



CSL

PALM BEACH COUNTY MASTER PLAN PROJECT MANAGEMENT PLAN

AUGUST 21, 2024



The objective of this first Tourism Master Plan deliverable (Project Management Plan) for Palm Beach County is to present a comprehensive, inclusive, and well-coordinated strategy for an effective undertaking of the Tourism Master Plan project including, but not limited to:

- 1. Summarize planning activities for Tourism Master Plan project***
- 2. Document the kick-off meeting***
- 3. Summarize roles and responsibilities for the CSL project team***
- 4. Itemize secondary research that will be collected and provided to the project team***
- 5. Summarize the community research that will take place***
- 6. Chart out the precise project planning with scheduled tasks and dates***
- 7. Document the stakeholder engagement strategies that will be employed to engage diverse groups and cross-sector organizations***
- 8. Document the destination assessment criteria and the list of venue assessments completed***
- 9. Collaborate on messaging (see Communications Plan discussion in the Kick-off Meeting above)***
- 10. Set meetings schedule (see Workplan and Meetings discussion in the Kick-off Meeting above)***

Following are the details for each component.

1. SUMMARIZE PLANNING ACTIVITIES FOR TOURISM MASTER PLAN PROJECT

Following are high priority planning activities that are currently in process to move the Tourism Master Plan forward:

- a) Develop Project website and communications plan messages and rollout.
- b) Develop and implement the stakeholder database for Phase 4 Stakeholder Engagement. Names and contact details are being gathered and reviewed in anticipation of invitations and scheduling for one-on-one and focus group sessions.
- c) Develop online survey for residents and create campaign for resident survey rollout.
- d) Develop online survey for visitors and create campaign for visitor survey rollout.
- e) Initiate analysis of collected research materials and summary report identifying implications for the Tourism Master Plan project.
- f) Conduct independent tourism product analysis using GIS, location intelligence, and other data sources to further evaluate assets and sub-destinations throughout the County
- g) Finalize competitive and aspirations benchmark destinations list and initiate data collection for Destination Benchmarking research.
- h) Prepare list of contacts and conduct outreach to key decisionmakers from regional/national convention, sports, entertainment and various hospitality industries.
- i) Collect marketing strategy and planning documentation in preparation for Destination Branding, Marketing and Messaging Assessment research.
- j) Collect DEIA information and contacts in preparation for the Diversity, Equity and Inclusion Destination Assessment.
- k) Collect Sustainability information and contacts in preparation for the Sustainability Destination Assessment

As the project moves forward, these activities will complete and be replaced by another set of activities associated with the development of the Situational Analysis report, the Visioning Workshops, Recommendation Development and creation of the Tourism Master Plan.

2. DOCUMENT THE KICK-OFF MEETING

The Steering Committee Kick-Off Meeting included a welcome message from Emanuel Perry, Executive Director of the Palm Beach County Tourism Development Council, and introductions of the Steering Committee members including:

- Milton Segara, Discover the Palm Beaches
- George Linley, Palm Beach County Sports Commission
- Dave Lawrence, Cultural Council for Palm Beach County
- Michelle Hillary, Palm Beach County Film and Television Commission
- Dave Anderson, Palm Beach County Convention Center
- Deborah Drum, PBC Environmental Resources Management
- Laura Bebee, Palm Beach International Airport
- Davicka Thompson, Tourism Development Council Board Member
- Don Dufresne, Esq., Tourism Development Council Board Member

Also present for Palm Beach County were:

- Vannette Youyoute, Tourist Development Council
- Joan Hutchinson, Tourist Development Council
- Colton Hearn, Tourist Development Council
- Katherine Griffen, Palm Beach County Convention Center

The kickoff continued with introduction of the Tourism Master Plan Project Team Members:

- Richard Cutting-Miller, CSL International
- John Kaatz, CSL International
- Tyler Othen, CSL International
- Noah Rutgers, CSL International
- Jacob Guenther, CSL International
- Scott Erickson, Manufaktur Marketing
- Larry Rice, Tourism Diversity Matters
- Yvonne E. Drayton, Tourism Diversity Matters
- Randy Durband, Global Sustainable Tourism Council
- Kelly Bricker, Global Sustainable Tourism Council
- Kathleen Andereck, Global Sustainable Tourism Council (not present)
- Sophia Nelson, SA Nelson and Associates
- Charisma Adams, SA Nelson and Associates

STEERING COMMITTEE RESPONSIBILITIES

Following introductions there was a discussion of Steering Committee responsibilities including, but not limited to:

Strategic Oversight: Ensuring the project aligns with broader organizational goals and strategies.

- Set and maintain the vision, mission, and objectives of the project.
- Review and approve the project plan and major milestones.
- Ensure the project contributes to the long-term strategy and goals of the organization.

Stakeholder Engagement: Facilitating effective communication and involvement of all stakeholders.

- Identify key stakeholders and understand their needs and expectations.
- Ensure regular updates and transparent communication with stakeholders.
- Foster a collaborative environment among stakeholders.

Review and Approve Deliverables: Overseeing the quality and relevance of project outputs.

- Review and provide feedback on major deliverables.
- Approve key documents, plans, and reports.
- Ensure deliverables meet the defined quality standards and project objectives.

Monitor Progress: Tracking the project's progress against its plan and objectives.

- Monitor key performance indicators and project milestones.
- Conduct regular progress reviews and status meetings.
- Identify and address any deviations from the project plan.

Provide Expertise and Guidance: Leveraging the knowledge and experience of committee members to support the project.

- Offer specialized knowledge and insights to inform decision-making.
- Provide strategic advice and problem-solving support.
- Mentor project team members and promote best practices.

Risk Management: Identifying, assessing, and mitigating potential risks to the project.

- Develop and maintain a risk management plan.
- Identify and evaluate potential risks and their impact.
- Implement risk mitigation strategies and monitor their effectiveness.

Promote Public Awareness: Raising awareness and understanding of the project among the public and key audiences.

- Develop and execute a public awareness strategy.
- Engage with media and public forums to communicate project benefits and progress.
- Ensure transparency and foster public trust and support for the project.

These responsibilities ensure that the Steering Committee effectively guides the project, maintains alignment with strategic goals, engages stakeholders, and manages risks, ultimately leading to the successful completion and public acceptance of the project.

WORKPLAN AND MEETING SCHEDULE

The Steering Committee received an overview of the TMP workplan and associated deliverables to inform the discussion regarding the expected meeting schedule (see below).



THE WORKPLAN AND MEETING SCHEDULE



Based on this discussion, it was agreed that Steering Committee meetings would be scheduled for the 2nd Monday morning of each month.

DESTINATION BENCHMARKING (COMPETITIVE AND ASPIRATIONAL)

The Steering Committee next discussed a list of proposed benchmark destinations (competitive and aspirational) to be included in the research effort.

Following are the proposed destinations:

BENCHMARK DESTINATIONS

THE COMPETITION

HILTON HEAD, SOUTH CAROLINA
With pristine beaches, golf courses, and nature preserves, Hilton Head Island is a competitor for those seeking outdoor and leisure activities.

NEWPORT BEACH, CALIFORNIA
An upscale coastal town with stunning beaches, upscale shopping, and a yachting culture, Newport Beach competes for luxury travelers.

SAN DIEGO, CALIFORNIA
With its pleasant climate, diverse attractions, and family-friendly activities, San Diego offers a mix of beach life, culture, and outdoor adventures.

SARASOTA, FLORIDA
An arts and cultural hub, Sarasota features museums, galleries, and performing arts venues, appealing to those seeking artistic experiences.

NAPLES, FLORIDA
Known for its high-end shopping, golf courses, and upscale resorts, Naples offers a luxurious and relaxing escape.

