AI
    - Features like curated itineraries, directions, real-time updates, and language switching
- Begin real-time analytics tracking of user inquiries, content clicks, geographic searches, and time-on-site

Phase 4: Optimization, Data Integration, and Next-Gen Innovation (18+ Months and Ongoing)

- Expand AI features to include:
    - Predictive itinerary building based on trip type, length of stay, and interests
    - Localized push alerts for weather, traffic, or spontaneous events
    - Voice assistant integration (Alexa, Google Assistant, Siri)
- Feed insights into countywide visitor dashboards to track:
    - Regional interest patterns
    - Gaps in visitor services or wayfinding
    - Emerging points of interest
- **Explore partnerships with hotels, attractions, and transportation services to embed the assistant within third-party platforms**

Lead Agency

Discover The Palm Beaches
Oversees system design, vendor management, AI content strategy, branding alignment, and deployment across platforms.

Partner Organizations and Roles

Organization / Office	Role
Palm Beach International Airport (PBIA)	Host AI kiosks and integrate travel services (baggage, flight info, transportation links)
County IT Department / Smart County Office	Technical infrastructure support, cybersecurity compliance, ADA alignment
Tourism Tech Startups / Local Universities	AI development, interface design, data analytics collaboration
Cultural Council, Parks, Municipalities	Provide localized content feeds, event listings, hours, and promotional materials
Office of Equal Opportunity (OEO)	Ensure language access and cultural sensitivity in conversational design
Visitor Centers and Hotels	Promote chatbot adoption and feedback collection

Timing for Implementation

Phase	Timeframe
Phase 1: Needs Analysis & Strategy	Months 0–4
Phase 2: Development & Pilot	Months 4–10
Phase 3: Countywide Rollout & Campaign	Months 10–18
Phase 4: Optimization & Expansion	Ongoing (Annual)

Key Performance Measures / Indicators of Success

Usage and Engagement

- Average satisfaction score (target: 4.5/5.0) of chatbot conversations and repeat users per month
- % of users accessing the platform in languages other than English

Visitor Experience Impact

- Reduction in call center volume and in-person info requests
- Increase in visitation to lesser-known destinations (via AI recommendations)
- Higher engagement with trip planning tools (itineraries saved, maps downloaded)

Technology and Innovation Metrics

- AI response accuracy and resolution rate (target: 90%+) of partner websites integrating the chatbot widget or API
- Stakeholder satisfaction with ease of updating content and accessing visitor data

Upfront Investment and Ongoing Operating Costs

Developing and maintaining a countywide AI-driven visitor services platform requires targeted investment in software development, data integration, multilingual training, and ongoing content and system optimization. While initial capital costs will focus on technology development and deployment, annual operating expenditures will sustain data updates, hosting, and continuous learning, ensuring the platform remains current, responsive, and representative of all 39 municipalities.

1. Upfront Investment (Estimated Range: $3.0 – $4.2 million over three years)
These one-time and limited-duration expenditures include technology design, software infrastructure, AI training, and public-facing deployment.

Investment Category	Description	Estimated Cost Range	Timing
Platform Architecture, Design, and Integration	Build a custom AI platform or license adaptable software integrated with DTPB and county systems; includes API and security development.	$1.0 – $1.3 million	Year 1
AI Model Training and Content Engineering	Curation and tagging of data from tourism listings, events, and partner content; multilingual training and quality assurance.	$600,000 – $800,000	Year 1–2
Mobile, Web, and Kiosk Interface Development	Development of a responsive mobile app, website chatbot, and interactive AI kiosks at PBIA and high-traffic attractions.	$700,000 – $900,000	Year 1–2
Brand Integration and Creative Assets	Visual, UX, and narrative alignment with "The Palm Beaches" brand; promotional video, imagery, and campaign materials.	$300,000 – $400,000	Year 2
Smart Experience Launch Campaign	Countywide marketing, user education, and training for hospitality partners to drive awareness and usage.	$200,000 – $300,000	Year 2–3
Data Infrastructure and Cloud Hosting Setup	Establishment of secure, scalable data storage and analytics infrastructure.	$200,000 – $300,000	Year 1–2
Total Estimated Upfront Investment		**$3.0 – $4.2 million**	36-month rollout

Potential Funding Sources: Tourist Development Council (TDC) technology innovation fund; Discover The Palm Beaches (DTPB) operating reserves; County smart-technology grants; potential public-private partnerships with local universities, Visit Florida innovation funds, or corporate sponsors (e.g., Brightline, telecom, or hospitality partners).

2. Operating Costs (Estimated Range: $900,000 – $1.3 million annually, ongoing)
Once deployed, the platform will require continuous data management, translation, maintenance, and promotional efforts to ensure accessibility and performance.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Platform Hosting, Maintenance, and Security	Cloud hosting, cybersecurity updates, and periodic feature upgrades.	$250,000 – $350,000	County IT / DTPB
Content and Data Management	Updating business listings, events, and multilingual data sources.	$200,000 – $300,000	DTPB / Municipal Partners
AI Optimization and Model Retraining	Continuous learning from new data, user feedback, and partner content feeds.	$150,000 – $200,000	Vendor / University Partners
Multilingual Support and Accessibility Updates	Expansion of language capabilities, ADA compliance, and text-to-speech features.	$100,000 – $150,000	DTPB / OEO
Marketing, Partner Engagement, and Training	Annual "smart tourism" promotional campaigns and training for tourism businesses and staff.	$150,000 – $200,000	DTPB / TDC
Total Estimated Annual Operating Cost		**$900,000 – $1.3 million**	

3. Economic and Strategic Impact
Investing in AI-driven visitor services yields both operational efficiencies and measurable tourism gains, as digital travelers increasingly depend on instant, personalized information to plan and experience trips.

- **Visitor Engagement:** Expected increase of 15–20% in trip-planning interactions, resulting in higher visitation to local businesses and longer stays.
- **Economic Impact:** AI-enhanced trip guidance could generate $60–$90 million in incremental annual visitor spending through extended stays, cross-county exploration, and greater participation in local attractions.
- **Operational Efficiency:** A projected 25–30% reduction in visitor center foot traffic and call volume, saving an estimated $400,000–$600,000 annually in staffing and printed material costs.
- **Data and Intelligence Value:** Integration with tourism dashboards enhances destination management, enabling data-informed decision-making for marketing and infrastructure investments.
- **Payback Period:** The initiative's capital investment is expected to achieve return on investment within 2–3 years through cost savings and incremental visitor spending.

Conclusion

Artificial Intelligence–driven visitor services will redefine how travelers engage with Palm Beach County, transforming “The Palm Beaches” from a static destination into an intelligent, responsive, and always-available companion. With an estimated $3.0–$4.2 million in initial capital investment and $900,000–$1.3 million in ongoing annual operating costs, this initiative will establish a cutting-edge, multilingual, and inclusive platform that extends visitor assistance 24/7 across digital and physical touchpoints.

The benefits extend beyond convenience. AI-driven visitor services will enhance geographic dispersion, increase spending in local communities, and strengthen real-time understanding of visitor patterns, all while reducing operating burdens on traditional information channels.

By placing advanced digital engagement at the heart of its tourism strategy, Palm Beach County will stand among the world’s most forward-thinking destinations, delivering not only superior visitor experiences but also actionable data to guide the next generation of tourism investment, sustainability, and community growth.

B4. Launch a Palm Beach County Tourism Information Exchange & Annual Tourism Expo

Recommendation: Create an annual tradeshow and coordination platform where: attractions, arts organizations, event planners, and hotels share calendars; travel advisors and media preview offerings; and emerging tourism businesses connect with investors and partners. Use the annual gathering to deliver trainings and certifications, host international tourism readiness programs, and convene futurists to discuss trends, forecasts and emerging technologies. Showcase tourism startups, academic research, technology pilots, and new cultural experiences

Rationale: The Tourism Information Exchange and Expo would drive alignment across the tourism sector and elevate Palm Beach County's profile in the travel industry.

Issue / Opportunity: Building Industry Connectivity, Innovation, and Visibility through a Signature Annual Tourism Convening

Palm Beach County boasts a highly diversified tourism ecosystem that includes luxury resorts, boutique hotels, cultural institutions, ecotourism providers, sports organizations, event venues, municipalities, and entrepreneurs. However, despite its scale and diversity, the county lacks a formal, high-profile, recurring platform to connect stakeholders, align calendars, share resources, spark partnerships, and project a bold vision for the future of tourism.

Stakeholders, particularly from smaller or emerging tourism organizations, have expressed the need for better channels to network with larger entities, access training, and connect with travel advisors, journalists, and potential funders. Simultaneously, Discover The Palm Beaches and its partners must find innovative ways to promote tourism offerings year-round, prepare for international growth, and stay ahead of travel trends and technologies.

An Annual Tourism Expo and Information Exchange, supported by a year-round digital platform, would serve as the county's tourism sector anchor event. It would drive both internal alignment and external visibility, providing space for marketing synchronization, business development, training, and innovation showcases. Over time, it could become one of the most respected regional tourism summits in the Southeast U.S.

Objectives

1. Create a high-quality, annual, signature tourism event convening the full spectrum of the county's tourism stakeholders.
2. Facilitate business development and collaboration through calendar coordination, supplier exchanges, and product showcases.
3. Deliver hands-on training, certification programs, and international readiness sessions for tourism businesses of all sizes.
4. Showcase tourism innovation, research, and emerging technologies through demos, presentations, and pilot exhibitions.
5. Provide media, influencers, and travel advisors with early previews of upcoming experiences, itineraries, and campaigns.

Expected Outcomes

- A widely attended, professionally executed annual event attracting over 500 participants by Year 2.
- Tangible business outcomes, such as new tour packages, media coverage, collaborative events, and investment connections.
- Improved coordination of events and programming across municipalities, venues, and seasonal campaigns.
- Increased visibility for new or underrepresented tourism businesses and community-based organizations.
- Enhanced positioning of Palm Beach County as a forward-thinking, innovative, and collaborative tourism destination.

Detailed Action Plan for Implementation

Phase 1: Concept Design and Host Committee Formation (0–3 Months)

- Establish a Palm Beach County Tourism Expo Host Committee, led by DTPB and including:
  - TDC, municipalities, hotel partners, cultural organizations, small business leaders, and airport officials
- Define the vision, goals, and structure of the event, including:
  - Annual theme (e.g., "Future of Travel," "Community First Initiatives Tourism," "Beyond the Beach")
  - Tracks or pavilions (e.g., Tech & Innovation, Culture & Heritage, Wellness & Luxury, Community First Initiatives in Tourism)
  - Vendor selection, sponsorship strategy, and logistical RFPs
- Identify potential venues and rotate host cities annually (e.g., West Palm Beach, Boca Raton, Belle Glade)

Phase 2: Platform Development and Promotion (3–8 Months)

- Build a digital Tourism Information Exchange portal, to be used:
  - Year-round to submit events and product updates
  - As an RSVP and exhibitor management system
  - To host Expo content (recordings, exhibitor directory, pitch decks)
- Launch Save-the-Date marketing campaign, including:
  - Promotional videos, press releases, and influencer pre-coverage
  - Targeted outreach to travel advisors, tour operators, and journalists
- Secure key sponsors, including hospitality groups, airlines, tech providers, and philanthropic partners

Phase 3: Event Execution – First Annual Tourism Expo (Month 9–12)

- Convene the Palm Beach County Tourism Expo, featuring:
  - Mainstage presentations (vision talks, trend forecasts, futurist panels)
  - Breakout training and certification sessions (e.g., international readiness, inclusive marketing, sustainability)
  - Media lounge and FAM trip desk for curated itinerary previews
  - Exhibition hall with booths for attractions, hotels, tour operators, chambers, startups, and community organizations

    - A "Pitch the Palm Beaches" innovation showcase highlighting new businesses, apps, and tech pilots
    - Regional calendar coordination sessions among cities and venues
- Offer live interpretation and multilingual signage to make the event inclusive and accessible

Phase 4: Post-Event Integration and Year-Round Engagement (Year 2 and Ongoing)

- Analyze outcomes:
    - Partnership agreements formed
    - Training participation and certifications earned
    - Business deals or investments initiated
- Use the Tourism Information Exchange portal to:
    - Continue event sharing, lead generation, and campaign updates
    - Host recordings and virtual editions of select sessions
- Begin planning for the next Expo, incorporating:
    - Feedback surveys
    - New content areas (e.g., AI, climate adaptation, inter-county collaboration)
    - Rotating leadership roles among stakeholders

Lead Agency

Discover The Palm Beaches (DTPB)
Leads concept development, event management, marketing, stakeholder coordination, and digital platform integration.

Partner Organizations and Roles

Organization / Office	Role
Palm Beach County Tourist Development Council (TDC)	Funding support, governance alignment, political and institutional visibility
Municipal Tourism Offices & CVBs	Local outreach, exhibitor recruitment, venue support, regional branding
Palm Beach County Cultural Council	Showcase cultural, historical, and sustainability-focused offerings
Hospitality Groups (hotels, resorts, attractions)	Sponsor booths, host FAM trips, participate in coordination panels
Economic Development & Investment Councils	Provide business development support and investor matchmaking
Colleges, Universities, and Incubators	Present academic tourism research, student showcases, and startup competitions
Airport Authority & Transportation Partners	Co-market expo and support arrival/departure coordination

Organization / Office	Role
Regional Tourism Boards (e.g., SoFla counties)	Exhibit regional packages and joint destination routes
Palm Beach County Sports Commission	Coordination of Palm Beach County sports industry stakeholders
Palm Beach County Film & Television Commission	Coordination of Palm Beach County film and TV industry stakeholders

Timing for Implementation

Phase	Timeframe
Phase 1: Planning & Committee Formation	Months 0–3
Phase 2: Platform Development & Promotion	Months 3–8
Phase 3: First Annual Tourism Expo Execution	Month 9–12
Phase 4: Post-Event Integration & Scaling	Year 2 and Ongoing

Key Performance Measures / Indicators of Success

Participation & Engagement

- Number of attendees, exhibitors, and sponsors (target: 500+ attendees by Year 2)
- Geographic and sectoral diversity of participants (representation from all 39 municipalities and tourism segments)
- Number of travel advisors, journalists, and influencers attending or covering the Expo

Business and Industry Impact

- Number of new partnerships, campaigns, or tour products launched
- Increased lead generation and B2B connections from the Expo portal
- Value of deals or investments facilitated through networking sessions

Training and Certification

- Number of attendees earning Community First Initiatives, international readiness, or sustainability certifications
- Post-event surveys showing increased knowledge and capacity among participants

Visibility and Innovation

- Media coverage reach and sentiment
- Number of innovation showcases or startup pitches completed
- Participation by academic and research institutions in presenting tourism insights

Upfront Investment and Ongoing Operating Costs

Launching the Palm Beach County Tourism Information Exchange & Annual Tourism Expo will require both one-time startup investments (event infrastructure, platform development, branding, and launch marketing) and annual recurring operating costs to manage the Expo, maintain the digital platform, and expand training and business engagement year-round. Over time,

sponsorships, exhibitor fees, and ticket revenue are expected to offset a substantial share of annual costs, creating a self-sustaining model.

1. Upfront Investment (Estimated Range: $2.8 – $3.6 million over two years)
These one-time expenditures include event design, technology setup, branding, and initial production.

Investment Category	Description	Estimated Cost Range	Timing
Event Design, Planning, and Branding Development	Development of the Expo brand identity, event design, and visual assets for marketing and signage.	$400,000 – $600,000	Year 1
Tourism Information Exchange Platform Development	Creation of a digital portal for exhibitor management, shared calendars, lead tracking, and post-event networking.	$600,000 – $800,000	Year 1–2
Venue Buildout, Production, and Logistics (First Year)	Expo floor setup, staging, lighting, audiovisuals, interpretation, and accessibility services.	$700,000 – $900,000	Year 1
Marketing, Public Relations, and Media Outreach	Pre-event promotion, influencer partnerships, and global media coverage campaign.	$400,000 – $600,000	Year 1
Technology & Innovation Showcase Installation	Exhibition hardware and setup for tech demos, research posters, and innovation booths.	$300,000 – $400,000	Year 1
Seed Sponsorship and Business Development Fund	Early incentive funding to attract first-year exhibitors, sponsors, and international travel advisors.	$400,000 – $500,000	Year 1–2
Total Estimated Upfront Investment		**$2.8 – $3.6 million**	24-month startup phase

Potential Funding Sources: Tourist Development Council (TDC) innovation or strategic initiative fund; Discover The Palm Beaches (DTPB) marketing reserves; corporate sponsorships (airlines, hotel groups, technology companies); exhibitor booth fees; and state/federal tourism innovation or workforce grants.

2. Operating Costs (Estimated Range: $1.5 – $2.1 million annually, ongoing)
These recurring expenditures include annual event management, marketing, venue rental, digital platform maintenance, and content development for year-round engagement.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Annual Event Production and Logistics	Venue rental, staging, staffing, interpretation, signage, and security.	$600,000 – $800,000	DTPB / Host Committee
Tourism Information Exchange Platform Maintenance	Ongoing hosting, updates, and CRM integration for the digital exchange portal.	$200,000 – $300,000	DTPB / Tech Partner
Marketing, PR, and Partner Relations	Annual promotional campaigns, sponsorship management, and exhibitor recruitment.	$200,000 – $300,000	DTPB / Sponsors
Training, Certification, and Programming	Development of new workshop tracks, certification modules, and speaker honoraria.	$150,000 – $200,000	DTPB / Cultural Council / Universities
Staffing and Coordination	Dedicated Expo Manager, logistics coordinator, and part-time support team.	$250,000 – $300,000	DTPB / TDC
Total Estimated Annual Operating Cost		**$1.5 – $2.1 million**	

3. Revenue and Economic Impact Projections
A well-executed Expo will generate measurable returns through tourism industry development, business deals, and brand visibility.

- **Revenue Offsets:** Sponsorships, exhibitor fees, and ticket sales are projected to recover 50–60% of annual operating costs by Year 3.
- **Economic Impact:** The Expo is projected to attract 500–700 participants in its first two years, generating $2.5–$3.5 million in direct visitor spending (lodging, dining, transportation) and catalyzing new B2B partnerships valued at $10–$15 million annually.
- **Workforce and Business Development:** Training and certification programs will support 100–150 tourism professionals annually, strengthening industry competitiveness and capacity.
- **Return on Investment:** Payback is expected within 2–3 years, as sponsorships and regional spending offset initial investment and the Expo becomes a self-funded event.

Conclusion

The Palm Beach County Tourism Information Exchange & Annual Tourism Expo will serve as the nexus for innovation, collaboration, and growth within the region's visitor economy. With an estimated $2.8–$3.6 million in initial investment and $1.5–$2.1 million in annual operating costs, this initiative establishes a signature event that unites public, private, and academic partners under a shared vision for tourism excellence.

Beyond serving as a tradeshow, the Expo will act as a living marketplace of ideas, showcasing new tourism startups, creative technologies, and community initiatives that embody the future of The Palm Beaches. It will foster stronger collaboration between municipalities, connect businesses to global buyers and investors, and strengthen the county's brand as a hub for tourism leadership and innovation.

By Year 3, the Palm Beach County Tourism Expo will not only be self-sustaining, but it will also be self-reinforcing, driving tourism industry advancement, attracting national media attention, and positioning Palm Beach County as the Southeast's most forward-looking destination for business, creativity, and travel innovation.

C. DESTINATION SUSTAINABILITY & RESILIENCE

C1. Maintain the Tourism Resilience and Emergency Preparedness Plan

Recommendation: Continue to support a county-wide tourism crisis management and recovery plan to prepare for hurricanes, pandemics, economic shocks, and other emergencies.

Rationale: Tourism is vulnerable to climate disasters and global disruptions. A proactive emergency plan ensures visitor safety, business continuity, and rapid post-crisis recovery, protecting the industry's long-term stability.

Issue / Opportunity: Ensuring Business Continuity and Visitor Safety in the Face of Disruption

Palm Beach County's tourism economy, valued in the billions and supporting tens of thousands of jobs, is acutely vulnerable to crises ranging from hurricanes, flooding, and climate-related events to pandemics, economic downturns, public safety threats, and reputational challenges. The COVID-19 pandemic underscored how quickly tourism can collapse without coordinated preparedness and recovery strategies. Likewise, seasonal hurricanes and increasingly intense weather events present persistent threats to tourism infrastructure, traveler mobility, and market confidence.

While Palm Beach County has an all-hazards Emergency Operations Center (EOC), and Discover The Palm Beaches (DTPB) has developed a baseline Tourism Crisis Recovery Plan, there remains a critical need for sustained, cross-sector coordination, proactive scenario planning, and real-time visitor communication capabilities that are specific to tourism.

This initiative focuses on maintaining and enhancing a comprehensive, county-wide Tourism Resilience and Emergency Preparedness Plan, integrated with broader emergency management systems but tailored to the unique needs of the tourism ecosystem. By doing so, Palm Beach County will strengthen its ability to prevent chaos, support rapid recovery, and ensure long-term visitor and industry trust.

Objectives

1. Regularly update and activate a formal county-wide Tourism Crisis Management & Recovery Plan tailored to Palm Beach County's tourism sectors.
2. Integrate tourism into countywide emergency planning and coordination structures, including representation in the Emergency Operations Center.
3. Establish communication protocols for real-time visitor guidance during crises, including multilingual messaging and digital platforms.
4. Develop training, tabletop exercises, and business continuity resources for tourism operators, venues, and municipalities.
5. Create post-crisis recovery toolkits for marketing, funding access, and operational restoration to minimize downtime.

Expected Outcomes

- A well-documented, annually reviewed Tourism Resilience and Emergency Preparedness Plan integrated with the County's emergency management systems.
- Greater readiness among tourism businesses and partners through routine training and planning exercises.
- Streamlined communications with visitors, tour operators, travel advisors, and the media before, during, and after emergencies.
- Shortened post-crisis recovery timelines and improved coordination of federal/state assistance and insurance resources.
- Increased visitor confidence in the safety and professionalism of The Palm Beaches as a resilient destination.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Plan Review, Governance Integration, and Gap Analysis (0–4 Months)

- Convene a Tourism Resilience Steering Committee co-led by DTPB and Palm Beach County Emergency Management, including:
  - Municipal emergency managers
  - Hotel and attraction operators
  - Transportation and airport officials
  - Community First Initiatives and accessibility advisors
- Review and update the existing Tourism Crisis Recovery Plan, with improvements focused on:
  - Hazard-specific protocols (hurricanes, pandemic resurgence, terrorism, cyberattack, extreme heat, etc.)
  - Visitor messaging frameworks by incident type
  - Resource allocation pathways (lodging shelters, emergency staffing, supply chain disruptions)
- Identify gaps in digital communications, business continuity coverage, multilingual capacity, and visitor service redundancies

Phase 2: Resource Development and Capacity Building (4–10 Months)

- Develop a Tourism Emergency Communications Toolkit, including:
  - Pre-scripted multilingual alerts for use on DTPB channels and local CVBs
  - Templates for email, social media, web banners, hotel signage, and press briefings
  - QR-coded materials for hotel rooms and airports directing guests to real-time updates
- Create a Tourism Business Continuity Guidebook with modules on:
  - Risk assessments
  - Insurance and legal compliance
  - Employee evacuation and shelter-in-place protocols
  - Crisis supply chain planning
  - Reopening checklists

- Offer quarterly workshops and tabletop exercises for tourism operators and destination partners

Phase 3: Technology Integration and Simulation (10–18 Months)

- Integrate visitor-facing emergency messaging into:
  - DTPB's mobile app and chatbot
  - Airport digital signage and in-room hotel systems
  - Public transportation alerts and municipal tourism kiosks
- Conduct a countywide tourism emergency simulation exercise to test:
  - Communication flow
  - Stakeholder roles and responsibilities
  - Continuity plan activation
  - Recovery coordination, including financial assistance and marketing campaigns
- Collect after-action reports and recommendations from participants

Phase 4: Post-Crisis Playbooks and Ongoing Adaptation (18+ Months and Ongoing)

- Maintain a "Crisis Recovery Playbook" library for various disruption types with:
  - Messaging pivots
  - Targeted recovery marketing strategies
  - Grant and SBA loan application guidance
  - Rebooking incentives and traveler reassurance assets
- Update the full Tourism Resilience Plan annually, incorporating lessons learned, climate risk trends, and stakeholder feedback
- Establish a protocol for DTPB and partners to deploy a Crisis Communications Response Team during major disruptions

Lead Agencies

Tourism Master Plan Working Group (TMPWG)
Leads coordination, plan maintenance, industry training, visitor communications, and post-crisis marketing response.

Partner Organizations and Roles

Organization / Office	Role
Palm Beach County Division of Emergency Management	Ensure integration with county EOC protocols, provide hazard-specific data, coordinate drills
TDC and Municipal Emergency Offices	Support plan alignment, facility readiness, and local coordination
Palm Beach International Airport (PBIA)	Disseminate emergency visitor messaging, coordinate flight disruptions
Palm Tran / Transit Agencies	Share contingency routing, enable visitor movement or evacuation

Organization / Office	Role
Hotel & Lodging Association	Coordinate shelter operations, staffing plans, and guest communication
Palm Beach County Cultural Council & Attractions	Business continuity planning, emergency closures and reopenings
Office of Equal Opportunity (OEO)	Ensure inclusive planning and communications for vulnerable populations
Visit Florida / FEMA / SBA	Recovery funding coordination, inclusion in regional and federal relief programs

Timing for Implementation

Phase	Timeframe
Phase 1: Plan Review & Governance	Months 0–4
Phase 2: Toolkit & Training Development	Months 4–10
Phase 3: Simulation & Tech Integration	Months 10–18
Phase 4: Maintenance & Annual Updates	18 Months+ Ongoing

Key Performance Measures / Indicators of Success

Preparedness & Planning

- Completion of updated Tourism Resilience and Emergency Preparedness Plan (annually)
- % of tourism partners attending resilience training or completing continuity plans (target: 50% by Year 2)
- Participation in at least one live simulation every two years

Crisis Response Effectiveness

- Average time to deploy visitor messaging across all platforms after alert (target: under 60 minutes) of visitors reached through emergency messaging platforms during events
- Partner feedback ratings on plan clarity and effectiveness (post-incident debriefs)

Post-Crisis Recovery

- Recovery campaign deployment within 7–14 days post-incident
- Time to restore visitor volume to pre-crisis baseline (measured by hotel bookings or foot traffic)
- Amount of relief funding accessed by tourism-related businesses post-crisis

Upfront Investment and Ongoing Operating Costs

Maintaining and strengthening Palm Beach County's Tourism Resilience and Emergency Preparedness Plan requires sustained investment in coordination, technology integration, multilingual communications, and workforce training. While much of the emergency response infrastructure already exists through the County's Emergency Management Division, tourism-specific preparedness and recovery capabilities, such as visitor messaging systems, simulation

exercises, and post-crisis recovery marketing, require dedicated funding to ensure readiness and rapid recovery.

1. Upfront Investment (Estimated Range: $1.8 – $2.4 million over three years)
These one-time or limited-duration costs support the development of digital communication tools, business continuity resources, and countywide training and simulation programs tailored to the tourism sector. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Tourism Crisis Communications Platform	Integration of multilingual emergency alerts into DTPB's website, mobile app, chatbot, and partner communication systems; includes content development and cloud hosting setup.	$600,000 – $800,000	Year 1
Business Continuity & Recovery Toolkit	Design and production of comprehensive guidebooks, checklists, and digital resources for tourism operators, including legal, financial, and operational guidance.	$200,000 – $300,000	Year 1–2
Training and Simulation Infrastructure	Development of training curricula, tabletop exercise design, and statewide crisis simulations for tourism industry participants.	$300,000 – $400,000	Year 1–2
Post-Crisis Recovery Marketing & Communications Assets	Development of adaptable creative templates and "ready-to-launch" digital and print campaigns for rapid deployment following emergencies.	$300,000 – $400,000	Year 2
Data Integration & Risk Assessment Tools	Incorporation of weather, transportation, and insurance data into the visitor information dashboard to identify vulnerability zones and monitor recovery metrics.	$200,000 – $300,000	Year 1–3
Total Estimated Upfront Investment		**$1.8 – $2.4 million**	36-month rollout

Potential Funding Sources: Tourist Development Council (TDC) strategic reserves; County Emergency Management grants; Visit Florida hurricane recovery funds; FEMA or SBA planning assistance; public-private sponsorships (e.g., hotels, airports, utilities, insurance companies).

2. Operating Costs (Estimated Range: $900,000 – $1.2 million annually, ongoing)
Ongoing costs include plan updates, communications management, annual exercises, training sessions, and recovery campaign readiness.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Annual Plan Maintenance and Governance Coordination	Staff time, interagency meetings, and consultant support for plan updates and alignment with emergency management protocols.	$200,000 – $250,000	TMPWG / DTPB / County EM
Emergency Messaging Operations	Hosting, testing, and updating multilingual content across platforms (website, app, signage, kiosks, social).	$150,000 – $200,000	DTPB / IT Dept.
Training and Exercises	Quarterly workshops, online modules, and full-scale crisis simulations.	$150,000 – $200,000	TMPWG / Emergency Mgmt.
Crisis Communications and Media Response Support	Contracted public relations and media monitoring during emergencies.	$150,000 – $200,000	DTPB / PR Firms
Post-Crisis Marketing Readiness Fund	Annual allocation for rapid-deployment campaigns and recovery travel incentives.	$200,000 – $300,000	DTPB / TDC
Total Estimated Annual Operating Cost		**$900,000 – $1.2 million**	

3. Economic and Strategic Impact
Preparedness is a proven investment: every dollar spent on resilience and crisis management saves between **$4–$6 in post-disaster recovery costs** (FEMA benchmark). For Palm Beach County, the benefits are both economic and reputational.

- **Economic Stability:** By shortening recovery time, the plan could preserve $250–$400 million in annual visitor spending during crisis years.
- **Faster Recovery:** Coordinated recovery campaigns and business continuity support could reduce the tourism sector's downtime by 30–40%, accelerating the return of visitors post-event.
- **Public Trust and Market Confidence:** Consistent communication builds long-term brand resilience and confidence among travelers and investors.
- **Operational Efficiency:** Integration with the county's Emergency Operations Center reduces redundancy and improves resource allocation across agencies.
- **Return on Investment:** The program's cost is expected to be fully offset within two years of a major event, through avoided losses and accelerated recovery.

Conclusion

Tourism resilience is not a cost; it is a safeguard for Palm Beach County's economic engine and global reputation. With an estimated $1.8–$2.4 million in initial capital investment and $900,000–$1.2 million in annual operating costs, maintaining and enhancing the Tourism Resilience and Emergency Preparedness Plan will protect billions in visitor spending, tens of thousands of jobs, and the confidence of travelers and residents alike.

Through proactive planning, multilingual crisis communications, and coordinated recovery mechanisms, Palm Beach County can move from reacting to crises to managing them strategically. This investment ensures that every hotel, attraction, and tourism partner knows its role before a disruption occurs, and that recovery begins the moment a storm passes.

By institutionalizing resilience as a core function of destination management, Palm Beach County will set a statewide benchmark for preparedness, proving that strong destinations don't just recover, they lead.

C2. Launch a Destination Stewardship Program in Partnership with Local Communities

Recommendation: Empower communities to lead place-based tourism planning, focusing on cultural preservation, resident benefits, and visitor management.

Rationale: Top-down planning can overlook local values. Stewardship programs ensure tourism aligns with community identity, limits negative impacts, and fosters civic pride.

Issue / Opportunity: Aligning Tourism Growth with Community Identity and Well-Being

Tourism is a powerful economic engine for Palm Beach County, yet its benefits and burdens are not distributed equally across communities. Inland towns, rural communities, and culturally distinct neighborhoods are often overlooked in tourism investment and narrative, while high-traffic destinations face resident concerns about congestion, rising prices, and cultural dilution. The County's past top-down tourism planning, while effective in marketing and destination development, has sometimes lacked robust mechanisms for resident-led input, cultural preservation, and place-based decision-making.

At the same time, national trends in sustainable tourism and global best practices, especially those advocated by organizations such as the Global Sustainable Tourism Council (GSTC), underscore the need for destination stewardship: locally led efforts to ensure tourism development supports community values, protects cultural and environmental resources, and sustains quality of life.

Launching a Destination Stewardship Program tailored to the distinct identities and needs of Palm Beach County's communities will ensure that tourism is not only economically productive, but also socially and environmentally responsible. It will empower residents as co-creators and co-managers of tourism, foster civic pride, and improve visitor experiences by deepening the authenticity and resonance of each place.

Objectives

1. Establish a formal Destination Stewardship Program in key communities across Palm Beach County, particularly those facing tourism pressures or seeking tourism growth.
2. Empower residents and community organizations to co-lead place-based tourism planning, visitor experience design, and resource management.
3. Preserve and elevate local cultural heritage, historic sites, and neighborhood character in all tourism initiatives.
4. Improve resident quality of life through careful visitor management, infrastructure enhancements, and economic inclusion.
5. Build community capacity through training, grant support, and storytelling platforms that center local voices.

Expected Outcomes

- Formation of 6–10 community-based Destination Stewardship Councils in diverse geographic and demographic areas within two years.
- Increased community involvement in tourism development decisions, branding, and storytelling.
- Development of localized visitor management plans addressing congestion, parking, and environmental stress.
- Expanded tourism programming and investment in historically underrepresented or underserved neighborhoods.
- Higher resident satisfaction with tourism impacts and improved visitor-resident interactions.

Detailed Action Plan for Implementation

Phase 1: Program Design and Community Selection (0–6 Months)

- Form a Countywide Destination Stewardship Advisory Group co-led by DTPB and the Office of Community Revitalization, including:
  - Municipal planning departments
  - Cultural Council
  - Community First Initiatives, sustainability, and neighborhood advocacy leaders
  - Representatives from tourism and non-tourism civic groups
- Develop criteria to identify priority pilot communities, considering:
  - Historic or cultural significance
  - Tourism growth opportunity or overexposure
  - Socioeconomic disparities
  - Community readiness and leadership presence
- Design a Destination Stewardship Program Toolkit, including:
  - Community tourism asset mapping templates
  - Visitor experience and mobility assessment guides
  - Resident sentiment and feedback survey instruments
  - Sample governance structures and bylaws for local stewardship councils

Phase 2: Community Engagement and Council Formation (6–12 Months)

- Launch community engagement sessions in each selected pilot area to:
  - Share tourism data and trends
  - Facilitate participatory tourism visioning exercises
  - Identify concerns, opportunities, and locally valued stories
- Support formation of Destination Stewardship Councils composed of:
  - Residents
  - Local business owners
  - Nonprofits and cultural leaders
  - Youth and senior representatives
- Provide small community tourism grants to fund:
  - Placemaking projects
  - Community-led tours or festivals
  - Heritage preservation activities

Phase 3: Stewardship Planning and Implementation (12–24 Months)

- Support each council in developing a Community Tourism Stewardship Plan, which includes:
  - Cultural preservation priorities
  - Visitor impact mitigation strategies
  - Infrastructure needs and signage upgrades
  - Co-branded materials and localized itineraries
- Train councils and community leaders in:
  - Community First Initiatives best practices in tourism
  - Managing visitor feedback and conflict
  - Sustainable tourism and low-impact design principles
- Incorporate community-developed content into DTPB marketing and storytelling assets

Phase 4: Evaluation, Scaling, and Institutionalization (24 Months and Ongoing)

- Develop metrics and dashboards to track:
  - Resident sentiment (pre-/post-implementation)
  - Visitor satisfaction with local experiences
  - Changes in traffic, parking, and use patterns
- Convene an Annual Community Tourism Summit to:
  - Share success stories and challenges
  - Introduce new communities to the program
  - Recognize exceptional stewardship projects
- Explore creation of a permanent Destination Stewardship Fund for ongoing support, leveraging private sponsorships, public funds, and philanthropic partners

Lead Agency

Tourism Master Plan Working Group (TMPWG)
Coordinates countywide stewardship framework, provides marketing integration, funding support, and council training.

Partner Organizations and Roles

Organization / Office	Role
Office of Community Revitalization	Lead community engagement, support pilot site selection, connect with grassroots organizations
Municipal Planning & Zoning Offices	Align tourism plans with land use, infrastructure, and mobility planning
Cultural Council for Palm Beach County	Integrate heritage preservation and local cultural programming
Office of Equal Opportunity (OEO)	Ensure inclusive governance, represent marginalized groups, and advise on community outreach

Organization / Office	Role
Local Chambers, Main Streets, and CDCs	Support small business participation and marketing integration
Youth and Senior Organizations	Engage intergenerational perspectives in local tourism visioning
Florida Humanities, Preservation Trusts	Assist with cultural asset mapping and grant opportunities

Timing for Implementation

Phase	Timeframe
Phase 1: Program Design & Community Selection	Months 0–6
Phase 2: Engagement & Council Formation	Months 6–12
Phase 3: Planning & Pilot Implementation	Months 12–24
Phase 4: Evaluation & Scaling	Months 24+

Key Performance Measures / Indicators of Success

Community Engagement & Participation

- of functioning Destination Stewardship Councils formed (target: 6–10 in 2 years)
- % of council members from historically underrepresented groups
- of residents engaged through meetings, surveys, or activities

Tourism Alignment and Impact

- of community tourism plans completed and integrated into county strategy
- Resident satisfaction increase regarding tourism's local impact (tracked annually)
- Visitor satisfaction with place-based experiences and local authenticity

Preservation and Storytelling

- of cultural assets inventoried, preserved, or reactivated through stewardship plans
- % of DTPB campaigns featuring community-developed content or experiences
- of community-led experiences (e.g., walking tours, festivals) launched or expanded

Upfront Investment and Ongoing Operating Costs

Launching a countywide Destination Stewardship Program requires a dedicated investment in community engagement, training, data systems, and small grants to empower local councils. The program's costs will primarily reflect its grassroots nature, focusing on modest but transformative investments that yield long-term returns in resident satisfaction, cultural preservation, and sustainable tourism management.

1. Upfront Investment (Estimated Range: $3.2 – $4.0 million over three years)
These one-time and limited-duration costs include community engagement setup, toolkit development, council formation, and early project implementation in 6–10 pilot communities.

Investment Category	Description	Estimated Cost Range	Timing
Program Design and Toolkit Development	Creation of the Destination Stewardship Program framework, templates, guides, and governance models for councils.	$300,000 – $400,000	Year 1
Community Engagement and Facilitation	In-person and virtual workshops, facilitation, translation, and inclusive outreach across 10–15 communities.	$500,000 – $700,000	Year 1–2
Local Stewardship Council Formation Support	Start-up funds for community councils (meeting space, stipends, administrative setup, communications).	$400,000 – $500,000	Year 1–2
Community Tourism Micro-Grant Program	Direct grants to support community-led tourism initiatives (placemaking, signage, events, preservation).	$1.5 – $1.8 million	Year 1–3
Training, Leadership, and Technical Assistance	Annual training series in visitor management, heritage preservation, sustainable tourism, and storytelling.	$400,000 – $500,000	Year 2–3
Data Dashboards and Resident Sentiment Tracking	Design and integration of community-level performance dashboards into the countywide tourism reporting system.	$200,000 – $300,000	Year 2–3
Total Estimated Upfront Investment		**$3.2 – $4.0 million**	36-month rollout

Potential Funding Sources: Tourist Development Council (TDC) stewardship fund allocation; Discover The Palm Beaches (DTPB) community development budget; public–private partnerships (utilities, real estate developers, hospitality sponsors); and state/federal cultural and sustainability grants (e.g., Florida Humanities, NEA, NOAA coastal resilience funds).

2. Operating Costs (Estimated Range: $1.1 – $1.4 million annually, ongoing)
Once established, ongoing operating costs will fund program management, council support, training, communications, and evaluation to ensure accountability and community engagement continuity.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Staffing	One full-time program director, community liaisons, and part-time data/communications staff.	$400,000 – $500,000	TMPWG / DTPB

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Community Grants and Stewardship Council Support	Annual micro-grant renewals and operational support for 6–10 councils.	$300,000 – $400,000	TMPWG / Municipal Partners
Training, Workshops, and Peer Learning Events	Ongoing leadership development and community-to-community exchange programs.	$150,000 – $200,000	DTPB / Cultural Council
Monitoring, Reporting, and Resident Surveys	Tracking sentiment, visitor/resident interactions, and program performance metrics.	$100,000 – $150,000	TMPWG / Office of Community Revitalization
Annual Community Tourism Summit	Event production, recognition program, and dissemination of outcomes.	$150,000 – $200,000	DTPB / TDC
Total Estimated Annual Operating Cost		**$1.1 – $1.4 million**	

3. Economic and Strategic Impact

The Destination Stewardship Program represents a high social return on investment (SROI) model, driving economic benefits through improved visitor experiences, community satisfaction, and cultural resource preservation.

- **Economic Impact:** Expected increase of $25–$35 million annually in distributed visitor spending by promoting lesser-known communities and experiences.
- **Community Benefits:** Enhanced infrastructure, civic pride, and small business support in underserved areas; up to 50 new community-led tourism products or events over five years.
- **Resident Sentiment:** Improvement in tourism favorability ratings by 15–20% within three years, based on annual resident surveys.
- **Sustainability Outcomes:** Localized stewardship plans will reduce congestion and improve cultural preservation, generating measurable environmental and quality-of-life benefits.
- **ROI:** Payback of the initial capital investment within 3–4 years through new tourism revenue, equitable distribution, and strengthened resident trust in tourism governance.

Conclusion

The Destination Stewardship Program will redefine how tourism is developed, managed, and experienced in Palm Beach County, placing communities, not just visitors, at the heart of the process. With an estimated $3.2–$4.0 million in initial capital investment and $1.1–$1.4 million in annual operating costs, this program creates a permanent mechanism for aligning tourism growth with local values, identity, and sustainability.

By empowering residents to co-create tourism plans, shape narratives, and manage visitation, the County ensures that tourism development enhances, not erodes, the social and cultural fabric of its communities. The program's micro-grants, training, and data systems will foster authentic, inclusive, and sustainable experiences that benefit both visitors and locals alike.

Over time, this initiative will build a network of destination stewards across Palm Beach County, community leaders, cultural advocates, and business owners who safeguard their sense of place while welcoming the world. It is a strategic investment in the people and stories that make The Palm Beaches truly unique, ensuring that tourism not only grows, but grows the right way.

C3. Encourage "Sustainable Palm Beach" Practices

Recommendation: Encourage sustainability practices for tourism businesses.

Rationale: Certifications improve operational sustainability and appeal to eco-conscious markets. Sustainability practices create brand recognition, accountability, and marketing value.

Issue / Opportunity: Encouraging Business-Led Sustainability and Strengthening Destination Stewardship

Palm Beach County's tourism economy thrives on the area's natural beauty, world-class amenities, and outdoor recreation opportunities, all of which depend on the protection and resilience of the environment. As visitor expectations evolve and sustainability becomes a defining factor in travel decisions, tourism businesses face both an opportunity and a responsibility to integrate sustainable operations and environmental stewardship into their daily practices.

National and international market research confirms that eco-conscious travelers, especially Millennials, Gen Z, and international visitors, prefer destinations that demonstrate visible sustainability commitments. Local operators in Palm Beach County have expressed strong interest in improving environmental performance but often lack guidance, incentives, or tools to implement changes effectively.

Encouraging and supporting "Sustainable Palm Beach" practices among tourism businesses will enhance the destination's global competitiveness, align operations with countywide sustainability goals, and communicate shared values of conservation and community well-being.

Objectives

1. Encourage tourism businesses to adopt sustainable operational practices aligned with international standards such as the Global Sustainable Tourism Council (GSTC) criteria.
2. Provide resources, tools, and technical assistance to help businesses measure and improve environmental performance.
3. Incentivize participation through marketing exposure, recognition programs, and access to grants or co-op funding.
4. Promote consumer awareness of environmentally responsible businesses through branding, campaigns, and digital storytelling.
5. Foster long-term collaboration among public agencies, private businesses, and community partners to strengthen destination stewardship.

Expected Outcomes

- Broad adoption of sustainability practices across hotels, attractions, restaurants, event venues, and tour operators.
- Improved operational efficiency, reduced waste, and measurable decreases in energy and water use.
- Enhanced visibility and brand reputation for Palm Beach County as a responsible, eco-conscious destination.
- Increased visitor trust and satisfaction driven by visible environmental commitments.

- Alignment of the tourism industry with Palm Beach County's broader resilience and sustainability goals.

Detailed Action Plan for Implementation

Phase 1: Research, Engagement, and Framework Development (0–6 Months)

- Conduct a Tourism Sustainability Needs Assessment to identify current practices, challenges, and training needs among local businesses.
- Establish a Sustainable Palm Beach Advisory Committee including:
  - Discover The Palm Beaches
  - Environmental Resources Management (ERM)
  - Local environmental NGOs
  - Business associations and local chambers
  - Community First Initiatives and accessibility advisors
- Develop a Sustainable Palm Beach Business Toolkit, featuring:
  - Checklists and case studies of best practices (energy, water, waste, sourcing, community engagement).
  - Templates for sustainability action plans and carbon footprint tracking.
  - Links to relevant grants, rebates, and certification programs.
- Identify benchmark indicators aligned with GSTC criteria for measuring progress across sectors.

Phase 2: Business Outreach, Training, and Pilot Initiatives (6–12 Months)

- Launch a "Sustainable Palm Beach" Learning Series of workshops and webinars on topics such as:
  - Energy efficiency and renewable energy integration.
  - Waste reduction, recycling, and elimination of single-use plastics.
  - Sustainable food sourcing and green procurement.
  - Water conservation and landscape management.
- Recruit an initial cohort of pilot businesses (20–30 tourism operators) to implement sustainability improvements with county or partner technical assistance.
- Provide recognition and promotional benefits for participants, including:
  - "Sustainable Palm Beach Partner" designation for marketing use.
  - Listing on DTPB's website and inclusion in "green travel" itineraries.
  - Access to shared data dashboards for tracking results.

Phase 3: Marketing, Incentives, and Expansion (12–24 Months)

- Develop a "Sustainable Palm Beach" marketing campaign showcasing participating businesses and the county's environmental leadership.
- Integrate sustainability highlights into DTPB's digital and social media storytelling.
- Provide participation incentives such as:
  - Eligibility for TDC co-op marketing programs.
  - Bonus points in grant applications for sustainability integration.
  - Preferential vendor selection for county-supported tourism projects.
- Partner with the Environmental Resources Management (ERM) to align tourism industry participation with countywide sustainability and resilience plans.

- Encourage industry-wide collaboration, such as shared supplier networks for sustainable materials or joint purchasing of renewable energy credits.

Phase 4: Evaluation, Reporting, and Continuous Improvement (24+ Months and Ongoing)

- Develop an Annual Sustainable Tourism Progress Report summarizing participation levels, performance metrics, and success stories.
- Monitor measurable environmental outcomes, including:
  - Energy and water consumption reduction.
  - Waste diversion and recycling rates.
  - Greenhouse gas emissions savings.
- Expand the initiative to include voluntary participation in third-party certifications (e.g., Green Key, LEED, GSTC-recognized programs).
- Continue updating the toolkit and workshops with new technologies, regulatory changes, and best practices.

Lead Agency

Discover The Palm Beaches
Leads the promotion, coordination, and communication of sustainability practices among tourism partners and integrates "Sustainable Palm Beach" messaging into destination marketing and visitor education.

Partner Organizations and Roles

Organization / Agency	Role
Palm Beach County Environmental Resources Management (ERM)	Provide technical expertise, metrics, and alignment with county climate action goals.
Tourist Development Council (TDC)	Endorse initiative, integrate sustainability criteria into funding and grant decisions.
Environmental NGOs and Green Business Coalitions	Deliver workshops, assessments, and technical support to businesses.
Chambers of Commerce and Industry Associations	Promote the initiative to members and identify pilot participants.
Cultural Council for Palm Beach County	Integrate sustainability storytelling into arts and cultural tourism experiences.
Office of Equal Opportunity (OEO)	Ensure participation of small tourism businesses.
Hospitality and Tourism Schools	Incorporate sustainability principles into training curricula and provide student support for audits and outreach.

Timing for Implementation

Phase	Timeline
Phase 1: Framework Development	Months 0–6
Phase 2: Training and Pilot Implementation	Months 6–12
Phase 3: Marketing and Expansion	Months 12–24
Phase 4: Evaluation and Ongoing Improvement	24+ Months

Key Performance Measures / Indicators of Success

Business Participation and Engagement

- Number of businesses implementing sustainability practices (target: 50+ within 2 years).
- Number of participants completing workshops or using the Sustainable Palm Beach Toolkit.
- Share of certified or recognized businesses included in DTPB marketing content.

Environmental Performance

- % reduction in average energy, water, and waste usage among participating businesses.
- Number of sustainability-related procurement or operations changes adopted.
- GHG emissions reduction estimates reported by participants.

Visitor and Market Impact

- Increase in visitor awareness of sustainability initiatives (via surveys and digital analytics).
- Growth in engagement with "Sustainable Palm Beach" marketing content.
- Improvement in brand perception for environmental responsibility.

Institutional Alignment

- Inclusion of sustainability metrics in TDC funding evaluations.
- Number of partnerships established with state or national sustainability programs.
- Regular publication of annual progress reports.

Upfront Investment and Ongoing Operating Costs

Encouraging "Sustainable Palm Beach" practices across the tourism industry will require initial capital investment to establish the framework, develop educational resources, and fund pilot projects, followed by ongoing operational costs to maintain training programs, measure progress, and promote certified participants. These investments position Palm Beach County as a state and national leader in destination sustainability.

1. Upfront Investment (Estimated Range: $2.6 – $3.4 million over three years)
Initial investments focus on building the program's infrastructure, training modules, marketing platform, and pilot incentives for early adopters.

Investment Category	Description	Estimated Cost Range	Timing
Sustainable Palm Beach Program Framework & Toolkit	Development of toolkit, checklists, certification guidance, and best-practice templates for businesses.	$400,000 – $500,000	Year 1
Business Sustainability Pilot Grants and Incentives	Seed funding for 40–50 pilot participants to adopt green technologies, conduct audits, and implement improvements.	$1.0 – $1.2 million	Year 1–2
Training, Workshops, and Technical Assistance	Curriculum design and delivery of the "Sustainable Palm Beach" Learning Series; includes consultants, trainers, and materials.	$400,000 – $500,000	Year 1–2
Marketing and Recognition Campaign	Development of "Sustainable Palm Beach Partner" brand, media campaign, website section, and promotional videos.	$300,000 – $400,000	Year 1–3
Performance Tracking and Data Systems	Creation of an online sustainability reporting dashboard integrated with DTPB's metrics platform.	$200,000 – $300,000	Year 2–3
Research and Benchmarking	Environmental and economic impact analysis to measure ROI and guide updates to standards.	$300,000 – $400,000	Year 2–3
Total Estimated Upfront Investment		**$2.6 – $3.4 million**	36-month rollout

Potential Funding Sources: Tourist Development Council (TDC) sustainability initiative allocation; Discover The Palm Beaches (DTPB) marketing and innovation budgets; Palm Beach County Environmental Resources Management (ERM); Visit Florida co-op sustainability programs; and federal/state environmental grants (EPA, DOE, NOAA, and Department of Commerce).

2. Operating Costs (Estimated Range: $1.0 – $1.3 million annually, ongoing)
Once established, annual funding will maintain business engagement, education, monitoring, and continuous improvement activities.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Management and Coordination	Dedicated sustainability manager, outreach staff, and administrative support.	$350,000 – $450,000	DTPB / TDC
Workshops and Business Support Services	Ongoing education series, audits, webinars, and consultation with sustainability experts.	$200,000 – $250,000	DTPB / ERM / NGOs
Marketing and Recognition	Annual promotion of certified businesses and public awareness campaigns.	$150,000 – $200,000	DTPB / Communications Partners
Annual Business Incentive Pool	Grants or rebates to encourage continued sustainability upgrades.	$200,000 – $250,000	TDC / Partner Sponsors
Performance Tracking and Reporting	Data collection, dashboard maintenance, and annual sustainability progress report.	$100,000 – $150,000	DTPB / ERM
Total Estimated Annual Operating Cost		**$1.0 – $1.3 million**	

3. Economic, Environmental, and Strategic Impact
The "Sustainable Palm Beach" initiative will yield significant environmental, economic, and reputational dividends.

- **Cost Savings for Businesses:** Average participating businesses can reduce energy and water costs by 10–20% annually, resulting in a countywide savings potential of $5–$7 million per year by Year 3.
- **Visitor Demand:** The initiative will attract eco-conscious travelers, potentially increasing visitation by 3–5% and generating $50–$70 million in incremental visitor spending annually.
- **Environmental Benefits:** Estimated reductions in carbon emissions (5,000–7,000 tons CO_2 equivalent annually), waste diversion (3,000+ tons/year), and water conservation (50 million gallons saved annually).
- **Brand Reputation:** The "Sustainable Palm Beach" label will differentiate the destination in global marketing channels, aligning with GSTC and Visit Florida sustainability frameworks.
- **ROI:** Full return on initial investment is projected within 2.5–3 years, with long-term compounding gains through operational savings, increased visitation, and positive media exposure.

Conclusion

"Sustainable Palm Beach" represents both a moral and strategic commitment, to preserve what defines the destination while securing its economic future. With an estimated $2.6–$3.4 million in startup investment and $1.0–$1.3 million in annual operating costs, the program will catalyze measurable improvements in environmental performance, operational efficiency, and visitor engagement across the tourism sector.

This initiative empowers businesses to act as stewards of Palm Beach County's natural and cultural resources, transforming sustainability from a niche concern into a defining competitive advantage. Through recognition, technical assistance, and incentive-driven participation, "Sustainable Palm Beach" will make visible the countywide alignment between economic prosperity, environmental protection, and community well-being.

Ultimately, Palm Beach County's future brand strength will rest not just on beauty and luxury, but on responsibility and leadership. By embedding sustainability at the core of tourism practice, Palm Beach County positions itself as Florida's model for sustainable destination excellence, a place where world-class travel and environmental stewardship thrive together.

C4. Encourage Regenerative Tourism Pilots in Sensitive Areas in Concert with ERM

Recommendation: Encourage regenerative tourism practices in concert with ERM that restore natural or cultural assets, such as mangrove replanting tours, citizen science activities, or historic building restorations. Discourage tourism activity in degraded natural or cultural areas while implementing restoration and community-based management.

Rationale: Going beyond sustainability, regenerative tourism builds net-positive outcomes. These experiences deepen traveler engagement while supporting community and ecosystem recovery. Oversivited destinations need time to recover. Regeneration planning supports long-term sustainability and community ownership.

Issue / Opportunity: Advancing Regenerative Practices to Restore Natural and Cultural Assets

Palm Beach County's natural and cultural assets, from mangrove estuaries and coastal dunes to historic districts and heritage landmarks, are central to its tourism appeal. However, these places are increasingly stressed by visitor activity, climate impacts, and insufficient management resources. Traditional sustainability programs focus on reducing harm, but regenerative tourism takes the next step, creating restorative, net-positive outcomes that actively rebuild ecological and cultural systems.

By partnering closely with the Palm Beach County Department of Environmental Resources Management (ERM), this initiative seeks to identify and implement regenerative tourism pilot projects that engage visitors, empower local communities, and directly support restoration goals. Efforts may include mangrove replanting tours, citizen science monitoring programs, habitat restoration activities, or historic preservation projects, all designed to contribute positively to both the visitor experience and the environment.

These pilots will also establish clear guidelines for limiting or redirecting tourism activity in degraded areas until restoration is complete, ensuring that tourism supports, rather than harms, the county's most sensitive ecosystems and cultural sites.

Objectives

1. Partner with ERM and other county departments to identify and manage pilot sites where regenerative tourism can restore ecological or cultural assets.
2. Design and implement community-based tourism programs that combine restoration, education, and visitor participation.
3. Establish frameworks to temporarily restrict or pause tourism activity in degraded areas while restoration efforts are underway.
4. Engage local residents, nonprofits, and educational institutions in the co-design and delivery of regenerative tourism experiences.
5. Measure and communicate the net-positive environmental, social, and economic impacts achieved through these programs.

Expected Outcomes

- Launch of 3–5 regenerative tourism pilot sites within 24 months, located in areas of ecological or cultural significance.
- Restoration of native habitats and biodiversity, or revitalization of cultural and historic assets.
- Increased visitor participation in hands-on conservation and heritage restoration activities.
- Development of scalable frameworks for regenerative tourism replication across the County.
- Strengthened collaboration among ERM, the tourism industry, and local communities in advancing shared stewardship goals.

Detailed Action Plan for Implementation

Phase 1: Site Selection and Partner Coordination (0–6 Months)

- Establish a Regenerative Tourism Working Group co-led by Discover The Palm Beaches and ERM, including:
    - Environmental Resources Management (ERM)
    - Cultural Council for Palm Beach County
    - Historical societies and tribal representatives
    - Local scientists, marine biologists, and planners
    - Community-based tourism entrepreneurs and NGOs
- Conduct a countywide assessment to identify sensitive ecological and cultural sites where regenerative tourism pilots could be introduced.
- Develop a Regenerative Site Selection Framework with criteria such as:
    - Ecological or cultural sensitivity and restoration potential.
    - Community and stakeholder readiness.
    - Existing or potential visitor pressure.
    - Measurable restoration outcomes.
- Prioritize potential sites such as Lake Worth Lagoon, Juno Dunes, Grassy Waters Preserve, the Glades region, or underutilized heritage districts.

Phase 2: Restoration Planning and Program Design (6–12 Months)

- For each pilot site, create a Community Restoration and Visitor Experience Plan including:
    - Baseline ecological and cultural condition assessments.
    - Specific restoration objectives (e.g., mangrove density, habitat diversity, cultural stabilization).
    - Access management plans and potential visitor restrictions.
    - Interpretation and visitor engagement strategies, including signage and storytelling.
- Engage residents, volunteers, and students in planning and implementation.
- Collaborate with local universities and scientific partners to develop monitoring frameworks and citizen science protocols.

Phase 3: Implementation and Visitor Experience Activation (12–24 Months)

- Begin restoration activities at pilot sites in partnership with ERM, community organizations, and business sponsors.
- Launch regenerative tourism experiences that integrate visitor participation, such as:
  - "Restore the Shore" mangrove planting tours.
  - Citizen science biodiversity monitoring in wetlands and reefs.
  - Historic preservation workshops in partnership with cultural and historical organizations.
- Develop a "Regenerative Palm Beach" brand identity to promote these experiences through DTPB channels and visitor campaigns.
- Provide participating visitors and businesses with digital recognition or "Regenerative Partner" badges.

Phase 4: Evaluation, Scaling, and Long-Term Stewardship (24+ Months and Ongoing)

- Track environmental, cultural, and social performance indicators including:
  - Vegetation coverage, species diversity, or habitat quality improvements.
  - Number of historic sites stabilized or restored.
  - Level of community and visitor engagement.
- Conduct annual reporting and storytelling through DTPB's sustainability communications and the State of Tourism Report.
- Host an Annual Regenerative Tourism Summit featuring site tours, student-led research, and community recognition.
- Seek new funding through grants, partnerships, and visitor donations to expand the initiative to additional locations.

Lead Agencies

Discover The Palm Beaches
Coordinates marketing, visitor experience development, and public engagement for regenerative tourism initiatives.

Palm Beach County Department of Environmental Resources Management (ERM)
Leads site selection, ecological restoration, monitoring, and compliance, ensuring pilots align with countywide conservation goals.

Partner Organizations and Roles

Organization / Agency	Role
Environmental Resources Management (ERM)	Provide environmental and policy alignment; track sustainability metrics.
Cultural Council for Palm Beach County	Identify cultural and heritage assets suitable for regenerative programs; support interpretation.
Local Universities and Science Institutions	Conduct research, training, and data collection for restoration monitoring.

Organization / Agency	Role
Community-Based Organizations and NGOs	Engage residents and volunteers in site management and stewardship.
Tribal Representatives and Local Elders	Co-lead cultural regeneration and community education initiatives.
Tourism Operators and Guides	Develop and manage safe, educational visitor experiences at regenerative sites.
Schools and Youth Programs	Integrate hands-on learning, stewardship activities, and curriculum connections.

Timing for Implementation

Phase	Timeline
Phase 1: Site Selection and Partner Coordination	Months 0–6
Phase 2: Restoration Planning and Design	Months 6–12
Phase 3: Implementation and Experience Activation	Months 12–24
Phase 4: Evaluation and Scaling	24+ Months

Key Performance Measures / Indicators of Success

Environmental Restoration and Impact
- % increase in native vegetation or biodiversity in pilot areas.
- Acres of land or water habitat restored.
- Reduction in soil erosion or water pollution indicators.

Cultural and Community Outcomes
- Number of historic or cultural sites stabilized or revitalized.
- Level of resident, student, and volunteer participation.
- Positive changes in community stewardship attitudes and sense of ownership.

Visitor Engagement and Education
- Number of visitors participating in regenerative tourism programs annually.
- Visitor satisfaction and learning outcomes measured through surveys.
- Increase in visitor donations or volunteer participation in restoration programs.

Program Growth and Recognition
- Number of new pilot sites launched or scaled.
- Number of partnerships and funding sources secured.
- National or international recognition for leadership in regenerative tourism.

Upfront Investment and Ongoing Operating Costs

Launching regenerative tourism pilots requires investment in restoration infrastructure, community coordination, interpretation, and visitor engagement systems. These initiatives combine environmental restoration with economic opportunity, so the investment yields tangible ecological improvements while strengthening local stewardship and education.

1. Upfront Investment (Estimated Range: $4.5 – $5.8 million over three years)
These one-time and time-limited capital costs establish pilot sites, fund restoration work, interpretive infrastructure, and visitor participation programs.

Investment Category	Description	Estimated Cost Range	Timing
Site Assessment and Planning	Environmental and cultural assessments, design of restoration and visitor access plans for 3–5 pilot sites.	$400,000 – $600,000	Year 1
Habitat and Heritage Restoration Works	On-site restoration of mangroves, dunes, wetlands, or heritage sites (plantings, erosion control, preservation materials).	$2.0 – $2.5 million	Year 1–3
Visitor Access and Interpretation Infrastructure	Trails, signage, boardwalks, observation decks, educational kiosks, and interpretive installations.	$700,000 – $900,000	Year 1–3
Community Engagement and Training Programs	Co-design sessions, volunteer coordination, youth engagement, and community education events.	$400,000 – $600,000	Year 1–3
Research, Monitoring, and Citizen Science Equipment	Data collection instruments, mobile apps, lab analysis, and field kits.	$300,000 – $400,000	Year 2–3
Marketing and Branding ("Regenerative Palm Beach")	Campaign, video storytelling, visitor recognition badges, and content integration with DTPB marketing.	$300,000 – $400,000	Year 2–3
Total Estimated Upfront Investment		**$4.5 – $5.8 million**	36-month rollout

Potential Funding Sources: Tourist Development Council (TDC) sustainability and stewardship funds; Palm Beach County Environmental Resources Management (ERM) budget; NOAA, DEP, and FEMA resilience grants; Visit Florida sustainability program funds; private-sector sponsorships (resorts, marinas, utilities, and foundations); and voluntary visitor donation programs.

2. Operating Costs (Estimated Range: $1.3 – $1.6 million annually, ongoing)
Ongoing costs support maintenance, monitoring, programming, staffing, and visitor engagement after the pilots are launched.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Coordination	Staff time for joint management by DTPB and ERM; coordination with community councils, volunteers, and operators.	$350,000 – $450,000	DTPB / ERM

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Maintenance and Restoration Continuation	Regular monitoring, replanting, site maintenance, and minor infrastructure repairs.	$300,000 – $400,000	ERM / Community Partners
Education, Training, and Visitor Programming	Guided tours, citizen science programs, curriculum development, and interpretive updates.	$200,000 – $250,000	DTPB / NGOs / Schools
Performance Monitoring and Reporting	Environmental data tracking, reporting, and integration with annual State of Tourism report.	$150,000 – $200,000	ERM / Universities
Annual Regenerative Tourism Summit and Outreach	Event organization, speaker fees, and dissemination of results and best practices.	$150,000 – $200,000	DTPB / Cultural Council
Total Estimated Annual Operating Cost		**$1.3 – $1.6 million**	

3. Environmental, Economic, and Strategic Impact
The regenerative tourism program produces measurable net-positive outcomes in ecology, community engagement, and economic diversification.

- **Environmental Return:** Restoration of 100–150 acres of wetlands, dunes, and mangrove habitat across pilot sites; improved biodiversity and reduced erosion and runoff.
- **Cultural Revitalization:** Preservation or stabilization of 5–7 heritage or historic sites, generating new cultural programming and educational use.
- **Economic Impact:** Visitor participation and volunteer programming expected to generate $10–$15 million in annual visitor spending linked to eco- and heritage tourism activities.
- **Community Empowerment:** Engagement of 1,000+ residents and students annually in stewardship and science programming, building civic pride and job pathways.
- **Climate Resilience Value:** Enhanced ecosystem services (storm protection, carbon sequestration) valued at $1–$2 million annually, offsetting public recovery costs.
- **ROI:** Full payback on initial capital investment expected within 4–5 years, through increased visitation, reduced infrastructure loss, and environmental service savings.

Conclusion

The Regenerative Tourism Pilots initiative elevates Palm Beach County's approach from *sustainable* to *restorative*. With an estimated $4.5–$5.8 million in capital investment and $1.3–$1.6 million in annual operating costs, this program will generate measurable environmental, cultural, and community returns.

By partnering with ERM, local communities, and the private sector, Palm Beach County can transform fragile ecosystems and heritage areas into living classrooms and model destinations for

hands-on conservation. Visitors will not only enjoy pristine beaches and cultural landmarks, but they will also directly participate in rebuilding them.

This initiative positions Palm Beach County as a global innovator in regenerative tourism, where every experience contributes to renewal, of nature, culture, and community. Through these pilots, “The Palm Beaches” will redefine what it means to visit responsibly: leaving the destination not just as it was found, but better than before.

D. Community First Initiatives

D1. Foster and Champion Destination Accessibility and Community First Initiatives Tourism Strategy

Recommendation: Encourage and support tourism investment in underserved communities, support small tourism businesses, and ensure equitable access to tourism benefits through inclusive programming and marketing. Encourage and support standardized accessibility protocols, create an inclusive visitor experience guide, and launch cultural competency training for all tourism operators.

Rationale: Economic disparities and underrepresentation hinder broad-based tourism success. Inclusive development fosters social equity, expands the tourism base, and enriches visitor experiences. Accessibility gaps prevent full participation by diverse travelers. Proactive accessibility and Community First Initiatives increase market reach, align with social responsibility, and enhance overall visitor satisfaction.

Issue / Opportunity: Advancing Shared Prosperity Through Tourism

Tourism in Palm Beach County is a major economic driver, yet not all communities and residents share equally in its benefits. Inland municipalities, the Glades region, and historically underrepresented neighborhoods possess rich cultural, natural, and entrepreneurial assets but remain largely absent from tourism marketing, investment, and infrastructure initiatives. Similarly, while the county welcomes millions of visitors annually, accessibility standards vary widely across tourism facilities, limiting participation for travelers with disabilities or mobility challenges.

At the same time, visitor expectations have evolved. Travelers increasingly seek destinations that are inclusive, equitable, and accessible, valuing authenticity, diversity, and social responsibility. A unified Accessibility and Community First Initiatives Tourism Strategy will ensure Palm Beach County's tourism growth broadens opportunity, empowers small businesses, promotes equitable investment, and establishes world-class accessibility standards for all visitors.

This initiative links economic inclusion with universal design and cultural competency, ensuring tourism works for everyone, residents, visitors, and future generations alike.

Objectives

1. Direct tourism investment and marketing resources to underserved communities with cultural, historic, and ecological tourism potential.
2. Support small locally owned tourism businesses through microgrants, training, and cooperative marketing.
3. Develop and adopt standardized accessibility protocols across tourism facilities, attractions, and public spaces.
4. Create an Inclusive Visitor Experience Guide that details accessible attractions, accommodations, dining, and transportation options.
5. Launch cultural competency and accessibility training for tourism operators and front-line staff.
6. Integrate equity and accessibility metrics into all tourism funding, infrastructure, and marketing decisions.

Expected Outcomes

- Increased visibility and participation of historically underrepresented communities and small businesses in the tourism economy.
- Expanded accessibility across attractions, facilities, and online visitor information systems.
- Broader representation of Palm Beach County's cultural diversity in tourism storytelling and marketing.
- Enhanced visitor satisfaction and repeat visitation from diverse and accessibility-conscious markets.
- Strengthened resident pride, inclusion, and perception of tourism as a community benefit.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Community and Accessibility Assessment (0–6 Months)

- Establish a Community and Accessibility Advisory Council composed of:
  - DTPB equity, accessibility, and visitor services staff
  - Representatives from inland and Glades municipalities
  - Cultural, disability, and small business organizations
  - Office of Equal Opportunity (OEO) and ADA compliance officers
- Conduct a countywide audit of tourism-related accessibility and community inclusion opportunities, including:
  - Accessibility gaps in visitor facilities, transportation, signage, and information channels.
  - Underrepresented communities with high tourism potential (heritage sites, festivals, natural assets).
  - Small businesses and community-based organizations engaged in tourism.
- Develop an Accessibility and Community Inclusion Map identifying key opportunities for targeted investment and programming.

Phase 2: Program Design and Capacity Building (6–12 Months)

- Launch a Tourism Equity and Accessibility Accelerator program to:
  - Provide microgrants and business development support for small tourism businesses.
  - Offer technical assistance on ADA compliance, universal design, and inclusive customer service.
- Develop an Inclusive Visitor Experience Guide in collaboration with DTPB, featuring:
  - Accessible itineraries and transportation options.
  - Multilingual and inclusive content.
  - Community-based cultural and heritage experiences.
- Partner with disability advocacy organizations to pilot accessibility improvements at select attractions and events.

Phase 3: Infrastructure, Marketing, and Training Implementation (12–24 Months)

- Prioritize Community First Initiatives Tourism Zones for infrastructure and accessibility upgrades, wayfinding signage, curb cuts, ramps, accessible restrooms, and sensory-friendly spaces.
- Integrate accessibility and inclusion themes into DTPB's destination marketing, including campaigns that feature:
  - Diverse residents and visitors.
  - Accessible beaches, parks, trails, and cultural venues.
  - Stories from small tourism businesses.
- Implement a Cultural Competency and Accessibility Training Program for all tourism operators, hotels, attractions, and visitor center staff.
- Establish Recognition Awards for businesses achieving accessibility excellence or community inclusion benchmarks.

Phase 4: Policy Integration and Long-Term Monitoring (24–36+ Months)

- Integrate accessibility and equity criteria into TDC funding and grant review processes.
- Adopt a Tourism Accessibility Standard Framework in partnership with county ADA offices and the Office of Equal Opportunity (OEO).
- Publish annual Community and Accessibility Impact Reports tracking:
  - Accessibility compliance progress.
  - Investment and visitor growth in Community First Initiatives districts.
  - Resident and visitor satisfaction trends.
- Expand training and certification programs to include cultural awareness, multilingual customer service, and inclusive design practices.

Lead Agencies

Tourism Master Plan Working Group (TMPWG)
Ensures alignment of accessibility and equity initiatives with the broader Tourism Master Plan implementation framework.

Partner Organizations and Roles

Organization / Agency	Role
Office of Equal Opportunity (OEO)	Lead Community First Initiatives integration, coordinate outreach, ensure compliance with countywide inclusion standards.
Office of ADA Compliance / Environmental Resources Management (ERM)	Provide technical expertise on accessibility standards and facility audits.
Discover The Palm Beaches	Leads strategy coordination, marketing, and visitor communications; manages business development and community engagement.

Organization / Agency	Role
Municipal Governments (Inland and Underserved Areas)	Facilitate local infrastructure improvements and community engagement.
Cultural Council for Palm Beach County	Elevate diverse cultural experiences, curate accessible and inclusive content.
Chambers of Commerce / SBE Agencies	Support small tourism business development.
Community Development and Housing Agencies	Align workforce and housing programs with tourism growth zones.
Disability and Accessibility Advocacy Groups	Conduct training, review accessibility standards, and advise on program design.

Timing for Implementation

Phase	Timeline
Phase 1: Assessment and Advisory Setup	Months 0–6
Phase 2: Program Design and Capacity Building	Months 6–12
Phase 3: Implementation and Training	Months 12–24
Phase 4: Policy Integration and Monitoring	Months 24–36+

Key Performance Measures / Indicators of Success

Participation

- % of tourism infrastructure funding directed to underserved areas (target: 30% by Year 4).
- Number of new or expanded small businesses supported.
- Increase in representation of underrepresented communities in DTPB marketing and storytelling.

Accessibility Improvements

- % of major attractions, hotels, and venues achieving ADA and universal design compliance benchmarks.
- Publication of Inclusive Visitor Experience Guide and annual updates.
- Number of businesses completing accessibility and cultural competency training.

Community and Visitor Impact

- Growth in visitation and economic activity in Community First Initiatives tourism zones.
- Improved resident satisfaction with tourism benefits (target: +15% in underserved communities).
- Increase in satisfaction scores among travelers with accessibility needs.

Governance and Transparency

- Annual publication of Community and Accessibility Impact Report.
- Integration of equity and accessibility metrics into TDC performance dashboard.
- Recognition or awards received for inclusive and accessible destination leadership.

Upfront Investment and Ongoing Operating Costs
The Accessibility and Community First Initiatives Tourism Strategy will require targeted investment to close infrastructure gaps, expand accessibility, empower underserved communities, and train the workforce for inclusive service delivery. These costs represent an investment not only in equity and compliance but also in economic opportunity, resident satisfaction, and visitor market expansion.

1. Upfront Investment (Estimated Range: $6.5 – $8.0 million over three years)
These one-time and limited-term investments will fund accessibility upgrades, microgrants for small tourism businesses, community infrastructure, and program tools such as the Inclusive Visitor Experience Guide. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Accessibility and Infrastructure Upgrades	Retrofits for accessibility in key tourism zones, curb ramps, beach mats, sensory-friendly spaces, signage, lighting, and trail improvements.	$2.5 – $3.0 million	Year 1–3
Community First Initiatives Tourism Microgrant Program	Microgrants and technical assistance for small locally based tourism businesses to expand or enhance offerings.	$1.0 – $1.2 million	Year 1–3
Inclusive Visitor Experience Guide	Design, translation, and production of printed and digital guides detailing accessible and inclusive attractions, hotels, restaurants, and events.	$400,000 – $600,000	Year 1–2
Accessibility Audits and Technical Assistance	Countywide audits of attractions and facilities; consultant-led assessments and recommendations for ADA and universal design improvements.	$500,000 – $700,000	Year 1–2
Cultural Competency and Accessibility Training Development	Curriculum design, e-learning modules, and partner-led training programs for the hospitality and tourism workforce.	$400,000 – $600,000	Year 1–3
Community Tourism Zone Enhancements	Placemaking, signage, wayfinding, and small infrastructure investments in inland and underserved communities.	$1.7 – $1.9 million	Year 1–3
Total Estimated Upfront Investment		**$6.5 – $8.0 million**	36-month rollout

Potential Funding Sources: Tourist Development Council (TDC) equity and community development allocation; Office of Equal Opportunity (OEO) and ADA compliance funds; Community Development Block Grants (CDBG); Visit Florida diversity and accessibility programs;

private-sector sponsorships; and philanthropic partnerships through chambers and small business associations.

2. Operating Costs (Estimated Range: $1.7 – $2.1 million annually, ongoing)
Once launched, this initiative will require dedicated operating funds to manage ongoing training, business support, community engagement, and annual reporting.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Management and Coordination	Staffing and administrative support for the Accessibility and Community First Initiatives program within DTPB and the TMPWG.	$400,000 – $500,000	DTPB / OEO
Microgrants and Business Support Continuation	Annual grant cycle and technical assistance for small and accessible tourism enterprises.	$400,000 – $500,000	TMPWG / Municipal Partners
Training and Cultural Competency Programming	Ongoing workshops, online training, and accessibility certification programs for industry professionals.	$300,000 – $350,000	DTPB / OEO / Advocacy Partners
Inclusive Marketing and Storytelling	Development of multilingual campaigns, resident storytelling, and marketing of inclusive experiences.	$200,000 – $250,000	DTPB / Cultural Council
Monitoring, Reporting, and Impact Evaluation	Data collection, sentiment surveys, performance dashboards, and annual Accessibility and Community Report.	$150,000 – $200,000	TMPWG / OEO / ERM
Total Estimated Annual Operating Cost		**$1.7 – $2.1 million**	

3. Economic, Social, and Strategic Impact
The Accessibility and Community First Initiatives Tourism Strategy represents a transformative investment in inclusive growth, with measurable economic and societal returns.

- **Economic Inclusion:** Up to 50–75 small tourism businesses supported annually through grants and technical assistance, generating $20–$25 million in new local revenue within five years.
- **Accessibility Expansion:** More than 100 public-facing tourism sites upgraded for ADA and universal design compliance by Year 3, expanding the visitor base to include travelers with disabilities and aging populations.
- **Visitor Market Growth:** Improved accessibility and inclusive marketing expected to increase visitation from diverse and disability travel markets by 4–6%, representing $60–$80 million in new visitor spending annually.

- **Workforce Empowerment:** Over 2,000 tourism and hospitality staff completing cultural competency and accessibility training within three years, improving service quality and retention.
- **Social Cohesion:** Measurable increases in resident satisfaction and community pride, with 15–20% improvement in perception of tourism as a shared benefit among underserved areas.
- **ROI:** Full return on capital investment projected within 3–4 years, as increased visitation, business participation, and grant-matching leverage outweigh initial implementation costs.

Conclusion

The Accessibility and Community First Initiatives Tourism Strategy represents the cornerstone of an equitable tourism future for Palm Beach County. With an estimated $6.5–$8.0 million in capital investment and $1.7–$2.1 million in annual operating costs, this initiative transforms tourism into a shared engine of opportunity, access, and pride.

