



**CSL**

**PALM BEACH TOURISM MASTER PLAN**

**STAKEHOLDER  
ENGAGEMENT REPORT**

**NOVEMBER 26, 2024**



Conversations with 180+ Stakeholders (complete list in the Appendix) for the Tourism Master Plan project took place in 6 locations throughout Palm Beach County and online during the first half of October 2024.

In general, these conversations suggested that for Palm Beach County to realize its full tourism potential, the master plan must address a number of critical issues outlined below while capitalizing on the many opportunities available to the industry and the community.

Stakeholders told CSL that the county must strike a balance between enhancing tourism infrastructure, promoting sustainability, and ensuring that tourism growth benefits all residents equitably. They reported that by focusing on cultural integration, transportation connectivity, housing affordability, and environmental conservation, the tourism sector can thrive, offering a rich, diverse, and sustainable experience for visitors and locals alike.

Before reporting on the individual issues and opportunities, this document discusses the concept of “Overtourism”, a new concept in the tourism taxonomy, that stakeholders directly and indirectly raised as a key issue for Palm Beach County tourism.

## **OVERTOURISM AS AN EMERGING ISSUE IN PALM BEACH COUNTY**

Stakeholders suggested that “Overtourism” is becoming an emerging concern in Palm Beach County as rapid growth in tourism threatens to outpace the infrastructure and resources available to accommodate both visitors and residents. Overtourism, which refers to a situation where the volume of tourists begins to negatively affect the quality of life for residents, the environment, and the tourists’ own experiences, is an issue that many world-renowned destinations face as they gain popularity. Stakeholders reported that in Palm Beach County, the combination of increased development, high levels of seasonal visitors, and underinvestment in key infrastructure has raised red flags about the sustainability of tourism growth. Multiple discussions with stakeholders highlight the challenges and pressures caused by this rapid tourism increase.

## **STRAIN ON INFRASTRUCTURE AND TRANSPORTATION**

Stakeholders reported that one of the key indicators of overtourism in Palm Beach County is the growing strain on infrastructure, particularly transportation. With a significant influx of visitors, both seasonal residents (like snowbirds) and tourists, local infrastructure is being overburdened. Public transportation remains underdeveloped, with limited options to connect key tourist destinations, leading to increased traffic congestion and environmental pressures. The high cost of transportation options like Brightline and the limited reach of Tri-Rail further exacerbate the problem. This makes access to major attractions and city centers difficult, contributing to gridlock during peak tourist seasons.

The stakeholder discussions also highlighted ongoing concerns about parking shortages, especially near beach parks, which are frequented by both tourists and residents. Efforts to develop alternative transportation options, such as trolleys and other public transit systems, are critical in addressing the rising demand for access to popular destinations.

## HOUSING AFFORDABILITY AND WORKFORCE CHALLENGES

Stakeholders reported that, as tourism continues to grow, housing affordability has become a critical issue for workers in the tourism and hospitality sectors. The rising cost of living, driven by high demand for short-term rentals (such as Airbnb) and housing for seasonal visitors, has pushed workers further away from their places of employment. This displacement increases commute times and makes it harder for businesses to retain and attract qualified workers, particularly in industries that are vital to the tourism economy. The stakeholder discussions highlighted this challenge, noting that many tourism workers now live in neighboring counties due to unaffordable housing in Palm Beach County.

Additionally, the increasing popularity of alternative accommodations like short-term rentals has driven up housing prices, further exacerbating the affordability crisis. This has resulted in concerns about the displacement of long-time residents and the overall sustainability of tourism-driven economic growth.

## ENVIRONMENTAL DEGRADATION

Another key aspect of overtourism discussed with stakeholders is its impact on the environment, particularly in sensitive areas like beaches and natural parks. The frequent use of beaches by both locals and tourists places a heavy burden on natural resources. Beach erosion is a growing concern, with replenishment efforts being costly and often delayed due to bureaucratic hurdles and funding shortages. Furthermore, stakeholders reported that the county has been promoting ecotourism initiatives, but there is still a lack of connection between existing eco-tourism opportunities and the broader tourist market. As a result, while there is potential for environmentally sustainable tourism, the infrastructure to support these activities is underdeveloped.

The stakeholder discussions also mentioned that public parks and natural attractions are facing significant wear and tear due to the high volume of visitors. There are ongoing efforts to develop linked trail systems and better connect natural areas, but without sufficient investment in these initiatives, the county risks damaging the very resources that attract visitors.

## BALANCING DEVELOPMENT AND LOCAL NEEDS

Stakeholders reported that the rapid growth of tourism-related development has raised concerns about maintaining the character and authenticity of Palm Beach County. In key areas like Clematis Street, rising rent prices and a shift toward large storefronts have made it difficult for small businesses and cultural institutions to thrive.

Stakeholders highlighted the need for more inclusive and equitable development, especially in underdeveloped regions like Belle Glade and Pahokee, where tourism infrastructure remains lacking. These areas offer rich agricultural and natural landscapes, but the lack of accommodations and access has prevented them from becoming fully integrated into the county's tourism offerings.

Furthermore, stakeholders emphasized the importance of engaging local communities in tourism planning to avoid the negative impacts of overtourism. Residents have expressed concerns about rising costs, declining quality of life, and the environmental toll of unchecked growth. Stakeholders suggested that developing a comprehensive tourism master plan that prioritizes both sustainable growth and the needs of residents is essential to mitigating the risks associated with overtourism.

## OTHER EXTERNAL FACTORS

Finally, in addition to the surge in visitors, stakeholders reported that external factors like the influx of new residents and robust economic and business development have further increased demand on Palm Beach County's infrastructure. The area has seen a significant rise in population, driven by individuals relocating to Florida, particularly during and after the COVID-19 pandemic, as well as the growing appeal of Palm Beach County as a business hub. Companies like Google and other major firms have moved into the area, bringing more employees, which adds pressure on roads, public transportation, housing, and public services. Stakeholders suggested that this convergence of tourism growth, new residents, and business expansion has strained infrastructure that was originally designed to accommodate a smaller, more seasonal population. As a result, roads are more congested, public amenities are overburdened, and the cost of housing and living has risen, impacting both residents and the tourism workforce. This rapid growth highlights the urgent need for comprehensive infrastructure planning to address the combined pressures of overtourism, population growth, and economic development.

## TAKING ACTION

Last, stakeholders reported that Palm Beach County is at a critical juncture in its development, facing multiple challenges as both tourism and economic development growth continue to accelerate. Key issues, including strained infrastructure, housing affordability, environmental degradation, and the need for balanced development, suggest that the county must take proactive steps to ensure that growth does not come at the expense of local communities and the environment. By investing in sustainable infrastructure, promoting equitable development across all regions, and ensuring that growth benefits both visitors and residents alike, Palm Beach County can avoid the pitfalls of other important places and maintain its reputation as a world-class destination.