KEY WEST, FLORIDA
Renowned for its laid-back atmosphere, colorful architecture, and water-based activities, Key West draws travelers seeking a tropical getaway.

CANCUN, MEXICO
A popular sun-soaked destination, Cancun boasts all-inclusive resorts, vibrant nightlife, and the stunning Caribbean coastline.

ORLANDO, FLORIDA
A major family destination, Orlando is home to world-famous theme parks like Disney World and Universal Studios, attracting millions of visitors.

CHARLESTON, SOUTH CAROLINA
Rich in history and charm, Charleston offers historic architecture, Southern cuisine, and a distinctive cultural experience.

MIAMI, FLORIDA
Known for its vibrant nightlife, cultural diversity, and trendy art scene, Miami offers a bustling urban experience and beautiful beaches.

FORT LAUDERDALE, FLORIDA
Just a short drive away, Fort Lauderdale boasts stunning beaches, upscale shopping, and a thriving boating culture.

VIRGINIA BEACH, VIRGINIA
Known for its expansive beaches, family-friendly attractions, and maritime heritage, Virginia Beach competes for visitors seeking a mix of coastal relaxation and entertainment.

MYRTLE BEACH, SOUTH CAROLINA
Known for its extensive beaches, golf courses, and family-oriented attractions, Myrtle Beach draws vacationers seeking a laid-back coastal experience.

BENCHMARK DESTINATIONS

THE ASPIRATIONAL

MONTEREY, CALIFORNIA
Known for its stunning coastline, world-class golf courses, and the renowned Monterey Bay Aquarium, this destination aligns with Palm Beach County's upscale appeal.

MAUI, HAWAII
Offering breathtaking beaches, diverse landscapes, and a strong focus on wellness and relaxation, Maui sets a precedent for tropical paradise tourism.

BARCELONA, SPAIN
A city that seamlessly blends culture, architecture, and beach life, Barcelona can inspire Palm Beach County to integrate urban and coastal experiences.

SANTORINI, GREECE
This iconic Mediterranean destination epitomizes luxury, romance, and awe-inspiring views, inspiring Palm Beach County to enhance its offerings.

DUBAI, UNITED ARAB EMIRATES
A symbol of opulence and innovation, Dubai showcases how a desert destination can transform into a modern hub of luxury and entertainment.

CANNES, FRANCE
Famous for its film festival and luxury tourism, Cannes sets a benchmark for upscale experiences, cultural events, and beachfront allure.

AMALFI COAST, ITALY
With its breathtaking coastline, charming villages, and Mediterranean allure, the Amalfi Coast embodies the essence of coastal luxury.

KYOTO, JAPAN
A city steeped in history, tradition, and natural beauty, Kyoto's blend of cultural experiences and serene surroundings can inspire Palm Beach County to emphasize authenticity and cultural immersion.

BALI, INDONESIA
Known for its spirituality, stunning landscapes, and holistic retreats, Bali exemplifies wellness and adventure in a tropical setting.

MALDIVES
Famous for its overwater bungalows, crystal-clear waters, and coral reefs, the Maldives can inspire Palm Beach County to enhance its luxury beachfront offerings.

QUEENSTOWN, NEW ZEALAND
Renowned for its adventure tourism, Queenstown offers a plethora of outdoor activities, stunning landscapes, and adrenaline-pumping experiences.

ASPEN, COLORADO
A high-end ski resort town, Aspen is synonymous with luxury, outdoor adventure, and a refined cultural scene.

Based on the discussion, the following decisions were made regarding competitive destinations:

- The Committee discussed various destinations they consider aspirational or competitive, including international destinations like Dubai, Maldives, Singapore, and Caribbean islands.
- They agreed to narrow down the list of competitive destinations to focus the benchmarking analysis, emphasizing the importance of a more focused approach.
- The Committee also discussed the need to consider different types of competitive markets, such as cruises, college towns, loyalty-based destinations, and urban shopping experiences, in addition to traditional vacation destinations.

The Committee did not agree to remove or add any specific destinations to the list. However, the group discussed the following:

- Saudi Arabia - The Committee noted that Saudi Arabia has been making significant investments in new tourism facilities and destinations, and suggested considering adding it to the list.
- The Caribbean - The Committee discussed the Caribbean as an aspirational destination, particularly in terms of marketing to expats and leveraging the cultural connections.

Beyond that, the Committee agreed to finalize the list of benchmarking destinations based on further discussion and input from the project team. Further, due to the large geographic area and varied nature of the County, some Committee members suggested the creation of multiple benchmark lists that are reflective of different aspects of the Palm Beach destination (i.e., destinations known for their coasts, sports, equine industries, etc.) CSL may prepare a master list that addresses each of the County's focus areas, or as suggested, multiple "sub-lists". These options will be presented in the near future, and it will ultimately be up to the Committee to decide between the master or "sub-list" options.

DESTINATION ASSESSMENT – SUSTAINABILITY

Randy Durband and Kelly Bricker provided an overview of the Global Sustainable Tourism Council and their workplan for the Sustainability Destination Assessment that they will produce as part of the PBC Tourism Master Plan.

Randy and Kelly said that the Palm Beach County project represents a significant opportunity for public policymakers and destination managers to embed sustainable tourism policies within the Master Plan. Partnering with the Global Sustainable Tourism Council (GSTC), the project will ensure that sustainability in tourism and destination management is systematically integrated, practiced, measured, and monitored. The GSTC Destination Assessment will introduce the destination management team to essential elements for developing sustainable policies by applying GSTC Criteria specific to Palm Beach County.

This initiative will enable stakeholders to participate in the application of GSTC Criteria, assess the county's sustainability status, and identify areas for improvement. Led by Kelly Bricker and Kathleen Andereck, the assessment will incorporate global best practices and a thorough understanding of GSTC Destination Criteria. These criteria, developed from extensive global consultation and field-tested across various destination types, reflect internationally recognized standards for sustainable tourism.

Key activities of the assessment will include on-site engagement with stakeholders, reviews of current sustainability achievements and risks, and guided overviews of documented plans and policies. The GSTC expert will present preliminary results and provide a concise report with recommendations for sustainability improvement. Summaries of the report will be communicated to stakeholders, decision-makers, community members, and target markets, highlighting marketing benefits through media distribution.

The deliverables from the sustainability assessment will encompass conclusions for action by the Tourism Master Plan. These may include building stakeholder capacity in GSTC Criteria, learning the destination's current sustainability status, identifying effective policies and practices, and generating positive marketing narratives about the destination's sustainability commitment. Additionally, the assessment will provide tools to compare sustainability performance across key areas, identify necessary actions to comply with GSTC Criteria, improve governance, and develop a baseline for sustainability monitoring. This project will prioritize actionable steps to address sustainability risks and enhance Palm Beach County's overall sustainability.

DESTINATION ASSESSMENT – DEIA

Larry Rice and Yvonne Drayton provided an overview of Tourism Diversity Matters and their workplan for the DEIA Destination Assessment that they will produce as part of the PBC Tourism Master Plan.

Larry and Yvonne said that one of the aims for this project is to ensure the development and promotion of the area is fair, respectful, and welcoming to all individuals, regardless of their backgrounds. By fostering a positive and enriching experience for residents and visitors, the project aspires to create a more vibrant and sustainable destination. Tourism Diversity Matters (TDM) will play a crucial role in this effort by creating strategic action items for measuring, reporting, and improving structural diversity, equity, and inclusion (DEI) actions. Utilizing tools to collect and report valuable information about the county's current strengths and opportunities, TDM will help focus limited resources, time, and energy for significant sustainable progress.

Key components of the DEI destination assessment include examining physical and geographic factors, infrastructure and accessibility, economic and business environment, cultural and historical assets, tourism and recreation, environmental sustainability, community and social factors, legal and regulatory framework, and competitive analysis. These elements will ensure a comprehensive understanding of the destination's appeal and development potential.

