PALM BEACH NORTH CHAMBER OF COMMERCE STRATEGIC PLAN 2017 TO 2022



Dear colleagues,

We have the opportunity to work together to create a stronger, more prosperous community.

The northern portion of Palm Beach County has been one of the fastest growing parts of Florida during the past few decades. It is now home to more than 196,000 residents, more than 96,000 jobs, and more than 9,400 businesses. From Tequesta/Jupiter to Mangonia Park, from Palm Beach Gardens to Riviera Beach, Palm Beach North offers residents, visitors, and businesses a unique combination of a growing economy and an appealing quality of life.

SHARED PURPOSE

Foster a partnership of private, public, education, and civic organizations working together to ensure Palm Beach North is Florida's "Prosperity Coast"

Strategic Imperatives

- Prosperous Economy
- High Quality of Life
- Smart and Connected Region
- Regional Leadership

The Palm Beach North Chamber of Commerce has evolved during the past decades as our region has changed. Today we are one of the largest and most active business organizations in Southeast Florida – and yet we recognize our role must change again. This Strategic Plan describes how we will excel as a dynamic partnership of business, government, education, and civic organizations, working toward a singular vision of Palm Beach North as Florida's "Prosperity Coast."

To achieve this vision, we must continue to diversify and strengthen our economy while also maintaining a high quality of life for our residents. We must preserve the unique arts, cultural, historic, and recreational resources that make our communities so special – while also encouraging innovation and investments in education, infrastructure, and other assets that will position us for the future. And we must embrace the distinctive characteristics of our 10 communities, while also speaking with a clear regional voice.

As the Board of Directors of the Palm Beach North Chamber – and as leaders in our communities and industries – we commit to work toward the shared purpose and strategic imperatives described in this Strategic Plan and to align our programs, activities, and partnerships to achieve this vision.

We are committed to this journey.

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Introduction/Who Are We?

PALM BEACH NORTH: Florida's Prosperity Coast®

We live and play in paradise – accessing beaches, trails, golf courses, art galleries, and shopping from our unique and historic communities with Florida's natural wonders as our backyard.

But we work and do business globally – working with suppliers and customers throughout Palm Beach County and the larger Southeast Florida region, shipping cargo to and from global markets, welcoming visitors from around the world, and advancing research and innovation in the life sciences and aerospace.

Palm Beach North – the northern portion of Palm Beach County – is one of the most unique locations to live, learn, work, and play in the Sunshine State. It is Florida's Prosperity Coast®.

The 10 municipalities and unincorporated areas in our region are home to more than 196,000 residents. Our more than 9,400 businesses employ a workforce of 96,000. We account for 14 percent of Palm Beach County's population but 20 percent of all jobs. Our average household income is well ahead of both the state's and the nation's. We are well educated – two out of five residents have earned at least a four-year college degree. And we are entrepreneurial – one out of every eight workers are self-employed.

Our economy is supported by nationally ranked public and private high schools, colleges and universities, life science research centers, and hospitals. And we enjoy an extensive transportation infrastructure, including Interstate 95, Florida's Turnpike, two major rail corridors, the Port of Palm Beach, North County General Aviation Airport, and Palm Beach International Airport.

The Palm Beach North Chamber of Commerce is the leading business organization serving the Palm Beach North region. The Chamber has nearly 1,000 business members representing a diverse mix of large and small businesses. With additional membership from all 10 municipalities and numerous industry, cultural, and educational organizations, the Chamber ranks second among all chambers in Southeast Florida for revenue and sixth for annual fees, according to the *South Florida Business Journal* (2015).

PALM BEACH NORTH MUNICIPALITIES

One Region, 10 Inviting Personalities

- Juno Beach
- Jupiter
- Jupiter Inlet Colony
- Lake Park

- Mangonia Park
- North Palm Beach
- Palm Beach Gardens
- Palm Beach Shores
- Riviera Beach
- Tequesta