# IMPORTANT STAKEHOLDER ISSUES AND OPPORTUNITIES

Following is an overview of important issues and opportunities that Stakeholders suggested be considered for greater focus in the development of the Palm Beach County Tourism Master Plan:

## ISSUES

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### 1. State Funding Cuts for Arts and Culture

Stakeholders reported that the \$3.1 million loss in state funding due to budget cuts has created significant challenges for over 400 arts organizations in Palm Beach County. This funding was crucial for many smaller institutions that relied on state support for their day-to-day operations, programming, and community outreach efforts. Without these funds, these organizations are now forced to reduce the scale of their programming, delay or cancel events, and seek alternative forms of revenue, including private donations and corporate sponsorships. For smaller organizations, which often lack the donor networks and staff to launch large-scale fundraising campaigns, this creates operational instability.

The long-term implications of these cuts could affect not only the cultural vibrancy of the region but also the broader tourism landscape. Arts and culture are key draws for tourists, and diminished programming could reduce the county's ability to attract visitors interested in cultural tourism. Moreover, community engagement through arts programs, particularly those serving underrepresented communities, may also suffer as these organizations struggle to maintain their current offerings.

To address this challenge, stakeholders suggested that increased advocacy is needed to restore state funding or find new financial strategies. Potential solutions include forming partnerships with private sector entities, expanding grant-making programs, or even developing public-private collaboration models that allow businesses to support cultural initiatives in exchange for recognition and tax benefits. Stakeholders suggested that advocacy at both the state and local levels will also be crucial to securing future funding for the arts and ensuring that the cultural sector can continue to grow and thrive.

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### 2. Housing Affordability and Workforce Challenges

Stakeholders reported that housing affordability has emerged as a critical issue in Palm Beach County, especially for those working in the arts and tourism sectors. Rising housing costs have made it increasingly difficult for these workers to live near their places of employment, forcing many to move farther away, increasing their commute times and reducing their quality of life. They said that this challenge is particularly acute for the creative workforce—artists, museum staff, performers, and hospitality workers—who often earn modest incomes and are disproportionately affected by the high cost of living.

Further, stakeholders reported that this issue directly affects the retention and recruitment of the workforce necessary to sustain the arts, culture, and tourism industries. If workers are unable to afford housing in or near their places of employment, businesses in these sectors may face ongoing staff shortages and higher turnover rates, which can reduce service quality and visitor satisfaction. As a result, tourism offerings may suffer, as there will be fewer people available to deliver the experiences that attract visitors to Palm Beach County.

Stakeholders offered potential solutions including exploring affordable housing initiatives such as mixed-use developments that offer affordable units alongside market-rate housing. Public-private partnerships could be instrumental in addressing this issue, incentivizing developers to include affordable housing in new projects. Additionally, partnerships with housing authorities and nonprofit organizations that focus on housing issues could help provide more accessible housing options for those in the tourism and arts industries. Stakeholders said that these efforts would not only help retain essential workers but also ensure that Palm Beach County remains a vibrant, livable community for all.

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### 3. Infrastructure and Transportation

Stakeholders reported that Infrastructure and transportation are critical to the growth of tourism in Palm Beach County, but the region has faced numerous delays in essential infrastructure projects due to funding shortfalls and recession impacts. Public transportation, in particular, remains underdeveloped, making it difficult for tourists to access key areas, including the county's rural and natural attractions. Without adequate transportation options, many of these areas remain under-visited, with tourism concentrated in central zones like West Palm Beach and Boca Raton.

Stakeholders reported that this lack of transportation infrastructure limits the potential for tourism growth in outlying areas such as the Western communities, which have rich ecotourism and cultural assets. For Palm Beach County to fully capitalize on its tourism potential, especially in ecotourism and rural tourism, a more robust and comprehensive transportation network is necessary. Enhanced public transportation options such as shuttles, expanded bus routes, and potentially rail connections to key destinations would help disperse tourism across the county, reducing pressure on central tourism hubs and increasing visitor traffic to less-developed areas.

They said that investments in road improvements, as well as transportation alternatives such as electric vehicle shuttles or bike-share programs, could also help alleviate congestion in popular areas while improving accessibility to remote destinations. Developing a long-term transportation plan that addresses these issues will be essential for supporting sustainable tourism growth and ensuring that all areas of the county benefit from tourism dollars.

## 4. Disparity in Tourism Development

Stakeholders suggested that Palm Beach County faces a significant disparity in tourism development, with well-known coastal cities like West Palm Beach and Boca Raton enjoying thriving tourism infrastructure, while the Western communities, such as Belle Glade and Pahokee, remain underdeveloped. These Western areas, despite their rich agricultural landscapes and ecotourism potential, lack the necessary infrastructure to support a robust tourism industry. The absence of hotels, restaurants, and other visitor amenities makes it difficult for these communities to attract and retain tourists.

Stakeholders said that this uneven distribution of tourism development not only limits the overall appeal of Palm Beach County as a diverse destination but also perpetuates economic inequality between regions. While coastal cities continue to benefit from tourism-driven growth, the Western communities are missing out on potential economic gains that could come from increased tourism activity. For example, birdwatching, agricultural tours, and outdoor adventure activities are all viable tourism offerings in these areas but are currently underutilized due to a lack of infrastructure.

Stakeholders suggested that addressing this disparity requires a targeted development strategy that invests in the infrastructure needed to support tourism in the Western communities. This could include public investment in hotels, campgrounds, and restaurants, as well as marketing efforts aimed at promoting these regions as ecotourism and adventure tourism destinations. Encouraging private-sector investment through tax incentives or public-private partnerships could also help spur growth in these underserved areas.

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## 5. Challenges in Connecting Trail Systems and Attractions

Stakeholders said that Palm Beach County has numerous natural attractions and outdoor activities that could draw tourists interested in ecotourism and active travel, but the county's trail systems are poorly connected, limiting their potential as a comprehensive tourism draw. Many of the trails in the county are isolated and not part of a cohesive network, which prevents visitors from easily moving between different natural areas and attractions. This issue is compounded by bureaucratic and funding challenges that have delayed the creation of a regional trail network.

Stakeholders suggested that a well-connected trail system would significantly enhance the county's appeal to hikers, cyclists, and outdoor enthusiasts by providing seamless access to its diverse landscapes, from coastal areas to the Everglades. For example, linking trails from Jonathan Dickinson State Park to Broward County's Treetops Park would create a continuous trail system that could attract regional, national, and even international visitors looking for extended outdoor experiences.

Stakeholders suggested that to overcome these challenges, Palm Beach County could develop a regional trail map and work on inter-agency coordination to streamline the development of trail connections. Securing additional funding through state or federal grants, as well as partnerships with environmental and outdoor recreation organizations, could help accelerate the completion of these projects. A more connected trail system would also create opportunities for local businesses that cater to outdoor tourism, such as bike rental shops, cafes, and eco-lodges, further enhancing the economic impact of these efforts.