The DEI destination assessment, coordinated by TDM, will align with previous tasks in the workplan, focusing on the collection of research, stakeholder planning, workshops, document reviews, tourism asset evaluation, event and festival assessments, SWOT analysis, resident surveys, destination benchmarking, marketing assessments, situational analysis, and visioning workshops.

The deliverables from this assessment will include a detailed DEI report with qualitative and quantitative findings, providing a series of actionable conclusions for the Tourism Master Plan. This coordinated effort aims to enhance Palm Beach County's commitment to DEI, fostering a more inclusive and sustainable tourism environment.

DESTINATION ASSESSMENT – BRANDING, MARKETING & MESSAGING

Scott Erickson from Manufaktur Marketing provided an overview of his their workplan for the Branding, Marketing & Messaging Assessment that he will produce as part of the PBC Tourism Master Plan.

Scott Erickson, drawing on his extensive experience in destination strategy and marketing, is set to review Palm Beach County's marketing vision, strategy, and plans. This review will be informed by research and stakeholder engagement findings, aiming to enhance the county's marketing efforts. The comprehensive assessment will delve into how the brand is brought to life through communication, advertising, and engagement strategies.

The review will start by examining the history and background of the organization, exploring its origins and the regional partnerships that contribute to promoting Palm Beach County's assets. It will then focus on the brand story, identifying the unique elements that make the brand stand out and how it is positioned in the market. Aligning the marketing vision with the organization's overall vision and unifying strategies and tactics will be a critical aspect of this process.

A significant part of the review will evaluate sustainability and DEI (Diversity, Equity, and Inclusion) aspects. This involves assessing the risks and opportunities related to sustainability, climate resilience, and equity in the brand's marketing strategies. Understanding the broader industry context, including travel and technology trends, will also be essential in influencing travel decisions to Palm Beach County.

The marketing performance and insights analysis will provide a detailed look at Palm Beach County's performance within the dynamic marketing landscape. Defining the target audience, including traveler segments and personas who are likely to appreciate and support the area's offerings, will help tailor marketing efforts effectively.

The review will outline effective methods and channels to engage these target markets and assess the efficacy of current marketing channels while planning to reach new audiences. Developing campaign themes and partnerships will enhance brand affinity, and efforts to involve residents in local activities and events will aim to make them champions of the region.

Finally, the review will cover marketing materials, plans, and rollout strategies. This involves examining the key assets used to promote Palm Beach County, determining optimal deployment timelines, and strategizing for year-over-year growth based on metrics and successes.

The deliverable from this task will be a detailed Destination Branding, Marketing, and Messaging Assessment. This assessment will analyze the existing marketing strategy, providing conclusions and recommendations for integrating future marketing efforts into the Tourism Master Plan. The goal is to ensure Palm Beach County's marketing strategies are cohesive, effective, and aligned with broader tourism and community objectives.

PROJECT COMMUNICATIONS

Next, Richard Cutting-Miller outlined a plan for project communications and circulated a draft strategy for consideration and further development. The draft strategy will be discussed in detail with the Discover The Palm Beaches Comms / PR team and included:

The Communications Plan is intended to serve as a strategic blueprint designed to foster transparency, engage stakeholders, and gather public input throughout the project's journey. This plan outlines a comprehensive approach to informing and involving the community, ensuring that the development of the Tourism Master Plan is a collaborative and inclusive process.

The primary objectives of the Communications Plan are to increase awareness about the Tourism Master Plan, engage a diverse array of stakeholders and community members, promote open communication, and actively seek feedback from the public. By achieving these goals, the Plan aims to create a sense of ownership and participation among all involved parties.

Identifying the target audiences is crucial to the Plan's success. Local residents, business owners, tourists, government officials, media outlets, and tourism industry professionals are the key groups that will be reached through tailored messaging. Each audience will receive information relevant to their interests and involvement in the project.

Central to the plan are key messages that highlight the importance of sustainable tourism, the benefits of the Tourism Master Plan for the local economy and environment, and opportunities for public involvement. Regular updates on milestones and progress will ensure that everyone stays informed and engaged.

The content strategy encompasses a variety of materials designed to inform and engage. The project overview will explain what the Tourism Master Plan is, detail the work plan, program, and schedule, introduce the steering committee, and outline the project's goals and objectives. Regular project updates, press releases, and information on interim and final deliverables will keep the public and stakeholders informed. Additionally, access to visitor and resident surveys, email signups for further information, and schedules for public events will be provided to facilitate ongoing engagement.

A diverse mix of communication channels will be employed to reach the target audiences effectively. Digital platforms, including the official website, social media channels (Facebook, Twitter, Instagram, Tik Tok, LinkedIn), and email newsletters, will provide regular updates and engagement opportunities. Traditional media, such as press releases, newspaper articles, and radio and TV interviews, will help reach a broader audience. Community engagement will be facilitated through public meetings, workshops, focus groups, and feedback forms, allowing for direct interaction with stakeholders. Collaborations with local businesses, organizations, and tourism and hospitality associations will enhance outreach efforts and build credibility.

The timeline for the Communications Plan is structured into three phases. In Phase 1, planning and initial outreach will involve establishing the communication team, creating materials, and conducting initial media outreach. Phase 2 will focus on engagement and feedback, with public meetings, workshops, online surveys, and social media campaigns collecting and analyzing feedback. Phase 3 will center on implementation and updates, providing regular progress reports, maintaining stakeholder engagement, and presenting the final report.

Clearly defined roles and responsibilities within the communication team will ensure effective execution of the plan. Points of contact for stakeholders and media will be established, and coordination with project managers and other teams will ensure a cohesive approach to information dissemination and stakeholder engagement.

STAKEHOLDER ENGAGEMENT

Finally, the Committee discussed the plans for the vital phase of stakeholder and community outreach designed to gather insights and identify opportunities for the region's tourism industry. This phase aims to incorporate perspectives from both industry professionals and residents, ensuring a comprehensive and inclusive approach to tourism planning.

Involving stakeholders from the public sector, private sector, and the tourism industry will be crucial in assessing and evaluating Palm Beach County's current market position, asset base, and target markets. This engagement will also serve as the foundation for a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the destination, fostering stakeholder buy-in for the process and the eventual recommendations of the Tourism Master Plan.

The engagement process will involve various methods to collect feedback and insights. This includes one-on-one interviews with VIPs, focus group sessions with interest groups, and public forums with community and neighborhood groups. The specific list of stakeholders will be developed in collaboration with Palm Beach County and will be refined as the research progresses.

To ensure a well-organized and productive stakeholder facilitation process, several steps will be undertaken. These include developing an initial list of individuals and organizations to be involved, defining the types of forums to be used for feedback, creating presentation materials to facilitate discussions, and developing a schedule for conducting stakeholder outreach.

Key activities in this phase will include:

1. Reviewing and agreeing on the outline and questions for stakeholder engagement.
2. Conducting a series of interviews and meetings with key stakeholders from the tourism industry, government, and community sectors. This will include efforts to engage culturally diverse, underrepresented, and marginalized communities, as well as cross-sector civil society organizations such as environmental, social, and community-led groups.
3. Identifying participant opinions, values, aspirations, priorities, and ideas for the future of tourism in Palm Beach County and its various communities and neighborhoods.
4. Building an informal group of “champions” for the project who will be critical to endorsing and implementing the Tourism Master Plan upon its completion.

The primary deliverable from this phase will be a Stakeholder Engagement and SWOT Analysis report. This report will document and summarize the conversations and insights gained during the engagement process, presenting a clear SWOT Analysis that highlights the strengths, weaknesses, opportunities, and threats to be considered in the Tourism Master Plan.