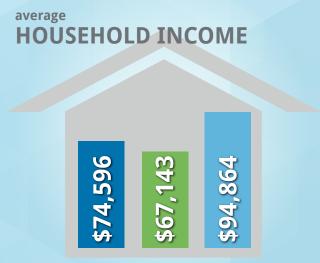
FLORIDA'S PROSPERITY COAST

KEY MEASURES

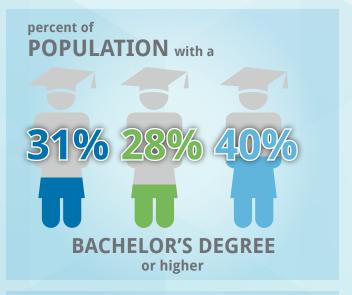




Palm Beach North



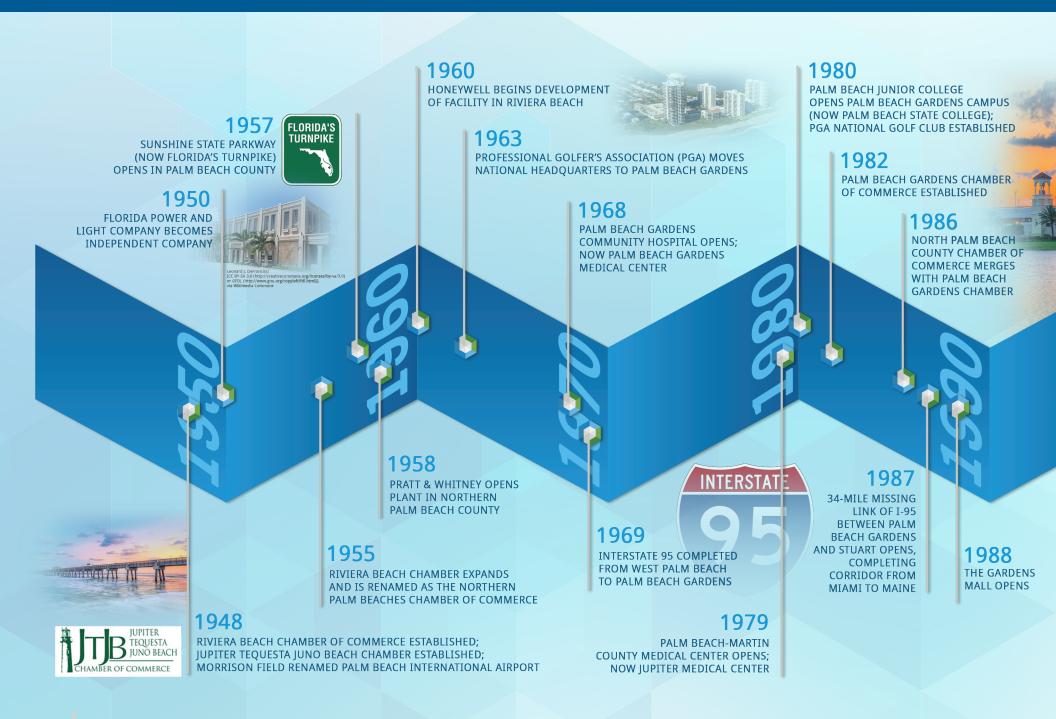


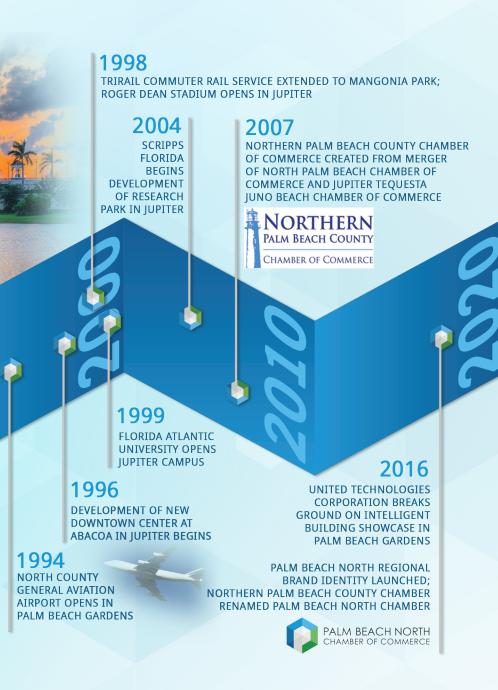




Sources: U.S. Department of Commerce, Bureau of the Census, American Community Survey, Five-Year Estimate, 2017.

Note: Does not include unincorporated areas of Palm Beach North.





A Look Back/Where Have We Been?

The Palm Beach North region has transformed during the past several decades – from a collection of small towns and unincorporated areas to 10 contiguous and small cities.

Although coastal settlements began much earlier, the development of the "North County" largely began in the late 1950s from the confluence of the construction of initial segments of Florida's Turnpike and Interstate 95, the introduction of major master planned communities that evolved into North Palm Beach and Palm Beach Gardens, and the attraction of major manufacturing companies including Pratt & Whitney, Honeywell, and RCA. The population living in incorporated areas expanded rapidly, from about 13,000 residents in 1960 to 72,000 in 1980.

Growth continued in the subsequent decades, with the creation of major resorts, shopping malls, cultural and recreational facilities, medical centers, and educational institutions signaling a diversified, year-round economy. Palm Beach North weathered the loss of significant employers such as RCA, but emerged stronger over time with the attraction of Scripps Florida, the Max Planck Institute, and United Technologies during the past decade. The population has continued to grow, exceeding 175,000 in incorporated areas in 2015 plus at least 20,000 more in unincorporated areas.