## 6. Arts and Cultural Integration with Tourism

Stakeholders reported that despite Palm Beach County being recognized as Florida’s cultural capital, there is a notable disconnect between the arts and tourism sectors. Many cultural events, museums, performances, and festivals are not being effectively promoted to tourists, which results in missed opportunities to attract visitors interested in culture-driven travel. Cultural assets, such as the Norton Museum of Art, Kravis Center for the Performing Arts, and various local festivals, have the potential to draw a diverse range of tourists, yet insufficient integration with the tourism industry limits their visibility.

They suggested that a lack of coordinated marketing between tourism agencies and arts organizations exacerbates this issue. Arts and cultural organizations often operate independently of the broader tourism ecosystem, resulting in fragmented promotion and reduced overall impact. This gap not only affects visitor numbers but also reduces the economic contributions that arts tourism could bring to the region. Cultural tourists tend to stay longer and spend more on experiences such as dining, lodging, and shopping, further underscoring the importance of better integrating arts into the tourism strategy.

Stakeholders suggested that to address this, a more coordinated marketing strategy that highlights the county’s cultural offerings is needed. Partnerships between arts organizations and travel agencies, hotels, and tour operators could help promote cultural experiences as part of vacation packages. Additionally, developing tourism-focused programming, such as museum tours, art festivals, or performance series, could provide attractive options for visitors. Enhancing the visibility of cultural events through digital marketing, social media campaigns, and collaborations with tourism influencers would also help bridge the gap between the arts and tourism sectors.

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## 7. Environmental and Ecotourism Potential Underdeveloped

Stakeholders suggested that Palm Beach County’s unique ecosystems, including the Everglades, Loxahatchee River, and numerous natural preserves, present untapped opportunities for expanding ecotourism. Ecotourism, which focuses on nature-based activities like birdwatching, kayaking, hiking, and wildlife observation, is a growing sector globally. However, stakeholders indicated that the county has yet to fully capitalize on its natural assets. The lack of necessary infrastructure, such as eco-lodges, visitor centers, guided tour services, and adequate marketing, has limited the growth of ecotourism in the region.

For instance, stakeholders suggested that the Everglades—one of the most unique ecosystems in the world—offers a wide array of ecotourism possibilities but is under-marketed as a prime destination for nature enthusiasts. Furthermore, the Loxahatchee River, the only federally designated Wild and Scenic River in Florida, has significant potential for eco-activities such as canoeing and wildlife tours but lacks the necessary visitor amenities to attract long-term stays.

Stakeholders suggested that collaboration with environmental organizations like the Audubon Society, Everglades Foundation, and other conservation groups could help create eco-conscious tourism experiences while ensuring that environmental preservation remains a top priority. Strategic investments in eco-friendly infrastructure, such as solar-powered lodges, boardwalks for wildlife observation, and electric boat tours, could also help position Palm Beach County as a premier destination for sustainable tourism. They said, improved marketing efforts that promote ecotourism to domestic and international visitors through online platforms, eco-travel blogs, and social media would boost awareness and attract eco-conscious travelers.

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## 8. Sustainability and Diversity, Equity, and Inclusion (DEI)

Stakeholders suggested that as tourism in Palm Beach County continues to grow, the issues of sustainability and diversity, equity, and inclusion (DEI) have become increasingly important. Sustainable tourism ensures that economic growth does not come at the cost of environmental degradation, particularly in sensitive ecosystems like the Everglades. It also involves social sustainability by ensuring that tourism growth benefits all residents, not just specific communities or demographics.

They said, the tourism industry in Palm Beach County needs to actively address the potential negative impacts of gentrification, as rising housing and living costs threaten to displace long-time residents and exacerbate economic inequality. As tourism-related development continues to increase the demand for real estate, affordable housing for local workers, particularly those in the arts, hospitality, and service industries, has become a pressing concern. Ensuring that these workers can afford to live in the communities they serve is essential for maintaining a vibrant local economy and workforce.

Stakeholders told CSL that to promote DEI, the tourism master plan should include initiatives that cater to a diverse range of visitors and residents. This could involve creating inclusive tourism experiences that highlight the county's cultural diversity, offering programs that support minority-owned tourism businesses, and ensuring that new tourism projects provide benefits to underserved communities. Sustainability efforts should also be prioritized, including green infrastructure, low-impact tourism practices, and conservation efforts to protect Palm Beach County's natural resources. By integrating DEI and sustainability into tourism planning, the county can create a more inclusive, responsible, and sustainable tourism industry.

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## 9. Film and TV Restrictions

Stakeholders reported that the Palm Beach County Film and Television Commission faces a unique challenge due to contractual restrictions that prevent it from broadcasting its content to the local market. These restrictions limit the Commission's ability to promote local tourism initiatives and events directly to Palm Beach County residents. This is seen as a missed opportunity, as local engagement and awareness are crucial for fostering community support and participation in tourism-driven economic activities.

Stakeholders report that film and television production is an integral part of the county's economy, and the Commission's work often highlights the region's cultural, historical, and natural attractions. However, by being restricted from broadcasting to local audiences, the visibility of these assets is reduced. Local residents, who are often ambassadors for their communities, could play a significant role in promoting tourism through word-of-mouth, participation in local events, and showcasing their pride in the region. Without the ability to broadcast these promotions, the Commission misses out on an important tool for building community-driven tourism.

Stakeholders suggested that advocating for a renegotiation of these contractual restrictions would allow the Film and TV Commission to directly engage with the local market and increase awareness of the county's tourism offerings. By broadcasting tourism-related content locally, the Commission could better inform residents about ongoing events, cultural experiences, and the broader value of the tourism sector to the local economy. This, in turn, would encourage greater local participation and enhance the overall impact of the Commission's efforts.

## OPPORTUNITIES

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### 1. Palm Beach County Convention Center

Stakeholders reported that the Palm Beach County Convention Center presents a significant opportunity for expanding its role as a central hub for tourism and economic activity. Currently, the Convention Center has been highly successful since its opening, but further growth and improvements are anticipated. Plans include the expansion of the center and the addition of a second headquarters hotel adjacent to the facility, addressing the growing need for more rooms to support larger conventions. The Hilton, the current convention hotel, struggles to provide enough room blocks for larger groups, limiting the county's ability to attract major events.

Stakeholders detailed that in addition to expanding the convention center's facilities, there is a vision to develop a comprehensive "Convention Center District" that would better integrate the center with surrounding amenities, improving walkability and enhancing visitor experience. This district would feature a pedestrian bridge or overpass, connecting the convention area to nearby restaurants and entertainment, which will further position West Palm Beach as an appealing destination for large-scale business and leisure events. A second hotel and enhanced connectivity would attract larger conventions, bringing more year-round tourism to the area and creating demand for restaurants, retail, and other local services.