By actively involving stakeholders and the community, the Palm Beach County Tourism Master Plan aims to create a forward-looking, inclusive, and sustainable vision for the future of tourism in the region. This collaborative approach will ensure that the plan reflects the diverse perspectives and aspirations of all those invested in the success of Palm Beach County’s tourism industry.

WHAT DOES SUCCESS FOR THE TOURISM MASTER PLAN MEAN TO YOU?

Finally, the Committee was asked for their personal perspectives on what success for the Tourism Master Plan means to them. Although each member gave their own perspective, there were a few responses that captured the attention of the larger Committee including:

- **Maximizing the County's Diversity:** Success means that the diverse organizations and communities involved in tourism feel heard and see how they fit into the plan. The plan should have a strong emphasis on diversity, equity, and inclusion throughout.
- **Actionable and Aligning with Well-Known Strengths, Government:** Success means the plan validates what the county is already doing well, brings the entire team together, and results in tangible, implementable recommendations that the county can confidently move forward with.
- **Growing an Emerging Strength, Sports Tourism:** Success means the plan provides a true roadmap that can guide the future of sports tourism in the County, even beyond the current stakeholders, and helps the area's industry continue to grow and evolve.
- **Strategic Attraction Development:** Success means delivering a measurable plan that embodies the community's vision and ensures new tourism developments physically and culturally integrate with and benefit the local community.
- **Other Important Measures of Success:**
 - Include perspective from ALL stakeholders.
 - Address quality of life issues for residents.
 - Work to keep the 39 municipalities as coordinated and focused as possible.
 - Develop tangible, implementable results.
 - A Plan that involves the resources and coordination of the entire TDC team.
 - A Plan that focuses on strategic use of taxpayer dollars, identifying measurable returns on investment.
 - Celebrate features of the County that are great today, and address opportunities for improvement in other areas.
 - A Plan that creates economic opportunities for disadvantaged and underserved communities.
 - Help to educate the public as to the benefits of tourism, including added tax dollars and visitor support for businesses and attractions that can be enjoyed by residents.

3. SUMMARIZE ROLES AND RESPONSIBILITIES FOR THE CSL PROJECT TEAM

Following are the key project team members and their roles and responsibilities for the TMP.

Richard Cutting-Miller, CSL International – Project Team Leader

Richard will oversee the development of the Tourism Master Plan for Palm Beach County. This role involves coordinating with stakeholders, including government agencies, local businesses, and community organizations, to gather input and ensure alignment with Palm Beach County goals. The Team Leader will deliver market research, analyze tourism trends, and identify key opportunities and challenges. Richard is responsible for developing actionable plans, setting project timelines, and managing budgets. Richard will also coordinate communications, provide leadership, and manage problem-solving activities that are essential to guide the team and ensure the successful development of the tourism master plan.

John Kaatz, CSL International – Destination Advisor and Work Product Quality Control

John will serve as the Destination Advisor and Work Product Quality Control for the Tourism Master Plan project. He will be responsible for providing expert guidance on destination development strategies and ensuring the quality and effectiveness of the project's deliverables. His role involves offering insights into best practices for attracting and retaining visitors, enhancing the overall visitor experience, and promoting sustainable tourism practices. John will review all work products, including reports, plans, and marketing materials, to ensure they meet the highest standards of excellence and align with the project's objectives. He will collaborate closely with the project team, providing constructive feedback and recommendations to optimize outcomes and support the successful implementation of the tourism master plan.

Tyler Othen, CSL International – Project Manager

Tyler Othen will serve as the Tourism Master Plan Project Manager and be responsible for managing the daily operations and logistics of the project. His duties include overseeing the execution of project tasks, ensuring team members adhere to schedules, and maintaining clear and consistent communication among stakeholders. Tyler will handle coordination meetings, track project milestones, and address any issues or roadblocks that arise promptly. He will also ensure that all project activities are aligned with the overall strategic goals and that progress is regularly reported to the project client teams. Tyler's role is essential in keeping the project on track, within budget, and achieving its objectives efficiently.

Noah Rutgers, CSL International – Project Analyst

Jacob Guenther, CSL International – Project Analyst

Noah Rutgers and Jacob Guenther, will serve as Tourism Master Plan Project Analysts and are responsible for conducting in-depth research and analysis to support the development of the tourism master plan. Their duties include gathering and interpreting data on tourism trends, visitor demographics, and economic impacts. They will analyze this data to identify key opportunities and challenges, providing actionable insights to inform strategic decision-making. Noah and Jacob will prepare detailed reports and presentations, offering recommendations to enhance tourism growth and sustainability. They will also collaborate closely with the broader project team, ensuring that their analyses align with the project’s objectives and contribute to the creation of a comprehensive and effective tourism master plan.

Scott Erickson, Manufaktur Marketing - Chief Tourism Marketing Strategist

Scott Erickson, serving as the Chief Tourism Marketing Strategist for the Palm Beach County Tourism Master Plan, will be responsible for evaluating and enhancing the county’s marketing vision, strategy, and plans. Utilizing extensive research and stakeholder engagement, Scott will conduct a comprehensive assessment of the current brand and its communications, advertising, and engagement strategies. His key areas of focus will include understanding the organization’s history and regional partnerships, defining the unique brand story, aligning marketing vision with organizational goals, and ensuring sustainability and DEI principles are integrated. He will analyze industry context, marketing performance, target audience insights, and channel strategies. Additionally, Scott will develop campaign concepts and co-marketing ideas, enhance resident engagement, and review marketing materials and plans. His deliverables will include a detailed marketing and messaging assessment with recommendations to inform the Tourism Master Plan’s future strategies.

Larry Rice, Tourism Diversity Matters – DEIA Subject Matter Expert

Yvonne E. Drayton, Tourism Diversity Matters - DEIA Subject Matter Expert

Larry Rice and Yvonne Drayton from Tourism Diversity Matters (TDM), serving as DEI subject matter experts for the Palm Beach County Tourism Master Plan, will be responsible for integrating diversity, equity, and inclusion principles throughout the project. Their role involves evaluating all aspects of the tourism plan to ensure it promotes fairness, respect, and inclusivity for all individuals, enhancing the destination’s appeal and sustainability. They will conduct a comprehensive DEI destination assessment, examining factors such as infrastructure, economic environment, cultural assets, environmental sustainability, and community support. Larry and Yvonne will coordinate with the CSL project team to gather and review research, engage stakeholders, and analyze tourism assets. They will deliver a DEI assessment report with strategic recommendations to guide the Tourism Master Plan, focusing on areas for improvement and sustainable progress toward DEI goals.

Randy Durband, Global Sustainable Tourism Council – Sustainability Subject Matter Expert

Kelly Bricker, Global Sustainable Tourism Council – Sustainability Subject Matter Expert

Kathleen Andereck, Global Sustainable Tourism Council – Sustainability Subject Matter Expert

Randy Durband, Kelly Bricker, and Kathleen Andereck from the Global Sustainable Tourism Council (GSTC), serving as Sustainable Tourism subject matter experts for the Palm Beach County Tourism Master Plan, will be responsible for guiding the destination towards sustainable tourism practices. They will apply the GSTC Criteria to assess Palm Beach County's sustainability status, identifying strengths and areas for improvement. Their role includes onsite engagement with stakeholders, evaluating best practices and current sustainability achievements, and reviewing plans and policies against GSTC standards. They will provide a detailed sustainability assessment report with recommendations for enhancing sustainability. Additionally, they will facilitate capacity building among stakeholders, offer tools for measuring sustainability performance, and generate positive marketing narratives about the county's commitment to sustainability. Their work will prioritize actionable steps to address sustainability risks and establish a baseline for ongoing monitoring and improvement.