The Riviera Beach and the Jupiter Tequesta Juno Beach Chambers were established in 1948. Through expansion and mergers, these organizations evolved into what is now known as the Palm Beach North Chamber of Commerce. Today, with a new name and a broader regional identity, the Palm Beach North Chamber is re-envisioning how it can most effectively promote economic growth, nurture entrepreneurs, and help attract visitors and new residents to the Palm Beach North region.





A Look Ahead/Where Are We Going?

In view of these trends and opportunities, the Palm Beach North Chamber Board of Directors in September 2016 launched a strategic planning process to define the vision and goals for the Chamber during the next five years. This plan was intended to guide strategic decision-making about future Chamber programs, initiatives, and activities, while also enabling strategic "improvisation" to respond to changing conditions and unexpected opportunities during the next five years.

The Chamber appointed a 15-member steering committee to guide the strategic planning process, representing a mix of business, government, academic, and civic organizations (participant list on inside back cover). The strategic planning process included:

- A review of external trends and forecasts, including demographic, economic, technological, and other changes in the Palm Beach North region;
- A review of internal trends, including changes in Chamber membership, revenue, and participation levels;
- A scan of national research on the changing roles of chambers of commerce, and best practices in effective chambers in Florida and nationally; and
- Extensive input from Chamber members and stakeholders, including
 a survey with participation from 60 members; personal interviews
 with leadership of 19 members and partner organizations; and group
 discussions with representatives of all 10 municipalities, former Chamber
 chairs, and representatives of large businesses, small businesses,
 educational institutions, life science research institutions, and Chamber staff.

These sources of input together identified strengths, weaknesses, opportunities, and challenges facing the Chamber, as well as the future purpose and priorities for the organization.

Moving Forward Together/ Our Strategic Direction

This Strategic Plan reaffirms the essential role of the Palm Beach North Chamber and commitment of its leadership, members, and partners to work together to achieve a single, shared purpose:

Foster a partnership of private, public, education, and civic organizations working together to ensure Palm Beach North is Florida's "Prosperity Coast"

This purpose can be achieved through focusing on four strategic imperatives and identifying strategies and potential actions in each of these four areas:



PROSPEROUS ECONOMY



HIGH QUALITY OF LIFE



SMART AND CONNECTED REGION



REGIONAL LEADERSHIP





Prosperous Economy

Developing and growing a prosperous, competitive economy is the highest priority for the Chamber and its partners during the past five years. Forecasts suggest Palm Beach North may gain 30,000 residents in its incorporated communities by 2030, plus additional residents in new planned communities such as Avenir. The region must create jobs, housing, and other resources to support a larger population and workforce. Palm Beach North has long enjoyed high wage and income levels relative to the rest of Florida, but faces increasing competition for quality jobs from other parts of the state.

Sustained job and income growth will require not only maintaining the region's historic strengths in hospitality, services, health care, and energy, but also diversifying into newer industries. A key emphasis will be on developing strong clusters of interrelated industries such as logistics and distribution; aerospace, life sciences, and other technology-based industries; and arts, design, and other creative industries – backed up with the skilled workforce, infrastructure, physical space, capital,

and technology that will help these clusters thrive. The Chamber can convene partners to identify these solutions and lead advocacy efforts for public policies and investments that would support these clusters.

With businesses with less than 50 employees accounting for 96 percent of all businesses in the region, the Chamber also must renew its traditional emphasis on supporting small businesses and entrepreneurs. These activities must evolve to address new opportunities and challenges such as emerging technologies, specialized legal and financial needs, and crisis communications.

Successful economic development is a partnership of many organizations. As the Chamber increases its focus on supporting industry clusters and small businesses, it will do so in strong partnership with its 10 municipalities, countywide government and quasi-government organizations, and a host of business, educational, workforce, civic, and other organizations committed to the success of the region's economy.



Strategies	Potential Actions (Examples)
Identify key industry clusters in Palm Beach North and develop innovative partnerships among business, education, and government organizations to expand these clusters, with emphasis on workforce strategies	 Initiate logistics initiative to identify workforce and other strategies needed to attract, retain, and grow logistics-oriented industries in Palm Beach North Identify and launch additional cluster initiatives on a periodic basis
Renew emphasis on fostering creation and growth of small businesses in Palm Beach North	 Strengthen small business programs to provide enhanced value, including web-based delivery to expand participation by member businesses Provide tools and resources to assist small businesses in addressing emerging financial, legal, technology, and other challenges Strengthen partnerships with the Small Business Development Center, SCORE, and others to leverage expertise
Partner with the Business Development Board (BDB) of Palm Beach County to support business recruitment to Palm Beach North	 Work with local governments in support of expedited permitting and site preparation for BDB projects Assist with transition and relocation of staff for relocating companies, including identifying residential community options and spousal employment resources
Work with educational and workforce development partners to develop and retain a skilled workforce that meets employer needs	 Collaborate with CareerSource Palm Beach County, the Palm Beach County School District, universities and colleges, and employers to identify future workforce needs and develop strategies to address these needs Facilitate creation and expansion of internships and apprenticeship opportunities for students and faculty
Support municipal governments both individually and collectively in identifying and implementing economic development priorities in Palm Beach North	 Lead a collaborative effort for a Palm Beach North region-wide vision for economic development Provide data and technical support to help municipal governments identify economic development opportunities, including support for business retention and expansion
Work with municipal governments to make Palm Beach North a business-friendly location	 Assist with communicating, aligning, and improving consistency of ordinances, permitting processes, fees, and other local government practices that impact business location and expansion decisions Serve as a conduit for open dialogue between businesses and government