They suggested that the expansion and district development plan aim to meet the growing demand for convention space while also addressing infrastructure improvements, such as transportation options and sustainable energy initiatives. These plans will provide significant economic benefits by increasing room nights and boosting local business activity throughout the downtown area.

## 2. Cultural Infrastructure and Events

Stakeholders reported that Palm Beach County's cultural infrastructure, which includes performing arts centers, museums, and galleries, is poised for growth with projects such as new performing arts centers and museum expansions. Events like Make Music Day and competitive music festivals, theater performances, and visual arts events present vast potential to attract more cultural tourists from across the country and internationally. They said that cultural tourism is a highly lucrative market segment, as visitors are often willing to spend more on accommodations, dining, and experiences that are tied to cultural events.

Stakeholders suggested that to maximize the impact of these cultural offerings, strategic marketing and promotion are crucial. Targeting audiences through specialized marketing campaigns that highlight the uniqueness of Palm Beach County's cultural events could position the area as a prime destination for arts and culture. Competitive music festivals, for example, could be marketed as signature events to draw visitors during specific times of the year, thereby increasing tourism during off-peak seasons.

Additionally, stakeholders suggested that expanding cultural programming to less-served areas, particularly in Western communities, would distribute tourism benefits more equitably across the county. These regions can be developed to host cultural events, with investments in infrastructure to support tourism, including accommodations, transportation, and dining. This would not only bring economic benefits to underserved communities but also create a more diverse and inclusive cultural landscape across the county. Partnerships with local cultural organizations, businesses, and tourism agencies would help integrate arts and tourism, ensuring that cultural events are well-publicized and accessible to visitors.

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## 3. Regional Trail and Natural Area Connections

Stakeholders suggested that developing a comprehensive regional trail system in Palm Beach County offers an excellent opportunity to improve ecotourism and outdoor recreational tourism. Palm Beach County is home to numerous parks and natural areas, many of which are underutilized due to poor connectivity. A regional trail map that showcases all the natural areas and permitted activities, such as hiking, cycling, and wildlife observation, would significantly enhance the accessibility of these attractions.

They offered that establishing more connected trails between parks, beaches, and other natural sites would cater to active travelers, including hikers, cyclists, and nature enthusiasts, encouraging longer stays and repeat visits. By linking popular parks such as Jonathan Dickinson State Park with other key attractions, the county could create more extensive outdoor experiences, attracting both local and international visitors who are interested in ecotourism.

This initiative could also support local businesses that cater to active tourists, such as outfitters, bike rental shops, restaurants, and eco-lodging. In addition to creating a trail network, Palm Beach County could explore "bike tourism" initiatives by integrating bike-sharing programs along trail routes, adding bike-friendly accommodations, and developing biking events and tours. Further, efforts to promote these trails through marketing campaigns, maps, and digital platforms would attract outdoor adventurers and contribute to sustainable tourism development in rural areas of the county.

#### 4. Expansion of Ecotourism and Agricultural Tourism

Stakeholders reported that Palm Beach County's Western communities, rich in agricultural traditions and natural beauty, offer untapped potential for both ecotourism and agricultural tourism (agritourism). Ecotourism initiatives that focus on Palm Beach County's unique ecosystems, such as birdwatching, kayaking, and guided nature tours in the Everglades and Loxahatchee River, can attract eco-conscious tourists. They said that these tourists are often highly interested in environmental conservation and are willing to spend on experiences that connect them to nature.

Stakeholders suggested that agritourism could offer additional opportunities, particularly in the Western communities known for farming. Farm-to-table experiences, farmers' markets, and agricultural festivals can draw visitors interested in learning about local farming practices, tasting fresh produce, and engaging in hands-on activities like farm tours and picking seasonal crops. The growing interest in sustainable and organic farming practices adds further appeal, positioning the county as a leading destination for food and farm tourism.

The discussions suggested that collaborations with organizations such as the Audubon Society and environmental groups would be key to expanding nature-based tourism activities and protecting sensitive ecosystems. Additionally, targeted marketing efforts focused on attracting eco-conscious tourists, including digital campaigns, social media outreach, and partnerships with eco-travel influencers, could diversify Palm Beach County's tourism base and support sustainable tourism growth. The investment in infrastructure to support these initiatives, including eco-lodging, visitor centers, and transportation, will be essential for success.

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#### 5. Developing Tourism in Underdeveloped Areas

A number of stakeholders suggested that the Western communities of Palm Beach County, such as Belle Glade and Pahokee, represent significant, untapped potential for tourism development. These areas, with their rich agricultural landscapes, proximity to Lake Okeechobee, and opportunities for adventure tourism, are well-positioned to attract new visitors interested in outdoor activities such as birdwatching, fishing, hiking, and agricultural tours. However, the lack of necessary infrastructure—such as hotels, restaurants, and visitor services—limits their appeal and ability to attract tourists.

Stakeholders said that investing in tourism infrastructure in these underdeveloped areas is crucial to unlocking their potential as new tourism hubs. Building hotels, campgrounds, eco-lodges, and restaurants would provide the accommodations and amenities needed to support overnight and extended-stay tourists. Local businesses could also benefit from tourism by creating partnerships with adventure tour operators and agritourism providers, offering tourists unique experiences that align with the natural and cultural offerings of the region.

Stakeholders suggested that economic development incentives, such as tax credits or grants, could be explored to encourage private-sector investment in these communities. Additionally, promoting these regions through marketing campaigns that highlight their natural beauty, adventure tourism opportunities, and cultural heritage would help raise their profile as a destination for eco-tourists, adventure travelers, and agricultural enthusiasts. Developing tourism in underdeveloped areas would not only help balance tourism across the county but also stimulate local economies and improve the quality of life for residents.

## 6. Leveraging Sports Tourism

Stakeholders reported that Palm Beach County already benefits from a robust sports tourism sector, with high-profile events such as the equestrian competitions in Wellington, Spring Training baseball, and various golf and tennis tournaments attracting thousands of visitors annually. However, there is significant potential to expand this segment further by hosting additional national and international sports events, as well as investing in complementary infrastructure to support these activities.

Stakeholders suggested that by promoting Palm Beach County as a premier destination for sports tourism, the county can draw even larger crowds and diversify its tourism offerings. Targeted marketing efforts focused on promoting equestrian events, golf tournaments, and tennis competitions could attract visitors interested in attending or participating in these events. Additionally, investments in related infrastructure—such as hotels, restaurants, sports complexes, and recreational activities—would provide essential amenities for sports tourists, encouraging longer stays and repeat visits.