Sophia Nelson, SA Nelson and Associates

Charisma Adams, SA Nelson and Associates

Sophia Nelson and Charisma Adams from S.A. Nelson & Associates, will serve as the Onsite Project Manager and Stakeholder Engagement Manager for the Palm Beach County Tourism Master Plan, and will be responsible for overseeing the on the ground operations of the project and ensuring effective stakeholder engagement. Their role includes coordinating onsite project activities, managing timelines and resources, and facilitating communication between the project team and local stakeholders. They will organize and coordinate stakeholder workshops, coordinate input from diverse community groups, and ensure their perspectives are integrated into the master plan. They will also oversee the collection of stakeholder feedback, ensuring it informs the project's development and implementation, ultimately fostering a collaborative and inclusive approach to creating a sustainable and effective tourism master plan.

4. ITEMIZE SECONDARY RESEARCH THAT WILL BE COLLECTED AND PROVIDED TO THE PROJECT TEAM

The Project Team has collected a significant number of secondary research documents and sorted them into the following categories:

- Arts & Culture
- Business Development Board
- Chambers of Commerce
- Convention Center
- County Health Department
- Cultural Council
- Discover the Palm Beaches
- Economic Council
- Economic Development
- Equestrian
- Film and TV Commission
- Hotel and Restaurant Associations
- Infrastructure
- Neighborhoods and Housing
- News Articles
- Organizations
- Parks and Recreation
- Palm Beach International Airport
- Palm Beach County
- Port of Palm Beach
- Redevelopment and Planning
- Sports Commission
- Tourism
- Transportation

- Municipalities:
 - Atlantis
 - Belle Glade
 - Boca Raton
 - Boynton Beach
 - Briny Breezes
 - Cloud Lake
 - Delray Beach
 - Glen Ridge
 - Golf
 - Greenacres
 - Gulf Stream
 - Haverhill
 - Highland Beach
 - Hypoluxo
 - June Beach
 - Jupiter
 - Jupiter Inlet Colony
 - Lake Clarke Shores
 - Lake Park
 - Lake Worth Beach
 - Lantana
 - Loxahatchee Groves
 - Manalapan
 - Mangonia Park
 - North Palm Beach
 - Ocean Ridge
 - Pahokee
 - Palm Beach
 - Palm Beach Gardens
 - Palm Beach Shores
 - Palm Springs
 - Riviera Beach
 - Royal Palm Beach
 - Tequesta
 - Wellington
 - West Palm Beach
 - Westlake

Once these documents have been reviewed, the Project Team will reach out to appropriate sources to fill any and all gaps.

5. SUMMARIZE THE COMMUNITY RESEARCH THAT WILL TAKE PLACE

There are several pieces of community research that will take place as important components of the PBC Tourism Master Plan project. In addition to the two important pieces (Destination Assessment of Sustainability and Destination Assessment of DEIA), which have been discussed previously in this document, the project will highlight the importance of understanding the perspectives and experiences of those directly involved in and affected by the tourism industry. To complement in-person stakeholder engagement, CSL will conduct extensive surveys targeting various groups, providing a comprehensive view of the current state and future potential of tourism in the county.

Frontline Workers Survey: In-depth surveys will be conducted with frontline workers in Palm Beach County's tourism industry, including hotel and restaurant staff, concierges, tour operators, outfitters, and others who directly interact with visitors. These workers have firsthand insights into visitor experiences and can provide valuable feedback on current conditions, perceived threats to success, and suggestions for future target markets.

Travel and Tourism Representatives Survey: Surveys will also be sent to leading travel and tourism representatives, including over 500 members of the Society of American Travel Writers. This research will offer an unbiased perspective on the tourism industry's current state, potential challenges, and opportunities for growth.

Lodging Property Survey: A survey of lodging properties will assess market mix, desired room night balance between events and leisure, top feeder markets, and future performance projections. This information will help tailor strategies to meet the needs of different market segments and optimize room occupancy.

Event Planners Survey: Additionally, surveys of sports, convention, meeting, and other event planners will gather insights from those who have held or considered holding events in Palm Beach County. Understanding why some chose alternative locations will provide critical information for improving the county's appeal as an event destination.

Resident Engagement: Tapping into the views and opinions of area residents is crucial for a well-rounded understanding of tourism's impact. An extensive survey of the county's residents will explore their views on tourism's importance to the economy and how it affects their quality of life. This survey, combined with insights from the 2022 Destination Analysts Palm Beach County Visitor Profile Study, will provide suggestions for improving tourism-related products and enhancing both visitor experiences and resident quality of life.

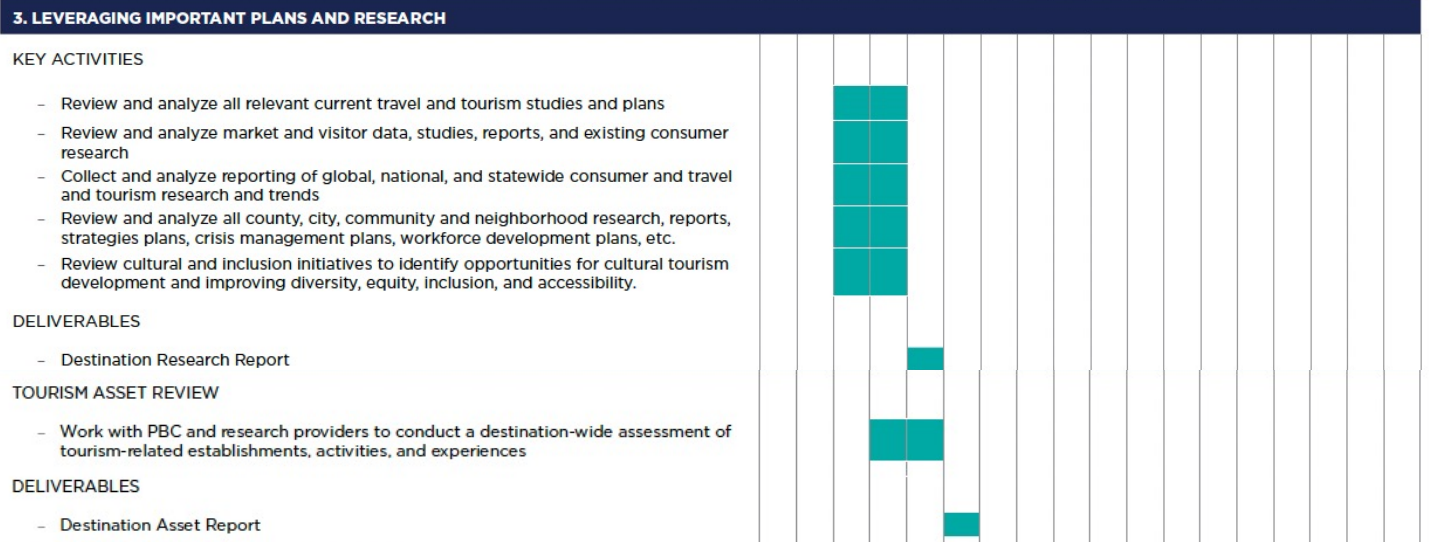
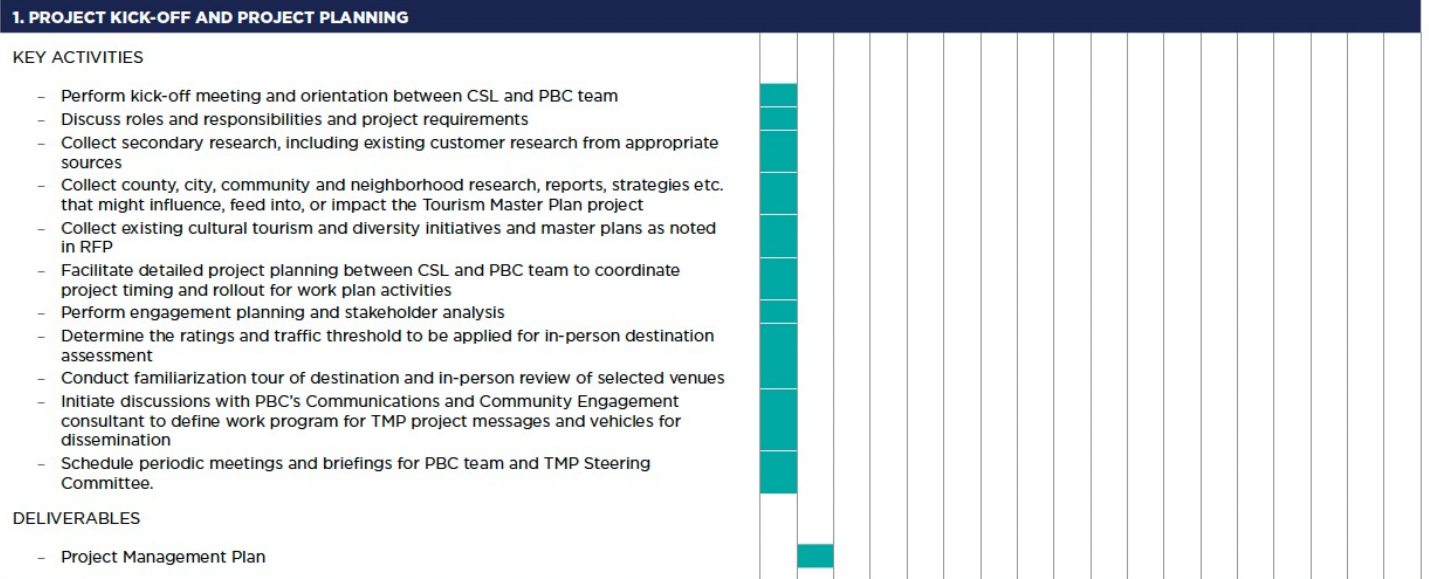
The primary deliverable will be the Resident Engagement Report. This report will document resident sentiments on various aspects of the tourism industry, including economic impact, overtourism, sustainability, and diversity, equity, and inclusion (DEI). It will analyze their perspectives on specific and general tourism assets and experiences, offering ideas for enhancement and improvement. The report will conclude with a series of actionable recommendations for the Tourism Master Plan.