By linking economic inclusion with world-class accessibility standards, the County ensures that every resident and visitor, regardless of background or ability, can participate fully in the tourism experience. Through microgrants, infrastructure upgrades, inclusive marketing, and workforce training, this program creates tangible benefits for small businesses, underserved communities, and travelers alike.

Ultimately, this initiative positions Palm Beach County as Florida's model for equitable, accessible, and community-centered tourism development. It turns small business development from moral imperatives into economic strengths, building a tourism system that not only welcomes all but works for all.

D2. Support a Coastal Access Strategy

Recommendation: Assist in Identifying gaps in public beach access, prioritizing equity-focused acquisitions or partnerships, and improving amenities in underserved coastal areas.

Rationale: Palm Beach County's beaches are iconic but not equally accessible. Expanding and enhancing access ensures coastal experiences are open to all.

Issue / Opportunity: Advancing Equity in Coastal Access

Palm Beach County's 47 miles of Atlantic coastline are among its most valuable tourism assets, drawing millions of visitors annually for swimming, sunbathing, water sports, and nature experiences. However, access to these beaches is not equitably distributed. Many public access points are constrained by limited parking, unclear signage, degraded infrastructure, or surrounding private development. Some lower-income or inland residents face geographic, mobility, and economic barriers to enjoying the coast.

This uneven access undermines public benefit, limits inclusivity, and exacerbates disparities in tourism opportunity. A robust Coastal Access Strategy is necessary to ensure that all communities, especially those historically underserved, can fully enjoy the recreational, cultural, health, and economic benefits of the coastline.

By identifying gaps, targeting strategic land acquisitions or public-private partnerships, and investing in equitable infrastructure upgrades, Palm Beach County can create a more inclusive coastal experience that enhances resident well-being, broadens visitor appeal, and reinforces the public stewardship of its most iconic natural resource.

Objectives

1. Identify and map current public beach access points, amenities, and equity gaps across all coastal municipalities.
2. Prioritize new public access acquisition or easement opportunities in underserved or rapidly developing areas.
3. Improve amenities, including signage, restrooms, shade structures, seating, and transportation access, at existing public beaches, with an equity lens.
4. Promote underutilized beaches and nearshore parks in county marketing to spread tourism activity and reduce overcrowding at hotspot locations.
5. Embed environmental resilience into all coastal access improvements to ensure long-term sustainability.

Expected Outcomes

- Increased number and geographic spread of accessible, well-maintained public beach access points.
- Enhanced amenities and signage that make coastal areas welcoming and user-friendly for residents and visitors alike.

- Strategic land use decisions that preserve public access before parcels are lost to private development.
- Improved transportation and wayfinding to coastal access points from inland and underserved communities.
- Stronger alignment of coastal recreation with environmental stewardship and resilience goals.

Detailed Action Plan for Implementation

Phase 1: Mapping, Equity Analysis, and Gap Identification (0–6 Months)

- Conduct a Coastal Access Equity Audit, led by:
  - Discover The Palm Beaches
  - Palm Beach County Parks & Recreation
  - Office of Equal Opportunity (OEO)
  - Municipal planning departments
- Create a GIS-based inventory and equity map of:
  - Public access points (formal and informal)
  - Amenities (restrooms, showers, parking, ADA access)
  - Transit and bike path proximity
  - Usage levels (over/underutilized beaches)
  - Proximity to lower-income or historically underserved neighborhoods
- Identify "Coastal Access Opportunity Zones" where there is demand for new access or improvements

Phase 2: Land Access Strategy and Partnership Development (6–12 Months)

- Coordinate with the County's Real Estate Management Division to:
  - Evaluate parcels for potential acquisition or access easements
  - Target areas with limited beach access due to private development
- Develop a Coastal Access Acquisition & Easement Toolkit that outlines:
  - Funding sources (e.g., LWCF, Florida Forever, TDC funds)
  - Legal frameworks for easements, conservation access, and development incentives
  - Partnership strategies with NGOs, land trusts, or civic groups
- Pursue agreements with resort properties or private landowners for shared use or conditional public access

Phase 3: Infrastructure Enhancements and Amenity Upgrades (12–24 Months)

- Prioritize investment in public beach enhancements at:
  - High-potential underutilized access points
  - Areas serving inland or lower-income residents
  - Locations with safety, ADA, or sanitation deficiencies
- Improvements to include:
  - Restrooms and showers
  - ADA-accessible ramps and walkways
  - Public shade, benches, picnic areas
  - Multilingual interpretive signage
  - Bike racks and micro-mobility infrastructure

- Integrate green infrastructure such as dune restoration, native landscaping, and permeable surfaces

Phase 4: Mobility, Outreach, and Marketing Integration (24–36 Months)

- Collaborate with Palm Tran and municipal transportation agencies to:
  - Expand transit routes to high-need beach areas
  - Pilot seasonal beach shuttles from inland hubs
  - Promote carpooling and ride-sharing incentives
- Create a **Coastal Access Campaign** across DTPB channels that:
  - Highlights lesser-known public beaches
  - Offers inclusive beach guides with accessibility, amenities, and transit information
  - Includes messaging on environmental respect and leave-no-trace principles

Lead Agency

Palm Beach County Parks and Recreation Department
Responsible for beach infrastructure, access management, and interdepartmental coordination on improvements and acquisitions.

Partner Organizations and Roles

Organization / Office	Role
Discover The Palm Beaches	Public education, outreach, destination promotion, and beach marketing campaign
Office of Equal Opportunity (OEO)	Ensure prioritization of underserved communities and equitable access
Palm Beach County Real Estate Management	Lead property evaluation, acquisition, and access negotiations
Local Municipalities and Planning Departments	Zoning coordination, access point integration into local land use plans
NGOs / Land Trusts (e.g., Trust for Public Land)	Co-investment and easement facilitation
Transportation Planning Agencies & Palm Tran	Mobility access improvements, signage integration, shuttle coordination
Environmental Agencies / Sustainability Office	Integrate resilience and natural resource protection measures

Timing for Implementation

Phase	Timeframe
Phase 1: Access Mapping & Equity Audit	Months 0–6
Phase 2: Acquisition Strategy & Partnerships	Months 6–12
Phase 3: Amenities & Infrastructure Upgrades	Months 12–24
Phase 4: Transit Access & Public Awareness	Months 24–36

Key Performance Measures / Indicators of Success

Equity & Accessibility

- of new or improved public beach access points (target: +10 in underserved areas by Year 4)
- % of county residents within a 15-minute drive or transit ride of a public beach access point
- % of upgraded beach sites with ADA-compliant infrastructure (target: 100% for new investments)

Infrastructure & Amenities

- of beach sites improved with new or enhanced restrooms, shade, seating, or signage
- % of beaches with multilingual or culturally inclusive interpretive materials

Public Perception and Use

- Increase in visitation to promoted underutilized beaches (measured via counts or mobile data)
- Resident satisfaction scores regarding beach access in inland and lower-income communities

Environmental & Planning Outcomes

- of beach projects incorporating green infrastructure or nature-based solutions
- of access easements or acquisitions secured through partnerships

Upfront Investment and Ongoing Operating Costs

Expanding equitable access to Palm Beach County's coastline requires a phased, multi-year investment to improve infrastructure, acquire strategic parcels, and enhance mobility and amenities. These expenditures will create long-term social, economic, and environmental returns by increasing recreational access, dispersing visitor activity, and reinforcing the county's stewardship of its most iconic tourism asset.

1. Upfront Investment (Estimated Range: $18.5 – $23.0 million over four years)

Capital costs focus on land acquisition, infrastructure improvements, transit and wayfinding investments, and equitable amenity upgrades across multiple coastal access points.

Investment Category	Description	Estimated Cost Range	Timing
Coastal Access Equity Audit and GIS Mapping	Development of a comprehensive coastal access map and data platform to identify gaps and track improvements.	$500,000 – $700,000	Year 1

Investment Category	Description	Estimated Cost Range	Timing
Public Access Land Acquisition & Easements	Strategic acquisition or partnership easements for 4–6 new public access points in underserved coastal zones.	$8.0 – $10.0 million	Year 1–4
Infrastructure and Amenity Upgrades	Restrooms, showers, ADA ramps, dune walkovers, parking improvements, and shaded seating in priority locations.	$5.0 – $6.0 million	Year 1–3
Green Infrastructure & Coastal Resilience Enhancements	Dune restoration, native landscaping, permeable surfaces, and erosion control measures integrated into beach sites.	$2.0 – $2.5 million	Year 1–3
Transit Connectivity & Beach Shuttle Pilots	Seasonal transit routes, mobility hubs, and signage for inland-to-coast connections.	$1.0 – $1.3 million	Year 2–4
Wayfinding, Branding, and Signage Program	Coastal Access signage, multilingual guides, and digital visitor tools.	$1.0 – $1.5 million	Year 2–4
Total Estimated Upfront Investment		**$18.5 – $23.0 million**	48-month rollout

Potential Funding Sources: Tourist Development Council (TDC) infrastructure fund; Palm Beach County Parks & Recreation capital budget; Florida Forever and Land and Water Conservation Fund (LWCF) grants; FEMA and NOAA resilience grants; private-sector and nonprofit co-investments through land trusts (e.g., Trust for Public Land, Conservation Florida); and community redevelopment funds from coastal municipalities.

2. Operating Costs (Estimated Range: $2.2 – $2.8 million annually, ongoing)
Sustaining equitable coastal access requires consistent operational funding for maintenance, mobility coordination, data monitoring, and public engagement.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Coordination	Dedicated staff for implementation oversight, partnership management, and equity monitoring.	$400,000 – $500,000	Parks & Recreation / TMPWG
Maintenance and Facilities Management	Ongoing upkeep of restrooms, ramps, dune walkovers, and shade structures at improved sites.	$900,000 – $1.1 million	Parks & Recreation / Municipal Partners
Transit and Mobility Operations	Seasonal shuttles, beach connector services, and bike/micro-mobility station maintenance.	$300,000 – $400,000	Palm Tran / MPO
Marketing and Public Awareness Campaigns	"Coastal Access for All" campaign across DTPB channels, with inclusive beach guides and digital storytelling.	$250,000 – $350,000	DTPB

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Monitoring, Reporting, and Community Engagement	Data collection, GIS updates, accessibility compliance reviews, and community feedback programs.	$250,000 – $400,000	OEO / Parks & Recreation
Total Estimated Annual Operating Cost		**$2.2 – $2.8 million**	

3. Economic, Social, and Environmental Impact
The Coastal Access Strategy will create significant long-term returns across multiple dimensions of public benefit:

- **Equitable Access Expansion:** Addition of 10–12 new or upgraded public beach access points within four years, extending accessible shoreline by 10–15% countywide.
- **Economic Activity:** Increased visitation to previously underutilized beaches expected to generate $75–$100 million in incremental annual visitor spending and $5–$7 million in new local tax revenue.
- **Community Benefit:** Enhanced recreational opportunities for over 200,000 inland and underserved residents, improving health, wellness, and civic pride.
- **Environmental Stewardship:** Over 40 acres of dune and coastal habitat restored, with measurable improvements in erosion control and native biodiversity.
- **Transportation Equity:** Launch of two seasonal beach shuttle routes serving inland communities, reducing congestion and carbon emissions from individual vehicle use.
- **ROI:** Long-term return on investment projected at 4:1 within five years, as increased tourism revenue and property value stabilization offset capital costs.

Conclusion

The Coastal Access Strategy represents a defining step toward equitable, sustainable enjoyment of Palm Beach County's most cherished natural asset, its coastline. With an estimated $18.5–$23.0 million in capital investment and $2.2–$2.8 million in annual operating costs, this initiative ensures that beaches are accessible, resilient, and welcoming to all residents and visitors.

By strategically acquiring land, improving amenities, enhancing transit, and embedding environmental resilience, the County will expand opportunity and reduce inequity, transforming the shoreline into a shared community resource rather than a privileged experience.

The strategy not only strengthens Palm Beach County's identity as *The Palm Beaches* but also reaffirms its commitment to inclusion and stewardship. In doing so, it will elevate the destination's reputation as Florida's most equitable, environmentally responsible coastal community, where every resident and visitor can experience the ocean's edge with dignity, accessibility, and joy.

D3. Continue to Develop Palm Beach County "Tourism for Good" Programs

Recommendation: Promote voluntourism and give-back tourism options, including environmental cleanups, cultural preservation efforts, and community engagement experiences.

Rationale: Purpose-driven travelers want to contribute. Voluntourism deepens connections between visitors and locals while supporting local causes.

Issue / Opportunity: Capturing the Growth of Purpose-Driven Travel

Across global travel markets, there is a rising demand for purpose-driven experiences. Travelers, especially younger demographics and international visitors, are increasingly seeking opportunities to contribute positively to the places they visit. This includes volunteering for environmental cleanups, participating in citizen science, engaging in cultural preservation activities, and supporting local communities directly.

Palm Beach County is well-positioned to respond to this shift. The region boasts environmentally sensitive ecosystems, historically rich communities, and a diverse network of nonprofits, conservancies, and cultural organizations, many of which already run community events and volunteer programs. However, these opportunities are not yet unified under a "Tourism for Good" framework that would make them accessible, visible, and compelling to visitors.

By expanding and branding its commitment to tourism that gives back, Palm Beach County can differentiate its visitor experience, deepen traveler loyalty, and strengthen bonds between tourists and residents. It can also help address local needs, environmental resilience, cultural preservation, youth engagement, while promoting tourism that supports long-term sustainability and equity.

Objectives

1. Expand and promote curated voluntourism and give-back opportunities for visitors in partnership with local nonprofits, environmental groups, and cultural organizations.
2. Establish a unifying "Tourism for Good" brand and campaign that positions Palm Beach County as a national leader in responsible travel.
3. Build an easy-to-navigate digital platform that connects visitors to real-time service opportunities during their trip planning or stay.
4. Integrate voluntourism into hotel packages, group tours, corporate retreats, student travel, and conventions.
5. Track and report on the social and environmental impacts generated through tourism participation.

Expected Outcomes

- Increased visitor engagement in environmental, cultural, and community service activities.
- Strengthened visitor-resident relations and a more positive perception of tourism by local communities.
- Tangible environmental and social benefits (e.g., habitat restoration, litter reduction, historic preservation).
- National recognition of Palm Beach County as an innovative, ethical, and sustainability-focused destination.
- Greater retention and repeat visitation from value-driven travelers.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Program Design and Partnership Network (0–6 Months)

- Establish a Tourism for Good Coalition coordinated by DTPB and including:
  - Nonprofits (environmental, cultural, social service)
  - Municipal volunteer offices
  - Parks & recreation departments
  - Hotels and major attractions
  - Local colleges and youth organizations
- Create a Voluntourism Opportunity Directory, including:
  - Environmental: dune restoration, coastal cleanups, park reforestation, sea turtle monitoring
  - Cultural: docent support, museum programs, historic building restoration, oral history projects
  - Community: food banks, mural painting, school supply drives, neighborhood cleanups
- Develop partnership protocols:
  - Screening and training standards for volunteer programs
  - Liability and insurance guidelines
  - Visitor orientation and on-site experience management

Phase 2: Branding, Storytelling, and Technology Platform (6–12 Months)

- Launch a county-branded “Tourism for Good” identity with:
  - Logo, messaging, and campaign toolkits
  - Visitor-facing content (blogs, videos, testimonials)
  - Social media activation and influencer engagement
- Build an online matching portal and mobile app that:
  - Allows visitors to filter opportunities by location, interest, time commitment, and group size
  - Includes calendar integration, sign-up forms, and impact reporting
  - Is embedded into DTPB’s main website and partner hotel platforms
- Train front-desk, concierge, and convention service staff on how to promote and explain the programs

Phase 3: Program Activation and Industry Integration (12–24 Months)

- Pilot "Tourism for Good" packages that bundle:
  - One service activity (2–4 hours)
  - Transportation or group coordination
  - Optional perks (free park pass, local meal, souvenir)
- Recruit:
  - Corporate groups (CSR retreats)
  - Student travel (service-learning)
  - Faith-based tourism segments
  - Destination weddings (charitable giving instead of favors)
- Offer recognition badges for travelers and businesses who participate or sponsor initiatives

Phase 4: Measurement, Recognition, and Expansion (24–36 Months)

- Create an annual Tourism for Good Impact Report, tracking:
  - Volunteer hours
  - Litter removed
  - Trees planted
  - Donations raised
  - Sites restored
- Recognize top contributors:
  - "Volunteer of the Year" (visitor and resident categories)
  - Business partners of distinction
  - Most impactful project or initiative
- Expand to include **community-led voluntourism programs** in underserved inland areas

Lead Agency

Discover The Palm Beaches
Responsible for program coordination, branding, technology development, hospitality training, and storytelling integration.

Partner Organizations and Roles

Organization / Entity	Role
Cultural Council For Palm Beach County and Nonprofits	Coordination and volunteer engagement for cultural and non-profit organizations.
Palm Beach County Film & Television Commission	Coordination and volunteer engagement for film and TV stakeholders.
Municipal Parks and Volunteer Offices	Coordination of public cleanups and beautification events
Palm Beach County Environmental Resources Management (ERM)	Alignment with environmental targets, restoration goals, and GHG reduction metrics
Hospitality Industry (Hotels, Venues)	Promote programs to guests, host events, offer discounts or perks

Organization / Entity	Role
Colleges and Service-Learning Programs	Provide student volunteers, develop research and evaluation capacity
Philanthropic Foundations	Potential co-funding or sponsorship of core infrastructure and incentive programs

Timing for Implementation

Phase	Timeframe
Phase 1: Partnership Network & Directory	Months 0–6
Phase 2: Brand & Tech Platform Development	Months 6–12
Phase 3: Market Activation & Pilots	Months 12–24
Phase 4: Reporting & Expansion	Months 24–36

Key Performance Measures / Indicators of Success

Participation and Engagement

- of voluntourism opportunities listed and activated (target: 100+ by Year 2)
- of visitor participants in "Tourism for Good" programs annually
- of hospitality businesses promoting or bundling opportunities

Impact Metrics

- of volunteer hours contributed
- Volume of waste removed or natural areas restored
- of cultural or historic assets preserved or supported
- Estimated dollar value of community benefit (based on standard volunteer labor calculations)

Reputation and Marketing Impact

- Social media reach and engagement related to Tourism for Good content
- Press coverage, awards, or recognitions earned for responsible tourism efforts
- Visitor satisfaction and loyalty among participants (e.g., net promoter scores)

Upfront Investment and Ongoing Operating Costs

Implementing the "Tourism for Good" program will require coordinated investment in branding, digital infrastructure, volunteer management systems, and ongoing partnership engagement. While modest compared to infrastructure-heavy projects, these costs are strategic, generating measurable environmental, social, and reputational returns that strengthen Palm Beach County's position as a national model for responsible tourism.

1. Upfront Investment (Estimated Range: $3.5 – $4.5 million over three years)
Capital investment will establish the foundational systems, digital tools, and brand identity that make voluntourism accessible and sustainable. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Program Framework and Partnership Development	Coalition setup, partnership agreements, legal templates, and volunteer program infrastructure.	$400,000 – $500,000	Year 1
Digital Platform and Mobile Integration	Design and development of an online directory and mobile portal with real-time volunteer listings, signup tools, and impact tracking.	$1.0 – $1.2 million	Year 1–2
Branding and Marketing Campaign Development	"Tourism for Good" visual identity, storytelling assets, influencer partnerships, and promotional video content.	$800,000 – $1.0 million	Year 1–2
Technology Integration with Hotels and DTPB Channels	API and booking integrations to enable hotel concierges and travel advisors to register guests for volunteer opportunities.	$400,000 – $500,000	Year 2
Volunteer Equipment and Event Support Fund	Reusable supplies for cleanups, restoration events, and community activities (tools, signage, safety gear).	$300,000 – $400,000	Year 1–3
Monitoring and Impact Measurement Systems	Development of a digital dashboard for tracking participation, impact, and reporting metrics.	$200,000 – $300,000	Year 2–3
Total Estimated Upfront Investment		**$3.5 – $4.5 million**	36-month rollout

Potential Funding Sources: Tourist Development Council (TDC) community engagement and marketing funds; Visit Florida "Volunteer Florida" and sustainability grant programs; partnerships with environmental NGOs and philanthropic foundations; private sponsorships from hotels and corporate CSR programs; and small visitor opt-in donations through booking portals.

2. Operating Costs (Estimated Range: $1.5 – $1.9 million annually, ongoing)
Once the system is established, operational funding will sustain program management, event coordination, marketing, and measurement activities.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Staffing	Dedicated team to manage partnerships, events, and visitor inquiries; oversight of volunteer and nonprofit coordination.	$400,000 – $500,000	DTPB / TMPWG
Volunteer Event Coordination and Logistics	Planning, insurance, permits, safety supplies, and transportation for events across multiple municipalities.	$300,000 – $400,000	DTPB / Partner NGOs
Marketing, Storytelling, and Media Relations	Ongoing content creation, social media promotion, earned media outreach, and impact storytelling.	$250,000 – $300,000	DTPB
Training and Industry Engagement	Staff and partner training for hospitality and attraction partners to promote "Tourism for Good."	$150,000 – $200,000	DTPB / Cultural Council
Impact Measurement and Reporting	Annual data collection, publication of the Tourism for Good Impact Report, and dashboard maintenance.	$150,000 – $200,000	TMPWG / Universities
Community Grants and Incentives Fund	Mini-grants for nonprofits and businesses developing new voluntourism programs.	$250,000 – $300,000	DTPB / Philanthropic Partners
Total Estimated Annual Operating Cost		**$1.5 – $1.9 million**	

3. Economic, Social, and Environmental Impact
"Tourism for Good" yields a multifaceted return, driving visitor loyalty, social benefit, and measurable environmental outcomes.

- **Visitor Engagement and Market Growth:** Expected participation of 25,000+ visitors annually within three years, including convention delegates, student groups, and corporate retreats.
- **Economic Impact:** Purpose-driven travel spending projected to generate $30–$40 million annually in incremental economic activity through extended stays, retail purchases, and transportation use.
- **Community Benefit:** Estimated 100,000 volunteer hours per year, valued at over $3.2 million in local service contributions, including environmental and cultural restoration projects.

- **Environmental Return:** Collection of 250 tons of litter annually, restoration of 40 acres of habitat, and planting of 15,000+ native plants or trees through cleanup and reforestation events.
- **Social Return:** Engagement of 200+ local nonprofits and civic organizations; improved visitor-resident relationships and stronger community perceptions of tourism as a positive force.
- **Reputation Value:** Recognition in national media and sustainability rankings, positioning Palm Beach County as a top U.S. destination for responsible travel.

Conclusion

The “Tourism for Good” initiative transforms the act of visiting into an act of giving, redefining Palm Beach County’s tourism model as one rooted in purpose, partnership, and shared prosperity. With an estimated $3.5–$4.5 million in capital investment and $1.5–$1.9 million in annual operating costs, this initiative delivers measurable returns in community impact, visitor loyalty, and environmental health.

By connecting travelers to hands-on opportunities that restore beaches, preserve culture, and uplift local communities, Palm Beach County positions itself as a global leader in regenerative and socially responsible tourism. The result is not only a stronger destination brand, but a stronger community, where every visit leaves a positive legacy.

In advancing “Tourism for Good,” Palm Beach County affirms that the future of travel lies not just in seeing the world, but in improving it, together.

D4. Continue to Provide an Inclusive Tourism Business Accelerator Program

Recommendation: Maintain tailored business development support, mentorship, and capital access for emerging entrepreneurs from historically underrepresented communities.

Rationale: Economic inclusion requires more than grants. A structured accelerator builds business capacity, resilience, and long-term tourism diversity.

Issue / Opportunity: Expanding Economic Opportunity Through Inclusive Entrepreneurship

Tourism is one of Palm Beach County's leading economic engines, yet ownership and leadership in the tourism economy remain disproportionately limited for entrepreneurs from historically underrepresented communities. Barriers to entry such as limited access to capital, business mentorship, market networks, and regulatory navigation have kept many underserved communities from fully participating in the county's tourism ventures.

While short-term grants or outreach programs offer partial solutions, systemic inclusion in tourism requires deeper, sustained investment in business capacity-building. A structured and long-term Tourism Business Accelerator Program, tailored specifically to the needs of underrepresented entrepreneurs, can nurture new ventures, help scale emerging businesses, and diversify the county's tourism offering. This initiative also supports broader Community First Initiatives, workforce, and community wealth-building goals by creating a more representative and resilient tourism sector.

Objectives

1. Continue and expand a cohort-based Tourism Business Accelerator focused on underserved communities.
2. Offer comprehensive supports including mentorship, seed funding, business plan development, legal guidance, branding, and market access.
3. Build an alumni network and reinvestment mechanism to foster long-term impact and peer support.
4. Align the program with tourism promotion channels, event platforms, and vendor opportunities.
5. Measure and report on business growth, job creation, and impact within underrepresented communities.

Expected Outcomes

- Increased number of successful tourism-related businesses owned by individuals from underrepresented backgrounds.
- Greater economic diversification and innovation within the tourism economy.
- Strengthened community networks and increased wealth-building through entrepreneurship.
- More inclusive representation in visitor-facing experiences, events, products, and services.
- National recognition of Palm Beach County as a model for inclusive tourism entrepreneurship.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Program Structure and Partnerships (0–6 Months)

- Confirm program lead and partners:
  - DTPB (Program administration, promotion, market connections)
  - Palm Beach County Film & Television Commission
  - Business Development Board of Palm Beach County
  - Office of Equal Business Opportunity (OEBO)
  - Local chambers and entrepreneur support organizations (e.g., Urban League, SCORE, Hispanic Chamber)
- Define program framework:
  - Annual or biannual 12-week accelerator cohort model
  - Focus on tourism-aligned sectors (accommodations, tours, transportation, events, food & beverage, wellness, retail)
- Secure funding commitments from:
  - TDC
  - Philanthropic foundations
  - Corporate sponsors (hospitality chains, banks, airlines)
  - SBA or CDFIs

Phase 2: Curriculum Delivery and Cohort Launch (6–12 Months)

- Launch Accelerator Pilot with first cohort of 10–15 entrepreneurs
- Deliver weekly sessions on:
  - Business planning and legal structures
  - Financial literacy and budgeting
  - Marketing and branding
  - Accessing tourism procurement and vendor lists
  - Digital transformation and e-commerce
  - Sustainability and inclusive service design
- Match each participant with a tourism industry mentor
- Provide access to:
  - Microgrants ($2,500–$10,000)
  - Technical assistance vouchers (e.g., legal, accounting, design)

Phase 3: Graduation, Promotion, and Market Integration (12–24 Months)

- Host a Tourism Startup Showcase as part of the annual Palm Beach County Tourism Expo (see B5), featuring:
  - Pitches to investors, event producers, and hotel buyers
  - Pop-up activations and vendor exhibitions
- Integrate Accelerator graduates into:
  - County tourism websites and itineraries
  - Preferred vendor lists for public events and festivals
  - Hotel supplier programs and local sourcing networks
- Launch a Tourism Business Accelerator Alumni Network with:

  - Quarterly meetups
  - Access to ongoing technical support and mini-grants
  - Peer mentoring opportunities

Phase 4: Impact Evaluation and Expansion (24–36 Months)

- Collect and publish annual impact data:
  - of businesses launched or scaled
  - Revenue growth and job creation
  - Capital raised
  - Participant demographics and satisfaction
- Identify new program tracks:
  - Youth entrepreneurship
  - Second-stage scaling (for mature businesses)
  - Supplier readiness for major events (e.g., golf tournaments, conferences)
- Explore replication in inland or Glades communities

Lead Agencies

Tourism Master Plan Working Group (TMPWG) Responsible for program coordination, market access facilitation, alumni visibility, and storytelling.

Partner Organizations and Roles

Organization / Office	Role
Office of Equal Business Opportunity (OEBO)	Targeted outreach, certification assistance, procurement pathway development
Business Development Board of Palm Beach County	Support business readiness, workforce alignment, and investment connections
Urban League, SCORE, Hispanic Chamber, FFA, others	Recruit participants, deliver mentorship, offer wraparound services
Local CDFIs and Community Foundations	Provide capital access, loan underwriting, and sponsorships
Hospitality and Event Industry Partners	Commit to hiring/purchasing from Accelerator graduates; provide mentors and internships
Palm Beach County Film & Television Commission	Utilizing programming and resources of ThePalmBeaches.Tv for targeted outreach

Timing for Implementation

Phase	Timeframe
Phase 1: Design and Partnership Building	Months 0–6
Phase 2: Cohort Launch and Delivery	Months 6–12
Phase 3: Promotion and Market Integration	Months 12–24
Phase 4: Evaluation and Scaling	Months 24–36

Key Performance Measures / Indicators of Success

Entrepreneur Impact

- of entrepreneurs completing the Accelerator (target: 50+ by Year 3)
- of tourism businesses launched or expanded by program alumni
- Average revenue growth of participating businesses

Inclusion & Representation

- % of participants from underserved communities (target: >80%)
- % of program participants receiving contracts with DTPB or major events

Economic & Social Returns

- Jobs created by Accelerator-supported businesses
- Amount of capital accessed by alumni (grants, loans, investment)
- Participant satisfaction scores and repeat engagement

Visibility and Replication

- Recognition in Community First Initiatives or economic development press or awards
- Replication of the model in other Florida counties or tourism hubs

Upfront Investment and Ongoing Operating Costs

Expanding the Tourism Business Accelerator into a sustained, countywide program requires modest but strategic investment in facilities, curriculum design, seed funding, and mentorship infrastructure. These costs represent an intentional commitment to inclusive economic growth and entrepreneurship in the tourism sector, producing long-term returns through job creation, tax revenue, and business diversification.

1. Upfront Investment (Estimated Range: $4.0 – $5.5 million over three years)
Capital costs will fund the development of physical and digital infrastructure, curriculum design, and direct business support to ensure accessibility and scalability across communities. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Program Design and Curriculum Development	Creation of a tourism-specific accelerator curriculum, including training modules, online learning platform, and expert content development.	$400,000 – $500,000	Year 1
Facility and Co-Working Space Setup	Design and partial renovation or lease of shared learning, co-working, and demonstration space (potentially within a community innovation hub).	$1.0 – $1.3 million	Year 1–2
Technology and Digital Platform	Development of an online hub for applications, mentorship tracking, business matchmaking, and alumni networking.	$600,000 – $800,000	Year 1–2
Seed Funding and Microgrants for Entrepreneurs	Competitive microgrants ($2,500–$10,000) and seed capital pool to support business startups and expansions among underrepresented entrepreneurs.	$1.5 – $2.0 million	Year 1–3
Branding, Outreach, and Marketing	Creation of the program's brand identity, outreach campaigns, and promotional videos featuring success stories and mentors.	$300,000 – $400,000	Year 1–2
Measurement and Impact Evaluation Tools	Development of a longitudinal impact dashboard tracking revenue, jobs, and equity growth over time.	$200,000 – $300,000	Year 2–3
Total Estimated Upfront Investment		**$4.0 – $5.5 million**	36-month rollout

Potential Funding Sources: Tourist Development Council (TDC) inclusion and workforce development funds; Office of Equal Business Opportunity (OEBO) small business grants; U.S. Small Business Administration (SBA) programs; philanthropic foundations; CDFI lending partners; private sponsorships from hospitality, banking, and transportation industries.

2. Operating Costs (Estimated Range: $1.8 – $2.3 million annually, ongoing)
Once operational, the Accelerator will require sustained annual funding to support cohort delivery, mentorship, administration, and alumni engagement.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Staffing	Program Director, two coordinators, and administrative support for managing cohorts, partnerships, and alumni network.	$500,000 – $600,000	TMPWG / DTPB
Cohort Delivery and Mentor Stipends	Instructional costs, mentor honoraria, guest lectures, and professional development workshops.	$400,000 – $500,000	TMPWG / OEBO / Partner Chambers
Microgrant and Technical Assistance Fund (Ongoing)	Annual fund to sustain small grants, vouchers, and targeted consulting for new cohorts.	$400,000 – $500,000	DTPB / Philanthropic Partners
Outreach, Marketing, and Recruitment	Campaigns targeting diverse communities, promotional storytelling, and alumni engagement.	$200,000 – $300,000	DTPB / OEBO
Impact Evaluation and Alumni Network Support	Data tracking, annual reporting, ongoing alumni support programs, and peer mentorship coordination.	$200,000 – $300,000	TMPWG / Local Universities
Total Estimated Annual Operating Cost		**$1.8 – $2.3 million**	

3. Economic and Social Impact
The Inclusive Tourism Business Accelerator will catalyze measurable returns that extend well beyond direct program costs:

- **Business Formation and Growth:** Support for 50–75 entrepreneurs annually, resulting in 150+ new or expanded tourism-related businesses within five years.
- **Job Creation:** Estimated 500–600 new local jobs created by Accelerator-supported enterprises, primarily in hospitality, food service, events, and creative sectors.
- **Revenue Impact:** Projected $25–$35 million in new business revenues annually by Year 5, with significant spillover into local supply chains.
- **Capital Access:** Over $10 million leveraged in additional SBA, CDFI, and private investment through improved business readiness.
- **Representation and Equity:** More than 80% of participants from underrepresented communities, strengthening diversity in business ownership.
- **Community Wealth Building:** Reinforcement of community economic ecosystems through entrepreneurship networks, peer mentoring, and local reinvestment.
- **ROI:** Anticipated 3:1 return on total investment within five years, driven by increased taxable business activity and reduced dependency on grant-based economic programs.

Conclusion

The Inclusive Tourism Business Accelerator is a cornerstone investment in economic empowerment and destination diversity. With an estimated $4.0–$5.5 million in capital investment and $1.8–$2.3 million in annual operating costs, this initiative builds the infrastructure for long-term, inclusive growth in Palm Beach County's tourism economy.

By nurturing underrepresented entrepreneurs, connecting them to real market opportunities, and integrating them into the county's broader tourism supply chain, this program creates generational wealth, local ownership, and a more vibrant visitor experience.

This Accelerator transforms equity from a policy goal into measurable action, producing a tourism industry that reflects the diversity, creativity, and resilience of Palm Beach County itself. It ensures that the future of tourism in The Palm Beaches is not only world-class, but also widely shared and locally owned.

E. TOURISM PRODUCT & EXPERIENCE DEVELOPMENT

E1. Modernize and Expand Convention and Group Tourism Infrastructure

Recommendation: Expand and transform the Convention Center into an elite high-value facility, develop a headquarters hotel adjacent to the Convention Center and invest in nearby pedestrian-friendly amenities, meeting spaces, and smart tourism infrastructure to make the Palm Beach County a mid-sized global leader for high-impact events.

Rationale: Palm Beach County is underperforming in the Meetings, Incentives, Conferences, and Exhibitions MICE market due to infrastructure limitations. Strategic investments will unlock high-spending business and event tourism and reduce seasonality.

Issue / Opportunity: Unlocking High-Value Group Tourism and the MICE Market

Palm Beach County has cultivated a premier reputation for luxury leisure, beaches, and cultural offerings. However, it has yet to reach its full potential in the lucrative Meetings, Incentives, Conferences, and Exhibitions (MICE) sector. The primary barrier is infrastructure misalignment: the Palm Beach County Convention Center, though well-located in West Palm Beach, lacks a connected headquarters hotel, offers limited adjacent meeting venues, and is constrained by aging or under-optimized space relative to competitor destinations.

This shortfall directly impacts the county's ability to attract large-scale national and international conferences, corporate retreats, association meetings, and high-end exhibitions. Group tourism drives year-round bookings, mitigates seasonal fluctuations, boosts weekday occupancy, and yields higher per-capita spending compared to leisure travel. Yet Palm Beach County continues to underperform relative to peer destinations like Tampa, Austin, Charlotte, and Fort Lauderdale.

Strategic capital investments, paired with placemaking, technology upgrades, and targeted marketing, can reposition the County as a mid-sized convention leader with global appeal and regional advantage.

Objectives

1. Expand and reconfigure the Palm Beach County Convention Center to support flexible, high-end, and tech-forward event formats.
2. Develop an on-site, full-service headquarters hotel with direct connection to the Convention Center.
3. Invest in placemaking and pedestrian connectivity surrounding the Convention Center to enhance the attendee experience.
4. Integrate smart tourism and sustainability infrastructure that distinguishes Palm Beach County as a forward-looking event destination.
5. Reposition the county in national and international MICE markets with an emphasis on innovation, wellness, sustainability, and accessibility.

Expected Outcomes

- Enhanced competitiveness for conventions, association meetings, trade shows, and corporate events.
- Increased visitation and hotel bookings during shoulder seasons and weekdays.
- Greater economic impact through high-spending group travelers and extended stays.
- Improved perception among event planners, DMO partners, and national associations.
- Long-term growth in tourism-related jobs, hospitality tax revenue, and destination branding.

Detailed Action Plan for Implementation

Phase 1: Feasibility, Partnerships, and Pre-Development (0–12 Months)

- Conduct a Convention Center Expansion Feasibility Study including:
  - Comparative benchmarking with mid-sized destinations
  - Scenario modeling for ballroom expansion, meeting room flexibility, and exhibit space upgrades
  - Capital cost analysis and return-on-investment forecasting
- Issue an RFP or negotiate a Public-Private Partnership (P3) for:
  - A headquarters hotel (minimum 600 rooms) connected via skybridge or integrated footprint
  - Target LEED Gold or higher sustainability certification
- Engage City of West Palm Beach, CRA, and County departments to:
  - Develop a district master plan that includes pedestrian enhancements, lighting, streetscaping, parking solutions, and public art near the Convention Center

Phase 2: Facility Expansion, Hotel Development, and Streetscape Enhancements (12–36 Months)

- Begin phased construction on Convention Center expansion:
  - Add flexible ballroom space, divisible breakout rooms, and VIP lounges
  - Integrate state-of-the-art AV, hybrid meeting tech, and sustainability systems (e.g., solar, smart lighting, HVAC automation)
- Complete construction and launch of the headquarters hotel:
  - Include amenities such as rooftop event space, wellness center, business concierge, and culinary offerings tied to local food systems
- Complete pedestrian upgrades along Okeechobee Boulevard and adjacent corridors, including:
  - Wayfinding, green infrastructure, outdoor meeting patios, shaded walkways, and digital signage

Phase 3: Market Activation and Business Development (24–48 Months)

- Launch a Convention and Meetings Brand Campaign:
  - Position Palm Beach County as a “boutique innovation destination” for conscious, creative, and climate-forward meetings
  - Target sectors such as health, biotech, finance, design, sustainability, and the arts
- Develop incentives to attract early adopters:
  - Bid support funds, co-marketing opportunities, sustainability grants

- Host a Global Convention Planners FAM Tour and trade event to showcase the upgraded infrastructure

Phase 4: Integration and Innovation (36–60 Months)

- Establish a Meetings Innovation Lab in partnership with local universities:
  - Incubate new meeting formats, event tech tools, and wellness programming
- Launch a Green Meetings Certification Program with the Convention Center as the flagship site
- Integrate with Transportation Demand Management (TDM) strategies to reduce congestion and promote multimodal access during events

Lead Agencies

Palm Beach County Tourist Development Council (TDC) and **Palm Beach County Convention Center**
TDC and Convention Center will oversee infrastructure planning and capital alignment; DTPB will manage sales, business development, branding, and partner activation.

Partner Organizations and Roles

Organization / Office	Role
Palm Beach County Facilities Development & Operations	Lead design and construction of Convention Center expansion
City of West Palm Beach / CRA	Coordinate urban design, public realm upgrades, and permitting
Hotel Developer Partner (Private Sector)	Design, finance, build, and operate headquarters hotel
Office of Equal Business Opportunity	Ensure integration of green infrastructure, smart systems, and certification standards
Airports / Transportation Agencies	Improve group transit logistics and promote eco-travel connections
Local Universities and Business Associations	Programming support for innovation, workforce development, and hosted event content

Timing for Implementation

Phase	Timeframe
Phase 1: Feasibility & Pre-Development	Months 0–12
Phase 2: Infrastructure Build-Out	Months 12–36
Phase 3: Market Activation & Sales	Months 24–48
Phase 4: Innovation & Certification	Months 36–60

Key Performance Measures / Indicators of Success

Facility and Infrastructure

- Completion of Convention Center expansion and connected hotel by Year 4
- of new meeting rooms, flexible spaces, and sustainability features added

Business and Economic Impact

- Increase in booked events at the Convention Center (target: +40% by Year 5)
- Increase in average group room nights sold annually
- Total incremental economic impact from MICE tourism (target: $200M by Year 5)

Brand and Market Reach

- of national and international events relocated or attracted to Palm Beach County
- Planner satisfaction ratings and RFP win rate compared to baseline
- Mentions in trade publications and rankings as a rising or best mid-sized MICE destination

Innovation and Sustainability

- Green building certifications achieved (LEED, WELL, etc.)
- % of events certified as sustainable or hybrid by Year 5
- Reduction in operational emissions and waste during events

Upfront Investment and Ongoing Operating Costs

Modernizing and expanding the Palm Beach County Convention Center and surrounding district will require a major, multi-phased investment combining public funding, private capital, and strategic partnerships. This initiative, anchored by an expanded convention facility, a new headquarters hotel, and enhanced pedestrian and digital infrastructure, positions Palm Beach County as a global-class, mid-sized convention destination capable of competing with Austin, Tampa, and Charlotte.

1. Upfront Investment (Estimated Range: $385 – $425 million over five years)

Capital costs include facility expansion, headquarters hotel development, streetscape improvements, and supporting digital infrastructure.

Investment Category	Description	Estimated Cost Range	Timing
Convention Center Expansion and Modernization	Expand by approximately 150,000–180,000 sq. ft., including new flexible meeting rooms, divisible ballrooms, hybrid tech systems, and upgraded AV and sustainability features (solar, HVAC automation, stormwater capture).	$150 – $165 million	Year 1–4
Headquarters Hotel (Private-Public Partnership)	Construction of a 600-room full-service convention hotel connected by skybridge, including wellness and rooftop amenities, conference suites, and restaurant spaces. (Estimated total: $200M; public portion assumes ~20% contribution or incentives).	$200 million total / **$40 – $45 million public contribution**	Year 2–5

Investment Category	Description	Estimated Cost Range	Timing
District Streetscape, Mobility, and Placemaking Upgrades	Wayfinding, green infrastructure, public art, shaded pedestrian corridors, bike/pedestrian connections, and smart lighting systems around Okeechobee Blvd and Rosemary Avenue.	$40 – $50 million	Year 2–5
Smart Tourism Infrastructure and Digital Connectivity	Integrated Wi-Fi mesh, digital signage, event analytics system, and hybrid event technology lab within the expanded facility.	$10 – $15 million	Year 2–4
Sustainability and Green Meeting Enhancements	Solar canopy integration, green roofs, waste management systems, and on-site energy generation and monitoring.	$5 – $7 million	Year 2–5
Total Estimated Upfront Investment		**$385 – $425 million (combined public/private investment)**	60-month rollout

Funding Structure:

- **Public Investment (~$195–$220M):** Palm Beach County bond financing, TDC tourism tax allocations, CRA contributions, and state tourism infrastructure grants.
- **Private Investment (~$190–$205M):** Hotel developer equity and financing, retail partnerships, and sponsorship-based naming rights.
- **Potential Federal/Grant Sources:** EDA infrastructure grants, DOT transportation enhancements, and DOE clean energy building incentives.

2. Operating Costs (Estimated Range: $18 – $22 million annually, post-completion)
Ongoing operational and marketing expenditures will ensure long-term competitiveness, destination promotion, and maintenance of world-class service and technology standards.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Convention Center Operations and Maintenance	Staffing, cleaning, maintenance, and utilities for expanded space and sustainability systems.	$10 – $12 million	Palm Beach County Convention Center / ASM Global
Destination Sales and Marketing (Group Travel & MICE)	Targeted marketing campaigns, trade show participation, incentive funds, and planner relations.	$3 – $4 million	Discover The Palm Beaches
Technology and Hybrid Event Support	Event tech lab operation, digital platform updates, and software maintenance for smart systems.	$2 – $3 million	Convention Center / University Partnerships
District and Public Realm Maintenance	Landscaping, public art maintenance, lighting, and	$2 – $3 million	City of West Palm Beach / CRA

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
	security in the expanded convention district.		
Total Estimated Annual Operating Cost		**$18 – $22 million**	

3. Economic and Fiscal Impact
This modernization will deliver one of the largest tourism-driven economic multipliers in the county's history:

- **Visitor Volume Impact:** An additional 250,000–300,000 annual convention and group visitors by Year 5.
- **Hotel Performance Growth:** 150,000–180,000 new annual room nights generated, increasing weekday and shoulder-season occupancy.
- **Economic Output:** Incremental $300–$400 million in annual visitor spending and $25–$30 million in new tax revenue (TDT, sales, property, and food/beverage).
- **Employment:** 3,000–3,500 construction jobs and 1,200 permanent hospitality and event management jobs created or sustained.
- **Community and Placemaking Impact:** Reinvigorated downtown connectivity, enhanced public spaces, and improved multimodal mobility that benefits residents and visitors alike.
- **Return on Investment:** A conservative 4:1 ROI over 10 years based on increased tax revenue, visitor spending, and private investment leverage.

Conclusion

Modernizing and expanding Palm Beach County's Convention Center and surrounding district is not merely an infrastructure upgrade, it is a transformational economic development initiative that secures the County's place among the nation's top-tier mid-sized convention destinations. With an estimated $385–$425 million capital investment and $18–$22 million in annual operating costs, this project will catalyze new year-round visitation, attract global conferences, and unlock long-term fiscal and brand value.

By creating a connected headquarters hotel, flexible meeting spaces, pedestrian-friendly amenities, and next-generation sustainability and technology features, Palm Beach County can offer a seamless blend of sophistication and innovation. The result will be a destination capable of hosting premier international events while maintaining the character, accessibility, and coastal charm that define *The Palm Beaches*.

This investment ensures Palm Beach County's competitive advantage for decades to come, driving high-value tourism, new jobs, and community pride, solidifying its reputation as Florida's most dynamic, future-ready meeting and event destination.

E2. Expand and Strengthen Cultural, Heritage, and Arts Tourism

Recommendation: Champion and support Palm Beach County Arts & Culture spaces, areas, districts and communities, expand support for museums, festivals, and local artists, and integrate immersive storytelling and heritage experiences into tourism marketing.

Rationale: The county's cultural sector is under-leveraged. Strategic investments in arts and heritage tourism diversify offerings, extend visitor stays, and support creative economy growth.

Issue / Opportunity: Elevating Culture as a Core Tourism Driver

Palm Beach County boasts a remarkable and diverse cultural landscape, from world-class museums and historic districts to vibrant local festivals, indigenous heritage, and contemporary art scenes. Yet despite these assets, cultural, heritage, and arts tourism remains under-leveraged within the county's broader visitor strategy. Many potential visitors are unaware of the breadth of offerings beyond beaches and golf, and the creative sector has lacked consistent investment, destination marketing integration, and visitor infrastructure.

A growing global trend in tourism points to an increased demand for authentic, immersive, and place-based cultural experiences. Gen Z, Millennials, and international travelers are seeking connections to the stories, traditions, and creative identities that define a destination's soul. For Palm Beach County, expanding cultural tourism is a strategic opportunity to differentiate the visitor experience, drive economic inclusion, support local artists, preserve heritage, and foster year-round visitation.

Objectives

1. Position arts, culture, and heritage as central pillars of the Palm Beach County tourism brand and visitor experience.
2. Expand support for museums, galleries, theaters, and cultural districts through joint marketing, infrastructure funding, and tourism grants.
3. Promote festivals, artist-led experiences, and cultural events that reflect the county's diverse communities.
4. Integrate immersive storytelling (AR, VR, mobile guides, walking tours) into heritage tourism experiences.
5. Foster cultural equity by uplifting voices and histories from historically underrepresented communities.

Expected Outcomes

- Increased visitation to cultural and heritage attractions countywide.
- Diversified visitor itineraries that incorporate arts and cultural programming.
- Strengthened creative economy and increased income for local artists and cultural institutions.
- Enhanced reputation as a culturally vibrant destination with rich stories and immersive experiences.
- Preservation and celebration of the diverse identities that define Palm Beach County.

Detailed Action Plan for Implementation

Phase 1: Strategy Alignment and Cultural Asset Mapping (0–6 Months)

- Convene a Cultural Tourism Task Force including:
  - Cultural Council for Palm Beach County (lead partner)
  - Discover The Palm Beaches
  - Municipal cultural affairs offices
  - Historic preservation groups and cultural district leaders
  - Representatives of indigenous, African American, Caribbean, and Latinx communities
- Conduct a countywide cultural asset map, identifying:
  - Museums, theaters, galleries, artisan hubs, artist studios
  - Historic sites, districts, architecture, sacred spaces
  - Signature festivals and community-led events
- Identify "hidden gem" experiences, at-risk cultural assets, and underserved geographies

Phase 2: Infrastructure, Investment, and Programming Support (6–18 Months)

- Launch a Cultural Tourism Development Fund offering:
  - Mini-grants for interpretive signage, wayfinding, exhibit upgrades
  - Seed funding for new events and festivals
  - Matching grants for venue improvements and ADA accessibility
- Support capital investment in:
  - Heritage trail enhancements
  - Historic building restorations tied to public visitation
  - District-level placemaking (murals, lighting, public art, pop-ups)
- Expand partnerships with:
  - Hotels and tour operators to bundle cultural packages
  - Cruise and rail partners to promote cultural shore excursions and rail-side arts experiences

Phase 3: Storytelling, Technology, and Marketing Integration (12–30 Months)

- Develop a Countywide Cultural Storytelling Campaign, featuring:
  - Artist profiles, community narratives, and site-based histories
  - Multilingual content and Community First Initiatives-focused storytelling
  - Seasonal "culture trails" (e.g., Jazz & Blues, Caribbean Heritage)
- Launch a Palm Beach County Cultural Passport App with:
  - AR and audio tours
  - Check-in incentives and discounts
  - Heritage interpretation in multiple languages
- Feature local artists and performers at tourism events, familiarization tours, and DTPB activations

Phase 4: Talent Development, Measurement, and Expansion (24–48 Months)

- Establish an Artist-in-Tourism Residency Program with rotating placements in visitor centers, hotels, and historic sites
- Support creative economy workforce through:
  - Cultural entrepreneurship training
  - Artist vendor certification and market access (events, expos, DMO sourcing)
- Conduct annual tracking and reporting on:
  - Visitation to cultural sites
  - Economic impact of festivals and cultural events
  - Visitor perception of Palm Beach County's cultural identity

Lead Agencies

Cultural Council for Palm Beach County
Serves as the lead partner for program design, cultural grantmaking, and artist engagement.

Discover The Palm Beaches
Leads brand integration, marketing execution, tourism packaging, and promotional storytelling.

Partner Organizations and Roles

Organization / Office	Role
Municipal Cultural Affairs and Historic Boards	Provide local asset insight, event support, and implementation oversight
Arts Institutions and Museums	Host programming, co-develop experiences, participate in promotions
Historic Preservation Trusts and Societies	Guide heritage protection, educational narratives, and interpretive installations
Local Artists and Cultural Producers	Lead tours, performances, installations, and storytelling
Community First Initiatives Community Leaders	Co-create content, ensure cultural authenticity, uplift underrepresented communities
Tourism Industry (Hotels, Attractions)	Promote events and cultural packages, feature artists on-site

Timing for Implementation

Phase	Timeframe
Phase 1: Asset Mapping and Strategy Design	Months 0–6
Phase 2: Infrastructure and Program Support	Months 6–18
Phase 3: Storytelling and Technology Launch	Months 12–30
Phase 4: Talent Development and Expansion	Months 24–48

Key Performance Measures / Indicators of Success

Visitor Engagement

- % increase in visitation to cultural and heritage attractions (target: +25% in 3 years)
- Downloads and usage of Cultural Passport App

Economic Impact

- Growth in earned revenue for cultural institutions and festivals
- of jobs created in the creative economy
- ROI from cultural tourism investment fund

Community and Equity

- % of funded initiatives located in underserved communities
- Diversity of representation in tourism storytelling and campaigns
- Satisfaction scores from cultural attraction visitors (e.g., post-visit surveys)

Brand and Identity

- Brand tracking showing increased association between Palm Beach County and culture
- Recognition or awards for cultural tourism programming
- Social media engagement with culture-focused content

Upfront Investment and Ongoing Operating Costs

Expanding and strengthening Palm Beach County's cultural, heritage, and arts tourism ecosystem requires a coordinated blend of infrastructure funding, programmatic investment, technology integration, and sustained marketing support. These costs build the foundation for long-term creative economy growth, equitable cultural representation, and global destination differentiation.

1. Upfront Investment (Estimated Range: $38 – $48 million over four years)
Capital investments will expand infrastructure, enhance cultural districts, and integrate digital and storytelling technologies to elevate the visitor experience.

Investment Category	Description	Estimated Cost Range	Timing
Cultural Tourism Development Fund (Infrastructure & Grants)	Establish a countywide competitive fund supporting venue upgrades, ADA compliance, interpretive signage, and heritage trail infrastructure.	$10 – $12 million	Year 1–4
District-Level Placemaking & Public Art Installations	Implement murals, lighting, outdoor art, and creative placemaking enhancements in cultural districts (e.g., Lake Worth, Delray Beach, West Palm, Belle Glade).	$6 – $8 million	Year 1–4
Museum & Heritage Site Capital Upgrades	Support capital improvements, exhibit technology upgrades, and preservation for key museums and historic sites.	$7 – $9 million	Year 1–3
Cultural Passport App and Immersive Storytelling Platform	Develop an interactive digital platform integrating AR/VR, multilingual storytelling, and gamified visitor engagement.	$2 – $3 million	Year 1–2
Festival and Event Infrastructure Fund	Purchase of staging, mobile exhibits, signage, and pop-up infrastructure to support rotating community events.	$4 – $5 million	Year 2–4
Artist-in-Tourism Residency Facilities and Equipment	Small-scale investments in studio and residency facilities integrated into visitor centers and hotels.	$1 – $2 million	Year 3–4
Marketing Content Creation and Digital Archiving	Development of video series, cultural documentaries, and interactive archives capturing community stories.	$3 – $4 million	Year 1–3
Total Estimated Upfront Investment		**$38 – $48 million**	48-month rollout

Potential Funding Sources: Tourist Development Council (TDC) Cultural Facilities Fund; Palm Beach County Cultural Council grants; NEA and NEH national arts funding; Florida Division of Arts and Culture grants; philanthropic foundations; cultural institution cost-share agreements; and private sponsorships from hospitality and corporate partners.

2. Operating Costs (Estimated Range: $5.5 – $7.0 million annually, ongoing)
Sustained annual funding will be required to operate programs, maintain digital and physical assets, and support continued cultural programming and marketing integration.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Grants Management	Management of Cultural Tourism Development Fund, coordination with partners, and oversight of funded projects.	$1.0 – $1.2 million	Cultural Council / DTPB
Cultural Marketing and Storytelling Integration	Campaigns promoting cultural itineraries, artist stories, and heritage experiences across DTPB platforms.	$1.2 – $1.5 million	Discover The Palm Beaches
Festival and Event Support Fund	Ongoing support for annual and emerging cultural festivals, including logistics, promotion, and tourism tie-ins.	$1.0 – $1.2 million	DTPB / Cultural Council
Cultural Passport App Maintenance and Enhancements	Hosting, content updates, language expansion, and AR/VR maintenance.	$400,000 – $600,000	DTPB / Tech Partner
Artist and Creative Workforce Development Programs	Support for residencies, mentorships, and training programs that link artists to tourism.	$600,000 – $800,000	Cultural Council / Municipal Partners
Measurement and Reporting	Annual tracking of cultural visitation, impact reporting, and performance analysis.	$300,000 – $400,000	TMPWG / Universities
Total Estimated Annual Operating Cost		**$5.5 – $7.0 million**	

3. Economic, Social, and Cultural Impact
These investments will expand Palm Beach County's creative economy and drive measurable tourism and community outcomes:

- **Visitor Growth:** Projected 25–30% increase in visitation to cultural and heritage sites within three years.
- **Economic Output:** Estimated $75–$100 million in annual incremental visitor spending related to arts, heritage, and cultural events by Year 5.
- **Creative Economy Expansion:** Creation of 1,000–1,200 new jobs in arts, events, and cultural industries countywide.
- **Local Business Development:** Estimated $10 million annually in new business revenues for cultural vendors, artists, and creative entrepreneurs.
- **Cultural Participation:** At least 40% of grant and program funding directed to underserved communities.

- **Reputation and Brand Elevation:** Palm Beach County recognized among Top 10 U.S. Cultural Coastal Destinations by national travel and arts publications.
- **Return on Investment:** A 2.5:1 ROI within five years, based on new visitation, job creation, and expanded tax revenue.

Conclusion

Palm Beach County stands at the threshold of becoming not just a destination of luxury and leisure, but one of creativity, authenticity, and cultural depth. With an estimated $38–$48 million in capital investment and $5.5–$7.0 million in annual operating support, this initiative will unlock the full economic and social potential of the county's diverse arts, heritage, and creative assets.

By investing in cultural infrastructure, supporting local artists, and weaving immersive storytelling into the visitor experience, Palm Beach County can offer travelers a richer sense of place while empowering residents to share their communities' stories. The result will be a destination that reflects both global sophistication and local authenticity, where the arts are not a supplement to tourism, but its beating heart.

This commitment to culture-driven tourism ensures that Palm Beach County's future will be not only economically vibrant, but artistically alive, socially inclusive, and culturally enduring.

E3. Capitalize on and Further Develop Events and Festival Tourism

Recommendation: Create a county-wide strategy, one-stop-shop and operations to develop, attract, facilitate, and grow a diverse portfolio of events and festivals, ranging from large-scale signature celebrations to community-based cultural activations, by investing in venues, streamlining permitting, and offering strategic support for marketing, production, and public-private partnerships. Create a flagship event celebrating Palm Beach County's identity through arts and culture, sports, culinary, nature, and innovation. Encourage large public events (sports, music, cultural) to leave behind a positive local legacy, e.g., youth training, infrastructure, or environmental investment.

Rationale: Events and festivals drive visitation, build destination identity, and generate significant economic and cultural impact. A focused approach to growing the festival calendar, especially during shoulder and off-peak seasons, can activate public spaces, support local artists and entrepreneurs, attract new audiences, and reinforce Palm Beach County's reputation as a vibrant and inclusive destination for live experiences. A unifying, high-profile event boosts off-season visitation, strengthens regional identity, and spreads economic benefits across the county. Legacy planning ensures events deliver lasting community value, not just short-term visitor boosts.

Issue / Opportunity: Unlocking the Strategic Power of Festivals and Live Events

Events and festivals are among the most powerful tools in destination development, capable of catalyzing economic impact, driving overnight visitation, and animating public spaces with creativity and energy. Palm Beach County already enjoys a vibrant array of recurring events, from arts and music festivals to sports tournaments and food celebrations, but these efforts are largely decentralized and unevenly supported.

The absence of a unified countywide strategy has limited growth potential, brand coherence, and the ability to attract and retain high-profile, legacy-building events. Coordinated investment, infrastructure, and streamlined permitting can transform the current patchwork of festivals into a diverse, strategically curated annual calendar that reflects Palm Beach County's distinctive character and appeals to multiple audiences.

A signature flagship festival celebrating the county's culture, creativity, and innovation, supported by year-round community activations, can elevate the destination's visibility nationally and internationally, extend the visitor season, and ensure that every event contributes tangible community and environmental benefits.

Objectives

1. Develop and implement a comprehensive countywide strategy for event and festival attraction, development, and support.
2. Create a one-stop event operations office to streamline permitting, enhance logistical coordination, and simplify organizer support.
3. Launch a signature annual festival celebrating Palm Beach County's multifaceted identity through arts, culture, sports, culinary, nature, and innovation.

4. Expand support for community-based and multicultural festivals, ensuring equitable access and participation across municipalities.
5. Encourage event producers to adopt sustainability and community legacy commitments, including youth development, infrastructure improvement, or environmental restoration.
6. Strengthen off-peak visitation through the strategic scheduling of events across all regions and seasons.

Expected Outcomes

- Increased visitation and overnight stays during off-peak and shoulder seasons.
- Enhanced economic and cultural impact of events and festivals across all municipalities.
- Greater collaboration among event organizers, municipalities, and tourism agencies.
- Expanded visibility for local artists, entrepreneurs, and small businesses.
- Establishment of a signature annual festival with regional and national recognition.
- Measurable community and environmental legacies from major public events.

Detailed Action Plan for Implementation

Phase 1: Strategic Planning and Governance (0–6 Months)

- Establish a Palm Beach County Events and Festivals Task Force, including:
    - Tourist Development Council
    - Discover The Palm Beaches
    - Cultural Council for Palm Beach County
    - Sports Commission
    - Film Commission
    - Municipal event planners
    - Parks & Recreation and permitting departments
    - Community organizations, small business associations, and Community First Initiatives representatives
- Develop a Countywide Events and Festivals Strategy addressing:
    - Vision, guiding principles, and success metrics
    - Calendar coordination and regional balance
    - Funding mechanisms and grant eligibility
    - Legacy and sustainability framework for large-scale events
    - Roles and responsibilities of agencies and municipalities
- Conduct a countywide event infrastructure assessment identifying:
    - Existing and potential festival venues
    - Gaps in amenities (power, water, restrooms, accessibility)
    - Opportunities for shared or mobile event infrastructure

Phase 2: Operations, Infrastructure, and One-Stop Support Hub (6–18 Months)

- Create a Palm Beach County Events & Festivals Committee amongst the agencies to:
    - Centralize permitting and coordination processes.
    - Maintain a digital event management platform for scheduling, vendor listings, and resource sharing.
    - Offer toolkits for planning, logistics, accessibility, sustainability, and Community First Initiatives compliance.

    - Administer a Festival Support Grant Fund with funding tiers for:
        - Small community activations.
        - Medium-sized cultural or thematic festivals.
        - Major regional or signature events.
- Invest in portable and scalable infrastructure:
    - Modular stages, power systems, ADA-compliant ramps, crowd barriers, and green waste stations.
    - Branded mobile visitor information booths for use across municipalities.

Phase 3: Signature Festival Design and Launch (12–24 Months)

- Conduct collaborative visioning workshops with cultural, culinary, sports, and sustainability partners to design a Signature Palm Beach County Festival, incorporating:
    - Multidisciplinary themes blending arts, food, nature, and innovation.
    - Countywide participation through rotating activations in different municipalities.
    - Legacy components such as youth art residencies, environmental restoration projects, or infrastructure investments.
- Identify public-private partners, including corporate sponsors, production firms, and media networks, to co-create and finance the event.
- Secure a home base venue (e.g., waterfront, regional park, or downtown district) capable of accommodating large audiences while maintaining accessibility and environmental standards.

Phase 4: Marketing, Capacity Building, and Expansion (18–48 Months)

- Develop a comprehensive marketing campaign highlighting Palm Beach County's festival landscape, including:
    - Seasonal promotions and storytelling around local cultural identities.
    - Influencer partnerships, earned media, and travel trade outreach.
    - Digital portal featuring an interactive calendar, filtering tools, and travel itineraries.
- Implement an Event Organizer Development Program to train emerging producers in logistics, finance, sustainability, and community engagement.
- Integrate sustainability and legacy benchmarks into event contracts and post-event reporting.
- Expand the grant program and marketing support to include more diverse, rural, and community-based festivals.

Lead Agencies

Tourism Master Plan Working Group (TMPWG)
Responsible for coordination, funding, signature event promotion, and digital marketing integration.

Partner Organizations and Roles

Organization / Office	Role
Cultural Council for Palm Beach County	Curate arts and cultural programming; foster partnerships with artists and creative industries.
Palm Beach County Sports Commission	Integrate sports and recreation events into the county's festival calendar.
Municipal Governments and Parks Departments	Provide venue access, coordinate local logistics, and streamline permitting.
Tourist Development Council (TDC)	Provide strategic oversight, policy alignment, and funding administration.
Local Chambers and Community Organizations	Ensure diverse representation, equitable participation, and local engagement.
Private Sponsors and Media Partners	Contribute funding, production support, and national marketing exposure.
Environmental and Sustainability Partners	Support the development of green infrastructure and legacy planning.
Discover The Palm Beaches	Development and implementation of festival and event marketing, promotion and messaging.

Timing for Implementation

Phase	Timeline
Phase 1: Strategic Planning and Governance	Months 0–6
Phase 2: Operations and Support Hub Launch	Months 6–18
Phase 3: Signature Festival Design and Launch	Months 12–24
Phase 4: Marketing and Expansion	Months 18–48

Key Performance Measures / Indicators of Success

Event Growth and Economic Impact

- +30% increase in the number of countywide events by Year 3.
- Growth in event-related visitor spending and overnight stays.
- Increased occupancy and ADR during off-peak event periods.

Participation

- 25% of funded events held in underserved or inland communities.
- 30% of grants awarded to small businesses.
- Strong resident satisfaction and participation in community-based festivals.

Brand Visibility and Reach

- Inclusion of signature and local events in national "Top Festivals" lists.
- Growth in earned media coverage and digital engagement metrics.
- Increased perception of Palm Beach County as a vibrant year-round events destination.

Operational Efficiency and Legacy Impact

- 25% reduction in average event permitting time.
- Measurable community or environmental legacy investments from major events.
- Adoption of sustainability standards by 50% of supported festivals within 3 years.

Upfront Investment and Ongoing Operating Costs

Building a unified, world-class event and festival ecosystem will require both infrastructure investment and sustained operational coordination. These costs are designed to position Palm Beach County as Florida's most dynamic year-round events destination, balancing large-scale signature festivals with equitable support for community-based cultural programming.

1. Upfront Investment (Estimated Range: $42 – $55 million over four years)

Capital investments will fund the establishment of shared infrastructure, a centralized event coordination hub, and the development of a flagship festival that amplifies Palm Beach County's cultural identity.

Investment Category	Description	Estimated Cost Range	Timing
Event & Festival Infrastructure Development	Purchase and deployment of modular stages, power systems, ADA-accessible ramps, shade structures, green waste systems, mobile visitor kiosks, and shared logistical equipment.	$10 – $12 million	Year 1–3
Signature Palm Beach County Festival Development	Multi-day anchor event celebrating arts, culture, sports, food, and sustainability; includes creative design, site development, staging, production, and initial operations.	$12 – $15 million	Year 2–4
Countywide Event Support Grant Fund	Tiered funding for small, medium, and large-scale events to stimulate regional diversification and off-peak visitation.	$8 – $10 million	Year 1–4

Investment Category	Description	Estimated Cost Range	Timing
Event Coordination and Technology Hub	Development of a digital "one-stop-shop" permitting, scheduling, and resource platform; integration with county permitting systems and DTPB marketing channels.	$3 – $4 million	Year 1–2
Venue Upgrades and Festival Park Enhancements	Targeted capital improvements to existing public parks, waterfronts, and downtown plazas (lighting, power, restrooms, accessibility).	$6 – $8 million	Year 1–4
Marketing & National Launch Campaign for Signature Festival	Initial creative development, media partnerships, and launch activation for national exposure.	$3 – $4 million	Year 3–4
Total Estimated Upfront Investment		**$42 – $55 million**	48-month rollout

Potential Funding Sources: Tourist Development Council (TDC) Event Development Fund; Discover The Palm Beaches (DTPB) marketing budget; CRA contributions; Florida Department of Economic Opportunity (DEO) tourism infrastructure grants; private sponsorships (corporate, hospitality, and media partners); and ticket revenue and vendor participation from the Signature Festival.

2. Operating Costs (Estimated Range: $6.5 – $8.0 million annually, ongoing)
Operating costs reflect ongoing event coordination, grants management, marketing, and signature festival delivery.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Event Coordination and Staffing	Management team overseeing permitting, logistics, vendor coordination, and inter-agency communication.	$1.2 – $1.5 million	TMPWG / TDC
Festival Support Grant Program (Annualized)	Competitive grant funding for community and mid-scale events, including legacy program requirements.	$1.5 – $2.0 million	TDC / DTPB
Signature Festival Operations & Programming	Annual production, staffing, logistics, and programming costs for the flagship event (offset by sponsorships and ticket sales).	$2.0 – $2.5 million	DTPB / Private Partners
Marketing and Promotion	Countywide seasonal marketing campaigns, influencer activations, and earned media outreach for events and festivals.	$1.0 – $1.2 million	DTPB

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Technology and Platform Maintenance	Event scheduling platform updates, hosting, data analytics, and vendor registration management.	$400,000 – $600,000	TMPWG / Tech Partner
Sustainability and Legacy Program Administration	Management of post-event impact reports, youth training, and environmental restoration programs.	$400,000 – $500,000	TMPWG / ERM / OEO
Total Estimated Annual Operating Cost		**$6.5 – $8.0 million**	

3. Economic and Community Impact
A coordinated events and festival strategy will yield significant tourism, fiscal, and community benefits across all regions of Palm Beach County:

- **Visitation and Economic Impact:** Projected $180–$220 million in new annual visitor spending by Year 5, driven by signature and recurring events.
- **Hotel Performance:** Estimated 120,000–150,000 new annual room nights generated from off-peak event visitation.
- **Tax Revenue Growth:** $15–$20 million in new annual TDT and sales tax revenue by Year 5.
- **Job Creation:** 2,000–2,500 full-time and seasonal jobs in event production, hospitality, and creative industries.
- **Local Business Impact:** $25 million in annual vendor and concession revenue for small businesses.
- **Community Engagement:** More than 250,000 annual local participants and volunteers contributing to social cohesion and civic pride.
- **Environmental Legacy:** 50% of large events incorporating measurable sustainability outcomes (waste reduction, tree planting, youth training).
- **ROI:** Estimated 3:1 return on total investment within five years, with higher long-term returns from repeat visitation and national exposure.

Conclusion

Palm Beach County's events and festivals are the connective tissue between its communities, its culture, and its global brand. With an estimated $42–$55 million in capital investment and $6.5–$8.0 million in annual operating support, this initiative will transform Palm Beach County into Florida's most vibrant, inclusive, and innovative destination for live experiences.

By building shared event infrastructure, establishing a one-stop event coordination hub, and launching a signature countywide festival that celebrates the region's identity through art, food, music, sport, and sustainability, Palm Beach County can capture the full power of event-driven tourism.

These investments will drive substantial economic growth, create local jobs, and foster civic pride, all while ensuring every event leaves behind a lasting legacy of community, creativity, and environmental stewardship.

In doing so, Palm Beach County positions itself not merely as a place to visit, but as a place to celebrate, connect, and belong, the ultimate expression of tourism as shared experience and shared value.

E4. Help Reimagine and Advocate Commercial and Mixed-Use Tourism Districts
Recommendation:
Help reimagine and advocate for redevelopment of struggling malls, shopping centers, and retail districts into vibrant, tourism-friendly mixed-use environments that blend retail, entertainment, dining, and lodging. Advocate place-making and walkability plans for these districts to make them more inviting, entertaining, and engaging.
Rationale:
Changing consumer behaviors demand experiential retail. Revitalizing these areas creates new tourism anchors, supports local business, and attracts both residents and visitors.

Issue / Opportunity: Transforming Declining Retail Spaces into Tourism-Ready Destinations

Across Palm Beach County, and the nation, traditional malls and retail corridors are struggling to adapt to new consumer habits shaped by online shopping, shifting demographics, and demand for immersive, experience-based destinations. Underutilized or vacant properties present not only economic challenges but also significant opportunities to reimagine these spaces as vibrant, tourism-friendly mixed-use districts that combine shopping, dining, entertainment, cultural experiences, and lodging.

By incorporating placemaking principles, walkable design, and community-driven redevelopment, these formerly retail-dominant districts can evolve into thriving urban nodes that serve both residents and visitors. Redevelopment of commercial corridors through a tourism lens will not only strengthen Palm Beach County's economic base but also enhance quality of life, foster local entrepreneurship, and expand the county's portfolio of visitor experiences.

Objectives

1. Identify underperforming or strategically located commercial centers and corridors suitable for redevelopment into mixed-use, tourism-oriented districts.
2. Advocate for public-private partnerships and policy frameworks that promote adaptive reuse, experiential design, and tourism-integrated investments.
3. Promote walkability, connectivity, and placemaking in commercial redevelopment to encourage longer visits and higher spending.
4. Encourage inclusion of local entrepreneurs, small businesses, and cultural uses within redeveloped areas.
5. Support municipalities with planning, zoning, and design guidelines that integrate tourism development principles into commercial revitalization.

Expected Outcomes

- Redevelopment of aging retail areas into mixed-use tourism destinations offering entertainment, retail, dining, and lodging.
- Creation of new visitor hubs that blend tourism and community experiences.
- Enhanced economic resilience for municipalities through increased visitation, property values, and business activity.
- Growth in small business participation and activation of local arts, culture, and culinary sectors.
- Strengthened perception of Palm Beach County as a destination of innovation, creativity, and year-round vibrancy.

Detailed Action Plan for Implementation

Phase 1: Site Identification and Assessment (0–6 Months)

- Conduct a Commercial District Tourism Potential Study in partnership with:
  - County Economic Development and Housing offices
  - Municipal planning departments
  - Property owners and real estate developers
- Identify priority redevelopment zones based on:
  - Proximity to tourism assets, major roads, or transportation hubs
  - Presence of vacant or underutilized properties
  - Municipal readiness and redevelopment planning efforts
- Prioritize key sites such as:
  - Boynton Beach Mall
  - The Mall at Wellington Green (partial redevelopment zones)
  - Legacy corridors along U.S. 1 and Congress Avenue
  - Opportunity Zone retail clusters in inland or underserved communities

Phase 2: Policy, Zoning, and Incentive Framework (6–18 Months)

- Develop a Tourism Mixed-Use Redevelopment Framework that provides:
  - Model zoning overlays to permit mixed-use and hospitality uses in commercial districts.
  - Incentive structures such as tax abatements, expedited permitting, and infrastructure cost-sharing.
  - Design standards encouraging walkability, outdoor gathering spaces, public art, and green infrastructure.
- Support municipalities in updating Comprehensive Plans and Community Redevelopment Area (CRA)strategies to align with tourism and placemaking goals.
- Establish a “Tourism-Ready District” designation recognizing commercial areas aligned with redevelopment and visitor engagement objectives.

Phase 3: Developer Engagement and Concept Planning (12–36 Months)

- Convene a Developer and Investment Roundtable Series featuring:
  - National retail redevelopers, REITs, architects, and hospitality groups.
  - County and municipal economic development staff.
  - Tourism, arts, and cultural leaders.
- Co-develop District Concept Plans for pilot projects that integrate:
  - Experiential retail, boutique hotels, and culinary destinations.
  - Arts, culture, and creative economy spaces (e.g., maker markets, performance venues).
  - Nightlife and entertainment components to encourage after-hours activation.
- Align with Tourist Development Council (TDC) capital improvement strategies to fund public infrastructure improvements such as plazas, landscaping, lighting, and transportation connectivity.

Phase 4: Activation and Placemaking (18–48 Months)

- Implement placemaking programs that animate redeveloped districts through:
  - Seasonal festivals, pop-up markets, live music, and cultural events.
  - Interactive public art, wayfinding systems, and outdoor seating.
  - Enhanced pedestrian amenities, shade structures, and lighting.
- Collaborate with Discover The Palm Beaches to market revitalized districts through:
  - Shopping, dining, and nightlife itineraries.
  - Campaigns featuring reimagined urban tourism zones.
  - Collaborative promotions with local merchants and community organizations.

Lead Agencies

Palm Beach County Department of Housing & Economic Development
Leads site identification, developer coordination, and public-private partnership facilitation; supports alignment of redevelopment projects with economic and community goals.

Tourism Master Plan Working Group (TMPWG)
Provides strategic tourism integration, ensures consistency with the Tourism Master Plan, and supports district activation and visitor engagement programming.

Partner Organizations and Roles

Organization / Agency	Role
Municipal Planning and Zoning Departments	Update policies and zoning overlays to support tourism-based mixed-use redevelopment.
Property Owners / Real Estate Developers	Lead site redevelopment, invest in adaptive reuse and experiential design.
Tourist Development Council (TDC) and County Commission	Prioritize funding for infrastructure and public realm improvements in redevelopment zones.
Cultural Council for Palm Beach County	Integrate cultural programming, arts incubators, and creative placemaking into mixed-use districts.
Local Chambers of Commerce / Business Improvement Districts (BIDs)	Engage local businesses, coordinate branding, and support small business integration.
Community Organizations and Artists	Guide inclusive design, promote cultural authenticity, and ensure community participation.

Timing for Implementation

Phase	Timeline
Phase 1: Site Identification and Assessment	Months 0–6
Phase 2: Policy and Incentive Framework	Months 6–18
Phase 3: Developer Engagement and Concept Planning	Months 12–36
Phase 4: Activation and Placemaking	Months 18–48

Key Performance Measures / Indicators of Success

Redevelopment and Investment

- Number of commercial centers redeveloped or repositioned for mixed-use tourism purposes (target: 5 major projects by Year 5).
- Total square footage of retail repurposed for tourism, hospitality, and entertainment.
- Amount of private investment leveraged through public incentives.

Visitor and Economic Impact

- Increases in foot traffic and visitor spending in revitalized districts.
- Occupancy and ADR growth for hotels within or adjacent to mixed-use areas.
- Growth in local sales and property tax revenues.

Placemaking and Quality of Place

- Number of public realm improvements (plazas, green spaces, walkways) completed.
- Improvement in resident satisfaction and sense of place.
- Inclusion of community programming and public art installations.

Participation

- Share of redevelopment projects located in inland or underserved communities.
- Small business participation rates in redeveloped districts.

Upfront Investment and Ongoing Operating Costs

Transforming Palm Beach County's aging commercial corridors and malls into vibrant, tourism-oriented mixed-use districts will require coordinated capital investment, targeted infrastructure improvements, and ongoing operational support for placemaking and activation. These investments will catalyze private redevelopment, strengthen economic resilience, and create distinctive new visitor hubs that blend shopping, culture, and community.