They said that hosting national and international tournaments across a broader range of sports, including soccer, swimming, and other competitive events, could also increase the county’s appeal as a sports destination. These events would not only boost tourism during the peak season but could also help fill hotel rooms, restaurants, and local attractions during the off-season, providing year-round economic benefits. Strengthening partnerships with sports organizations, event planners, and tourism agencies would be key to successfully leveraging sports tourism as a driver of growth.

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## 7. Branding and Marketing Enhancements

Stakeholders suggested that a more cohesive and comprehensive branding and marketing strategy for Palm Beach County’s tourism assets, integrating the distinct identities of 39 iconic municipalities, could significantly enhance the county’s national and international profile. Currently, Palm Beach County boasts a wide array of tourism offerings, including its beaches, cultural sites, natural parks, and sports events, but these assets are not always promoted in a unified manner. Developing a clear, compelling narrative that highlights the county’s diversity, accessibility, and sustainability would attract more tourists from different demographic groups, including families, eco-tourists, and high-net-worth travelers.

Stakeholders suggested that branding efforts should focus on updating the unique aspects of the Palm Beach County brand, emphasizing its balance of luxury, culture, and natural beauty. For example, the county’s reputation as a cultural hub can be strengthened through the centralized promotion and leveraging of museums, theaters, and art galleries, while its natural attractions, such as the Everglades, can be marketed to adventure and eco-tourists. This approach would create a cohesive image of Palm Beach County as a versatile destination with something to offer every type of visitor.

They said that collaboration with local businesses, cultural organizations, and travel agencies would be crucial for ensuring that the branding message is communicated effectively. A focus on digital marketing, social media, and partnerships with travel influencers could further enhance the county’s visibility to national and international audiences. By unifying its tourism branding and marketing efforts, Palm Beach County can better position itself as a top-tier destination that caters to a diverse range of travelers.

## 8. Investment in Artists and Cultural Programming

Stakeholders told CSL that investing in affordable housing for artists and expanding grant programs for cultural projects would help strengthen Palm Beach County's reputation as a cultural destination. Artists and creative professionals are key drivers of cultural vibrancy, yet many struggle with high housing costs, particularly in areas with growing tourism. By providing affordable housing options, the county can attract and retain artists who contribute to the local cultural scene, ensuring a thriving and diverse arts community.

They suggested that supporting artist residencies and creating cultural programming, such as art-focused festivals, pop-up galleries, and public art installations, would make Palm Beach County more attractive to art lovers and creative tourism. These initiatives could bring in tourists who are specifically interested in engaging with the local arts scene, leading to economic benefits for the region. In addition, fostering the development of artist hubs in underdeveloped areas of the county could not only revitalize these communities but also distribute the benefits of cultural tourism more equitably.

Stakeholders suggested that expanding cultural programming and creating more opportunities for artists to showcase their work would also enhance the county's identity as a destination for creative tourism. Investing in cultural infrastructure and supporting local artists through grant programs and public art projects would ensure that Palm Beach County remains a vibrant, culturally rich destination for both residents and visitors.

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## 9. Developing Indoor Sports Venues

Stakeholders suggested that Palm Beach County's current shortage of indoor sports venues presents a clear opportunity for growth in the sports tourism sector. Indoor sports like basketball, volleyball, gymnastics, cheer and wrestling are popular for both youth and adult tournaments, yet the county lacks adequate facilities to host these events on a large scale. This limits Palm Beach County's ability to attract major tournaments and events, which are crucial for boosting tourism, particularly during the off-season when outdoor activities may be less feasible due to weather conditions.

Stakeholders discussed building purpose-built indoor sports centers that can host regional, national, and international tournaments would diversify the county's tourism offerings and establish Palm Beach County as a year-round sports destination. These venues could be used for a wide variety of events, including youth sports leagues, adult tournaments, and even corporate or community events. In addition to attracting visiting athletes and their families, these tournaments would generate increased demand for local hotels, restaurants, and attractions, providing a significant boost to the local economy.

Stakeholder said that the high costs associated with converting existing venues into sports facilities have been identified as a barrier, but targeted investments in new indoor sports infrastructure would help overcome these challenges. Public-private partnerships could also be explored to share the financial burden and maximize the impact of these developments. By investing in indoor sports venues, Palm Beach County could position itself as a premier destination for youth and adult sports tourism, bringing in new visitors and diversifying its economic base.

## 10. Urban Center and Waterfront Development

Stakeholders reported that the ongoing urban center and waterfront development in downtown West Palm Beach presents an exciting opportunity to further revitalize the city and enhance its appeal as a vibrant destination. Community input has been gathered through pop-up projects and vision workshops to ensure that the development plans reflect the needs and desires of residents and stakeholders. This inclusive planning process emphasizes the importance of maintaining a balance between modern development and preserving the unique character of the downtown area.

Stakeholders reported that the waterfront is a key asset that can be further utilized to create attractive public spaces, pedestrian-friendly areas, and entertainment venues. By developing these areas, Palm Beach County can enhance its urban appeal, encouraging both locals and tourists to engage with downtown West Palm Beach as a destination for shopping, dining, cultural events, and recreation. Expanding public spaces and pedestrian areas, such as the reimagining of Flagler as a pedestrian plaza, would create a more walkable and accessible urban environment.

Stakeholders reported that these efforts are part of a broader downtown revitalization strategy that aims to create a more vibrant, dynamic urban center. This strategy can also be applied to other urban centers and waterfront communities in the county, ensuring that tourism growth is balanced across different areas. By investing in urban development and waterfront improvements, Palm Beach County can create attractive, inclusive spaces that appeal to both residents and visitors, fostering economic growth and enhancing the overall quality of life in the county.

# BIG IDEAS

During the course of the many conversations, there were a number of “Big Ideas” suggested by Stakeholders that could have a long-term and significant impact on Palm Beach County’s tourism development. Following is a list of the “Big Ideas” generated in the meetings.