Incorporating these diverse insights from frontline workers, industry representatives, lodging properties, event planners, and residents ensures that the Palm Beach County Tourism Master Plan is relevant, impactful, and effective. By thoroughly understanding the needs and opinions of all stakeholders, the plan can better address challenges and capitalize on opportunities, ultimately enhancing the tourism experience and quality of life in Palm Beach County.

6. CHART OUT THE PRECISE PROJECT PLANNING WITH SCHEDULED TASKS AND DATES

Following is a copy of the project workplan, which illustrates the individual activities and timing that the Project Team expects to execute for the Tourism Master Plan. Please note that this timing depends on a number of variables including, but not limited to holidays, steering committee availability, client feedback on deliverables and much more. In this regard, it was suggested to the Steering Committee at the kickoff event that flexibility and patience be an important element of the project, allowing for sufficient time for engagement, consideration of results and buy in by the industry, officials and community.

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4. STAKEHOLDER AND RESIDENT ENGAGEMENT

KEY ACTIVITIES

- Review and agree outline and questions for stakeholder engagement, as well as general questions for community survey, etc.
- Conduct a series of interviews and meetings with the destination's key stakeholders (tourism industry, government, and community stakeholders) to vision a forward-looking destination. Efforts will be undertaken to engage culturally diverse, underrepresented, and marginalized communities as well as cross sector civil society organizations including environmental, social, and community-led groups.
- Identify participant opinions, values, aspirations, priorities, and ideas for the future of the destination and tourism marketing in the destination and each of the major communities and neighborhoods
- Build an informal group of "champions" for the project who will be critical to the endorsement and implementation of the Tourism Master Plan upon completion

DELIVERABLES

- Stakeholder Engagement and SWOT Report

RESIDENT SURVEY

- Develop and conduct an extensive survey of the Region's resident base regarding their views of tourism, its importance to the overall economy, and how their quality of life is impacted by Palm Beach County's tourism, tourism assets and experiences

DELIVERABLES

- Resident Engagement Report

5. DESTINATION BENCHMARKING

KEY ACTIVITIES

- Identify direct competitive set and aspirational cities / destinations for destination benchmarking analysis
- Review and assess budgets for selected destination marketing organizations.
- Collect and analyze new and creative use of sports, convention, conference, entertainment, festival, cultural, historic, natural, and other tourism assets to help drive optimal visitation to the destination; attendance mix (residents/visitors); financial performance, seasonality, and related information.
- Compile trending initiatives that have led to sustainable increases in destination visitation and enhanced quality of life for residents.
- Identify creative development and investment initiatives designed to build assets that can deliver positive benefits to Palm Beach County's economy, environment, and communities.
- Align benchmarked product portfolios with existing and planned Palm Beach County product to understand gaps and opportunities to differentiate the destination.
- Review of demographics, population shifts and trends to place market niches and opportunities in context (ex: sports, arts, outdoor recreation, cultural diversity, communities, local enterprises, connecting visitors to stewardship and restoration opportunities, etc.)

DELIVERABLES

- Destination Benchmarking Report

6. DESTINATION BRANDING, MARKETING AND MESSAGING ASSESSMENT

KEY ACTIVITIES

- The destination branding, marketing and messaging review will include a comprehensive assessment of how the brand is brought to life through communications, advertising, and engagement strategies including:
- History and Background - The organization's roots and the regional partners who contribute to promoting the riches of the area.
- Brand Story - The driving force of what makes the brand unique, stand out, and the framework for how it sounds and is positioned in the market.
- Marketing Vision - The direction of the marketing programs with the vision of the organization and the strategies and tactics to unify the plan.
- Sustainability and DEI - The risks and opportunities of the Palm Beach County brand and marketing strategies related to destination stewardship principles including improving climate resiliency and equity, diversity, inclusion, and accessibility.
- Industry Context - The bigger picture of travel, technology, and the factors that make people think - or think twice - about taking a trip to Palm Beach County.
- Marketing Performance and Insights - The numbers for Palm Beach County and its performance in the ever-changing landscape of marketing.
- Target Audience - Descriptions and details of the traveler segments and personas who are most apt to love the area as much as the locals do as well as support community priorities and destination stewardship goals.
- Reaching Each Audience - Details on how, where, why, and what the target markets care about when it comes to Palm Beach County.

6. DESTINATION BRANDING, MARKETING AND MESSAGING ASSESSMENT

- Marketing Channel Strategies - Diving into each channel on what's been working and plans to reach new eyeballs.
- Campaign Thought Starters and Co-Marketing Concepts - Themes used to reach the targets in ways that matter to them and how partnerships can amplify brand affinity.
- Resident Engagement - Efforts by Palm Beach County to engage residents in local activities / events and become champions for the region.
- Marketing Materials, Plans, and Rollout - The key assets used to tell others all about Palm Beach County, when to deploy them, and how to grow optimally year over year based on metrics and successes.