1. Upfront Investment (Estimated Range: $65 – $80 million over five years)
Capital costs include master planning, infrastructure improvements, placemaking features, and public-private partnership support to catalyze redevelopment across multiple sites.

Investment Category	Description	Estimated Cost Range	Timing
Commercial District Tourism Redevelopment Fund	Establish a competitive funding mechanism for infrastructure matching grants (e.g., parking, lighting, sidewalks, broadband, green infrastructure) to support redevelopment projects that integrate tourism and placemaking.	$20 – $25 million	Year 1–5
Public Realm and Placemaking Improvements	Investments in plazas, pedestrian corridors, landscaping, public art, lighting, wayfinding, and transit connections to make districts walkable and inviting.	$15 – $18 million	Year 2–5
Adaptive Reuse and Mixed-Use Planning Studies	Planning, zoning, and feasibility work for priority redevelopment sites (Boynton Beach Mall, Congress Ave Corridor, Wellington Green, and inland commercial centers).	$3 – $4 million	Year 1–3
District Branding and Wayfinding Infrastructure	Design and installation of cohesive branding, signage, and marketing assets across designated "Tourism Districts."	$4 – $5 million	Year 2–4
Pilot Redevelopment Incentives and Loan Fund	Low-interest loan or matching grant fund for small business build-out, facade improvements, and local entrepreneur tenancy in new mixed-use spaces.	$8 – $10 million	Year 2–5
Cultural and Event Activation Infrastructure	Permanent performance stages, shaded event plazas, and streetscape utility upgrades to enable cultural activations and community festivals.	$10 – $12 million	Year 2–5
Total Estimated Upfront Investment		**$65 – $80 million (public + private leveraged)**	60-month rollout

Potential Funding Sources: Tourist Development Council (TDC) Infrastructure Grants; County and municipal CRA funds; U.S. EDA Economic Adjustment Assistance; Florida DEO redevelopment programs; private developer contributions; and local improvement district assessments.
Each $1 of public investment is projected to leverage $4–$6 in private redevelopment capital, generating significant multiplier effects across commercial nodes.

2. Operating Costs (Estimated Range: $5.0 – $6.5 million annually, ongoing)
Operational funding will ensure sustained district programming, marketing, and coordination to keep redeveloped areas active and relevant to both residents and visitors.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
District Coordination and Management	Staff and consultants to coordinate redevelopment, manage branding, and facilitate partnerships among developers, municipalities, and tourism partners.	$1.2 – $1.5 million	County Housing & Economic Development / TMPWG
Placemaking and Event Programming	Seasonal cultural events, pop-up markets, live performances, and activations to drive foot traffic and promote community engagement.	$1.0 – $1.2 million	DTPB / Cultural Council / Municipal Partners
Marketing and Tourism Integration	Ongoing marketing campaigns promoting reimagined districts as tourism-ready lifestyle destinations (retail + entertainment + dining).	$700,000 – $1.0 million	Discover The Palm Beaches
District Maintenance and Public Realm Upkeep	Landscaping, lighting, and cleaning of shared public spaces within designated tourism districts.	$1.2 – $1.5 million	Municipal Partners / BID / CRA
Small Business and Entrepreneurship Support	Continued technical assistance, training, and small business incubation aligned with redevelopment efforts.	$600,000 – $800,000	OEBO / Chambers / CDFIs
Performance Measurement and Reporting	Annual economic impact analysis and redevelopment progress tracking.	$300,000 – $400,000	TMPWG / Universities
Total Estimated Annual Operating Cost		**$5.0 – $6.5 million**	

3. Economic, Social, and Tourism Impact
Reimagining commercial corridors through a tourism and mixed-use lens will deliver transformative outcomes:

- **Private Investment Leverage:** Over $300–$400 million in private redevelopment capital within five years.
- **Job Creation:** 2,500–3,000 construction and permanent jobs, including hospitality, retail, and creative sector employment.
- **Visitor Spending Growth:** $100–$125 million in new annual visitor spending generated by revitalized mixed-use districts.

- **Tax Revenue Increase:** $15–$20 million in incremental annual property, sales, and bed tax revenues across participating municipalities.
- **Cultural and Community Benefits:** Activation of local arts, food, and entertainment industries, with 40% of redevelopment projects located in inland or underserved areas.
- **Environmental Sustainability:** 100% of redevelopment projects incorporating green infrastructure, multimodal design, and resilience measures.
- **Return on Investment:** Conservative 3:1 ROI over 10 years based on increased property values, visitation, and business creation.

Conclusion

The revitalization of Palm Beach County's underperforming retail corridors into vibrant, tourism-oriented mixed-use districts represents one of the most far-reaching economic development strategies within the Tourism Master Plan. With an estimated $65–$80 million in capital investment and $5.0–$6.5 million in annual operating costs, this initiative will transform declining commercial areas into thriving, walkable, and experience-rich destinations that attract both residents and visitors.

Through coordinated planning, creative design, and public-private collaboration, these districts will emerge as engines of innovation and inclusion, featuring local entrepreneurs, cultural programming, and sustainable placemaking. The result will be a network of dynamic commercial tourism nodes that expand the visitor footprint, foster community pride, and contribute lasting economic and social value.

In short, Palm Beach County's investment in reimagined commercial and mixed-use districts will turn yesterday's malls into tomorrow's cultural marketplaces, where commerce, creativity, and tourism intersect to shape a resilient and vibrant future.

E5. Focus on Off-Season Tourism Offerings to Reduce Seasonality

Recommendation: Focus on off-season events, activities, and experiences; champion indoor / shaded / temperate infrastructure; and target international and younger / family domestic travelers for off-season visitation.

Rationale: Heavy reliance on winter visitors creates economic instability. Year-round tourism development will stabilize revenue, support jobs, and extend the economic impact across all seasons.

Issue / Opportunity: Mitigating Seasonality to Stabilize Tourism Growth

Palm Beach County's tourism economy remains heavily dependent on the winter high season, when affluent domestic and international travelers arrive seeking warmth, beaches, and outdoor recreation. This seasonal pattern generates impressive peak revenues but leads to off-season slowdowns, underutilized infrastructure, and workforce instability, particularly for small businesses, hospitality employees, and cultural institutions.

Excessive reliance on a narrow travel window reduces the efficiency of tourism investments and undermines long-term destination resilience. To achieve greater stability, the County must intentionally expand off-season visitation through product development, marketing, and experience innovation tailored to families, younger travelers, and international markets whose holiday calendars and climate preferences differ from domestic patterns.

At the same time, tourism infrastructure, especially shaded, indoor, and climate-moderated facilities, must evolve to support enjoyable, safe, and marketable experiences during hotter and wetter months. By diversifying seasonal offerings, Palm Beach County can strengthen economic continuity, enhance workforce sustainability, and reinforce its position as a year-round destination for culture, nature, wellness, and recreation.

Objectives

1. Develop and promote new indoor, shaded, and weather-resilient experiences suitable for summer and shoulder seasons.
2. Create a curated calendar of off-season events and festivals designed to appeal to families, younger visitors, and international travelers.
3. Implement targeted marketing campaigns promoting the county as an "Endless Season" destination.
4. Support small business sustainability and workforce retention through consistent year-round demand.
5. Encourage investment in infrastructure and design that mitigate climate challenges and improve visitor comfort.

Expected Outcomes

- Reduction in seasonal fluctuations in visitation and tourism spending.
- Improved job stability and small business resilience across the tourism sector.
- Growth in family, youth, and international travel during off-peak months.
- Expanded use of tourism venues and public spaces year-round.
- Enhanced community vibrancy with local events and programming benefiting both residents and visitors.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Seasonality Analysis and Opportunity Mapping (0–6 Months)

- Conduct a Tourism Seasonality Impact Study to assess:
  - Month-by-month occupancy, spending, and attraction attendance patterns.
  - Off-season challenges faced by small businesses, cultural institutions, and hospitality workers.
  - Infrastructure gaps for shaded, air-conditioned, or weather-protected visitor experiences.
- Map priority zones for off-season activation, focusing on:
  - Indoor cultural assets (museums, science centers, aquariums, galleries).
  - Covered or shaded outdoor spaces (botanical conservatories, artisan markets, event plazas).
  - Emerging inland or northern communities seeking year-round visitation.

Phase 2: Product and Infrastructure Development (6–18 Months)

- Provide grants and incentives to encourage:
  - Indoor and shaded pop-up activations during the summer and fall (art fairs, culinary markets, esports, and live music).
  - Climate-resilient infrastructure improvements, including shade structures, tree canopy expansion, misting stations, and covered outdoor seating.
  - Adaptive reuse of public facilities or vacant retail spaces for summer recreation and family attractions.
- Develop a Summer and Shoulder Season Signature Series featuring:
  - Family-friendly festivals aligned with school calendars.
  - Nighttime and evening programming to mitigate heat (night markets, concerts, guided walks).
  - Value-based cultural and culinary events that drive local participation and visitor travel.

Phase 3: Off-Season Marketing and International Outreach (12–24 Months)

- Launch an “Endless Season in The Palm Beaches” campaign highlighting year-round experiences, including:
  - Wellness retreats, indoor cultural events, and culinary offerings.
  - Family itineraries, sports tournaments, and educational tourism programs.

    - Multilingual promotions targeting key international markets (Latin America, Europe, Canada).
- Partner with airlines, cruise lines, and travel trade to promote off-season packages and group travel.
- Create a digital event and experience calendar showcasing off-peak highlights with filters by audience, theme, and weather type.

Phase 4: Workforce Retention and Performance Monitoring (18–36+ Months)

- Expand seasonal workforce stabilization programs, including:
    - Cross-training hospitality staff for off-season roles in attractions, events, and education tourism.
    - Paid internships and youth employment programs linked to summer events.
- Develop a Seasonality Dashboard tracking:
    - Occupancy and ADR by month.
    - Off-season visitor spending and event ROI.
    - Workforce retention, hours worked, and business continuity data.
- Publish annual Off-Season Tourism Progress Reports summarizing trends, challenges, and outcomes.

Lead Agencies

Tourism Master Plan Working Group (TMPWG) Lead strategy coordination, marketing campaigns, event development, and partnership facilitation across sectors to strengthen off-peak tourism performance.

Partner Organizations and Roles

Organization / Agency	Role
Palm Beach County Parks and Recreation	Provide venues and shaded infrastructure; coordinate seasonal programming.
Cultural Council for Palm Beach County	Curate indoor cultural programming and facilitate arts partnerships for summer and fall events.
Municipal Governments	Support permitting, community festivals, and local marketing of off-season activations.
Hospitality Partners (Hotels, Restaurants, Attractions)	Develop seasonal packages and promotions to drive visitation.
Palm Beach International Airport & Airline Partners	Collaborate on international outreach campaigns and travel trade initiatives.
Workforce Development and Community First Initiatives Organizations	Ensure equitable access to off-season employment and training opportunities.

Timing for Implementation

Phase	Timeline
Phase 1: Seasonality Study & Mapping	Months 0–6
Phase 2: Product & Infrastructure Development	Months 6–18
Phase 3: Marketing & International Outreach	Months 12–24
Phase 4: Workforce Support & Monitoring	Months 18–36+

Key Performance Measures / Indicators of Success

Tourism Seasonality Metrics

- 10% reduction in variance between peak and off-peak revenue within three years.
- +10% increase in hotel occupancy rates during summer and fall seasons.
- Growth in off-season event attendance and visitor spending.

Market Diversification

- Increase in family and youth traveler visitation during spring and summer.
- Growth in international visitation outside the winter season.
- Broadened visitor origin mix and increased market share from Latin America and Europe.

Economic and Workforce Impact

- Reduction in seasonal layoffs and underemployment among tourism workers.
- Increase in year-round business profitability and workforce stability.
- Number of grants awarded for shaded infrastructure or summer activations.

Community and Visitor Benefit

- Number of new indoor or shaded attractions created or expanded.
- Resident satisfaction with year-round tourism activity (survey-based).
- Increased perception of Palm Beach County as a year-round destination for culture, recreation, and wellness.

Upfront Investment and Ongoing Operating Costs

Reducing seasonality in Palm Beach County's tourism economy requires a strategic combination of infrastructure investment, programming, and marketing to stimulate off-season demand. The initiative will focus on developing weather-resilient experiences, enhancing indoor and shaded facilities, and building the organizational and marketing capacity to sustain year-round visitation.

1. Upfront Investment (Estimated Range: $45 – $58 million over four years)

Capital investments will support the development of off-season visitor infrastructure, shade and comfort amenities, indoor activations, and targeted facility improvements. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Climate-Resilient Infrastructure Fund	Grants for shade structures, tree canopy expansion, misting systems, and covered outdoor seating in public spaces, parks, and event venues.	$12 – $15 million	Year 1–4
Indoor & Shaded Experience Development Grants	Support for the adaptive reuse of existing facilities or creation of new indoor attractions (e.g., family recreation, e-sports, culinary markets, or art halls).	$10 – $12 million	Year 1–4
Summer & Shoulder Season Signature Series	Launch of an annual "Endless Season" Signature Program including 3–4 major indoor or nighttime cultural and culinary events during summer/fall.	$6 – $8 million	Year 2–4
Community Activation and Event Infrastructure	Investment in portable cooling systems, event tents, shaded walkways, and pop-up festival equipment for off-season activations.	$5 – $6 million	Year 1–3
Marketing Infrastructure and Digital Tools	Development of a comprehensive "Endless Season" digital calendar, app integration, and promotional content highlighting off-peak experiences.	$2 – $3 million	Year 1–2
Workforce and Training Facilities Upgrades	Support for hospitality training centers to provide year-round education and cross-seasonal employment programs.	$3 – $4 million	Year 2–4
Sustainability Enhancements for Off-Season Venues	Installation of energy-efficient cooling and ventilation systems to reduce operational costs and improve comfort in indoor attractions.	$7 – $10 million	Year 2–5
Total Estimated Upfront Investment		**$45 – $58 million**	48-month rollout

Potential Funding Sources: Tourist Development Council (TDC) Infrastructure Fund; Parks & Recreation and CRA redevelopment budgets; Florida Department of Economic Opportunity; Environmental Resources Management (ERM) sustainability grants; and private-sector participation from hotels, attractions, and developers investing in adaptive reuse and shading improvements.

2. Operating Costs (Estimated Range: $5.5 – $7.0 million annually, ongoing)
Operating costs will sustain programming, marketing, workforce retention, and cross-season partnerships with hospitality and cultural partners.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Seasonality Program Coordination	Staffing, research, and management of the Off-Season Tourism initiative, including cross-sector coordination and reporting.	$1.0 – $1.2 million	TMPWG / DTPB
Event Programming and Signature Series Operations	Production and execution of the "Endless Season" Signature Series and supporting pop-up events across the county.	$1.5 – $2.0 million	DTPB / Cultural Council
Marketing and International Outreach Campaigns	Global marketing, digital promotions, and travel trade partnerships promoting off-peak visitation.	$1.0 – $1.2 million	DTPB / Airport & Airline Partners
Infrastructure Maintenance and Cooling Systems Operations	Maintenance and operation of shading systems, misting equipment, and indoor facility improvements.	$800,000 – $1.0 million	Parks & Recreation / Municipal Partners
Hospitality Workforce Stabilization Programs	Training, cross-employment initiatives, and seasonal retention stipends for hospitality workers.	$600,000 – $800,000	Workforce Development Agencies
Monitoring, Data, and Reporting	Maintenance of the Seasonality Dashboard, performance analysis, and annual reporting.	$300,000 – $400,000	TMPWG / Research Partners
Total Estimated Annual Operating Cost		**$5.5 – $7.0 million**	

3. Economic, Workforce, and Tourism Impact
A coordinated off-season tourism investment strategy will deliver strong economic, workforce, and visitor benefits within three to five years:

- **Visitor Growth:** Estimated 250,000–350,000 new annual off-season visitors by Year 5.
- **Economic Impact:** $120–$150 million in new annual visitor spending during traditionally low-traffic months.
- **Employment Stability:** Reduction of 15–20% in seasonal layoffs, improving workforce retention and local income stability.
- **Business Continuity:** 30% increase in summer/fall revenue among small businesses and attractions participating in off-season initiatives.
- **Event and Facility Utilization:** 20–25% increase in year-round use of public event spaces, museums, and cultural centers.

- **Environmental Sustainability:** Over 200 new shade structures and 500,000 square feet of covered visitor space added countywide.
- **Return on Investment**: 2.8:1 ROI within five years, primarily through stabilized hotel occupancy, increased TDT revenue, and expanded international reach.

Conclusion

Achieving a truly year-round visitor economy is among the most transformative opportunities for Palm Beach County's tourism future. With an estimated $45–$58 million in capital investment and $5.5–$7.0 million in annual operating support, this initiative will reduce the county's dependence on the winter season, strengthen the tourism workforce, and enhance business stability across all sectors.

By investing in shaded and indoor infrastructure, developing family-friendly and cultural off-season events, and launching bold marketing campaigns to reach international and younger audiences, Palm Beach County can convert the summer slowdown into a season of opportunity.

This strategy turns climate challenge into competitive advantage, positioning Palm Beach County as an "Endless Season" destination that sustains its economy, engages its residents, and welcomes visitors from around the world every month of the year.

E6. Promote Agritourism and Rural Tourism Innovation

Recommendation: Work with sugar producers and agritourism stakeholders to develop experiential tourism products in inland and agricultural regions, including farm tours, culinary trails, eco-lodges and more. Collaborate with urban farms and community gardens to offer agri-experiences, chef partnerships, and local food tastings for visitors.

Rationale: Rural areas hold untapped tourism value. Sugar production and agritourism supports local economies, diversifies offerings, and contributes to sustainable tourism development. Urban agritourism strengthens food systems, promotes sustainability, and adds new visitor experiences in non-traditional areas.

Issue / Opportunity: Unlocking the Tourism Potential of Agricultural and Inland Areas

Palm Beach County is home to one of the most agriculturally productive regions in the United States, particularly in the Glades area, where large-scale sugarcane, vegetable, and fruit production shapes both the economy and landscape. Yet despite this rich agricultural heritage and vibrant rural communities, the county's tourism economy remains overwhelmingly concentrated along the coast.

Inland areas, Belle Glade, Pahokee, South Bay, and surrounding communities, receive minimal visitation, despite their potential to offer immersive, educational, and experiential forms of tourism that align with rising consumer interest in sustainability, wellness, and authenticity.

Simultaneously, urban farms, community gardens, and hydroponic operations in more developed areas offer powerful connections between local food systems and visitor experiences. These under-leveraged assets can:

- Diversify the county's tourism map
- Support inclusive and equitable development
- Promote food sovereignty, sustainability, and cultural heritage
- Foster rural revitalization through small business growth

With intentional planning and investment, Palm Beach County can position itself as a leader in agritourism and rural innovation, attracting both domestic and international visitors while supporting agricultural producers and rural communities.

Objectives

1. Develop and promote immersive agritourism products in rural and agricultural zones, including sugar tours, farm stays, culinary trails, and nature-based lodging.
2. Activate urban and peri-urban farms to provide educational and culinary experiences for visitors.
3. Expand the visibility and inclusion of inland and rural destinations in county-wide tourism marketing.
4. Support farmers, growers, and agricultural entrepreneurs through technical assistance, tourism capacity-building, and partnership facilitation.

5. Strengthen community-based food and tourism systems that align with sustainable development goals.

Expected Outcomes

- Establishment of new visitor-ready agritourism attractions in inland and rural communities
- Stronger visitor flows and economic activity in underrepresented areas such as the Glades
- Increased recognition of Palm Beach County as a diverse, eco-conscious, and authentic destination
- Improved collaboration between tourism entities and agricultural stakeholders
- Strengthened local food ecosystems and producer-to-visitor engagement

Detailed Action Plan for Implementation

Phase 1: Agricultural Tourism Landscape Assessment (0–6 Months)

- Conduct an Agritourism Asset Inventory across Palm Beach County, identifying:
  - Working farms, ranches, community gardens, sugar operations, urban ag startups
  - Existing or potential tourism-oriented infrastructure (e.g., restrooms, parking, signage)
  - Willingness and capacity of agricultural stakeholders to host or develop tourism experiences
- Engage with major agricultural partners, including:
  - Sugar companies (e.g., Florida Crystals, U.S. Sugar)
  - Vegetable and fruit cooperatives
  - Rural development authorities and extension offices
- Hold listening sessions in Glades communities to identify resident priorities, challenges, and co-creation opportunities

Phase 2: Product Development and Stakeholder Engagement (6–18 Months)

- Develop an Agritourism Toolkit and Technical Assistance Program, including:
  - Business planning, liability mitigation, and regulatory guidance
  - Visitor readiness assessments and on-site coaching
  - Signage and interpretation templates for self-guided and guided experiences
- Partner with DTPB to curate and promote:
  - Farm-to-Fork culinary trails featuring chef collaborations, produce stands, and food trucks
  - Sugar heritage tours focused on the cultural, industrial, and ecological dimensions of sugar production
  - Urban agritourism experiences such as rooftop farms, hydroponic showcases, and edible landscaping walks
- Support development of eco-lodging and rustic overnight experiences through zoning advocacy and grant programs (e.g., glamping, farm stays, cabins)

Phase 3: Marketing, Access, and Integration (12–30 Months)

- Launch an "Agri + Eco Palm Beach" brand identity to promote rural and agritourism as part of the county's tourism portfolio
- Develop digital itineraries, maps, and a dedicated microsite showcasing:
  - Rural events and festivals
  - Harvest calendars and pick-your-own operations
  - Culturally significant food traditions, particularly from Haitian, Caribbean, and African American communities
- Collaborate with Palm Tran and transportation planners to explore:
  - Shuttle services for group tours
  - Agritourism "loop" routes connecting farms, cultural sites, and lodging
- Support student and volunteer programs that connect visitors to farms through educational experiences or conservation work

Phase 4: Evaluation, Scaling, and Innovation (24–48 Months)

- Launch a Palm Beach County Agritourism & Rural Innovation Fund to:
  - Support capital improvements (e.g., bathrooms, shaded seating, accessibility upgrades)
  - Provide small grants to farmers and rural entrepreneurs developing visitor programs
- Host an annual "Palm Beach Ag + Food Innovation Forum" bringing together:
  - Farmers, chefs, technologists, tourism professionals, and policymakers
  - Demonstrations of vertical farms, agtech startups, and culinary innovation
- Develop a regional agritourism corridor in collaboration with neighboring counties

Lead Agencies

Palm Beach County Department of Housing & Economic Development
Leads economic development coordination, funding programs, and inland strategy.

Discover The Palm Beaches
Leads marketing, branding, and integration of agritourism offerings into the tourism master brand.

Partner Organizations and Roles

Organization / Office	Role
Palm Beach County Cooperative Extension	Technical training, agriculture-to-tourism capacity building
Florida Agritourism Association	Policy guidance, case studies, industry best practices
Cultural Council for Palm Beach County	Storytelling and integration of foodways, traditions, and heritage into experiences
Local Farmers and Agricultural Cooperatives	Product and experience development; host operations
Glades Region Municipalities	Infrastructure planning, community engagement, zoning support

Organization / Office	Role
Urban Ag Organizations and Nonprofits	Education, interpretation, and visitor-facing program development

Timing for Implementation

Phase	Timeframe
Phase 1: Asset Inventory & Landscape Study	Months 0–6
Phase 2: Product Development & Technical Support	Months 6–18
Phase 3: Marketing & Access Improvements	Months 12–30
Phase 4: Innovation & Scaling	Months 24–48

Key Performance Measures / Indicators of Success

Economic and Business Development

- Number of new or enhanced agritourism businesses and experiences (target: 25 within 3 years)
- % increase in visitor spending in Glades and inland communities
- Participation of small farms in tourism programs

Marketing and Visibility

- Inclusion of agritourism products in at least 4 major DTPB campaigns annually
- Web traffic and engagement with rural/eco/agri microsite content
- Use of “Agri + Eco Palm Beach” brand assets by participating sites

Community and Sustainability Impact

- Visitor satisfaction with rural and agri-experiences (target: 90%+ positive feedback)
- Acreage preserved or sustainably managed through agritourism partnerships
- Increase in local procurement and culinary storytelling tied to agri-sites

Upfront Investment and Ongoing Operating Costs

Building a vibrant agritourism and rural tourism network across Palm Beach County will require foundational investments in infrastructure, marketing, technical assistance, and community engagement. These investments will enable agricultural producers and rural communities, particularly in the Glades and inland regions, to attract visitors, diversify income, and contribute to the county’s broader tourism economy.

1. Upfront Investment (Estimated Range: $38 – $50 million over four years)
Capital costs reflect the infrastructure, visitor readiness improvements, and rural tourism activation programs needed to transform agricultural areas into accessible, visitor-ready destinations while also creating a cohesive brand for "Agri + Eco Palm Beach."

Investment Category	Description	Estimated Cost Range	Timing
Rural Tourism Infrastructure & Facility Upgrades	Basic visitor amenities at farms and agri-sites (parking, restrooms, signage, shaded seating, ADA access).	$10 – $12 million	Year 1–4
Palm Beach County Agritourism & Rural Innovation Fund	Competitive small-grant program ($25K–$250K) for farmers, cooperatives, and rural entrepreneurs to develop visitor programs, tasting rooms, or lodging.	$8 – $10 million	Year 1–4
Eco-Lodge & Farm Stay Pilot Projects	Support for 2–3 demonstration eco-lodges or farm-stay accommodations through public-private partnerships and zoning support.	$5 – $7 million	Year 2–4
Marketing & Brand Infrastructure ("Agri + Eco Palm Beach")	Creation of microsite, digital maps, signage, and storytelling materials linking urban and rural agri-experiences.	$2 – $3 million	Year 1–3
Transportation & Access Improvements	Shuttle routes, parking, and small-scale mobility infrastructure connecting the Glades, Belle Glade, and Pahokee to tourism corridors.	$5 – $6 million	Year 2–5
Education & Demonstration Facilities	Establishment of a visitor-ready Ag & Food Innovation Center for workshops, chef collaborations, and demonstration farming.	$5 – $6 million	Year 2–5
Public Realm & Beautification Enhancements	Landscaping, lighting, and placemaking projects in rural downtowns to support tourism readiness.	$3 – $4 million	Year 2–5
Total Estimated Upfront Investment		**$38 – $50 million**	48-month rollout

Potential Funding Sources: Tourist Development Council (TDC) Infrastructure and Product Development Fund; County Economic Development allocations; Florida Department of Agriculture & Consumer Services (FDACS) Rural Development grants; USDA Rural Business Development Program; private agricultural partners; and philanthropic or impact-investment funds tied to sustainable tourism and food systems.

2. Operating Costs (Estimated Range: $4.5 – $5.5 million annually, ongoing)
Operating expenditures will sustain ongoing programming, marketing, technical assistance, and district-level activation.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Agritourism Program Management & Coordination	Staffing for program oversight, partnership liaison work, and inter-agency coordination.	$900,000 – $1.2 million	TMPWG / Housing & Economic Development
Technical Assistance & Training	Annual workshops, on-site coaching, and business-readiness assessments for farms and entrepreneurs.	$800,000 – $1.0 million	Cooperative Extension / Ag Associations
Marketing & Brand Promotion ("Agri + Eco Palm Beach")	Campaigns, website management, and media partnerships promoting farm-to-fork and rural experiences.	$1.0 – $1.2 million	DTPB / Cultural Council
Grant Program Administration & Monitoring	Management of the Rural Innovation Fund, application support, and impact reporting.	$600,000 – $800,000	County Economic Development
Events, Trails & Culinary Programming	Annual Ag + Food Innovation Forum, harvest festivals, and culinary trails coordination.	$800,000 – $1.0 million	Cultural Council / Community Partners
Data, Evaluation & Research	Visitor tracking, economic impact studies, and annual reporting on rural tourism performance.	$300,000 – $400,000	TMPWG / Universities
Total Estimated Annual Operating Cost		**$4.5 – $5.5 million**	

3. Economic and Tourism Impact
Investments in agritourism will generate broad and inclusive benefits:

- **Visitor Growth:** Attract 200,000 – 250,000 annual visitors to inland and rural areas within five years.
- **Economic Impact:** Generate $80 – $100 million in new annual visitor spending, supporting local farms and small businesses.
- **Private Leverage:** Every $1 of public investment expected to attract $3–$4 in private capital from agricultural partners and eco-lodging developers.
- **Job Creation:** Support 1,500 – 2,000 new direct and indirect jobs, including guides, artisans, chefs, and hospitality roles.
- **Property & Sales Tax Growth:** Increase rural tax base by $8 – $10 million annually.
- **Cultural & Environmental Benefits:** Preserve more than 2,000 acres of agricultural land through diversified revenue and strengthen local food systems.
- **Return on Investment:** Estimated 3:1 ROI by Year 6 through combined economic, fiscal, and social returns.

Conclusion

Palm Beach County's agricultural heritage is one of its most powerful yet under-told stories. With an estimated $38–$50 million in capital investment and $4.5–$5.5 million in annual operating support, this initiative will unlock the full tourism potential of the county's inland and rural landscapes, linking sugarcane fields, vegetable farms, community gardens, and culinary innovators into a cohesive and marketable visitor network.

By investing in farm-ready infrastructure, agritourism capacity-building, and creative marketing under the "Agri + Eco Palm Beach" brand, the County can foster economic opportunity, cultural exchange, and environmental stewardship.

This strategy ensures that tourism growth extends beyond the coast, strengthening rural livelihoods, celebrating the region's food and farming traditions, and positioning Palm Beach County as a national model for sustainable, community-driven agritourism.

In doing so, the County turns its agricultural roots into a living tourism asset, a place where visitors can connect directly with the land, the growers, and the authentic stories that nourish both people and place.

E7. Enhance Nightlife and After-Hours Tourism Programming

Recommendation: Champion, advocate, and promote safe, diverse, and vibrant nightlife offerings, including evening art events, food markets, rooftop venues, extended museum hours, and more.

Rationale: Nightlife and after-hours programming are crucial for attracting younger travelers and maximizing visitor spending beyond daytime activities.

Issue / Opportunity: Activating Evenings to Attract Next-Gen Travelers and Maximize Spend

Palm Beach County is internationally recognized for its pristine beaches, luxury resorts, world-class golf, and cultural institutions. However, many visitors, and particularly younger and international audiences, report a lack of compelling after-dark experiences, especially outside a few core nightlife districts like West Palm Beach and Delray Beach.

Evening programming is a critical gap in the tourism offering:

- Restaurants often close early
- Cultural attractions seldom extend hours beyond 5–6pm
- Few coordinated night markets, performances, or culinary activations exist
- Neighborhoods go quiet after dark, leaving little for guests to engage with beyond hotel lounges

This lack of evening vibrancy not only limits visitor spend but also hurts destination competitiveness among next-generation travelers and digital nomads who seek immersive, 24-hour urban experiences. Nightlife is also a tool for economic diversification, resident engagement, and social connection, especially in downtowns and emerging districts.

By investing in a nightlife and after-hours tourism strategy, Palm Beach County can become a year-round, round-the-clock destination, boosting local business revenues, supporting creative and culinary industries, and providing a stronger value proposition for multigenerational travel and global audiences.

Objectives

1. Identify and promote a curated portfolio of nightlife offerings across diverse geographies and themes.
2. Support after-hours programming through public-private partnerships with cultural institutions, culinary leaders, and entertainment venues.
3. Foster equitable and inclusive nightlife, supporting safe, diverse, and accessible experiences across ages, identities, and price points.
4. Align nightlife promotion with marketing campaigns, event calendars, and group tourism strategies.
5. Support municipalities in activating public spaces and streamlining policies for nighttime events.

Expected Outcomes

- Increase in evening visitor activity and spending across lodging, dining, and entertainment sectors
- New after-hours programming in underserved or culturally rich neighborhoods
- Increased appeal to younger and international travelers
- Stronger visitor satisfaction related to vibrancy, nightlife, and "things to do after dark"
- New economic opportunities for performers, vendors, chefs, artists, and small venues

Detailed Action Plan for Implementation

Phase 1: Nightlife Landscape Mapping and Stakeholder Engagement (0–6 Months)

- Conduct an audit of existing nightlife and after-hours assets, including:
  - Rooftop bars and lounges
  - Live music venues and dance clubs
  - Outdoor food markets and late-night eateries
  - Museums with evening programs or potential to expand hours
  - Public plazas and walkable commercial corridors
- Host listening sessions with:
  - Hospitality industry leaders
  - Artists, musicians, and cultural programmers
  - Underserved community stakeholders
  - Public safety and transportation agencies
- Identify barriers to after-hours programming (e.g., zoning, permitting, noise ordinances, insurance)

Phase 2: Activation Strategy Design and Pilot Programs (6–12 Months)

- Launch a Palm Beach County After Dark initiative, including:
  - Monthly or seasonal curated nightlife guides (print, digital, video)
  - Co-branded maps and itineraries with themes like "Art After Hours," "Late-Night Eats," "Dancing & Live Music," "Rooftop Nights," etc.
- Pilot public-private nighttime activations such as:
  - Extended hours for museums (e.g., "First Fridays")
  - Night food markets in underused plazas
  - Flash art shows or cultural festivals after dark
  - Public piano installations, projection art, or acoustic pop-ups
- Create a Nightlife Enhancement Toolkit for municipalities, with model zoning language, permitting pathways, and lighting/safety guidelines

Phase 3: Marketing, Safety, and Inclusion Campaigns (12–24 Months)

- Work with DTPB to integrate nightlife content into:
  - Targeted campaigns to Millennial, Gen Z, and international audiences that reflect the community we serve
  - Influencer-hosted "Night Out in The Palm Beaches" experiences
  - Convention, wedding, and sports tourism promotional materials
- Partner with law enforcement and local nonprofits to launch:
  - Safe Nights Initiative (ride shares, crowd management, safety signage)

    - Training for venue staff on inclusion, Community First Initiatives, and harassment prevention
- Promote accessible nightlife experiences for:
    - Residents with disabilities
    - Older adults and early-evening audiences
    - Low-cost cultural programming for families

Phase 4: Long-Term Development and District Planning (18–36 Months)

- Support planning and investment in:
    - Designated nightlife districts or cultural corridors
    - After-dark wayfinding and lighting infrastructure
    - Music, performance, or festival zoning overlays
    - Rooftop and waterway-based night entertainment (e.g., boat concerts, nighttime cruises)
- Continue to evaluate:
    - Venue success stories and pilot outcomes
    - Emerging audience trends (e.g., silent discos, sober raves, culinary pairings)
    - Integration with hospitality and group tour operators

Lead Agencies

Cultural Council for Palm Beach County
Supports cultural programming, entrepreneur engagement, and public-space activations.

Discover The Palm Beaches (DTPB)
Leads brand integration, marketing execution, tourism packaging, and promotional storytelling.

Partner Organizations and Roles

Organization / Office	Role
Palm Beach County Film & Television Commission	Developing and delivering nightlife storytelling for visitors and residents via the palmbeaches.tv
Municipal Economic Development & Planning Offices	Permitting, zoning guidance, and district activation plans
Law Enforcement and Public Safety	Night safety initiatives, crowd management planning
Arts Organizations and Music Venues	Late-night programming, cultural activation
Hospitality Businesses (restaurants, hotels)	Extended hours, special menus, themed nights
Community First Initiatives	Inclusive nightlife programming and community engagement
Transportation Providers	Late-night transit and rideshare support

Timing for Implementation

Phase	Timeframe
Phase 1: Landscape Mapping & Outreach	Months 0–6
Phase 2: Strategy & Pilot Programs	Months 6–12
Phase 3: Campaigns & Inclusion	Months 12–24
Phase 4: District Planning & Scaling	Months 18–36

Key Performance Measures / Indicators of Success

Visitor Engagement and Experience

- Increase in average evening spending per visitor (target: +15% within 3 years)
- Visitor satisfaction scores related to nightlife and after-dark experiences
- Increase in event attendance and cultural venue use after 6pm

Business and Economic Impact

- Number of new or expanded evening businesses and activations
- Increase in hospitality and cultural sector revenue after dark
- Increased job creation in the night economy sector (e.g., musicians, chefs, event staff)

Participation

- % of nightlife programming featuring small businesses
- Number of municipalities implementing inclusion and safety practices in after-dark zones
- Resident perceptions of nightlife as safe, vibrant, and accessible (via annual surveys)

Upfront Investment and Ongoing Operating Costs

Building a safe, inclusive, and vibrant nightlife ecosystem across Palm Beach County will require strategic investment in infrastructure, lighting, programming, and marketing. These investments will transform key downtowns, waterfronts, and cultural corridors into lively after-dark destinations that attract younger and international travelers while supporting small businesses and creative industries.

1. Upfront Investment (Estimated Range: $28 – $36 million over four years)
Capital expenditures will fund physical enhancements, pilot district improvements, and supporting infrastructure that make evening experiences more comfortable, accessible, and safe.

Investment Category	Description	Estimated Cost Range	Timing
After-Dark Lighting and Safety Infrastructure	Installation of creative lighting, pedestrian-scale fixtures, wayfinding systems, and illuminated art installations in downtowns and waterfronts.	$8 – $10 million	Year 1–4
Night Market and Event Infrastructure Fund	Mobile staging, kiosks, canopies, sound systems, and power sources to support evening activations across municipalities.	$4 – $5 million	Year 1–3
Rooftop and Waterfront Venue Enhancement Program	Incentive grants for rooftop conversions, waterfront entertainment spaces, and small-venue retrofits compliant with noise and safety standards.	$5 – $6 million	Year 2–4
District Beautification and Placemaking Improvements	Murals, nighttime public art, decorative lighting, and outdoor seating to create inviting nightlife corridors.	$3 – $4 million	Year 2–4
Transportation and Access Enhancements	Late-night parking, rideshare staging, and safe transit improvements to support after-hours mobility.	$3 – $4 million	Year 2–4
Cultural and Music Venue Development Fund	Seed grants for independent music venues, night galleries, and cultural pop-ups to expand performance capacity.	$3 – $4 million	Year 2–5
Total Estimated Upfront Investment		**$28 – $36 million**	48-month rollout

Potential Funding Sources: Tourist Development Council (TDC) Infrastructure Fund; Municipal CRA and cultural corridor programs; private venue investment; Community Development Block Grants (CDBG) for lighting and accessibility; Florida Department of State Division of Cultural Affairs; and sponsorships from hospitality and beverage partners.

2. Operating Costs (Estimated Range: $4.0 – $5.5 million annually, ongoing)
Operating costs will sustain programming, coordination, inclusion initiatives, and marketing for the nighttime economy.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Nightlife Program Management & Coordination	Staffing, stakeholder engagement, permitting assistance, and coordination across municipalities.	$800,000 – $1.0 million	TMPWG / DTPB / Cultural Council
After-Hours Programming & Events	Funding for recurring "Palm Beach After Dark" activations, including night markets, rooftop events, and extended museum hours.	$1.2 – $1.5 million	DTPB / Municipal Partners
Marketing and Promotion Campaigns	Nightlife branding, digital campaigns, influencer experiences, and curated itineraries.	$800,000 – $1.0 million	DTPB / Film & TV Commission
Safety and Accessibility Initiatives	Late-night transportation, security coordination, and Safe Nights training programs.	$600,000 – $800,000	Law Enforcement / Community Partners
Inclusion & Workforce Development Programs	Cultural competency training for nightlife venues, support for diverse ownership and creative workforce initiatives.	$400,000 – $600,000	Community First Initiatives / OEBO
Performance Monitoring & Evaluation	Annual nightlife impact assessment, economic tracking, and visitor satisfaction research.	$200,000 – $300,000	TMPWG / Universities
Total Estimated Annual Operating Cost		**$4.0 – $5.5 million**	

3. Economic and Tourism Impact
Investing in Palm Beach County's after-dark economy will yield measurable visitor, fiscal, and cultural returns:

- **Visitor Spending Impact:** Estimated $120–$150 million in new annual nighttime visitor spending within five years.
- **Occupancy Growth:** +6–8% increase in hotel occupancy due to extended visitor stays tied to nightlife programming.
- **Business Revenue Impact:** $80–$100 million in annual incremental local business revenue, supporting restaurants, bars, cultural venues, and event producers.
- **Job Creation:** 1,500–2,000 jobs created or sustained in hospitality, entertainment, and security sectors.
- **Community Engagement:** More than 150 annual nighttime activations countywide, ensuring equitable participation across 15+ municipalities.

- **Social and Cultural Impact:** Enhanced vibrancy and cultural expression; improved perception of safety and inclusivity; expanded youth and creative sector engagement.
- **Return on Investment:** Estimated 3:1 ROI over a 5-year horizon based on combined economic and tax revenue impacts.

Conclusion

Nightlife is more than entertainment; it is an essential pillar of a dynamic visitor economy and a reflection of Palm Beach County's cultural identity. With an estimated $28–$36 million in capital investment and $4.0–$5.5 million in annual operating costs, this initiative will transform the county's evenings into a new era of creativity, inclusion, and economic vitality.

By investing in lighting, music venues, rooftop and waterfront activations, and diverse after-dark programming, Palm Beach County can reposition itself as a year-round destination that thrives both day and night. A coordinated "Palm Beach After Dark" brand and inclusive approach will attract younger, global audiences while creating safe, vibrant spaces that residents also enjoy.

This strategy ensures that as the sun sets, Palm Beach County's energy doesn't fade, it evolves. The result will be a modern, multicultural, and creative nighttime economy that deepens visitor engagement, supports local businesses, and keeps the county's lights, and its reputation as a world-class destination, shining well into the night.

E8. Activate Underused Spaces for Tourism Events and Pop-Up Experiences

Recommendation: Identify vacant buildings, land / lots, and places / spaces that could host seasonal events, night markets, art installations, temporary attractions and more; advocate and facilitate the same.

Rationale: Creative reuse activates dormant zones, revitalizes neighborhoods, and allows for low-risk piloting of tourism concepts in emerging areas.

Issue / Opportunity: Unlocking the Potential of Underused Assets for Dynamic Tourism Programming

Palm Beach County contains a wide array of underutilized assets, vacant storefronts, dormant lots, aging retail centers, civic plazas, and waterfront nooks, that represent untapped venues for cultural expression, tourism engagement, and economic revitalization. Many of these spaces are located in emerging or transitional neighborhoods where tourism visitation is low, but potential is high.

At the same time, interest in pop-up experiences, such as night markets, food truck courts, immersive art installations, and seasonal attractions, has surged. These formats offer:

- Low-cost, low-risk entry points for small businesses and creative entrepreneurs
- Fresh, constantly changing content that attracts return visitation
- Localized cultural authenticity not found in traditional tourism venues

However, many municipalities and private owners lack clear frameworks to support short-term activations. Permitting hurdles, liability concerns, zoning codes, and infrastructure limitations often prevent creative reuse of space.

By identifying, preparing, and promoting underused spaces for tourism-friendly activations, Palm Beach County can expand visitor footprints, spark community revitalization, and foster inclusive entrepreneurship, all while enhancing destination vibrancy and reducing geographic imbalances in tourism activity.

Objectives

1. Create an inventory of underused public and private spaces suitable for tourism activations across the county.
2. Establish a streamlined permitting and policy toolkit to encourage temporary uses, events, and pop-ups.
3. Facilitate partnerships between space owners and tourism entrepreneurs, artists, and event producers.
4. Promote activated spaces through countywide marketing and “hidden gem” itineraries.
5. Track the success of pilot projects to inform long-term investment and redevelopment.

Expected Outcomes

- Greater geographic distribution of tourism experiences into non-traditional and underserved areas
- Revitalization of dormant sites into lively cultural, commercial, or community spaces
- New revenue streams and entrepreneurship opportunities through pop-up retail and events
- Increased visitor satisfaction through surprise, delight, and local authenticity
- Models for scalable redevelopment or permanent venue creation based on successful activations

Detailed Action Plan for Implementation

Phase 1: Asset Identification and Community Engagement (0–6 Months)

- Conduct a Countywide Space Activation Audit, focusing on:
  - Vacant lots and public plazas
  - Unoccupied storefronts or civic buildings
  - Low-utilization parking areas or waterfront parcels
  - Underused malls or retail centers in decline
- Partner with:
  - Municipal planning and zoning departments
  - Local property owners and landlords
  - Cultural and Main Street organizations
- Launch a "Spaces to Places" public call where communities can nominate spaces for activation

Phase 2: Policy Framework and Activation Toolkit Development (6–12 Months)

- Create a Tourism Space Activation Toolkit that includes:
  - Zoning overlays and expedited permits for pop-up uses
  - Liability waivers and insurance models for short-term activations
  - Design guidelines for mobile installations, container kiosks, and modular staging
  - Sample MOUs and agreements between landowners and operators
- Provide micro-grants or facilitation services for pilot project development, especially in low-income or rural zones

Phase 3: Pilot Activation Series and Promotion (12–24 Months)

- Coordinate with local creatives, tourism businesses, and event producers to launch:
  - A rotating Pop-Up Tourism Trail, featuring food vendors, makers markets, art exhibits, and music stages
  - Seasonal programming like Winter Wonderland festivals, Spring Artisan Nights, or Summer Cinema in the Lot
  - Interactive installations such as selfie stations, historical storytelling walls, and digital wayfinding kiosks
- Promote through DTPB campaigns like:
  - "Palm Beach Surprises" itinerary series
  - "Unexpected Adventures" influencer tours
  - Press junkets and media previews of activated zones

Phase 4: Evaluation, Expansion, and Long-Term Transition (18–36 Months)

- Collect data on:
  - Attendance, dwell time, and visitor spending
  - Business revenue generated through activations
  - Neighborhood and resident feedback
- Identify high-performing pop-ups with potential for:
  - Long-term tenancy
  - Permanent infrastructure investment (e.g., event sheds, pavilion buildouts)
  - Integration into redevelopment or Main Street revitalization plans

Lead Agencies

Cultural Council for Palm Beach County
Supports cultural programming, entrepreneur engagement, and public-space activations.

Discover The Palm Beaches (DTPB)
Leads brand integration, marketing execution, tourism packaging, and promotional storytelling.

Partner Organizations and Roles

Partner Entity	Role
Municipal Planning and Zoning Departments	Site permissions, zoning waivers, event permits
Private Property Owners and Real Estate Developers	Site access, partnership development, space maintenance
Local Main Street / CRA Organizations	Neighborhood coordination, business outreach, beautification and safety
Small Business Associations and Chambers	Pop-up recruitment, entrepreneurial support, business mentorship
Sustainability and Public Works Offices	Guidelines on temporary structures, waste management, and green design for activations
Palm Beach County Tourist Development Council	Align activations with tourism priorities and provide funding support.
Palm Beach County Film & Television Commission	Identify film-friendly sites and promote activations through media.

Timing for Implementation

Phase	Timeframe
Phase 1: Asset Audit & Community Input	Months 0–6
Phase 2: Toolkit & Policy Framework	Months 6–12
Phase 3: Pilot Activations & Promotion	Months 12–24
Phase 4: Expansion & Long-Term Strategy	Months 18–36

Key Performance Measures / Indicators of Success

Utilization and Impact

- Number of underused spaces activated annually (target: 25+ by Year 2)
- Geographic distribution of activations (goal: representation in each tourism subregion)
- Increase in foot traffic and sales reported by adjacent businesses

Entrepreneurship and Inclusion

- Number of small businesses participating in pop-up programs
- Number of activations featuring first-time tourism entrepreneurs
- Surveyed satisfaction from business participants and visitors

Economic and Community Outcomes

- Temporary to permanent business transitions or leases
- Reduction in vacant storefronts in pilot areas
- Resident support for continued activations (via annual polling)

Upfront Investment and Ongoing Operating Costs

Activating underused spaces across Palm Beach County will require moderate but strategic investments in adaptive infrastructure, event equipment, small business support, and facilitation programs. These investments will allow dormant or vacant sites to become vibrant, visitor-ready stages for creativity, culture, and community engagement.

1. Upfront Investment (Estimated Range: $22 – $30 million over four years)
Capital funding will focus on improving the physical readiness of underused public and private sites, supporting modular event infrastructure, and creating a flexible environment for short-term activations.

Investment Category	Description	Estimated Cost Range	Timing
Site Readiness & Infrastructure Upgrades	Basic utility connections (water, power), ADA improvements, lighting, and safety fencing at key underused sites (public plazas, parking lots, waterfronts).	$6 – $8 million	Year 1–4
Mobile Activation & Pop-Up Equipment Pool	Countywide inventory of modular assets (containers, stages, canopies, seating, signage) for loan to municipalities, nonprofits, and entrepreneurs.	$5 – $6 million	Year 1–3
Public Art & Creative Placemaking Fund	Grants for temporary installations, murals, lighting, and interactive art at activated spaces.	$3 – $4 million	Year 1–4
Vacant Space Conversion Incentive Program	Matching funds to landlords and CRAs for minor renovations to make vacant storefronts event-ready (e.g., HVAC, flooring, restrooms).	$3 – $4 million	Year 2–4
Toolkit Implementation and Permitting Technology	Creation of digital permitting tools, "Spaces to Places" platform, and GIS-based mapping of activation-ready sites.	$2 – $3 million	Year 1–2
Temporary Event Infrastructure (Pilot Hubs)	Build-out of 3–4 semi-permanent "Activation Hubs" with power, storage, and flexible event infrastructure in strategic subregions (Glades, Jupiter, Delray, West Palm).	$3 – $5 million	Year 2–4
Total Estimated Upfront Investment		**$22 – $30 million**	48-month rollout

Potential Funding Sources: Tourist Development Council (TDC) Infrastructure and Events Funds; Community Redevelopment Agencies (CRAs); Municipal capital improvement budgets; private landowners (cost-sharing agreements); Florida Department of Economic Opportunity (DEO) Community Revitalization Grants; National Endowment for the Arts (NEA) placemaking funds; and sponsorships from local developers or cultural institutions.

2. Operating Costs (Estimated Range: $3.5 – $4.5 million annually, ongoing)
Operating expenditures will support staffing, activation programming, marketing, maintenance, and entrepreneurial development efforts to sustain the initiative countywide.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Coordination & Site Management	Staffing for cross-agency coordination, site identification, permitting support, and operator outreach.	$700,000 – $900,000	TMPWG / DTPB / Cultural Council
Pop-Up Programming & Event Grants	Small grants for recurring activations (food markets, art pop-ups, seasonal events) with priority for underserved areas.	$1.0 – $1.2 million	DTPB / Municipal Partners
Maintenance, Safety, and Operations	Lighting, cleaning, insurance, and crowd management services for recurring pop-up sites.	$600,000 – $800,000	Municipal Partners / CRA
Marketing and Storytelling Campaigns	"Spaces to Places" promotional effort featuring itineraries, videos, and influencer coverage of pop-up districts.	$500,000 – $700,000	DTPB / Film & TV Commission
Small Business & Artist Support	Entrepreneur training, equipment sharing, and micro-loan facilitation for creative vendors and start-ups.	$400,000 – $600,000	Small Business Associations / Cultural Council
Performance Tracking & Evaluation	Data collection, visitor analytics, and impact reports measuring community and economic outcomes.	$200,000 – $300,000	TMPWG / Research Partners
Total Estimated Annual Operating Cost		**$3.5 – $4.5 million**	

3. Economic, Cultural, and Tourism Impact
The activation of underused spaces is expected to deliver significant short-term energy and long-term economic returns:

- **Visitor Impact:** Estimated 200,000–300,000 new visitors annually engaging with pop-up and temporary experiences by Year 4.
- **Economic Impact:** $50–$70 million in incremental visitor spending annually across host neighborhoods.
- **Entrepreneurial Growth:** Support for 300+ local vendors and creatives, with at least 50 permanent business transitions from temporary to full-time locations by Year 5.
- **Neighborhood Revitalization:** 10–15 underutilized commercial areas reactivated countywide, producing measurable increases in foot traffic and nighttime activity.

- **Community Equity:** 40% of activations located in underserved or inland communities, driving local pride and balanced tourism benefits.
- **Return on Investment:** 2.5–3:1 ROI by Year 5 through combined business development, tourism spending, and property value growth.

Conclusion

The activation of underused spaces represents one of the most creative and cost-effective strategies for expanding Palm Beach County's tourism footprint. With an estimated $22–$30 million in capital investment and $3.5–$4.5 million in annual operating costs, this initiative will turn vacant lots, idle storefronts, and forgotten corners into living laboratories of culture, commerce, and connection.

By providing the infrastructure, incentives, and storytelling needed to bring pop-up markets, art installations, and micro-events to life, Palm Beach County can unlock new tourism zones, support local entrepreneurs, and add spontaneity and surprise to the visitor experience.

This is tourism innovation at its most accessible and equitable, transforming empty spaces into vibrant places that reflect the creativity and diversity of Palm Beach County's people. When visitors encounter something unexpected and authentic around every corner, the entire county becomes the stage.

E9. Advance a Palm Beach County Signature Trails Network

Recommendation: Champion and advocate a comprehensive network of walking, biking, paddling, and equestrian trails that connect natural, cultural, venues, and commercial destinations throughout the county. Linking Jonathan Dickinson State Park, the Arthur R. Marshall Loxahatchee National Wildlife Refuge, and Broward's Treetops Park would position Palm Beach County as a top-tier ecotourism destination. This taps into rising demand for: nature-based travel, wellness experiences, and sustainable recreation.

Rationale: Trails increase accessibility, promote wellness, and link urban and rural areas while appealing to experience-seeking and active travelers. Trails are generally low maintenance with long-lasting infrastructure and attract multiday visitors, enhance quality of life, and support small businesses (guides, rentals, local eateries).

Issue / Opportunity: Unlocking Trail-Based Tourism for Wellness, Equity, and Regional Connectivity

Palm Beach County's diverse natural and cultural landscapes, spanning coastal preserves, Everglades wilderness, agricultural heartlands, historic neighborhoods, and bustling town centers, offer unmatched potential for trail-based tourism and active recreation experiences. However, these assets remain largely disconnected, under-promoted, and unevenly accessible to visitors.

Despite strong foundations, including the Lake Okeechobee Scenic Trail, Riverbend Park, and the Loxahatchee Slough Natural Area, Palm Beach County lacks a comprehensive, branded trail network that links its unique ecological zones, historic and cultural districts, and commercial nodes. Many existing trails are fragmented, have inconsistent wayfinding, lack interpretation, and are not integrated into tourism itineraries or marketing.

Meanwhile, market demand for sustainable, wellness-driven, and experience-rich travel is surging. Visitors seek immersive, car-free adventures: paddling the Loxahatchee, cycling from village to farmstand, horseback riding near sugarcane fields, or walking through mangrove-lined paths with cultural storytelling stops. A countywide Signature Trails Network would meet these demands while promoting equity, enhancing community wellbeing, and spreading economic benefits beyond coastal zones.

Objectives

1. Develop a countywide network of interconnected walking, cycling, paddling, and equestrian trails that link tourism assets.
2. Brand, map, and promote the trails as an integrated ecotourism and cultural heritage experience.
3. Expand access to trails for underserved communities through transit connections, gear rentals, ADA accessibility, and signage in multiple languages.
4. Foster partnerships with municipalities, park systems, outfitters, and cultural sites to activate the trail network.
5. Position Palm Beach County as a premier nature-based and active travel destination.

Expected Outcomes

- Creation of a branded, easy-to-navigate Signature Trails Network encompassing diverse geographies and activities
- Increased visitation to inland, western, and rural areas through trail-based tourism
- Improved health, mobility, and recreational opportunities for residents
- Expanded economic activity from outfitters, guides, food vendors, lodging, and nearby attractions
- Enhanced regional positioning and national recognition in wellness and ecotourism markets

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Trail Audit, Feasibility, and Network Planning (0–6 Months)

- Conduct a Comprehensive Trail System Audit, including:
  - Existing walking, biking, paddling, and equestrian trails
  - Trailheads, access points, parking and transit links
  - Trail conditions, ADA accessibility, and connectivity gaps
  - Visitor amenities: restrooms, signage, shade, rentals, eateries
- Overlay the audit with:
  - Tourism assets (museums, historic districts, beaches, parks)
  - Conservation areas and scenic corridors
  - Equity mapping to prioritize underserved areas
- Engage trail planners, tourism professionals, accessibility advocates, and municipal partners to develop a Signature Trails Master Plan, including:
  - Route identification and gap closures
  - Multi-modal integration
  - Signage, branding, and storytelling layers
  - Sustainability and resilience criteria (e.g., pervious paths, native landscaping)

Phase 2: Branding, Marketing, and Partner Mobilization (6–12 Months)

- Develop and launch the “Palm Beach Trails” identity, including:
  - Trail network name and sub-brand design system
  - Trail signage templates and wayfinding icons
  - Mobile-friendly maps and web-based interactive planning tools
- Build curated, themed itineraries such as:
  - Everglades to Ocean Paddle Route
  - Historic Cultural Bike Loop
  - Agritourism Trail
  - Accessible Wellness Walks
  - Equestrian Heritage Ride
- Convene a Trail Tourism Partner Collective, including:
  - Parks departments, cultural sites, outfitters, agrotourism businesses
  - E-bike and kayak rental companies
  - Local food & beverage partners near trail nodes

Phase 3: Infrastructure Investment and Pilot Launches (12–24 Months)

- Prioritize development and wayfinding enhancements for:
  - Trail connectors between Jonathan Dickinson SP, Loxahatchee NWR, and Broward's Tree Tops Park
  - Urban-to-rural links (e.g., West Palm Beach to Sugar Trail Corridor)
  - Equitable trail hubs in inland and Glades communities
- Provide funding incentives or grants for:
  - Trailhead enhancements and parking upgrades
  - ADA retrofits, safety lighting, shade and hydration stations
  - Public art installations and educational interpretation signage
- Pilot multi-day "Trail to Table" tourism packages that bundle:
  - Guided adventures
  - Farm-to-fork experiences
  - Eco-lodges or camping
  - Cultural storytelling and performances

Phase 4: Monitoring, Events, and National Recognition Strategy (24–36 Months and Ongoing)

- Establish a Countywide Trail Visitor Dashboard to monitor:
  - Trail usage (sensors, app check-ins)
  - Visitor satisfaction
  - Economic impact on surrounding businesses
- Launch signature annual events such as:
  - Palm Beach County Trails Weekend
  - Moonlight Paddles & Night Walks
  - Equestrian Heritage Days
- Apply for national recognition and grants (e.g., Rails-to-Trails, National Recreation Trails designation, Outdoor Recreation Legacy Partnership funding)

Lead Agencies

Palm Beach County Parks & Recreation Department
Leads planning, infrastructure improvements, inter-agency coordination, and trail standards.

Discover The Palm Beaches
Responsible for branding, promotion, itinerary development, and integration with the tourism brand.

Palm Beach County Film & Television Commission
Responsible for developing and delivering storytelling of trail-based tourism and active recreation experiences.

Partner Organizations and Roles

Partner Entity	Role
Municipal Parks & Planning Departments	Local trail maintenance, zoning, signage, and neighborhood integration
Florida Department of Environmental Protection (DEP)	Technical trail planning, Everglades and state park integration
Cultural Council for Palm Beach County	Interpretation, storytelling overlays, arts on trails
Equine and Agricultural Associations	Route planning for horseback and farm-based trails
Local Outfitters and Rental Businesses	Kayak, bike, and equestrian rentals, guided tours
Palm Tran and MPO	Transit connections to trailheads, integrated wayfinding
Health and Wellness Coalitions	Promotion of trails as part of community health and recreation campaigns

Timing for Implementation

Phase	Timeframe
Phase 1: Planning and Audit	Months 0–6
Phase 2: Branding and Mobilization	Months 6–12
Phase 3: Infrastructure & Pilots	Months 12–24
Phase 4: Monitoring and Recognition	Months 24–36+

Key Performance Measures / Indicators of Success

Trail Use and Visitor Experience

- Increase in trail usage by visitors and residents (measured by sensors and survey data)
- High user satisfaction rates across trail types and geographies
- Number of tourism itineraries, packages, or events including trails

Economic and Destination Impact

- Increase in trail-related business activity (rentals, guides, lodging)
- Visitor spending associated with trail-based activities (target: +20% in 3 years)
- Recognition by national outdoor, wellness, and ecotourism networks

Access and Equity

- Number of trails with ADA compliance and multilingual signage
- New trail hubs in underserved or inland areas (target: 5+ by Year 3)
- Resident feedback on trail access and use in annual surveys

Environmental and Health Metrics

- Miles of trail built or connected with permeable, eco-friendly materials
- Reduction in vehicle dependency for short-range tourism movement
- Inclusion of trails in public health programming and environmental education

Upfront Investment and Ongoing Operating Costs
Creating the Palm Beach County Signature Trails Network will require a strategic combination of capital improvements, branding, technology, and long-term operating support. These investments will unlock the full economic, wellness, and environmental potential of a connected trail system linking the county's natural, cultural, and commercial assets.

1. Upfront Investment (Estimated Range: $85 – $110 million over five years)
Capital investment will focus on trail connectivity, infrastructure enhancements, branding, and visitor amenities that transform existing fragmented routes into a cohesive, world-class network. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Trail Construction and Connectivity Projects	New trail links and gap closures connecting Jonathan Dickinson State Park, Loxahatchee NWR, the Glades region, and Broward's Tree Tops Park.	$35 – $45 million	Years 1 – 5
Trailhead & Amenity Enhancements	Parking, restrooms, shade, hydration stations, ADA access, bike racks, and small business kiosks.	$10 – $12 million	Years 1 – 4
Wayfinding, Signage & Branding Implementation	Countywide signage system, interpretive displays, multilingual storytelling, and interactive kiosks.	$8 – $10 million	Years 1 – 3
Paddling & Equestrian Infrastructure	Launch docks, boardwalks, horse-friendly surfaces, and staging areas.	$6 – $8 million	Years 2 – 4
Green Infrastructure & Environmental Resilience Features	Permeable surfaces, native landscaping, stormwater capture, and habitat restoration along corridors.	$8 – $10 million	Years 1 – 5
Digital Mapping & Technology Integration	"Palm Beach Trails" interactive website and app with route planning, AR interpretation, and real-time usage analytics.	$3 – $5 million	Years 1 – 3
Public Art, Cultural Overlays & Trail Programming Fund	Installations, sculpture gardens, artist residencies, and cultural interpretation along priority routes.	$5 – $7 million	Years 2 – 5
Regional Trail Hubs & Visitor Centers	3–4 small visitor hubs offering rentals, interpretation, and rest areas in strategic locations (Glades, Jupiter, Loxahatchee, Boca / Delray).	$10 – $13 million	Years 2 – 5
Total Estimated Upfront Investment		**$85 – $110 million**	60-month rollout

Potential Funding Sources: Tourist Development Council (TDC) Capital Improvement Fund; Florida Department of Environmental Protection (FDEP) Recreation Grants; Federal Transportation

Alternatives and Recreational Trails Programs; Florida Greenways & Trails Foundation; National Park Service Outdoor Recreation Legacy Partnership; private sponsorships (healthcare, outdoor brands, local businesses); and philanthropic support from environmental and wellness foundations.

2. Operating Costs (Estimated Range: $8 – $10 million annually, ongoing)
Operating expenditures will sustain marketing, maintenance, programming, data tracking, and coordination across agencies and partners.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Trail Management & Coordination	Staffing, planning, inter-agency coordination, and maintenance scheduling.	$2.0 – $2.5 million	Parks & Recreation / TMPWG
Maintenance & Safety	Routine upkeep, vegetation control, signage repair, and patrols.	$2.5 – $3.0 million	County / Municipal Parks
Marketing & Branding Operations	Promotion, digital content, storytelling, and annual events (Trails Weekend, Moonlight Paddle series).	$1.0 – $1.2 million	DTPB / Film & TV Commission
Community Programming & Education	Guided tours, school programs, volunteer coordination, and health partnerships.	$0.8 – $1.0 million	Cultural Council / Health Coalitions
Data, Research & Performance Monitoring	Sensor technology, mobile analytics, visitor surveys, and annual reporting.	$0.5 – $0.8 million	TMPWG / Universities
Grant Administration & Partner Support	Technical assistance for municipal partners, small-business operators, and nonprofit stewardship groups.	$0.7 – $1.0 million	Parks & Recreation / Economic Development
Total Estimated Annual Operating Cost		**$8 – $10 million**	

3. Economic, Environmental, and Social Impact
The Signature Trails Network will generate wide-ranging benefits for Palm Beach County:

- **Visitor Growth:** 500,000 – 700,000 new trail-based visitors annually within five years.
- **Economic Impact:** $150 – $200 million in annual visitor spending linked to outdoor recreation, lodging, dining, and outfitters.
- **Private Sector Leverage:** Every $1 in public trail investment expected to attract $4 – $5 in private and philanthropic co-investment.
- **Job Creation:** 2,000 – 2,500 jobs supported in construction, recreation services, and small business sectors.

- **Health and Wellness Savings:** Estimated $10 million in annual community health benefits through increased physical activity.
- **Environmental Benefits:** 50+ miles of habitat restoration and 200+ acres of green infrastructure improvements.
- **Return on Investment:** Estimated 4:1 ROI within 6 years through direct spending, property value gains, and health and environmental savings.

Conclusion

The Palm Beach County Signature Trails Network represents a generational investment in sustainable tourism, community health, and destination identity. With $85 – $110 million in capital investment and $8 – $10 million in annual operating support, this initiative will connect coast to countryside through a unified system of walking, cycling, paddling, and equestrian routes.

By linking parks, farms, heritage sites, and town centers, the Trails Network will draw visitors year-round while improving resident mobility, recreation access, and environmental resilience. Beyond its physical infrastructure, it will also serve as a platform for storytelling, celebrating the land, people, and cultures that define Palm Beach County.

This initiative positions the county as a top-tier national destination for ecotourism, wellness, and outdoor recreation, strengthens local economies across inland and coastal communities alike, and ensures that the act of exploration itself becomes an invitation to connect, with nature, with heritage, and with one another.

E10. Promote "Slow Tourism" Experiences and Itineraries

Recommendation: Encourage longer, deeper travel by promoting local immersion, low-impact transport, extended stays, and cultural exchange experiences.

Rationale: Slow tourism aligns with sustainability, equity, and quality-of-life goals, and it spreads economic benefits more widely.

Issue / Opportunity: Cultivating Deeper Travel for Sustainability, Equity, and Local Connection

In today's fast-paced travel landscape, many destinations cater to whirlwind visitation and checklist tourism, offering short, high-volume experiences that often concentrate benefits in already popular areas. Palm Beach County is not immune to this trend. Coastal hubs and well-known attractions receive the bulk of visitation and economic gain, while inland, rural, and culturally rich communities remain underexplored and underfunded.

"Slow tourism", defined by longer stays, deeper immersion, lower environmental impact, and meaningful cultural exchange, presents a powerful opportunity to rebalance this dynamic. Travelers increasingly seek experiences that emphasize connection over consumption: local food, off-the-beaten-path places, conversations with residents, arts engagement, and quiet time in nature. These slow travel preferences align with sustainability, social equity, and personal wellbeing goals.

Palm Beach County already possesses the ideal mix of assets for slow tourism: village main streets, farm communities, arts districts, eco-retreats, walkable downtowns, and preserved natural environments. However, they are not yet presented as a cohesive, intentional visitor offering. By developing and promoting slow tourism itineraries, investing in supporting infrastructure, and embedding the philosophy across sectors, Palm Beach County can attract longer-stay travelers who spend more, go deeper, and return often.

Objectives

1. Develop and market curated slow tourism itineraries featuring immersive, low-impact, and hyperlocal experiences.
2. Encourage extended-stay travel and reduce seasonality through off-peak promotions, homestays, and community-based tourism.
3. Foster capacity-building among small, locally owned tourism providers to deliver slow experiences.
4. Embed slow tourism principles across marketing, product development, and tourism training efforts.
5. Support the transformation of underutilized areas into slow travel destinations through public-private partnerships.

Expected Outcomes

- Increase in average length of visitor stays and per-visitor spend
- Enhanced tourism distribution beyond high-traffic zones
- Growth of cultural exchange, voluntourism, and community-based experiences
- New market positioning in sustainable and wellness-focused travel niches
- Improved resident perception of tourism and increased community participation

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Product Development and Stakeholder Mobilization (0–6 Months)

- Conduct a Slow Tourism Asset Scan, identifying:
  - Walkable, character-rich neighborhoods and towns
  - Local workshops, artist studios, farms, markets, and cultural centers
  - Transit-connected or bike-friendly areas with overnight accommodations
  - Eco-retreats, meditation centers, historical homes, and immersive storytelling venues
- Facilitate co-creation workshops with local entrepreneurs, artists, chefs, historians, and tour guides to co-design slow experiences
- Provide microgrants or technical assistance to help small operators prepare for inclusion (e.g., translation, digital booking, accessibility upgrades)

Phase 2: Itinerary Design and Launch (6–12 Months)

- Create a suite of Slow Travel Itineraries, such as:
  - Three Days in the Glades: Culture, Cuisine, and Conservation
  - Palm Beach by Foot, Bike, and Boat: A Car-Free Exploration
  - Healing Waters and Quiet Beaches: Wellness Retreats in Nature
  - Stay Like a Local: Homestays and Art Walks in Historic Neighborhoods
- Ensure all itineraries feature:
  - Low-impact transport (bike, paddle, walking, transit)
  - Locally owned lodging and eateries
  - Deep dive experiences like cooking classes, oral histories, and cultural ceremonies
- Partner with lodging platforms and DTPB to create “Stay Longer, Go Deeper” promotional campaigns with seasonal incentives

Phase 3: Marketing, Training, and Booking Enablement (12–24 Months)

- Launch a dedicated “Slow Tourism” section on the DTPB website featuring:
  - Itineraries, events, and cultural calendars
  - Filters for “low-carbon,” “locally owned,” “community-led,” “no car needed,” “wellness,” and “inclusive”
  - User-generated story campaigns and ambassador content
- Train hospitality and frontline staff through:
  - Cultural competency training
  - Storytelling workshops
  - Slow tourism interpretation and experience curation

- Develop booking and trip-building functionality with small operators to support:
  - Multi-day packaging
  - Customized trip creation
  - Real-time translation and accessibility support

Phase 4: Evaluation, Expansion, and Institutionalization (24–36 Months)

- Collect and analyze data on:
  - Visitor length of stay, satisfaction, and spending patterns by itinerary type
  - Community and business participation levels
  - Carbon footprint comparison with traditional itineraries
- Integrate slow tourism as a required lens in new tourism development initiatives and marketing campaigns
- Expand itineraries to include:
  - Volunteer tourism (cleanups, cultural preservation)
  - Intergenerational learning trips
  - Artist residencies and sabbatical stays

Lead Agencies

Discover The Palm Beaches
Leads branding, itinerary development, campaign launch, and partner support.

Palm Beach County Office of Community Revitalization
Supports community-based tourism and equity-driven planning.

Cultural Council for Palm Beach County
Supports cultural programming, entrepreneur engagement, and public-space activations.

Partner Organizations and Roles

Partner Entity	Role
Cultural Council for Palm Beach County	Experience design, artist and cultural partner engagement, heritage interpretation
Local Economic Development Agencies	Small business training, grant facilitation, entrepreneur mentorship
Transit and Mobility Agencies	Support for slow transportation, mapping, and car-free route development
Visitor Accommodation Providers	Long-stay promotions, homestay offerings, immersive lodging programs
Main Street and Downtown Alliances	Neighborhood inclusion, placemaking support, pop-up facilitation
Sustainability and Equity Offices	Carbon measurement, equity mapping, social impact integration

Timing for Implementation

Phase	Timeframe
Phase 1: Asset Scan & Workshops	Months 0–6
Phase 2: Itinerary Development	Months 6–12
Phase 3: Marketing & Training	Months 12–24
Phase 4: Evaluation & Expansion	Months 24–36+

Key Performance Measures / Indicators of Success

Visitor Impact

- Increase in average visitor stay duration (target: +1.5 days by Year 3)
- Visitor satisfaction with authenticity and connection (surveyed through exit polling)
- Percentage of visitors booking or participating in slow tourism offerings

Economic and Community Outcomes

- Growth in revenue among micro-tourism businesses and local guides
- Increase in tourism activity and lodging occupancy in inland, Glades, and underserved areas
- Number of residents involved in tourism delivery (e.g., homestays, local workshops)

Sustainability and Equity

- Reduction in visitor carbon footprint (tracked via low-impact modes and lodging choices)
- Number of itineraries aligned with Community First Initiatives and cultural preservation goals
- Inclusion of multilingual and ADA-compliant content in all slow tourism promotions

Upfront Investment and Ongoing Operating Costs

Implementing "Slow Tourism" across Palm Beach County requires targeted investment in small-scale infrastructure, experience development, digital tools, and long-term community engagement. The financial commitment is modest compared to large-scale capital projects but yields high returns through extended visitor stays, new markets, and equitable tourism growth.

1. Upfront Investment (Estimated Range: $18 – $24 million over four years)

Capital spending will focus on experience readiness, visitor amenities, and branding infrastructure that make immersive, low-impact travel possible across both coastal and inland communities. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Experience & Itinerary Infrastructure Grants	Matching funds for local operators to enhance small attractions, workshops, and cultural sites (signage, seating, accessibility, solar lighting).	$4 – $5 million	Years 1-3

Investment Category	Description	Estimated Cost Range	Timing
Trail-to-Town & Walkability Enhancements	Small-scale pedestrian and cycling connections linking heritage districts, downtowns, and eco-sites.	$3 – $4 million	Years 1-4
Digital "Slow Tourism" Platform Development	Interactive map, itinerary builder, storytelling videos, and integrated booking portal for local experiences.	$2 – $3 million	Years 1-2
Interpretive & Cultural Signage Program	Wayfinding, multilingual interpretation, and heritage storytelling panels for slow-tourism corridors.	$2 – $3 million	Years 1-3
Community Space & Market Activation Fund	Micro-capital grants for pop-up artisan markets, farm stands, and community events in inland towns.	$3 – $4 million	Years 2-4
Marketing Identity & Visitor Centers Retrofit	"Stay Longer, Go Deeper" brand rollout, kiosks, and small retrofits at visitor centers for itinerary promotion.	$2 – $3 million	Years 1-4
Total Estimated Upfront Investment		**$18 – $24 million**	Four-year rollout

Potential Funding Sources: Tourist Development Council (TDC) Innovation Fund; Florida Department of Economic Opportunity Rural Infrastructure grants; Community Redevelopment Agencies; NEA and USDA Rural Development programs; philanthropic and corporate social-impact partners; private sponsorships from hospitality and wellness brands.

2. Operating Costs (Estimated Range: $3.5 – $4.5 million annually, ongoing)
Operating expenses will sustain marketing, training, partnership facilitation, and data evaluation to institutionalize the slow-tourism mindset.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Coordination & Partner Support	Staff, outreach, business assistance, and equity alignment across communities.	$900k – $1.1 million	TMPWG / DTPB
Marketing, Content & Campaign Management	Digital storytelling, influencer collaborations, and multilingual content production.	$800k – $1.0 million	DTPB / Film & TV Commission
Training & Certification Programs	Cultural-competency, sustainability, and interpretation workshops for local hosts.	$500k – $700k	Cultural Council / OEBO
Micro-Grant & Incentive Administration	Annual competitive funding for small business upgrades and itinerary pilots.	$600k – $800k	Economic Development / TMPWG

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Monitoring & Research	Data collection on stay length, carbon reduction, and visitor satisfaction.	$300k – $400k	TMPWG / Universities
Community Events & Exchange Programs	Festivals, volunteer tourism events, and local-visitor dialogues.	$400k – $500k	Community Revitalization / Municipal Partners
Total Estimated Annual Operating Cost		**$3.5 – $4.5 million**	

3. Economic, Social, and Environmental Impact

- **Visitor Spending Impact:** $70 – $100 million in incremental annual spending from longer stays (+1–2 days average).
- **Market Diversification:** +15 % growth in off-season and inland visitation within three years.
- **Local Business Development:** Support for 200 – 300 micro-enterprises (artists, farms, guides, culinary hosts).
- **Employment Impact:** 700 – 900 jobs supported in hospitality, cultural production, and eco-services.
- **Carbon Reduction:** 5 – 8 % decrease in per-trip emissions through low-impact transport and longer stays.
- **Community Benefits:** Improved resident sentiment toward tourism (+20 % by Year 4).
- **Return on Investment:** Approx. 3:1 ROI through combined spending, health, and sustainability gains.

Conclusion

"Slow Tourism" transforms Palm Beach County from a short-stay leisure destination into a deep-connection, year-round experience. With an estimated $18 – $24 million in capital investment and $3.5 – $4.5 million in annual operating costs, this initiative will extend visitor stays, distribute tourism more equitably, and strengthen local economies, particularly in inland and culturally rich communities.

By encouraging travelers to walk, bike, paddle, learn, and linger, the County reinforces its values of sustainability, authenticity, and inclusivity. Visitors become participants in community life rather than consumers of attractions, while residents gain economic opportunity and pride of place.

Through intentional design, storytelling, and investment, Palm Beach County can emerge as Florida's leading model for regenerative, people-centered travel, where every journey slows down just enough for connection, meaning, and shared prosperity to take root.

E11. Establish a Coastal Culture Trail Featuring Indigenous and Maritime Heritage

Recommendation: Create a branded interpretive trail along the coastline, telling the story of the county's coastal communities, marine ecology, and Indigenous history.

Rationale: Coastal storytelling deepens sense of place and offers educational value, particularly in high-traffic zones already popular with visitors.

Issue / Opportunity: Reclaiming and Showcasing the Full Story of Palm Beach County's Coast

Palm Beach County's coastline, stretching more than 47 miles, offers a tapestry of scenic beauty, marine ecosystems, coastal communities, and layered cultural histories. Yet, to many visitors, these spaces are experienced primarily through beachgoing, high-end shopping, or resort stays, without meaningful interpretation of place, people, or ecology.

Opportunities to connect visitors to the stories of Indigenous peoples, early maritime trade, African American coastal communities, shipwrecks, barrier island ecology, and the evolution of modern coastal life are largely untapped. As a result, tourists often leave without understanding the heritage or environmental significance of the places they visit.