- 1. *Building a Medium-Sized Convention Center:*** Build a medium-sized convention center in Northern Palm Beach County to attract business tourism by hosting conferences, trade shows, and special events, filling a gap in the county’s ability to cater to these gatherings.
- 2. *Building a Regional Trail System for Ecotourism:*** Build a fully connected trail system linking natural areas like Jonathan Dickinson State Park and Broward County’s Treetops Park, enhancing ecotourism and outdoor recreational opportunities for residents and visitors.
- 3. *Building an Auto Racetrack to Attract Motorsports Tourism:*** Construct an auto racetrack to host major motorsports events such as NASCAR and Formula 1, drawing large crowds and increasing demand for local hotels, restaurants, and tourism services, while diversifying Palm Beach County’s tourism offerings.
- 4. *Collaborating on Bids for Large-Scale International Events:*** Partner with Miami and Broward County to bid for major international events like the FIFA World Cup and Super Bowl, positioning Palm Beach County as a complementary destination for training, accommodations, and smaller event matches.
- 5. *Creating a Distillery to Promote Agritourism:*** Develop a distillery in the Glades area as part of the Other Land Society initiative to diversify farming, attract tourists interested in agritourism, and create jobs, turning the distillery into a unique regional destination.
- 6. *Creating a Global Art Fair or Biennale:*** Organize a world-class art fair or biennale to position Palm Beach County as a key destination on the international art circuit, attracting galleries, collectors, and tourists from around the world.
- 7. *Creating a Palm Beach County Tourism Information Exchange:*** Create a county-wide tourism tradeshow where cultural organizations and tourism-related entities can share information, coordinate efforts, avoid scheduling conflicts, and promote local events and attractions.
- 8. *Designing an Innovative, Immersive Experience for Visitors:*** Design a unique, interactive digital art or entertainment experience inspired by venues like the Las Vegas Sphere, positioning Palm Beach County as a destination for modern, immersive cultural events.
- 9. *Developing a Palm Beach County Tourism App:*** Create a user-friendly mobile app that provides tourists with information on accommodations, restaurants, events, and attractions, along with real-time updates, ticket purchasing, and augmented reality tours, enhancing the visitor experience.
- 10. *Developing a Signature Music Festival:*** Develop a large-scale music festival akin to South by Southwest or Coachella, showcasing local, national, and global talent to attract national and international audiences and boost cultural tourism.

- 11. Developing Eco-Adventure Tourism:** Develop eco-adventure parks offering activities like zip lining, mountain biking, and kayaking, particularly in the Western communities, to attract adventure-seeking tourists and diversify Palm Beach County's tourism demographics.
- 12. Developing Regional Birdwatching and Wildlife Corridors:** Promote Palm Beach County as a birdwatching and wildlife observation destination by developing wildlife corridors, observation towers, and guided tours, in collaboration with organizations like the Audubon Society.
- 13. Enhancing Sports Tourism Hospitality:** Invest in the hospitality infrastructure needed to support major sporting events like tennis, golf, polo, and equestrian competitions, especially in Wellington, to solidify Palm Beach County's reputation as a premier sports tourism destination.
- 14. Establishing a Concentrated Arts and Gallery District:** Create a dedicated arts district in Palm Beach County as a hub for galleries, performances, and cultural events to attract art lovers and cultural tourists year-round.
- 15. Establishing a World-Class Sustainable Tourism Hub:** Position Palm Beach County as a leader in sustainable tourism by developing eco-lodges, green transportation, and environmental conservation initiatives in collaboration with organizations like the Audubon Society and the Everglades Foundation.
- 16. Expanding Agritourism and Ecotourism Offerings:** Leverage the agricultural assets of the Western communities by promoting farm-to-table experiences, agritourism, and nature-based tourism, such as birdwatching and guided Everglades tours, supported by infrastructure development.
- 17. Expanding Family-Friendly Attractions:** Expand family-friendly attractions in Palm Beach County by enhancing existing sites like Manatee Lagoon and Loggerhead Marine Life Center with more educational and interactive experiences to position the county as a family destination.
- 18. Implementing a Comprehensive Marketing Strategy for Historical and Cultural Tourism:** Launch a coordinated marketing campaign to promote Palm Beach County's historical and cultural sites, enhancing heritage tourism through new tours, educational programs, and digital promotions.
- 19. Investing in Golf and Tennis Tourism:** Invest in high-quality golf and tennis infrastructure by renovating existing courses and creating new facilities to reinforce Palm Beach County's reputation as a premier sports tourism destination.
- 20. Launching a Historic Preservation and Cultural Tourism Initiative:** Launch an initiative to promote underutilized historical and cultural sites, such as Jupiter Lighthouse and Dubois Park, through comprehensive preservation and tourism efforts.
- 21. Launching a Tourism Business Incubator in the Glades Region:** Establish an incubator program to support the development of tourism-related businesses in the Glades, such as fishing guides, wildlife tours, and food/beverage operations, to grow local tourism.

**22. Promoting High-End Tourism Leveraging "Wall Street South":** Capitalize on the influx of high-net-worth individuals and financial firms by promoting luxury tourism focused on exclusive experiences, high-end dining, shopping, and boutique hotels.

**23. Pursuing a Joint Bid for the Olympics:** Partner with Broward and Dade Counties to pursue an Olympic bid, elevating South Florida, including Palm Beach County, to global prominence and spurring infrastructure improvements that would benefit tourism for decades.

**24. Revitalizing and Developing Tourism in the Western Communities:** Transform the Western communities into tourism hubs through investments in hotels, campgrounds, and eco-tourism infrastructure, catering to outdoor enthusiasts, birdwatchers, and agritourists.

**25. Supporting Affordable Housing for Artists and Hospitality Workers:** Develop affordable housing solutions near tourism hubs, especially in underdeveloped areas, to address the housing crisis affecting artists and hospitality workers, ensuring the retention of the workforce critical to the tourism industry.

**26. Targeting Young Adult and Millennial Travelers:** Develop attractions, entertainment, and affordable accommodations catering specifically to young adults and millennials, tapping into an underdeveloped market and diversifying the county's tourism demographics.

These "Big Ideas" represent strategic and tactical initiatives that could significantly reshape and expand the tourism landscape in Palm Beach County, creating a more diversified, sustainable, and inclusive tourism economy. All of these "Big Ideas" will be considered and analyzed as the project moves forward.



# APPENDIX



# APPENDIX

Following is a list of stakeholders who participated in the one-on-one, group and online sessions with CSL International. Their time, contributions and insight were instrumental in informing the issues, opportunities and big ideas that should be considered for the Palm Beach County Tourism Master Plan. Thank you. Please excuse any missing names or errors to the listing.

ATTENDEE	TITLE	AGENCY / ORGANIZATION / COMPANY
Alyssa Freeman	Executive Director	Marine Industries Association of Palm Beach County
Amy DiNorscio	Amphitheater Manager	City of Boca Raton
Andrew Kato	Producing Artistic Director/Chief Executive	Maltz Jupiter Theatre
Andy Dehart	President & CEO	Loggerhead Marinelife Center
Anne M. Gannon	Constitutional Tax Collector	Palm Beach County Tax Collector Office
Anne Mortomore	Director of Marketing, Digital and Content	Miami City Ballet
Anthony Barbar	President & CEO	Barbar & Associates, LLC
Anthony M Lofaso	Past President of Board	Palm Beach County Sports Commission
Arlene Cheese-Nelson	Planning Analysts	Boca Raton CRA
Armando Fana	Assistant City Manager	City of West Palm Beach
Aurora Arthay	Deputy Director	Palm Beach County Library System
Ava Parker	President	Palm Beach State College
Bernardo Neto	General Manager	The Ben
Bill Metzger	Board Member	PBC Film & Television Commission
Bruce Seigel	General Manager	The Colony Hotel
Carol Roberts	Chair	Palm Beach County Film Commission
Carolyn Stone	Deputy Town Manager	Town of Palm Beach
Carter Bogush	Marketing Coordinator	Downtown Boca/City of Boca Raton
Catherine Hughes	Director of Education & Community Engagement	Palm Beach Opera
Chadi Irani	Director of Digital Media	Local IQ
Chantell Ghosh	Chief Marketing Officer	Miami City Ballet
Charlee Nolan	Communications Director	Norton Museum of Art
Chilondra Sheppard	Corporate Partnership Director	Boys and Girls Clubs of Palm Beach County
Chris Davenport	Palm Beach County Historic Preservation Officer	Palm Beach County Planning Division