DELIVERABLES

- Destination Branding, Marketing and Messaging Assessment



7. DESTINATION ASSESSMENT - DIVERSITY, EQUITY & INCLUSION

KEY ACTIVITIES

- Coordinate with other TMP Tasks



DELIVERABLES

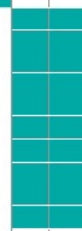
- DEI Report



8. DESTINATION ASSESSMENT - SUSTAINABILITY

KEY ACTIVITIES

- Conduct Sustainability Risk & Opportunity analysis assessing the above across economic, environmental, social, cultural impact areas to identify key challenges, performance to date, gaps, and opportunities for potential future action to improve sustainability including climate change resilience and equity.
- Starting at 5 days of onsite engagement, liaison with stakeholders
- Guided overview of the destination's major areas of best practices, current sustainability achievements and risks
- Guided overview of select documented plans and policies coverage of GSTC Destination Criteria
- Preliminary results presentation by GSTC expert
- Concise Report outlining recommendations for overall sustainability improvement
- Summaries of the Report, which can be easily communicated to stakeholders, decision makers, community members, and target markets
- Marketing benefits, including media pieces distributed to GSTC global network



DELIVERABLES

- Sustainability Report



9. SITUATIONAL ANALYSIS

KEY ACTIVITIES

- Prepare situational analysis report and presentation deck



DELIVERABLES

- Situational Analysis Report and Visioning Workshop Presentation Deck



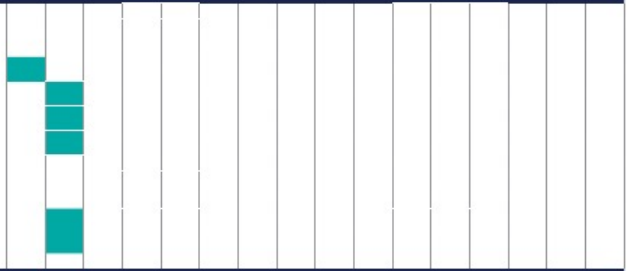
10. VISIONING WORKSHOPS & DRAFT RECOMMENDATIONS

KEY ACTIVITIES

- Host and facilitate visioning workshops with destination stakeholders (includes prep)
- Draft TMP Recommendations
 - Draft initial TMP recommendations
 - Present to the Steering Committee for feedback, selection, and prioritization

DELIVERABLES

- TMP Draft Recommendations for PBC Project Team and Steering Committee review and feedback



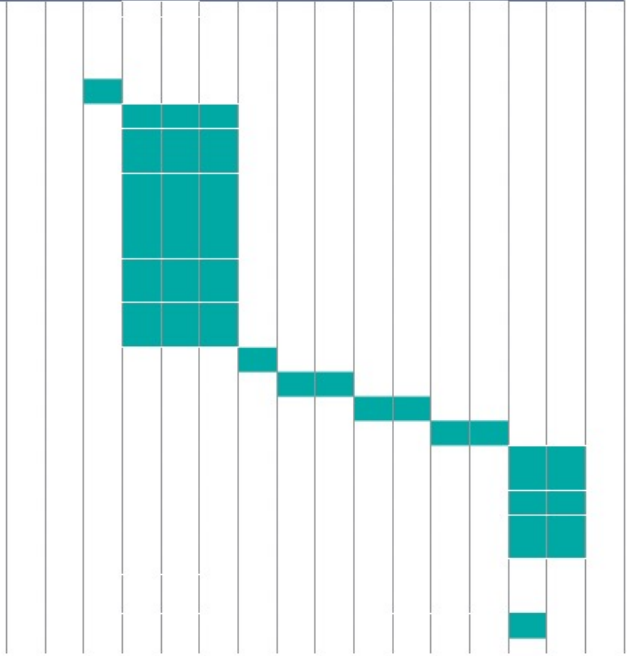
11. TOURISM MASTER PLAN

KEY ACTIVITIES

- Draft Tourism Master Plan
 - Articulate a 10-Year Vision for the Palm Beach County tourism.
 - Present and prioritize a series of Tourism Master Plan Goals and Initiatives.
 - Identify key organizations and individuals that should be involved in the implementation process for each initiative, and their roles and responsibilities
 - Define the timeline for implementing each initiative, including near-term initiatives that can be pursued immediately, mid-term initiatives to target over a two-to-five-year period, and longer-term initiatives that may take several years of planning and development.
 - Define key performance metrics and measurement benchmarks for each initiative.
 - Create oversight committee to assess, direct, manage, and monitor TMP implementation
- Present to PBC team and Steering Committee
 - Collect and input feedback
- Finalize Tourism Master Plan
 - Provide graphic design of TMP according to PBC brand guidelines
- Launch and present TMP to Industry Stakeholders, Government Leaders, and Community Groups
 - Work with PBC to socialize TMP
 - Conduct capacity-building session(s) with champions / key stakeholder groups around behavior change solutions to support future implementation.

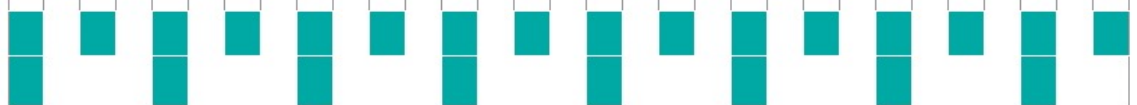
DELIVERABLES

- Tourism Master Plan (Full Report and Executive Summary)



PROJECT MANAGEMENT

- PBC Project Meetings (Bi-Weekly)
- TMP Steering Committee Meetings (Monthly)



7. DOCUMENT THE STAKEHOLDER ENGAGEMENT STRATEGIES THAT WILL BE EMPLOYED TO ENGAGE DIVERSE GROUPS AND CROSS-SECTOR ORGANIZATIONS

There are several important points of stakeholder engagement factored into the Tourism Master Plan project including but not limited to two important activities: Stakeholder Interviews in Task 4 and the Visioning Workshops to be conducted in Task 10. These are in addition to the Sustainability Destination Assessment work and the DEIA Destination Assessment work previously discussed.

Part 1 (Task 4 Stakeholder Interviews) includes:

The Task 4 phase of stakeholder and community outreach will be undertaken to identify and address the critical issues and opportunities within the tourism sector. This effort aims to incorporate insights from both industry professionals and residents, ensuring a well-rounded and inclusive approach to tourism planning.

Engaging stakeholders from various sectors, including the public, private, and tourism industries, is vital to evaluating Palm Beach County's current market position, asset base, and future target markets. This collaborative approach will also lay the groundwork for a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the destination, fostering a sense of ownership and support for the process and the eventual recommendations of the Tourism Master Plan.

The engagement process will utilize multiple methods to gather feedback and insights. This will include one-on-one interviews with key figures, focus group sessions with interest groups, and public forums with community and neighborhood groups. The specific list of stakeholders is being developed in collaboration with Palm Beach County and will be refined as research progresses.

To ensure a well-organized and productive stakeholder facilitation process, several steps will be taken. First, an initial list of individuals and organizations to be involved will be developed, refined, and expanded as the research continues. Various forums will be defined, such as individual interviews, focus groups, online surveys, and planning sessions, to solicit feedback and organize perspectives, opinions, and recommendations. Presentation materials will be created to facilitate discussions among stakeholder participants, and a detailed schedule for conducting outreach will be developed.

Key activities in this phase include reviewing and agreeing on the outline and questions for stakeholder engagement, conducting interviews and meetings with key stakeholders from the tourism industry, government, and community sectors, and making special efforts to include culturally diverse, underrepresented, and marginalized communities, as well as cross-sector civil society organizations, including environmental, social, and community-led groups. These interactions will help gather participant opinions, values, aspirations, priorities, and ideas for the future of tourism in Palm Beach County. An informal group of project "champions" will be formed, who will be critical in endorsing and implementing the Tourism Master Plan once it is completed.

The primary deliverable from this phase will be a comprehensive Stakeholder Engagement and SWOT Analysis report. This report will document and summarize the conversations and insights gained during the engagement process. The SWOT analysis will highlight the strengths, weaknesses, opportunities, and threats to be considered in the Tourism Master Plan, ensuring that the final recommendations are relevant, impactful, and effective in shaping the future of tourism in Palm Beach County.