At the same time, Palm Beach County has a growing demand for place-based, educational, and cultural experiences that honor Indigenous history, promote inclusivity, and reinforce a shared stewardship ethic. The creation of a Coastal Culture Trail, an interpretive, self-guided, and community-powered experience, can activate high-traffic beach corridors, link diverse communities, educate visitors, and enrich the tourism product.

This initiative addresses three goals: deepening place identity, enhancing the visitor experience, and advancing cultural preservation and inclusion.

Objectives

1. Develop a branded Coastal Culture Trail that tells a multi-perspective story of Palm Beach County's coastal regions.
2. Celebrate and preserve Indigenous, maritime, and multicultural coastal heritage through public interpretation and education.
3. Promote stewardship of marine and barrier island ecosystems through integrated environmental education.
4. Increase tourism engagement in coastal towns beyond sun-and-sand activities.
5. Empower communities, artists, and tribal representatives to lead storytelling, interpretation, and content creation.

Expected Outcomes

- Creation of a cohesive, multi-stop interpretive trail along the coastline, with digital and physical signage
- Increased visitation to lesser-known coastal sites, museums, and cultural organizations
- Enhanced visibility for Indigenous, African American, and other historically underrepresented narratives
- Stronger public understanding of marine ecology and climate vulnerability
- Strengthened community pride and involvement in cultural storytelling

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Research, Co-Creation, and Route Planning (0–6 Months)

- Establish a Coastal Culture Trail Steering Group including:
  - Tribal and Indigenous leaders (e.g., Seminole and Miccosukee representatives)
  - Local historians and archaeologists
  - Environmental and marine scientists
  - Cultural organizations and artists
  - Coastal municipalities and tourism professionals
- Conduct cultural asset mapping to identify:
  - Historic shoreline communities, port towns, and fishing villages
  - Shipwreck and maritime heritage sites
  - Tribal landmarks, early trade routes, and pre-colonial areas of significance
  - Coastal museums, lighthouses, and nature preserves
- Develop a draft trail route spanning north to south, with stops that include:
  - Interpretive signage and public art
  - QR codes linking to oral histories and multimedia content
  - Options for walking, biking, transit, or driving segments

Phase 2: Branding, Story Development, and Infrastructure Design (6–12 Months)

- Create a visual identity and branding system for the Coastal Culture Trail, aligned with The Palm Beaches' core brand but differentiated for cultural/educational focus
- Commission community-led content creation including:
  - Indigenous oral histories
  - Historical reenactments or dramatizations
  - Storyboards, murals, and installations at trail stops
- Design physical and digital signage with:
  - Trilingual content (English, Spanish, Creole, plus Indigenous language elements where appropriate)
  - Augmented reality (AR) components for immersive storytelling
  - Climate and marine ecology facts woven into cultural narratives

Phase 3: Implementation and Launch (12–24 Months)

- Fabricate and install signage and placemaking elements at selected trail nodes
- Develop a Coastal Culture Trail microsite and app, with:
    - Interactive maps and audio tours
    - Trip-planning tools and group tour suggestions
    - Bookable packages and community events calendar
- Promote via:
    - Cultural heritage months, Earth Day, Native American Heritage Month
    - School field trips and educational outreach
    - Cruise and tour operator integration
- Support local guide training and storytelling certification in collaboration with Indigenous and local community leaders

Phase 4: Programming, Expansion, and Evaluation (24–36 Months and Ongoing)

- Launch signature annual events such as:
    - Coastal Heritage Days (with food, music, walking tours, and boat excursions)
    - Youth Storytelling Challenge to capture intergenerational coastal memories
- Track and evaluate:
    - Visitor usage and time spent at trail locations
    - Community participation and satisfaction
    - Cultural impact assessments (e.g., increased awareness of local heritage)
- Explore extensions inland (e.g., cultural connections from Glades to coast) and linkages to the Signature Trails Network

Lead Agencies

Cultural Council for Palm Beach County
Responsible for content curation, community partnerships, and artistic integration.

Discover The Palm Beaches
Leads branding, promotional campaigns, visitor engagement, and digital experience design.

Palm Beach County Film & Television Commission
Responsible for developing and delivering storytelling of the county's coastal communities, marine ecology, and Indigenous history.

Partner Organizations and Roles

Partner Entity	Role
Seminole and Miccosukee Tribal Representatives	Cultural consultation, content direction, narrative co-ownership
Historical Societies and Museums	Research, interpretation, archival storytelling
Palm Beach County Department of Environmental Resources	Environmental integration, signage permitting, habitat education
Public Libraries and School Districts	Educational integration, student engagement
Coastal Cities and Towns	Site maintenance, placemaking, public art coordination
Local Artists and Storytellers	Mural creation, audio guide narration, event facilitation

Timing for Implementation

Phase	Timeframe
Phase 1: Research & Planning	Months 0–6
Phase 2: Branding & Story Development	Months 6–12
Phase 3: Infrastructure & Launch	Months 12–24
Phase 4: Programming & Expansion	Months 24–36+

Key Performance Measures / Indicators of Success

Visitor Engagement

- Number of visitors engaging with trail signage or digital platform (app downloads, QR scans)
- Increase in time spent at trail sites and adjacent cultural venues
- Visitor satisfaction with educational and cultural content

Cultural Preservation & Inclusion

- Number of Indigenous and multicultural stories included in interpretive materials
- Compensation and recognition for community knowledge holders
- Inclusion of multilingual and accessible content at all trail stops

Economic and Community Impact

- Increase in visitation to participating cultural and natural heritage sites
- Growth in guided tours, school visits, and cruise-related excursions to trail nodes
- Number of local artists, historians, and storytellers involved in programming

Environmental Stewardship

- Percentage of signage and content incorporating ecological education
- Coastal habitat preservation or restoration linked to trail nodes
- Visitor pledges or actions in support of responsible tourism

Upfront Investment and Ongoing Operating Costs
The Coastal Culture Trail will require targeted investment in interpretive infrastructure, digital storytelling, artistic installations, and sustained programming to bring the region's Indigenous, maritime, and multicultural heritage to life. The initiative blends cultural preservation, public art, education, and tourism development, requiring both capital improvements and ongoing operating support to ensure authenticity and long-term maintenance.

1. Upfront Investment (Estimated Range: $25 – $32 million over four years)
Capital funding will focus on interpretive installations, branding, technology, public art, and infrastructure improvements along the 47-mile coastline. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Interpretive Signage, Art, and Placemaking Installations	Design, fabrication, and installation of 40–50 trail nodes featuring multilingual interpretive signage, sculptures, murals, and public art.	$6 – $8 million	Years 1–3
Digital Trail Platform and App Development	Interactive website and mobile app with audio tours, AR storytelling, Indigenous language integration, and visitor tracking.	$2.5 – $3.5 million	Years 1–2
Cultural Infrastructure Grants	Small capital grants to museums, Indigenous organizations, and coastal cities for site enhancements (lighting, seating, accessibility, signage bases).	$4 – $5 million	Years 1–3
Coastal Heritage Visitor Hubs	Development or retrofit of 2–3 visitor interpretation centers or pavilions featuring maritime and Indigenous exhibits.	$6 – $7 million	Years 2–4
Public Art & Community Storytelling Fund	Commissioning of murals, mosaic installations, and community art projects tied to trail storytelling themes.	$3 – $4 million	Years 1–4
Environmental Education & Habitat Integration	Installation of ecological interpretation, boardwalk nodes, and habitat restoration along coastal access points.	$2.5 – $3.5 million	Years 2–4
Branding, Wayfinding, and Gateway Signage	"Coastal Culture Trail" identity rollout, directional signage, and coastal entry gateways.	$1.5 – $2 million	Years 1–3
Total Estimated Upfront Investment		**$25 – $32 million**	Four-year rollout

Potential Funding Sources: Tourist Development Council (TDC) Infrastructure Fund; Florida Division of Historical Resources; National Endowment for the Humanities (NEH) and National Park Service Maritime Heritage Program; Department of Environmental Protection (DEP) Resilient

Coastlines Grants; Coastal municipalities and Community Redevelopment Agencies (CRAs); private and philanthropic partnerships with cultural institutions and local tribes.

2. Operating Costs (Estimated Range: $4.0 – $5.0 million annually, ongoing)
Operating costs will sustain programming, maintenance, marketing, and community engagement required for a dynamic, evolving cultural and environmental experience.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Trail Operations, Maintenance, and Stewardship	Routine upkeep, content updates, signage repair, and cultural site coordination.	$1.2 – $1.5 million	County / Municipal Partners
Programming & Event Production	Annual events (e.g., Coastal Heritage Days, storytelling festivals, guided tours, art residencies).	$900k – $1.1 million	Cultural Council / Local Partners
Marketing, Promotion, and Media Content	Multimedia campaigns, influencer storytelling, educational programming, and documentary content creation.	$700k – $900k	DTPB / Film & TV Commission
Indigenous & Community Partnership Support	Compensation, licensing, and ongoing collaboration with tribal representatives and community knowledge holders.	$500k – $700k	Cultural Council / TMPWG
Education, Interpretation & Training	Guide certification programs, docent training, student engagement, and field-trip coordination.	$400k – $500k	Museums / Schools / Libraries
Data, Research, and Evaluation	Visitor analytics, economic impact tracking, and heritage impact assessments.	$300k – $400k	TMPWG / Universities
Total Estimated Annual Operating Cost		**$4.0 – $5.0 million**	

3. Economic, Cultural, and Educational Impact

- **Visitor Engagement:** 400,000–600,000 visitors annually by Year 5 through physical and digital trail participation.
- **Economic Impact:** $80–$100 million in incremental annual visitor spending related to coastal heritage experiences, tours, and extended stays.
- **Education & Outreach:** 25,000+ students engaged annually through curriculum-aligned field programs.
- **Cultural Inclusion:** 40+ Indigenous, African American, and multicultural storytellers and artists directly employed or commissioned.

- **Environmental Stewardship:** 30+ coastal education sites with integrated ecology interpretation, leading to measurable increases in visitor awareness and conservation pledges.
- **Return on Investment:** 3:1 ROI within five years through combined tourism spending, educational impact, and cultural preservation benefits.

Conclusion

The Coastal Culture Trail represents a transformational step toward reinterpreting Palm Beach County's shoreline as more than a leisure destination; it becomes a living classroom and cultural corridor. With an estimated $25 – $32 million in capital investment and $4 – $5 million in annual operating support, this initiative will illuminate the stories of Indigenous resilience, maritime heritage, and the intertwined histories of the county's diverse coastal communities.

By blending art, technology, ecology, and storytelling, the Coastal Culture Trail will create a continuous narrative of identity and stewardship, one that engages residents, educates visitors, and strengthens the connection between people and place.

This investment ensures that the county's most visible asset, its coastline, also becomes its most meaningful: a shared cultural landscape where history, environment, and community come together to define The Palm Beaches as a destination of depth, respect, and discovery.

E12. Expand and Advance an Artist-in-Residence Program for Tourism Districts

Recommendation: Expand and advance programs that support local artists to create public works, run workshops, and engage with visitors in hotels, museums, transit hubs, parks, and more.

Rationale: Artists bring authenticity, vibrancy, and economic value to public spaces, and increase cultural engagement by travelers and residents.

Issue / Opportunity: Embedding Local Creative Voices into the Visitor Experience

Palm Beach County has a dynamic and diverse arts community that is integral to its cultural identity. However, the role of local artists within the broader tourism experience remains underdeveloped. While visitors increasingly seek authentic, participatory, and creative experiences, opportunities for direct engagement between artists and tourists are still limited and often confined to traditional cultural venues.

Expanding Artist-in-Residence (AIR) programs within tourism districts presents an opportunity to transform everyday spaces, hotels, parks, transit hubs, and waterfronts, into living canvases for creativity and cultural connection. By giving local artists the resources and platforms to engage with the public, Palm Beach County can strengthen its reputation as a destination that celebrates art, culture, and community.

Objectives

1. Expand the Artist-in-Residence initiative to integrate local artists into high-traffic tourism areas countywide.
2. Provide opportunities for artists to create site-specific public works, host interactive workshops, and interpret local culture for visitors.
3. Elevate Palm Beach County's cultural brand while increasing professional visibility and income opportunities for resident artists.
4. Create authentic visitor experiences that foster cross-cultural dialogue, learning, and creativity.
5. Ensure the small business community by prioritizing underrepresented artists and community-driven storytelling.

Expected Outcomes

- Establishment of 10 or more active artist residency sites in key tourism districts within three years.
- Increased visibility and income for Palm Beach County artists.
- New public art installations, performances, and workshops accessible to both residents and visitors.
- Growth in visitor satisfaction and cultural participation metrics.
- Stronger sense of place and community identity in tourism areas.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Program Expansion and Partnership Development (0–6 Months)

- Form an Artist-in-Residence Planning Committee including:
  - Cultural Council for Palm Beach County
  - Discover The Palm Beaches
  - Hotel and hospitality partners
  - Transit and convention center authorities
  - Local arts nonprofits and Community First Initiatives representatives
- Update the program framework to include:
  - Duration and stipend guidelines (e.g., 4–8 weeks)
  - Selection criteria emphasizing diversity, cultural relevance, and community engagement
  - Potential activation sites such as hotels, waterfronts, transportation hubs, and shopping districts
- Secure and diversify funding through TDC allocations, tourism grants, and private sponsorships.

Phase 2: Pilot Launch and Artist Selection (6–12 Months)

- Issue a countywide call for artists prioritizing local talent and community-based proposals.
- Select initial residency sites, such as:
  - The West Palm Beach Convention District
  - Boca Raton cultural and shopping corridors
  - Belle Glade waterfront park
  - Tri-Rail or Palm Tran terminals
  - Boutique hotels and resorts in tourism clusters
- Pair artists with host venues and define expected deliverables (e.g., public work, workshop, performance).

Phase 3: Activation, Public Engagement, and Marketing (12–24 Months)

- Promote the expanded program through:
  - Dedicated landing pages and interactive digital maps on DTPB and Cultural Council websites.
  - Artist profiles, video stories, and QR codes connecting visitors to each artist's work and process.
  - Artist-led events, open studios, and community workshops across tourism districts.
- Collaborate with hotels and hospitality partners to integrate artists into guest experiences, such as in-lobby demonstrations, pop-up galleries, and artist meetups.
- Capture compelling visual and narrative content for use in marketing, education, and tourism storytelling.

Phase 4: Institutionalization and Growth (24–36+ Months)

- Establish the Artist-in-Residence Program as a permanent, county-supported initiative under the Cultural Council.
- Introduce thematic residency cycles (e.g., "Voices of the Coast," "Nature and Design," "Community Resilience through Art").
- Expand residencies to include additional artistic disciplines such as culinary arts, performing arts, digital installations, and cultural heritage interpretation.
- Conduct ongoing evaluation based on artist outcomes, visitor engagement metrics, and economic impact analysis.

Lead Agencies

Cultural Council for Palm Beach County
Leads program design, artist recruitment, coordination, and artist support services.

Discover The Palm Beaches
Promotes residencies as part of destination branding and marketing; integrates artist stories into tourism campaigns and visitor experiences.

Partner Organizations and Roles

Organization / Agency	Role
Hotels and Hotel Associations	Host residency sites, provide workspace or lodging, and promote artists to guests.
Transit Agencies (Tri-Rail, Palm Tran)	Offer spaces for installations and performances in high-traffic visitor zones.
Convention Center Authority	Facilitate installations, public art displays, and artist events for meeting and conference visitors.
Municipal Cultural Divisions	Assist with local permitting, site selection, and artist coordination.
Community and Community First Initiatives Partners	Ensure inclusive artist representation and support equitable programming.
Economic Development and Business Chambers	Coordinate funding partnerships and link artists with local businesses.

Timing for Implementation

Phase	Timeline
Phase 1: Expansion and Partnerships	Months 0–6
Phase 2: Pilot Launch	Months 6–12
Phase 3: Public Activation and Engagement	Months 12–24
Phase 4: Institutionalization and Growth	Months 24–36+

Key Performance Measures / Indicators of Success

Cultural and Community Engagement

- Number and diversity of artists participating annually.
- Number of residencies completed and public programs delivered.
- Geographic spread of activations across tourism districts.

Tourism and Economic Impact

- Increase in visitor participation in art-related activities and experiences.
- Visitor spending associated with cultural and creative tourism.
- Partnerships formed between artists, hotels, and small businesses.

Marketing and Brand Value

- Media coverage and social media impressions related to artist residencies.
- Inclusion of artist programs in destination marketing campaigns.
- Growth in visitor sentiment metrics related to authenticity and creativity.

Upfront Investment and Ongoing Operating Costs

The expansion of the Artist-in-Residence (AIR) Program will require modest capital investment compared to other major tourism initiatives but will yield high visibility, engagement, and cultural ROI. Investment will focus on physical infrastructure for artist activation, technology and digital storytelling, and sustainable program management to embed creative expression across key tourism corridors.

1. Upfront Investment (Estimated Range: $8 – $11 million over four years)
Capital expenditures will support facility retrofits, public art installations, artist workspaces, and technology systems for interpretation and storytelling. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Artist Studio and Workspace Retrofits	Renovation or adaptation of existing spaces in hotels, parks, convention centers, and transit hubs to serve as temporary artist studios or pop-up galleries.	$2.0 – $2.5 million	Years 1–3
Public Art and Residency Installations Fund	Fabrication and installation of permanent and semi-permanent artworks created through residencies, including murals, sculptures, and interactive pieces.	$2.5 – $3.0 million	Years 1–4
Digital Platform and Storytelling Infrastructure	Creation of an online portal, interactive map, QR integration, and video documentation to highlight participating artists and visitor engagement.	$1.0 – $1.5 million	Years 1–2
Residency Equipment and Mobile Activation Units	Modular kiosks, pop-up studios, and mobile art labs for temporary activations in public or high-traffic tourism zones.	$1.0 – $1.3 million	Years 1–3
Training and Community Creative Hubs	Small capital grants for community arts centers to host training, visitor engagement workshops, and residency-related events.	$1.0 – $1.2 million	Years 2–4
Branding, Signage, and Visitor Information Displays	Consistent visual identity, on-site signage, and informational displays within hotels, parks, and transit centers.	$0.5 – $0.8 million	Years 1–3
Total Estimated Upfront Investment		**$8 – $11 million**	Four-year rollout

Potential Funding Sources: Tourist Development Council (TDC) Cultural Capital Fund; National Endowment for the Arts (NEA) “Our Town” and “Challenge America” grants; Florida Division of Cultural Affairs public art funding; corporate sponsorships from hospitality and transportation partners; and private philanthropy through community foundations and local arts patrons.

2. Operating Costs (Estimated Range: $3.0 – $3.8 million annually, ongoing)
Ongoing operating support will sustain artist stipends, program coordination, marketing, and visitor engagement programming, ensuring year-round activation across tourism zones.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Management and Staffing	Dedicated Cultural Council staff for coordination, artist services, and program evaluation.	$600k – $800k	Cultural Council
Artist Stipends and Material Support	Compensation, travel, materials, and housing support for 20–25 artists annually.	$1.0 – $1.2 million	Cultural Council / Sponsors
Marketing, Promotion, and Storytelling Content	Development of artist profiles, videos, digital maps, and social media campaigns integrating with DTPB's tourism marketing.	$500k – $600k	DTPB / Film & TV Commission
Community and Educational Programming	Workshops, artist talks, public participation events, and educational collaborations with schools.	$400k – $500k	Cultural Council / Partners
Partnership Coordination & Grants Administration	Small business collaborations, private sponsorship management, and partner support programs.	$250k – $350k	TMPWG / Chambers
Program Evaluation and Data Tracking	Visitor engagement analysis, artist outcomes, and economic impact assessment.	$200k – $250k	TMPWG / Universities
Total Estimated Annual Operating Cost		**$3.0 – $3.8 million**	

3. Economic, Cultural, and Community Impact

- **Visitor Engagement:** 250,000–350,000 direct visitor interactions annually (workshops, exhibits, and performances).
- **Economic Impact:** $25–$35 million in new visitor and local spending annually associated with arts participation and creative tourism.
- **Artist Support:** 100+ artists engaged or employed annually through direct stipends, commissions, and residencies.
- **Local Partnerships:** 75+ tourism and hospitality partners hosting activations countywide within three years.
- **Brand and Awareness:** Integration of the Artist-in-Residence Program into 50% of major DTPB marketing campaigns by Year 3.
- **Return on Investment:** 4:1 ROI through increased tourism revenue, cultural vibrancy, and enhanced destination branding.

Conclusion

The expanded Artist-in-Residence Program will transform Palm Beach County's tourism landscape into a dynamic, creative ecosystem, where every public space can become a stage, a gallery, or a studio. With $8–$11 million in capital investment and $3.0–$3.8 million in annual operating costs, the program will enable artists to engage directly with millions of visitors while activating underused public and private spaces across the county.

This initiative strengthens the link between tourism and cultural vitality, offering visitors authentic creative encounters that reflect the diversity and spirit of Palm Beach County. It will position the destination as a national leader in integrating arts, tourism, and community engagement, generate sustainable income for local artists, and foster inclusive storytelling that honors both heritage and innovation.

By embedding art into everyday visitor experiences, from hotels to transit hubs to waterfront promenades, the Artist-in-Residence Program will ensure that creativity is not only seen but *felt*, leaving lasting impressions that connect visitors to the heart of The Palm Beaches.

E13. Expand Palm Beach County "Tourism Health & Wellness" Programs

Recommendation: Expand partnerships with public health agencies and wellness providers to offer visitor health services, safety certifications, and travel wellness education (e.g., sun safety, food hygiene, heat stress).

Rationale: Post-pandemic travelers are health conscious. Enhanced wellness infrastructure builds confidence, adds value, and positions the county as a healthy destination.

Issue / Opportunity: Strengthening Health, Safety, and Wellness in the Visitor Experience

In the post-pandemic era, health and wellness have become key drivers of travel decision-making. Visitors increasingly expect destinations to provide visible, reliable, and accessible information about health, safety, and wellness. They value environments that support personal well-being, offer healthy experiences, and demonstrate preparedness for environmental or health-related challenges such as extreme heat, foodborne risks, or water safety concerns.

Palm Beach County already has a strong foundation of medical, wellness, and recreational resources, world-class hospitals, wellness centers, spas, fitness providers, and natural settings. However, these assets remain disconnected from the broader tourism narrative. By expanding the existing Tourism Health & Wellness initiative into a coordinated and visible program, the County can create a powerful competitive advantage. A destination that not only promotes beauty and leisure but also protects and enhances visitor well-being builds trust, loyalty, and a sense of safety for both domestic and international audiences.

Objectives

1. Strengthen partnerships with health agencies and wellness providers to improve visitor safety, education, and preparedness.
2. Create visible wellness certification and education programs for tourism businesses.
3. Provide multilingual health and safety information emphasizing sun protection, hydration, food hygiene, and heat awareness.
4. Develop a recognizable "Healthy Destination" brand identity that communicates trust and readiness.
5. Integrate health and wellness into tourism marketing, events, and infrastructure planning.

Expected Outcomes

- Increased visitor confidence in health and safety while traveling in Palm Beach County.
- Expansion of wellness tourism offerings and partnerships with local health providers.
- Measurable improvements in traveler awareness and reduction in avoidable health incidents.
- New opportunities for tourism businesses to differentiate through wellness certification.
- Enhanced alignment between public health and tourism agencies on emergency preparedness and visitor well-being.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Program Expansion and Partner Engagement (0–6 Months)

- Reestablish a Health & Wellness Tourism Partnership Task Force with representatives from:
  - Palm Beach County Department of Health
  - Discover The Palm Beaches
  - Hospitality, attractions, and event sectors
  - Local hospitals, clinics, and urgent care centers
  - Parks and recreation departments
  - Wellness and fitness providers (e.g., spas, yoga studios, nutritionists)
  - Emergency management and environmental health agencies
- Identify wellness priorities and align messaging around key visitor safety topics:
  - Sun and heat protection
  - Safe hydration and food handling
  - Beach and water safety
  - Stress management and mental wellness during travel
  - Access to urgent or telehealth care
- Develop a unified Palm Beach County Health & Wellness brand toolkit, including visual standards, communication templates, and a "Healthy Travel in The Palm Beaches" tagline.

Phase 2: Certification and Visitor Education Tools (6–12 Months)

- Design and launch a Tourism Health & Wellness Certification Program for local tourism and hospitality businesses, offering:
  - Training in hygiene and safety best practices
  - Guidance on heat and sun risk management for staff and guests
  - Recognition signage and digital badging for certified partners
- Distribute a Visitor Health Toolkit across hotels, airports, attractions, and beaches, including:
  - Printed and digital health and safety materials in English, Spanish, and Haitian Creole
  - Sun protection and hydration tips
  - Emergency contact and medical facility information
  - QR codes linking to real-time heat advisories and beach conditions
- Develop an online Wellness Tourism Portal highlighting:
  - Certified wellness businesses and safe travel resources
  - Healthy dining, recreation, and spa experiences
  - Local health tips and traveler checklists

Phase 3: Destination Activation and Hospitality Training (12–24 Months)

- Implement destination-wide activation by installing:
  - Hydration and sunscreen stations at beaches, parks, and event venues
  - Shade structures and wellness signage in public areas
- Conduct hospitality and frontline staff training on:
  - Heat illness recognition and prevention
  - Mental health first aid for guest-facing employees
  - Food hygiene and safe service standards for culinary tourism

- Partner with major hotels, cultural venues, and transportation hubs to host seasonal "Wellness Awareness Days", offering free health screenings, sun care kits, and educational pop-ups.

Phase 4: Evaluation, Marketing, and Expansion (24–36+ Months)

- Integrate health and wellness messaging into DTPB's marketing campaigns and visitor storytelling.
- Expand the certification program to include new sectors such as:
  - Cruise and sports tourism
  - Family and youth programming
  - Corporate meetings and wellness retreats
- Conduct annual performance tracking and reporting on:
  - Visitor satisfaction and safety perception scores
  - Business participation in certification programs
  - Incidence of avoidable health issues (heat stress, food safety, sunburn, etc.)
- Host an annual Palm Beach County Tourism Wellness Summit to share best practices, recognize certified partners, and present program outcomes.

Lead Agencies

Cultural Council for Palm Beach County
Leads program design, artist recruitment, coordination, and artist support services.

Discover The Palm Beaches
Leads destination branding, partner engagement, and marketing integration. Oversees program promotion, certification visibility, and the online Wellness Tourism Portal.

Partner Organizations and Roles

Organization / Agency	Role
County Parks and Recreation Department	Install wellness signage, hydration stations, and shade infrastructure in public spaces.
Hospitals and Urgent Care Networks	Provide medical expertise, visitor support, and health alerts.
Hospitality and Attractions Partners	Participate in certification programs, training, and distribution of wellness materials.
Airports and Transit Authorities	Display signage, distribute information kits, and host traveler wellness campaigns.
Emergency Management Agency	Support heat and hurricane preparedness and crisis communication.
Nonprofits and Advocacy Organizations	Ensure equitable access to health resources and multilingual education.

Timing for Implementation

Phase	Timeline
Phase 1: Expansion and Partnerships	Months 0–6
Phase 2: Certification and Toolkit Development	Months 6–12
Phase 3: Activation and Training	Months 12–24
Phase 4: Evaluation and Expansion	Months 24–36+

Key Performance Measures / Indicators of Success

Visitor Health and Safety Perception

- Improvement in visitor confidence ratings regarding health and cleanliness.
- Decrease in negative reviews related to hygiene or safety.

Participation and Engagement

- Number of businesses certified as Health & Wellness Tourism Partners.
- Toolkit downloads and online portal engagement metrics.
- Participation in training workshops and health awareness events.

Public Health and Infrastructure Impact

- Reduction in avoidable health incidents such as heat stress and dehydration.
- Number of hydration and sunscreen stations installed.
- Increase in staff trained in first aid and wellness awareness.

Marketing and Destination Impact

- Increased visibility of Palm Beach County in wellness and safety-focused media coverage.
- Enhanced visitor perception of Palm Beach County as a “healthy, safe, and rejuvenating” destination.
- Inclusion of health and wellness metrics in Tourism Master Plan progress reports.

Upfront Investment and Ongoing Operating Costs

The expanded Tourism Health & Wellness initiative blends infrastructure, training, certification, and marketing to position Palm Beach County as a leader in healthy, sustainable, and safe travel. Implementation will require a combination of public-sector capital investment, private partnerships, and ongoing operating support for program coordination and communication.

1. Upfront Investment (Estimated Range: $20 – $26 million over four years)
Capital investments will focus on wellness infrastructure, public education tools, and technology for certification and communication. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Wellness Infrastructure (Hydration, Shade, and Sunscreen Stations)	Install 100+ hydration, shade, and sunscreen stations at beaches, parks, and high-traffic visitor areas to promote safety and comfort.	$7 – $9 million	Years 1–4
Public Health Signage and Wayfinding	Design and deploy multilingual signage for sun safety, heat awareness, food hygiene, and emergency contact information across tourism zones.	$2 – $3 million	Years 1–3
Digital Wellness Platform and Portal	Create a centralized, interactive web and mobile platform integrating certification listings, real-time alerts (heat, air quality, marine conditions), and wellness itineraries.	$2.5 – $3.5 million	Years 1–2
Certification and Training Infrastructure	Development of an online learning management system (LMS), e-training modules, and data tracking dashboards for certified tourism businesses.	$1.5 – $2 million	Years 1–2
Visitor Health Information Kiosks	Install digital kiosks at airports, convention centers, and major attractions featuring wellness tips, emergency access info, and telehealth connections.	$3 – $4 million	Years 2–4
Wellness Event Infrastructure Fund	Portable equipment and pop-up wellness stations for annual Wellness Awareness Days, screenings, and public activations.	$1.5 – $2 million	Years 2–4
Branding, Design, and Marketing Collateral	Create unified visual identity, signage templates, and campaign materials for "Healthy Travel in The Palm Beaches."	$1 – $1.5 million	Years 1–2
Total Estimated Upfront Investment		**$20 – $26 million**	Four-year rollout

Potential Funding Sources: Tourist Development Council (TDC) Infrastructure Fund; Florida Department of Health grants; CDC "Healthy Travel" and heat safety programs; Florida Department of Environmental Protection Resiliency Grants; private sponsorships from healthcare providers, wellness brands, and hospitality groups.

2. Operating Costs (Estimated Range: $4.5 – $5.5 million annually, ongoing)
Ongoing operating costs will sustain the certification program, marketing, education, training, and monitoring activities essential for long-term success and credibility.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Coordination and Staff	Dedicated personnel for certification, partnerships, and public health coordination.	$900k – $1.1 million	TMPWG / Dept. of Health
Business Certification and Training	Program delivery, audits, renewal cycles, and instructional content for 300+ tourism businesses.	$800k – $1.0 million	DTPB / Cultural Council
Marketing and Public Awareness Campaigns	Ongoing promotional campaigns highlighting Palm Beach County as a healthy, safe destination.	$700k – $900k	DTPB / Film & TV Commission
Wellness Events and Public Engagement	Hosting Wellness Awareness Days, beach safety events, and partnerships with hotels and attractions.	$600k – $800k	Parks & Recreation / Municipal Partners
Maintenance of Wellness Infrastructure	Annual service, cleaning, and replacement of shade structures, hydration units, and sunscreen dispensers.	$900k – $1.1 million	Parks & Recreation / Public Works
Monitoring, Data Collection, and Reporting	Tracking visitor satisfaction, health incidents, and business participation metrics.	$300k – $400k	TMPWG / Dept. of Health
Total Estimated Annual Operating Cost		**$4.5 – $5.5 million**	

3. Economic, Health, and Destination Impact

- **Visitor Spending Impact:** $60 – $80 million annually in incremental tourism spending due to enhanced visitor confidence, brand differentiation, and repeat visitation.
- **Health & Safety Outcomes:** 20–30% reduction in reported preventable health incidents (e.g., heat exhaustion, sunburn, dehydration) within three years.
- **Business Participation:** 300+ certified Health & Wellness Tourism Partners by Year 3.
- **Visitor Engagement:** 1 million+ annual interactions with digital and on-site wellness content (QR scans, app engagement, event attendance).
- **Participation:** 100% of wellness messaging translated into English, Spanish, and Haitian Creole; equitable access to wellness resources in underserved communities.
- **Return on Investment:** 3.5:1 ROI through visitor retention, public health cost savings, and strengthened brand positioning as a trusted and wellness-forward destination.

Conclusion

The expansion of Palm Beach County's Tourism Health & Wellness Programs will elevate the destination from being simply beautiful to being health-conscious, safe, and restorative. With an estimated $20 – $26 million in capital investment and $4.5 – $5.5 million in annual operating costs, this initiative will safeguard visitors, enhance the quality of life for residents, and reinforce The Palm Beaches as one of the most trusted and sustainable tourism destinations in the nation.

By linking wellness infrastructure, safety education, and health partnerships, Palm Beach County will meet the expectations of today's conscientious travelers while preparing for future challenges, from extreme heat to global health risks.

Through this proactive and collaborative investment, Palm Beach County will not only strengthen its brand promise as "The Original Wellness Destination" but also set a new statewide standard for healthy, resilient, and inclusive tourism development, ensuring that every visitor's experience is as safe as it is rejuvenating.

E14. Deliver More Experiential and High-End Dining Concepts

Recommendation: Continue to attract, support and celebrate the development of high-end, chef-driven, and experiential dining establishments through targeted incentives, enhanced promotion, events and festivals, culinary district enhancements, and awards / honors.

Rationale: Dining is a key driver of tourism satisfaction and a powerful tool for destination branding. Experiential and upscale culinary offerings appeal to high-value travelers, extend evening activity, and generate strong economic returns. By cultivating a more vibrant and distinctive dining scene, Palm Beach County can elevate its status as a premier culinary destination and differentiate itself in an increasingly competitive tourism market.

Issue / Opportunity: Positioning Palm Beach County as a Premier Culinary Destination

Dining is not merely a support service in tourism; it is a destination-defining experience. In today's competitive travel landscape, culinary experiences are among the top motivators for visitor decision-making, especially among affluent, millennial, Gen Z, and international travelers. From chef-driven tasting menus to immersive cooking classes and culturally infused street food, travelers seek authenticity, creativity, and storytelling on the plate.

Palm Beach County has a solid foundation in upscale dining, local food markets, and seasonal events such as the Palm Beach Food & Wine Festival. However, it lacks the concentrated culinary identity and critical mass of experiential restaurants seen in other culinary-forward destinations like Charleston, Napa Valley, or Miami. While some cities within the county, such as West Palm Beach, Delray Beach, and Boca Raton, have emerging scenes, there is a need to cultivate distinctive, high-end, and immersive culinary experiences countywide, especially in underrepresented communities and tourism districts.

Strengthening the county's upscale and experiential dining ecosystem will reinforce its brand, elevate visitor satisfaction, lengthen stays, and support the growth of a vibrant culinary economy that celebrates both innovation and local culture.

Objectives

1. Attract and retain high-profile chefs, restaurateurs, and culinary entrepreneurs through targeted incentives and placemaking strategies.
2. Elevate the visibility of Palm Beach County as a premier culinary destination through events, marketing campaigns, and media relations.
3. Expand experiential food offerings, such as pop-up dinners, chef's tables, culinary storytelling, and local ingredient showcases.
4. Support equity in the culinary sector by spotlighting diverse voices and expanding opportunities in underserved areas.
5. Develop infrastructure and districts that support vibrant food culture, including walkable dining zones, night markets, and chef incubators.

Expected Outcomes

- Increased number of Michelin-caliber and chef-driven restaurants
- Creation or expansion of at least three designated culinary districts
- Higher visitor spending on food and beverage per capita
- National and international media recognition for Palm Beach County's culinary offerings
- New food-focused itineraries and tour products that connect visitors with chefs, farms, and cultural heritage
- Inclusion of small business restaurants and local entrepreneurs in high-profile promotions and events

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Strategy Development and Industry Engagement (0–6 Months)

- Convene a Culinary Tourism Working Group, including:
  - DTPB, Cultural Council, and Film Commission
  - Restaurant associations and hospitality groups
  - Economic development agencies
  - Chefs, food entrepreneurs, and culinary school leaders
  - Community-based food justice organizations
- Develop a Culinary Tourism Strategic Framework:
  - Identify target culinary districts and opportunity zones
  - Define culinary brand pillars (e.g., coastal cuisine, Caribbean heritage, farm-to-fork, experiential dining)
  - Map culinary assets, gaps, and potential incentive tools (grants, expedited permitting, marketing co-op funds)

Phase 2: Incentives, District Enhancements & Signature Promotions (6–18 Months)

- Launch a Culinary Excellence Grant Program to:
  - Attract nationally recognized chefs to open restaurants in Palm Beach County
  - Help emerging restaurateurs develop experiential formats (e.g., food and art pairings, edible gardens, cultural dinners)
  - Provide façade improvements and placemaking funds for culinary districts
- Enhance public spaces in priority culinary corridors with:
  - Streetscape design (lighting, public art, sidewalk cafés)
  - Night market infrastructure (electrical hookups, staging, vendor stalls)
  - Branded signage designating official culinary districts
- Expand and reposition culinary-focused events:
  - Create a new “Palm Beach County Culinary Month” or themed restaurant week
  - Launch a “Palm Beaches Chef Showcase” featuring immersive dining pop-ups, beach dinners, and collaborations
  - Host chef competitions, food tourism awards, and guest chef residencies at resorts and public venues

Phase 3: Marketing Integration and Culinary Storytelling (18–36 Months)

- Develop a Culinary Brand Campaign under the "The Palm Beaches" umbrella:
  - Feature high-end and experiential dining in destination ads, influencer trips, and PR pushes
  - Profile local chefs and food artisans in video series and content partnerships
  - Distribute interactive culinary maps, guides, and digital itineraries (e.g., luxury dining, seafood trails, Haitian cuisine)
- Promote culinary packages via travel trade, featuring:
  - Tasting menus, wine pairings, and behind-the-scenes access
  - Cooking classes, mixology workshops, or cultural food storytelling tours
- Partner with culinary schools and accelerators to host:
  - Food business pitch events
  - Pop-up incubators for aspiring culinary creatives
  - Training for local chefs in experiential dining and hospitality design

Lead Agencies

Discover The Palm Beaches
Leads destination branding, culinary marketing, influencer outreach, and visitor experience design.

Cultural Council for Palm Beach County
Leads program design, artist recruitment, coordination, and artist support services.

Film & Television Commission
Responsible for developing and delivering storytelling of the county's distinctive, high-end, and immersive culinary experiences.

Partner Organizations and Roles

Partner Organization	Role
Local Restaurant and Hospitality Associations	Industry input, grant promotion, chef recruitment, and mentorship
Municipal Planning & Zoning Departments	Culinary district designation, street activation support, outdoor dining permitting
Event Producers / Festival Organizers	Expand culinary content in events and help produce immersive food programs
Tourism and Culinary Schools	Talent pipeline development, pop-ups, and entrepreneur incubators
Local Chambers of Commerce / Food Equity Orgs	Ensure inclusion of BIPOC culinary voices and equitable access to funding and promotion

Timing for Implementation

Phase	Timeframe
Phase 1: Strategy Development	Months 0–6
Phase 2: Incentives & Promotions	Months 6–18
Phase 3: Marketing & Storytelling	Months 18–36+

Key Performance Measures / Indicators of Success

Dining Experience Growth

- Number of new chef-driven or experiential restaurants opened in target areas
- Growth in F&B visitor spending per capita
- Number of participating restaurants in culinary campaigns and events

Visibility & Branding Impact

- Media impressions and placements in national/international food publications
- Recognition in culinary rankings or lists (e.g., James Beard, Michelin, Food & Wine)

Inclusivity & Equity

- Percentage of culinary grant recipients or featured chefs from underrepresented backgrounds
- Growth of culinary offerings in underserved geographies

Economic & Destination Development

- Occupancy and revenue growth in culinary districts
- Number of culinary entrepreneurs incubated through accelerator programs
- Visitor satisfaction scores related to dining experiences

Upfront Investment and Ongoing Operating Costs

Developing a vibrant, experiential, and high-end dining ecosystem will require coordinated investment in culinary infrastructure, incentive programs, marketing, and placemaking. The financial requirements are moderate compared to large-scale attractions but have strong potential for near-term returns through visitor spending, local job creation, and destination branding.

1. Upfront Investment (Estimated Range: $28 – $35 million over four years)
Capital expenditures will focus on culinary district placemaking, infrastructure to support festivals and outdoor dining, and direct investment tools to attract top-tier chefs and restaurateurs. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Culinary Excellence Grant Fund	Incentive pool for chef recruitment, experiential restaurant concepts, façade improvements, and new dining investments (competitive awards of $250k–$500k).	$10 – $12 million	Years 1–4
Culinary District Infrastructure Enhancements	Streetscape design, lighting, outdoor dining infrastructure, vendor electrical connections, signage, and public art in three to four key culinary zones.	$6 – $8 million	Years 1–4
Night Market & Event Infrastructure	Mobile kitchens, tents, lighting, refrigeration units, and modular vendor stalls to host seasonal culinary events.	$3 – $4 million	Years 2–4
Culinary Accelerator & Training Facilities	Support creation or retrofit of shared-use kitchens, incubator spaces, and small business culinary training hubs.	$3.5 – $4.5 million	Years 1–3
Branding, Marketing, and Signage System	Unified culinary identity, district gateways, digital maps, and promotional materials for visitors.	$2 – $2.5 million	Years 1–3
Event & Festival Infrastructure Fund	Stage design, décor, AV systems, and seating equipment to scale up signature food festivals and pop-up events.	$2 – $2.5 million	Years 2–4
Digital Culinary Map & App Integration	Interactive visitor interface highlighting dining itineraries, chef profiles, and event schedules.	$1.0 – $1.5 million	Years 1–2
Total Estimated Upfront Investment		**$28 – $35 million**	Four-year rollout

Potential Funding Sources: Tourist Development Council (TDC) Special Projects Fund; Palm Beach County CRA and municipal matching funds; private sponsorships and hospitality group contributions; state-level Restaurant Revitalization Grants; National Endowment for the Arts "Creative Placemaking" programs; and culinary event revenue reinvestment.

2. Operating Costs (Estimated Range: $5.0 – $6.2 million annually, ongoing)
Operating costs will sustain culinary programming, events, marketing, and small business support to ensure year-round culinary vibrancy and visibility.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Grant Management	Staff, program oversight, evaluation, and coordination among culinary districts and partners.	$900k – $1.1 million	TMPWG / DTPB
Culinary Events, Festivals, and Pop-Up Programming	Annual calendar of festivals, "Culinary Month," chef showcases, and cultural dining activations.	$1.3 – $1.6 million	DTPB / Event Partners
Marketing and Public Relations	Media campaigns, influencer trips, content creation, and culinary storytelling across digital and broadcast platforms.	$900k – $1.1 million	DTPB / Film & TV Commission
Culinary Training and Workforce Development	Scholarships, incubator operations, mentorship programs, and collaboration with culinary schools.	$600k – $800k	Cultural Council / Education Partners
Equity & Community Culinary Initiatives	Funding for small business accelerator cohorts, and cultural heritage dining events.	$500k – $700k	TMPWG / Local Chambers
Maintenance and Enhancement of Culinary Districts	Cleaning, landscaping, lighting, and branding upkeep of public spaces and outdoor dining corridors.	$800k – $900k	Municipal Partners / CRA
Performance Tracking and Economic Reporting	Annual reporting on culinary tourism metrics, visitor spending, and ROI.	$200k – $250k	TMPWG / County Economic Development
Total Estimated Annual Operating Cost		**$5.0 – $6.2 million**	

3. Economic and Destination Impact

- **Visitor Spending Impact:** $120 – $150 million in new annual visitor spending generated by elevated culinary offerings within five years.
- **Business Growth:** 40–50 new experiential or chef-driven dining establishments launched or expanded across priority districts.
- **Brand Recognition:** Inclusion of Palm Beach County in *Food & Wine*, *Condé Nast Traveler*, or *Michelin Guide* listings by Year 4.
- **Event Attendance:** 250,000+ annual attendees at culinary events, markets, and festivals.
- **Culinary Employment Impact:** 1,000+ new jobs in the restaurant, catering, and hospitality ecosystem.

- **Equity Advancement:** At least 25% of culinary grant and accelerator funding directed to small businesses.
- **Return on Investment:** 4.5:1 ROI through direct visitor spending, event revenues, and local business growth.

Conclusion

Palm Beach County's culinary future depends on transforming dining from a service into a *signature experience*. With an estimated $28 – $35 million in capital investment and $5.0 – $6.2 million in annual operating costs, this initiative will elevate the region's culinary profile, attract national attention, and generate powerful economic and cultural dividends.

By cultivating chef-driven restaurants, immersive dining events, and distinctive culinary districts, Palm Beach County will position itself alongside America's leading food destinations, where creativity, culture, and cuisine merge into memorable visitor experiences.

This strategy ensures that dining becomes not just something visitors *do*, but something they *travel for*. Through collaboration with chefs, restaurateurs, and local entrepreneurs, Palm Beach County will celebrate its diversity, spotlight its talent, and serve up a culinary identity that is sophisticated, authentic, and uniquely its own.

E15. Align Sports Tourism and Parks and Recreation Master Plan

Recommendation: Prioritize, champion and advocate capital improvements and programmatic recommendations from the 2035 Parks and Recreation Master Plan that support the development of sports tourism infrastructure and programming, including indoor and outdoor facilities, multi-sport complexes, and support amenities capable of hosting local, regional, and national tournaments and events.

Rationale: The 2035 Master Plan identifies critical needs across a range of athletic and recreational facilities, including gyms, multipurpose sports fields, courts, and aquatic centers. By aligning these improvements with tourism development goals, Palm Beach County can position itself as a premier destination for youth, amateur, and professional sports competitions. Enhanced sports infrastructure not only supports resident health and recreation, but also drives economic impact, attracts off-season visitation, and increases hotel occupancy and local spending through event-based travel.

Issue / Opportunity: Positioning Palm Beach County as a Premier Sports Tourism Destination through Strategic Infrastructure Alignment

Palm Beach County's extensive park system, year-round climate, and reputation for quality of life provide a strong foundation for becoming a regional and national hub for sports tourism. At the same time, the 2035 Parks and Recreation Master Plan has identified significant gaps and opportunities for investment in athletic and recreational facilities, particularly multi-sport complexes, indoor recreation centers, and aquatic infrastructure.

Currently, many county-owned parks and recreation facilities serve primarily resident needs and lack the capacity or amenities necessary to host large-scale tournaments, meets, and competitions. Likewise, many venues suitable for sports tourism lack the operational programming, support services (e.g., concessions, locker rooms, digital registration platforms), and marketing infrastructure to reach event organizers, rights holders, and out-of-market visitors.

Aligning the implementation of the Parks and Recreation Master Plan with the goals of sports tourism development offers a once-in-a-generation opportunity to:

- Leverage capital improvements for economic impact
- Attract year-round event-based visitation
- Enhance the health, wellness, and recreational opportunities for residents
- Strengthen the branding of Palm Beach County as a vibrant, active destination for athletes, families, and fans alike

Objectives

1. Integrate sports tourism facility needs and event-hosting considerations into prioritization of capital improvements under the 2035 Parks and Recreation Master Plan.
2. Develop new and enhanced indoor/outdoor facilities capable of hosting regional and national tournaments across a variety of sports.
3. Partner with local clubs, national governing bodies, and event producers to bring signature tournaments and competitions to Palm Beach County.

4. Expand hospitality and visitor support infrastructure, such as hotels, signage, mobility, and concessions, around key sports venues.
5. Promote equitable access by ensuring new investments benefit both residents and underserved communities.

Expected Outcomes

- Upgraded and/or newly constructed multi-sport and recreation complexes in high-need and high-opportunity areas
- Increased number of sporting events hosted annually in Palm Beach County
- Higher year-round hotel occupancy and visitor spending tied to sports tourism
- Improved health outcomes and increased sports participation among residents
- Streamlined event-hosting operations supported by integrated venue management and marketing platforms

Detailed Action Plan for Implementation

Phase 1: Strategic Alignment and Infrastructure Inventory (0–6 Months)

- Convene a Joint Planning Task Force with:
  - Parks and Recreation Department
  - Tourist Development Council
  - Palm Beach County Sports Commission
  - Municipal parks departments and recreation advisory boards
- Conduct a Sports Tourism Infrastructure Audit to:
  - Map current athletic facilities by type, size, quality, and capacity
  - Identify venues with potential for regional or national event hosting
  - Overlay community need, visitation potential, and gaps in the regional event circuit
- Develop an Integrated Facility Prioritization Framework using factors such as:
  - Tourism potential and event-readiness
  - Resident recreational demand
  - Geographic equity and access
  - Synergies with hotels, transportation, and dining

Phase 2: Capital Project Development and Programming Design (6–24 Months)

- Advance capital projects identified in both plans with dual tourism-recreation use cases, such as:
  - Indoor multi-sport facilities for basketball, volleyball, pickleball, and futsal
  - Outdoor complexes with synthetic turf, lighting, restrooms, and shaded seating
  - Aquatics centers designed to host swim meets and training programs
  - Adaptive sports facilities to ensure accessibility and inclusive competition
- Work with event rights holders and associations to pre-qualify venues for:
  - NCAA and NJCAA tournaments
  - Amateur Athletic Union (AAU) and US Club events
  - Sports and fitness expos
  - Adaptive and Special Olympics events
- Develop a Sports Event Hosting Toolkit to:
  - Streamline applications, permitting, and logistics support

- Coordinate with hotels on room blocks and shuttles
- Provide branded collateral, ambassador training, and visitor welcome programs

Phase 3: Marketing, Community Engagement, and Legacy Planning (18–36 Months)

- Promote new and existing sports tourism venues through:
  - DTPB campaigns targeting sports travelers, youth sports families, and rights holders
  - Annual Sports Venue Guide and virtual tours for event planners
  - Collaborative bids to national sports events with the Palm Beach County Sports Commission
- Launch community engagement campaigns to:
  - Ensure residents benefit from upgraded facilities
  - Offer priority booking times and discounted usage rates
  - Train and employ local youth as event staff or ambassadors
- Develop a Sports Tourism Legacy Fund to reinvest a portion of event revenues into youth programming, scholarships, and facility maintenance

Lead Agencies

Palm Beach County Parks and Recreation Department
Leads capital planning, facility upgrades, and coordination with municipalities

Palm Beach County Tourist Development Council
Serves as the official oversight body for the Tourism Master Plan. The TDC provides governance, ensures interagency coordination, and reports annually to the County Commission on progress, performance, and recommended adjustments.

Palm Beach County Sports Commission
Drives event recruitment, rights-holder engagement, and venue marketing

Partner Organizations and Roles

Partner Organization	Role
Municipal Parks and Recreation Departments	Facility input, local programming, and coordination on capital project delivery
Local School Districts and Colleges	Facility partnerships, parking, volunteer base, youth engagement
Sports Governing Bodies (e.g., USSSA, AAU)	Event hosting, standards compliance, and marketing
Health and Wellness Organizations	Resident program integration, athlete wellness support, and sponsorship
Local Hotels, Restaurants, and DMOs	Room blocks, promotions, dining partnerships, and cross-marketing

Partner Organization	Role
Chambers of Commerce and Economic Development	Advocacy, grants, and promotion of event-based economic development

Timing for Implementation

Phase	Timeframe
Phase 1: Alignment and Audit	Months 0–6
Phase 2: Capital Development & Programming	Months 6–24
Phase 3: Marketing & Legacy Planning	Months 18–36+

Key Performance Measures / Indicators of Success

Infrastructure and Capacity

- Number of new or renovated facilities designed for sports tourism (target: 5+ within 3 years)
- Percentage of Parks and Recreation Master Plan capital projects co-aligned with sports tourism goals

Event and Visitor Metrics

- Number of regional, national, or international sports events hosted annually
- Room nights generated and visitor spending attributed to sports tourism
- Growth in off-season occupancy driven by sports events

Equity and Community Impact

- Distribution of sports facility investment across municipalities and underserved communities
- Number of community users benefitting from dual-purpose facilities
- Resident satisfaction with sports and recreation offerings (via surveys)

Economic and Legacy Value

- Revenue generated from hosted events and tournaments
- Scholarships or youth sports programs funded through event proceeds
- Job creation related to sports facility operations and event staffing

Upfront Investment and Ongoing Operating Costs

The alignment of the Sports Tourism Strategy with the 2035 Parks and Recreation Master Plan will require substantial, but high-return, investment in multipurpose facilities, infrastructure, and programming. These investments will enhance both community recreation and sports tourism competitiveness, generating long-term economic and social dividends.

1. Upfront Investment (Estimated Range: $310 – $385 million over ten years)
Capital expenditures will be directed toward the development and enhancement of indoor and outdoor facilities, amenities, and infrastructure capable of supporting year-round sports tourism while fulfilling community recreation needs.

Investment Category	Description	Estimated Cost Range	Timing
Regional Multi-Sport Complexes (2–3 sites)	Large-scale complexes with synthetic turf fields, lighting, locker rooms, and amenities capable of hosting major youth and amateur tournaments.	$120 – $150 million	Years 1–6
Indoor Recreation and Event Centers (3–4 facilities)	100,000–150,000 sq. ft. venues with courts for basketball, volleyball, pickleball, futsal, and e-sports setups for year-round use.	$80 – $100 million	Years 2–8
Aquatic Centers and Water Sports Venues	Upgraded or new pools meeting competitive event standards, diving facilities, and spectator seating; potential collaboration with universities or municipalities.	$25 – $35 million	Years 2–8
Adaptive and Inclusive Sports Facilities	Specialized amenities for adaptive sports tournaments and Special Olympics, ensuring accessibility and inclusion.	$10 – $15 million	Years 3–8
Support Infrastructure (parking, concessions, restrooms, shade, technology)	Upgrades to existing parks and recreation sites for event readiness and improved visitor experience.	$25 – $30 million	Years 1–10
Sports Tourism Placemaking Enhancements	Wayfinding signage, digital registration kiosks, spectator amenities, landscaping, and branding elements.	$15 – $20 million	Years 2–10
Event-Hosting & Media Infrastructure	Digital scoring, Wi-Fi, media platforms, and live-stream broadcast capabilities for tournaments and recruitment.	$10 – $15 million	Years 1–5
Sports Legacy & Youth Development Fund (capital reserve)	Investment pool to reinvest event proceeds into youth sports, facility maintenance, and future upgrades.	$5 – $10 million	Ongoing
Total Estimated Upfront Investment		**$310 – $385 million**	10-year implementation

Potential Funding Sources: Palm Beach County Parks & Recreation CIP funds; Tourist Development Council (TDC) capital allocations; State of Florida sports and recreation facility grants; private developer contributions; naming rights and sponsorship agreements; Community Development Block Grants; and potential federal infrastructure or tourism recovery funds.

2. Operating Costs (Estimated Range: $25 – $32 million annually, ongoing)
Ongoing operating support will sustain programming, staffing, maintenance, and event coordination to ensure that facilities function as both community assets and tourism generators.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Facility Operations & Maintenance	Staffing, custodial services, field maintenance, utilities, and ongoing repairs for upgraded and new facilities.	$10 – $12 million	Parks & Recreation / Municipal Partners
Sports Event Programming & Bidding	Event recruitment, rights-holder negotiations, travel trade participation, and bid fee contributions.	$3.5 – $4.5 million	Sports Commission / DTPB
Marketing and Communications	Promotion of venues and events, digital campaigns, sports tourism website, and annual Sports Venue Guide.	$2.0 – $2.5 million	DTPB / Film & TV Commission
Community & Youth Programming	Local access programs, youth leagues, after-school sports, and equity-focused recreation activities.	$2.5 – $3.0 million	Parks & Recreation / Cultural Council
Event Services & Hospitality Coordination	Shuttle services, guest experience ambassadors, concessions operations, and volunteer coordination.	$2.0 – $2.5 million	Sports Commission / Hotels
Data Tracking & Economic Reporting	Annual data collection on event impact, room nights, facility use, and satisfaction tracking.	$800k – $1.0 million	TMPWG / County Economic Development
Maintenance Reserve & Contingency	3–5% reserve for major repairs, equipment replacement, and upgrades.	$4.0 – $5.0 million	Parks & Recreation
Total Estimated Annual Operating Cost		**$25 – $32 million**	

3. Economic and Community Impact

- **Visitor Spending:** Estimated $350 – $450 million in new annual visitor spending by Year 10, primarily from youth and amateur sports tournaments, collegiate competitions, and spectator events.
- **Event Volume:** Growth from approximately 150 events per year to 275+ events by Year 5, spanning youth, collegiate, adaptive, and international competitions.

- **Hotel Room Nights:** 400,000–500,000 incremental room nights annually generated through sports tourism.
- **Job Creation:** Approximately 2,000 new jobs in facility operations, hospitality, event management, and ancillary services.
- **Resident Access and Wellness:** Expanded access to high-quality recreation facilities and programs across all age groups and communities.
- **Return on Investment:** 5:1 ROI based on direct visitor spending, job creation, and long-term tax revenue growth from sports tourism and recreation activity.

Conclusion

Aligning the 2035 Parks and Recreation Master Plan with Palm Beach County's sports tourism objectives represents one of the most impactful and enduring investments in the county's future. With $310–$385 million in capital investment and $25–$32 million in annual operating costs, the initiative will create world-class facilities that attract regional and national events while improving recreation access for residents.

This alignment ensures that every new field, court, and aquatic venue serves both community wellness and economic opportunity. It positions Palm Beach County as a premier sports tourism hub, a destination where youth, amateur, and professional athletes can compete year-round in state-of-the-art venues set within Florida's most desirable coastal environment.

Beyond the tournaments and championships, this initiative leaves a legacy of healthier residents, stronger neighborhoods, and sustained economic impact, anchoring Palm Beach County's reputation as a place where recreation, competition, and community thrive together.

E16. Identify and Advocate Unique, Signature, Thematic and VIP Experiences

Recommendation: Collaborate with cultural institutions, natural attractions, entertainment venues, tour operators, and events and festivals to identify and advocate unique experiences, signature experiences, thematic experiences, premium experiences, behind-the-scenes experiences, personalized VIP experiences, and more tailored to high-value travelers.

Rationale: Luxury and experiential travelers increasingly seek access, exclusivity, and personalization. By curating VIP, thematic, and signature experiences, such as private art tours, exclusive wildlife encounters, sunset charters, or chef-led tastings, Palm Beach County can elevate its appeal to affluent visitors, increase per capita spending, and enhance its reputation as a refined and dynamic destination. Leveraging existing assets for premium offerings also maximizes ROI without requiring significant new infrastructure investments.

Issue / Opportunity: Elevating Palm Beach County as a Destination for High-Value and Experiential Travelers

Palm Beach County possesses a wealth of luxury and experiential assets, from world-class resorts and championship golf courses to acclaimed cultural venues, distinctive culinary destinations, and pristine natural areas. However, these offerings are often delivered through traditional models that do not fully tap into the growing demand for immersive, exclusive, and personalized experiences.

The global luxury travel segment has evolved beyond traditional notions of opulence. Today's high-value travelers prioritize authentic access, curated encounters, and experiences that connect them meaningfully to place and community. By identifying, advocating for, and promoting a curated portfolio of unique, signature, thematic, and VIP experiences, Palm Beach County can position itself as a destination that offers both sophistication and soul, appealing to travelers seeking memorable, insider, and purpose-driven experiences.

Objectives

1. Identify, package, and promote unique, signature, and VIP experiences available only in Palm Beach County.
2. Build partnerships among arts, culture, nature, sports, culinary, and hospitality sectors to design bespoke and thematic itineraries.
3. Develop a countywide framework to advocate and support concierge, tour operator, and travel advisor access to premium experiences.
4. Curate seasonal and thematic exclusives (e.g., arts, culinary, equestrian, wellness) that reinforce Palm Beach County's brand identity.
5. Ensure experiences are designed with authenticity, sustainability, and inclusion in mind, showcasing the county's creative and cultural diversity.

Expected Outcomes

- Launch of a curated portfolio of 15–20 signature and VIP experiences promoted through DTPB, luxury travel advisors, and hospitality partners.
- Increased visitor spend among high-value travelers and expanded participation from local partners.
- Enhanced collaboration between cultural, natural, and hospitality sectors.
- Greater recognition of Palm Beach County in luxury and experiential travel media.
- Elevated destination identity and reputation for offering world-class, one-of-a-kind experiences.

Detailed Action Plan for Implementation

Phase 1: Asset Mapping and Concept Development (0–6 Months)

- Establish a Luxury & Experiential Tourism Advisory Group with representatives from:
  - Discover The Palm Beaches
  - Cultural Council for Palm Beach County
  - Tour operators and DMCs (Destination Management Companies)
  - Luxury hotels and resort concierges
  - Natural attractions and wildlife organizations
  - Event and festival producers
  - Signature chefs, restaurateurs, and wellness providers
- Conduct a Signature & VIP Experience Audit to identify:
  - Existing programs with exclusive or customizable potential.
  - Untapped opportunities for behind-the-scenes access and limited-entry offerings.
  - Cross-sector collaboration prospects (e.g., art + culinary, nature + wellness).
- Develop prototype concepts such as:
  - Private art gallery tours and chef-hosted dinners.
  - Sunset yacht charters and reef restoration excursions.
  - Exclusive wildlife encounters with conservation experts.
  - “Designer for a Day” experiences with local artisans.
  - VIP festival access, backstage tours, and premium seating packages.

Phase 2: Partnership Development and Advocacy Framework (6–12 Months)

- Formalize agreements with participating partners to define:
  - Access, scheduling, pricing, and operational standards.
  - Visitor capacity limits and service expectations.
  - Shared marketing responsibilities and use of a unified brand mark (e.g., “Palm Beach Signature Experiences”).
- Collaborate with luxury travel advisors, hospitality groups, and cultural institutions to:
  - Develop booking mechanisms and concierge tools.
  - Train front-line staff on experience storytelling and sales.
  - Integrate offerings into hotel and event packages.

Phase 3: Launch and Marketing Activation (12–24 Months)

- Launch the Palm Beach Signature Experiences Collection, a dedicated online and print portfolio showcasing exclusive experiences and itineraries.
- Promote through:
  - DTPB's luxury marketing campaigns and trade events.
  - Partnerships with Virtuoso, American Express Travel, and ILTM (International Luxury Travel Market).
  - Luxury media, influencer collaborations, and editorial placements.
- Tie VIP experiences into existing tourism activations such as:
  - Seasonal arts festivals and culinary events.
  - Wellness and eco-retreat programs.
  - Cultural heritage and equestrian experiences.

Phase 4: Expansion and Continuous Innovation (24+ Months)

- Refresh and rotate offerings annually based on demand, feedback, and seasonality.
- Develop Signature Experience Clusters around key destinations (e.g., Boca Raton, Delray Beach, Jupiter, The Glades).
- Introduce loyalty or membership models for repeat visitors seeking ongoing access to exclusive events.
- Conduct annual reviews of economic impact, satisfaction ratings, and media visibility.

Lead Agency

Discover The Palm Beaches
Leads coordination, branding, and marketing of the Signature & VIP Experiences portfolio. Serves as the primary advocate for luxury market partnerships and product development.

Partner Organizations and Roles

Organization / Agency	Role
Cultural Council for Palm Beach County	Identify artists and cultural venues; curate arts and heritage experiences.
Luxury Hotels and Concierge Networks	Promote and facilitate guest bookings; ensure service excellence.
Tour Operators and DMCs	Design and deliver VIP and thematic itineraries; manage logistics.
Environmental and Wildlife Organizations	Host eco-based experiences; ensure sustainability and conservation messaging.
Signature Chefs and Culinary Partners	Develop private dining and tasting experiences.
Event and Festival Producers	Offer premium access, backstage passes, and private receptions.

Organization / Agency	Role
Yachting, Golf, and Wellness Providers	Deliver personalized leisure and wellness experiences.
Local Artists and Makers	Offer creative workshops and artisan studio access.

Timing for Implementation

Phase	Timeline
Phase 1: Asset Mapping & Concept Development	Months 0–6
Phase 2: Partnership Development & Advocacy	Months 6–12
Phase 3: Launch & Marketing Activation	Months 12–24
Phase 4: Expansion & Innovation	Ongoing 24+ Months

Key Performance Measures / Indicators of Success

Visitor and Economic Impact

- Increase in average daily spend per VIP visitor.
- Number of Signature Experiences sold or booked.
- Growth in high-value traveler visitation.

Partnership and Product Development

- Total number of Signature and VIP experiences developed (target: 20+).
- Number of formal collaborations with cultural, culinary, and natural partners.
- Share of offerings featuring underrepresented or community-based partners.

Brand Visibility and Media Recognition

- Inclusion in top-tier luxury travel media and awards.
- Increase in earned media value and influencer engagement.
- Measurable rise in perception of Palm Beach County as a luxury and experiential destination.

Sustainability and Equity

- Adherence to sustainability and community benefit standards.
- Inclusion of locally owned and operated businesses in the experience network.

Upfront Investment and Ongoing Operating Costs

The creation and promotion of Palm Beach County's Signature and VIP Experience portfolio will require moderate investment relative to other tourism infrastructure initiatives. These costs focus primarily on experience design, partner enablement, marketing, and technology development rather than major capital construction.

1. Upfront Investment (Estimated Range: $14 – $18 million over four years)
Capital expenditures will establish the foundational tools, marketing assets, and limited physical upgrades required to deliver premium and VIP-caliber visitor experiences across cultural, natural, and hospitality venues.

Investment Category	Description	Estimated Cost Range	Timing
Experience Design & Development Fund	Seed grants (up to $250k each) to cultural venues, tour operators, and hospitality partners for developing new VIP or thematic experiences, immersive installations, or limited-access tours.	$5 – $6 million	Years 1-3
Digital Booking & Concierge Platform	Design and deployment of a web + mobile booking hub for Signature Experiences, with CRM integration for hotels, travel advisors, and DMCs.	$2 – $2.5 million	Years 1-2
Branding, Collateral, and Multimedia Content	Development of the "Palm Beach Signature Experiences" identity, photography, video storytelling, digital guides, and interactive itineraries.	$1.5 – $2 million	Years 1-2
Experience Enhancement Infrastructure	Modest physical investments at select venues (lighting, seating, staging, signage, interpretation) to support VIP events and after-hours access.	$3 – $4 million	Years 1-4
Training and Certification System	Creation of a countywide hospitality training and certification program for VIP experience standards.	$1 – $1.5 million	Years 2-3
Pilot Activation and Launch Events	Hosting of high-profile debut events and trade showcases to introduce the Signature Experience portfolio.	$1 – $1.5 million	Years 2-4
Total Estimated Upfront Investment		**$14 – $18 million**	Four-year rollout

Potential Funding Sources: Tourist Development Council (TDC) marketing allocations; Discover The Palm Beaches (DTPB) cooperative marketing funds; sponsorships from luxury brands, resorts, and event partners; Florida Department of State – Cultural Affairs grants; and National Endowment for the Arts "Art Works" or Creative Economy programs.

2. Operating Costs (Estimated Range: $3.8 – $4.6 million annually, ongoing)
Operating expenses will sustain partner coordination, experience management, marketing, and booking system operations, ensuring the portfolio remains curated, visible, and high-quality.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration & Partner Support	Staffing for partnership management, experience curation, and quality control.	$800k – $1.0 million	DTPB / Cultural Council
Marketing, PR & Media Relations	Ongoing campaigns targeting luxury and experiential travel markets; participation in ILTM, Virtuoso, and signature media placements.	$1.0 – $1.2 million	DTPB / Film & TV Commission
Booking Platform Maintenance & Concierge Services	Hosting, transaction management, multilingual concierge support, and data analytics.	$600k – $800k	DTPB / Technology Partner
Experience Innovation & Partner Grants	Annual small grants to refresh and expand Signature offerings.	$700k – $900k	TMPWG / Cultural Council
Training & Certification Renewals	Ongoing staff training, customer-service workshops, and recertification for participating venues.	$400k – $500k	DTPB / Hospitality Partners
Monitoring & Economic Impact Reporting	Visitor feedback, experience audits, ROI measurement, and media tracking.	$300k – $400k	TMPWG / Economic Development
Total Estimated Annual Operating Cost		**$3.8 – $4.6 million**	

3. Economic and Destination Impact

- **Visitor Spending Impact:** $85 – $110 million in incremental annual visitor spending within five years, driven by high-value and repeat travelers.
- **Experience Portfolio:** 20–25 curated Signature Experiences live by Year 3, expanding to 40 by Year 5.
- **Average Daily Spend:** Projected +15–20% increase among luxury travelers.
- **Partner Participation:** 100+ local businesses, artists, and attractions participating within three years.
- **Brand Visibility:** Recognition in Condé Nast Traveler, Forbes Travel Guide, Virtuoso Life, and Travel + Leisure Luxury Lists by Year 3.
- **ROI:** 4:1 Return on Investment, combining direct spending, brand lift, and private-sector leverage.

Conclusion

The development of a Palm Beach Signature Experiences portfolio will redefine how the county showcases its cultural depth, natural beauty, and hospitality excellence. With an estimated $14 – $18 million in capital investment and $3.8 – $4.6 million in annual operating costs, the initiative will yield disproportionate economic returns by appealing to the fastest-growing and highest-spending segment of global travelers.

More than a marketing effort, this program represents a strategic elevation of product and brand, transforming existing attractions into exclusive, story-driven encounters that cannot be replicated elsewhere. Through creative partnerships among hotels, chefs, artists, naturalists, and event producers, Palm Beach County will emerge as a premier experiential luxury destination, where authenticity meets access and every experience reflects the region's distinctive character and quality of life.

In short, this investment transforms Palm Beach County from a place people visit into a place people remember, and return to, for the experiences they can find nowhere else.

E17. Further Develop Underwater Experiences for Tourism

Recommendation: Advocate and champion artificial reefs and other underwater experiences off the coast of Palm Beach County that serve as both a natural and a sustainable experience for scuba divers and snorkelers.

Rationale: An artificial reef merges aquatic recreation with environmental sustainability, creating a one-of-a-kind attraction that draws eco-conscious and adventure-seeking travelers. These installations enhance marine habitats, reduce pressure on natural reefs, and provide divers with a compelling reason to choose Palm Beach County over competing destinations. By combining marine conservation with public access, the county can showcase its creativity, commitment to sustainability, and ability to deliver unique, nature-rich experiences beneath the surface.

Issue / Opportunity: Unleashing the Tourism Potential of Palm Beach County's Underwater Assets

Palm Beach County's Atlantic coastline is home to vibrant marine ecosystems, a warm Gulf Stream current, and a variety of natural and artificial reef structures that support recreational diving, snorkeling, marine education, and conservation. Despite these advantages, the county has not yet fully leveraged underwater tourism as a differentiating and signature experience that could set it apart in a competitive coastal tourism market.

Globally, destinations like Florida Keys, Bonaire, and Cancun have elevated their tourism positioning through the development of iconic underwater attractions, ranging from artificial reefs and sunken ships to underwater sculpture parks and coral restoration diving programs. These experiences tap into rising demand for eco-adventure, citizen science, and immersive marine encounters.

Palm Beach County has the opportunity to:

- Expand its network of artificial reefs
- Create interactive underwater experiences
- Introduce interpretive and conservation-focused snorkeling and scuba trails
- Offer marine-focused voluntourism
- Market the county as Florida's most unique underwater destination

By building on its natural coastal strengths, Palm Beach County can attract more overnight visitors, extend stay duration, elevate its sustainability credentials, and serve as a model for balancing tourism growth with marine conservation.

Objectives

1. Identify and develop iconic underwater experiences that integrate recreation, education, and sustainability.
2. Expand the network of artificial reefs and interpretive dive/snorkel trails in partnership with marine scientists and local diving operators.
3. Promote marine-focused adventure tourism offerings as a signature part of the Palm Beach County visitor experience.
4. Position Palm Beach County as a leader in regenerative marine tourism through conservation-based installations and programming.
5. Support local dive operators, outfitters, and tourism businesses in expanding product offerings and marketing reach.

Expected Outcomes

- Development of 3–5 new artificial reef sites or enhancements of existing ones with tourism-oriented interpretation
- Designation of a Palm Beach County Underwater Trail featuring GPS dive coordinates, interpretive signage, and eco-certifications
- Launch of diver-friendly visitor experiences, including themed itineraries, certification programs, and citizen science dives
- Increased visitation and spending from niche markets including scuba divers, marine photographers, snorkelers, and sustainability-focused travelers
- Measurable ecological benefits including enhanced marine biodiversity and reduced stress on natural reefs

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Feasibility Study and Planning (0–6 Months)

- Conduct a Marine Tourism Feasibility Study to assess:
    - Suitable locations for artificial reefs or underwater installations
    - Permitting and environmental impact considerations
    - Opportunities to repurpose decommissioned vessels, sculptures, or eco-reef modules
    - Dive market trends and traveler demand insights
- Establish an Underwater Experiences Steering Group including:
    - Discover The Palm Beaches
    - Palm Beach County Department of Environmental Resources Management (ERM)
    - Local dive operators and outfitters
    - Florida Fish and Wildlife Conservation Commission (FWC)
    - Marine scientists and conservation NGOs

Phase 2: Reef and Experience Design (6–18 Months)

- Design and permit new artificial reef structures with artistic and interpretive components, e.g.:
  - Sculptural installations that double as fish habitat
  - Sunken interpretive platforms or themed corridors (e.g., "Reef of Innovation" or "Turtle Alley")
  - Eco-friendly modular reef units made of pH-neutral concrete or repurposed materials
- Create a Palm Beach County Dive Trail Map, including:
  - GPS locations and depth info
  - Descriptions of reef ecosystems
  - Sustainability messages and conservation facts
  - Mobile-friendly digital content (AR/VR apps, narrated video)
- Develop snorkeling experiences for non-divers, including:
  - Shallow-water marine parks with underwater markers
  - Guided snorkel programs with conservation themes
  - Glass-bottom kayak tours and underwater viewing stations

Phase 3: Marketing, Access, and Certification (18–30 Months)

- Promote underwater experiences through:
  - Dive and adventure travel magazines and blogs
  - Dive expos (e.g., DEMA Show) and outdoor lifestyle networks
  - Strategic partnerships with PADI, NAUI, and marine science orgs
- Package underwater tourism within:
  - Multi-day eco-itineraries
  - Family-friendly coastal adventure plans
  - Citizen science tourism (e.g., coral health monitoring, fish counts)
- Develop Reef Steward Certification Program for dive operators to ensure:
  - Best-practice marine tourism behavior
  - Sustainability education for guests
  - Participation in reef monitoring and restoration

Phase 4: Monitoring, Storytelling, and Expansion (Year 3 and Beyond)

- Launch a Citizen Marine Monitoring Program with local high schools, dive clubs, and visiting tourists
- Partner with universities and conservation NGOs to study reef impact and biodiversity gains
- Annually refresh and expand the Underwater Trail Map with new features, GPS sites, and events
- Use underwater drone video, diver-submitted GoPro footage, and AI-generated data visualizations to tell the reef story to a wider public

Lead Agencies

Palm Beach County Department of Environmental Resources Management (ERM)
Role: Site selection, reef installation, environmental compliance, and ecological monitoring

Palm Beach County Film & Television Commission
Responsible for developing and delivering storytelling of the county's eco-adventure, citizen science, and immersive marine encounters.

Discover The Palm Beaches
Role: Marketing, tour packaging, stakeholder engagement, and traveler outreach

Partner Organizations and Roles

Partner Organization	Role
Local Dive Shops & Charter Operators	Provide guided tours, gear rentals, and participant education
Florida Fish and Wildlife Conservation Commission (FWC)	Assist with permitting and marine habitat coordination
Marine Conservation NGOs (e.g., Mote Marine, Reef Environmental Education Foundation)	Provide technical advice, restoration support, and training resources
Cultural Council for Palm Beach County	Explore potential for public art–reef crossovers (e.g., underwater sculpture installations)
Local Universities (FAU, Palm Beach State)	Research partners for biodiversity impact and data analysis
Tourism-Friendly Coastal Municipalities	Support reef access infrastructure, boat launch points, signage, and promotional alignment
Local High Schools, Community Colleges	Recruit participants and volunteers for citizen marine science and reef education programs

Timing for Implementation

Phase	Timeline
Phase 1: Feasibility & Planning	Months 0–6
Phase 2: Design & Permitting	Months 6–18
Phase 3: Marketing & Program Rollout	Months 18–30
Phase 4: Expansion & Monitoring	Year 3 and beyond

Key Performance Measures / Indicators of Success

Tourism Performance

- Increase in scuba/snorkel-based overnight visitation (measured through surveys and operator reports)
- Visitor satisfaction ratings for underwater experiences (target: 90%+ satisfaction)
- Number of dive/snorkel excursions booked through certified operators

Environmental Impact

- Increase in biodiversity at artificial reef sites (fish species counts, coral growth surveys)
- Reduction in diver traffic on natural reef zones due to shift to artificial reefs

Marketing and Reach

- Number of international and national media stories on Palm Beach County's underwater tourism
- Dive-focused influencer campaigns and social media engagement (video views, shares)
- Downloads/uses of interactive dive map or app

Stakeholder Engagement

- Number of participating operators in Reef Steward Certification
- Volunteer hours contributed to reef monitoring or citizen science
- Local businesses engaged in reef-related experiences or services (e.g., underwater photographers, boat rentals, marine artisans)

Upfront Investment and Ongoing Operating Costs

Developing Palm Beach County's underwater tourism experiences requires a carefully scaled investment that blends marine science, infrastructure, and visitor experience design. While capital costs are significant due to marine construction and permitting requirements, the return in terms of visitor diversification, environmental restoration, and destination branding is substantial.