ATTENDEE	TITLE	AGENCY / ORGANIZATION / COMPANY
Chris Inman	General Manager	Hilton West Palm Beach
Chuck Elderd	Consultant to the OBC Film and Television Commission	PBC Film and Television Commission
Cindy Surman	Assistant to the Directors	Boca Ballet Theatre
Colton Hearn	Financial Analyst	Tourist Development Council
Cory Lyn Cramer	Planning and Zoning Manager	Village of Wellington
Daniel Hostettler	CEO	The Boca Raton
Dave Keamy	Executive Director of Sales	Ocean Properties Hotels and Resorts and the Opal Collection
Dave Lawrence	President & CEO	Cultural Council for Palm Beach County
Davicka Thompson	Board Member	TDC Board
David Anderson	General Manager	PBC Convention Center
David Fontanarosa	Director of Finance	Palm Beach County Sports Commission, Inc
Debbie Calabria	Senior Director of Stewardship	Cultural Council of PBC
Deborah Searcy	Vice Mayor	North Palm Beach
Dennis Grady	Executive Director	Chamber of the Palm Beaches
Derrick Steinour	Director of Sales & Marketing	Hilton West Palm Beach
Diane Quinn	CEO	Kravis Center
Donald P. Dufresne	Shareholder	Becker & Poliakoff
Don Kiselewski	Executive Director, FPL, External Affairs	FPL
Dorritt Miller	Retired Govt Executive	Dorritt Miller
Doug Mosley	Program Director	ESPN
Douglas Crane	Director	Palm Beach County Library System
Duhaney	COO	Cox Science Center and Aquarium
Ed Chase	Director of Intergovernmental Affairs	Palm Beach County Gov
Edward Nabhan	COO	Fun Depot
Elisa Cramer	Director	Palm Beach County Youth Services Department
Elizabeth Dashiell	CEO	Elizabeth Dashiell Public Relations
Emanuel Perry	Executive Director	Tourism Development Council
Eric Marmer	Town Manager	Town of Manalapan
Erika Constantine	Senior Vice President, Marketing	Discover The Palm Beaches

ATTENDEE	TITLE	AGENCY / ORGANIZATION / COMPANY
Evan Lomrantz	Chief Financial Officer	Discover The Palm Beaches
Fabien Desrouleaux	Director of Recreation and Parks	City of Boynton Beach
Frederic Quan	Principal	Quan Enterprises
Geoff Sluggett	President	Geoffrey B. Sluggett & Assoc, Inc.
George Linley	Executive Director	Palm Beach County Sports Commission
Evan Lomrantz	Chief Financial Officer	Discover The Palm Beaches
Ghislain d'Humieres	Director and Chief Executive Officer	Norton Museum of Art
Gillian Constable	Sports Event Manager	Palm Beach County Sports Commission
Gopal Rajegowda	President & CEO	Related
Gregg Weiss	County Commissioner	Palm Beach County Board of Commissioners
Griselle Chazu	Director of Economic Development	City of Boynton Beach
Gustav Weibull	VP - Research	Discover The Palm Beaches
Haley McCann	PR and Social Media Manager	Lion Country Safari
Hannah Arnst	Communications Consultant	Freelance
Holly Stewart	Executive Director	Young Singers of the Palm Beaches
Ileana Olmsted	PR Specialist/Community Events & Amphitheater Manager	City of Boca Raton
Indira Persaud	Director	
Isami Ayala-Collazo	Assistant County Administrator	Palm Beach County - Administration
J. Michael Prince	CEO/President	USPA Global Licensing, Inc.
James Barbato	General Director	Palm Beach Opera
James E. May	Chief of Staff	Boca Raton Museum of Art
Jason Tenney	Marina Director	Town of Lake Park
Jennifer Brown	Supervisory Park Ranger/Visitor Services Manager	U.S. Fish and Wildlife Service, Arthur R. Marshall Loxahatchee National Wildlife Refuge
Jennifer Cirillo	Director Parks and Recreation	Palm Beach County Parks and Recreation
Jennifer Earnest	Executive Director	The Hill Foundation
Jennifer Sullivan	SVP	Cultural Council for Palm Beach County
Jeremy Allen	Village Manager	Village of Tequesta
Jeremy Johnson	Chief Executive Officer	Historical Society of Palm Beach County

ATTENDEE	TITLE	AGENCY / ORGANIZATION / COMPANY
Jessica Del Vecchio	Economic Development Manager	City of Boca Raton, Office of Economic Development
Jim Bronstien	TDC Board	TDC Board / US Marina Group
Jim Mostad	Senior VP - Sales	The Breakers
Joan Oliva	Executive Director	Lake Worth Beach CRA
Jodi Cross	Executive Director	Florida Restaurant & Lodging Association FRLA
John Blades	Executive Director	Flagler Museum
John Critchett	President	Palm Beach Tours & Transportation
Johnathan Hopkins	Executive Director	West Palm Beach Mobility Coalition
Jon Carter	Chief of Staff	Palm Beach County Board of County Commissioners
Jonathan Brown	Director Housing & Economic Development	Palm Beach County Board of County Commissioners
Joseph Fisher	Managing Director	PGA Resort
Juan J Pagan	President	Florida Hispanic American Chamber of Commerce/Fiesta de Pueblo, Inc.
Juan Suarez	Planner	City of Riviera Beach
Kara Dery	Supervisors Special Facilities	Palm Beach County Gov
Karen Plante	Co-Secretary	Loxahatchee Groves Landowners Association
Karen White	Founder/President	Home Health Services of The Palm Beaches
Kasey Denny	Legislative Affairs Director	Palm Beach County
Katherine Bonner	Executive Assistant	Palm Beach Cultural Council
Katherine Combs	President	Masterworks Chirus of the Palm Beaches
Katherine Griffin	General Manager	Palm Beach County Convention Center
Keith Clinkscale, Dr.	Director, Strategic Planning and Performance Management	Palm Beach County
Kelly Armstead	Division Director, Arts & Culture	City of Boynton Beach
Kelly Burke	Commission Support	Palm Beach County
Kelly Kennedy	Economic Development Coordinator	City of Boca Raton - Office of Economic Development
Kelly Powell	CEO	Community Partners of South Florida
Kelsey Côté	Marketing & Communications Manager	Jupiter Inlet Lighthouse & Museum
Ken Kennerly	President & CEO	K2 Sports Ventures
Kimmie Kiely	Senior Advisor	Kravis Center