Part 2 (Task 10 Visioning Workshops) includes:

To envision a brighter future for Palm Beach County as a premier tourist destination, a series of visioning workshops will be conducted. These workshops will blend creativity, collaboration, and local insights to shape the recommendations for the Tourism Master Plan, addressing target markets, tourism industry gaps, and new initiatives.

The visioning workshops will begin by creating a shared understanding of Palm Beach County's current position, assessing what competitors are doing, and examining how future trends will impact tourism growth. Each session will kick off with an overview of research findings, followed by dynamic discussions about future visitors, opportunities, and priorities.

Guided by the project team, stakeholders will participate in creative sessions that focus on specific initiatives derived from prior planning insights. These sessions will aim to generate a vision for engaging both new and traditional visitors, devising strategies to grow, empower, and diversify the county's tourism industry.

Participants in these workshops will work to align various visions, strategies, and tactics into an initial, coordinated outline for the updated Tourism Master Plan. This phase will not produce a final plan but will spark ideas for enhancing visitor experiences, expanding tourism assets, and identifying new and emerging markets.

Throughout the Visioning Workshops, there will be a strong emphasis on:

- Ensuring diverse voices from within and outside the tourism sector are heard.
- Welcoming new ideas and incorporating them into the initial Plan Pillars.
- Visualizing how these Plan Pillars will support a future-focused, actionable vision for the Tourism Master Plan.

By combining thorough research, extensive tourism planning experience, and local stakeholder creativity, the workshops aim to develop insightful and actionable initiatives that generate excitement within the community to bring the plan to life.

Key activities in the workshops include:

- Facilitating discussions to understand the current state of the destination.
- Positioning Palm Beach County within its competitive and aspirational context.
- Assessing future trends and their impact on the destination.
- Exploring future issues, opportunities, and priorities.
- Defining future visitors and updating the Vision Statement.
- Selecting and prioritizing key issues and opportunities for the Tourism Master Plan.

Deliverables from this phase will include:

- Visioning Workshop Report: This report will document the Vision Statement, define future visitors, and prioritize conclusions from the research for the Tourism Master Plan.
- TMP Draft Recommendations: Based on the research, a series of recommendations will be drafted and presented to the PBC Project Team and Steering Committee for feedback and prioritization.

This narrative-driven approach ensures that the Tourism Master Plan is comprehensive and forward-looking, rooted in the collective vision and enthusiasm of Palm Beach County's diverse stakeholders. The ultimate goal is to create a dynamic and sustainable future for tourism in Palm Beach County that everyone can support and execute with passion.

8. DOCUMENT THE DESTINATION ASSESSMENT CRITERIA AND THE LIST OF VENUE ASSESSMENT COMPLETED

Immediately following the Steering Committee kickoff, the CSL Project Team, with logistical assistance from TDC and DTPB conducted 4.5 days of destination assessment, visiting more than 70 places, venues, facilities, and tourism assets throughout Palm Beach County.

The list of stops included but were not limited to:

- Antique Row Art & Design District
- Arthur R. Marshall Loxahatchee National Wildlife Refuge
- Boca Raton (The)
- Boca Raton Airport
- Boca Raton Innovation Campus (BRIC)
- Boca Raton Museum of Art (The)
- Boynton Beach Mall
- Boynton Beach Oceanfront Park
- Boynton Harbor Marina
- Breakers (The)
- CACTI Park of the Palm Beaches
- CityPlace
- Clematis Street & Downtown WPB meet with DDA
- Commons Park (The)
- Cox Science Center
- Cultural Council of Palm Beach County
- Delray Beach Atlantic Avenue (DDA) and VIC
- Delray Beach Market CLOSED
- Delray Beach Tennis Center
- Dolly Hand Cultural Arts Center
- Downtown Palm Beach Gardens
- Drive by Brightline WPB
- Drive by Ocean Ave and Seacrest by Seacrest Blvd.
- Drive By the Brightline Boca Raton Station
- Driving through NORA, Currie Park meeting in Northwood Village
- FAU Stadium
- Flagler Museum
- Gardens Mall (The)
- Gardens North County District Park (The)
- Grassy Waters Preserve
- Gumbo Limbo Nature Center
- Harbourside Place
- iTHINK Financial Amphitheater
- Jupiter Lighthouse
- Lion Country Safari
- Kravis Center
- Lake Okeechobee Scenic Trail
- Lake Worth Playhouse
- Las Palmas
- Legacy Place
- Lion County Safari
- Loggerhead Marinelife Center
- Loxahatchee River- Visitor Center
- Maltz Jupiter Theatre
- Manatee Lagoon
- Meyer Amphitheatre Included above
- Mizner Park including Boca Arts and Innovation Center)
- Morikami Museum and Japanese Gardens
- Mounts Botanical Gardens
- National Croquet Center
- National Polo Center
- Norton Museum of Art
- Norton Museum of Art or Antique Row
- Pahokee Marina
- Palm Beach County Convention Center
- Palm Beach International Airport
- Palm Beach Kennel Club
- Palm Beach Zoo & Conservation Society
- PGA National Resort The Champion Course
- Port of Palm Beach
- Rapids Water Park
- Riviera Beach Marina
- Roger Dean Chevrolet Stadium
- Sailfish Marina
- Shark Wake Park/Okeeheelee Park
- Society of the Four Arts (The)
- South Bay RV Campground
- South Florida Fairgrounds
- Sugar Sand Park
- Sunset Cove Amphitheater and Daggerwing Nature Center
- Swank Farms & Special Events
- Tanger Outlets Palm Beach
- Torry Island Recreation Center & Campground
- Town Center Mall
- Veterans Park
- Wakodahatchee Wetlands
- Wellington Equestrian Community

To provide structure and objective grading to the destination assessment exercise, the Project Team applied the following criteria to judge the quality of the various tourism assets.

1. Accessibility

- Proximity to transportation hubs (airports, train stations, highways)
- Availability of public transportation
- Ease of access for people with disabilities

2. Visitor Experience

- Quality and uniqueness of the attraction
- Availability of amenities (restrooms, dining, information centers)
- Visitor satisfaction and reviews

3. Economic Impact

- Potential to attract visitors and generate revenue
- Contribution to local employment
- Opportunities for local business development

4. Sustainability

- Environmental impact and conservation efforts
- Capacity to manage visitor numbers without degradation
- Use of sustainable practices and technologies

5. Cultural and Heritage Value

- Significance in local history and culture
- Preservation of cultural heritage
- Educational value and interpretive services

6. Market Appeal

- Alignment with current tourism trends and market demand
- Appeal to target demographics (age, interests, origin)
- Competitive positioning compared to other destinations

7. Infrastructure

- Quality and condition of existing infrastructure (roads, utilities)
- Need for and feasibility of infrastructure improvements
- Capacity to handle peak visitor times

8. Community Support

- Level of local community support and involvement
- Impact on local residents' quality of life
- Opportunities for community benefits and engagement

These criteria help to ensure a comprehensive evaluation of each tourism asset, considering various aspects that contribute to a successful and sustainable tourism strategy. A complete report of the Destination Assessment will be available shortly.



CSL

FROM ALL OF US AT CSL

THANK YOU

AUGUST 21, 2024

FRISCO OFFICE

One Cowboys Way
Suite 325
Frisco, TX 75034
cslintl.com | 602.294.2000

MINNEAPOLIS OFFICE

520 Nicollet Mall
Suite 520
Minneapolis, MN 55402
cslintl.com | 602.294.2000

NEW YORK OFFICE

61 Broadway
Suite 2400
New York, NY 10006
cslintl.com | 602.294.2000