1. Upfront Investment (Estimated Range: $42 – $55 million over five years)
Capital investments will establish new artificial reefs, enhance existing sites, develop interpretive infrastructure, and create the digital and physical tools needed for visitor access and education. Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Artificial Reef Construction and Installation (3–5 sites)	Deployment of sculptural and ecological reef modules, repurposed vessels, and eco-engineered substrates for marine life habitat and diving experiences.	$20 – $25 million	Years 1–5
Underwater Sculpture or Art Reef	Creation of an iconic underwater art park or memorial reef with interpretive and tourism appeal, designed in collaboration with artists and marine engineers.	$5 – $7 million	Years 2–4
Access Infrastructure and Shore-Based Facilities	Boat ramps, dive platforms, mooring buoys, signage, restrooms, and educational kiosks at key launch points.	$6 – $8 million	Years 1–5
Interpretive and Digital Trail System	GPS dive trail mapping, augmented reality content, mobile app, and educational storytelling platforms linking reef sites to conservation narratives.	$3.5 – $4.5 million	Years 1–3
Permitting, Engineering, and Environmental Impact Studies	Feasibility, hydrodynamic modeling, coral health assessments, and regulatory compliance documentation.	$2.0 – $2.5 million	Years 0–2
Marine Science & Monitoring Infrastructure	Installation of underwater cameras, sensors, and data stations for research and citizen science monitoring.	$2.0 – $2.5 million	Years 2–5
Launch and Promotion (Reef Festivals / Public Art Debut)	Opening ceremonies, dive expos, conservation-focused events, and international media activations.	$1.5 – $2.0 million	Years 3–5
Total Estimated Upfront Investment		**$42 – $55 million**	5-year implementation

Potential Funding Sources: Tourist Development Council (TDC) Capital Projects Fund; State of Florida Artificial Reef Program (FWC); NOAA Marine Conservation Grants; public-private partnerships with dive operators and hotels; philanthropic foundations; and potential environmental mitigation credits.

2. Operating Costs (Estimated Range: $4.8 – $6.0 million annually, ongoing)
Operating expenses will sustain reef monitoring, marketing, dive programming, and ongoing environmental stewardship.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Reef Operations, Monitoring, and Maintenance	Regular inspections, cleaning, and ecological monitoring; equipment and mooring upkeep.	$1.5 – $1.8 million	ERM / Marine Science Partners
Marketing, Education, and Storytelling	Content development, video storytelling, social media, and outreach to dive and adventure markets.	$900k – $1.1 million	DTPB / Film & TV Commission
Dive Trail Management & Digital Platforms	Hosting, updates, app maintenance, and data integration.	$400k – $600k	DTPB / Technology Partners
Reef Steward Certification & Training Program	Curriculum design, instructor fees, materials, and annual audits.	$500k – $700k	ERM / DTPB / NGOs
Community Science and Volunteer Programs	Citizen science events, educational workshops, and school partnerships.	$400k – $500k	ERM / Schools / NGOs
Events, Partnerships, and Media Engagement	Annual dive festivals, reef restoration awareness campaigns, and influencer activations.	$600k – $800k	DTPB / Private Sponsors
Total Estimated Annual Operating Cost		**$4.8 – $6.0 million**	

3. Economic, Environmental, and Destination Impact

- **Visitor Spending:** Estimated $90–$120 million in annual incremental visitor spending by Year 5, generated by diving, snorkeling, boating, and educational programs.
- **New Market Growth:** 15–20% increase in dive/snorkel visitation within three years; expansion of eco-adventure travel market share.
- **Environmental Benefit:** 200+ acres of new or enhanced reef habitat supporting fish biodiversity, coral recruitment, and resilience.
- **Community Engagement:** 10,000+ annual participants in citizen science and educational programs.
- **Brand Recognition:** International media coverage positioning Palm Beach County as “Florida’s Reef Innovation Coast.”
- **Return on Investment:** 3.5:1 ROI, combining tourism revenue, marine restoration value, and educational programming impact.

Conclusion

Developing Palm Beach County's underwater experiences will transform the county's coastline into one of the most distinctive and sustainable tourism frontiers in North America. With $42–$55 million in capital investment and $4.8–$6.0 million in annual operating costs, this initiative represents a high-visibility fusion of recreation, art, and environmental stewardship.

Beyond its tourism appeal, this effort advances marine resilience, public education, and local business growth, creating a living underwater museum and a thriving eco-economy beneath the waves. Visitors will not only explore but also participate in the restoration and celebration of Florida's marine heritage.

By embracing innovation, conservation, and storytelling, Palm Beach County can position itself as a global leader in regenerative marine tourism, where travelers experience not just the ocean, but the future of sustainable travel itself.

F. INFRASTRUCTURE, MOBILITY & WAYFINDING

F1. Support and Advocate for County-Wide Tourism Infrastructure and Transportation Improvements

Recommendation: Champion destination-specific seamless multimodal connectivity, convenience, accessibility and affordability to all visitor attractions, services and places of tourism employment through expanded public transit, pedestrian and bike infrastructure, and transit-oriented hubs.

Rationale: Palm Beach County visitor mobility is constrained by traffic congestion and limited transit options. Improving access to attractions and walkability enhances the visitor experience, employee access and supports sustainability goals.

Issue / Opportunity: Improving Visitor Mobility, Access, and Sustainable Tourism Infrastructure in Palm Beach County

Palm Beach County's tourism economy is deeply affected by how easily visitors, workers, and residents can move between its many attractions, accommodations, cultural venues, and natural areas. Despite its scale and diversity, from bustling urban centers and coastal resorts to inland ecological treasures, the county's visitor mobility network lacks coherence, convenience, and multimodal connectivity. Most travel occurs by private car, and public transportation does not effectively connect key tourism clusters with sufficient frequency, coverage, or branding.

Stakeholder feedback and survey data show that transportation constraints limit visitor satisfaction, reduce average stay lengths, and create inequities for tourism-sector workers who struggle to access jobs without a car. In parallel, traffic congestion and insufficient walkable areas frustrate both tourists and residents while also undermining sustainability goals.

Palm Beach County has a major opportunity to rethink tourism access as a competitive advantage, one that supports a car-optional visitor experience, creates seamless travel between high-interest districts, promotes sustainability, and improves the quality of life for both visitors and the workforce. By prioritizing transit investments, walkability enhancements, and smart infrastructure, the County can achieve its goals of equity, efficiency, and environmental stewardship.

Objectives

1. Enhance multimodal access to and between tourism districts, beaches, hotels, cultural sites, and parks.
2. Improve first/last mile connections for transit riders, with a focus on tourism and hospitality workers.
3. Support infrastructure that promotes active transportation, walkable districts, and safe biking.
4. Align transportation investments with tourism development priorities, including wayfinding and visitor information systems.
5. Advocate for tourism-related infrastructure improvements in collaboration with state and regional transportation agencies.

Expected Outcomes

- A seamless and branded mobility network that allows visitors to travel car-free between key destinations.
- Reduced reliance on private vehicles, easing congestion in high-traffic tourist zones.
- Improved access to tourism jobs for workers who rely on transit or bicycles.
- Enhanced visitor satisfaction and stay length due to easier navigation and exploration.
- Stronger integration of tourism priorities into countywide transportation and capital investment planning.

Detailed Action Plan for Implementation

Phase 1: Needs Assessment and Network Planning (0–6 Months)

- Conduct a Tourism Mobility Assessment to:
    - Map existing transit, pedestrian, and bike infrastructure in relation to major tourism assets.
    - Identify access gaps for key visitor clusters, hotels, attractions, and event venues.
    - Assess worker commute patterns for tourism sector employees.
- Collaborate with Palm Tran, municipalities, and the Transportation Planning Agency (TPA) to:
    - Integrate tourism access into transportation master plans.
    - Identify opportunities for Transit-Oriented Development (TOD) near cultural and visitor hubs.
- Establish a Tourism Mobility Advisory Task Force with representatives from:
    - Palm Tran
    - Tourist Development Council
    - Tourism sector employers
    - Municipal planning departments
    - Cultural institutions and event venues
    - Accessibility advocates

Phase 2: Project Prioritization and Funding Alignment (6–18 Months)

- Identify and prioritize high-impact tourism mobility projects, such as:
    - A branded hop-on-hop-off electric circulator shuttle in beach and downtown zones
    - Transit and shuttle service to inland parks and cultural sites (e.g., Lake Okeechobee, Belle Glade)
    - Multimodal hubs linking Brightline stations with hotels and attractions
    - Visitor bike-share and e-scooter systems at hotels and visitor centers
    - Pedestrian plazas and shaded walkways in arts, dining, and shopping districts
- Align priority projects with:
    - MPO long-range transportation plans
    - Florida Department of Transportation (FDOT) funding programs
    - Federal grants (e.g., RAISE, CMAQ, Safe Streets for All)
    - County transportation surtax allocations

Phase 3: Visitor-Oriented Infrastructure and Information Enhancements (18–36 Months)

- Develop a Tourism Wayfinding System:
  - Install consistent, branded signage at transit hubs, pedestrian zones, and high-traffic corridors.
  - Launch a digital visitor mobility app with real-time transit data, walking guides, and accessibility information.
- Expand the Palm Beach County Greenways and Trails Network to:
  - Connect eco-tourism assets through safe, shaded, and scenic pathways.
  - Integrate wellness tourism into regional active transportation strategies.
- Pilot Tourism Workforce Mobility Programs:
  - Provide transportation stipends or employer-supported transit access.
  - Advocate for discounted transit passes for hospitality workers.

Phase 4: Long-Term Mobility Innovation and Monitoring (Year 3 and Beyond)

- Explore and pilot innovative solutions including:
  - Autonomous shuttle service on high-use corridors during peak season
  - Water taxis or ferry services connecting waterfront districts
  - Smart parking and curb management systems for tourism-heavy areas
- Track visitor mobility satisfaction, transit usage, and traffic congestion in visitor zones.
- Update county tourism and transportation plans every three years to incorporate new visitor patterns and infrastructure needs.

Lead Agencies

Palm Beach County Transportation Planning Agency (TPA)
Role: Lead strategic alignment of tourism-related infrastructure within regional transportation planning frameworks.

Palm Tran
Role: Operate and adapt transit services for visitor and workforce needs; partner on branded visitor mobility solutions.

Tourism Master Plan Working Group (TMPWG)
Role: Represent visitor experience in planning processes; support marketing and wayfinding systems; advocate for funding.

Partner Organizations and Roles

Organization	Role
Municipal Governments	Support planning, streetscape enhancements, local transit pilots, pedestrian infrastructure
FDOT (Florida Department of Transportation)	Provide technical support, funding alignment, and regulatory compliance for roadway projects
Palm Beach International Airport (PBI)	Improve connectivity and first/last mile access to/from the airport
Brightline	Coordinate mobility links from rail stations to hotels and attractions
Economic Council / Chamber of Commerce	Advocate for mobility improvements that support tourism employment and business growth
Local Hospitality and Tourism Businesses	Offer feedback, support worker mobility initiatives, and co-invest in shared transit pilots
Cultural Council for Palm Beach County	Help align infrastructure with access to arts and cultural venues
Equity and Sustainability Offices	Ensure infrastructure investments serve underserved areas and reduce environmental impact
Palm Beach County Sports Commission	Direct, manage and coordinate development efforts, access to, and utilization of Palm Beach County's portfolio of sporting facilities and venues.

Timing for Implementation

Phase	Timeline
Phase 1: Needs Assessment & Planning	Months 0–6
Phase 2: Prioritization & Funding	Months 6–18
Phase 3: Infrastructure & Information Rollout	Months 18–36
Phase 4: Long-Term Monitoring & Innovation	Year 3 and beyond

Key Performance Measures / Indicators of Success

Mobility and Access

- Increase in visitor use of transit, shuttles, bikes, or walking to access attractions (goal: +15% in 3 years)
- Reduction in traffic congestion at top 10 visitor hotspots during peak season
- Number of tourism districts with multimodal access improvements completed

Satisfaction and Experience

- Improvement in visitor satisfaction scores related to transportation and ease of movement (survey-based)
- Increase in average number of attractions visited per trip, indicating greater ease of movement
- Expanded average stay duration tied to greater destination navigability

Equity and Sustainability

- Increase in hospitality worker access to reliable and affordable transportation
- Number of transit-accessible tourism jobs within a 30-minute commute radius
- Reduction in emissions per visitor trip related to expanded transit options

Planning and Advocacy

- Number of tourism-focused mobility projects incorporated into long-range transportation plans
- Total dollars secured for mobility improvements that directly benefit the tourism economy
- Annual reporting on progress tied to Master Plan and TPA metrics

Upfront Investment and Ongoing Operating Costs

Expanding mobility and transportation systems to support Palm Beach County's tourism economy will require a coordinated investment in transit infrastructure, pedestrian and bike facilities, wayfinding systems, and innovation pilots. These investments will improve visitor circulation, workforce access, and sustainability outcomes while reinforcing the county's competitiveness as a connected and accessible destination.

1. Upfront Investment (Estimated Range: $310 – $400 million over ten years)

Capital expenditures reflect the development of tourism-focused mobility infrastructure, multimodal transit hubs, digital information systems, and safety enhancements across key visitor districts.

Investment Category	Description	Estimated Cost Range	Timing
Tourism Mobility Infrastructure Enhancements	Upgrades to roads, sidewalks, and bike facilities near beaches, attractions, cultural hubs, and downtowns; addition of shaded walkways, crosswalks, and ADA improvements.	$100 – $130 million	Years 1–8
Multimodal Transit Hubs and Visitor Shuttles	Development of branded transit hubs connecting Brightline, PBI Airport, downtowns, and major attractions; implementation of electric "Hop-On-Hop-Off" circulators and seasonal water taxis.	$80 – $100 million	Years 1–6
Tourism Wayfinding & Smart Signage System	Countywide installation of physical and digital signage, interactive kiosks, and QR-enabled mapping along visitor corridors.	$20 – $25 million	Years 2–6

Investment Category	Description	Estimated Cost Range	Timing
Greenways, Trails, and Active Mobility Links	Expansion of pedestrian/bike connections between beaches, cultural districts, and nature parks; integration of e-bike and scooter docking.	$35 – $45 million	Years 2–9
Transit-Oriented Development (TOD) Access Projects	Public realm and connectivity upgrades surrounding new mixed-use hubs near transit stations and cultural clusters.	$25 – $30 million	Years 3–10
Technology and Digital Integration Systems	Real-time mobility app, transit dashboards, digital ticketing, and trip-planning software to integrate visitor movement across modes.	$10 – $12 million	Years 1–4
Sustainability and Resilience Enhancements	Solar lighting, electric charging stations, stormwater-smart streets, and low-impact mobility infrastructure.	$15 – $20 million	Years 3–10
Feasibility Studies, Engineering, and Permitting	Planning, design, and permitting for phased capital projects and pilot corridors.	$5 – $8 million	Years 0–2
Total Estimated Upfront Investment		**$310 – $400 million**	Ten-year implementation

Potential Funding Sources: County surtax revenues; TDC infrastructure allocations; FDOT and MPO funds; Federal RAISE and CMAQ grants; FTA Bus & Bus Facilities Program; private development contributions through TOD partnerships; and sponsorships for visitor mobility programs.

2. Operating Costs (Estimated Range: $22 – $28 million annually, ongoing)
Ongoing operating expenditures will sustain transit services, marketing, maintenance, and digital platform updates to ensure reliable visitor access and long-term performance.

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Visitor Shuttle & Circulator Operations	Staffing, vehicle operations, maintenance, and fuel/electric charging for countywide and district-based circulators.	$6 – $8 million	Palm Tran / Municipal Partners
Wayfinding & Signage Maintenance	Annual upkeep, lighting, digital updates, and replacements for physical and interactive signage systems.	$1.5 – $2.0 million	County Public Works / DTPB
Mobility App & Information Platform	Ongoing software support, real-time data integration, and accessibility content updates.	$1.0 – $1.2 million	DTPB / Technology Partner

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Transit & Workforce Access Programs	Hospitality worker transportation stipends, discounted passes, and tourism workforce mobility initiatives.	$3.0 – $3.5 million	County / Employer Partnerships
Marketing, Visitor Education & Communications	Promotion of car-free travel, safety campaigns, and integration into tourism marketing.	$1.5 – $2.0 million	DTPB
Bike & Scooter Share Operations	Docking station management, fleet replacement, and maintenance for shared mobility programs.	$2.0 – $2.5 million	Private Partner / County Support
Monitoring & Evaluation Systems	Performance dashboards, congestion analysis, and visitor satisfaction surveys.	$800k – $1.0 million	TMPWG / TPA
Maintenance & Contingency Reserve	Resurfacing, facility upkeep, vehicle replacements, and emergency response.	$6.0 – $8.0 million	County / Municipalities
Total Estimated Annual Operating Cost		**$22 – $28 million**	

3. Economic and Destination Impact

- **Visitor Spending Impact:** Estimated **$**250 – $325 million annually in new visitor spending due to improved accessibility and longer stays.
- **Workforce Access Impact:** 20–25% increase in tourism jobs accessible within a 30-minute transit commute.
- **Environmental Benefit:** Reduction in visitor-related vehicle miles traveled (VMT) by 10–15% by Year 5.
- **Sustainability ROI:** 3.5:1 return based on visitor spending, workforce productivity, and quality-of-life improvements.
- **Destination Brand Value:** Recognition as a national model for sustainable mobility and tourism access through multimodal innovation.

Conclusion

Transforming visitor and workforce mobility is central to achieving Palm Beach County's long-term tourism and sustainability vision. With an estimated $310–$400 million in capital investment and $22–$28 million in annual operating costs, these initiatives will establish a seamless, multimodal transportation framework that connects every major attraction, cultural hub, and tourism district in the county.

By advancing transit-oriented development, branded shuttles, pedestrian connectivity, and technology-driven wayfinding, Palm Beach County can create a truly car-optional destination experience, one that enhances visitor satisfaction, expands access to tourism employment, and reduces congestion and emissions.

These improvements are not simply infrastructure projects, they are a strategic reinvestment in the county's competitiveness, livability, and environmental resilience. The result will be a sustainable, inclusive, and effortlessly navigable tourism destination, where getting around is as enjoyable as the experiences themselves.

F2. Implement a County-Wide Wayfinding and Visitor Signage System

Recommendation: Standardize and modernize visitor information signage over time, across county and municipalities with multilingual, ADA-compliant, digital, and branded wayfinding elements.

Rationale: Confusing or inconsistent signage reduces mobility and visitor satisfaction. A coordinated wayfinding system improves navigation, reinforces brand identity, and enhances accessibility and safety.

Issue / Opportunity: Unifying and Enhancing Visitor Navigation Across Palm Beach County

Palm Beach County is a large and diverse destination with a wide array of beaches, cultural venues, nature preserves, historic districts, shopping areas, and entertainment hubs spread across 39 municipalities. While this geographic and experiential diversity is one of the county's greatest strengths, it also presents a major challenge: the current visitor navigation environment is fragmented, inconsistent, and often inaccessible for individuals with mobility or language barriers.

There is no unified countywide wayfinding standard, which results in:

- Visual clutter and mixed branding across jurisdictions
- Difficulty navigating between tourism districts and attractions
- Missed opportunities to tell a cohesive destination story
- Barriers for international visitors, seniors, and those with disabilities
- Gaps in ADA compliance and digital integration

Stakeholders frequently cited the absence of clear, attractive, and multilingual signage as a barrier to both visitation and visitor satisfaction, especially for inland, underpromoted, or emerging destinations. The lack of a modern, branded, and inclusive signage system limits visitor exploration, spending, and engagement. Furthermore, municipalities have expressed interest in guidance and resources to update signage but lack unified direction or shared funding mechanisms.

A comprehensive, multi-lingual, ADA-compliant, and tech-integrated wayfinding strategy will enhance both first impressions and deep exploration of the county. It offers the chance to connect fragmented experiences into a coherent journey, elevate lesser-known attractions, and reinforce Palm Beach County's tourism brand across physical space.

Objectives

1. Develop and deploy a standardized visual language and signage system for visitors across all municipalities.
2. Ensure that wayfinding is accessible to all travelers, including those with disabilities and limited English proficiency.
3. Integrate signage with digital platforms to support real-time information, mobile accessibility, and interactive visitor guidance.
4. Reinforce Palm Beach County's destination brand identity through signage aesthetics, tone, and messaging.

5. Encourage exploration beyond high-traffic areas and promote equitable access to all parts of the county.

Expected Outcomes

- A countywide wayfinding master plan, co-developed with municipal and tourism stakeholders.
- Phased installation of branded signage in priority tourism corridors and transit nodes.
- Enhanced visitor satisfaction with navigation and access to points of interest.
- Increased foot traffic and economic activity in less-visited districts and businesses.
- Greater alignment between physical infrastructure and Palm Beach County's tourism identity.

Detailed Action Plan for Implementation

Phase 1: System Design and Standards Development (0–6 Months)

- Assemble a Countywide Wayfinding Steering Group, including:
  - Tourist Development Council
  - County Planning, Engineering, and Traffic Divisions
  - Municipal planning and public works representatives
  - Cultural and heritage tourism organizations
  - ADA and multilingual access advisors
- Commission a Wayfinding and Visitor Signage Master Plan, including:
  - Design and typographic standards
  - Color and material palettes
  - Digital and touchscreen integration options
  - Protocols for multilingual and ADA accessibility (e.g., braille, audio output, QR code instructions)
- Develop a visitor navigation experience map, identifying key signage points:
  - Airports, Brightline stations, parking areas, beaches, parks, hotels, downtowns, cultural assets, shopping districts
- Align signage tone and design with the updated county tourism brand architecture.

Phase 2: Pilot Program and Design Toolkit (6–12 Months)

- Select 3–5 pilot areas for implementation, prioritizing:
  - High visitor volume areas (e.g., West Palm Beach downtown, Delray Beach, Boca Raton)
  - Areas lacking coherent signage but rich in attractions (e.g., Lake Worth Beach, inland eco-tourism sites)
- Produce a Wayfinding Design Toolkit and digital asset portal for municipal use:
  - Templates for directional signage, kiosks, interpretive panels, and digital screens
  - Technical specs for multilingual and ADA-compliant design
- Hold stakeholder workshops and public engagement sessions to review design concepts and gather feedback.

Phase 3: Countywide Rollout and Integration (12–36 Months)

- Launch the countywide signage installation phase:
  - Partner with municipalities to prioritize implementation corridors
  - Coordinate permitting, fabrication, and installation schedules
  - Integrate signage with public transit stops, bike stations, and walking paths
- Implement a mobile-responsive digital wayfinding interface:
  - QR-code enabled smart maps
  - Augmented reality overlays for historic interpretation
  - Custom route suggestions based on user interests, accessibility needs, and language
- Include interpretive signage in parks, cultural sites, and along signature trails to deepen storytelling and connect travelers with the local identity.

Phase 4: Monitoring, Maintenance, and Upgrades (Ongoing)

- Establish a county signage maintenance fund and update schedule:
  - Support cleaning, replacement, and upgrades to reflect changes in attractions or accessibility standards
- Monitor usage and effectiveness through:
  - Visitor surveys and app usage analytics
  - Foot traffic counts in pilot districts
  - Municipal partner reporting
- Update toolkit every 3–5 years to incorporate design and technology trends.

Lead Agencies

Tourism Master Plan Working Group (TMPWG)
Role: Branding and visitor experience integration; lead development of visual identity; oversee public engagement and coordination with municipalities.

Partner Organizations and Roles

Organization	Role
Palm Beach County Engineering & Public Works	Infrastructure planning, permitting, and compliance
Municipal Governments	Implementation, placement, and local stakeholder coordination
Palm Tran & Transportation Planning Agency	Integration with transit stations, bus routes, and multimodal mobility infrastructure
ADA Accessibility and Inclusion Advisory Panel	Review signage for ADA compliance and usability
Language and Cultural Advisory Committee	Assist with multilingual translation and interpretation for all signage and digital tools

Organization	Role
Environmental Resources Management (ERM)	Ensure environmentally friendly materials and energy-efficient lighting are used
Private Property Owners / BIDs	Coordinate placement of wayfinding on commercial or mixed-use developments

Timing for Implementation

Phase	Timeline
Phase 1: Design Standards & Master Plan	Months 0–6
Phase 2: Pilot Program & Toolkit	Months 6–12
Phase 3: Rollout & Integration	Months 12–36
Phase 4: Maintenance & Monitoring	Ongoing

Key Performance Measures / Indicators of Success

Visitor Experience and Mobility

- Increase in visitor satisfaction scores related to ease of navigation and information clarity
- Decrease in visitor complaints about getting lost or difficulty reaching destinations
- Increase in foot traffic and average time spent in districts with upgraded wayfinding

Adoption and Coverage

- Percentage of municipalities that adopt the standardized signage system (target: 75% by Year 3)
- Number of installed signage points, kiosks, and digital elements countywide

Accessibility and Inclusion

- Availability of signage in at least 4 languages (e.g., English, Spanish, Creole, Portuguese)
- Percentage of signage points fully ADA-compliant (target: 100% of newly installed signs)
- Positive ratings from accessibility user groups and diverse community focus groups

Branding and Marketing

- Increase in visitor recognition of the destination brand through signage
- Consistent use of visual identity standards across municipalities and venues

Upfront Investment and Ongoing Operating Costs

A modern, multilingual, ADA-compliant, and technology-integrated wayfinding system will require a major one-time capital investment in design, fabrication, and installation, followed by modest recurring operating and maintenance costs. The scale of the county, 39 municipalities and hundreds of attractions, means implementation will occur in phased stages over multiple years.

1. Upfront Investment (Estimated Range: $85 – $110 million over five years)

Investment Category	Description	Estimated Cost Range	Timing
Countywide Design & Master Plan Development	Comprehensive signage master plan, brand standards, typographic system, mapping layers, and multilingual/ADA integration guidelines.	$4 – $5 million	Year 1
Fabrication & Installation – Physical Signage	Directional, gateway, and interpretive signage at 3,000–3,500 locations countywide; includes durable, weather-resistant materials, lighting, and solar elements.	$45 – $55 million	Years 2–5
Digital & Interactive Wayfinding Infrastructure	Interactive kiosks at airports, Brightline stations, downtowns, and major attractions; QR and NFC technology integration; real-time digital mapping.	$10 – $12 million	Years 2–4
Multilingual, ADA & Accessibility Enhancements	Braille, tactile surfaces, audio output devices, translation, and screen-reader integration.	$3 – $4 million	Years 2–5
Mobile & Web Platform Integration	Mobile-responsive trip-planning app, route guidance, and GIS data interface for signage inventory.	$6 – $7 million	Years 1–3
Pilot District Installations (5 areas)	Early implementation in West Palm Beach, Delray Beach, Boca Raton, Lake Worth Beach, and an inland ecotourism hub.	$5 – $6 million	Years 1–2
Interpretive & Cultural Storytelling Signage	Bilingual/AR-enabled interpretive panels at historic and cultural sites highlighting community stories and heritage.	$6 – $8 million	Years 2–5
Contingency & Program Management	Design oversight, permitting, stakeholder engagement, and 10 % contingency for inflation and material costs.	$6 – $8 million	Years 1–5
Total Estimated Upfront Investment		**$85 – $110 million**	Five-year rollout

Potential Funding Sources: Tourist Development Council (TDC) infrastructure allocations; MPO and FDOT Complete Streets funding; county surtax transportation revenues; Visit Florida grant programs; private-sector or BID sponsorships; and federal programs such as *RAISE* or *Reconnecting Communities*.

2. Operating Costs (Estimated Range: $7.5 – $9.5 million annually, ongoing)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Maintenance & Replacement Program	Cleaning, lighting repairs, vandalism response, repainting, and replacement of 5 – 7 % of signs annually.	$3.0 – $3.5 million	County Public Works / Municipal Partners
Digital & App Management	Hosting, data updates, and integration with real-time mobility and attraction feeds.	$1.0 – $1.2 million	DTPB / Technology Partner
Multilingual & Accessibility Updates	Translation services, voice-over updates, and compliance audits.	$600k – $800k	DTPB / Accessibility Panel
Monitoring, Surveys & Analytics	Visitor satisfaction tracking, heat-map analysis, and signage performance dashboards.	$400k – $600k	TMPWG / Research Partner
Marketing, Brand Integration & Education	Public outreach, brand awareness campaigns, and user-education materials.	$1.0 – $1.2 million	DTPB / Cultural Council
Staffing & Program Coordination	Countywide signage coordinator, municipal liaisons, and administrative support.	$1.5 – $2.0 million	TMPWG / County Planning
Total Estimated Annual Operating Cost		**$7.5 – $9.5 million**	

3. Economic, Accessibility, and Destination Impact

- **Visitor Spending:** Incremental $90 – $120 million per year through extended stays, higher mobility, and improved access to retail and dining.
- **Brand Visibility:** A unified system will create 100 % brand consistency across 39 municipalities, embedding *The Palm Beaches* identity in every visitor corridor.
- **Equity Impact:** Increased access to inland and small businesses; improved ADA and multilingual navigation countywide.
- **Environmental Impact:** Use of solar-powered lighting, recycled aluminum, and QR-based paper-free information will reduce emissions and waste.
- **ROI:** Projected 4:1 economic return within ten years through increased spending, sponsorships, and co-branding revenue.

Conclusion

Implementing a County-Wide Wayfinding and Visitor Signage System represents a transformative investment in Palm Beach County's visitor experience and community identity. With an estimated $85 – $110 million in capital investment and $7.5 – $9.5 million in annual operating costs, the program will deliver long-lasting improvements in accessibility, navigation, and destination branding.

The initiative will unify 39 municipalities under a single visual and experiential framework, ensuring every traveler, regardless of ability or language, can explore confidently and equitably. It will also enhance local economic vitality by drawing visitors deeper into cultural districts, neighborhood attractions, and inland communities.

More than a signage program, this is an infrastructure of storytelling and inclusion, a visible symbol of Palm Beach County's commitment to connectivity, sustainability, and a world-class visitor experience.

F3. Continue to Support Regional Visitor Welcome Centers and the "Tourism Ambassadors" Program

Recommendation: Maintain branded welcome centers in strategic locations (airport, downtowns, beaches, transit hubs) and train community members as volunteer ambassadors. Prioritize recruitment of younger tourism ambassadors to help promote and advocate for assets and experiences that cater to young, affluent visitors and residents.

Rationale: Personal touchpoints improve hospitality and local pride. Visitor centers and ambassador programs connect travelers to lesser-known attractions and businesses, especially in underrepresented communities.

Issue / Opportunity: Enhancing Personal Touchpoints and Local Advocacy in Visitor Engagement

Palm Beach County's tourism success relies not only on world-class assets, branding, and infrastructure, but also on authentic human connection and knowledgeable local guidance. In an era of digital travel planning, the presence of real people, welcoming, guiding, and engaging visitors, offers a powerful differentiator and strengthens the emotional connection between destination and traveler. Across the county's 39 municipalities, there are already pockets of well-run visitor welcome centers and ambassador efforts; however, these efforts remain uneven, underfunded, and lack a standardized training or branding framework.

Visitor Welcome Centers and Tourism Ambassador Programs provide an in-person, place-based hospitality infrastructure, particularly critical at arrival points (e.g., Palm Beach International Airport), high-volume destinations (e.g., beaches and downtowns), and emerging districts seeking greater visibility. These centers connect visitors to hidden gems, culturally significant neighborhoods, and community-run events. When managed strategically, they also become platforms for community representation, youth workforce development, and multilingual accessibility.

Furthermore, the recruitment of younger, diverse ambassadors aligned with modern travel interests (e.g., nightlife, music, art, food scenes) presents an opportunity to align tourism messaging with the preferences of high-value younger travelers. The continuation and modernization of these programs will increase equitable economic impact, support small businesses, and elevate visitor satisfaction and local pride.

Objectives

1. Maintain and modernize regional Visitor Welcome Centers in strategic tourism nodes throughout Palm Beach County.
2. Sustain and expand a standardized "Tourism Ambassadors" volunteer training program in collaboration with local partners.
3. Prioritize the recruitment of young and diverse ambassadors who can authentically represent Palm Beach County's emerging and culturally rich offerings.
4. Improve referrals to small tourism businesses, attractions, and events through these programs.

5. Foster community pride and intergenerational participation in the tourism economy through service and storytelling.

Expected Outcomes

- Visitor Welcome Centers with consistent branding, digital tools, and trained staffing across major tourism corridors and transit points.
- A growing network of certified Tourism Ambassadors from a wide range of backgrounds and communities.
- Enhanced visitor satisfaction ratings linked to personal service, local recommendations, and cultural immersion.
- Greater visibility and revenue generation for local and under-promoted tourism businesses.
- Stronger alignment between tourism service delivery and the county's Community First Initiatives and goals.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Assessment and Strategic Plan Update (0–6 Months)

- Conduct a countywide audit of current Visitor Welcome Centers and ambassador programs, identifying:
  - Geographic coverage
  - Staffing model (paid/volunteer)
  - Multilingual and ADA capabilities
  - Technology integration and promotional material availability
- Convene a Visitor Experience Enhancement Task Force to:
  - Review current operations
  - Develop a framework for standardizing service levels, training, and branding
  - Identify opportunities for expansion (e.g., transit stations, inland cultural hubs)

Phase 2: Training, Branding, and Youth Recruitment (6–12 Months)

- Develop a **Countywide Tourism Ambassador Training Curriculum** with modules including:
  - Customer service and hospitality best practices
  - Cultural competency and Community First principles
  - Multilingual communication
  - Digital tools and itinerary-building
  - Palm Beach County tourism asset knowledge
- Launch a Youth Tourism Ambassadors Campaign:
  - Partner with schools, colleges, and youth organizations
  - Offer service hours, internships, and professional development incentives
  - Create a youth-led ambassador subprogram focused on nightlife, local music, street food, wellness, and adventure tourism
- Refresh signage and materials at all visitor centers using the unified Palm Beach County tourism brand identity.

Phase 3: Technology Integration and Partner Support (12–24 Months)

- Equip visitor centers with:
  - Interactive touchscreens and wayfinding maps
  - QR-coded print materials for personalized itineraries
  - Digital ambassador check-ins, chat support, and multilingual AI translation
- Create a Visitor Services Digital Hub for use by ambassadors and visitors:
  - Crowdsource recommendations from local ambassadors
  - Post event listings, alerts, and seasonal highlights
  - Host a directory of featured local tourism businesses and eco-certified options
- Offer mini-grants or sponsorships to municipalities or nonprofits interested in hosting a new or enhanced visitor welcome center.

Phase 4: Monitoring, Expansion, and Impact Evaluation (24+ Months)

- Establish ongoing performance tracking across all centers and ambassador programs, including:
  - Visitor volume and demographics
  - Referral rates to local businesses
  - Feedback from visitors and staff
- Host an annual Tourism Ambassador Recognition Event celebrating top performers and sharing best practices
- Expand Welcome Centers to underserved areas or rotating pop-ups at high-traffic seasonal events

Lead Agency

Discover The Palm Beaches
Role: Coordinate training curriculum development, provide branding standards and promotional assets, support outreach and youth engagement, and monitor program impact.

Partner Organizations and Roles

Organization	Role
Palm Beach County Tourist Development Council (TDC)	Oversight and funding support
Local Chambers of Commerce	Host and staff visitor centers, support business referrals
High Schools, Colleges & Youth Programs	Recruitment and promotion of youth ambassadors
Cultural Council of Palm Beach County	Training content and referrals to cultural experiences
Municipal Governments	Facility provision, outreach, local coordination of volunteers

Organization	Role
County Office of Equal Opportunity	Ensure inclusive recruitment, training, and representation
Palm Tran / Brightline / Airports	Integrate welcome centers at key arrival points

Timing for Implementation

Phase	Timeline
Phase 1: Audit and Strategic Planning	Months 0–6
Phase 2: Training and Youth Recruitment	Months 6–12
Phase 3: Technology and Expansion	Months 12–24
Phase 4: Monitoring and Long-Term Growth	Ongoing

Key Performance Measures / Indicators of Success

Reach and Equity

- Increase in the number of visitor centers operating under the unified brand (baseline + 20% by Year 3)
- Number of ambassadors recruited and trained, with demographic tracking to ensure youth and diversity targets
- Geographic coverage and inclusion of underserved tourism zones

Visitor Experience

- Visitor satisfaction with information services (target: 90%+ satisfaction rating)
- Number of referrals to small tourism businesses
- Increase in visits to lesser-known attractions following ambassador interaction

Engagement and Capacity Building

- Number of youth participants in the ambassador program (target: 250 by Year 2)
- Training completion rate and satisfaction scores
- Annual increase in volunteer hours and event participation

Upfront Investment and Ongoing Operating Costs

Expanding and modernizing the Visitor Welcome Centers and Tourism Ambassadors Program requires moderate but highly visible investments that yield high returns in visitor satisfaction, community engagement, and local business impact. These investments focus on facility upgrades, digital technology, youth recruitment, and ongoing training across the county's 39 municipalities.

1. Upfront Investment (Estimated Range: $16 – $22 million over five years)
Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Welcome Center Modernization & Expansion	Renovation and branding upgrades for existing centers (airport, downtowns, beaches, transit hubs) and construction or fit-out of up to 5 new centers in inland or underserved tourism zones.	$8 – $10 million	Years 1–5
Technology & Digital Infrastructure	Installation of interactive kiosks, touchscreen wayfinding systems, digital directories, QR-coded print collateral, and mobile integration with county visitor platforms.	$3 – $4 million	Years 1–3
Branding, Signage & Visitor Experience Design	Consistent design, furnishings, and visual standards for all centers under "The Palm Beaches" brand identity. Includes ADA and multilingual upgrades.	$1.5 – $2.0 million	Years 1–3
Training Facilities & Program Launch Materials	Development of standardized training modules, onboarding materials, and equipment for in-person and online ambassador instruction.	$1.0 – $1.2 million	Years 1–2
Youth Recruitment & Incentive Fund	Scholarships, stipends, and small grants for youth and college ambassador participation; collaboration with schools and nonprofits.	$1.0 – $1.5 million	Years 2–4
Community Partnership Grants	Matching funds for municipalities, chambers, or nonprofits to co-host or co-brand visitor centers.	$1.0 – $1.3 million	Years 2–5
Contingency & Program Management	Design, administration, and 10% contingency for inflation and construction cost variability.	$0.5 – $0.7 million	Years 1–5
Total Estimated Upfront Investment		**$16 – $22 million**	5-year implementation

Potential Funding Sources: Tourist Development Council (TDC) allocations; Discover The Palm Beaches operating funds; private sponsorships (corporate or hospitality partners); Chamber of Commerce and municipal cost-sharing; and potential support from workforce development or youth engagement grants.

2. Operating Costs (Estimated Range: $5.5 – $7.0 million annually, ongoing)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Staffing and Volunteer Coordination	Salaries for full- and part-time welcome center staff, program managers, and volunteer coordinators.	$2.0 – $2.5 million	DTPB / Municipal Hosts
Training and Certification Program	Annual training cycles, ambassador certification, and youth internship coordination.	$800k – $1.0 million	DTPB / Cultural Council / Education Partners
Technology Maintenance and Content Updates	Software licensing, touchscreen and kiosk servicing, and content refreshes for digital displays.	$600k – $800k	DTPB / IT Vendors
Marketing, Outreach, and Recruitment	Campaigns for ambassador recruitment, visitor awareness, and community engagement.	$700k – $900k	DTPB / County Communications
Program Evaluation and Data Tracking	Visitor surveys, digital feedback systems, and performance analytics.	$400k – $600k	TMPWG / DTPB
Facility Maintenance and Supplies	Cleaning, restocking, printing, and energy costs across 8–10 active visitor centers.	$1.0 – $1.2 million	Municipal / Chamber Partners
Total Estimated Annual Operating Cost		**$5.5 – $7.0 million**	

3. Economic, Social, and Tourism Impact

- **Visitor Spending Impact:** Expected $45 – $60 million annually in new or redirected visitor spending through extended stays and referrals to local businesses.
- **Local Business Impact:** Estimated $15 – $20 million in incremental sales among small businesses from ambassador referrals.
- **Youth Development Impact:** Over 300 young ambassadors trained annually, fostering pathways to tourism careers and civic engagement.
- **Community ROI:** Approximately 6:1 return in economic and social value through increased visitor satisfaction, word-of-mouth marketing, and workforce development.
- **Participation:** At least 40% of ambassadors representing underrepresented or multilingual communities, improving accessibility and cultural representation.

Conclusion

Continued investment in Regional Visitor Welcome Centers and the Tourism Ambassadors Program will strengthen Palm Beach County's tourism foundation through authentic, people-powered engagement. With an estimated $16–$22 million in one-time capital investment and $5.5–$7.0 million in annual operating costs, this initiative delivers an outsized return, measured in visitor satisfaction, community pride, and small business growth.

By modernizing welcome centers, integrating digital tools, and empowering a new generation of diverse ambassadors, Palm Beach County can offer a more personal, inclusive, and connected visitor experience. These frontline ambassadors, stationed at beaches, airports, cultural hubs, and neighborhoods, become living extensions of *The Palm Beaches* brand, guiding travelers to discover the destination's full cultural and geographic richness.

In essence, this initiative transforms hospitality into a shared civic mission, ensuring that every welcome, every referral, and every local story contributes to Palm Beach County's reputation as one of the most welcoming and community-driven destinations in the nation.

F4. Investigate a Water-Based Mobility Tourism System (e.g., Water Taxi Network)

Recommendation: Pilot and test a water taxi system connecting coastal communities, downtowns, marinas, and waterfront attractions.

Rationale: Palm Beach County's waterways are underused for transportation. Water-based tourism is eco-friendly, scenic, and adds a signature experience.

Issue / Opportunity: Unlocking the Potential of Palm Beach County's Intracoastal Waterways as a Tourism Mobility System

Palm Beach County is home to an extensive network of navigable waterways, including the Intracoastal Waterway, Lake Worth Lagoon, and several interconnected canals, rivers, and inlets. These scenic blue corridors are lined with hotels, restaurants, parks, historic sites, marinas, and coastal communities, many of which are already top tourism draws. However, despite this natural advantage, the county lacks a cohesive water-based mobility system that connects these points of interest and provides visitors and residents with an alternative, eco-friendly transportation option.

Traffic congestion, limited parking near beach zones and downtowns, and fragmented public transit systems create barriers to visitor movement, especially during peak season. A water taxi network could alleviate pressure on roads, reduce carbon emissions, and provide a distinctive and enjoyable way to explore the destination. Moreover, a scenic, branded water transportation system would serve as a signature attraction in itself, contributing to place branding, promoting waterfront revitalization, and increasing access to underserved communities along the waterway.

Initial stakeholder engagement and benchmarking with destinations like Fort Lauderdale, Miami, and San Diego underscore the growing appeal of marine transit for both utilitarian and leisure travel, particularly when aligned with tourism clusters. Strategic planning and pilot testing are necessary to determine feasibility, seasonal demand, environmental impact, and cost-effectiveness of such a system for Palm Beach County.

Objectives

1. Assess the feasibility, ridership demand, and infrastructure requirements for a branded water taxi or ferry system for tourism and local use.
2. Identify key connection points (e.g., downtowns, marinas, beaches, resorts, cultural sites) and develop scenic route options.
3. Evaluate public-private partnership models for operating water-based transit, including integration with tourism packages and hotel concierge services.
4. Develop a water mobility pilot that emphasizes sustainability, ADA accessibility, and integration with land-based transport.
5. Position the water-based mobility system as a tourism experience in itself, distinctive, educational, and visually compelling.

Expected Outcomes

- Completion of a comprehensive water mobility feasibility study including route planning, environmental review, market analysis, and infrastructure audit.
- A pilot water taxi or ferry service with ridership tracking and visitor experience evaluations.
- Increased accessibility between high-traffic coastal areas without adding to road congestion.
- Enhanced brand identity through a unique and photogenic mobility experience that links waterfront tourism assets.
- Framework for long-term scalability based on performance of the pilot phase.

Detailed Action Plan for Implementation

Phase 1: Feasibility Study and Planning (0–9 Months)

- Commission a Water Mobility Feasibility Study in partnership with marine transit consultants and the Palm Beach Transportation Planning Agency (TPA), which includes:
  - Market demand and tourism usage projections
  - Route mapping and stop prioritization
  - Docks and marina infrastructure capacity analysis
  - Environmental impact screening (seagrass, manatees, emissions)
  - Pricing model, fare integration, and public-private partnership strategies
- Engage with key tourism stakeholders to assess demand:
  - Resorts and hotels
  - Waterfront dining and retail operators
  - Attractions such as Peanut Island, Clematis Street, Mizner Park, and Boynton Harbor Marina

Phase 2: Stakeholder Engagement and Route Design (6–12 Months Overlapping)

- Host regional workshops with municipalities and private operators to identify preferred routes and develop a collaborative operations model.
- Consult with:
  - U.S. Coast Guard and Florida Inland Navigation District
  - Accessibility advocates for ADA-compliant dock design
  - Environmental groups to mitigate sensitive marine impacts
- Design branding, signage, and route maps that link with existing wayfinding and visitor materials.

Phase 3: Pilot Water Taxi Program (12–24 Months)

- Secure seed funding and vendor/operator partnerships for a 6- to 12-month pilot on one or two routes:
  - Example Pilot Route: Downtown West Palm Beach ⇌ Peanut Island ⇌ Riviera Beach Marina ⇌ Palm Beach
- Launch with:
  - Branded vessels and captains trained in tourism storytelling
  - Timetables integrated with events and cruise arrivals
  - Promotional packages through hotels and DTPB website
- Collect ridership data, satisfaction surveys, and performance metrics.

Phase 4: Evaluation and Long-Term Expansion Planning (24+ Months)

- Evaluate pilot performance in terms of:
  - Ridership volume and demographics
  - Impact on local businesses
  - Modal shift from cars to boats
  - Environmental indicators and sustainability metrics
- Develop an expansion plan and long-term funding model, potentially through tourism taxes, regional mobility grants, or concession-based operations.

Lead Agencies

Palm Beach Transportation Planning Agency (TPA)
Role: Lead planning and coordination, secure federal/state mobility grants, integrate into the long-range transportation plan.

Discover The Palm Beaches
Role: Brand integration, marketing, partnership with tourism businesses, visitor promotion and booking interface.

Partner Organizations and Roles

Organization	Role
Palm Beach County Tourist Development Council	Strategic alignment and pilot program funding
Municipal Governments (West Palm, Delray, Boca, etc.)	Local dock access, land use permits, community engagement
Private Marina Operators	Host water taxi stops, provide operations insight and infrastructure access
Florida Inland Navigation District	Regulatory coordination, funding assistance
Environmental NGOs (e.g., Friends of Manatees)	Sustainability consultation and wildlife protection
U.S. Coast Guard and Army Corps of Engineers	Navigation, security, and safety review
Hospitality Industry (hotels, resorts, marinas)	Package integration, concierge promotion, and destination tie-ins

Timing for Implementation

Phase	Timeline
Phase 1: Feasibility Study	Months 0–9
Phase 2: Stakeholder Engagement	Months 6–12
Phase 3: Pilot Program	Months 12–24
Phase 4: Evaluation and Scaling	Months 24+

Key Performance Measures / Indicators of Success

Planning & Execution

- Completion of feasibility study with high-priority routes identified
- Number of municipalities and private partners participating in the pilot

Pilot Program Metrics

- Ridership volume and repeat usage rate
- Visitor satisfaction ratings (target: 85%+ favorable)
- Reduction in vehicle trips to key tourism zones during pilot period

Brand and Economic Impact

- Social media impressions and coverage of water taxi experience
- Visitor survey responses citing water taxi as a highlight
- Spending uplift in businesses located near water taxi stops

Sustainability Indicators

- Reduced emissions relative to car travel on comparable routes
- Compliance with marine protection and ADA access guidelines

Upfront Investment and Ongoing Operating Costs

Developing a branded, sustainable water taxi or water-based tourism mobility system will require a multi-phase investment approach, beginning with a feasibility study and pilot operations, followed by phased expansion based on performance. The project's capital costs primarily relate to vessel acquisition or leasing, dock infrastructure, and branding; ongoing operational costs are tied to staffing, fuel, maintenance, marketing, and coordination with tourism partners.

1. Upfront Investment (Estimated Range: $28 – $38 million over five years)

Investment Category	Description	Estimated Cost Range	Timing
Feasibility Study and Planning	Market analysis, environmental assessment, route planning, dock capacity audit, and stakeholder workshops.	$1.5 – $2.0 million	Year 1
Dock and Infrastructure Upgrades	ADA-compliant floating docks, gangways, signage, ticketing kiosks, lighting, and wayfinding integration at 10–15 sites.	$8 – $10 million	Years 1–3
Vessel Procurement or Leasing (Pilot + Fleet Expansion)	Purchase or lease of 6–8 low-emission or electric water taxis (40–60 passengers each) with accessible boarding and solar-assisted power.	$10 – $13 million	Years 2–4
Branding, Design, and Launch Marketing	Vessel livery, uniforms, digital assets, app integration, and promotional materials tied to "The Palm Beaches Water Taxi" identity.	$2.0 – $2.5 million	Years 2–3
Ticketing and Technology Systems	Mobile booking platform, contactless payment, GPS tracking, live schedules, and analytics dashboard for ridership data.	$2.0 – $2.5 million	Years 2–3
Environmental Compliance and Mitigation Measures	Permitting, monitoring, seagrass protection, and wildlife-safe navigation systems.	$1.5 – $2.0 million	Years 1–3
Pilot Program Launch (Infrastructure + Operations Setup)	Dock retrofits, temporary signage, mooring facilities, and start-up operations for initial 6–12 month pilot.	$2.0 – $2.5 million	Year 2
Total Estimated Upfront Investment		**$28 – $38 million**	Five-year rollout

Potential Funding Sources: Potential funding could come from federal *RAISE* or *Port Infrastructure Development* grants, Florida Inland Navigation District support, TDC capital allocations, FDOT coastal mobility programs, hospitality partnerships, and private concession or naming rights revenues.

2. Operating Costs (Estimated Range: $7 – $10 million annually, post-launch)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Vessel Operations and Staffing	Captains, deckhands, dispatchers, maintenance crew, and customer service personnel across 6–8 vessels.	$3.0 – $4.0 million	Operator / PPP
Fuel, Maintenance, and Insurance	Diesel or electric charging, regular servicing, hull cleaning, and safety compliance.	$1.5 – $2.0 million	Operator / County Partner
Dock Operations and Leasing	Dock access fees, marina partnership agreements, and maintenance of ADA features and signage.	$1.0 – $1.5 million	Municipal / Marina Partners
Marketing and Visitor Engagement	Seasonal promotions, hotel concierge packages, digital advertising, and content creation.	$600k – $900k	DTPB / Tourism Partners
Environmental Monitoring and Compliance	Water quality tracking, manatee protection, emissions testing, and sustainability audits.	$400k – $600k	County ERM / NGO Partners
Program Administration and Data Reporting	Coordination among agencies, financial tracking, ridership reporting, and grant compliance.	$600k – $800k	TPA / TMPWG
Total Estimated Annual Operating Cost		**$7 – $10 million**	

3. Economic, Environmental, and Tourism Impact

- **Visitor Spending Impact:** Estimated $55 – $70 million per year in direct and indirect tourism spending generated by new trips, waterfront dining, and extended visitor stays.
- **Employment Impact:** Approximately 150–200 new full- and part-time jobs including vessel crews, dock operators, and tourism service staff.
- **Sustainability Benefits:** Up to 20% reduction in roadway emissions for trips replaced by water-based transport on pilot routes.
- **Local Business Impact:** Waterfront restaurants, marinas, and attractions near water taxi stops expected to experience 10–15% sales uplift.
- **Return on Investment:** Estimated 3:1 long-term economic return, with strong brand enhancement and quality-of-life benefits for residents and visitors.

Conclusion

A Water-Based Mobility Tourism System represents one of Palm Beach County's most exciting opportunities to connect transportation, tourism, and sustainability. With an estimated $28–$38 million in initial capital investment and $7–$10 million in annual operating costs, this initiative could redefine the county's coastal identity and mobility experience.

The system's appeal lies not only in its function but also in its storytelling, allowing visitors to travel through the natural beauty and cultural vibrancy of the Intracoastal Waterway while easing traffic congestion and reducing carbon emissions. A water taxi network linking downtowns, beaches, marinas, and cultural districts would elevate Palm Beach County into the company of world-class waterfront destinations such as Fort Lauderdale, Sydney, and Vancouver.

By piloting first, refining operations, and expanding strategically, the County can ensure fiscal responsibility while delivering a signature experience that embodies its brand promise: *where mobility meets the magic of the water*. This initiative would position Palm Beach County as a leader in sustainable coastal tourism, turning its waterways into blue highways of connection, exploration, and discovery.

G. DATA, TECHNOLOGY & INNOVATION

G1. Enhance Data Collection, Monitoring, and Decision-Making

Recommendation: Continue to develop and enrich the tourism performance dashboard to track visitor trends, sustainability metrics, and economic impact in real-time.

Rationale: Data-driven planning ensures effective policymaking, enables benchmarking against competitors, and supports adaptive management of tourism initiatives.

Issue / Opportunity: Building a Smarter, Data-Driven Tourism Ecosystem

Tourism is one of Palm Beach County's most vital and dynamic sectors, generating billions in economic activity, supporting thousands of jobs, and shaping the quality of life for residents and visitors alike. However, the industry's complexity, spread across 39 municipalities, numerous attractions, varying seasonal patterns, and diverse market segments, demands a more agile, comprehensive, and coordinated approach to data collection, monitoring, and analysis.

Currently, Discover The Palm Beaches and its partners utilize a range of research tools, surveys, and economic impact models to assess tourism performance. While these tools are useful, they often operate in silos or rely on static, backward-looking data. The next evolution in tourism governance must involve a real-time, interactive, and multi-dimensional performance dashboard that not only tracks traditional metrics such as visitation, hotel occupancy, and spending, but also incorporates sustainability indicators, Community First Initiatives metrics, and community sentiment.

A modernized data infrastructure will empower Palm Beach County to make smarter, faster, and more inclusive decisions. It will help identify gaps, respond to trends, benchmark against peer destinations, and foster transparency and accountability across all stakeholders.

Objectives

1. Develop a centralized, real-time Palm Beach County Tourism Intelligence Dashboard that consolidates data across sectors, agencies, and destinations.
2. Expand the range of indicators to include social, environmental, and equity metrics aligned with the Tourism Master Plan goals.
3. Strengthen partnerships for data sharing among municipalities, tourism partners, hotels, attractions, and public agencies.
4. Ensure accessibility of performance data for diverse audiences, including policymakers, residents, tourism operators, and media.
5. Establish a data-driven culture of continuous improvement, adaptive management, and innovation.

Expected Outcomes

- A robust, interactive, cloud-based dashboard accessible to authorized stakeholders and updated in near real-time.
- Integrated reporting of tourism KPIs (e.g., visitation, ADR, RevPAR), community indicators (e.g., resident sentiment, employment), and sustainability metrics (e.g., carbon footprint, resource use).
- Better-informed marketing, investment, and programming decisions.
- Increased stakeholder engagement through shared insights and transparency.
- Enhanced ability to advocate for tourism funding and policy alignment using data-backed evidence.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Needs Assessment and Framework Design (0–6 Months)

- Conduct interviews and focus groups with:
  - DTPB departments (marketing, research, partnerships)
  - Municipal tourism offices
  - County planning, sustainability, and Community First Initiatives
  - Hotel and attractions data providers
- Identify and prioritize key performance indicators (KPIs), including:
  - Economic: visitor volume, spend, hotel metrics
  - Sustainability: water/electric use per visitor, waste generation, emissions
  - Social: resident satisfaction, business participation, Community First Initiatives
- Design the initial dashboard architecture and data visualization framework.

Phase 2: Data Acquisition and System Development (6–12 Months)

- Develop secure data-sharing agreements with:
  - Municipalities
  - Hospitality partners
  - Attractions and cultural institutions
  - Transportation authorities
  - Survey and sensor data providers (e.g., Placer.ai, Zartico, Near)
- Procure and configure dashboard platform (e.g., Tableau, Power BI, or custom interface)
- Create a centralized data warehouse and APIs to pull data from multiple systems

Phase 3: Dashboard Testing, Launch, and User Training (12–18 Months)

- Pilot test the dashboard with internal users and select municipal partners
- Refine based on feedback: navigation, data layers, refresh cycles, download options
- Train end users on how to access, interpret, and apply the data
- Develop a public-facing summary version with key highlights and community-friendly language

Phase 4: Reporting, Evaluation, and Continuous Improvement (18–36 Months and Ongoing)

- Establish monthly and quarterly update cycles for core metrics
- Release an **Annual Tourism Performance Report** (integrated with the "State of the Tourism Master Plan" report)
- Incorporate resident and visitor sentiment surveys into dashboard inputs
- Adjust KPIs and add modules as new needs emerge (e.g., AI-based forecasting, predictive analytics)

Lead Agency

Discover The Palm Beaches
Role: Serve as the central coordinator and data steward, lead vendor procurement, oversee system development and deployment, and manage partner relationships.

Partner Organizations and Roles

Organization	Role
Palm Beach County IT & GIS Departments	Infrastructure support, GIS integration, and cybersecurity standards
Palm Beach County Environmental Resources Management (ERM)	Provide and interpret environmental metrics
Office of Equal Opportunity (OEO)	Develop Community First Initiatives indicators and advise on inclusive data strategies
TDC and Municipal Tourism Offices	Share localized data and support adoption at the local level
Hotel and Lodging Association	Share anonymized occupancy, ADR, and visitor demographics
Palm Beach County Cultural Council	Report on cultural tourism performance, event metrics, and community engagement
Third-Party Research Providers (e.g., CSL, Zartico, Placer.ai)	Provide mobile, survey, and visitor behavior data

Timing for Implementation

Phase	Timeline
Phase 1: Needs Assessment & Design	Months 0–6
Phase 2: Data Acquisition & Development	Months 6–12
Phase 3: Testing & Launch	Months 12–18
Phase 4: Reporting & Optimization	Months 18–36+

Key Performance Measures / Indicators of Success

System Functionality

- Dashboard launched within 18 months with 90% uptime
- User access metrics (number of municipalities/agencies using dashboard)
- Number of KPIs tracked (goal: 40+ including economic, environmental, and equity)

Data Quality and Coverage

- Percentage of tourism stakeholders contributing data (target: 80%)
- Monthly data refresh rate achieved for key metrics

User Engagement and Application

- Number of decisions or programs influenced by dashboard data (case studies tracked annually)
- Public-facing version visits and downloads
- Training sessions conducted and number of participants trained

Transparency and Communication

- Publication of Annual Performance Report each year
- Resident satisfaction with transparency and accountability in tourism planning (survey-based)

Upfront Investment and Ongoing Operating Costs

Developing a countywide, real-time Tourism Intelligence Dashboard will require strategic investment in technology, data systems, and analytics capacity. This initiative will unify disparate data sources, integrate advanced analytics, and establish a transparent foundation for data-informed governance.

1. Upfront Investment (Estimated Range: $5.5 – $7.5 million over three years)

Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
System Design and Architecture	Needs assessment, data governance framework, KPI development, vendor RFP, and dashboard design blueprint.	$500k – $750k	Year 1
Data Warehouse and Platform Development	Build centralized data infrastructure with secure cloud hosting, APIs, and live data feeds (compatible with systems like Tableau, Power BI, or Zartico).	$1.2 – $1.5 million	Years 1–2
Software Licensing and Analytics Tools	Procurement of analytics, visualization, and machine learning platforms; integration of GIS and sentiment analysis modules.	$800k – $1.0 million	Years 1–3

Investment Category	Description	Estimated Cost Range	Timing
Third-Party Data Acquisition	Purchase and licensing of anonymized mobility, spending, and performance datasets from vendors (e.g., Placer.ai, Near, Zartico).	$1.5 – $2.0 million	Years 1–3
Training, User Interface Development, and Accessibility Features	Training modules for staff and municipal partners; multilingual interface and ADA-compliant design; creation of public-facing dashboard version.	$600k – $800k	Years 2–3
Cybersecurity and Data Privacy Infrastructure	Firewalls, encryption protocols, and compliance with federal/state data security standards.	$400k – $500k	Years 1–3
Contingency and Management	Oversight, maintenance during launch, and cost flexibility for emerging technologies.	$500k – $750k	Years 1–3
Total Estimated Upfront Investment		**$5.5 – $7.5 million**	3-year implementation

Potential Funding Sources: Tourist Development Council (TDC) strategic reserve funds; Discover The Palm Beaches (DTPB) research budget; grants from U.S. Economic Development Administration (EDA), Florida Department of Economic Opportunity (DEO), and state innovation funds; and public-private partnerships with data analytics firms.

2. Operating Costs (Estimated Range: $1.8 – $2.5 million annually, ongoing)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Data Maintenance and Vendor Subscriptions	Ongoing data licensing (mobility, credit card spending, environmental sensors, sentiment tracking).	$600k – $800k	DTPB / TDC
System Administration and Technical Support	Dedicated data analysts, IT staff, and system administrators.	$400k – $600k	DTPB / County IT
Dashboard Updates and Reporting	Quarterly updates, visualization refreshes, public summaries, and user communications.	$250k – $350k	DTPB
Training, Capacity Building, and Workshops	Annual user training for municipal and tourism partners; inclusion of new metrics.	$150k – $200k	DTPB / TMPWG
Cybersecurity, Backup, and Compliance	System monitoring, data recovery, and ongoing privacy safeguards.	$200k – $250k	County IT / Vendor

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Research and Evaluation	Annual dashboard audit, performance measurement, and economic impact updates.	$200k – $300k	DTPB / Research Partners
Total Estimated Annual Operating Cost		**$1.8 – $2.5 million**	

3. Economic and Governance Impact

- **Efficiency and Cost Savings:** Estimated 15–20% reduction in duplicated data purchases across agencies, saving approximately $400,000 annually through shared procurement.
- **Tourism ROI Optimization:** Data-informed marketing and infrastructure decisions projected to increase tourism ROI by 5–10% annually through better targeting and allocation.
- **Transparency and Trust:** Public dashboard access enhances accountability, reinforcing confidence among residents and policymakers.
- **Innovation and Resilience:** Predictive analytics capabilities will improve forecasting accuracy and emergency response to crises such as hurricanes or market shifts.

Conclusion

Investment in a Tourism Intelligence Dashboard represents the cornerstone of Palm Beach County's evolution into a data-driven, resilient, and transparent destination management system. With a one-time capital investment of approximately $5.5–$7.5 million and ongoing annual operating costs of $1.8–$2.5 million, the initiative provides exceptional long-term value, driving smarter decision-making, improved efficiency, and stronger accountability across the tourism ecosystem.

This modernized data platform will unify performance monitoring across 39 municipalities, integrating economic, environmental, and social indicators into one dynamic interface. It will empower policymakers, tourism partners, and residents alike to see in real time how tourism benefits communities, supports sustainability, and drives equitable growth.

In essence, this initiative transforms Palm Beach County into one of the nation's most intelligent tourism destinations, where decisions are not just informed by data, but inspired by insight, inclusivity, and the collective goal of sustainable prosperity.

G2. Enhance and Expand Dynamic Visitor Flow Management Tools

Recommendation: Implement real-time visitor tracking and crowd management systems using geolocation, sensors, and dashboards to prevent overcrowding and spread visitation across locations. Deploy AI and sensor-based tools to monitor crowd density and trigger alerts or management actions when thresholds are exceeded.

Rationale: Overtourism threatens quality and sustainability. Dynamic management tools support resilience, preserve experiences, and ensure responsible visitor dispersal. Live data enables agile management of congestion, especially during high season, and supports equitable distribution of visitors.

Issue / Opportunity: Responding to Visitor Pressure with Smart, Real-Time Management

Palm Beach County's continued success as a leisure, business, and cultural destination has resulted in concentrated visitor activity at iconic beaches, downtown districts, parks, and event venues, especially during peak travel periods, weekends, and holidays. While high visitation reflects a thriving tourism economy, unmanaged congestion can diminish the visitor experience, strain infrastructure, reduce accessibility, impact natural and cultural assets, and create friction with residents.

This challenge mirrors a global trend toward overtourism, in which popularity threatens the very quality and sustainability that attract visitors in the first place. To safeguard its long-term competitiveness and community balance, Palm Beach County must shift from reactive crowd response to proactive, data-driven visitor flow management.

By implementing a network of geolocation sensors, real-time tracking tools, and AI-enabled dashboards, the County can continuously monitor visitor density, predict congestion, and deploy responsive measures. These include live alerts, dynamic signage, social media notifications, or re-routing messages that guide visitors toward less crowded destinations. Such a system will ensure a smoother, safer, and more sustainable experience for visitors and residents alike.

Objectives

1. Establish an integrated visitor flow management system combining geolocation, sensor, and mobile data to identify congestion patterns in real time.
2. Enable dynamic communication tools, digital alerts, signage, and push notifications, to manage crowd dispersal and prevent overcapacity.
3. Promote equitable distribution of visitors across municipalities and lesser-known attractions.
4. Support emergency preparedness and event management with live data feeds.
5. Use long-term analytics to inform tourism infrastructure planning and sustainability policy.

Expected Outcomes

- Deployment of a real-time Visitor Flow Dashboard accessible by Discover The Palm Beaches, municipalities, and emergency management officials.
- Implementation of AI-driven alerts that enable real-time intervention when density thresholds are exceeded.
- Reduction in congestion-related complaints and improved visitor experience in high-traffic zones.
- Increased visitation to emerging or underutilized areas across the county.
- Stronger coordination among tourism, municipal, and transportation agencies to manage capacity proactively.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Planning and Partnership Development (0–6 Months)

- Identify and prioritize congestion-prone locations (e.g., Delray Beach, Clematis Street, Lake Worth Beach, Morikami Museum, Kravis Center).
- Establish a Visitor Flow Management Task Force composed of:
    - DTPB and Tourism Master Plan Working Group (TMPWG)
    - County IT & GIS Departments
    - Municipal planning and emergency management offices
    - Palm Tran, FDOT, and major venue operators
    - Third-party data vendors (e.g., Zartico, Placer.ai, Near)
- Define key performance indicators (KPIs) and crowd density thresholds (e.g., visitors per square foot, dwell time, vehicle turnover).
- Develop a data governance framework ensuring privacy, transparency, and compliance with county cybersecurity standards.

Phase 2: Technology Procurement and Pilot Launch (6–12 Months)

- Procure and install:
    - Pedestrian and vehicle sensors at select high-volume sites.
    - Wi-Fi and Bluetooth beacon counters for visitor density tracking.
    - Anonymous mobile data collection tools (opt-in, privacy compliant).
- Develop a centralized Visitor Flow and Density Dashboard, integrating feeds from sensors, mobile devices, and transit systems.
- Launch 2–3 pilot zones (e.g., downtown West Palm Beach, a beach district, and a nature preserve) featuring:
    - Real-time monitoring.
    - Dynamic digital signage and QR-coded information directing visitors to alternative sites.
    - Live coordination with emergency services and municipal partners.

Phase 3: Public Communication and Scaling (12–24 Months)

- Introduce a "Know Before You Go" digital awareness campaign highlighting real-time crowd conditions via:
  - Discover the Palm Beaches website and mobile app.
  - Social media and push notifications.
  - Hotel concierge and transportation networks.
- Integrate live crowding data into major navigation and travel apps (e.g., Google Maps, Waze).
- Expand smart signage and crowd flow monitoring across additional tourism corridors, beaches, and event venues.
- Provide training for hospitality and visitor information staff on using live tools to guide travelers effectively.

Phase 4: Countywide Integration and Predictive Management (24–36+ Months)

- Expand coverage to 12–15 monitored zones throughout the county, prioritizing beaches, cultural clusters, and event areas.
- Use machine learning and predictive analytics to forecast crowd surges based on weather, seasonality, or event scheduling.
- Integrate findings into long-term capital planning, public transit optimization, and sustainability strategy.
- Publish an annual Visitor Flow and Mobility Report documenting performance, lessons learned, and policy recommendations.

Lead Agencies

Tourism Master Plan Working Group (TMPWG)
Lead implementation, vendor procurement, interagency coordination, and public communication. Manage data partnerships and oversee integration of technology with visitor experience platforms.

Partner Organizations and Roles

Organization / Agency	Role
Palm Beach County IT & GIS Departments	Install and maintain sensors, manage data hosting and cybersecurity.
Palm Beach County Emergency Management Division	Integrate live data into safety, crowd control, and evacuation planning.
Municipal Governments	Support pilot projects, provide public space access, and manage local signage.
Palm Tran and FDOT	Link transportation data to visitor flow models; deploy dynamic traffic signage.
Parks & Beach Authorities	Apply monitoring tools to outdoor recreation zones.
Third-Party Data Vendors	Provide geolocation analytics, forecasting, and system dashboards.

Timing for Implementation

Phase	Timeline
Phase 1: Planning & Partnership Development	Months 0–6
Phase 2: Technology Procurement & Pilot Launch	Months 6–12
Phase 3: Communication & Scaling	Months 12–24
Phase 4: Countywide Integration & Optimization	Months 24–36+

Key Performance Measures / Indicators of Success

Operational Metrics

- Number of zones monitored using dynamic flow tools (target: 15+ by Year 3).
- Real-time dashboard uptime and data accuracy.
- Number of congestion alerts issued and resolved.

Visitor Impact Metrics

- 20% reduction in overcrowding during peak periods at top five congested zones.
- 10% increase in visitation to emerging or less-visited destinations.
- Shorter queue and wait times at high-traffic sites.

Satisfaction and Perception

- Improved visitor satisfaction and mobility ratings in congested areas.
- Reduced resident complaints regarding noise, parking, and traffic congestion.
- Positive feedback on “Know Before You Go” tools and crowd updates.

Efficiency and Scalability

- Alerts triggered within 5 minutes of threshold exceedance.
- Predictive model accuracy for crowd surges above 85%.
- Number of municipalities and public agencies participating in the system.

Upfront Investment and Ongoing Operating Costs

Implementing a comprehensive dynamic visitor flow management system will require investments in hardware, software, data systems, and communication infrastructure. The initiative will evolve through pilot testing, scaling to countywide deployment, and integration with existing visitor and mobility data platforms.

1. Upfront Investment (Estimated Range: $14 – $18 million over three years)
Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Feasibility, Design, and System Architecture	Framework design, vendor procurement, system integration strategy, and interagency coordination.	$750k – $1.0 million	Year 1
Sensor Network and IoT Hardware Installation	Deployment of pedestrian and vehicle sensors, Wi-Fi/Bluetooth beacons, cameras, and edge devices at 12–15 high-priority visitor zones.	$4.0 – $5.0 million	Years 1–2
AI & Data Analytics Platform Development	Development of the centralized Visitor Flow Dashboard, predictive analytics algorithms, and real-time monitoring system integrated with DTPB and County IT.	$3.0 – $3.5 million	Years 1–3
Digital Signage and Communication Systems	Dynamic information boards, beach and downtown displays, QR-linked wayfinding, and integration with municipal signage networks.	$2.5 – $3.0 million	Years 2–3
Integration with Mobile Apps and Visitor Portal	App enhancements, "Know Before You Go" interface, live map embedding, and push notifications.	$1.0 – $1.2 million	Years 2–3
Cybersecurity, Privacy Protection, and Data Hosting	Cloud storage, encryption, anonymization tools, and compliance with local and federal data privacy laws.	$1.0 – $1.3 million	Years 1–3
Training, Testing, and Community Outreach	Staff and partner training, public engagement, and pilot program evaluation.	$750k – $1.0 million	Years 1–3
Total Estimated Upfront Investment		**$14 – $18 million**	3-year rollout

Potential Funding Sources: Tourist Development Council (TDC) innovation and infrastructure funds; Palm Beach County IT modernization budget; municipal cost-sharing; Federal DOT *SMART* (Strengthening Mobility and Revolutionizing Transportation) grant program; FDOT congestion mitigation grants; and public-private technology partnerships with analytics vendors (e.g., Zartico, Placer.ai, Cisco Smart City Solutions).

2. Operating Costs (Estimated Range: $4.0 – $5.5 million annually, ongoing)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
System Operations and Data Maintenance	Server hosting, real-time data feeds, dashboard maintenance, and cloud computing costs.	$1.0 – $1.2 million	County IT / DTPB
Sensor Network Upkeep and Replacements	Annual maintenance, calibration, and equipment replacement for sensors, cameras, and beacons.	$700k – $900k	Municipal / County Agencies
AI Model Updates and Analytics Staff	Continuous improvement of predictive algorithms and staffing for data analysts and AI specialists.	$900k – $1.1 million	DTPB / TMPWG
Public Communication & Visitor Engagement Tools	"Know Before You Go" campaign updates, content creation, app support, and multilingual communication.	$600k – $800k	DTPB / Marketing Partners
Training, Partner Coordination, and Community Relations	Staff training, interagency workshops, and municipal coordination.	$400k – $600k	TMPWG / County Tourism Office
Cybersecurity & Data Privacy Management	Regular audits, encryption, compliance monitoring, and privacy certifications.	$400k – $500k	County IT / Vendor
Total Estimated Annual Operating Cost		**$4.0 – $5.5 million**	

3. Economic, Operational, and Sustainability Impact

- **Tourism Revenue Protection:** Reducing congestion and preserving visitor satisfaction is expected to prevent potential annual economic losses of $25–$40 million due to negative visitor experiences or diversion to competitors.
- **Efficiency Gains:** Improved visitor distribution could increase per-visitor spending by 5–8%, particularly benefiting inland and less-visited municipalities.
- **Sustainability Benefits:** Reduced vehicle congestion near beach zones and downtowns could result in 5–10% emission reductions during peak seasons.
- **Community Harmony:** Anticipated 20% reduction in resident complaints regarding parking, traffic, or noise in top tourism areas.
- **ROI:** Expected economic and quality-of-life return of approximately 4:1 when factoring increased tourism revenue, brand enhancement, and reduced management costs.

Conclusion

The introduction of Dynamic Visitor Flow Management Tools will mark a turning point in Palm Beach County's ability to balance tourism growth with sustainability and community well-being. With an estimated $14–$18 million in capital investment and $4.0–$5.5 million in annual operating costs, this initiative delivers exceptional value by safeguarding both visitor experiences and resident quality of life.

By combining AI, sensor-based data, and real-time communication, Palm Beach County can actively manage congestion, disperse visitors equitably, and optimize infrastructure use. The system will not only enhance safety and efficiency but also reinforce the County's image as an innovative, sustainable destination that prioritizes harmony between tourism and community.

In essence, this initiative transforms Palm Beach County into a smart destination model, one that anticipates, adapts, and responds in real time, ensuring that its most cherished places remain both vibrant and sustainable for generations to come.

G3. Create a Destination Experience Quality Index (DXQI)

Recommendation: Develop a proprietary performance scorecard to evaluate the overall quality of visitor experience in areas like service, safety, cleanliness, and accessibility.

Rationale: Standardized evaluation supports continuous improvement and incentivizes high-quality offerings across tourism businesses and districts.

Issue / Opportunity: Elevating the Quality and Consistency of the Visitor Experience

Palm Beach County boasts a wide range of tourism offerings, from luxury resorts and pristine beaches to cultural venues, eco-adventures, and local eateries. However, the quality and consistency of visitor experience vary across municipalities, businesses, and neighborhoods. While some districts provide world-class service and amenities, others suffer from issues such as confusing signage, inaccessible infrastructure, underwhelming customer service, or cleanliness concerns.

Currently, there is no standardized countywide tool for measuring how visitors experience these places holistically. Traditional tourism KPIs (e.g., arrivals, spend, or occupancy rates) fail to fully capture the lived visitor experience in terms of safety, comfort, welcome, inclusivity, and service excellence.

Creating a Destination Experience Quality Index (DXQI) will provide a comprehensive, data-driven scorecard to measure and compare performance across districts and sectors. The DXQI will function as a benchmarking and improvement tool, incentivizing businesses and tourism zones to meet high service and accessibility standards, while providing actionable data to guide strategic investments, workforce development, and marketing. This index will be crucial to Palm Beach County's goal of becoming not just a competitive destination, but a consistently excellent and equitable one.

Objectives

1. Develop a proprietary Palm Beach County Destination Experience Quality Index (DXQI) that evaluates visitor experience across multiple dimensions.
2. Standardize how service quality, safety, accessibility, cleanliness, vibrancy, and cultural authenticity are assessed.
3. Identify high-performing tourism zones and flag underperforming areas for targeted investment and support.
4. Create friendly competition and continuous improvement through an annual Experience Excellence Awards Program based on DXQI scores.
5. Integrate DXQI data into broader tourism performance dashboards and strategic planning efforts.