ATTENDEE	TITLE	AGENCY / ORGANIZATION / COMPANY
Kristen Liberman	Director of Communications and Marketing	Business Development Board of Palm Beach County,
Laura Beebe	Director of Airports	Palm Beach International Airport
Laura Simon	Exec. Director	Delray Beach Downtown Development Authority
Lauren Perry	AVP, Marketing & Cultural Tourism	Cultural Council for Palm Beach County
Leigh Bennett	Director of Business Development	Visit Palm Beach
Leneita Fix	Executive Director/CEO	The Reef Institute
Mack Bernard	County Commissioner	Palm Beach County Board of Commissioners
Marci Woodward	County Commissioner	Palm Beach County Board of Commissioners
Margaret Horgan	Executive Director	Ann Norton Sculpture Gardens
Maria Marino	Vice Mayor	Palm Beach County Board of Commissioners
Maria Sachs	Mayor	Palm Beach County Board of County Commissioners
Maricela Torres	Executive Director	Esperanza Community Center
Mark Baron	Tournament Director	Delray Beach Open
Martine Bakker	Resident	Resident
Mary Csar	Executive Director	Boca Raton Historical Society, Inc.
Mary Lou Bedford	CEO	Central Palm Beach County Chamber of Commerce
Mary McNicholas	Vice President	Geoffrey B. Sluggett & Associates
Mat Forrest	Managing Partner	Ballard Partners
Matt Wallsmith	President & CEO	South Florida Fair & Palm Beach County Expositions
Maxine Schreiber	Board Vice President	Artists of Palm Beach County, Inc.
Megan Houston	Office of Resilience Director	Palm Beach County
Melissa Eble	Public Relations Director	Palm Beach TPA
Michael E Jackson	City Manager	City of Pahokee
Michael Haysmer	Area Director of Sales	McKibbon Hospitality / Hampton Inn
Michele L Thompson	Director of Community & Recreation Services	City of Greenacres
Michelle Hillery	Film Commissioner	Palm Beach County Film & Television Commission
Mike Brodnicki	AGM	Palm Beach County Convention Center
Mike Meekins	Executive Director	Port of Palm Beach
Mike Sophia	General Manager	CACTI Park of the Palm Beaches
Milton Segarra	President & CEO	Discover The Palm Beaches

ATTENDEE	TITLE	AGENCY / ORGANIZATION / COMPANY
Misty Stoller	Interim Director	Mounts Botanical Garden of Palm Beach County
Molly Young	Mayor	Village of Tequesta
Monique Mendez	Communications Specialist	FPL's Manatee Lagoon
Nadia Di Tommaso	Community Development Director	Town of Lake Park
Nancy Stewart-Franczak	Executive Director	Festival Management Group
Nicki Murphy	Procurement Manager	Palm Beach County Parks and Recreation
Nicole D. Fincham-Shehan	Disability Accessibility Specialist	PBC Office of Equal Opportunity
Nicole J. Hughes	Manager, Marketing and Public Information	Palm Beach International Airport
Noel Martinez	PBC Chamber North	LPBC
Nydia Ponton Nigaglioni	Planner	Palm Beach County- Planning Department
Paget Kirkland	President	Kirkland Events
Patrick Rutter	Deputy County Administrator	Palm Beach County
Paul Connell	Deputy Director of Parks and Recreation	Palm Beach County
Peter C. Yesawich, Ph.D.	Co-Founder	MMGY Global
Peter Ricci	Director, Hospitality & Tourism Management Program	Florida Atlantic University (FAU)
Phala Murray	Senior Director of Marketing & PR	Kravis Center
Polly Burks	Director, Communications	Florida Atlantic University
Portia Holt	Chief Marketing Officer	City of West Palm Beach
Richard Radcliffe	Executive Director	PBC League of Cities
Rick Netzel	DOSM	Best Western Palm Beach Lakes/ Palm Beach County Attraction Association/ "Life in the Palm Beaches and the Treasure Coast with Rick and Christie" Radio show/Podcast
Rick Rose	Executive Director	Palm Beach Vacation Rentals
Rick Sartory	Vice Mayor	Village of Tequesta
Rita De Mier-Lincoln	Director of Brand Management	South Florida Fair & Palm Beach County Expositions
Rob Evans	Economic Development	City of Delray Beach
Robert S Weinroth	Vice President	ALINA Residences Condo Board
Rohan Sutherland	Managing Partner	Genesis Media Group
Sara Baxter	County Commissioner	Palm Beach County Board of Commissioners
Scott Kohut	Deputy Director	Boca Raton Airport Authority

ATTENDEE	TITLE	AGENCY / ORGANIZATION / COMPANY
Sergio Piedra	Senior Director, Community Engagement & Advocacy	Discover The Palm Beaches
Seth Weaver	Marketing Director	Arts
Shana Phelan	Owner	Pura Vida Divers
Sherry Howard	Deputy Director	Palm Beach County Housing & Economic Development
Sholanda Shephard	Director of Development and Community/Corporate Giving	Boys and Girls Club
Sonide Simon	Principal Planner	City of Riviera Beach
Stefan Harzen, Dr.	Director/Owner	Palm Beach Jupiter Dolphin Tours
Stephanie Immelman	CEO	Delray Beach Chamber of Commerce
Sue Ellen Beryl	Managing Director	Palm Beach Dramaworks
Tammy Fields	Assistant County Administrator	Palm Beach County
Teanna McKay	Director of Leisure Services	City of Lake Worth Beach
Tenecia Sproull	Executive Director	The Pink Queen Foundation
Teneka James-Freeman	Executive Director	WPB Downtown Development Board
Theresa Hume	Director of Publicity	PBKC at Palm Beach Kennel Club
Tiffany Faublas	Marketing Director	West Palm Beach Downtown Development Authority
Todd Bonlarron	Assistant County Administrator	Palm Beach County
Todd Flemming	Executive Director	Cognizant Classic
Tom Longo	Director, Marketing & Communications	Loggerhead Marinelife Center
Tom Valeo	Chief of Staff	The City of West Palm Beach
Troy M. McLellan	CEO	Boca Chamber
Vannette Youyoute	Fiscal Manager	Tourism Development Council
Verdenia Baker	County Administrator	Palm Beach County
Veronica Hatch	Public Art Coordinator	City of Boca Raton
Veronica Frehm	CEO	Friends of MacArthur Beach State Park
Wilneeda A. Emmanuel	Chief of Staff to Commissioner Mack Bernard	Palm Beach County
Yasser Heyaime	Operations Manager	Town of Lake Park
Yvette Drucker	Deputy Mayor	City of Boca Raton



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