Expected Outcomes

- A countywide, user-friendly scoring system that rates tourism experiences across key dimensions
- Annual DXQI reports by municipality and tourism asset class (e.g., beaches, districts, events, hotels, attractions)
- Improved visitor satisfaction scores and Net Promoter Scores (NPS) countywide
- Incentives and resources deployed to improve low-performing districts
- Enhanced reputation of Palm Beach County as a top-tier destination known for quality and service

Detailed Action Plan for Implementation

Phase 1: Research and Framework Design (0–6 Months)

- Convene a DXQI Taskforce with representatives from:
  - Discover The Palm Beaches
  - Tourist Development Council
  - Local governments
  - Tourism and hospitality businesses
  - Cultural and accessibility organizations
  - Academic research and data analytics partners
- Identify global best practices in destination performance indices (e.g., WTTC, UNWTO, GSTC indicators)
- Determine DXQI dimensions, such as:
  - Visitor safety (crime, lighting, crowding)
  - Accessibility (ADA compliance, language services, transportation)
  - Cleanliness (public space maintenance, waste management)
  - Hospitality/service (staff friendliness, wait times, issue resolution)
  - Cultural authenticity (local identity, arts, community vibe)
  - Environmental quality (noise, congestion, pollution)
- Develop a scoring rubric, scoring ranges, weighting of categories, and protocols for data collection

Phase 2: Prototype Development and Testing (6–12 Months)

- Conduct pilot assessments in 3–5 diverse tourism districts:
  - One luxury resort district (e.g., Palm Beach)
  - One emerging inland area (e.g., Belle Glade or Pahokee)
  - One cultural/arts district (e.g., Lake Worth Beach)
  - One beach-focused area (e.g., Delray Beach)
  - One eco/nature hub (e.g., Loxahatchee Refuge)
- Use mixed-methods evaluation:
  - Visitor surveys (in-person, digital)
  - Mystery shopper evaluations
  - Real-time mobile feedback tools (QR codes, app integration)
  - Public data (crime stats, transit access, cleanliness reports)
- Refine methodology based on pilot feedback and scoring consistency

Phase 3: Countywide Rollout and Communication (12–24 Months)

- Launch the DXQI as an annual benchmarking tool for all Palm Beach County tourism districts
- Integrate DXQI into the Palm Beach County Tourism Performance Dashboard
- Publish a branded, public-facing "Destination Experience Scorecard" annually
- Create a recognition program:
    - Experience Excellence Awards for top-scoring districts, businesses, or venues
    - "Most Improved" designations
    - Public commendations for accessibility and sustainability excellence
- Offer technical assistance or improvement grants for areas scoring below performance thresholds

Phase 4: Continuous Improvement and Policy Integration (24–36 Months)

- Align DXQI results with:
    - Tourism marketing investments
    - Infrastructure improvement grants
    - Workforce training priorities (e.g., customer service academies)
    - Cultural programming and public art investments
- Host an annual DXQI Summit to share findings, honor excellence, and promote innovation
- Explore AI or machine-learning tools for predictive performance modeling over time

Lead Agency

Discover The Palm Beaches
Role: Lead DXQI development, oversee data collection and analysis, publish public scorecards, and coordinate partner training and recognition programs

Partner Organizations and Roles

Organization	Role
Palm Beach County Tourist Development Council	Funding, governance, strategic integration
Local Municipalities	Provide access to tourism zones, assist with data collection and improvement planning
Hospitality and Tourism Businesses	Support mystery shopper and survey assessments; engage in improvement initiatives
Palm Beach County Office of Performance Management	Integrate DXQI into public dashboards and KPI monitoring
Accessibility and Disability Advocates	Advise on universal design and inclusive evaluation methods
Chambers of Commerce and Business Associations	Promote DXQI within business networks and support improvement collaborations

Organization	Role
Cultural Council for Palm Beach County	Support cultural authenticity scoring and creative placemaking evaluations

Timing for Implementation

Phase	Timeline
Phase 1: Framework Design	Months 0–6
Phase 2: Pilot Program	Months 6–12
Phase 3: Countywide Rollout	Months 12–24
Phase 4: Continuous Improvement	Months 24–36+

Key Performance Measures / Indicators of Success

Program Metrics
- DXQI framework finalized and launched within 12 months
- At least 20 tourism zones evaluated in Year 2
- Scorecards publicly released and updated annually

Impact Metrics
- Average DXQI score improvement by 10% countywide over 3 years
- Measurable increase in visitor satisfaction and NPS
- Increased participation of businesses in Experience Excellence recognition program

Participation Metrics
- Inclusion of underserved and inland communities in DXQI assessments
- Improvement in accessibility-related scores across multiple zones
- Technical assistance or grant support distributed equitably

Upfront Investment and Ongoing Operating Costs

Developing and maintaining a **Destination Experience Quality Index (DXQI)** will require upfront investment in data systems, survey infrastructure, and research partnerships, as well as ongoing funding to operate the program, conduct annual assessments, and manage recognition and improvement initiatives.

1. Upfront Investment (Estimated Range: $3.8 – $5.2 million over three years)

Investment Category	Description	Estimated Cost Range	Timing
Research, Framework Development & Methodology Design	Benchmark research, stakeholder workshops, weighting model creation, and scoring framework development.	$600k – $800k	Year 1
Survey and Data Collection Infrastructure	Development of visitor survey tools (digital kiosks, QR-code surveys, mobile integration), mystery shopper platform, and sentiment-tracking modules.	$900k – $1.2 million	Years 1–2
Data Management Platform and Integration	Creation of a centralized DXQI database compatible with the Tourism Performance Dashboard; includes analytics software and visualization interfaces.	$1.0 – $1.3 million	Years 1–2
Pilot Assessments and Calibration Studies	Implementation of pilot testing in 3–5 districts, field data collection, and weighting refinements based on statistical reliability.	$500k – $700k	Year 1–2
Public Reporting & Communications Platform	Design and production of branded DXQI reports, scorecards, and interactive web modules for transparency and partner engagement.	$400k – $600k	Years 2–3
Training, Quality Assurance & Accessibility Audits	Partner training sessions, accessibility reviews, and certification for field evaluators and local assessors.	$400k – $600k	Years 1–3
Total Estimated Upfront Investment		**$3.8 – $5.2 million**	3-year launch period

Potential Funding Sources: Tourist Development Council (TDC) strategic research funds; Discover The Palm Beaches (DTPB) operations budget; academic and nonprofit research partnerships (e.g., universities, hospitality schools); state tourism innovation grants; private sponsorships for Experience Excellence Awards and communications materials.

2. Operating Costs (Estimated Range: $1.5 – $2.0 million annually, ongoing)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Annual Data Collection & Evaluations	Conducting field assessments, visitor surveys, mystery shopper visits, and digital sentiment tracking for all participating zones.	$600k – $750k	DTPB / Vendor
System Maintenance and Data Analysis	Cloud hosting, analytics software licenses, and staff analysts responsible for data validation and score computation.	$250k – $350k	DTPB / County IT
Partner Engagement, Training, and Technical Assistance	Continuous training sessions for tourism operators and municipalities to interpret results and improve performance.	$200k – $300k	DTPB / TMPWG
Public Communications and Reporting	Production of annual DXQI report, digital updates, awards materials, and outreach campaigns.	$150k – $200k	DTPB / Marketing
Experience Excellence Awards Program	Annual recognition events, media coverage, and prize administration to incentivize excellence and innovation.	$150k – $250k	DTPB / Sponsors
Quality Assurance, Audit, and Accessibility Verification	Independent third-party verification and continuous improvement audits.	$150k – $200k	DTPB / Partner University
Total Estimated Annual Operating Cost		**$1.5 – $2.0 million**	

3. Economic and Strategic Impact

- **Quality-Driven Growth:** Improved visitor satisfaction and reputation could generate an estimated 5–7% uplift in repeat visitation and $50–$70 million in additional annual visitor spending over time.
- **Workforce and Business Development:** DXQI findings will inform workforce training priorities and drive quality improvement for more than 1,000 hospitality and tourism businesses countywide.
- **Participation:** Incorporating accessibility and community metrics ensures that all 39 municipalities, including inland and underserved areas, benefit from measurable quality improvements.
- **Return on Investment:** The DXQI program is projected to achieve a 4:1 long-term ROI through visitor retention, enhanced marketing efficiency, and improved public-private collaboration.

Conclusion

The Destination Experience Quality Index (DXQI) represents a bold step toward institutionalizing excellence, equity, and accountability in Palm Beach County's tourism ecosystem. With a projected capital investment of $3.8–$5.2 million and annual operating costs of $1.5–$2.0 million, the DXQI will generate a powerful framework for continuous improvement and recognition.

By moving beyond traditional performance metrics to measure what truly matters, the visitor experience, Palm Beach County can identify strengths, pinpoint challenges, and drive meaningful change across all tourism zones. The DXQI will reward exceptional service, highlight authentic local culture, and ensure that every guest encounter reflects the County's brand promise of quality, inclusivity, and excellence.

Ultimately, this initiative will position Palm Beach County as a benchmark for destination quality nationwide, where data-driven insight meets heartfelt hospitality, and where the pursuit of excellence becomes a shared journey among businesses, communities, and visitors alike.

H. WORKFORCE, EDUCATION & COMMUNITY ENGAGEMENT

H1. Promote and Champion Tourism Talent and Resilience Programs, including Workforce Housing

Recommendation: Advocate and champion employment programs, upskilling, flexible work solutions, career pathway and resilience initiatives for tourism, hospitality, and cultural sector employment, including coordinated workforce housing strategies and partnerships that improve affordability and stability for tourism workers, including leadership development for underrepresented groups.

Rationale: The tourism workforce is precarious, and talent retention is a major barrier to service quality. Workforce-focused policies, including access to attainable workforce housing, strengthen tourism capacity, improve quality of products and services, and ensure workforce stability and community well-being.

Issue / Opportunity: Building a Resilient, Skilled, and Equitable Tourism Workforce

Palm Beach County's tourism industry, encompassing hospitality, arts and culture, culinary, events, and recreation, depends on a skilled and resilient workforce. Yet the sector faces persistent challenges including high turnover, seasonal employment patterns, limited advancement pathways, and uneven access to professional development opportunities. These pressures, coupled with workforce housing shortages, housing affordability constraints, and broader cost-of-living challenges, make it increasingly difficult for tourism businesses to retain experienced staff and deliver consistent service quality.

The post-pandemic tourism environment has further highlighted the need for flexibility, adaptability, and workforce support systems. Many tourism professionals, particularly in front-line and service roles, continue to face job insecurity, lack of benefits, housing instability, and limited professional recognition. By investing in talent development, resilience programs, and workforce housing solutions, Palm Beach County can not only stabilize its tourism economy but also position itself as a leader in workforce well-being, inclusivity, and innovation.

Objectives

1. Strengthen workforce resilience through upskilling, leadership training, and flexible career pathways.
2. Foster inclusive talent development initiatives targeting youth and underrepresented groups.
3. Partner with local education, workforce, housing, and cultural institutions to align training and housing strategies with emerging tourism needs.
4. Promote employer participation in wellness, mentorship, workforce housing assistance, and resilience programs that support employee retention.
5. Integrate workforce and workforce housing priorities into broader tourism strategy and economic resilience planning.

Expected Outcomes

- Reduced workforce turnover across tourism and hospitality sectors.
- Expanded access to career advancement and leadership opportunities for diverse employees.
- Stronger coordination among employers, educators, housing providers, and workforce agencies.
- Increased professionalization and stability within tourism-related employment.
- Measurable improvements in service quality, guest satisfaction, housing stability, and workforce morale.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Workforce Assessment and Partnership Formation (0–6 Months)

- Conduct a Tourism Workforce and Resilience Assessment to identify:
  - Current skill gaps and training needs across the hospitality, cultural, and event sectors.
  - Barriers to advancement for underrepresented groups and part-time workers.
  - Seasonal employment vulnerabilities and resilience opportunities.
  - Workforce housing gaps, affordability challenges, and geographic mismatches between housing and tourism employment centers.
- Establish a Tourism Talent & Resilience Working Group comprising:
  - Discover The Palm Beaches
  - Cultural Council for Palm Beach County
  - Palm Beach State College and vocational training institutions
  - Workforce development boards and chambers of commerce
  - Hospitality and event industry employers
  - Municipal and county economic development representatives
  - County housing agencies, housing authorities, and nonprofit workforce housing providers

Phase 2: Training, Upskilling, and Leadership Development (6–18 Months)

- Develop the Palm Beach Tourism Talent Accelerator, offering:
  - Skill certification and career advancement training in hospitality, culinary arts, event management, and customer experience.
  - Flexible and hybrid learning options for full-time workers.
  - Mentorship programs and leadership academies for community professionals.
- Create career ladders illustrating progression opportunities from entry-level to leadership roles within tourism, paired with information on housing assistance, workforce housing programs, and employer-supported housing options.
- Partner with the Cultural Council and creative organizations to expand arts administration and creative entrepreneurship training.
- Launch a “Tourism Resilience Toolkit” for employers including strategies on mental health, crisis planning, housing stability resources, and workforce support.

Phase 3: Employer Engagement and Incentive Programs (12–36 Months)

- Work with tourism employers to pilot:
    - Employer Resilience Certifications recognizing companies that invest in staff training, benefits, workforce housing participation or assistance, and career advancement.
    - Flexible work initiatives (seasonal rotations, shared staffing, remote coordination roles) to improve retention.
    - Employee recognition and well-being campaigns promoting positive workplace culture.
    - Encourage businesses to align hiring, development, and workforce housing partnerships with county workforce priorities through grants or incentive recognition.
    - Integrate tourism workforce and workforce housing themes into annual events such as the State of Palm Beach County Tourism Report or Tourism Week Summits.

Phase 4: Integration and Long-Term Sustainability (24–48+ Months)

- Embed tourism workforce metrics into countywide economic and tourism dashboards, tracking:
    - Job creation and retention rates.
    - Competitive management roles.
    - Training participation and completion outcomes.
    - Access to and utilization of workforce housing by tourism employees.
- Advocate for ongoing funding through state, federal, and philanthropic programs to sustain career pipeline and workforce housing initiatives.
- Develop a Tourism Workforce Resilience Index to measure adaptability, well-being, retention, and housing stability across the sector.
- Institutionalize collaboration between the Tourism Master Plan Working Group (TMPWG), workforce agencies, and housing partners to ensure long-term coordination.

Lead Agencies

Tourism Master Plan Working Group

Serves as the lead convener, ensuring integration between workforce initiatives, tourism business needs, and long-term strategic goals. Coordinates cross-sector collaboration and oversees implementation progress.

Partner Organizations and Roles

Organization / Agency	Role
Palm Beach County Public/Private College Institutions	Design and deliver tourism and hospitality training programs.
CareerSource Palm Beach County	Provide funding, workforce connections, and employment services.
County Housing Departments / Housing Authorities	Coordinate workforce housing policy, funding, and development alignment with tourism employment needs.
Cultural Council for Palm Beach County	Develop creative industry career pathways and leadership programming.
Hospitality, Events, and Arts Employers	Offer internships, apprenticeships, and upskilling opportunities.
Nonprofit Workforce Housing Providers	Develop and manage attainable housing options targeted to tourism and service-sector workers.
Tourism Talent & Resilience Working Group	Coordinate programs, share best practices, and oversee progress.
Economic Development Council & Chambers of Commerce	Promote workforce advancement and employer collaboration.
Municipal Workforce Agencies	Support localized training and employment initiatives.

Timing for Implementation

Phase	Timeline
Phase 1: Workforce Assessment and Partnerships	Months 0–6
Phase 2: Training and Leadership Development	Months 6–18
Phase 3: Employer Engagement and Incentives	Months 12–36
Phase 4: Integration and Long-Term Support	Months 24–48+

Key Performance Measures / Indicators of Success

Talent Development Metrics

- Number of participants completing tourism training or certification programs.
- Percentage of program graduates employed in tourism-related fields within 6 months.
- Number of employers participating in training or mentorship programs.

Participation Metrics

- Increase in leadership representation of underserved groups by 10% within 3 years.
- Number of underrepresented employees enrolled in leadership or career advancement initiatives.

Resilience and Retention Metrics

- Year-over-year improvement in workforce retention rates.
- Reduction in turnover among key tourism and hospitality positions.
- Measured improvement in employee satisfaction and workplace resilience.
- Increase in the number of tourism workers accessing workforce housing or housing assistance programs

Service Quality and Economic Impact

- Increase in guest satisfaction scores related to service quality.
- Measurable rise in local employment, housing stability, and wage stability in tourism sectors.
- Recognition of Palm Beach County as a leader in tourism workforce excellence.

Upfront Investment and Ongoing Operating Costs

Implementing countywide Tourism Talent and Resilience Programs will require investment in training infrastructure, educational partnerships, digital platforms, and long-term coordination among agencies and employers. The initiative's impact, improved retention, service quality, and economic resilience, will rely on sustained operational funding and public-private participation.

1. Upfront Investment (Estimated Range: $6.9 – $8.6 million over four years)

Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Tourism Workforce & Resilience Assessment and Framework Development	Countywide baseline assessment, gap analysis, and design of training and certification framework; development of Resilience Index metrics.	$700k – $900k	Year 1
Tourism Talent Accelerator Infrastructure	Establishment of training hubs in collaboration with Palm Beach State College, local universities, and hospitality partners (includes technology, equipment, and hybrid learning tools).	$2.0 – $2.5 million	Years 1–2
Tourism Workforce Housing Strategy & Alignment Study*	Countywide analysis of workforce housing demand tied to tourism employment; mapping of housing gaps, priority geographies, employer needs, and coordination framework with county and municipal housing agencies.	$400k – $600k	Years 1–2
Digital Training and Certification Platform	Development of online learning management system for hospitality, customer service, and creative sector upskilling (including mobile delivery).	$1.0 – $1.2 million	Years 1–2

Investment Category	Description	Estimated Cost Range	Timing
Leadership and Resilience Academy Programs	Creation of modular programs for mid-career professionals, mentorship networks, and leadership workshops emphasizing inclusivity and innovation.	$1.2 – $1.5 million	Years 2–3
Employer Incentive and Recognition System	Development of "Tourism Resilient Employer" certification framework, communication campaign, and award system for exemplary employers.	$500k – $700k	Years 2–4
Community Outreach and Workforce Partnerships Fund	Mini-grants to nonprofits, youth organizations, and creative industry partners expanding access to training and employment.	$1.0 – $1.3 million	Years 2–4
Total Estimated Upfront Investment		**$6.9 – $8.6 million**	4-year implementation

Potential Funding Sources: Tourist Development Council (TDC) strategic workforce development allocation; Florida Department of Economic Opportunity (DEO) workforce grants; U.S. Department of Labor's *Workforce Innovation and Opportunity Act* (WIOA) funding; philanthropic partnerships; employer contributions; and higher education cost-sharing agreements.

*Workforce housing costs reflected in this recommendation are intentionally limited to planning, coordination, and performance tracking rather than housing development or construction. The Tourism Master Plan's role is to align tourism workforce needs with existing county, municipal, employer, and nonprofit housing initiatives—leveraging external funding sources and policies—while avoiding duplication of programs already led by housing authorities and economic development agencies.

2. Operating Costs (Estimated Range: $2.9 – $3.8 million annually, ongoing)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Coordination	Oversight by the Tourism Master Plan Working Group (TMPWG) and dedicated staff for partnership management, grant administration, and reporting. Workforce housing coordination, interdepartmental and inter-municipal alignment, and employer housing participation tracking.	$675k – $875k	TMPWG / DTPB
Training Delivery and Curriculum Maintenance	Ongoing delivery of in-person and online programs, course updates, and integration with local college curricula.	$900k – $1.1 million	PBSC / Partner Institutions

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Leadership, Mentorship, and Resilience Programs	Operation of annual academies, leadership cohorts, and mentorship matching services.	$400k – $500k	DTPB / Cultural Council
Employer Engagement and Certification Administration	Employer recruitment, program audits, certification marketing, and annual recognition events.	$300k – $400k	TMPWG / Chambers
Research, Tracking, and Evaluation	Ongoing data collection on workforce retention, job creation, satisfaction, and skill improvement outcomes. Housing access indicators and workforce housing utilization metrics.	$300k – $400k	DTPB / Workforce Board
Communications and Outreach	Multilingual marketing campaigns to promote programs to employers, youth, and underrepresented communities.	$350k – $500k	DTPB / Marketing Partners
Total Estimated Annual Operating Cost		**$2.9 – $3.8 million**	

3. Economic and Workforce Impact

- **Workforce Retention:** Expected 10–15% improvement in annual retention rates across key tourism and hospitality sectors by Year 4.
- **Wage Growth:** Average wages in the tourism and hospitality sector projected to increase by 5–7% due to training and certification incentives.
- **Employer Participation:** Goal of 250+ participating employers within three years across hotels, restaurants, cultural venues, and attractions.
- **Talent Pipeline Expansion:** Anticipated 1,500 new certified workers annually, including at least 35% from underrepresented groups.
- **Economic ROI:** Every dollar invested in workforce training is expected to yield $3–$4 in increased productivity, visitor satisfaction, and retention-driven cost savings.
- **Resilience Gains:** Tourism Resilience Index projected to show measurable improvements in workforce adaptability, well-being, and satisfaction across 39 municipalities.

Conclusion

Investing in Tourism Talent and Resilience Programs, including workforce housing, is one of the most powerful and equitable steps Palm Beach County can take to sustain its tourism economy for the long term. With an estimated capital investment of $6.5–$8.0 million and annual operating costs of $2.8–$3.6 million, this initiative directly strengthens the foundation of the visitor experience—the people who make it possible.

By developing career pathways, leadership programs, employer partnerships, and coordinated workforce housing solutions that champion inclusion and resilience, Palm Beach County will cultivate a future-ready workforce that embodies the County's values of service excellence, creativity, and opportunity.

In short, this initiative transforms Palm Beach County into a destination powered by people, where investing in talent and housing stability becomes synonymous with investing in the destination's future success.

H2. Continue to Support a Tourism Education Curriculum and Leadership Academy in Local Schools and Colleges, and Apprenticeship Programs with Local Employers

Recommendation: Enhance partnerships with educational institutions to develop a tourism-focused curriculum and career pathways in hospitality, event management, and sustainable tourism. Offer summer programs for middle and high school students focused on tourism careers, destination stewardship, and cultural appreciation. Continue to partner with tourism employers and schools to help deliver structured, paid apprenticeships in operations, sustainability, tech, and destination management.

Rationale: Workforce development begins early. Engaging students builds a talent pipeline, fosters pride in local assets, and strengthens long-term industry capacity. Early exposure creates future leaders, strengthens community buy-in, and promotes local pride in cultural and environmental resources. Hands-on experience builds a stronger workforce, enhances Community First Initiatives, and creates a ladder for career advancement.

Issue / Opportunity: Building the Next Generation of Tourism Leaders

Tourism is one of Palm Beach County's most important economic and cultural drivers, yet its continued success depends on a new generation of inspired, skilled, and community-minded professionals. With an aging workforce and heightened competition for service and management talent, the need to engage young residents early in their educational journey is critical.

Currently, tourism-related career pathways are not widely understood by students or parents. Many youth remain unaware of the vast opportunities within the sector, ranging from sustainable tourism and destination management to hospitality operations, event production, culinary innovation, technology, and creative entrepreneurship. To address this gap, Palm Beach County must elevate tourism as a respected and aspirational career field, beginning in middle and high schools and continuing through postsecondary education.

Early exposure through education, mentorship, and paid apprenticeships will help youth view tourism as a pathway to leadership, civic engagement, and long-term prosperity. By connecting schools, colleges, and employers in a unified workforce pipeline, the County can strengthen local pride, expand opportunity, and sustain the tourism industry's future.

Objectives

1. Integrate tourism, sustainability, and cultural stewardship into K–12 and college-level curricula.
2. Expand and formalize partnerships with Palm Beach State College, universities, and workforce agencies to create aligned tourism degree and certificate programs.
3. Offer structured, paid apprenticeships and internships with local tourism employers across operations, sustainability, technology, and destination management.
4. Launch summer programs and camps that immerse middle and high school students in tourism careers, leadership development, and cultural awareness.
5. Create a leadership academy focused on tourism innovation, equity, and community impact.

6. Build a clear, accessible education-to-career pathway that supports workforce inclusion and local retention.

Expected Outcomes

- Increased awareness and interest in tourism-related careers among middle, high school, and college students.
- Stronger alignment between education providers and the tourism industry.
- Increased participation in paid apprenticeships, internships, and summer programs.
- Higher local retention rates of skilled tourism professionals.
- Improved diversity, equity, and representation within the tourism workforce pipeline.
- Enhanced perception of tourism as a dynamic, professional, and community-focused career sector.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Partnership Formation and Needs Assessment (0–6 Months)

- Establish an Education & Tourism Workforce Task Force composed of:
  - Discover The Palm Beaches
  - School District of Palm Beach County (SDPBC)
  - Palm Beach State College (PBSC)
  - Florida Atlantic University and Lynn University
  - Local chambers of commerce and workforce boards
  - Cultural Council for Palm Beach County
  - Tourism, hospitality, and event employers
- Conduct a Tourism Education and Skills Gap Analysis to identify:
  - Current curriculum alignment and opportunities for integration.
  - Key industry skills required for future success.
  - Priority areas for early engagement and mentorship.

Phase 2: Curriculum Development and Leadership Academy (6–18 Months)

- Develop Tourism Curriculum Modules for K–12 schools emphasizing:
  - Destination storytelling, sustainability, and cultural heritage.
  - Customer service, entrepreneurship, and tourism innovation.
  - Community pride and environmental responsibility.
- Create a Tourism Leadership Academy for high school and college students that offers:
  - Mentorship and networking with industry leaders.
  - Site visits, workshops, and project-based learning.
  - Certificates in tourism leadership, sustainability, or event management.
- Collaborate with PBSC and universities to develop dual-enrollment pathways and industry-recognized credentials.

Phase 3: Apprenticeships, Internships, and Applied Learning (12–36 Months)

- Launch a Tourism Apprenticeship Program connecting students with paid placements in hotels, attractions, cultural institutions, and tourism agencies.
- Work with employers to develop structured training plans emphasizing transferable skills and career advancement.
- Partner with municipalities and cultural organizations to create summer "Youth Tourism Corps" programs where students work on destination projects such as wayfinding, visitor services, and event support.
- Introduce a Tourism Career Portal featuring local opportunities, scholarships, mentorship programs, and virtual learning resources.

Phase 4: Long-Term Integration, Evaluation, and Growth (24–48+ Months)

- Incorporate tourism education metrics into school district strategic plans and county workforce policies.
- Host an annual Tourism Education & Workforce Summit to:
    - Showcase student and employer achievements.
    - Align programming with emerging industry trends.
    - Share success stories and data on workforce outcomes.
- Expand partnerships to include regional collaborations with other Florida counties to share models and resources.
- Evaluate program effectiveness through student tracking, employer feedback, and performance data.

Lead Agencies

School District of Palm Beach County (SDPBC)
Leads curriculum development, coordination with schools, and integration of tourism content into educational programs.

Palm Beach State College (PBSC)
Leads higher education programming, dual enrollment opportunities, and tourism career pathways.

Tourism Master Plan Working Group (TMPWG)
Oversees alignment between education initiatives and industry needs; promotes internship and apprenticeship coordination.

Partner Organizations and Roles

Organization / Agency	Role
Discover The Palm Beaches	Promote programs, support mentorship, and connect industry partners.
Cultural Council for Palm Beach County	Integrate cultural heritage and arts education into tourism curriculum.
Tourism Employers and Chambers of Commerce	Host apprenticeships and support curriculum development.
Workforce Development Boards	Provide funding and manage youth employment initiatives.
Local Universities	Develop advanced degree pathways in hospitality and tourism management.
Municipal and County Agencies	Support summer programs, mentorship, and tourism-related civic projects.

Timing for Implementation

Phase	Timeline
Phase 1: Partnerships & Assessment	Months 0–6
Phase 2: Curriculum & Leadership Academy	Months 6–18
Phase 3: Apprenticeships & Applied Learning	Months 12–36
Phase 4: Integration & Evaluation	Months 24–48+

Key Performance Measures / Indicators of Success

Education and Engagement Metrics

- Number of schools offering tourism-related courses or academies.
- Number of students enrolled in tourism and hospitality programs.
- Student satisfaction and career interest survey results.

Workforce Development Metrics

- Number of paid apprenticeships and internships completed annually.
- Number of students placed in tourism-related employment within one year of program completion.
- Employer satisfaction ratings on student preparedness.

Participation Metrics

- Representation of underserved students in tourism education programs.
- Percentage of participants from priority communities.
- Increase in diverse leadership participation in the Tourism Leadership Academy.

Program Growth and Impact Metrics

- Annual increase in tourism career awareness among students (survey-based).
- Growth in employer participation and program partnerships.
- Long-term retention of tourism graduates in the local workforce.

Upfront Investment and Ongoing Operating Costs

Developing a comprehensive tourism education pipeline will require strategic investment in curriculum design, instructional technology, leadership programming, and apprenticeship administration. These investments will align education, workforce, and tourism development priorities to cultivate a robust and inclusive talent pipeline that sustains Palm Beach County's tourism economy.

1. Upfront Investment (Estimated Range: $7.0 – $8.5 million over four years)

Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Curriculum and Program Design	Development of tourism-focused K–12 modules, dual-enrollment courses, and career pathway alignment with postsecondary partners.	$800k – $1.0 million	Year 1
Tourism Leadership Academy and Summer Youth Programs	Creation of Leadership Academy content, student stipends, instructional materials, field trip logistics, and guest speakers.	$1.5 – $1.8 million	Years 1–3
Apprenticeship Infrastructure Development	Design of apprenticeship framework, coordination platform, and initial funding for pilot placements with tourism employers.	$1.2 – $1.5 million	Years 1–3
Tourism Career Portal and Digital Learning Platform	Development of a centralized digital portal featuring job listings, mentorship tools, and online learning resources; includes multilingual interface.	$900k – $1.1 million	Years 1–2
Educational Equipment and Classroom Integration	Investment in simulation technology, instructional software, and teaching tools at high schools, PBSC, and partner institutions.	$1.0 – $1.2 million	Years 1–2
Marketing and Outreach Campaign	Countywide awareness initiative promoting tourism career pathways, scholarships, and youth engagement programs.	$600k – $800k	Years 2–3

Investment Category	Description	Estimated Cost Range	Timing
Grant Fund for Innovation and Inclusion	Mini-grants to schools and nonprofit partners to pilot tourism education projects, arts-integrated learning, and cultural exchange initiatives.	$1.0 – $1.2 million	Years 2–4
Total Estimated Upfront Investment		**$7.0 – $8.5 million**	4-year implementation

Potential Funding Sources: Tourist Development Council (TDC) strategic workforce and education funds; Florida Department of Education *Career and Technical Education (CTE)* grants; U.S. Department of Labor *YouthBuild* and *ApprenticeshipUSA* initiatives; private sector sponsorships from hospitality and attraction partners; philanthropic education foundations; and local school district cost-sharing.

2. Operating Costs (Estimated Range: $3.0 – $3.8 million annually, ongoing)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Coordination	Oversight of partnerships among schools, employers, and higher education institutions; includes staffing for program coordination and reporting.	$700k – $900k	TMPWG / SDPBC / PBSC
Leadership Academy and Summer Programs	Ongoing costs for instructors, guest facilitators, field experiences, student stipends, and program logistics.	$800k – $1.0 million	PBSC / DTPB / Cultural Council
Apprenticeship Program Operations	Management of employer relations, placement coordination, student tracking, and evaluation.	$600k – $800k	Workforce Boards / TMPWG
Career Portal and Digital Learning Support	Hosting, software maintenance, technical support, and portal updates.	$300k – $400k	DTPB / County IT
Curriculum Updates and Teacher Training	Annual professional development workshops and curriculum revisions to match industry needs.	$250k – $350k	SDPBC / PBSC
Marketing, Scholarships, and Student Outreach	Public awareness campaigns, financial aid administration, and event coordination.	$350k – $450k	DTPB / Chambers / Employers
Total Estimated Annual Operating Cost		**$3.0 – $3.8 million**	

3. Economic and Workforce Impact

- **Talent Pipeline Growth:** Expected to serve 2,000–2,500 students annually across middle school, high school, and college levels by Year 4.
- **Apprenticeship Participation:** Target of 500+ structured, paid placements per year across hospitality, culture, events, and sustainability sectors.
- **Career Retention:** Projected 15% increase in local workforce retention among tourism-related graduates within five years.
- **Community:** At least 40% participation by underrepresented groups, expanding equitable access to high-quality jobs.
- **Economic Return:** Estimated 3.5:1 long-term ROI, factoring workforce retention, higher wages, and reduced recruitment costs.
- **Industry Benefits:** Improved service consistency, customer satisfaction, and employer recognition as workforce innovators.

Conclusion

Investing in Tourism Education, Leadership, and Apprenticeship Programs ensures that Palm Beach County's tourism sector remains vibrant, innovative, and community-centered for generations to come. With an estimated $7.0–$8.5 million in capital investment and $3.0–$3.8 million in annual operating costs, this initiative represents a strategic reinvestment in the people who will define the County's future success.

By integrating tourism learning into schools, establishing leadership academies, and expanding paid apprenticeship opportunities, Palm Beach County will cultivate a steady pipeline of homegrown talent, diverse, skilled, and inspired. These programs not only strengthen the tourism workforce but also deepen community pride, economic equity, and local stewardship.

Ultimately, this initiative transforms education into empowerment, turning students into ambassadors, apprentices into innovators, and Palm Beach County into a national model for destination-based workforce development and inclusive leadership growth.

H3. Foster a County-Wide "Friends of Tourism" Volunteer Program

Recommendation: Engage residents as event-specific tourism volunteers to support one-off festivals, sporting competitions, cultural celebrations, and other major events by assisting visitors, providing on-the-ground information, and showcasing local attractions.

Rationale: Community participation during key events fosters pride, enhances the visitor experience, strengthens event operations, and builds broader support for tourism among residents, especially in underrepresented communities.

Issue / Opportunity: Building Community Participation and Enhancing Visitor Hospitality

Tourism thrives when it is both welcoming and locally embraced. In Palm Beach County, major tourism events, from art fairs and culinary festivals to amateur sports tournaments and cultural celebrations, require hundreds of frontline personnel to create an exceptional visitor experience. Yet many events struggle to recruit sufficient staff or deliver the level of personalized hospitality that sets destinations apart.

At the same time, residents across the county have expressed interest in greater involvement in tourism activities, particularly as a way to give back, share pride in their community, and meet new people. However, opportunities to contribute are often siloed, underpublicized, or limited to specific municipalities or organizations.

A centralized "Friends of Tourism" Volunteer Program would activate residents of all ages and backgrounds, especially in underrepresented communities, as ambassadors, event assistants, and frontline tourism supporters. This initiative would build local ownership of tourism, enhance operational capacity for large and small events alike, and foster a deeper connection between residents and visitors.

Objectives

1. Establish a structured, county-wide volunteer program to support events, visitor services, and tourism initiatives.
2. Provide volunteers with training in hospitality, local history, awareness of Community First Initiatives, and safety protocols.
3. Celebrate volunteer contributions through incentives, recognition, and leadership pathways.
4. Expand resident engagement and promote a culture of pride and hospitality throughout the tourism ecosystem.
5. Target diverse participation and ensure opportunities are accessible to all communities, including youth, retirees, and multilingual residents.

Expected Outcomes

- A robust, trained volunteer corps able to support the delivery of festivals, sporting events, and cultural activations.
- Improved visitor experience through warm, informed, and enthusiastic local interactions.
- Increased civic pride and resident understanding of tourism's economic and cultural benefits.
- Strengthened community support for tourism development, especially in areas experiencing new or growing visitor activity.
- Enhanced representation and inclusivity in Palm Beach County's public-facing tourism presence.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Program Design and Stakeholder Coordination (0–6 Months)

- Form a Friends of Tourism Task Force led by:
  - Discover The Palm Beaches
  - Cultural Council for Palm Beach County
  - Palm Beach County Sports Commission
  - Local municipalities and event organizers
- Benchmark successful tourism volunteer models (e.g., Visit San Antonio Amigos, Super Bowl Host Committees)
- Develop program infrastructure:
  - Volunteer roles and responsibilities
  - Registration and background check protocols
  - Training modules and onboarding processes
  - Code of conduct, liability waivers, and emergency protocols
- Build a countywide event needs calendar to forecast volunteer demand across events

Phase 2: Recruitment, Branding, and Training (6–12 Months)

- Launch a branded volunteer program, e.g., "Friends of Palm Beach Tourism" or "The Welcome Crew"
  - Design logo, t-shirts, lanyards, and other program materials
  - Create dedicated website and online registration portal
- Conduct community outreach and recruitment events:
  - Focus on youth programs, retiree networks, veterans, faith-based groups, and multilingual communities
  - Partner with neighborhood associations, high schools, and colleges
- Deliver standardized volunteer training:
  - Palm Beach County tourism overview
  - Customer service and hospitality best practices
  - Accessibility awareness and cultural competency (Community First Initiatives)
  - Local history and "insider" tips
  - Event safety and crowd management

Phase 3: Program Activation and Incentive Systems (12–24 Months)

- Deploy volunteers at high-profile countywide events (e.g., art fairs, sports tournaments, culinary festivals)
- Offer specialized volunteer teams:
  - Green Teams (sustainability and recycling)
  - Storytelling Guides (history and culture)
  - Visitor Information Ambassadors (wayfinding and FAQs)
- Track volunteer hours and experiences through a digital management system
- Establish incentive and recognition programs:
  - Volunteer of the Month features
  - Community service hours for students
  - Free event tickets, merchandise, gift cards, and local business perks
  - Annual recognition banquet and awards

Phase 4: Expansion and Legacy Building (24–36 Months and Ongoing)

- Create a Volunteer Leadership Corps for repeat participants to take on higher roles (e.g., team leads, mentors)
- Incorporate volunteers into new visitor experiences (e.g., museum greeters, airport ambassadors, trail guides)
- Develop multi-lingual and adaptive program pathways to include all ability levels
- Integrate the program into the Palm Beach County Tourism Master Plan's annual progress reports

Lead Agencies

Tourism Master Plan Working Group (TMPWG)
Program administration, event coordination, branding, volunteer training content.

Partner Organizations and Roles

Organization	Role
Cultural Council for Palm Beach County	Cultural content, storytelling training, volunteer engagement at arts and heritage sites
Palm Beach County Sports Commission	Volunteer deployment at amateur sports events
Municipal Governments	Site-based coordination, volunteer recruitment, and local event integration
Palm Beach County Parks & Recreation	Volunteer support at park-based events, trails, and recreation venues
Schools & Colleges	Student recruitment, service learning hours, job shadow integration
Community & Faith-Based Organizations	Targeted outreach to ensure inclusive participation and multilingual access

Timing for Implementation

Phase	Timeline
Phase 1: Program Design	Months 0–6
Phase 2: Recruitment & Training	Months 6–12
Phase 3: Program Launch	Months 12–24
Phase 4: Expansion & Legacy	Months 24–36+

Key Performance Measures / Indicators of Success

Volunteer Engagement
- Number of registered volunteers countywide (target: 1,000 by Year 2)
- Diversity of volunteer demographics (age, language, neighborhood representation)

Event Support
- Number of events supported by volunteers annually
- Percentage of event organizers reporting improved operations due to volunteers

Visitor Satisfaction
- Post-event visitor surveys citing “local hospitality” and “friendliness” as key positive factors
- Social media mentions and testimonials involving volunteer interactions

Community Benefits
- Number of student volunteers earning service hours or career experience
- Growth in resident sentiment toward tourism (measured through community perception surveys)

Upfront Investment and Ongoing Operating Costs

Establishing and operating the “Friends of Tourism” Volunteer Program will require coordinated investment in branding, digital infrastructure, training, and event logistics. The initiative’s modest financial commitment will generate significant returns through community engagement, visitor satisfaction, and event support capacity, creating a scalable, countywide model of civic participation and hospitality excellence.

1. Upfront Investment (Estimated Range: $2.8 – $3.6 million over three years)
Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Program Design and Digital Infrastructure	Development of volunteer management software, registration system, and countywide events database; integration with DTPB website and event calendar.	$700k – $900k	Year 1
Branding and Marketing Launch	Design and production of program identity, uniforms (shirts, hats, lanyards), promotional campaigns, and public relations launch.	$400k – $500k	Year 1
Volunteer Training and Curriculum Development	Creation of hospitality, safety, accessibility, and community pride training materials (digital and in-person); multilingual translations.	$500k – $600k	Years 1–2
Initial Equipment and Event Supplies	Purchase of event tents, signage, tablets for check-in, first aid kits, and sustainability equipment for volunteer deployment.	$300k – $400k	Years 1–2
Community Outreach and Recruitment Events	Costs for recruitment fairs, community workshops, and activation events across municipalities and community centers.	$400k – $500k	Years 1–3
Recognition and Awards Infrastructure	Design and production of annual recognition banquet, plaques, volunteer perks, and incentive materials.	$300k – $400k	Years 2–3
Total Estimated Upfront Investment		**$2.8 – $3.6 million**	3-year implementation

Potential Funding Sources: Tourist Development Council (TDC) community engagement budget; Discover The Palm Beaches (DTPB) marketing and visitor services funds; private sector sponsorships (hospitality, retail, sports, and cultural organizations); local municipalities' event support budgets; and philanthropic or corporate social responsibility contributions.

2. Operating Costs (Estimated Range: $1.2 – $1.6 million annually, ongoing)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Coordination	Full-time staff for volunteer management, event coordination, and partner relations; includes overhead and office support.	$400k – $500k	TMPWG / DTPB
Volunteer Training and Continuing Education	Ongoing hospitality refresher courses, leadership training for mentors, and multilingual accessibility sessions.	$200k – $250k	DTPB / Cultural Council
Event Logistics and Supplies	Transportation, meals, and materials for volunteers across major events and activations.	$200k – $300k	Event Hosts / Municipal Partners
Incentives, Recognition, and Retention Programs	Rewards, recognition events, small grants, and merchandise to maintain engagement and retention.	$150k – $200k	DTPB / Sponsors
Marketing, Communications, and Outreach	Promotion of volunteer stories, social media engagement, and recruitment campaigns.	$150k – $200k	DTPB / Chambers / Partners
Technology Licensing and Maintenance	Volunteer management platform hosting, updates, and data analytics.	$100k – $150k	DTPB / County IT
Total Estimated Annual Operating Cost		**$1.2 – $1.6 million**	

3. Economic and Community Impact

- **Operational Leverage:** Estimated 50,000+ volunteer service hours annually, equivalent to $1.5–$2.0 million in in-kind labor value for events and tourism operations.
- **Event Support Expansion:** Capacity to assist 100–150 annual events, reducing staffing costs for organizers and increasing operational efficiency.
- **Resident Engagement:** Anticipated 2,000 registered volunteers by Year 3, representing all 39 municipalities, with at least 40% participation from underrepresented communities.
- **Youth & Education Benefits:** Up to 500 student participants annually earning service hours and professional exposure to tourism and events.
- **Visitor Experience Gains:** Expected 10–15% improvement in visitor satisfaction scores during events with volunteer deployment, based on hospitality feedback metrics.
- **Social ROI:** The program is projected to yield a 4:1 social and economic return, combining community pride, event enhancement, and reduced operational costs.

Conclusion

The Friends of Tourism Volunteer Program represents a small but powerful investment in community engagement and destination hospitality. With a capital investment of $2.8–$3.6 million and annual operating costs of $1.2–$1.6 million, Palm Beach County can create a dynamic volunteer network that enhances events, fosters resident pride, and strengthens the bond between visitors and locals.

By training and mobilizing volunteers as welcoming ambassadors, the program will help bridge communities, diversify participation, and celebrate the shared benefits of tourism. Each interaction, whether at a festival, park, sports venue, or cultural site, will embody Palm Beach County's brand of warmth, inclusivity, and service excellence.

In the long term, the "Friends of Tourism" network will become a defining part of the county's tourism identity: a living expression of local pride, civic partnership, and collective stewardship of the visitor experience. It ensures that as Palm Beach County's tourism industry grows, its spirit of hospitality grows with it.

I. PLANNING, ZONING & POLICY TOOLS

I1. Promote Use of Local Materials and Craftsmanship in Tourism Development

Recommendation: Support design guidelines and development incentives for projects that incorporate locally sourced building materials, art, and design.

Rationale: Localism enhances authenticity, reduces carbon footprints, and promotes traditional trades and cultural identity.

Issue / Opportunity: Leveraging Localism to Enhance Cultural Identity and Sustainable Tourism

Tourism infrastructure, from hotels and restaurants to visitor centers, museums, and public spaces, has the power to either reinforce local culture or dilute it. In many destinations, the drive for rapid development leads to generic design choices, standardized building materials, and mass-produced decor that fail to reflect local character. This risks undermining the authenticity and distinctiveness that increasingly discerning travelers seek.

In Palm Beach County, a region rich in artisan talent, historic architecture, and ecological diversity, there is a critical opportunity to promote tourism development that honors local identity through the intentional use of locally sourced materials and crafts. This includes everything from native wood and coquina stone, to mosaics by area artists, to handmade furnishings crafted by local tradespeople.

Incorporating local craftsmanship and materials into tourism-related design not only celebrates regional heritage, but also lowers environmental impacts, supports small businesses, and contributes to a unique sense of place. Doing so strengthens destination branding, deepens community pride, and encourages visitor spending on locally made products and experiences.

To realize this opportunity, Palm Beach County should champion design guidelines, procurement incentives, and developer education that encourage a shift from standardized imports to regionally grounded building practices and aesthetic choices.

Objectives

1. Encourage tourism-related developers and facility operators to prioritize locally sourced materials and artisan works in construction and design.
2. Support preservation of local trades and craftsmanship traditions by integrating them into high-visibility tourism spaces.
3. Promote cultural identity and sustainability through localist design standards and storytelling.
4. Reduce supply chain emissions by favoring nearby sourcing and manufacturing.
5. Expand market access and economic opportunity for local artisans, fabricators, and small-scale producers.

Expected Outcomes

- Creation of recognizable design elements that distinguish Palm Beach County's tourism assets from other regions.
- Strengthened support for local artists, builders, fabricators, and materials producers.
- Lower embodied carbon in tourism infrastructure through reduced transportation distances for materials.
- Enhanced visitor perception of authenticity and cultural depth.
- Inclusion of local narratives in tourism architecture, landscaping, and interior design.

Detailed Action Plan for Implementation – Please note, it is reported that this Recommendation is already in process / underway, and as such some of the following activities may have been completed or may no longer be necessary.

Phase 1: Research, Guidelines, and Community Engagement (0–6 Months)

- Conduct a local sourcing and craftsmanship asset audit, identifying:
    - Available materials (e.g., reclaimed wood, Florida limestone, marine-grade sustainable timber, clay)
    - Regional craftsmanship sectors (e.g., ironwork, ceramics, mosaic art, boatbuilding)
    - Locally owned artisan enterprises
- Engage local artists, architects, contractors, and cultural institutions to advise on design principles rooted in Palm Beach County aesthetics and traditions.
- Develop a Palm Beach County Local Design & Materials Guidelines booklet for use by:
    - Hotel and attraction developers
    - Architects and designers
    - Municipal planning staff and review boards
    - Tourism facility operators

Phase 2: Incentivization and Pilot Projects (6–18 Months)

- Create a Local Design Incentive Program with potential benefits such as:
    - Expedited permitting for tourism developments meeting local sourcing benchmarks
    - Public recognition through a "Crafted in Palm Beach" certification for qualifying projects
    - Technical assistance grants for developers seeking to integrate artisan work or unconventional local materials
- Identify 2–3 high-profile demonstration sites (e.g., visitor centers, arts venues, waterfront parks) to showcase the integration of local craftsmanship.
- Partner with the Cultural Council, Art in Public Places, and historic preservation boards to integrate storytelling and interpretation into built features.

Phase 3: Integration, Education, and Market Expansion (18–36 Months)

- Develop an online marketplace or supplier directory that lists vetted local materials producers, tradespeople, and artisan designers available for tourism-related work.
- Integrate local design principles and sustainability elements into:
    - Tourism facility certification programs (e.g., Sustainable Palm Beach, GSTC-aligned initiatives)
    - Destination development guidelines and funding application review rubrics

- Host "Designing with Local Identity" workshops for architects, developers, city planners, and tourism stakeholders to promote best practices.
- Use case studies and impact reports to document and share environmental savings, economic benefits, and cultural preservation outcomes.

Lead Agency

Palm Beach County Office of Resilience, in partnership with **Discover The Palm Beaches** and the **Cultural Council for Palm Beach County**, will co-lead strategy development and implementation.

Partner Organizations and Roles

Organization	Role
Cultural Council for Palm Beach County	Facilitate artist and artisan engagement; support integration of public art and storytelling
Palm Beach County Office of Resilience	Provide sustainability guidance, emissions reduction data, and sourcing benchmarks
Art in Public Places Committee	Advise on aesthetic integration and site-specific artwork placement
Municipal Planning and Building Departments	Align permitting and development review processes with localist design guidelines
Economic Development and Small Business Groups	Connect local producers to market opportunities in tourism development projects
Local Architectural and Construction Firms	Adopt and advocate for localist design, materials reuse, and heritage preservation practices

Timing for Implementation

Phase	Timeframe
Phase 1: Research & Guidelines	Months 0–6
Phase 2: Pilots & Incentives	Months 6–18
Phase 3: Expansion & Institutionalization	Months 18–36+

Key Performance Measures / Indicators of Success

- **Design & Construction Metrics**
  - Number of tourism-related projects incorporating ≥25% locally sourced materials
  - Number of certified "Crafted in Palm Beach" designations awarded
  - Reduction in transportation-related emissions per project
- **Cultural & Economic Impact**
  - Number of artisans and local businesses receiving contracts for tourism development
  - Inclusion of underrepresented craftspeople
  - Visibility of local narratives and place-based storytelling in new infrastructure
- **Stakeholder Engagement**
  - Participation of developers and designers in local design workshops
  - Use of the local sourcing marketplace/directory in RFP and procurement processes

Upfront Investment and Ongoing Operating Costs
Establishing and scaling a County-wide local materials and craftsmanship initiative will require targeted investment in research, design guidelines, incentive programs, pilot projects, and long-term industry education. The initiative is modest in financial scope but high in value creation, stimulating local economic activity, supporting artisans and small manufacturers, reducing emissions, and deepening Palm Beach County's sense of place through design.

1. Upfront Investment (Estimated Range: $5.2 – $6.5 million over three years)
Please note, it is reported that this Recommendation is already in process / underway, and as such some or all of the following Upfront Investment may no longer be necessary.

Investment Category	Description	Estimated Cost Range	Timing
Local Design & Materials Audit	Research and documentation of regional materials, suppliers, and craftspeople; creation of Local Design & Materials Guidelines publication.	$500k – $700k	Year 1
Development of "Crafted in Palm Beach" Certification System	Design and branding of certification program recognizing projects that integrate local materials and artisan craftsmanship.	$400k – $600k	Year 1
Local Design Incentive Fund	Grants or technical assistance for developers incorporating ≥25% locally sourced materials or artisan elements in tourism infrastructure.	$1.5 – $2.0 million	Years 1–3
Pilot and Demonstration Projects	Implementation of 2–3 public demonstration sites (e.g., visitor centers, parks, cultural facilities) showcasing local materials, design, and artistry.	$1.5 – $1.8 million	Years 1–2

Investment Category	Description	Estimated Cost Range	Timing
Online Marketplace & Supplier Directory	Creation of an online hub connecting local artisans, tradespeople, and sustainable material suppliers to developers and public projects.	$600k – $800k	Years 1–2
Workshops, Design Competitions & Exhibitions	Organization of annual events to highlight local design, train architects/developers, and promote artisan visibility.	$400k – $500k	Years 2–3
Monitoring & Evaluation Tools	Establishment of tracking systems for emissions reduction, economic benefits, and artisan engagement outcomes.	$300k – $400k	Years 2–3
Total Estimated Upfront Investment		**$5.2 – $6.5 million**	3-year implementation

Potential Funding Sources: Palm Beach County Office of Resilience sustainability grants; Tourist Development Council (TDC) innovation and infrastructure funds; State of Florida Cultural Facilities Grant Program; Art in Public Places allocations; private developer cost-sharing; and potential philanthropic or foundation partnerships (e.g., Knight Foundation, National Endowment for the Arts).

2. Operating Costs (Estimated Range: $2.0 – $2.5 million annually, ongoing)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Management and Administration	Dedicated staff for coordination, program reporting, and certification management.	$400k – $500k	Office of Resilience / DTPB
Incentive and Technical Assistance Grants	Annual allocation for developer and artisan partnerships; co-funding of design consultation and local material integration.	$800k – $900k	Office of Resilience / Economic Development
Artisan and Developer Training Programs	Annual workshops, training sessions, and design competitions to maintain engagement and expand skills.	$250k – $350k	Cultural Council / Art in Public Places
Communications and Marketing	Promotion of “Crafted in Palm Beach” certified projects, storytelling content, and tourism branding integration.	$200k – $250k	DTPB / Cultural Council
Digital Marketplace Maintenance	Updates, hosting, and technical support for supplier directory and data systems.	$150k – $200k	County IT / Office of Resilience

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Monitoring, Evaluation, and Reporting	Ongoing data collection and analysis on environmental savings, artisan contracts, and community impact.	$150k – $200k	Office of Resilience / TMPWG
Total Estimated Annual Operating Cost		**$2.0 – $2.5 million**	

3. Economic, Cultural, and Environmental Impact

- **Local Economic Multiplier:** For every $1 spent on locally sourced materials and labor, an estimated $1.50–$1.80 in secondary economic benefit circulates within Palm Beach County's economy.
- **Small Business Growth:** Estimated 75–100 new artisan or local producer contracts annually through tourism-related projects.
- **Carbon Reduction:** Projected 15–20% reduction in embodied carbon for new certified developments using local materials versus imported alternatives.
- **Cultural Preservation:** Formal integration of 50+ local artists, craftspeople, and trades professionals into high-visibility tourism projects within three years.
- **Brand Differentiation:** Tourism developments certified under "Crafted in Palm Beach" expected to enhance visitor satisfaction and drive premium perception, supporting marketing and destination identity.
- **Community Inclusion:** Commitment to at least 30% participation by small businesses in certified projects.

Conclusion

Promoting the use of local materials and craftsmanship in tourism development offers Palm Beach County a distinctive path toward sustainable, community-driven destination design. With a capital investment of $5.2–$6.5 million and annual operating costs of $2.0–$2.5 million, this initiative would yield powerful returns, stimulating local economies, reducing environmental impact, and creating a recognizable design identity rooted in authenticity.

By aligning the tourism development process with the talents of local artisans, architects, and makers, Palm Beach County can transform its built environment into a living showcase of place-based creativity and pride. Each new hotel, cultural venue, or public space would tell a local story, one that reflects the County's heritage, celebrates sustainability, and resonates with residents and visitors alike.

In doing so, Palm Beach County will establish itself as a model for destination design that is both beautiful and meaningful, proving that when development honors craftsmanship and community, tourism becomes not just an industry, but a legacy.

I2. Champion and Strengthen a County-Wide Creative Placemaking and Public Art Program

Recommendation: Encourage the integration of public art, cultural markers, and community storytelling into public spaces, transit corridors, and tourism districts.

Rationale: Creative placemaking and public art strengthen destination identity, improve aesthetics, foster civic pride, and enrich walkable tourism zones.

Issue / Opportunity: Leveraging Creative Placemaking to Strengthen Destination Identity and Community Engagement

Palm Beach County's cultural, natural, and historic assets are among its greatest strengths. However, these attributes are not yet fully reflected in the physical and visual identity of its public spaces. Many tourism corridors, downtown districts, and neighborhood gateways lack the cultural markers, interpretive storytelling, and artistic elements that express local character and connect residents and visitors to the community's diverse heritage.

Creative placemaking and public art represent powerful tools to tell these stories and animate the built environment. By integrating murals, sculptures, interpretive signage, community-driven design, and digital storytelling into high-visibility tourism areas, Palm Beach County can foster stronger emotional connections between people and place.

A coordinated, county-wide creative placemaking and public art program would elevate the destination's aesthetic appeal, highlight its cultural vibrancy, and provide economic opportunities for artists and makers. This initiative positions art and design not as ornamentation but as a core component of tourism experience, placemaking, and community identity.

Objectives

1. Integrate public art, cultural interpretation, and storytelling into tourism districts, transportation corridors, and community gathering spaces.
2. Promote equitable representation of the county's diverse cultures and communities through public art and design.
3. Empower local artists, residents, and organizations to co-create the visual identity of public and tourism-oriented spaces.
4. Strengthen the visitor experience by improving walkability, visual appeal, and sense of place.
5. Provide professional and economic development opportunities for artists, creatives, and cultural workers.

Expected Outcomes

- Increased presence of site-specific public art, cultural markers, and interpretive signage across key tourism corridors.
- Strengthened neighborhood pride and community cohesion through collaborative creative initiatives.

- Elevated perception of Palm Beach County as a culturally vibrant and visually engaging destination.
- Enhanced visitor dwell time and circulation in walkable areas animated by art and design.
- Broader participation of underrepresented artists and communities in the creation and curation of public spaces.

Detailed Action Plan for Implementation

Phase 1: Program Design and Cultural Asset Mapping (0–6 Months)

- Establish a Palm Beach County Creative Placemaking and Public Art Working Group composed of:
  - Discover The Palm Beaches
  - Cultural Council for Palm Beach County
  - Municipal arts and planning departments
  - Local artists and cultural organizations
  - Community development and neighborhood associations
- Conduct a Countywide Cultural Asset and Opportunity Mapping Initiative to identify:
  - Underused public spaces and infrastructure suitable for creative activation.
  - Key tourism corridors and gateways needing visual enhancement.
  - Neighborhoods with strong stories, heritage, or community identity to be amplified.
- Develop a Creative Placemaking Framework outlining:
  - Goals, guiding principles, and equity standards.
  - Artist engagement models and compensation guidelines.
  - Partnerships with public agencies and private developers.
  - Integration opportunities with ongoing tourism, transit, and infrastructure projects.

Phase 2: Pilot Projects and Artist Engagement (6–18 Months)

- Launch a Creative Placemaking Mini-Grants Program to support both temporary and permanent installations such as:
  - Murals, sculptures, and mosaics in tourism corridors.
  - Artist-designed signage, lighting, and urban furniture.
  - Community storytelling and oral history exhibits.
  - Interactive or digital art experiences (AR/VR).
- Prioritize early activation in:
  - Major tourism and mobility corridors (e.g., Clematis Street, Atlantic Avenue, A1A).
  - Underserved or emerging cultural districts.
  - Transit hubs, beach promenades, and parks.
- Establish a “Palm Beach Placemakers” Artist-in-Residence Program embedding artists within municipal or tourism planning departments to co-design creative public space improvements.

Phase 3: Systematization, Evaluation, and Expansion (18–36+ Months)

- Develop a Palm Beach Public Art and Creative Placemaking Map & Trail, promoting self-guided exploration and storytelling tours.
- Integrate creative placemaking objectives into:
  - County and municipal tourism capital investment programs.
  - Wayfinding, event permitting, and redevelopment guidelines.

    - Transit corridor design and infrastructure projects.
- Host an Annual Creative Placemaking Forum and Showcase to:
    - Celebrate completed projects.
    - Provide training for municipalities and creatives.
    - Build partnerships between artists, tourism developers, and funders.
- Establish an Evaluation Framework tracking economic impact, community engagement, and visitor satisfaction related to placemaking initiatives.

Lead Agency

Cultural Council for Palm Beach County
Serves as the lead agency for program coordination, artist engagement, and grant administration. Provides creative strategy oversight and ensures alignment with tourism and cultural development goals.

Tourism Master Plan Working Group (TMPWG)
Supports alignment between tourism priorities, municipal planning, and cultural placemaking initiatives.

Partner Organizations and Roles

Organization / Agency	Role
Discover The Palm Beaches	Promote placemaking and art installations through destination marketing and visitor itineraries.
Municipal Governments and CRA Districts	Identify sites, provide permitting, and co-fund local installations.
County and City Art in Public Places Programs	Manage commissions, oversee artist selection, and ensure public-private coordination.
Community-Based Organizations	Source stories, identify local heritage themes, and coordinate engagement.
Transportation Agencies (Palm Tran, FDOT)	Integrate creative design into transit corridors and mobility hubs.
Local Colleges and Universities	Support research, student participation, and evaluation frameworks.
Private Developers and Business Improvement Districts	Contribute funding and site access for public art integration.

Timing for Implementation

Phase	Timeline
Phase 1: Strategy & Mapping	Months 0–6
Phase 2: Pilots & Artist Engagement	Months 6–18
Phase 3: Systematization & Expansion	Months 18–36+

Key Performance Measures / Indicators of Success

Artistic and Cultural Impact

- Number of new public art installations and placemaking projects completed annually.
- Representation of diverse artists and communities in public art commissions.
- Increase in interpretive and storytelling installations in tourism corridors.

Tourism and Economic Outcomes

- Growth in visitor dwell time and foot traffic in activated areas.
- Inclusion of public art sites in top-visited attractions and itineraries.
- Increased earned media and visitor mentions related to cultural vibrancy.

Community Engagement

- Number of residents participating in co-creation and community storytelling workshops.
- Partnerships formed between artists, local schools, and neighborhood groups.
- Measured increase in resident satisfaction and civic pride.

Upfront Investment and Ongoing Operating Costs

Building and sustaining a **County-Wide Creative Placemaking and Public Art Program** will require strategic investment in mapping, design, artist engagement, and capital installations across public and tourism-oriented spaces. The initiative creates both short- and long-term returns, strengthening community identity, supporting the creative economy, enhancing the visitor experience, and reinforcing Palm Beach County's reputation as a leading cultural destination.

1. Upfront Investment (Estimated Range: $10.5 – $12.8 million over three years)

Investment Category	Description	Estimated Cost Range	Timing
Cultural Asset Mapping & Strategy Development	Countywide cultural and creative asset mapping, stakeholder workshops, and strategy design.	$700k – $900k	Year 1
Creative Placemaking Mini-Grants Fund	Competitive grant pool for municipalities, artists, and nonprofits to implement murals, sculptures, interpretive signage, and community design projects (target: 50–75 projects).	$3.0 – $3.5 million	Years 1–3

Investment Category	Description	Estimated Cost Range	Timing
Public Art Demonstration Projects	6–8 high-visibility permanent installations in tourism corridors, gateways, and transit hubs.	$2.5 – $3.0 million	Years 1–2
Artist-in-Residence (AIR) and "Palm Beach Placemakers" Program	Embedding artists within municipal planning and tourism agencies for creative integration in public projects.	$1.2 – $1.5 million	Years 1–3
Design Integration and Infrastructure Enhancements	Artist-designed benches, lighting, wayfinding elements, and interpretive trails in parks and downtowns.	$1.5 – $1.8 million	Years 1–3
Digital Placemaking and Storytelling Platforms	Development of a digital public art map, AR/VR experiences, and interactive web content promoting the creative corridor.	$900k – $1.1 million	Years 2–3
Annual Creative Placemaking Forum & Showcase	Professional convening, training, and awards event highlighting achievements and partnerships.	$700k – $900k	Annual
Total Estimated Upfront Investment		**$10.5 – $12.8 million**	3-year implementation

Potential Funding Sources: Tourist Development Council (TDC) cultural and community grants; Palm Beach County Art in Public Places funds; National Endowment for the Arts *Our Town* and *Challenge America* grants; local CRA and municipal match funding; private developer contributions; philanthropic foundations; and local business sponsorships.

2. Operating Costs (Estimated Range: $3.5 – $4.5 million annually, ongoing)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Coordination	Staffing, partnership management, and coordination among municipalities, artists, and developers.	$700k – $900k	Cultural Council / TMPWG
Maintenance and Conservation of Public Artworks	Routine care, cleaning, and repair of installations to maintain artistic integrity and public safety.	$800k – $1.0 million	Municipal Partners / CRA Districts
Artist Engagement, Training, and Compensation	Annual stipends, workshops, and technical assistance for local artists and cultural workers.	$700k – $900k	Cultural Council / DTPB
Public Engagement and Education	Community storytelling workshops, cultural tours, docent training, and public interpretation programs.	$400k – $600k	Cultural Council / Community Partners

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Digital and Marketing Operations	Ongoing updates to online maps, AR experiences, storytelling content, and cross-promotion with tourism marketing.	$300k – $400k	DTPB / County IT
Evaluation, Research, and Reporting	Impact studies, community engagement metrics, and performance dashboards for accountability and transparency.	$250k – $350k	TMPWG / Universities
Total Estimated Annual Operating Cost		**$3.5 – $4.5 million**	

3. Economic, Cultural, and Tourism Impact

- **Creative Economy Growth:** The program is projected to generate $15–$20 million in local artist and fabricator contracts over its first five years.
- **Tourism Spending Impact:** Activated creative corridors and art trails are expected to increase visitor dwell time by 15–20% and spending by 8–10% in participating districts.
- **Public Art Installations:** Over 75 new creative placemaking and public art installations countywide within three years.
- **Community Engagement:** At least 5,000 residents annually participating in design, storytelling, and volunteer activities.
- **Brand Recognition:** Inclusion of Palm Beach County in national creative destination rankings (e.g., Americans for the Arts, Travel + Leisure).
- **Social Return on Investment:** For every $1 invested, an estimated $4 in community and tourism value is realized through beautification, social cohesion, and increased visitor activity.

Conclusion

Investing in a County-Wide Creative Placemaking and Public Art Program represents one of the most visible and unifying steps Palm Beach County can take to express its identity, creativity, and diversity. With a capital investment of $10.5–$12.8 million and annual operating costs of $3.5–$4.5 million, the initiative transforms public space into shared cultural experience, linking residents and visitors through art, storytelling, and place-based design.

By celebrating local artists and integrating creativity into tourism corridors, parks, and neighborhoods, the program will redefine how Palm Beach County looks, feels, and tells its story. Every mural, sculpture, and cultural marker becomes a point of pride and connection, showcasing the County's vibrancy and inclusivity.

Ultimately, this initiative is not just about aesthetics, it's about building belonging. Through creative placemaking, Palm Beach County will weave art and culture into the daily life of its communities, elevating its status as a world-class cultural destination that is both authentically local and globally inspiring.

I3. Explore International Tourism Readiness

Recommendation: Explore opportunities for tourism businesses to be better prepared to serve international guests, including currency practices, cultural norms, and visa/travel trends.

Rationale: International travelers expect culturally responsive service. Tourism readiness programs increase business products and services, and improve satisfaction among high-value global markets.

Issue / Opportunity: Enhancing International Market Readiness Across Palm Beach County's Tourism Sector

Palm Beach County is a globally recognized destination with strong potential to expand its international visitation, especially from key markets such as Europe, Latin America, and Canada. However, many tourism-serving businesses, including hotels, restaurants, attractions, retailers, and transportation providers, lack consistent training and preparedness to meet international visitor expectations.

Gaps include limited understanding of currency exchange practices, cultural and communication norms, visa and travel documentation requirements, multilingual resources, and payment technologies. These shortfalls can reduce satisfaction and repeat visitation among high-value international guests.

International travelers typically stay longer, spend more per trip, and engage deeply with local experiences. Strengthening Palm Beach County's readiness for these markets will enhance service quality, visitor satisfaction, and global competitiveness. Through training, coordination, and business support, this initiative can elevate the destination's reputation as a culturally fluent, welcoming, and internationally prepared tourism hub.

Objectives

1. Assess the international service readiness of tourism-serving businesses countywide.
2. Strengthen understanding of global cultural norms, travel logistics, and spending habits.
3. Support multilingual service, accessible payment systems, and culturally responsive hospitality.
4. Increase confidence among global travel trade partners and tour operators.
5. Improve visitor satisfaction, repeat visitation, and per-capita spending among international travelers.

Expected Outcomes

- Increased number of tourism-serving businesses demonstrating international visitor readiness.
- Improved satisfaction scores and repeat visitation rates among international guests.
- Expanded representation of Palm Beach County in international tour operator packages and marketing campaigns.
- Greater integration of global visitor preferences into tourism products and services.

- Enhanced reputation for hospitality excellence and cultural inclusivity.

Detailed Action Plan for Implementation

Phase 1: Assessment and Stakeholder Engagement (0–6 Months)

- Establish an International Readiness Advisory Group with representation from:
  - Discover The Palm Beaches
  - Palm Beach International Airport (PBIA)
  - Cultural Council for Palm Beach County
  - Local chambers of commerce and business councils
  - International tour operators, consulates, and travel advisors
- Conduct a Readiness Gap Analysis to identify:
  - Service and language training needs across business sectors.
  - Barriers to serving international visitors (currency, signage, menus, etc.).
  - Priority markets and cultural competency areas for focus.
- Develop an International Tourism Readiness Framework, outlining:
  - Core competencies for staff training (cultural sensitivity, communication styles).
  - Best practices in international transactions, gratuity customs, and customer service.
  - Resource templates for multilingual communication and travel logistics.

Phase 2: Training and Business Support (6–18 Months)

- Launch a Palm Beach County International Readiness Toolkit and offer:
  - In-person and online training modules for tourism businesses.
  - Cultural intelligence sessions led by international partners and embassies.
  - Resources on international travel regulations, health/safety protocols, and digital payment systems.
- Develop a Business Recognition Program to highlight “Internationally Ready” businesses through:
  - Certification or digital badges.
  - Inclusion in DTPB’s international marketing and travel trade materials.
  - Access to international trade shows, FAM trips, and global exposure opportunities.
- Provide technical assistance grants to help businesses implement readiness measures such as:
  - Multilingual signage and materials.
  - International payment system upgrades.
  - Translation and accessibility tools.

Phase 3: Promotion, Integration, and Evaluation (18–36+ Months)

- Promote Palm Beach County’s international readiness through:
  - DTPB’s participation in key global travel trade events (e.g., ITB Berlin, WTM London, La Cumbre).
  - Partnerships with airlines, consulates, and global travel influencers.
  - Multilingual marketing campaigns and digital content.
- Incorporate readiness-certified businesses into international itineraries and booking platforms.
- Conduct annual reviews and visitor feedback surveys to:

- Assess evolving travel trends and emerging international markets.
- Identify service performance improvements and new training needs.
- Refine content to include updates on visa procedures, payment systems, and cultural trends.

Lead Agencies

Tourism Master Plan Working Group (TMPWG)
Lead coordination, training program design, and integration of international readiness standards into destination marketing and trade strategies.

Partner Organizations and Roles

Organization / Agency	Role
Discover The Palm Beaches	Marketing and outreach
Cultural Council for Palm Beach County	Ensure cultural authenticity and inclusivity in training content.
Palm Beach International Airport (PBIA)	Provide traveler trend data and collaborate on improving arrivals experience.
Local Colleges and Hospitality Institutes	Deliver professional training and certification programs.
International Business Councils and Consulates	Validate cultural accuracy, provide resources, and facilitate partnerships.
Chambers of Commerce and Economic Development Agencies	Engage local businesses, promote program participation, and connect to trade opportunities.
Tour Operators and Travel Advisors	Offer market insights and help incorporate certified businesses into global itineraries.

Timing for Implementation

Phase	Timeline
Phase 1: Assessment and Stakeholder Engagement	Months 0–6
Phase 2: Training and Business Support	Months 6–18
Phase 3: Promotion and Evaluation	Months 18–36+

Key Performance Measures / Indicators of Success

Business Participation

- Number of businesses completing readiness assessments and training.
- Percentage of certified "Internationally Ready" businesses in major tourism districts.

Visitor Experience Metrics

- Improvement in international visitor satisfaction and Net Promoter Scores.
- Increase in repeat visitation and average length of stay.

Market and Economic Impact

- Growth in international visitor arrivals and expenditures.
- Increase in Palm Beach County's inclusion in international tour packages and marketing.
- Broadened diversity of international source markets.

Program Effectiveness

- Training satisfaction scores from participating businesses.
- Annual updates to training based on traveler feedback and market trends.

Upfront Investment and Ongoing Operating Costs

Implementing the **International Tourism Readiness Initiative** will require a modest but strategic investment in training infrastructure, business certification systems, multilingual resources, and global marketing integration. The initiative's value extends far beyond its direct costs, unlocking higher-spending visitor markets, improving service standards, and elevating Palm Beach County's reputation as a culturally fluent and globally connected destination.

1. Upfront Investment (Estimated Range: $4.0 – $5.5 million over three years)

Investment Category	Description	Estimated Cost Range	Timing
International Readiness Assessment & Framework Development	Countywide readiness audit, stakeholder workshops, gap analysis, and framework design including training standards and international benchmarking.	$600k – $800k	Year 1
Digital Platform & Certification System	Development of an online training portal, multilingual resources, certification and "Internationally Ready" digital badge program, and business directory integration.	$1.0 – $1.3 million	Years 1–2
Training Curriculum Development & Translation	Creation and translation of online/in-person training modules covering hospitality etiquette, cultural norms, and international service standards (in English, Spanish, Portuguese, French, and German).	$700k – $900k	Years 1–2

Investment Category	Description	Estimated Cost Range	Timing
Business Assistance and Micro-Grant Program	Financial support to help small and medium-sized tourism businesses upgrade systems (e.g., multilingual signage, digital payments, currency exchange access).	$1.0 – $1.2 million	Years 1–3
Global Marketing and Trade Activation Fund	Co-branded campaigns, participation in key international travel trade shows, and partnership promotions highlighting "Internationally Ready" businesses.	$700k – $900k	Years 2–3
Program Launch and Communication Campaign	Public relations, press events, toolkit distribution, and promotional content emphasizing Palm Beach County's readiness for global markets.	$400k – $600k	Year 2
Total Estimated Upfront Investment		**$4.0 – $5.5 million**	3-year implementation

Potential Funding Sources: Tourist Development Council (TDC) international marketing funds; Discover The Palm Beaches global promotion budget; partnerships with Visit Florida, Brand USA, and international consulates; workforce development grants; and potential sponsorships from airlines, credit card networks, and global travel platforms (e.g., Amex, Booking.com).

2. Operating Costs (Estimated Range: $1.8 – $2.3 million annually, ongoing)

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
Program Administration and Coordination	Dedicated program staff overseeing readiness training, business certification, and stakeholder engagement.	$400k – $500k	TMPWG / DTPB
Ongoing Training Delivery and Support	Annual refresh of online courses, live workshops, and new market updates.	$350k – $450k	Colleges / Workforce Partners
Marketing and Trade Engagement	Participation in international trade shows, FAM trips, influencer campaigns, and global digital content.	$400k – $500k	DTPB / TDC
Multilingual Resource and Translation Maintenance	Updating materials, signage templates, and digital guides to ensure accuracy and inclusivity.	$200k – $250k	Cultural Council / DTPB
Business Assistance Grants	Annual funding to maintain readiness tools, signage, and	$300k – $400k	TMPWG / Chambers of Commerce

Operating Category	Description	Estimated Annual Cost Range	Responsible Entity
	payment system integration for small businesses.		
Monitoring, Research, and Reporting	Visitor satisfaction tracking, market analysis, and program effectiveness reporting.	$150k – $200k	TMPWG / Research Vendors
Total Estimated Annual Operating Cost		**$1.8 – $2.3 million**	

3. Economic and Strategic Impact

- **High-Value Market Expansion:** International travelers spend an average of 1.7x more per trip than domestic visitors; readiness improvements could generate $80–$100 million in incremental annual visitor spending within five years.
- **Business Participation:** Target of 400–500 certified "Internationally Ready" businesses across hotels, attractions, and restaurants within three years.
- **Visitor Satisfaction Gains:** Projected 15–20% improvement in Net Promoter Scores among international guests.
- **Repeat Visitation Growth:** Expected 10% increase in repeat visitation from Latin America, Europe, and Canada.
- **Trade and Partnership Leverage:** Increased representation in international tour packages and expanded collaboration with 20+ global travel trade partners.
- **Brand Elevation:** Enhanced recognition of Palm Beach County as a premier international leisure destination, aligning with global hospitality standards while maintaining local authenticity.

Conclusion

Exploring International Tourism Readiness is a strategic investment in Palm Beach County's global competitiveness and long-term growth. With a capital investment of $4.0–$5.5 million and annual operating costs of $1.8–$2.3 million, this initiative equips local businesses with the cultural fluency, technical systems, and service standards required to welcome high-value international visitors with confidence and care.

By preparing the tourism sector for greater international engagement, through training, multilingual access, payment modernization, and global marketing partnerships, Palm Beach County will strengthen its reputation as a cosmopolitan yet authentically local destination.

The initiative will help transform every point of contact, from hotels and restaurants to museums and marinas, into a reflection of world-class hospitality that is inclusive, adaptable, and globally aware. In doing so, Palm Beach County will not only attract more international travelers but also earn their loyalty, positioning itself as a truly global destination defined by cultural intelligence and exceptional service.

Big Ideas for Transformative Impact

Introduction

To achieve long-term economic growth, Palm Beach County must boldly position itself as more than a beach destination by investing in game-changing projects that:

- Bridge existing tourism gaps
- Appeal to a wide range of demographics
- Generate sustained visitor demand
- Stimulate regional economic development
- Celebrate cultural and natural assets

There are 5 Big Ideas that have been recommended to move forward as a result of the research, stakeholder visioning workshop and the Steering Committee's consideration.

1. State-of-the-Art Indoor Multipurpose Sports Complex
2. Expand Convention Center and Develop Surrounding Assets
3. Bids for Large-Scale International Events (Regional Partner)
4. Flagship Immersive Experience Venue (Various Options)
5. High-Profile Venue / Experience in the Glades Region

There are also 5 Big Ideas that require further consideration as a result of the research, stakeholder visioning workshop and the Steering Committee's consideration.

6. Wellness Attraction (e.g. Therme USA)
7. World-Class Waterfront Events
8. Iconic Global Landmark
9. Sports & Entertainment Arena (including Equine)
10. Auto Racetrack

Big Ideas are visionary, high-impact concepts intended to redefine a destination's identity, draw new markets, and set the community apart within the regional and national tourism landscape. These ideas often require significant planning, collaboration, or investment, and tend to unfold over a longer-term horizon (5–10 years or more). Big Ideas go beyond incremental improvements to imagine flagship attractions or bold initiatives that could become icons of the destination.

For each of the Tourism Master Plan Big Ideas the following material documents the:

- Big Idea
- Economic Impact
- Overview
- Pros
- Cons
- Action Plan*
- Conclusion

*The Action Plan is articulated to responsibly explore, vet, and advance the Big Idea. This is written as a decision-ready roadmap, moving from concept validation to a clear go / no-go investment determination, while managing political, financial, and community risk.

1. State-of-the-Art Indoor Multipurpose Sports Complex

Big Idea

Construct a large, multi-use indoor sports complex capable of hosting regional, national, and international youth and amateur tournaments across a variety of sports, including:

- Volleyball, basketball, futsal, wrestling, gymnastics, pickleball, and cheerleading
- Climate-controlled facilities for year-round use
- Integrated with nearby hotels and restaurants

This would support sports tourism during Florida's hot and stormy seasons, provide a consistent tourism boost outside of peak months, and make Palm Beach County a top destination for families traveling for youth sports.

Economic Impact

High, youth and amateur sports generate significant room nights, restaurant revenue, and retail spending. With proper programming, the facility can be in use nearly 365 days a year, supporting jobs and small businesses.

Overview

Youth and amateur sports represent one of the fastest-growing segments of the tourism economy. Palm Beach County is well-positioned to capitalize on this trend with a state-of-the-art, multi-sport indoor complex. A facility capable of hosting regional, national, and international tournaments, across sports like volleyball, basketball, futsal, wrestling, gymnastics, cheerleading, and pickleball, would fill an important year-round need for families and teams seeking top-tier venues, especially during Florida's hot and rainy seasons.

Pros

1. High Volume, High Frequency Tourism

- Youth and amateur sports generate strong room-night demand from families, coaches, and officials, often traveling in groups and staying for multi-day events.
- Frequent, repeatable event cycles support weekend and off-peak travel, diversifying the tourism calendar.

2. Year-Round Economic Generator

- An indoor, climate-controlled facility is usable nearly 365 days per year, especially appealing during Florida's summer heat and stormy weather.
- Delivers consistent demand for hotels, restaurants, transportation, and retail regardless of season.

3. Family-Oriented Visitor Segment

- Sports travel is family-based and spending-friendly, attendees often dine out, shop, and visit attractions in between games or during extended stays.

- Enhances Palm Beach County's positioning as a safe, active, family-friendly destination.

4. Job Creation and Local Business Support

- Daily operations, concessions, security, event staff, programming, and maintenance support long-term employment.
- Creates vendor and supplier opportunities for local small businesses, from food services to apparel and equipment.

5. Facility Versatility

- Flexible design allows for hosting not only sporting events but also trade shows, community programs, camps, and festivals, maximizing usage and return on investment.
- Can be used by local schools, clubs, and recreation programs during downtime.

6. Public-Private Development Potential

- Strong candidate for public-private partnership models with hotel developers, sports marketing firms, or national youth sports organizations.

Cons

1. High Capital and Maintenance Costs

- Indoor sports complexes require significant upfront investment, particularly for quality flooring systems, lighting, seating, HVAC, and specialized equipment.
- Ongoing costs for staffing, insurance, utilities, and maintenance are considerable, especially with near-daily use.

2. Requires Robust Programming

- To remain profitable and active year-round, the facility must be aggressively marketed and programmed, this may require a dedicated management entity or third-party operator with deep experience.

3. Infrastructure and Site Requirements

- Needs ample space for the facility itself plus parking, drop-off zones, access roads, and potentially nearby lodging and dining.
- Poor site selection could cause traffic congestion or community pushback if not well-integrated into the surrounding area.

4. Competitive Landscape

- Several Florida counties have already developed similar facilities. Palm Beach County would need to differentiate through size, amenities, location, or partnerships to attract top-tier tournaments.

5. Potential for Uneven Utilization

- Heavy weekend and seasonal demand may not fully offset midweek or off-season lulls without supplemental uses like adult leagues, local school rentals, or fitness programming.

6. Environmental Considerations

- Large indoor venues have a notable energy footprint; integrating green design and operational sustainability will be important to align with community and county goals.

Action Plan *(Exploration & Pre-Development Phase)*

Phase 1: Strategic Framing & Internal Alignment
Timeframe: 0–3 months
Primary Goal: Establish clarity on why, for whom, and how big before spending real money.

1. Confirm Strategic Objectives
Define the core purpose of the facility:

- Peak-season relief vs. shoulder/off-season demand creation
- Tourism-first asset vs. hybrid tourism + community recreation
- Regional vs. national vs. international tournament focus

Key Outputs

- Written strategic intent statement
- Priority sports list (Tier 1, Tier 2, Tier 3)
- Target tournament calendar profile (weekends vs. midweek, youth vs. amateur)

2. Define the "Right-Sized" Facility Program
Establish preliminary assumptions:

- Total square footage range
- Number and type of courts/mats/floors
- Seating capacity (fixed vs. temporary)
- Ancillary components (warm-up space, training rooms, concessions, sports medicine)

Key Outputs

- Conceptual space program
- Preliminary facility sizing options (Small / Medium / Large scenarios)

3. Establish Governance & Decision Structure
Clarify leadership and accountability:

- Lead agency (County, TDC, authority, or nonprofit)
- Advisory roles (sports tourism experts, hoteliers, municipalities)
- Decision thresholds for advancing or stopping the project

Key Outputs

- Governance flowchart
- Decision gate framework

Phase 2: Market Demand & Competitive Assessment
Timeframe: 3–6 months
Primary Goal: Prove that *real demand exists* and can be captured competitively.

4. Commission a Sports Tourism Market Demand Study
This should include:

- National and regional youth/amateur sports trends
- Governing body requirements (court counts, layouts, certifications)
- Event owner and tournament operator interviews
- Event calendar gap analysis (what's underserved today)

Key Outputs

- Annual event demand projections
- Peak vs. off-peak utilization forecasts
- Sports-by-sport demand validation

5. Competitive Benchmarking

Assess peer and aspirational facilities:

- Florida and Southeast competitors
- Differentiators (size, amenities, hotel adjacency, pricing)
- Win/loss analysis from event organizers' perspective

Key Outputs

- Competitive positioning matrix
- Differentiation strategy options

6. Hotel & Visitor Impact Modeling

Quantify tourism upside:

- Room nights by event type
- Length of stay assumptions
- Ancillary spend (food, retail, attractions)

Key Outputs

- Annual and stabilized room-night projections
- Visitor spending estimates
- Tax revenue implications

Phase 3: Site Identification & Infrastructure Feasibility

Timeframe: 6–9 months

Primary Goal: Identify where this can actually work.

7. Site Screening & Shortlisting

Evaluate potential sites based on:

- Highway access & regional drive times
- Hotel adjacency (existing or planned)
- Available acreage and expandability
- Compatibility with surrounding land uses

Key Outputs

- Long list → short list of viable sites
- Site pros/cons matrix

8. Infrastructure & Access Review

Assess:

- Transportation and parking capacity
- Utilities (power, water, broadband)
- Storm resilience and flood risk
- Traffic and neighborhood impacts

Key Outputs

- High-level infrastructure feasibility memo
- Red flag identification

Phase 4: Financial & Delivery Model Analysis
Timeframe: 9–12 months
Primary Goal: Understand what it costs, who pays, and how it operates.

9. Capital Cost & Phasing Estimates
Develop order-of-magnitude costs:

- Construction
- FF&E and sports systems
- Site prep and infrastructure
- Contingency and escalation

Key Outputs

- Capital cost range by scenario
- Phasing options (build once vs. expand later)

10. Operating Pro Forma & Risk Analysis
Model:

- Staffing and management costs
- Programming and marketing expenses
- Maintenance and lifecycle costs
- Revenue streams (rentals, events, sponsorships, naming rights)

Key Outputs

- 10-year operating pro forma
- Break-even analysis
- Sensitivity testing (low / base / high demand)

11. Public-Private Partnership (P3) Evaluation
Explore delivery structures:

- County-owned / privately operated
- Joint development with hotel partner
- Third-party sports operator model
- Authority or nonprofit ownership

Key Outputs

- P3 model comparison
- Risk allocation framework
- Recommended delivery structure(s)

Phase 5: Stakeholder & Community Engagement
Timeframe: Parallel with Phases 3–4
Primary Goal: Build political and community durability.

12. Stakeholder Briefings
Engage:

- Municipal leaders
- Hotel and restaurant partners
- Sports organizations and leagues
- Tourism and economic development entities

Key Outputs

- Stakeholder feedback summary
- Partnership interest inventory

13. Community Outreach & Mitigation Planning

Address:

- Traffic and quality-of-life concerns
- Youth access and community benefits
- Environmental and sustainability commitments

Key Outputs

- Community benefit framework
- Sustainability and energy strategy principles

Phase 6: Go / No-Go Decision & Next Steps

Timeframe: 12–15 months

Primary Goal: Make a clear, defensible decision.

14. Consolidated Feasibility Report

Synthesize:

- Market demand
- Financial feasibility
- Site viability
- Governance and delivery options

Key Outputs

- Executive-level feasibility report
- Recommendation: Proceed / Pause / Stop

15. If "Go": Transition to Development Phase

Prepare for:

- Detailed design and engineering
- Operator RFP
- Developer solicitation
- Financing and approvals

Key Outputs

- Development action plan
- Procurement roadmap
- Preliminary project timeline

Conclusion

An indoor multipurpose sports complex offers strong, sustainable economic benefits by tapping into the booming youth sports travel market. It aligns well with Palm Beach County's goals of extending visitation year-round, supporting families, and creating new jobs. Success will depend on location, smart partnerships, diverse programming, and proactive operations planning. A market demand study and financial feasibility model are recommended next steps.

2. Expand Convention Center and Develop Surrounding Assets

Big Idea

Expanding the Palm Beach County Convention Center and developing its surrounding assets would elevate West Palm Beach into a vibrant, pedestrian-friendly hub for meetings, tourism, and cultural experiences. Anchored by a larger convention facility and a second full-service headquarters hotel, the area would feature seamless connections to The Square (CityPlace), the Kravis Center, and downtown attractions. Surrounding development could include chef-driven dining, outdoor gathering spaces, boutique retail, and public art, creating a lively, walkable environment that stays active day and night.

Enhanced connectivity through Brightline, trolleys, bike share, and airport shuttles, combined with sustainable urban design and green infrastructure, would make the convention area a model of modern mobility and climate-conscious planning. Together, these improvements would position West Palm Beach as a premier national and international destination for conventions, corporate meetings, and leisure travel.

Economic Impact

Very high, Expansion of the convention center and investment in the surrounding area could generate hundreds of millions in annual impact through increased event bookings, visitor spending, hotel occupancy, dining, retail, and new job creation. The project would strengthen Palm Beach County's competitiveness in the meetings and events industry while enhancing its year-round tourism economy.

Overview

The Palm Beach County Convention Center has firmly established itself as a key economic driver, but additional capacity and surrounding amenities are needed to reach its full potential. Expanding the convention center and developing adjacent assets, particularly a second headquarters hotel, would enable West Palm Beach to host larger conventions, multi-day corporate events, and national association meetings.

This investment would also activate the broader urban core, connecting existing assets such as The Square, the Kravis Center for the Performing Arts, and nearby restaurants and shops through improved pedestrian corridors, outdoor plazas, and cultural programming. A comprehensive approach that blends meetings, entertainment, and community spaces would transform the area into a destination in itself, supporting tourism growth and long-term downtown vitality.

Pros

1. **Significant Economic and Tourism Impact**
    - Expansion would increase convention bookings, generate hotel room nights, and boost visitor spending across hospitality, dining, and retail sectors.
    - Enhances weekday and off-season visitation, creating a more balanced and resilient tourism calendar.
2. **Elevates West Palm Beach's National Profile**
    - Positions the city among elite convention destinations such as Austin, Nashville, and Denver.
    - Attracts national and international events that drive media coverage and corporate investment.
3. **Strengthens Hospitality and Small Business Ecosystem**
    - Expands opportunities for local restaurants, shops, and event vendors.
    - Encourages partnerships with locally owned businesses, chefs, and artists.
4. **Creates a Walkable, Culturally Rich Environment**
    - Promotes a lively, mixed-use setting that connects the convention center with performing arts venues, dining, and retail.
    - Encourages visitors to explore nearby attractions, extending length of stay and local spending.
5. **Seamless Transit and Accessibility**
    - Builds on existing transit infrastructure, including Brightline, airport access, and downtown trolleys.
    - Reduces reliance on cars through multimodal mobility options and pedestrian-focused design.
6. **Year-Round Activation and Cultural Programming**
    - Incorporates arts, culinary, and entertainment experiences to keep the area active beyond convention hours.
    - Strengthens community engagement and enhances the visitor experience.
7. **Sustainability and Urban Resilience**
    - Integrates green infrastructure, energy-efficient design, and stormwater management into new development.
    - Positions West Palm Beach as a leader in sustainable urban planning and hospitality innovation.

Cons

1. **High Development Costs and Coordination Needs**
    - Expansion and infrastructure improvements will require substantial public and private investment.
    - Complex phasing and coordination will be necessary to minimize disruptions to ongoing operations.
2. **Limited Urban Land Availability**
    - Downtown development faces space constraints, zoning limitations, and high land acquisition costs.
    - Requires creative vertical or mixed-use design solutions to optimize footprint.

3. **Market Sensitivity and Event Volatility**
    - Convention demand can fluctuate with economic cycles or global travel trends.
    - Must ensure flexible space design and multi-purpose functionality to maintain long-term viability.
4. **Community and Equity Considerations**
    - Large-scale development must be balanced with community needs to prevent displacement and maintain accessibility.
    - Requires proactive engagement, workforce inclusion, and equitable development strategies.
5. **Infrastructure and Traffic Management**
    - Increased visitation will require upgrades to parking, wayfinding, and pedestrian networks.
    - Event coordination and mobility planning will be essential to avoid congestion during peak events.
6. **Regional Competition**
    - Faces competition from established Florida convention destinations such as Miami, Fort Lauderdale, and Orlando.
    - Must emphasize a distinctive experience, combining scale, walkability, and destination appeal, to stand out.

Action Plan *(Exploration & Pre-Development Phase)*

Core Geography:
West Palm Beach
Anchor Asset:
Palm Beach County Convention Center

Phase 1: Strategic Alignment & Vision Definition
Timeframe: 0–3 months
Primary Goal: Align County, City, and tourism leadership around what problem is being solved and how ambitious this should be.

1. Confirm Strategic Objectives
Clarify the primary drivers for expansion:

- Larger national association conventions?
- More citywide events?
- Stronger headquarters-hotel demand?
- Downtown placemaking and 18-hour activation?

Key Outputs

- Written expansion purpose statement
- Priority meeting segments (Tier 1–3)
- Target event profile (attendance size, duration, seasonality)

2. Define the Expansion & District Vision
Establish preliminary assumptions for:

- Additional exhibit space, ballroom, and breakout rooms
- Back-of-house, loading, and service circulation
- Integration with a second headquarters hotel
- Public realm enhancements (plazas, streetscapes, art, lighting)

Key Outputs

- High-level expansion program
- Convention district vision diagram
- Daytime + nighttime activation goals

3. Governance & Decision Framework
Confirm leadership roles across:

- County
- City
- Tourism and economic development partners
- Private developers and operators

Key Outputs

- Governance and approvals map
- Decision gates and escalation process

Phase 2: Convention Market Demand & Competitive Positioning
Timeframe: 3–6 months
Primary Goal: Prove that expanded space will book, and at what scale.

4. Commission a Convention & Meetings Market Study
Scope should include:

- Lost business analysis (events turned away today)
- Size thresholds preventing bookings
- Association, corporate, and SMERF demand
- Citywide and multi-hotel event potential

Key Outputs

- Incremental room-night demand
- Optimal expansion size range
- Event calendar utilization forecast

5. Competitive Benchmarking
Evaluate peers and aspirational markets:

- Florida competitors
- Walkable, urban convention districts nationwide
- Differentiators beyond square footage

Key Outputs

- Competitive positioning matrix
- Strategic differentiation narrative

Phase 3: Site, Design & Urban Feasibility
Timeframe: 6–9 months
Primary Goal: Understand how expansion actually fits downtown.

6. Physical Expansion & Site Feasibility
Assess options such as:

- On-site expansion
- Vertical solutions
- Adjacent or connected parcels
- Shared back-of-house solutions

Key Outputs

- Expansion scenarios (A/B/C)
- Development constraints analysis

7. District Connectivity & Placemaking Study
Evaluate pedestrian and experiential connections to:

- The Square
- Kravis Center for the Performing Arts
- Downtown dining, arts, and retail

Key Outputs

- Pedestrian and public-realm concept
- Activation and programming opportunities

Phase 4: Hotel, Mixed-Use & Real Estate Analysis
Timeframe: 9–12 months
Primary Goal: Validate private-sector feasibility.

8. Headquarters Hotel Feasibility
Analyze:

- Optimal room count and meeting space
- Brand positioning
- Timing and absorption
- Relationship to expanded convention demand

Key Outputs

- Hotel feasibility memo
- Phasing and delivery options

9. Surrounding Mixed-Use Development Assessment
Evaluate:

- Chef-driven dining potential
- Boutique retail
- Cultural and public art integration
- Office or residential synergies

Key Outputs

- Development opportunity matrix
- Public vs. private investment roles

Phase 5: Financial, Delivery & Risk Modeling
Timeframe: 12–15 months
Primary Goal: Understand cost, funding, and risk allocation.

10. Capital Cost & Phasing Estimates
Prepare order-of-magnitude costs for:

- Convention expansion
- Public realm improvements
- Infrastructure and utilities
- Sustainability features

Key Outputs

- Capital cost range
- Phased build strategy

11. Operating & Fiscal Impact Analysis
Model:

- Incremental operating costs
- Net fiscal impact (taxes, jobs, spending)
- Risk exposure during downturns

Key Outputs

- 10-year operating pro forma
- Sensitivity analysis

12. Public-Private Partnership (P3) Structures
Explore:

- Public convention expansion + private hotel
- Joint development agreements
- Tax-increment or district financing
- Naming rights and sponsorships

Key Outputs

- P3 options comparison
- Risk-sharing framework

Phase 6: Mobility, Sustainability & Community Integration
Timeframe: Parallel with Phases 3–5
Primary Goal: Ensure livability, access, and resilience.

13. Mobility & Access Study
Assess:

- Integration with Brightline
- Airport connectivity
- Trolleys, micromobility, bike share
- Event-day traffic management

Key Outputs

- Mobility improvement plan
- Wayfinding and access strategy

14. Sustainability & Equity Framework
Address:

- Green building and energy efficiency
- Stormwater and heat mitigation
- Workforce development
- Locally owned business participation

Key Outputs

- Sustainability commitments
- Community benefit framework

Phase 7: Go / No-Go Decision & Transition
Timeframe: 15–18 months
Primary Goal: Make a clear, defensible decision.

15. Consolidated Feasibility & Implementation Report
Synthesize:

- Market demand
- Financial feasibility
- Urban fit
- Delivery structures

Key Outputs

- Executive feasibility report
- Recommendation: Proceed / Phase / Pause

16. If "Go": Transition to Development
Prepare for:

- Design and engineering
- Developer and hotel RFPs
- Financing and approvals
- Construction phasing plan

Key Outputs

- Development action plan
- Procurement roadmap
- Implementation timeline

Conclusion

Expanding the Palm Beach County Convention Center and developing its surrounding assets presents a transformational opportunity for West Palm Beach. By combining world-class facilities with hospitality, culture, and sustainability, the area can become a leading convention destination that drives economic growth and civic pride.

Next steps include preparing a market demand and economic impact analysis, initiating a site and design feasibility study, exploring public-private partnership structures, and conducting a mobility and infrastructure assessment to guide phased implementation.

3. Bids for Large-Scale International Events (Regional Partner)

Big Idea

By partnering with Miami and Broward, Palm Beach County can position itself as the ideal overflow, training location, and venue for mega-events such as the FIFA World Cup, the Super Bowl, or the Olympic Games. This strategy would:

- Attract infrastructure investment
- Build global visibility
- Ensure long-term tourism benefits through legacy planning

Economic Impact

Extremely high, large events create short-term surges and long-term branding and infrastructure gains.

Overview

Large-scale international events such as the FIFA World Cup, Super Bowl, and Olympic Games generate extraordinary tourism, media attention, and long-term economic benefits. By collaborating with neighboring counties like Miami-Dade and Broward, Palm Beach County can serve as an ideal support hub, offering niche venues, training facilities, team accommodations, media staging, and overflow lodging. This cooperative approach allows Palm Beach County to share in the benefits of hosting without bearing the full infrastructure burden.

Pros

1. Global Visibility and Branding

- Affiliation with world-class events significantly raises Palm Beach County's international profile, helping reposition it as a globally relevant destination.
- Builds long-term tourism value through association with elite sporting and cultural events.

2. Strategic Infrastructure Investment

- Event-related upgrades (e.g., to transportation, venues, broadband, signage) have lasting benefits for residents and businesses.
- Opportunity to leverage state and federal funding tied to mega-event hosting.

3. Shared Risk, Shared Reward

- A regional partnership allows Palm Beach County to capture benefits with limited direct exposure to the high costs and risks of being a primary host.
- Maximizes use of existing hotels, venues, and amenities without needing to overbuild.

4. Immediate Economic Surge

- Hosting overflow fans, media, teams, and sponsors creates a surge in short-term hotel bookings, restaurant activity, and local spending.
- Creates thousands of temporary jobs in hospitality, security, transportation, and event logistics.

5. Long-Term Legacy Planning
- Allows Palm Beach County to develop lasting sports and tourism infrastructure, training facilities, and brand assets that outlive the event.
- Could lead to permanent relationships with international sports federations and organizations.

6. Enhanced Regional Collaboration
- Builds stronger ties with Miami and Broward, encouraging future joint initiatives in areas like transportation, marketing, and workforce development.

Cons

1. Limited Control Over Event Planning
- As a secondary or supporting location, Palm Beach County may have limited input on scheduling, branding, and media coverage.
- Risk of being overshadowed by primary host cities in public perception and media exposure.

2. Infrastructure Strain
- Even without hosting main events, an influx of visitors can stress local transportation, public safety, and hospitality systems, especially during peak periods.
- May require temporary facilities or services with limited post-event utility.

3. Investment Without Guarantee
- Event bids are highly competitive, and significant resources may be expended in planning without securing a winning bid.
- Timing and uncertainty of returns may pose budgeting challenges.

4. Displacement and Access Issues
- Large events can disrupt local life through road closures, increased security, and elevated costs for residents and businesses.
- Risk of short-term crowding and overbooking during key tourism seasons.

5. Risk of Overreliance on One-Time Events
- While large-scale events are impactful, they are episodic, their benefits must be tied to a sustainable, long-term tourism strategy.

Action Plan *(Exploration, Positioning & Readiness Phase)*

Primary Regional Partners:
- Miami-Dade County
- Broward County

Target Event Types:
- FIFA World Cup
- Super Bowl
- Olympic Games

Phase 1: Strategic Positioning & Role Definition
Timeframe: 0–3 months
Primary Goal: Clearly define how Palm Beach County adds value, without overcommitting capital or assuming primary-host risk.

1. Define the County's Mega-Event Role
Clarify the most competitive support functions:

- Team training bases and practice venues
- Athlete, official, and sponsor accommodations
- Media housing, staging, and broadcast support
- Fan overflow lodging and experiential programming

Key Outputs

- Official "Regional Support Hub" role statement
- Priority functions by event type
- Internal criteria for participation vs. opt-out

2. Asset & Capability Inventory
Conduct a rapid assessment of:

- Sports venues and training facilities
- Resort, luxury, and group-capable hotels
- Medical, wellness, and security resources
- Transportation access (highways, rail, airports)

Key Outputs

- Mega-event readiness asset map
- Gap analysis (temporary vs. permanent needs)

3. Governance & Decision Authority
Establish who decides:

- Whether to participate in a bid
- What resources are committed
- How risks and benefits are managed

Key Outputs

- Mega-event governance framework
- Approval thresholds and budget guardrails

Phase 2: Regional Alignment & Bid Readiness
Timeframe: 3–6 months
Primary Goal: Ensure Palm Beach County is plug-and-play ready for regional bids.

4. Formalize Regional Partnerships
Engage with:

- Host city bid committees
- State and regional tourism entities
- Transportation and public safety agencies

Key Outputs

- Memoranda of Understanding (MOUs)
- Defined responsibilities and cost-sharing principles

5. Mega-Event Fit Analysis (By Event Type)
Evaluate for each target event:

- Scale and duration of overflow demand
- Training and venue specifications

- Security and accreditation requirements
- Legacy alignment with County priorities

Key Outputs

- Event-by-event participation scorecard
- "Go / Conditional / No-Go" classifications

6. Legacy-First Positioning Strategy

Identify long-term benefits tied to participation:

- Sports facility upgrades with post-event use
- Transportation or wayfinding improvements
- International brand exposure and media assets
- Workforce and volunteer training programs

Key Outputs

- Legacy investment menu
- Long-term ROI narrative (beyond the event)

Phase 3: Infrastructure, Operations & Risk Assessment

Timeframe: 6–9 months

Primary Goal: Confirm that the County can absorb mega-event impacts without disruption or backlash.

7. Infrastructure & Capacity Stress Test

Assess:

- Hotel capacity under peak compression
- Transportation bottlenecks and surge management
- Emergency services and public safety readiness
- Temporary facility needs and costs

Key Outputs

- Capacity and stress-test report
- Mitigation strategies and contingency plans

8. Financial Exposure & Funding Strategy

Identify:

- One-time vs. recoverable costs
- State or federal funding opportunities
- Private-sector sponsorship or cost offsets

Key Outputs

- Event participation cost ranges
- Funding and reimbursement strategy

9. Community Impact & Mitigation Planning

Evaluate:

- Resident disruption and access issues
- Small business impacts
- Price escalation and displacement risks

Key Outputs

- Community impact mitigation plan
- Local business participation strategy

Phase 4: Marketing, Branding & Global Exposure
Timeframe: Parallel with Phases 2–3
Primary Goal: Convert participation into lasting global awareness.

10. Destination Branding Integration
Define how Palm Beach County appears in:
- Official bid materials
- Broadcast and media narratives
- Digital and social storytelling

Key Outputs
- Brand exposure playbook
- Visual and messaging standards

11. Fan & Cultural Programming Strategy
Develop:
- Watch parties and cultural festivals
- Culinary and arts activations
- Beach, wellness, and lifestyle experiences

Key Outputs
- Event-time activation plan
- Visitor dispersal strategy

Phase 5: Go / No-Go Decision & Playbook Creation
Timeframe: 9–12 months
Primary Goal: Make repeatable, disciplined decisions for future events.

12. Consolidated Mega-Event Participation Framework
Synthesize:
- Strategic fit
- Financial exposure
- Legacy value
- Community impact

Key Outputs
- Executive decision brief
- Recommendation: Participate / Limit / Decline

13. Create a Standing Mega-Event Playbook
Prepare for future opportunities:
- Pre-approved roles and budgets
- Rapid-response bid templates
- Partner contact lists and protocols

Key Outputs
- Mega-event readiness playbook
- Internal and external communication protocols

Conclusion

Partnering on bids for large-scale international events offers extremely high potential impact with a relatively low-risk entry point for Palm Beach County. It allows the region to gain global exposure, benefit from major tourism surges, and secure lasting infrastructure improvements, all while working collaboratively within a regional framework. Key next steps include identifying strategic venue assets, forming regional alliances, and aligning with long-range legacy planning goals.

4. Flagship Immersive Experience Venue (Various Options)

Big Idea

Create a one-of-a-kind digital art or immersive entertainment venue inspired by the Las Vegas Sphere or COSM that leverages:

- Advanced projection, AR/VR, and sound
- Rotating shows or environmental themes
- Day and nighttime programming
- Opportunities for local creative tech talent

This type of experience could become a signature indoor attraction for all ages, especially during inclement weather or off-peak seasons.

Economic Impact

High, these attractions generate strong attendance, press, and social media buzz, and can drive sustained repeat visitation.

Overview

A state-of-the-art immersive venue, inspired by attractions like the Las Vegas Sphere, COSM, or Meow Wolf, would position Palm Beach County at the cutting edge of digital arts and entertainment. This flagship attraction would combine projection mapping, AR/VR, sound, and interactive storytelling to deliver rotating shows and multi-sensory experiences for all ages. As a signature indoor destination, it offers strong appeal during off-peak seasons, inclement weather, and day-to-night programming, while creating a platform for local creative tech talent.

Pros

1. High Visitor Appeal and Marketability

- Immersive venues generate strong attendance and buzz due to their novelty, interactivity, and photo-friendly visuals.
- Ideal for families, tourists, school groups, and locals, creating year-round demand.

2. Strong Economic Impact

- Drives ticket sales, merchandise revenue, concessions, and group bookings, with potential for corporate sponsorships and private events.
- Encourages extended stays and secondary spending at nearby restaurants, hotels, and shops.

3. All-Weather, All-Season Attraction

- Indoor, climate-controlled venue offers a reliable option during hot, rainy, or stormy seasons, supporting Palm Beach County's tourism resilience.
- Especially valuable for keeping visitors engaged in the summer months or during unpredictable weather.

4. Platform for Creative Tech Talent
- Provides opportunities for local artists, animators, designers, musicians, coders, and producers to showcase work and develop immersive content.
- Encourages growth in the creative technology and experience design sectors, areas with high growth potential.

5. Versatile Programming
- Rotating shows and themes allow for seasonal tie-ins, educational exhibits, and brand collaborations.
- Can host live performances, special events, product launches, and artist takeovers, supporting repeat visitation.

6. Strong Social Media and PR Potential
- Immersive experiences are inherently "Instagrammable" and shareable, boosting organic marketing through user-generated content.
- Opens opportunities for press features, influencer campaigns, and branded partnerships.

7. Supports Cultural and Educational Goals
- Potential to integrate STEM, environmental, or local heritage themes, aligning with educational tourism and school partnerships.
- Can become a tool for interactive learning and community engagement.

Cons

1. High Capital Investment and Operating Costs
- Building a technically advanced immersive venue requires significant funding for infrastructure, technology, and creative production.
- Ongoing operating costs include IT support, security, content development, and maintenance.

2. Fast-Moving Industry with High Expectations
- Immersive entertainment is an evolving sector with rising guest expectations; staying current requires frequent content updates and tech upgrades.
- Risk of becoming outdated if not continuously refreshed.

3. Complex Talent and Vendor Needs
- Requires a cross-disciplinary team of technologists, creatives, and operations professionals to maintain high-quality experiences.
- May need to source specialized vendors or recruit national talent, especially in the early stages.

4. Zoning and Location Considerations
- Needs a central, accessible location with parking, transit access, and high visibility, preferably near other attractions or commercial hubs.
- Noise and light pollution concerns may arise depending on design and location.

5. Potential Community Concerns
- Some residents may view immersive entertainment as "frivolous" or overly commercial unless clear benefits to education, culture, or the local economy are communicated.
- May require a public engagement strategy to build support.

6. ROI Dependent on Strong Programming and Marketing
- The venue's success depends on sustained content innovation, brand partnerships, and destination marketing.
- Early underperformance could impact financial sustainability and investor confidence.

Action Plan *(Exploration, Concept Development & Feasibility Phase)*

Inspirational Benchmarks:

- Las Vegas Sphere
- COSM
- Meow Wolf

Phase 1: Strategic Intent & Concept Framing
Timeframe: 0–3 months
Primary Goal: Clearly define what kind of immersive experience this is, and what it is not.

1. Confirm Strategic Purpose
Align leadership on the venue's primary role:

- Signature tourism attraction vs. hybrid tourism + local venue
- Art-forward, entertainment-forward, or edutainment blend
- Mass-market appeal vs. premium / ticketed experience

Key Outputs

- Strategic intent statement
- Target audiences (tourists, locals, families, schools, corporate)
- Success metrics beyond attendance (PR, brand lift, repeat visitation)

2. Define the Experience Typology
Establish early direction across options such as:

- Fully immersive projection dome or sphere
- Walk-through digital art environments
- Mixed AR/VR + physical sets
- Rotating thematic exhibitions (nature, ocean, space, culture, music)

Key Outputs

- 2–3 viable concept typologies
- Daytime vs. nighttime programming logic
- Seasonal and rotating content strategy

3. Governance & Ownership Philosophy
Determine who leads and who partners:

- Publicly initiated vs. privately led concept
- Nonprofit cultural model vs. commercial entertainment model
- County role: owner, landlord, catalyst, or investor

Key Outputs

- Governance and ownership options
- Decision authority and risk tolerance framework

Phase 2: Market Demand & Visitor Feasibility
Timeframe: 3–6 months
Primary Goal: Validate real demand, not just novelty appeal.

4. Market & Attendance Demand Study
Analyze:

- Comparable immersive venues' attendance and pricing
- Drive-market and fly-market visitation potential
- Local repeat visitation and membership models
- School group, group sales, and private event demand

Key Outputs

- Attendance projections (year 1–5)
- Ticket pricing and yield scenarios
- Repeat visitation assumptions

5. Competitive & Differentiation Analysis
Evaluate:

- Florida and Southeast competitors
- Cultural, entertainment, and digital art overlaps
- Opportunities to anchor themes in Palm Beach County identity (coastal, nature, wellness, innovation)

Key Outputs

- Competitive positioning matrix
- Clear differentiation narrative

Phase 3: Site Selection & Physical Feasibility
Timeframe: 6–9 months
Primary Goal: Identify where this can succeed physically and experientially.

6. Site Typology & Location Screening
Assess potential locations based on:

- Visibility and iconic presence
- Transit, parking, and walkability
- Proximity to hotels, dining, and nightlife
- Zoning, height, and light constraints

Key Outputs

- Short list of viable sites
- Urban vs. destination-site comparison
- Preliminary footprint and height requirements

7. Building & Technology Feasibility
Evaluate:

- Structural requirements for projection and sound
- Power, cooling, and data needs
- Flexibility for future tech upgrades
- Noise and light spill mitigation

Key Outputs
- Technical feasibility memo
- High-level building systems requirements

Phase 4: Creative, Technology & Content Partnerships
Timeframe: Parallel with Phases 2–3
Primary Goal: Ensure content excellence and technical credibility.

8. Creative Partner & Operator Scan
Identify potential partners:
- Immersive content studios
- Experience designers and technologists
- Operators with proven ticketed attractions

Key Outputs
- Partner short list
- Local vs. national partnership opportunities

9. Local Creative Talent Integration Strategy
Design pathways for:
- Local artists, animators, musicians, coders
- University and STEM partnerships
- Artist-in-residence or rotating creator programs

Key Outputs
- Creative talent engagement framework
- Community and education alignment plan

Phase 5: Financial Feasibility & Delivery Models
Timeframe: 9–12 months
Primary Goal: Understand capital needs, operating risk, and ROI pathways.

10. Capital Cost & Phasing Estimates
Develop ranges for:
- Building and interior buildout
- Projection, sound, and interactive systems
- Content creation and refresh cycles
- Pre-opening and contingency costs

Key Outputs
- Capital cost scenarios (lean / base / iconic)
- Phasing or modular build options

11. Operating Pro Forma & Risk Analysis
Model:
- Staffing, IT, security, and maintenance
- Content refresh cadence and costs
- Revenue mix (tickets, merch, F&B, events, sponsorships)

Key Outputs
- 10-year operating pro forma
- Break-even and downside scenarios

12. Public-Private Partnership (P3) Structures
Evaluate:

- County-funded facility + private operator
- Fully private development with public incentives
- Nonprofit cultural hybrid with sponsorship support

Key Outputs

- P3 model comparison
- Risk allocation and return profiles

Phase 6: Community, Branding & Sustainability Alignment
Timeframe: Parallel with Phases 4–5
Primary Goal: Build broad support and long-term relevance.

13. Community Engagement & Messaging
Address:

- Cultural and educational value
- Workforce and creative economy benefits
- Quality-of-life considerations

Key Outputs

- Public engagement strategy
- Community benefit narrative

14. Branding, PR & Destination Integration
Plan for:

- Signature visual identity
- Social-media-first design moments
- Integration into County tourism marketing
- Influencer and press launch strategy

Key Outputs

- Brand and launch playbook
- Earned media strategy

15. Sustainability & Resilience Strategy
Incorporate:

- Energy-efficient systems
- Heat and storm resilience
- Digital-first content to reduce material waste

Key Outputs

- Sustainability commitments
- Green operations framework

Phase 7: Go / No-Go Decision & Advancement
Timeframe: 12–15 months
Primary Goal: Make a clear, defensible investment decision.

16. Consolidated Feasibility & Concept Report
Synthesize:

- Market demand
- Financial feasibility
- Site viability
- Creative and operational readiness

Key Outputs

- Executive feasibility report
- Recommendation: Proceed / Refine / Pause

17. If "Go": Transition to Development
Prepare for:

- Concept design and schematics
- Operator and creative RFPs
- Financing and approvals
- Construction and content development timeline

Key Outputs

- Development roadmap
- Procurement strategy
- Launch timeline

Conclusion

A flagship immersive experience venue presents a high-potential opportunity to differentiate Palm Beach County in the competitive entertainment and cultural tourism space. With the right creative and operational vision, it can become a must-see attraction, platform for local talent, and a year-round economic engine. Next steps include concept development, feasibility and site analysis, tech partnerships, and stakeholder engagement to evaluate funding models and identify a compelling thematic focus.

5. High-Profile Venue / Experience in the Glades Region

Big Idea

As part of the *Other Land Society* initiative, a high-profile, architecturally significant venue or experience could:

- Serve as a cultural and economic centerpiece for rural tourism
- Celebrate the region's agricultural, ecological, and cultural identity
- Offer immersive visitor experiences such as performances, exhibitions, or culinary events
- Draw regional, national, and international media attention
- Prioritize local partnerships and creative entrepreneurship

This concept aligns tourism development with rural revitalization, placemaking, and job creation objectives.

Economic Impact

High, a flagship venue with strong design and storytelling can redefine the region's image, attract new visitor segments, and anchor future investment in rural Palm Beach County.

Overview

As the signature attraction of the *Other Land Society* initiative, a high-profile venue in the Glades region would showcase the area's distinctive culture and landscape through an innovative, design-forward experience. The concept could take the form of a performance and cultural center, experiential museum, artist retreat, or nature-based architectural landmark, something that sparks curiosity and media attention while deeply rooted in local identity.
This destination would highlight the creativity, ecology, and agricultural heritage of the Glades, offering a platform for storytelling, education, and community engagement. By blending art, architecture, and local culture, it would position the region as a must-see destination for visitors seeking authentic, place-based experiences.

Pros

1. **Cultural and Placemaking Anchor**
    - Provides a defining landmark and storytelling hub for the Glades, linking culture, landscape, and community heritage.
    - Can feature rotating exhibitions, performances, or residencies that highlight local artists, farmers, and storytellers.
2. **High Tourism and Media Appeal**
    - A bold, visually striking destination would attract lifestyle media, influencers, and design enthusiasts.
    - Aligns with national trends toward experiential, Instagrammable, and educational travel.

3. **Year-Round Visitor Draw**
    - Offers both indoor and outdoor experiences, adaptable to seasonal conditions and weather patterns.
    - Can host festivals, night events, and curated programming that extend visitation beyond weekends.
4. **Rural Economic Catalyst**
    - Drives investment and visitation into the western communities, supporting restaurants, lodging, and retail nearby.
    - Provides opportunities for local employment, vendor partnerships, and event activation.
5. **Distinctive Destination Branding**
    - Becomes a visual and cultural icon for Palm Beach County's western region, comparable to sites like Marfa's art installations or Napa's di Rosa Center for Contemporary Art.
    - Strengthens Palm Beach County's identity as a destination for innovation, creativity, and sustainability.
6. **Education and Community Engagement**
    - Could include learning spaces or programs highlighting agriculture, sustainability, and local culture.
    - Serves as a gathering space for schools, local artists, and entrepreneurs.

Cons

1. **High Capital and Operating Costs**
    - A design-driven facility requires significant upfront investment in architecture, land, and infrastructure.
    - Long-term sustainability depends on diversified revenue streams, events, admissions, sponsorships, and partnerships.
2. **Location and Accessibility**
    - The Glades' remoteness poses transportation and perception challenges.
    - Success depends on improved road access, signage, and integration into broader visitor itineraries.
3. **Operational Complexity**
    - Requires professional management of programming, ticketing, and maintenance.
    - Ongoing content renewal is critical to avoid stagnation.
4. **Marketing and Awareness Barriers**
    - Strong marketing and storytelling are needed to build visitation beyond local audiences.
    - Must balance "exclusive" appeal with inclusive community participation.
5. **Community Alignment**
    - New development may raise concerns about scale, land use, or cultural sensitivity.
    - Requires proactive dialogue to ensure benefits flow to local residents and businesses.

Action Plan *(Exploration, Concept Development & Rural Feasibility Phase)*

Phase 1: Strategic Intent & Place-Based Vision
Timeframe: 0–3 months
Primary Goal: Establish what this landmark represents and who it is for, before locking in form, scale, or cost.

1. Confirm Strategic Purpose
Align County, regional, and community leadership on:

- Primary role: cultural anchor, experiential attraction, or hybrid
- Target markets: cultural travelers, design/media, education, regional residents
- Balance between tourism draw and community benefit

Key Outputs

- Written purpose and values statement
- Success metrics (media reach, jobs, local participation, visitation quality)

2. Define the Experience Typologies
Refine 2–3 viable concept paths, such as:

- Performance & Cultural Center (music, theater, storytelling)
- Experiential Museum / Living Landscape (agriculture, ecology, water)
- Artist Retreat + Public Pavilion (residencies, exhibitions, events)
- Architectural Landmark in Nature (iconic structure + programming)

Key Outputs

- Shortlisted concept typologies
- Day/night and indoor/outdoor programming logic
- Seasonal activation strategy

3. Governance & Ownership Philosophy
Clarify:

- Public vs. nonprofit vs. private leadership
- County's role (owner, land steward, catalyst, funder)
- Long-term stewardship and community oversight

Key Outputs

- Governance options memo
- Decision authority and risk tolerance framework

Phase 2: Community-First Engagement & Co-Creation
Timeframe: 3–6 months
Primary Goal: Build local ownership and avoid top-down placemaking.

4. Deep Community Listening
Engage residents, farmers, artists, educators, and business owners on:

- Desired stories to tell
- Concerns around land use, scale, and access
- Local talent and partnership opportunities

Key Outputs
- Community vision summary
- Principles for culturally respectful development

5. Local Partnership & Talent Mapping
Inventory:
- Local creatives, musicians, chefs, farmers
- Schools and workforce partners
- Regional nonprofits and cultural organizations

Key Outputs
- Partnership and vendor pipeline
- Local hiring and procurement framework

Phase 3: Site Selection & Rural Feasibility
Timeframe: 6–9 months
Primary Goal: Identify where this can succeed physically, environmentally, and symbolically.

6. Site Screening & Landscape Fit
Evaluate candidate sites for:
- Visibility and symbolic presence
- Environmental sensitivity and resilience
- Expandability and land stewardship
- Proximity to communities and corridors

Key Outputs
- Short list of feasible sites
- Environmental and land-use constraints memo

7. Access, Infrastructure & Wayfinding
Assess:
- Road access and visitor flow
- Parking, transit shuttles, and tour integration
- Signage, gateways, and arrival experience

Key Outputs
- Access and mobility concept
- Phased infrastructure needs assessment

Phase 4: Design, Storytelling & Experience Development
Timeframe: Parallel with Phases 2–3
Primary Goal: Ensure architectural and narrative excellence.

8. Design Vision & Architectural Approach
Explore:
- Commissioned or invited architect process
- Use of regional materials and climate-responsive design
- Indoor/outdoor integration

Key Outputs
- Design principles and precedents
- Conceptual massing and site diagrams

9. Storytelling & Programming Framework
Define:

- Core narrative themes (land, labor, water, creativity)
- Rotating exhibitions, festivals, and residencies
- Educational and intergenerational programming

Key Outputs

- Content and programming roadmap
- Annual activation calendar concept

Phase 5: Market Demand & Tourism Integration
Timeframe: 9–12 months
Primary Goal: Validate real visitation potential and itinerary fit.

10. Visitor Demand & Market Feasibility
Analyze:

- Cultural tourism demand
- Regional vs. overnight visitation
- Group tours, schools, and special events

Key Outputs

- Attendance scenarios
- Length-of-stay and dispersal impacts

11. Destination Integration Strategy
Plan integration with:

- Culinary trails and farm experiences
- Nature-based tourism
- Regional festivals and events

Key Outputs

- Itinerary and partnership map
- Cross-promotion strategy

Phase 6: Financial Feasibility & Delivery Models
Timeframe: 12–15 months
Primary Goal: Understand capital needs, operating sustainability, and funding pathways.

12. Capital Cost & Phasing Estimates
Develop ranges for:

- Land and site preparation
- Design-forward construction
- Exhibition, performance, and tech systems
- Contingency and escalation

Key Outputs

- Capital cost scenarios (modest / iconic / phased)

13. Operating Model & Revenue Mix
Model:
- Admissions, events, food & beverage
- Sponsorships, philanthropy, grants
- Residencies and educational programs

Key Outputs
- 10-year operating pro forma
- Break-even and downside analysis

14. Public-Private / Philanthropic Structures
Evaluate:
- Nonprofit cultural institution model
- Public land + private operator
- Naming rights and donor strategy

Key Outputs
- Delivery model comparison
- Risk and return allocation

Phase 7: Branding, Media & Legacy Strategy
Timeframe: Parallel with Phases 5–6
Primary Goal: Maximize national relevance and long-term impact.

15. Brand & Media Positioning
Develop:
- Iconic visual identity
- Architecture-as-storytelling approach
- National design, travel, and culture media outreach

Key Outputs
- Brand narrative and press strategy
- Launch and milestone PR plan

16. Legacy & Rural Revitalization Framework
Ensure:
- Workforce development pathways
- Small business incubation
- Long-term stewardship and reinvestment

Key Outputs
- Community benefit and legacy plan
- Performance metrics beyond visitation

Phase 8: Go / No-Go Decision & Advancement
Timeframe: 15–18 months
Primary Goal: Make a clear, values-aligned decision.

17. Consolidated Feasibility & Concept Report
Synthesize:

- Community alignment
- Market demand
- Site and design feasibility
- Financial sustainability

Key Outputs

- Executive feasibility report
- Recommendation: Proceed / Refine / Pause

18. If "Go": Transition to Development
Prepare for:

- Architect selection
- Design development
- Operator or nonprofit formation
- Funding commitments and approvals

Key Outputs

- Development roadmap
- Procurement and fundraising strategy
- Phased implementation timeline

Conclusion

A high-profile cultural or experiential landmark in the Glades region represents a transformative opportunity to connect Palm Beach County's agricultural and creative economies. By combining striking design, authentic storytelling, and local partnerships, this venue could redefine perceptions of the region and serve as a national model for rural placemaking. Next steps include concept refinement (e.g., arts campus, cultural center, performance venue), site feasibility, financial modeling, and robust community engagement to ensure shared ownership and sustainable success.

6. Wellness Attraction (e.g., Therme USA)

Big Idea

Attract and develop a large-scale, world-class wellness destination in Palm Beach County, similar to Therme USA, that blends thermal baths, spa amenities, fitness, water-based recreation, immersive art, and health-focused dining. This indoor-outdoor destination would appeal to locals and tourists seeking relaxation, rejuvenation, and holistic experiences, and serve as a year-round anchor attraction that integrates wellness, sustainability, and cultural programming.

Economic Impact

Very high, a major wellness attraction would generate hundreds of thousands of annual visits, support long-term job creation, catalyze nearby hospitality and retail growth, and position Palm Beach County as a national leader in wellness tourism with high-value, year-round spending.

Overview

Wellness tourism is a rapidly growing global market, driven by travelers seeking experiential, health-centered, and nature-connected destinations. A large-scale wellness resort or complex, modeled after destinations like Therme in Toronto, Bucharest, or the upcoming U.S. projects, would uniquely position Palm Beach County as a top-tier health and wellness destination. The facility could offer thermal pools, spa treatments, immersive art installations, saunas, yoga studios, wellness workshops, and family zones, with a focus on sustainable design and inclusive pricing models.

Pros

1. High-Volume, Year-Round Tourism

- Wellness attractions appeal to a wide audience, families, seniors, couples, and solo travelers, and can draw hundreds of thousands of annual visitors.
- Indoor and climate-controlled elements ensure year-round operations, especially during hot, rainy, or off-peak seasons.

2. Strong Alignment with Travel Trends

- Taps into booming global interest in health, longevity, mindfulness, and relaxation, especially among millennial and Gen Z travelers.
- Offers a distinctive alternative to theme parks or traditional spas, blending wellness with culture and entertainment.

3. High Per-Capita Spending

- Visitors to wellness destinations typically spend more on premium services, F&B, retail, and experiences, making it a high-yield market.

4. Catalyzes Hospitality and Real Estate Development

- Sparks demand for hotels, eco-resorts, boutique wellness accommodations, and adjacent mixed-use development.
- Can activate underutilized or transitional land parcels, especially near coastal or natural areas.

5. Job Creation and Local Business Support

- Supports a wide range of direct and indirect jobs, from therapists and hospitality workers to wellness product vendors and creatives.
- Potential for local supplier integration, including skincare, food, design, and sustainability solutions.

6. Destination Branding and National Media Visibility

- A high-profile wellness attraction can serve as a signature tourism asset that draws national attention, influencer coverage, and strategic partnerships.
- Helps position Palm Beach County as a leader in healthy, balanced, and sustainable lifestyles.

Cons

1. High Capital Investment

- Large-scale wellness facilities like Therme require hundreds of millions in development costs, including infrastructure, water systems, architecture, and technology.
- Requires significant public-private partnership or foreign direct investment to bring to fruition.

2. Infrastructure and Access Needs

- Must be easily accessible by transit, highway, and airport, and ideally located near complementary amenities like hotels and attractions.
- May require zoning adjustments, parking facilities, and road upgrades.

3. Regulatory and Environmental Considerations

- Water-based amenities must comply with state and federal environmental, health, and safety regulations.
- Sustainability goals must align with coastal resilience and water conservation priorities.

4. Market Education and Differentiation

- U.S. consumers may be less familiar with the European-style thermal wellness model, requiring brand positioning and experiential storytelling.
- Needs to differentiate from spas and resorts already operating in South Florida.

5. Community Expectations

- Must ensure equitable access and community benefit, avoiding the perception that it's exclusively for luxury travelers.
- Could face pushback on land use, traffic, or affordability if not designed with public input.

Action Plan *(Exploration, Investment Recruitment & Feasibility Phase)*

Wellness Model Characteristics

- Thermal baths & saunas (indoor/outdoor)
- Spa & recovery, fitness, yoga, and mindfulness
- Family zones + adult-only areas
- Immersive art & nature integration
- Health-forward dining & retail
- Climate-resilient, energy-efficient design

Phase 1: Strategic Alignment & Wellness Positioning
Timeframe: 0–3 months
Primary Goal: Align leadership on why wellness, for whom, and at what scale.

1. Define the County's Wellness Value Proposition
Clarify:

- Tourism-first anchor vs. hybrid tourism + resident amenity
- Target segments (locals, regional drive, fly-in wellness travelers)
- Relationship to existing spa/resort ecosystem (complement, not compete)

Key Outputs

- Wellness tourism positioning statement
- Target market hierarchy and seasonality goals
- Success metrics beyond attendance (yield, length of stay, brand lift)

2. Establish the Preferred Wellness Typology
Confirm direction across options such as:

- European-style thermal complex (day-use + memberships)
- Resort-adjacent wellness anchor
- Standalone destination with mixed-use halo (hotel, retail, trails)

Key Outputs

- Shortlist of 2–3 viable wellness models
- Day/night and family/adult zoning logic
- Inclusivity and pricing principles

3. Governance & County Role
Determine:

- County posture (recruiter, land steward, incentive partner)
- Risk tolerance and investment guardrails
- Long-term oversight and community accountability

Key Outputs

- Governance and decision framework
- Investment principles and red lines

Phase 2: Market Demand & Economic Feasibility
Timeframe: 3–6 months
Primary Goal: Prove sustained demand and high-yield economics.

4. Commission a Wellness Market Demand Study
Analyze:

- National and regional wellness travel trends
- Comparable facilities' visitation, pricing, and mix
- Local/regional membership potential
- Corporate retreats, medical tourism adjacencies

Key Outputs

- Annual visitation projections (Year 1–10)
- Pricing and yield scenarios
- Seasonality and capacity utilization

5. Economic & Fiscal Impact Modeling
Quantify:

- Direct and indirect spending
- Job creation and wage profiles
- Hotel and mixed-use spin-off demand
- Tax and fee generation

Key Outputs

- Net economic impact ranges
- Fiscal ROI to County and municipalities

Phase 3: Site Identification & Suitability
Timeframe: 6–9 months
Primary Goal: Identify where this can succeed physically and politically.

6. Site Screening & Shortlisting
Evaluate candidate sites based on:

- Acreage and expandability
- Access (highways, airport, transit)
- Utilities (power, water, wastewater)
- Environmental constraints and resilience
- Proximity to hotels and attractions

Key Outputs

- Long list → short list of viable sites
- Site pros/cons and fatal-flaw analysis

7. Infrastructure & Environmental Feasibility
Assess:

- Water sourcing, treatment, and reuse
- Energy systems (geothermal, solar, heat recovery)
- Storm resilience, floodplain, and heat mitigation
- Traffic, parking, and visitor flow

Key Outputs

- Infrastructure readiness memo
- Environmental compliance pathway

Phase 4: Investment Recruitment & Partnerships
Timeframe: Parallel with Phases 2–3
Primary Goal: Secure credible operators and capital.

8. Global Operator & Investor Outreach
Engage:

- Established wellness developers/operators
- Institutional and impact investors
- Hospitality and real-estate partners

Key Outputs

- Confidential operator short list
- Indicative interest and site preferences

9. Incentives & Deal Structuring
Evaluate:

- Land contribution or long-term ground lease
- Infrastructure participation
- Performance-based incentives
- Sustainability and workforce incentives

Key Outputs

- Incentive toolkit and thresholds
- Deal structures by site and model

Phase 5: Design, Programming & Differentiation
Timeframe: 9–12 months
Primary Goal: Ensure **Palm Beach County-specific differentiation**.

10. Design & Experience Framework
Define:

- Climate-responsive architecture
- Indoor/outdoor sequencing
- Art, landscape, and water integration
- Quiet vs. social zones

Key Outputs

- Design principles and massing concepts
- Guest journey map

11. Programming & Cultural Integration
Plan:

- Wellness festivals and retreats
- Art, music, and immersive installations
- Educational workshops (nutrition, longevity, mindfulness)
- Family learning and play

Key Outputs

- Annual programming calendar concept
- Partnerships with local creatives and educators

Phase 6: Financial Feasibility & Operating Model
Timeframe: 12–15 months
Primary Goal: Validate bankability and long-term sustainability.

12. Capital Cost & Phasing
Estimate:

- Land and site works
- Thermal pools and water systems
- Buildings, interiors, and art
- Pre-opening and contingencies

Key Outputs

- Capital ranges (base / iconic / phased)
- Expansion and modular options

13. Operating Pro Forma & Risk Analysis
Model:

- Staffing and specialized labor
- Utilities and lifecycle costs
- Revenue mix (admissions, memberships, spa, F&B, retail)
- Downside scenarios and break-even

Key Outputs

- 10-year operating pro forma
- Sensitivity and risk mitigation plan

Phase 7: Community, Equity & Sustainability Alignment
Timeframe: Parallel with Phases 5–6
Primary Goal: Build durable public support.

14. Community Access & Benefit Strategy
Address:

- Resident pricing and access
- Workforce development and training
- Local vendor and supplier inclusion

Key Outputs

- Community benefits framework
- Local hiring and procurement plan

15. Sustainability & Health Leadership
Commit to:

- Water conservation and reuse
- Renewable energy and efficiency
- Biodiversity and landscape stewardship
- Health, safety, and accessibility standards

Key Outputs

- Sustainability commitments and metrics
- Third-party certifications pathway

Phase 8: Go / No-Go Decision & Advancement
Timeframe: 15–18 months
Primary Goal: Make a clear, defensible investment decision.

16. Consolidated Feasibility & Recruitment Report
Synthesize:

- Market demand and economics
- Site and infrastructure readiness
- Investor/operator interest
- Community alignment

Key Outputs

- Executive feasibility report
- Recommendation: Proceed / Refine / Pause

17. If "Go": Transition to Development
Prepare for:

- Exclusive negotiations with operator
- Land control and entitlements
- Design development
- Financing and approvals

Key Outputs

- Development roadmap
- Procurement and entitlement timeline
- Target opening window

Conclusion

Attracting a global wellness brand like Therme USA presents a transformational opportunity to elevate Palm Beach County's tourism economy while advancing goals around health, sustainability, and placemaking. With strong market alignment and economic upside, this attraction could become a year-round anchor destination that complements existing offerings and enhances resident well-being. Next steps include a site suitability study, market demand analysis, investment recruitment strategy, and alignment with broader tourism and health initiatives.

7. World-Class Waterfront Events

Big Idea

Palm Beach County's waterfronts offer one of the most exceptional stages in the world for large-scale, world-class events. With its vibrant marine industry, international reputation, and year-round climate, the county can position itself as a global leader in signature waterfront events, from international regattas and luxury lifestyle showcases to major music, culinary, and cultural festivals.

These events would not only highlight the county's natural beauty and maritime heritage but also elevate its global profile, attract high-value visitors, and drive tourism across all seasons. By leveraging public spaces, marinas, and coastal venues, Palm Beach County can deliver experiences that rival Monaco, Miami, and Sydney, without requiring large-scale new development.

Economic Impact

Very high, A robust calendar of world-class waterfront events could generate hundreds of millions of dollars annually in visitor spending, hospitality revenue, sponsorships, and media exposure. Such events strengthen Palm Beach County's position as a premier destination for luxury travel, entertainment, and recreation while supporting thousands of jobs across tourism, events, and the creative industries.

Overview

Palm Beach County's coastline is one of its defining assets yet remains underutilized as a platform for global-scale experiences. A focused program of signature waterfront events would transform the area into a year-round showcase of sport, culture, and creativity. These events could include international sailing competitions, boat shows, beach concerts, art installations, culinary festivals, and wellness gatherings, each designed to celebrate the region's connection to the ocean while generating broad community and economic benefits.

By prioritizing design excellence, sustainability, and inclusivity, Palm Beach County's waterfront events can embody both sophistication and local authenticity, offering something distinctive from nearby destinations while enhancing civic pride and international visibility.

Pros

1. **Global Visibility and Economic Growth**
    - Signature waterfront events attract international visitors, sponsors, and media coverage.
    - Deliver sustained economic impact through hotel stays, dining, transportation, and retail spending.

2. **Year-Round Tourism Activation**
    - Encourages steady visitation through a balanced calendar of events across seasons.
    - Combines large international events with smaller, community-driven festivals and cultural experiences.
3. **Strengthens the County's Global Brand**
    - Positions Palm Beach County as a sophisticated, world-class destination for marine and lifestyle events.
    - Reinforces its image of luxury, creativity, and natural beauty through televised and digital storytelling.
4. **Community and Cultural Enrichment**
    - Builds civic pride by hosting events that residents can enjoy alongside international guests.
    - Offers inclusive experiences with art, music, and wellness components open to the public.
5. **Supports Marine and Creative Industries**
    - Leverages existing strengths in yachting, event production, design, and hospitality.
    - Creates business and workforce opportunities for local event producers, artists, and vendors.
6. **Sustainability and Stewardship Showcase**
    - Provides a platform to model sustainable event practices, marine conservation, and ocean awareness.
    - Promotes Palm Beach County as a leader in environmentally responsible tourism.

Cons

1. **Complex Logistics and Coordination**
    - Large waterfront events require coordination among multiple jurisdictions, agencies, and private partners.
    - Event scheduling must balance tourism goals with community impacts and access.
2. **High Production and Security Costs**
    - Major international events demand significant operational budgets, staging infrastructure, and safety measures.
    - Financial success depends on sponsorships, ticketing, and strong marketing.
3. **Environmental Sensitivity**
    - Events must be planned to protect coastal ecosystems, manage waste, and reduce emissions.
    - Requires careful site management to prevent damage to dunes, vegetation, and marine habitats.
4. **Access and Infrastructure Constraints**
    - Increased visitation will require enhanced transportation, parking, and pedestrian connectivity.
    - Water taxi systems, shuttle routes, and clear wayfinding can help reduce congestion.

5. **Participation Considerations**
    - Must ensure that events are accessible and welcoming to all residents, not only luxury audiences.
    - Community programming and free public events should be integrated into the calendar.
6. **Regional Competition**
    - Palm Beach County must differentiate itself through event quality, creativity, and sustainability to stand out among Florida's major coastal destinations.

Action Plan *(Strategy Development, Event Curation & Delivery Readiness Phase)*

Strategic Benchmark Destinations (Aspirational):
Monaco · Miami · Sydney

Phase 1: Strategic Intent & Waterfront Vision
Timeframe: 0–3 months
Primary Goal: Define what kind of waterfront destination Palm Beach County wants to be, and how events reinforce that identity.

1. Establish the Waterfront Events Vision
Align County, municipal, and tourism leadership on:
- Desired global positioning (luxury, culture, sustainability, access)
- Balance between marquee international events and community festivals
- Role of events in year-round tourism activation

Key Outputs
- Waterfront events vision statement
- Guiding principles (quality, stewardship, inclusion, design excellence)
- Success metrics (economic impact, media reach, resident participation)

2. Define Priority Event Categories
Identify and prioritize event types such as:
- Marine & Yachting: regattas, superyacht showcases, heritage boat festivals
- Lifestyle & Culture: music, art, fashion, culinary, wellness
- Signature Hybrids: multi-disciplinary events blending water, art, and performance

Key Outputs
- Tiered event category framework (Anchor / Signature / Community)
- Seasonal fit and audience profiles for each category

3. Governance & Delivery Model
Clarify:
- Lead coordinating entity (County, authority, or nonprofit)
- Municipal roles and permitting pathways
- Private producer and sponsor engagement model

Key Outputs
- Governance and approvals map
- Event ownership and accountability framework

Phase 2: Asset Mapping & Site Readiness
Timeframe: 3–6 months
Primary Goal: Understand where world-class events can actually happen, safely and sustainably.

4. Waterfront Asset & Venue Inventory
Assess:

- Public waterfront parks and beaches
- Marinas, ports, and working waterfronts
- Urban waterfront promenades and plazas
- Offshore and near-shore event zones

Key Outputs

- Countywide waterfront event asset map
- Capacity, constraints, and use-case matrix

5. Site Suitability & Environmental Screening
Evaluate each priority site for:

- Environmental sensitivity and protections
- Crowd capacity and safety
- Noise, light, and marine impacts
- Event frequency tolerance

Key Outputs

- Site suitability scorecards
- Environmental "red flag" and mitigation guidance

Phase 3: Market Demand & Event Feasibility
Timeframe: 6–9 months
Primary Goal: Confirm which events will draw global attention and high-value visitation.

6. Event Market & Competitive Analysis
Analyze:

- Comparable international waterfront events
- Audience draw, sponsorship levels, and media reach
- White-space opportunities not served by nearby destinations

Key Outputs

- Event-by-event feasibility matrix
- Differentiation and positioning narrative

7. Economic & Fiscal Impact Modeling
Estimate:

- Visitor volumes and length of stay
- Hotel, dining, and retail spending
- Sponsorship and ticket revenue
- Public service and operating costs

Key Outputs

- Net economic impact ranges by event type
- ROI and risk profiles

Phase 4: Event Portfolio & Calendar Development
Timeframe: 9–12 months
Primary Goal: Create a balanced, multi-year waterfront events calendar.

8. Curate a Signature Event Portfolio
Design:

- 1–2 Anchor Events (global media reach)
- 3–5 Signature Events (regional/national draw)
- Ongoing Community & Cultural Events

Key Outputs

- 3-year event portfolio roadmap
- Seasonal and geographic distribution plan

9. Design, Production & Experience Standards
Set expectations for:

- Event design and staging quality
- Waterfront integration and sightlines
- Guest experience, hospitality, and accessibility

Key Outputs

- Waterfront event design guidelines
- Production quality benchmarks

Phase 5: Sponsorship, Funding & Partnerships
Timeframe: Parallel with Phases 3–4
Primary Goal: Ensure financial sustainability and brand alignment.

10. Sponsorship & Revenue Strategy
Identify:

- Global and regional brand partners
- Naming rights and presenting sponsorships
- VIP hospitality and premium experiences

Key Outputs

- Sponsorship inventory and valuation
- Revenue mix targets (public / private / earned)

11. Public-Private Partnership Structures
Evaluate:

- County-seeded events with private producers
- Fully privately produced events with public facilitation
- Nonprofit or authority-led signature events

Key Outputs

- Delivery model comparison
- Risk-sharing and cost-recovery framework

Phase 6: Logistics, Mobility & Operations
Timeframe: Parallel with Phases 4–5
Primary Goal: Deliver world-class execution with minimal disruption.

12. Mobility & Access Planning
Plan for:

- Multimodal access (shuttles, water taxis, micromobility)
- Event-day traffic and parking management
- Wayfinding and arrival experience

Key Outputs

- Event mobility playbook
- Inter-agency coordination protocols

13. Safety, Security & Marine Operations
Address:

- Crowd management and emergency response
- Marine traffic control and safety zones
- Weather and contingency planning

Key Outputs

- Safety and operations standards
- Event permitting checklist

Phase 7: Sustainability, Equity & Community Integration
Timeframe: Ongoing
Primary Goal: Make waterfront events responsible, inclusive, and community-supported.

14. Sustainable Event Framework
Commit to:

- Zero-waste and plastics reduction
- Marine and coastal protection measures
- Energy-efficient staging and transport

Key Outputs

- Sustainable waterfront events toolkit
- Environmental monitoring protocols

15. Community Access & Inclusion Strategy
Ensure:

- Free or low-cost public components
- Local artist, vendor, and workforce participation
- Resident communication and benefit sharing

Key Outputs

- Community participation plan
- Local business integration framework

Phase 8: Go / No-Go Decisions & Launch
Timeframe: 12–18 months
Primary Goal: Move from strategy to signature event delivery.

16. Consolidated Waterfront Events Strategy
Synthesize:

- Event portfolio and calendar
- Financial and operational readiness
- Environmental and community alignment

Key Outputs

- Executive waterfront events strategy
- Recommendation: Launch / Phase / Refine

17. If "Go": Implementation & First-Wave Events
Prepare for:

- Producer selection and contracts
- Sponsorship sales and marketing
- Permitting, logistics, and communications
- Pilot or inaugural events

Key Outputs

- Event launch roadmap
- First-wave implementation timeline

Conclusion

A signature series of world-class waterfront events would redefine Palm Beach County's presence on the global stage, turning its coastline into a living showcase for sport, art, and culture. By focusing on exceptional production, environmental leadership, and inclusive community participation, these events would strengthen the local economy, build international prestige, and celebrate the county's unique relationship with the water.

Next steps include developing a multi-year waterfront events strategy, identifying anchor events for international visibility, and forming public-private partnerships to manage logistics, sponsorships, and sustainable operations.

8. Iconic Global Landmark

Big Idea

Design and construct an iconic, visually striking, and instantly recognizable structure in Palm Beach County, comparable to landmarks like The Bean (Chicago), High Line (New York), the Eiffel Tower (Paris), Big Ben (London), or the Sydney Opera House. The goal is to create a signature attraction that defines the county's identity, draws visitors from around the world, and becomes a magnet for photography, social media, events, and civic pride.

Economic Impact

Very high, a truly iconic structure could generate millions of visits annually, elevate Palm Beach County's global profile, stimulate visitor spending in hospitality, retail, and attractions, and deliver long-term branding and economic development returns far beyond initial construction costs.

Overview

Around the world, signature landmarks have helped transform cities into global destinations. These structures not only anchor tourism but also symbolize the spirit and aspirations of a place. Palm Beach County, while rich in natural beauty and lifestyle appeal, lacks a single architectural or sculptural feature that is immediately recognized worldwide. An iconic, instagrammable structure, designed by a world-class architect or artist, would fill this gap, creating an enduring destination asset that connects residents and visitors to a shared identity and offers constant engagement opportunities.

Pros

1. Major Tourism Magnet
- Iconic landmarks drive consistent visitation and can anchor itineraries, tours, festivals, and brand campaigns.
- Becomes a must-visit site for domestic and international tourists, encouraging longer stays and secondary exploration.

2. Elevates Global Branding
- Positions Palm Beach County alongside global cities recognized by their iconic structures, enhancing its stature on the world stage.
- Becomes a symbol of innovation, creativity, and place identity.

3. Stimulates Surrounding Economic Development
- Landmarks often catalyze investment in adjacent parks, public spaces, hotels, restaurants, galleries, and retail.
- Creates opportunities for vendor kiosks, pop-up markets, food and beverage offerings, and special events.

4. Enhances Civic Pride and Community Identity
- Offers residents a visual and cultural anchor that fosters pride and a deeper connection to their home region.
- Can host community events, light shows, or performances tied to the structure itself.

5. Instagram and Social Media Amplification
- Photo-friendly design ensures viral marketing across social media platforms, attracting younger demographics and influencers.
- Generates free, organic media exposure through selfies, travel features, and lifestyle content.

6. Versatility for Programming
- The structure can serve as a venue for concerts, exhibitions, temporary art installations, and light mapping shows, extending its value beyond static attraction.
- Can incorporate interactive elements, augmented reality experiences, or educational features.

Cons

1. High Initial Cost
- World-class landmark structures require major investment in design, engineering, materials, and public space integration.
- Total costs vary widely depending on ambition, ranging from tens of millions to over $100 million.

2. Design and Execution Risk
- Success depends heavily on visionary design and execution, poorly conceived or politically compromised projects risk ridicule rather than acclaim.
- Requires selection of top-tier architects, artists, and engineers, potentially through an international design competition.

3. Maintenance and Operational Costs
- Ongoing maintenance, security, lighting, and programming costs must be factored into the long-term plan.
- Needs a dedicated operational budget or revenue streams (e.g., sponsorships, licensing, events).

4. Site Selection Challenges
- Requires a high-visibility, accessible location that can support large volumes of visitors while enhancing, not disrupting, surrounding communities.
- Infrastructure needs include parking, transit access, landscaping, and public amenities.

5. Community and Aesthetic Concerns
- Not all residents may initially support the project; public engagement is critical to build enthusiasm and avoid controversy.
- The structure must resonate with local character while reaching global appeal, a delicate balancing act.

6. Potential for Underperformance
- If the landmark fails to capture imagination or is poorly marketed, it risks becoming an expensive underused asset.
- Strong branding, launch strategy, and integration into the broader tourism narrative are essential.

Action Plan *(Visioning, Design Excellence & Feasibility Phase)*

Aspirational Benchmarks (Global):
Cloud Gate (The Bean) · High Line · Eiffel Tower · Sydney Opera House

Phase 1: Strategic Intent & Identity Definition
Timeframe: 0–3 months
Primary Goal: Define what the landmark represents and why it must exist here.

1. Establish the Landmark's Purpose
Align leadership and community on:

- Symbolism (nature, water, creativity, optimism, sustainability)
- Role (tourism magnet, civic icon, event platform, public art)
- Scale of ambition (iconic but context-sensitive)

Key Outputs

- Landmark purpose and values statement
- Success metrics (visitation, media reach, resident pride, adjacent investment)

2. Define the Landmark Typologies
Shortlist 2–3 viable forms:

- Sculptural Icon (monumental, walk-up, photo-centric)
- Experiential Structure (enterable, view decks, interactive)
- Landscape-Architecture Hybrid (park + structure)
- Light/Media Landmark (dynamic, programmable, nighttime presence)

Key Outputs

- Typology comparison with pros/cons
- Day/night and event-use logic

3. Governance & Stewardship Philosophy
Clarify:

- Public ownership vs. nonprofit trust
- Long-term maintenance and programming responsibility
- Insulation from political design compromise

Key Outputs

- Governance and stewardship framework
- Decision authority and design protection principles

Phase 2: Site Identification & Urban/Natural Fit
Timeframe: 3–6 months
Primary Goal: Identify where an icon belongs, visually, socially, and environmentally.

4. Site Screening & Shortlisting
Evaluate candidate sites for:

- Visibility and sightlines (land/water/air)
- Access (transit, parking, walkability)
- Capacity for crowds and events
- Compatibility with surrounding neighborhoods and landscapes

Key Outputs

- Long list → short list of 2–3 sites
- Site pros/cons and fatal-flaw analysis

5. Infrastructure & Environmental Feasibility

Assess:

- Utilities and power for lighting/media
- Floodplain, wind, and storm resilience
- Environmental sensitivity and mitigation

Key Outputs

- Site feasibility memos
- Infrastructure readiness and cost flags

Phase 3: Global Design Competition Framework

Timeframe: 6–9 months

Primary Goal: Secure world-class design excellence.

6. Design Competition Strategy

Determine:

- Open international competition vs. invited shortlist
- Selection criteria (vision, feasibility, maintenance, inclusivity)
- Jury composition (global experts + local voices)

Key Outputs

- Competition brief and rules
- Jury and governance structure

7. Community & Stakeholder Engagement

Integrate:

- Public exhibitions of finalist concepts
- Feedback mechanisms without diluting vision
- Education on long-term value and identity

Key Outputs

- Engagement plan and schedule
- Public input synthesis

Phase 4: Market Demand, Branding & Programming

Timeframe: Parallel with Phase 3

Primary Goal: Ensure the landmark is lived-in and activated, not static.

8. Visitation & Tourism Impact Analysis

Estimate:

- Annual visitation (locals + tourists)
- Itinerary integration and dwell time
- Media and social amplification

Key Outputs

- Visitation scenarios
- Secondary spending and halo effects

9. Programming & Experience Strategy
Plan:

- Light shows, projections, seasonal activations
- Cultural events, performances, civic ceremonies
- AR/interactive storytelling layers

Key Outputs

- Programming roadmap
- Annual activation calendar concept

Phase 5: Financial Feasibility & Delivery Models
Timeframe: 9–12 months
Primary Goal: Understand what it costs, how it's funded, and how it lasts.

10. Capital Cost & Phasing
Develop ranges for:

- Design, engineering, and construction
- Site works and public realm
- Technology, lighting, and media systems
- Contingency and escalation

Key Outputs

- Capital scenarios (modest / iconic / phased)

11. Operating Model & Revenue Streams
Evaluate:

- Sponsorships and naming rights
- Event rentals and licensing
- Merchandise and digital experiences
- Endowment or maintenance fund

Key Outputs

- 10-year operating pro forma
- Long-term maintenance strategy

12. Funding & Partnership Strategy
Explore:

- Public investment and bonds
- Philanthropy and cultural donors
- Corporate sponsorship aligned with values
- Grants and cultural funds

Key Outputs

- Funding stack options
- Risk allocation framework

Phase 6: Community Alignment & Sustainability
Timeframe: Ongoing
Primary Goal: Build durable public support and environmental leadership.

13. Community Benefits & Access
Ensure:

- Free public access
- Educational programming
- Local artist and vendor participation

Key Outputs

- Community benefit framework
- Participation commitments

14. Sustainability & Resilience
Commit to:

- Durable, low-maintenance materials
- Energy-efficient lighting and systems
- Climate resilience and stewardship

Key Outputs

- Sustainability standards
- Lifecycle cost controls

Phase 7: Go / No-Go Decision & Advancement
Timeframe: 12–18 months
Primary Goal: Make a clear, values-aligned decision.

15. Consolidated Feasibility & Design Selection Report
Synthesize:

- Design excellence
- Site readiness
- Financial sustainability
- Community alignment

Key Outputs

- Executive recommendation: Proceed / Refine / Pause

16. If "Go": Implementation & Launch
Prepare for:

- Final design and engineering
- Permitting and procurement
- Construction and commissioning
- Global launch and PR campaign

Key Outputs

- Implementation roadmap
- Construction and opening timeline
- Global brand launch plan

Conclusion

Developing an iconic, globally recognizable structure could have a transformational impact on Palm Beach County's tourism economy, brand identity, and cultural landscape. With thoughtful planning, world-class design, and community alignment, it could become a perpetual driver of visitation, media attention, civic pride, and economic growth. Key next steps include a visioning and feasibility study, global design competition framework, site analysis, and stakeholder engagement strategy.

9. Sports & Entertainment Arena (including Equine)

Big Idea

Palm Beach County remains Florida's largest county without a major indoor sports or entertainment venue capable of hosting large-scale professional events. Developing a world-class, multi-purpose arena with sustainable design and flexible operations would:

- Establish Palm Beach County as a premier destination for indoor sports, concerts, and live entertainment
- Drive year-round visitation through professional sports, family shows, touring acts, esports, and cultural events
- Serve as a catalyst for surrounding mixed-use development, including hotels, dining, and retail
- Create a community hub through youth sports academies, educational programs, and local partnerships

Positioned strategically near major transportation corridors and supported by a public-private partnership, the arena would strengthen the county's economic diversification, brand identity, and visitor economy.

Economic Impact

Very high, a major sports and entertainment arena can attract hundreds of thousands of annual attendees, generate regional and national media attention, spur significant private investment, and support thousands of permanent and seasonal jobs across entertainment, hospitality, and service industries.

Overview

Developing a major sports and entertainment arena would fill a critical gap in Palm Beach County's tourism and event infrastructure. The facility would be designed to host professional and semi-professional sports (e.g., NBA G-League, ECHL hockey, WNBA, or indoor soccer), large touring concerts, family entertainment, esports tournaments, and cultural performances.

The venue would also support community engagement through youth leagues, graduations, expos, and charitable events, ensuring continuous use and broad public benefit. Strategically located near key population centers and transportation networks, the arena would enhance the county's competitiveness in attracting high-profile events while stimulating investment in nearby hotels, retail, and entertainment districts.

Pros

1. **High Economic and Tourism Impact**
    - A multipurpose arena drives sustained visitation across diverse event types, sports, concerts, comedy, family entertainment, and expos.
    - Generates strong tourism-related spending on hotels, dining, transportation, and retail.
2. **Year-Round Activation**
    - Unlike outdoor venues, arenas provide climate-controlled environments for consistent year-round programming.
    - Enables weekday and offseason use through conventions, esports, graduations, and community gatherings.
3. **Destination Branding and Visibility**
    - Establishes Palm Beach County as a recognized sports and entertainment hub within South Florida's event landscape.
    - Creates opportunities for national broadcast exposure and event tourism branding.
4. **Catalyst for Urban and Mixed-Use Development**
    - Spurs surrounding investment in hospitality, retail, and housing.
    - Can anchor an innovation or entertainment district with vibrant public spaces, food halls, and cultural amenities.
5. **Community and Educational Benefits**
    - Supports youth sports programs, local team partnerships, and workforce training in sports management, production, and hospitality.
    - Offers affordable access for schools and community organizations through open skate days, tournaments, or public programs.
6. **Public-Private Partnership Potential**
    - Ideal for creative financing mechanisms such as naming rights, event surcharges, sponsorships, and joint ventures.
    - Encourages private sector participation to reduce public burden and share long-term returns.
7. **Sustainable Design Leadership**
    - Opportunity to model a **net-zero, resilient arena** with solar energy, rainwater harvesting, green transit access, and local food sourcing.
    - Aligns with Palm Beach County's broader climate and sustainability goals.

Cons

1. **High Capital and Operating Costs**
    - Modern arenas require significant upfront investment for construction, technology, and ongoing maintenance.
    - Success depends on securing anchor tenants or long-term event contracts to ensure financial stability.
2. **Site Selection and Access Challenges**
    - Requires a location with excellent road and transit access, parking, and minimal residential impact.
    - Infrastructure upgrades may be necessary to accommodate high event volumes.

3. **Competition and Market Saturation**
    - South Florida already hosts major venues in Miami, Sunrise, and Fort Lauderdale.
    - Differentiation through design, scale, or unique event programming will be essential.
4. **Community and Political Concerns**
    - Large-scale projects may face scrutiny over cost, noise, and traffic impacts.
    - Requires transparent community engagement and clear articulation of public benefits.
5. **Programming and Utilization Risk**
    - Without diversified bookings, arenas risk financial strain from underuse.
    - Requires a professional management partner to ensure a strong event pipeline and operational efficiency.
6. **Environmental and Resilience Considerations**
    - Must meet high standards for energy efficiency and storm resilience given Florida's climate.
    - Sustainability adds to cost but enhances long-term operational savings and reputation.

Action Plan *(Market Validation, Site Feasibility & Delivery Structuring Phase)*

Phase 1: Strategic Intent & Arena Positioning
Timeframe: 0–3 months
Primary Goal: Clarify why this arena exists, what it hosts, and how it differentiates within South Florida.

1. Define the Arena's Core Purpose
Align leadership on:

- Primary roles (sports tenant, touring concerts, family shows, esports, equine events)
- Tourism vs. community balance
- Scale of ambition (regional draw vs. national touring hub)

Key Outputs

- Arena purpose & positioning statement
- Target event mix and seasonality goals
- Success metrics (attendance, room nights, utilization, fiscal impact)

2. Establish the Program & Capacity Assumptions
Set preliminary ranges for:

- Seating capacity (sports vs. concerts)
- Back-of-house, loading, and production specs
- Ice/floor flexibility (basketball, hockey, equine, concerts)
- Premium inventory (suites, clubs, VIP)

Key Outputs

- Program scenarios (lean / base / flagship)
- Event-use conversion assumptions

3. Governance & County Role
Determine:
- Public ownership vs. authority vs. nonprofit
- County posture (owner, land partner, financier, facilitator)
- Guardrails for public investment and risk

Key Outputs
- Governance & decision framework
- Investment principles and red lines

Phase 2: Market Demand & Competitive Feasibility
Timeframe: 3–6 months
Primary Goal: Prove sustained demand across multiple event categories.

4. Arena Market Demand Study
Analyze:
- Touring concert routing gaps
- Professional/semi-pro sports viability (league criteria, season lengths)
- Family entertainment, esports, graduations, expos
- Equine and specialty event potential (floor loads, biosecurity, staging)

Key Outputs
- Annual event count and attendance projections
- Event-by-event revenue potential
- Utilization and booking risk analysis

5. Competitive Benchmarking
Evaluate:
- South Florida arena inventory and booking calendars
- White-space opportunities by size, availability, or amenities
- Differentiation levers (design, sustainability, flexibility)

Key Outputs
- Competitive positioning matrix
- Differentiation strategy narrative

Phase 3: Site Identification & Infrastructure Feasibility
Timeframe: 6–9 months
Primary Goal: Identify where the arena can succeed physically and politically.

6. Site Screening & Shortlisting
Assess candidate sites based on:
- Highway and transit access
- Parking and rideshare capacity
- Proximity to population centers and hotels
- Buffering from residential areas
- Expandability for mixed-use development

Key Outputs
- Long list → short list of viable sites
- Site pros/cons and fatal-flaw analysis

7. Transportation, Utilities & Resilience Review
Evaluate:

- Event-day traffic and ingress/egress
- Power, data, and broadcast readiness
- Storm resilience, wind loads, and flood risk
- Equine-specific needs (ventilation, flooring, animal access)

Key Outputs

- Infrastructure readiness memo
- Capital and phasing implications

Phase 4: Financial Feasibility & Delivery Models
Timeframe: 9–12 months
Primary Goal: Understand capital cost, operating risk, and bankability.

8. Capital Cost & Phasing Estimates
Develop ranges for:

- Construction and systems
- Seating, rigging, scoreboards, ice/floor tech
- Site work and infrastructure
- Contingency and escalation

Key Outputs

- Capital scenarios (base / expandable / iconic)
- Phased build options

9. Operating Pro Forma & Risk Analysis
Model:

- Event revenues and expenses
- Staffing, utilities, maintenance
- Booking volatility and downside cases
- Subsidy or break-even requirements

Key Outputs

- 10-year operating pro forma
- Sensitivity and risk mitigation plan

10. Public-Private Partnership (P3) Structures
Evaluate:

- Public build + private operator
- Developer-led district with public participation
- Naming rights, sponsorships, surcharges
- Lease terms for anchor tenants

Key Outputs

- P3 options comparison
- Risk and return allocation framework

Phase 5: Programming, Operations & Partnerships
Timeframe: Parallel with Phases 3–4
Primary Goal: Ensure diversified bookings and professional execution.

11. Event Programming & Booking Strategy
Define:

- Anchor sports or entertainment tenants
- Touring promoter relationships
- Community and civic uses
- Equine and specialty event calendar

Key Outputs

- Preliminary booking pipeline
- Annual utilization targets

12. Operator & Management Scan
Identify:

- National/international arena operators
- Experience with mixed sports + entertainment
- Track record on cost control and bookings

Key Outputs

- Operator short list
- Management model recommendation

Phase 6: Mixed-Use, Branding & Community Integration
Timeframe: Parallel with Phases 4–5
Primary Goal: Maximize district-level and civic value.

13. District & Mixed-Use Development Strategy
Plan for:

- Hotels, dining, and entertainment
- Public plazas and fan zones
- Year-round activation beyond events

Key Outputs

- Arena-anchored district concept
- Public-realm investment priorities

14. Community Benefits & Workforce Development
Ensure:

- Youth sports and education access
- Workforce training (events, production, hospitality)
- Transparent community engagement

Key Outputs

- Community benefits framework
- Local hiring and procurement commitments

15. Sustainability & Resilience Leadership
Commit to:

- Energy efficiency and renewables
- Water stewardship
- Transit-first access
- Durable materials and lifecycle savings

Key Outputs

- Sustainability standards
- Operating cost reduction targets

Phase 7: Go / No-Go Decision & Advancement
Timeframe: 12–18 months
Primary Goal: Make a clear, defensible investment decision.

16. Consolidated Arena Feasibility Report
Synthesize:

- Market demand and competition
- Site readiness
- Financial feasibility
- Partnership and governance model

Key Outputs

- Executive recommendation: Proceed / Phase / Pause

17. If "Go": Transition to Development
Prepare for:

- Site control and entitlements
- Operator selection and contracts
- Design development and engineering
- Financing and approvals

Key Outputs

- Development roadmap
- Procurement and construction timeline
- Target opening window

Conclusion

A major sports and entertainment arena would transform Palm Beach County's tourism and event landscape, providing a long-missing indoor venue for professional sports, live music, and large-scale entertainment. Beyond economic impact, the arena could become a civic landmark that unites community, culture, and commerce under one roof.

Success will depend on careful market analysis, site planning, and partnership structure. Next steps include a feasibility and site location study, transportation and infrastructure assessment, and stakeholder engagement process to define the arena's vision, ownership model, and financing framework.

10. Auto Racetrack

Big Idea

Motorsports attract massive audiences and have a proven record of creating economic ripple effects across hospitality, retail, and transportation sectors. A venue capable of hosting high-profile events like NASCAR or Formula 1 would:

- Drive national and international visitation
- Create seasonal signature events
- Introduce new demographics to Palm Beach County

Economic Impact

Very high, racetracks generate hundreds of millions in visitor spending, especially during major events.

Overview

Auto racing is a globally popular sport that drives significant tourism, media coverage, and economic activity. Developing a world-class racetrack in Palm Beach County capable of hosting national and international events, such as NASCAR, Formula 1, or IMSA, would position the region as a premier motorsports destination. Beyond marquee races, the venue could also host driving experiences, car shows, corporate events, and festivals year-round.

Pros

1. High Economic Impact and Visibility

- Major race weekends generate hundreds of millions in visitor spending, attracting spectators, sponsors, media, teams, and support staff from across the world.
- Creates high-profile, seasonal anchor events that boost brand visibility for Palm Beach County.

2. National and International Draw

- Motorsports fans are deeply loyal and travel-ready, especially for premier series like Formula 1 or NASCAR.
- Offers a unique way to attract new visitor demographics, including automotive enthusiasts, international travelers, and affluent spectators.

3. Significant Ripple Effect on Local Economy

- High demand for hotels, restaurants, transportation, and retail, especially during race weekends.
- Creates partnership and sponsorship opportunities across sectors including hospitality, media, and automotive.

4. Diverse Programming Potential

- Outside of major events, racetracks can host:
  - Driving schools and experiences
  - Corporate events and product launches
  - Car clubs, exhibitions, and private rentals
  - Film and media productions
- These uses offer off-season and midweek revenue streams.

5. Long-Term Job Creation

- Supports a broad workforce: event staff, concessions, mechanics, security, groundskeeping, media production, and more.
- Construction and ongoing operation offer high-wage skilled trades and specialty job opportunities.

6. Destination Branding

- A racetrack becomes a signature destination, especially if architecturally unique or environmentally innovative.
- Aligns with growing interest in experience-based tourism.

Cons

1. Enormous Capital Investment

- Motorsports venues are extremely expensive to build and maintain, with costs ranging from hundreds of millions to over $1 billion for a Formula 1–caliber facility.
- Return on investment depends heavily on securing contracts with racing leagues and long-term programming.

2. Environmental and Community Concerns

- Potential pushback over noise, traffic, pollution, and land use, especially in or near residential or ecologically sensitive areas.
- Mitigation through sound barriers, sustainable design, and site selection will be critical.

3. Land and Infrastructure Needs

- Requires extensive land (several hundred acres), robust transportation infrastructure, and parking capacity to support large crowds.
- Infrastructure upgrades may be needed, particularly in terms of roadways, public safety, and utilities.

4. High Risk, High Reward

- Success hinges on landing marquee racing contracts, which are competitive and subject to change.
- Facilities without major league commitments risk underutilization or failure to attract consistent crowds.

5. Market Saturation and Competition

- Florida already hosts multiple racing venues, including Daytona International Speedway and Homestead-Miami Speedway.
- To succeed, Palm Beach County would need a clear value proposition or niche, such as a luxury motorsports resort, unique event format, or year-round visitor experience.

6. Seasonal Spike vs. Year-Round Use

- Signature events bring big spikes in visitation but may leave gaps in year-round programming unless secondary uses are actively developed.

Action Plan *(Market Validation, Environmental Feasibility & Partner Recruitment Phase)*

Target Racing Series (Illustrative):
NASCAR · Formula 1 · IMSA
Competitive Context (Florida):
Daytona International Speedway · Homestead-Miami Speedway

Phase 1: Strategic Intent & Risk Framing
Timeframe: 0–3 months
Primary Goal: Decide why Palm Beach County would pursue motorsports, and under what conditions it should not.

1. Define the County's Motorsports Ambition
Align leadership on:

- Primary objective (global branding, seasonal mega-events, luxury motorsports tourism)
- Acceptable risk level (high-reward but limited public exposure)
- Desired positioning (mainstream oval, road course, street circuit, or hybrid)

Key Outputs

- Motorsports intent and risk statement
- "Go / No-Go" criteria before major spend
- Success metrics (visitation, room nights, media value, private investment)

2. Establish Racetrack Typologies
Evaluate viable models:

- Permanent Road Course (IMSA, track days, luxury driving experiences)
- Oval / Superspeedway (NASCAR-focused)
- Temporary or Semi-Permanent Street Circuit (Formula 1–style)
- Motorsports Resort (track + hotel + experiences)

Key Outputs

- Typology comparison (cost, land, risk, upside)
- Shortlist of 1–2 realistic models

3. Governance & County Role
Clarify:

- County as facilitator vs. investor
- Public funding red lines
- Private partner and promoter leadership

Key Outputs

- Governance and investment framework
- Political and fiscal guardrails

Phase 2: Market Demand & Series Feasibility
Timeframe: 3–6 months
Primary Goal: Validate realistic series interest and event demand.

4. Motorsports Market Demand Study
Analyze:

- Attendance and travel behavior of motorsports fans
- Comparative performance of Florida race weekends
- Corporate hospitality, sponsorship, and luxury demand
- Off-event uses (track days, driving schools, shows)

Key Outputs

- Attendance and spend projections
- Event frequency scenarios
- Year-round utilization potential

5. Racing Series & Promoter Outreach (Confidential)
Engage early with:

- Series sanctioning bodies
- Promoters and rights holders
- Teams and hospitality operators

Key Outputs

- Indicative interest and requirements
- Hosting fee ranges and contract norms
- Technical and facility specifications

Phase 3: Site Identification & Land Feasibility
Timeframe: 6–9 months
Primary Goal: Determine whether Palm Beach County even has a viable site.

6. Large-Scale Site Screening
Assess potential locations for:

- Minimum acreage (often 400–1,000+ acres)
- Highway access and evacuation capacity
- Distance from residential areas
- Expandability and buffering

Key Outputs

- Long list → short list of candidate sites
- Fatal-flaw land-use analysis

7. Infrastructure & Transportation Assessment
Evaluate:

- Roadway upgrades and traffic management
- Parking and shuttle logistics
- Power, data, broadcast, and emergency access

Key Outputs

- Infrastructure cost order-of-magnitude
- Phasing and temporary infrastructure options

Phase 4: Environmental, Community & Regulatory Review
Timeframe: Parallel with Phases 2–3
Primary Goal: Identify deal-breaking constraints early.

8. Environmental & Noise Impact Pre-Assessment
Review:

- Noise contours and mitigation needs
- Air quality and emissions
- Water, wetlands, and habitat impacts
- Sustainability and electrification opportunities

Key Outputs

- Environmental risk memo
- Mitigation cost and feasibility guidance

9. Community & Stakeholder Sounding
Engage:

- Nearby municipalities
- Environmental groups
- Residents and landowners
- Emergency and public safety agencies

Key Outputs

- Community risk and acceptance assessment
- Required benefit and mitigation commitments

Phase 5: Financial Feasibility & Risk Modeling
Timeframe: 9–12 months
Primary Goal: Understand true cost vs. realistic upside.

10. Capital Cost & Development Scenarios
Estimate:

- Land acquisition or control
- Track construction and safety systems
- Grandstands, hospitality, paddocks
- Infrastructure and contingencies

Key Outputs

- Capital ranges by typology
- Public vs. private funding split scenarios

11. Operating Pro Forma & Downside Risk
Model:

- Hosting fees and sanctioning costs
- Staffing, security, and maintenance
- Non-event revenue streams
- Worst-case utilization scenarios

Key Outputs

- 10-year operating pro forma
- Break-even and downside exposure analysis

12. Public-Private Partnership Structures
Evaluate:

- Fully private developer/operator model
- Public land + private investment
- One-off event hosting vs. permanent facility

Key Outputs

- P3 option comparison
- Risk allocation framework

Phase 6: Differentiation, Branding & Programming
Timeframe: Parallel with Phases 4–5
Primary Goal: Avoid being "just another track."

13. Differentiation Strategy
Explore:

- Luxury motorsports positioning
- Sustainability leadership (EV racing, solar, carbon-neutral events)
- Integrated hospitality and lifestyle programming
- Architecture and landscape design excellence

Key Outputs

- Unique value proposition narrative
- Brand positioning options

14. Year-Round Programming Plan
Define:

- Driving experiences and schools
- Car culture festivals and shows
- Corporate events and media production
- Community and charity uses

Key Outputs

- Annual utilization and programming mix
- Revenue diversification strategy

Phase 7: Go / No-Go Decision
Timeframe: 12–15 months
Primary Goal: Make a clear, disciplined decision.

15. Consolidated Motorsports Feasibility Report
Synthesize:

- Market and series interest
- Site and environmental feasibility
- Financial risk and return
- Community acceptance

Key Outputs

- Executive recommendation: Proceed / Pause / Decline
- Conditions required to move forward

16. If "Go": Controlled Advancement

Prepare for:

- Exclusive negotiations with promoter/operator
- Detailed environmental impact studies
- Land control and entitlements
- Final investment approvals

Key Outputs

- Development and approvals roadmap
- Risk mitigation and exit strategies

Conclusion

A major auto racetrack in Palm Beach County presents a high-risk, high-reward opportunity. With the right partnerships, location, and design, it could deliver unparalleled economic impact and global exposure. However, success will depend on clear differentiation, community engagement, and strong governance. A detailed feasibility study, environmental impact analysis, and early stakeholder outreach are essential next steps.

Implementation

Overview

Implementation of the Palm Beach County Tourism Master Plan is designed to translate a long-term vision into coordinated measurable action across a diverse and decentralized destination. Recognizing that not all initiatives can be advanced simultaneously, the Plan establishes a disciplined, transparent framework for prioritization, sequencing, and accountability, ensuring that tourism investments deliver strong economic returns while enhancing resident quality of life, protecting cultural and environmental assets, and reinforcing Palm Beach County's long-term competitiveness.

At the core of implementation is a structured prioritization process that evaluates each Strategic Recommendation against a consistent, weighted set of criteria, including economic impact, cost, return on investment, political feasibility, opportunity for Tourist Development Council (TDC) influence, ease of implementation, cultural value, resident quality of life, and community support. Rather than producing a rigid ranking, this approach identifies tiers of recommendations with comparable overall value, allowing County leaders and partners to advance complementary initiatives in parallel, sequence more complex investments over time, and adjust priorities as conditions evolve. This framework ensures that implementation decisions are evidence-based, aligned with community values, and responsive to real-world constraints.

Implementation is further guided by a ten-year roadmap organized into four distinct phases. The initial phase focuses on governance, organizational alignment, workforce readiness, data integration, and performance measurement, establishing the institutional foundation needed to deliver the Plan as a living system rather than a static document. Subsequent phases progressively shift toward visible visitor-facing activation, programmatic scale, and destination differentiation through signature experiences, coordinated capital investment, and innovation. The final phase emphasizes long-term resilience, sustainability, and global readiness, ensuring that tourism growth remains adaptive, community-first, and aligned with environmental and economic realities over time.

Clear roles and responsibilities are central to successful implementation. The TDC provides strategic oversight, funding guidance, and performance evaluation; and will oversee the destination marketing, coordination, and reporting; municipalities advance place-based initiatives and align local investments; and County departments, industry partners, cultural organizations, and community groups contribute expertise, facilities, programming, and stewardship. Formal coordination structures, standardized reporting, and shared performance metrics reinforce accountability and ensure that progress is visible, measurable, and transparent.

Ongoing monitoring, annual work plans, and regular performance reporting allow the Plan to remain flexible and responsive to market shifts, funding cycles, and community priorities. Through this adaptive, phased, and collaborative approach, the Tourism Master Plan functions as an actionable roadmap, one that balances ambition with feasibility, delivers early wins, and positions Palm Beach County for sustained, high-value, and community-aligned tourism success over the next decade.

Prioritizing Strategic Recommendations

Prioritizing the Strategic Recommendations within the Palm Beach County Tourism Master Plan is a critical step in translating vision into action. While the Plan advances a broad and ambitious set of initiatives, spanning destination infrastructure, visitor experience enhancements, event and cultural programming, marketing and branding, environmental stewardship, and regional collaboration, not all initiatives can or should be implemented simultaneously. Time, funding, staffing capacity, and political bandwidth are finite. A clear prioritization framework ensures that Palm Beach County and its partners focus first on initiatives that deliver the greatest public benefit, are most feasible to implement, and align most closely with community values, Countywide goals, and the long-term stewardship of the destination.

A structured prioritization process also enables the County to demonstrate early wins, build confidence among stakeholders, and create momentum for more complex or transformational investments over time. By sequencing actions strategically, the Tourism Master Plan becomes a practical, implementable roadmap rather than a static wish list, one that supports disciplined decision-making while remaining flexible enough to respond to changing market conditions and emerging opportunities.

To support this process, each Strategic Recommendation was evaluated using a consistent set of criteria designed to balance economic performance, community benefit, feasibility, and governance considerations. Each item was scored on a 1-to-5 scale, with higher scores indicating stronger alignment with Palm Beach County's tourism, economic development, and quality-of-life objectives. Also, the criteria were weighted by the TMP Steering Committee to reflect local priorities and the County's policy context, ensuring that the final rankings reflect not only technical merit, but also practical realities and community intent. The resulting composite scores provide an evidence-based, transparent framework to guide implementation phasing, budgeting, and resource allocation, while allowing for professional judgment and ongoing stakeholder input.

Priority Evaluation Criteria
The following criteria were used to evaluate and score each of the Strategic Recommendations in the Palm Beach County Tourism Master Plan:

Economic Impact
Considers the potential to generate tourism-related revenue, increase visitor spending, create jobs, support local businesses, and stimulate private-sector or public investment across the County.

Total Capital and Operating Costs
Assesses the full lifecycle investment required, including up-front capital costs, program development expenses, and ongoing operating, maintenance, or staffing requirements.

Return on Investment (ROI) Timeframe
Estimates how quickly measurable benefits, such as increased visitation, higher tourism-related revenues, improved asset utilization, or enhanced community outcomes, are likely to be realized.

Political Will to Move Forward
Reflects the level of support from elected officials, County leadership, municipal partners, and other influential stakeholders necessary to advance the recommendation.

Opportunity for TDC to Impact
Evaluates the extent to which the Tourist Development Council has the authority, influence, funding capacity, or strategic role to lead, support, or materially advance the recommendation.

Ease of Implementation / Feasibility
Measures administrative, regulatory, financial, and logistical complexity, as well as the likelihood that barriers can be addressed without significant delay, controversy, or risk.

Cultural or Historic Preservation Value
Considers the degree to which the recommendation protects, enhances, or elevates Palm Beach County's cultural assets, historic resources, and authentic community narratives.

Resident Quality of Life Impact
Evaluates how the initiative will improve, or potentially impact, resident experiences, access to amenities, neighborhood character, environmental quality, and overall livability.

Community Support / Stakeholder Alignment
Assesses alignment with resident sentiment, municipal priorities, neighborhood organizations, nonprofit and cultural partners, and the broader tourism and business community.

Together, these criteria ensure that prioritization reflects a balanced consideration of economic performance, community benefit, governance realities, and long-term destination sustainability, positioning Palm Beach County to move forward with confidence, clarity, and shared purpose.

Scoring Framework
The following interpretations for scoring are derived directly from the structure, cost ranges, outcomes, and governance roles described in Section 5 (Strategic Recommendations).

Economic Impact
5 = Countywide, multi-sector, high-spend or catalytic (e.g., MICE, sports, major infrastructure)
4 = Strong multi-market or off-season impact
3 = Moderate, targeted, or indirect economic gains
2 = Limited or enabling impact
1 = Minimal or administrative only

Total Capital and Operating Costs
5 = Very low cost / largely staff- or coordination-based
4 = Modest (<$2M upfront, manageable ops)
3 = Moderate ($2–10M or notable operating cost)
2 = High ($10–50M or sustained ops burden)
1 = Very high ($50M+ or long-term operating liability)

ROI Timeframe
5 = Benefits in 1–2 years
4 = 2–4 years
3 = 4–7 years
2 = 7–10 years
1 = 10+ years

Political Will to Move Forward
5 = Explicitly aligned with County priorities, TDC authority, and municipal support
4 = Broad support, limited controversy
3 = Mixed or dependent on partnerships
2 = Significant coordination or political risk
1 = Low support or high controversy

Opportunity for TDC to Impact
5 = TDC is lead or primary catalyst
4 = Strong TDC influence
3 = Shared role
2 = Limited TDC leverage
1 = Outside TDC control

Ease of Implementation / Feasibility
5 = Administrative or programmatic
4 = Moderate complexity
3 = Requires coordination, manageable risk
2 = High complexity or approvals
1 = Very complex, long-term, high risk

Cultural or Historic Preservation Value
5 = Core to heritage, arts, or identity
4 = Strong cultural contribution
3 = Partial or indirect
2 = Minimal
1 = None

Resident Quality of Life Impact
5 = Direct, visible benefit to residents
4 = Clear positive effects
3 = Mixed but net positive
2 = Limited
1 = Potential negative or negligible

Community Support / Stakeholder Alignment
5 = Broad consensus and demand
4 = Strong alignment
3 = Neutral or segmented support
2 = Some resistance
1 = Likely opposition

Following is the scoring table, sorted by Total Priority Score.

Code	Recommendation	Economic Impact (4.83)	Total Capital & Operating Costs (4.57)	ROI Timeframe (4.50)	Political Will (4.43)	Opportunity for TDC Impact (4.33)	Ease of Implementation (4.29)	Cultural / Historic Value (4.29)	Resident Quality of Life (4.14)	Community Support (4.14)	Total Priority Score
A2	Utilize TDC Agency Staff for TMP Implementation	3	5	5	5	5	5	1	3	4	158.36
A3	Utilize the TDC Board to Oversee TMP Implementation	3	5	5	5	5	5	1	3	4	158.36
A8	Review and Align TDC and Partner Agency Personnel Structures	3	5	5	5	5	5	1	3	4	158.36
B1	Maintain a Distinct and Cohesive Destination Brand	4	4	4	5	5	4	2	3	4	154.12
B2	Advance Inclusive and Multilingual Marketing Campaigns and Visitor Services Programs	4	4	4	5	5	4	2	3	4	154.12
B3	Support Artificial Intelligence–Driven Visitor Services	4	4	4	5	5	4	2	3	4	154.12
E11	Establish a Coastal Culture Trail Featuring Indigenous and Maritime Heritage	4	3	3	4	4	4	5	4	4	153.30
E2	Expand and Strengthen Cultural, Heritage, and Arts Tourism	4	3	3	4	4	4	5	4	4	153.30
E17	Further Develop Underwater Experiences for Tourism	3	4	4	4	4	4	3	4	4	148.96
E9	Advance a Palm Beach County Signature Trails Network	3	4	4	4	4	4	3	4	4	148.96
E10	Promote “Slow Tourism” Experiences and Itineraries	3	4	4	4	4	4	3	4	4	148.96
E12	Expand and Advance an Artist-in-Residence Program for Tourism Districts	3	4	4	4	4	4	3	4	4	148.96
E13	Expand Palm Beach County “Tourism Health & Wellness” Programs	3	4	4	4	4	4	3	4	4	148.96
E14	Deliver More Experiential and High-End Dining Concepts	3	4	4	4	4	4	3	4	4	148.96
E16	Identify and Advocate Unique, Signature, Thematic and VIP Experiences	3	4	4	4	4	4	3	4	4	148.96
A1	Implement, Manage and Deliver a Unified County-Wide Tourism Strategy	3	4	4	4	4	4	3	4	4	148.96
F3	Continue to Support Regional Visitor Welcome Centers and the “Tourism Ambassadors” Program	3	4	4	4	4	4	3	4	4	148.96
F4	Investigate a Water-Based Mobility Tourism System (e.g., Water Taxi Network)	3	4	4	4	4	4	3	4	4	148.96
E8	Activate Underused Spaces for Tourism Events and Pop-Up Experiences	3	4	4	4	4	4	3	4	4	148.96
G2	Enhance and Expand Dynamic Visitor Flow Management Tools	3	4	4	4	4	4	3	4	4	148.96
G3	Create a Destination Experience Quality Index (DXQI)	3	4	4	4	4	4	3	4	4	148.96
H2	Continue to Support a Tourism Education Curriculum and Leadership Academy in Local Schools and Colleges, and Apprenticeship Programs with Local Employers	3	4	4	4	4	4	3	4	4	148.96
H3	Foster a County-Wide “Friends of Tourism” Volunteer Program	3	4	4	4	4	4	3	4	4	148.96
I1	Promote Use of Local Materials and Craftsmanship in Tourism Development	3	4	4	4	4	4	3	4	4	148.96
I2	Champion and Strengthen a County-Wide Creative Placemaking and Public Art Program	3	4	4	4	4	4	3	4	4	148.96
G1	Enhance Data Collection, Monitoring, and Decision-Making	3	4	4	4	4	4	3	4	4	148.96

E6	Promote Agritourism and Rural Tourism Innovation	3	4	4	4	4	4	3	4	4	148.96
E7	Enhance Nightlife and After-Hours Tourism Programming	3	4	4	4	4	4	3	4	4	148.96
E5	Focus on Off-Season Tourism Offerings to Reduce Seasonality	3	4	4	4	4	4	3	4	4	148.96
A4	Continue / Expand Inter-Municipal Tourism Communication and Policy Updates	3	4	4	4	4	4	3	4	4	148.96
A5	Align Local, State and Federal Advocacy with the Tourism Master Plan Objectives	3	4	4	4	4	4	3	4	4	148.96
A6	Continue / Expand Florida Tourism Partnerships	3	4	4	4	4	4	3	4	4	148.96
A7	Expand the Annual “State of PBC Tourism and Agencies Report” to Include the TMP and Tourism Impact	3	4	4	4	4	4	3	4	4	148.96
B4	Launch a Palm Beach County Tourism Information Exchange & Annual Tourism Expo	3	4	4	4	4	4	3	4	4	148.96
C2	Launch a Destination Stewardship Program in Partnership with Local Communities	3	4	4	4	4	4	3	4	4	148.96
C3	Encourage “Sustainable Palm Beach” Practices	3	4	4	4	4	4	3	4	4	148.96
C4	Encourage Regenerative Tourism Pilots in Sensitive Areas in Concert with ERM	3	4	4	4	4	4	3	4	4	148.96
I3	Explore International Tourism Readiness	3	4	4	4	4	4	3	4	4	148.96
D1	Foster and Champion Destination Accessibility and Community First Initiatives Tourism Strategy	3	4	4	4	4	4	3	4	4	148.96
D2	Support a Coastal Access Strategy	3	4	4	4	4	4	3	4	4	148.96
D3	Continue to Develop Palm Beach County “Tourism for Good” Programs	3	4	4	4	4	4	3	4	4	148.96
D4	Continue to Provide an Inclusive Tourism Business Accelerator Program	3	4	4	4	4	4	3	4	4	148.96
E3	Capitalize on and Further Develop Events and Festival Tourism	3	4	4	4	4	4	3	4	4	148.96
E4	Help Reimagine and Advocate Commercial and Mixed-Use Tourism Districts	3	4	4	4	4	4	3	4	4	148.96
C1	Maintain the Tourism Resilience and Emergency Preparedness Plan	3	3	3	4	3	3	4	4	4	135.56
H1	Promote and Champion Tourism Talent and Resilience Programs, including Workforce Housing	3	3	3	4	3	3	4	4	4	135.56
E15	Align Sports Tourism and Parks and Recreation Master Plan	4	2	3	4	4	3	2	4	4	131.57
E1	Modernize and Expand Convention and Group Tourism Infrastructure	5	1	2	4	4	2	2	3	4	118.90
F1	Support and Advocate for County-Wide Tourism Infrastructure and Transportation Improvements	4	2	3	3	3	2	2	4	3	114.38
F2	Implement a County-Wide Wayfinding and Visitor Signage System	4	2	3	3	3	2	2	4	3	114.38

Interpreting the Recommendation Priority Scores

The weighted prioritization analysis presented in the table above is designed to identify groups of recommendations with comparable overall value, rather than to produce a rigid, linear ranking from “best” to “worst.” This approach reflects the reality that many of the Plan’s recommendations are intentionally complementary, mutually reinforcing, and aligned around shared goals related to economic impact, community benefit, feasibility, and long-term competitiveness. The weighting framework emphasizes factors such as economic impact, return on investment, political will, and opportunity for the Tourist Development Council to meaningfully influence outcomes, while also accounting for cost, cultural value, resident quality of life, and community support. As a result, recommendations with similar total scores represent strategically equivalent options that merit consideration within the same priority tier.

Importantly, clusters of similar scores should be interpreted as priority groupings, not as evidence that the analysis lacks differentiation. In practice, recommendations that score closely together often differ in how they deliver value rather than whether they deliver value. For example, some high-scoring initiatives represent low-cost, highly feasible “quick wins,” while others are capital-intensive or transformational investments that require longer time horizons and multi-agency coordination but offer substantial long-term economic and community benefits. The prioritization results are therefore intended to support informed decision-making by helping County leaders, the Tourist Development Council, and municipal partners determine which recommendations should advance in parallel, which should be sequenced over time, and which require additional feasibility, funding, or policy action before implementation. Used in this way, the scoring framework provides a credible, transparent foundation for implementation planning rather than a prescriptive checklist.

Guidance on Use of the Prioritization Results

It is important to note that while the prioritization framework explicitly considers economic impact and return on investment, it is neither possible nor methodologically appropriate at this stage to assign precise forecasts of future visitor volumes, visitor spending, or tax revenue to individual recommendations. Many of the Plan’s recommendations function as enabling or capacity-building strategies, such as governance alignment, infrastructure readiness, product development, workforce initiatives, and stewardship programs, whose impacts are realized cumulatively and in combination with other actions over time. Outcomes are further influenced by external factors beyond the County’s direct control, including regional and national travel trends, economic cycles, air service availability, fuel costs, climate conditions, and competitive destination dynamics. Additionally, several recommendations are intentionally focused on improving visitor quality, seasonality balance, resident quality of life, cultural preservation, and long-term destination resilience, benefits that do not translate cleanly into short-term quantitative projections. For these reasons, the prioritization approach emphasizes relative impact, feasibility, and alignment with community values and strategic goals, providing a transparent and realistic foundation for sequencing, investment planning, and coordinated implementation across Palm Beach County’s diverse tourism ecosystem.

Ten-Year Roadmap

Following is a detailed, implementation-ready Ten-Year Roadmap for the Palm Beach County Tourism Master Plan, structured to move deliberately from governance and alignment into catalytic investment, destination differentiation, and long-term resilience. This roadmap is grounded directly in the Strategic Recommendations and Action Plans contained in Section 5 of this document.

How to Read This Roadmap

The roadmap is organized into four implementation horizons, each with:

- Strategic intent
- Priority initiatives by recommendation theme
- Lead and supporting entities
- Expected outcomes and decision checkpoints

This structure allows the Tourist Development Council and partner agencies to demonstrate early wins, manage risk, and progressively advance more complex and capital-intensive initiatives.

Phase I: Foundation & Governance Alignment (Years 1–2)

The first phase of implementation focuses on building the institutional, organizational, and analytical foundation required to successfully deliver the Tourism Master Plan over the long term. During this period, Palm Beach County prioritizes governance alignment, cross-agency coordination, workforce readiness, and shared performance measurement to ensure that tourism investments are intentional, transparent, and accountable. By formalizing implementation structures, unifying destination branding, strengthening data systems, and aligning personnel resources across TDC-funded agencies and municipalities, this phase transforms the Master Plan from a strategic vision into an operational framework. The result is a cohesive countywide tourism system capable of delivering early wins, building stakeholder confidence, and supporting more complex initiatives in subsequent phases.

Strategic Objective:
Establish the governance, coordination, workforce, and data infrastructure required to implement the Tourism Master Plan as a living, countywide system rather than a static document.

Priority Actions

Strategy, Governance & Coordination

- Formally charter the **Tourism Master Plan Working Group (TMPWG)** using existing TDC agency leadership.
- Adopt a Tourism Master Plan Implementation Charter and annual implementation work plan.
- Establish standardized reporting, dashboards, and KPIs tied to economic impact, equity, and sustainability.
- Launch the **Tourism Strategy Coordination Council (TSCC)** with representation from all 39 municipalities.

Workforce & Organizational Alignment

- Complete the cross-agency organizational and personnel alignment review.
- Implement early workforce equity, pay band alignment, and shared service pilots.

- Launch joint leadership training and inter-agency staff exchanges.

Branding, Marketing & Visitor Engagement

- Conduct a countywide tourism brand audit.
- Establish a unified brand architecture under **The Palm Beaches**.
- Develop co-branded toolkits and train municipal partners on brand use.

Data, Technology & Resilience

- Enhance visitor data integration and analytics across agencies.
- Begin development of the Destination Experience Quality Index (DXQI).
- Update and operationalize the Tourism Resilience and Emergency Preparedness Plan.

Expected Outcomes by End of Phase

- TMP governance fully operational and reporting quarterly.
- Unified brand and shared marketing tools adopted countywide.
- Workforce alignment underway with measurable improvements in retention and collaboration.
- Public-facing performance dashboard launched.

Phase II: Programmatic Scale & Early Activation (Years 3–4)

Phase II shifts the Tourism Master Plan from internal alignment to visible, visitor-facing action across Palm Beach County. With governance and coordination structures in place, the focus turns to activating new experiences, expanding cultural and community-based tourism, improving wayfinding and visitor services, and piloting sustainability and stewardship initiatives. This phase emphasizes geographic balance, off-season visitation, and inclusive programming that benefits residents while enhancing the visitor experience. Early activation efforts during this period are designed to demonstrate tangible progress, refine best practices, and build momentum for larger investments, while ensuring that growth remains aligned with community values and environmental priorities.

Strategic Objective:
Translate governance alignment into visible, visitor-facing improvements and coordinated investment across the county.

Priority Actions

Tourism Product & Experience Development

- Expand cultural, heritage, and arts tourism programming in partnership with the Cultural Council.
- Launch pilot Signature Trails and Coastal Culture Trail segments.
- Activate underutilized public spaces for pop-up events, festivals, and markets.
- Expand agritourism, rural tourism, and off-season experience pilots.

Infrastructure, Mobility & Wayfinding

- Roll out countywide wayfinding and visitor signage standards.
- Strengthen visitor welcome centers and Tourism Ambassador programs.
- Conduct feasibility studies for water-based mobility and enhanced multimodal access.

Community First & Sustainability Initiatives

- Launch Destination Stewardship and regenerative tourism pilots in sensitive areas.
- Expand accessibility, coastal access, and "Tourism for Good" programs.

Expected Outcomes by End of Phase

- Measurable increase in off-season visitation and geographic dispersion.
- Consistent visitor experience standards visible across municipalities.
- Early sustainability and stewardship outcomes documented and refined.

Phase III: Destination Differentiation & Catalytic Investment (Years 5–7)

Phase III represents the transformational core of the Tourism Master Plan, as Palm Beach County advances major investments and signature experiences that elevate its national and international positioning. Building on the successes of earlier phases, this period focuses on destination-defining cultural, sports, wellness, culinary, and convention assets, as well as coordinated public-private investment strategies that maximize return and long-term value. Innovation, design excellence, and experiential quality become central drivers of competitiveness, supported by advanced technology, data-driven visitor management, and expanded partnerships. By the end of this phase, Palm Beach County emerges as a clearly differentiated, high-value destination with a diversified and resilient tourism economy.

Strategic Objective:
Position Palm Beach County as a nationally distinctive, high-value destination through signature experiences, major events, and transformative investment.

Priority Actions

Major Tourism Product & Event Development

- Advance modernization and expansion of convention and group tourism infrastructure.
- Scale signature festivals, arts events, and sports tourism aligned with parks and recreation planning.
- Expand artist-in-residence programs and creative placemaking in tourism districts.
- Develop high-end dining, wellness, and experiential tourism offerings.

Investment Coordination

- Implement the Countywide Tourism Investment Coordination Plan (TICP).
- Align municipal capital projects, private development, and TDC funding priorities.
- Expand public-private partnerships for destination-defining assets.

Technology & Innovation

- Fully deploy dynamic visitor flow management tools.
- Integrate AI-driven visitor services and multilingual support across platforms.

Expected Outcomes by End of Phase

- Palm Beach County recognized for differentiated, experience-led tourism.
- Strong ROI demonstrated on coordinated capital investments.
- Increased average length of stay and visitor spend.

Phase IV: Maturity, Resilience & Global Readiness (Years 8–10+)
The final phase ensures that Palm Beach County's tourism ecosystem remains adaptive, resilient, and forward-looking well beyond the initial ten-year horizon. This phase emphasizes long-term stewardship, climate resilience, international market readiness, and continuous performance improvement to safeguard community quality of life while sustaining economic impact. With systems and partnerships firmly established, the County focuses on refining policies, refreshing the Tourism Master Plan, and responding proactively to emerging trends and risks. Phase IV positions Palm Beach County as a national model for community-first destination management and sets the stage for the next generation of strategic planning and investment.

Strategic Objective:
Ensure long-term competitiveness, adaptability, and global readiness while protecting community quality of life.

Priority Actions

Long-Term Governance & Monitoring
- Conduct a comprehensive Tourism Master Plan refresh informed by performance data.
- Institutionalize continuous improvement and cross-agency collaboration models.
- Expand external academic and peer benchmarking partnerships.

International & Future Market Readiness
- Assess international air service, market readiness, and visitor services.
- Expand global marketing partnerships where yield and sustainability align.

Sustainability & Climate Adaptation
- Integrate tourism fully into county climate resilience and environmental planning.
- Scale regenerative tourism programs countywide.
- Monitor long-term environmental, equity, and resident sentiment indicators.

Expected Outcomes by End of Phase
- Palm Beach County positioned as a national model for community-first destination management.
- Tourism system resilient to economic, environmental, and market shocks.
- Clear roadmap established for the next 20-year planning cycle.

Ongoing Across All Years
- Annual Implementation Work Plans and Progress Reports
- Quarterly performance monitoring and KPI updates
- Annual State of Palm Beach County Tourism Report
- Continuous stakeholder engagement and municipal coordination

Roles, Responsibilities, and Partnerships

The successful implementation of the Palm Beach County Tourism Master Plan depends on a coordinated, cross-sector partnership model that brings together leadership, investment, expertise, and community stewardship across the public, private, and nonprofit sectors. Given the County's scale, diversity of assets, and decentralized municipal structure, tourism development is not the responsibility of any single organization, it is a shared enterprise requiring alignment among the Tourism Development Council, county agencies, municipalities, Agency Partners, industry partners, cultural and environmental organizations, and residents.

The plan's recommendations are designed to be implemented through a clear division of roles: some entities serve as lead implementers responsible for execution, funding, and performance management, while others act as strategic partners contributing subject-matter expertise, facilities, programming, advocacy, or community connections. Together, these partners form Palm Beach County's tourism ecosystem, one that is experience-driven, yield-focused, sustainable, and reflective of local character. Ongoing collaboration, formal coordination mechanisms, and transparent accountability are essential to ensuring the Tourism Master Plan functions as a living roadmap that evolves with market conditions, community priorities, and implementation progress.

Key Roles and Partner Responsibilities (Alphabetical)

Entity / Partner	Primary Roles & Responsibilities
Palm Beach County Tourist Development Council (TDC)	Provide strategic oversight of tourism funding; evaluate performance and ROI of tourism investments; guide prioritization and phasing of Tourism Master Plan recommendations.
Arts, Cultural & Heritage Organizations (Countywide)	Lead cultural programming, festivals, exhibitions, and heritage interpretation; support cultural tourism development; partner on signature events and creative placemaking initiatives.
Business Development Board of Palm Beach County	Align tourism priorities with broader economic development efforts; support hospitality investment, workforce development, and public-private partnerships tied to tourism assets.
Chambers of Commerce (Municipal & Regional)	Engage local businesses in tourism initiatives; support visitor-ready training, entrepreneurship, and industry advocacy; promote participation in tourism programs and events.
Discover The Palm Beaches (DTPB)	Serve as the lead destination marketing organization; coordinate implementation of tourism-related recommendations; manage branding, marketing, sales, research, performance measurement, and partner collaboration; report progress to the TDC and County Commission.
Environmental & Conservation Organizations	Partner on sustainable tourism, coastal stewardship, ecotourism, and climate resilience initiatives; help balance visitor use with resource protection.
Hospitality Industry Partners (Hotels, Resorts, Attractions)	Invest in visitor experience enhancements; participate in marketing, sales, and data-sharing initiatives; support workforce development and service quality improvements.

Entity / Partner	Primary Roles & Responsibilities
Municipal Governments (39 Cities & Towns)	Lead implementation of place-based recommendations; align local capital investments, land use, and event programming with the Tourism Master Plan; collaborate with TDC, DTPB and the County on district-level activation.
Palm Beach County Board of County Commissioners	Provide policy direction, oversight, and approval of Tourism Development Tax (TDT) allocations; ensure alignment with countywide priorities and public benefit objectives.
Palm Beach County Departments (Planning, Parks & Recreation, Facilities, Environmental Resources, etc.)	Support tourism-related infrastructure, parks, beaches, trails, cultural facilities, and resilience initiatives; align capital planning and operations with Tourism Master Plan priorities.
Palm Beach County Sports Commission	Lead sports tourism development, event attraction, and facility optimization; collaborate with municipalities and venue operators on tournament and event growth strategies.
Private Developers & Property Owners	Invest in tourism-supportive real estate including hotels, mixed-use districts, marinas, and adaptive reuse projects; align development with market demand and community character.
Transportation & Mobility Partners (Airports, Transit, Port, Mobility Providers)	Support visitor access, connectivity, and mobility; align air service, cruise, transit, and multimodal initiatives with tourism growth strategies.
Universities, Colleges & Workforce Partners	Support hospitality and tourism workforce training; develop career pathways, certification programs, and leadership development aligned with industry needs.
Waterfront, Marine & Marina Operators	Advance marina, boating, and water-based tourism initiatives; support sustainable marine recreation and visitor access to waterways.
Community, Neighborhood & Resident Groups	Participate in community engagement, tourism ambassador programs, and event support; provide feedback to ensure tourism enhances quality of life and reflects local values.

Performance Metrics and Accountability Framework

To ensure effective implementation, long-term impact, and fiscal accountability, the Palm Beach County Tourism Master Plan establishes a comprehensive performance measurement and governance framework. This framework is designed to track progress toward strategic goals, evaluate return on investment of tourism-related initiatives, and support data-driven decision-making across marketing, destination development, sustainability, and visitor experience.

Performance Metrics

1. Visitor & Market Performance

- **Total Visitation (Annual & Seasonal):** Track total visitors by season to measure progress in reducing seasonality and strengthening shoulder-period demand.
- **Visitor Origin & Market Mix:** Monitor domestic, regional, drive, fly, and international markets, including core leisure, group, sports, and niche segments.
- **Length of Stay & Trip Purpose:** Measure average length of stay and primary trip motivators to assess destination competitiveness and product alignment.

2. Economic Impact & Yield

- **Visitor Spending:** Track total and per-visitor spending across lodging, dining, attractions, retail, transportation, and experiences.
- **Tourism-Related Employment:** Monitor direct and indirect job creation supported by tourism activity.
- **Hotel Performance Indicators:** Track ADR, RevPAR, occupancy, and rate integrity to evaluate yield-focused growth rather than volume alone.
- **Local Business Participation:** Assess participation of local and small businesses in the visitor economy.

3. Marketing, Sales & Brand Effectiveness

- **Campaign Reach & Engagement:** Measure impressions, engagement rates, and content performance across paid, owned, and earned channels.
- **Conversion & Attribution:** Track conversion from inspiration to booking using advanced attribution models and first-party data.
- **Return on Marketing Investment:** Evaluate ROI of leisure, group, sports, and niche campaigns against visitation, room nights, and spending outcomes.

4. Visitor Experience & Quality

- **Visitor Satisfaction & Sentiment:** Measure satisfaction through visitor surveys, sentiment analysis, and third-party review platforms.
- **Repeat Visitation & Loyalty:** Track repeat visitation rates as an indicator of long-term destination strength.
- **Experience Quality Benchmarks:** Monitor service quality across accommodations, attractions, beaches, cultural assets, and events.

5. Destination Assets & Infrastructure

- **Progress on Priority Projects:** Track implementation status of Tourism Master Plan capital projects, placemaking initiatives, and "Big Ideas."
- **Facility Readiness & Maintenance:** Evaluate condition, capacity, and operational readiness of tourism-related infrastructure.
- **Accessibility & Inclusivity:** Measure compliance with accessibility standards and progress toward inclusive visitor experiences.

6. Sustainability & Community Impact

- **Sustainable Tourism Practices:** Track adoption of sustainability, resilience, workforce housing and climate-adaptive practices across the visitor economy.
- **Environmental Indicators:** Monitor impacts on coastal resources, waterways, parks, and sensitive ecosystems.
- **Resident Sentiment:** Track resident perceptions of tourism's benefits and impacts to ensure alignment with community values.

Accountability Framework

1. Defined Governance & Roles

- Clearly define implementation roles for the Tourist Development Council, Agency Partners, Palm Beach County, municipalities, and private-sector partners.
- Align responsibilities with funding sources, performance expectations, and decision-making authority.

2. Regular Reporting & Oversight

- Establish standardized quarterly dashboards and annual performance reports aligned with Tourism Master Plan goals.
- Use data to inform TDC and County Commission briefings and funding decisions.

3. Stakeholder Coordination

- Convene regular coordination meetings among municipal partners, tourism districts, and sector leaders to share progress and align priorities.
- Use these forums to resolve challenges, scale successful initiatives, and adjust tactics.

4. Transparency & Public Accountability

- Publish high-level performance summaries, progress updates, and outcomes to maintain public trust.
- Provide mechanisms for resident and stakeholder feedback to inform ongoing refinement.

5. Adaptive Management

- Maintain flexibility to recalibrate strategies in response to market shifts, economic conditions, climate events, or emerging visitor trends.
- Encourage pilot programs and innovation, with clear evaluation criteria before scaling.

Monitoring and Plan Updates

To keep the Tourism Master Plan relevant, actionable, and responsive over its 20-year horizon, Palm Beach County will implement an ongoing monitoring and update process grounded in data, stakeholder engagement, and continuous improvement.

Monitoring Strategy

1. Tourism Performance & Implementation Oversight

- **Action:** Establish a coordinated monitoring function involving the Tourist Development Council, Agency Partners, County staff, and key partners.
- **Objective:** Provide centralized oversight of performance metrics, implementation progress, and reporting consistency.

2. Integrated Data Systems

- **Action:** Leverage visitor surveys, mobility data, lodging performance data, marketing analytics, and financial reporting.
- **Objective:** Ensure timely, reliable insights into visitation trends, economic impact, and experience quality.

3. Annual Performance Reviews

- **Action:** Conduct annual evaluations comparing outcomes against Tourism Master Plan goals, KPIs, and benchmarks.
- **Objective:** Identify successes, gaps, and priority adjustments for the coming year.

4. Stakeholder & Municipal Reporting

- **Action:** Provide structured quarterly updates and annual summaries to municipalities, tourism districts, and industry partners.
- **Objective:** Maintain alignment across the county and reinforce shared accountability for outcomes.

5. Visitor & Community Feedback Loops

- **Action:** Collect ongoing visitor and resident feedback through surveys, digital platforms, and public engagement.
- **Objective:** Ensure tourism growth enhances quality of life, supports sustainability goals, and reflects community priorities.

Plan Update Strategy

To ensure the Tourism Master Plan remains relevant, actionable, and responsive over time, Palm Beach County will implement a structured yet flexible plan update strategy. This approach balances long-term strategic continuity with the ability to adapt to changing market conditions, community priorities, and implementation realities across the county's diverse municipalities and tourism districts.

1. Regular Plan Assessments

- **Action:** Conduct formal, countywide assessments of the Tourism Master Plan on a biennial basis, with interim reviews tied to major implementation milestones, funding cycles, or external shocks (e.g., economic disruptions, climate events, or major infrastructure investments).
- **Objective:** Evaluate progress, relevance, and effectiveness of strategies and recommendations in light of evolving visitor behavior, economic conditions, competitive dynamics, and community outcomes.

2. Adaptation and Strategic Flexibility

- **Action:** Establish a defined process for refining priorities, sequencing recommendations, and adjusting tactics based on performance data and assessment findings.
- **Objective:** Ensure the plan remains aligned with current tourism trends, technologies, sustainability practices, and destination management best practices, supporting proactive, data-driven adjustments rather than reactive course corrections.

3. Stakeholder & Municipal Workshops

- **Action:** Convene targeted workshops following each major plan assessment with key stakeholders, including the Tourist Development Council, municipalities, tourism districts, Agency Partners, industry partners, and community representatives.
- **Objective:** Review findings, validate emerging priorities, and build consensus around recommended updates, reinforcing shared ownership and coordinated implementation across the county.

4. Integration of New Initiatives and "Big Ideas"

- **Action:** Maintain a structured framework for evaluating and integrating new initiatives, capital projects, or partnership opportunities into the Tourism Master Plan.
- **Objective:** Keep the plan dynamic and innovative while protecting momentum on priority actions already underway, ensuring new ideas are aligned with strategic goals, funding capacity, and community values.

5. Policy, Funding, and Regulatory Alignment

- **Action:** Periodically review related policies, funding guidelines, and regulatory frameworks, including TDC funding criteria and intergovernmental coordination mechanisms, to ensure alignment with updated plan priorities.
- **Objective:** Remove implementation barriers, reinforce accountability, and ensure that governance and policy tools actively support the evolving Tourism Master Plan.

Implementing Big Ideas

A Unified Framework
If a Big Idea is to be advanced, it would be implemented through a rigorous, phased approach led by Palm Beach County, with each idea progressing only after clearing defined strategic, financial, and community thresholds.

At a high level, implementation would follow five consistent stages, with variation only in scale, risk, and timing.

1. Portfolio-Level Governance & Prioritization (Foundation Step)
Before any single Big Idea advances, the County would need to establish clear governance and guardrails.

What This Involves

- Creating a Big Ideas Implementation Framework that:
  - Distinguishes visionary concepts from investment-ready projects
  - Sets rules for public vs. private financial exposure
  - Defines decision gates and stop/go criteria
- Assigning lead entities by project type:
  - County / TDC-led (events, branding-driven ideas)
  - Public–private partnerships (arenas, wellness, sports)
  - Private-sector-led with County facilitation (racetrack, immersive venues)

Major Issues to Resolve

- How many Big Ideas can realistically advance at once
- Which ideas are catalysts versus long-term aspirations
- How political risk and financial risk are distributed

2. Early-Stage Validation & Reality Testing (De-Risking Phase)
Every Big Idea would enter a structured validation phase before any capital commitment.

Common Actions Across All 10

- **Market demand and competitive feasibility**
  (Will it attract new visitors and events, or simply shift demand?)
- **Site and infrastructure screening**
  (Does a viable location actually exist?)
- **High-level financial modeling**
  (Capital cost ranges, operating exposure, public vs. private share)
- **Community and stakeholder soundings**
  (Where is alignment, and where is resistance likely?)

Major Issues to Resolve

- Whether projected economic impact is incremental or cannibalizing
- Whether land, access, utilities, and resilience constraints are fatal flaws
- Whether demand is episodic (events) or sustained (attractions)

Key principle:
No Big Idea advances to design or procurement without passing this stage.

3. Differentiation, Partnerships & Delivery Model Definition
Once an idea clears initial validation, the focus shifts to how it wins and who leads it.

What Happens Here

- Defining clear differentiation
  (Why Palm Beach County, not Miami / Orlando / Tampa?)
- Selecting the delivery structure:
  - County-owned / privately operated
  - Joint development agreements
  - Nonprofit or authority-led models
- Identifying credible operators, producers, or developers
- Aligning the Big Idea with existing County assets
  (convention center, waterfronts, Glades, hotels, transit)

Major Issues to Resolve

- Who carries long-term operating risk
- Whether anchor tenants, events, or brands can be secured
- Whether the project can scale or phase if conditions change

4. Community Alignment, Sustainability & Infrastructure Commitments
Across all 10 Big Ideas, community acceptance and sustainability are not side issues, they are gating factors.

Shared Requirements

- Clear articulation of community benefits:
  - Jobs, workforce pathways, access, programming
- Integration of sustainability and resilience:
  - Energy, water, transportation, climate adaptation
- Infrastructure planning:
  - Traffic, transit, parking, public safety
- Transparent communication:
  - What the County is, and is not, committing to

Major Issues to Resolve

- Equity and access concerns (especially for large or luxury concepts)
- Environmental sensitivity (waterfronts, Glades, motorsports)
- Perception of public subsidy vs. public value

5. Phased Advancement & Go / No-Go Decisions (Execution Discipline)
The final and most important insight: Not every Big Idea needs to move forward, and none should move forward all at once.

How Implementation Would Actually Happen

- Big Ideas are grouped into:
  - Near-term catalysts (events, partnerships, district activation)
  - Mid-term investments (sports complexes, arenas, immersive venues)
  - Long-term or high-risk plays (racetrack, global landmark)
- Each advances only after:
  - A completed feasibility package
  - A clear funding and partnership plan
  - Explicit Commission and stakeholder approval
- Some Big Ideas may:
  - Be paused
  - Be re-scoped
  - Serve as placeholders for future opportunity

Major Issues to Resolve

- Managing expectations when some ideas do not advance
- Avoiding sunk-cost momentum
- Keeping the Tourism Master Plan flexible, not locked into a single path

Key Takeaway for Decision-Makers
Taken together, the 10 Big Ideas form a strategic opportunity set, not a construction list.

Their successful implementation depends less on ambition, and more on:

- Disciplined sequencing
- Clear differentiation
- Strong partnerships
- Community alignment
- Willingness to say no or not yet

Handled correctly, the Big Ideas allow Palm Beach County to think globally, invest selectively, and grow sustainably, without overexposing public resources or compromising quality of life.


PALM BEACH COUNTY
FLORIDA



BOARD OF COUNTY COMMISSIONERS BRIEFING

TOURISM MASTER PLAN FOR PALM BEACH COUNTY

FOR THE BENEFIT OF THE TOURIST DEVELOPMENT COUNCIL

TDC STEERING COMMITTEE

DISCOVER THE PALM BEACHES FLORIDA
Tourist Development Council

- DAVICKA THOMPSON
- DON DUFRESNE ESQ.

EMANUEL PERRY

- THE PALM BEACHES FLORIDA — **MILTON SEGARA**
- PALM BEACH COUNTY SPORTS COMMISSION — **GEORGE LINLEY**
- Cultural Council FOR PALM BEACH COUNTY — **DAVE LAWRENCE**
- PALM BEACH COUNTY FILM AND TELEVISION COMMISSION — **MICHELLE HILLARY**
- THE PALM BEACHES PALM BEACH COUNTY CONVENTION CENTER — **DAVE ANDERSON**, **KATHERIN GRIFFIN**
- PALM BEACH COUNTY FLORIDA — **PBC Environmental Resources Management** — **DEBORAH DRUM**

PROGRESSION OF RESEARCH TO DRAFT RECOMMENDATIONS AND BIG IDEAS

FAM TOUR REPORT

PROJECT MGT REPORT

RESEARCH REPORT PART A AND PART B

STAKEHOLDER REPORT; RESIDENT AND VISITOR REPORTS

BENCHMARKING REPORT

MARKETING REPORT

COMMUNITY FIRST REPORT

SUSTAINABILITY REPORT

SITUATIONAL ANALYSIS

96 DRAFT RECOMMENDATIONS AND 18 BIG IDEAS

TMP Steering Committee Review (April 21)

69 DRAFT RECOMMENDATIONS AND 19 BIG IDEAS

STAKEHOLDER INPUT VISIONING WORKSHOP PRESENTATION AND FEEDBACK

TMP Steering Committee Reviews

50 DRAFT RECOMMENDATIONS AND 10 BIG IDEAS (5 TO MOVE FORWARD AND 5 TO EXPLORE)

CA and BCC Review and Feedback

FINAL RECOMMENDATIONS AND BIG IDEAS

RECOMMENDATIONS VS BIG IDEAS

01 F.S. 125.0104

Recommendations

Refer to **practical**, **actionable steps** that address current gaps, improve infrastructure, enhance programming, or strengthen marketing efforts. They are designed to be **realistic and achievable** within a short- to medium-term horizon (1–5 years), often using **available resources or modest new investment**. While essential to building a stronger visitor economy, these actions generally **support and optimize what already exists** rather than fundamentally transforming the destination.

Big Ideas

Are **visionary, high-impact concepts** intended to **redefine a destination's identity, draw new markets**, and set the community apart within the regional and national tourism landscape. These ideas often require **significant planning, collaboration, or investment**, and tend to unfold over a longer-term horizon (5–10 years or more). Big Ideas go beyond incremental improvements to imagine flagship attractions or bold initiatives that could become **icons of the destination**.

THERE ARE 9 CATEGORIES OF FOCUS:

1. Branding, Marketing & Visitor Engagement
2. Sustainability, Resilience & Climate Action
3. Community First
4. Infrastructure, Mobility & Wayfinding
5. Data, Technology & Innovation
6. Workforce, Education & Community Engagement
7. Planning, Zoning & Policy Tools
8. Strategy, Governance & Coordination
9. Tourism Product & Experience Development



THERE ARE 50 DRAFT RECOMMENDATIONS THAT HAVE BEEN GENERATED AS A BYPRODUCT OF THE RESEARCH, THE VISIONING WORKSHOP AND THE STEERING COMMITTEE'S CONSIDERATION.

DRAFT RECOMMENDATIONS

BRANDING, MARKETING & VISITOR ENGAGEMENT

01 Maintain a Distinct and Cohesive Destination Brand

02 Advance Inclusive and Multilingual Marketing Campaigns and Visitor Services Programs

03 Support Artificial Intelligence–Driven Visitor Services

04 Launch a Palm Beach County Tourism Information Exchange & Annual Tourism Expo

New Initiative
Continuing Initiative

DRAFT RECOMMENDATIONS

SUSTAINABILITY & RESILIENCE

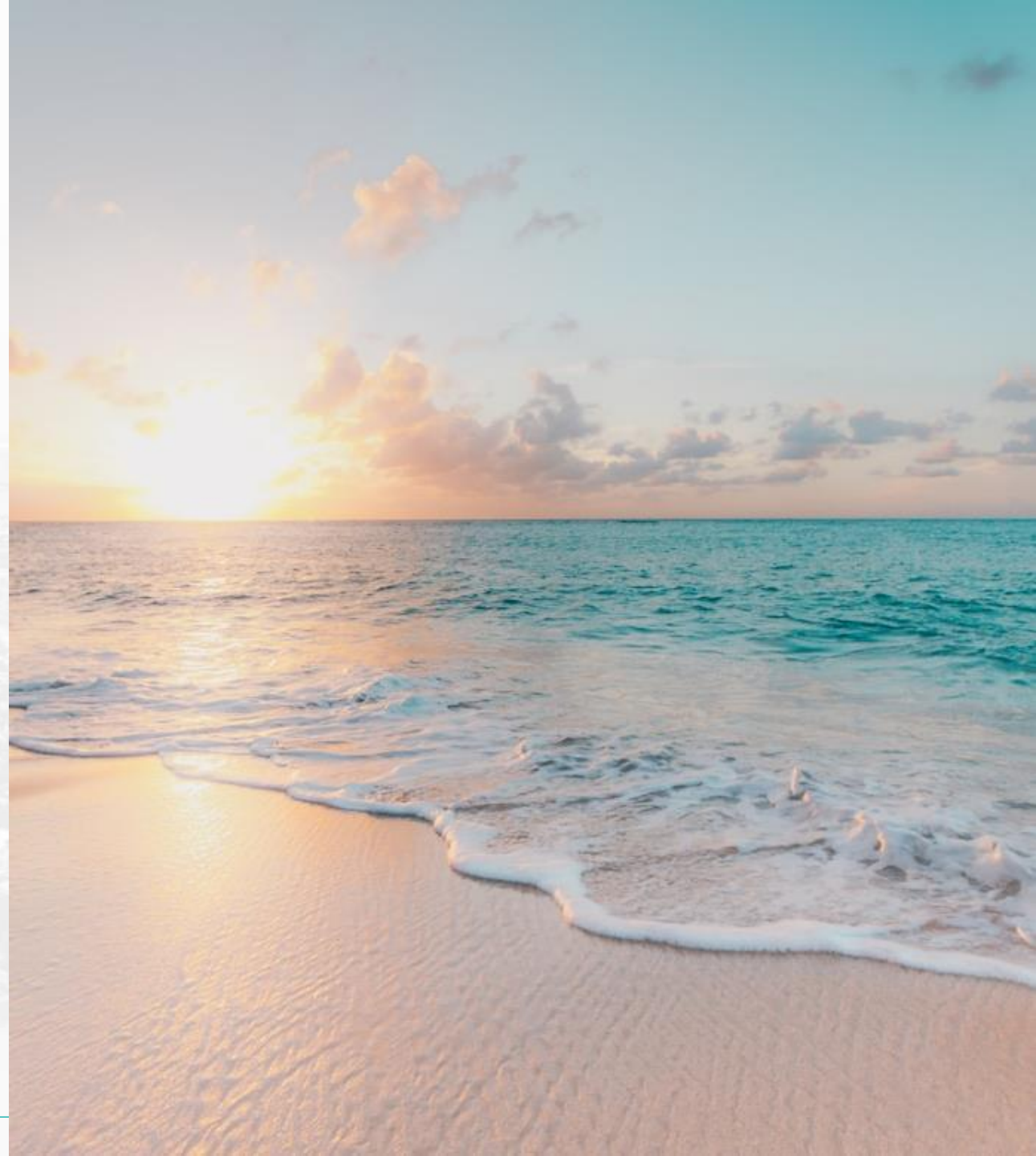
01 Maintain the Tourism Resilience and Emergency Preparedness Plan

02 Launch a Destination Stewardship Program in Partnership with Local Communities

03 Encourage “Sustainable Palm Beach” Practices

04 Encourage Regenerative Tourism Pilots in Sensitive Areas in Concert with ERM

New Initiative
Continuing Initiative



DRAFT RECOMMENDATIONS

COMMUNITY FIRST

01 Foster and Champion an Accessibility and Community First Tourism Strategy

02 Support a Coastal Access Strategy

03 Continue to Develop Palm Beach County “Tourism for Good” Programs

04 Continue to Provide a Tourism Business Accelerator Program

New Initiative
Continuing Initiative



DRAFT RECOMMENDATIONS

INFRASTRUCTURE, MOBILITY & WAYFINDING

01 Support and Advocate for County-wide Tourism Infrastructure and Transportation Improvements

02 Implement a County-Wide Wayfinding and Visitor Signage System

03 Continue to Support Regional Visitor Welcome Centers and the "Tourism Ambassadors" Program

04 Investigate a Water-Based Mobility Tourism System (e.g., Water Taxi Network)

New Initiative
Continuing Initiative



DRAFT RECOMMENDATIONS

DATA, TECHNOLOGY & INNOVATION

01 Enhance Data Collection, Monitoring, and Decision-Making

02 Enhance and Expand Dynamic Visitor Flow Management Tools

03 Create a Destination Experience Quality Index (DXQI)

New Initiative
Continuing Initiative



DRAFT RECOMMENDATIONS

WORKFORCE, EDUCATION & COMMUNITY ENGAGEMENT

01 Promote and Champion Tourism Talent and Resilience Programs; including workforce housing

02 Continue to Support a Tourism Education Curriculum and Leadership Academy in Local Schools and Colleges, and Apprenticeship Programs with Local Employers

03 Foster a County-Wide “Friends of Tourism” Volunteer Program

New Initiative
Continuing Initiative



DRAFT RECOMMENDATIONS

PLANNING, ZONING & POLICY TOOLS

01 Promote Use of Local Materials and Craftsmanship in Tourism Development

02 Champion and Strengthen a County-Wide Creative Placemaking

03 Explore International Tourism Readiness

New Initiative
Continuing Initiative



DRAFT RECOMMENDATIONS

TOURISM PRODUCT & EXPERIENCE DEVELOPMENT

1. Modernize and Expand Convention and Group Tourism Infrastructure
2. Expand and Strengthen Cultural, Heritage, and Arts Tourism
3. Capitalize on and Further Develop Events and Festival Tourism
4. Help Reimagine and Advocate Commercial and Mixed-Use Tourism Districts
5. Focus on Off-Season Tourism Offerings to Reduce Seasonality
6. Promote Agritourism and Rural Tourism Innovation
7. Enhance Nightlife and After-Hours Tourism Programming
8. Activate Underused Spaces for Tourism Events and Pop-Up Experiences
9. Advance a Palm Beach County Signature Trails Network
10. Promote “Slow Tourism” Experiences and Itineraries
11. Establish a Coastal Culture Trail Featuring Indigenous and Maritime Heritage
12. Expand and Advance an Artist-in-Residence Program for Tourism Districts
13. Expand Palm Beach County “Tourism Health & Wellness” Programs
14. Deliver More Experiential and High-End Dining Concepts
15. Align Sports Tourism with Parks and Recreation Master Plan
16. Identify and Advocate Unique, Signature, Thematic and VIP Experiences
17. Further Develop Underwater Experiences for Tourism

New Initiative
Continuing Initiative

STRATEGY, GOVERNANCE & COORDINATION

New Initiative
Continuing Initiative

01 TDC to Implement, Manage and Deliver a Unified County-Wide Tourism Strategy

02 Utilize TDC Agency Staff for TMP Implementation

03 Utilize the TDC Board to Oversee TMP Implementation

04 Continue / Expand Inter-Municipal Tourism Communication and Policy Updates

05 Align Local, State and Federal Advocacy with the Tourism Master Plan Objectives

06 Continue / Expand Florida Tourism Partnerships

07 Expand the Annual "State of PBC Tourism and Agencies Report" to Include the TMP and Tourism Impact

08 Review and Align TDC and Partner Agency Personnel Structures



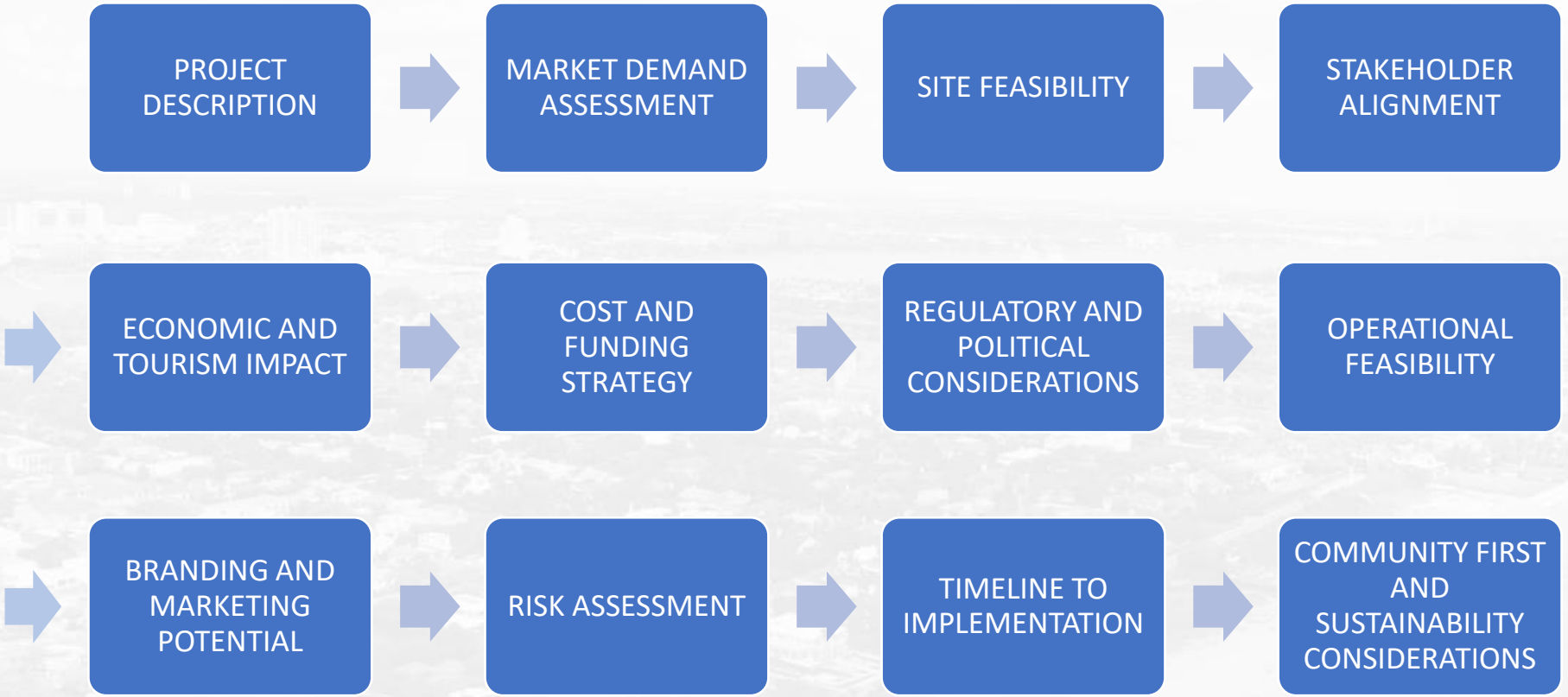
QUESTIONS & COMMENTS

DRAFT RECOMMENDATIONS



THERE ARE 5 BIG IDEAS THAT HAVE BEEN SELECTED AS A RECOMMENDATION TO MOVE FORWARD AS A RESULT OF THE RESEARCH, THE STAKEHOLDER VISIONARY WORKSHOP AND THE STEERING COMMITTEE'S CONSIDERATION.

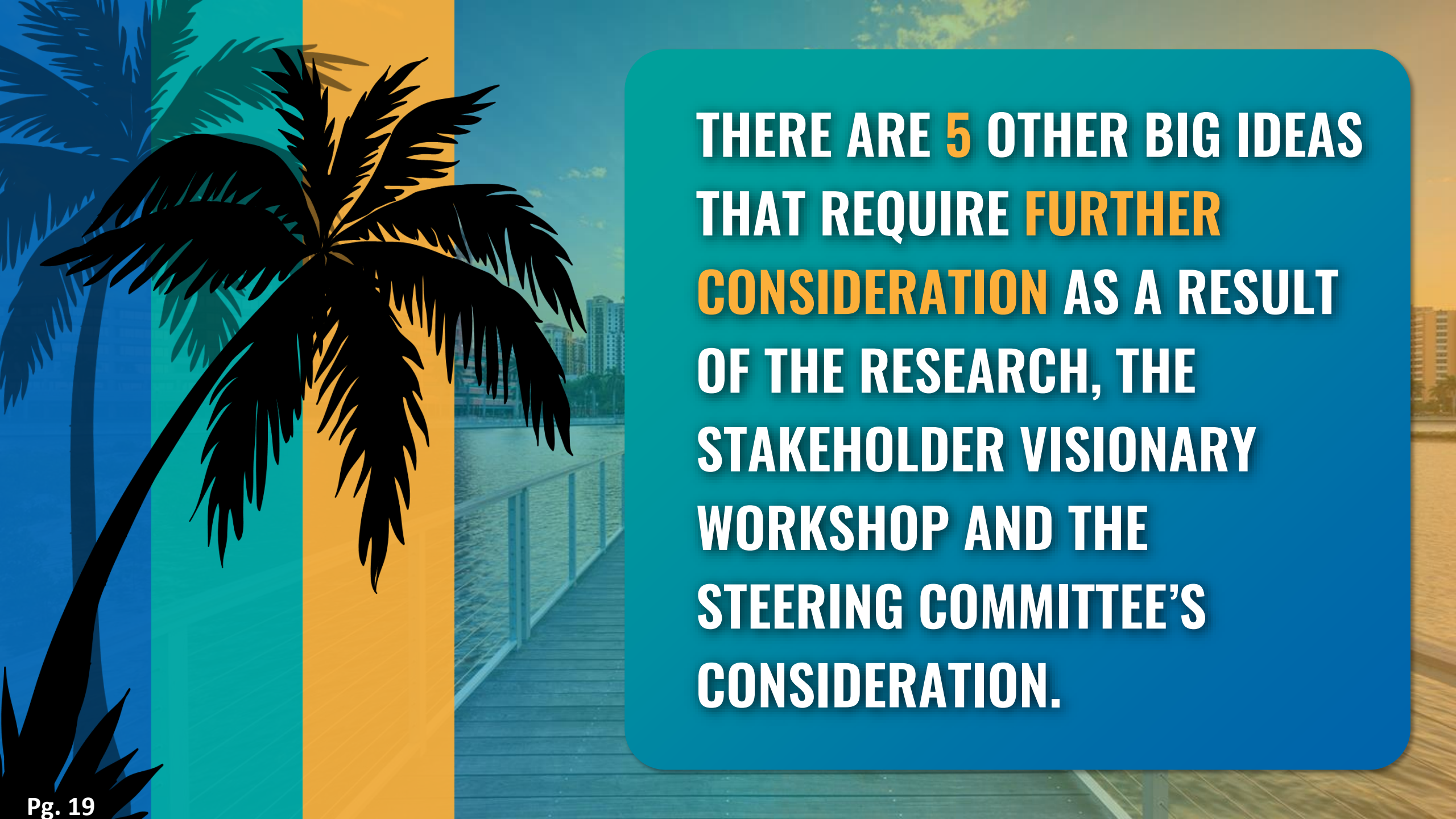
FEASIBILITY ANALYSIS



5 BIG IDEAS MOVING FORWARD

- State-of-the-Art Indoor Multipurpose Sports Complex
- Expand Convention Center and Develop Surrounding Assets
- Bids for Large-Scale International Events (Regional Partner)
- Flagship Immersive Experience Venue (Various Options)
- High-Profile Venue / Experience in the Glades Region





THERE ARE 5 OTHER BIG IDEAS THAT REQUIRE FURTHER CONSIDERATION AS A RESULT OF THE RESEARCH, THE STAKEHOLDER VISIONARY WORKSHOP AND THE STEERING COMMITTEE'S CONSIDERATION.

5 BIG IDEAS FOR FURTHER CONSIDERATION

- Wellness Attraction (e.g., Therme USA)
- World-Class Waterfront Events
- Iconic Global Landmark
- Sports & Entertainment Arena (including Equine)
- Auto Racetrack



NEXT STEPS

- Collect and Incorporate BCC Feedback
- Draft and Finalize Tourism Master Plan
- Socialize Document
- Launch and Implement



THANK YOU

QUESTIONS & COMMENTS