High Quality of Life

Palm Beach North's economic goals cannot be accomplished without maintaining a high quality of life. The region's beaches, waterways, and other natural resources; arts, cultural, historic, and other community assets; and educational, medical, and social services are critical to attracting workers, families, retirees, and visitors to the region. These also are major economic sectors in their own right.

Continued growth in the region's population and economy is increasing pressures on its natural and community resources. Recently, the region has been experiencing rising home prices and concerns about the availability of housing for teachers, nurses, police and fire personnel, and essential services workers – and in some cases, middle management and entrepreneurs as well. Traffic congestion continues to grow on

major highways, with few options for moving people or goods using other forms of transportation. And concern is growing about how the region can accommodate additional growth while maintaining water resources, wildlife habitats, parks and trails, and other natural resources.

Collaboration among the region's 10 municipalities and unincorporated areas – as well as between the public and private sectors – will be critical to addressing these challenges and ensuring that the region's future growth sustains its environment and enriches its quality of life. The Chamber can play a pivotal role in convening partners, promoting the importance of community and environmental resources, advocating for key policies and investments, and highlighting emerging issues such as resilience to extreme weather events and changing environmental conditions.



Strategies	Potential Actions (Examples)
Foster coordination of local growth, development, and environmental stewardship plans	 Assist with coordinating plans for future development of municipalities and unincorporated areas to help address impacts of growth across municipal boundaries and to preserve and enhance parks, trails, habitat, water, open space, historic and cultural resources, and other assets
Develop strategy to expand housing options in Palm Beach North, especially for workforce in essential services	 Document housing needs for teachers, nurses, police and fire personnel, and other essential service workers; identify existing assets within Palm Beach North and develop actions to close the gap
Promote the region's pre-K through 12 education system as an asset to help attract business leaders and skilled workers	 Partner with entities such as the Business Development Board to promote the availability of high-quality public and private educational resources and to foster strategies for continuous improvement
Develop strategy to promote Palm Beach North as a location for hospitality, sports, recreation, arts, and cultural activities	 Partner with countywide and local organizations and service providers to document existing resources and develop strategies to address future opportunities
Foster development of a coordinated regional risk and disaster preparedness and recovery strategy	 Support local governments in developing plans for preparing for and recovering from tropical storms and other disasters; encourage individual businesses to develop plans



Smart and Connected Region

As the Palm Beach North region maintains its historic strengths, it also will look to the future.

Changing demographics, evolving industry needs, and emerging technologies all highlight the need for the region to get ahead of the curve in preparing for a more connected future.

Transportation access long has been a key source of economic competitiveness. Plans to introduce commuter rail connecting Jupiter to West Palm Beach, Fort Lauderdale, and Miami – and ultimately to the national rail network – could be the first step in creating a truly multimodal transportation system. The Chamber can champion this transition as well as continued enhancements to three critical assets, the Port of Palm Beach, Palm Beach International Airport, and North County General Aviation Airport.

The proliferation of new technologies – from sensors to wireless communications to big data – transforms the way we think about connectivity.

Connectivity creates opportunities for businesses and workers in Palm Beach North to collaborate and meet customer needs locally and around the globe. Connectivity creates new business models – from crowdsourcing to shared vehicles and housing to point-of-sale production of specialized goods using 3D printing. And connectivity may change our daily lives – from driverless cars to virtual meetings to distance learning and medicine.

Palm Beach North can become a smart and connected region, transforming the way we live, learn, and work. This transformation would provide opportunities for redevelopment of city centers and alternative use of assets such as parking garages. It also could transform the way our government agencies function and serve customers. The Chamber can play a critical role preparing Palm Beach North for this future by boosting the awareness of these technologies, leading discussions on their implications for the region, and advocating for the changes necessary to prepare for a smart, connected future.



Strategies	Potential Actions (Examples)
Position Palm Beach North as a leader in smart region/city technologies	• Conduct forums, field trips, and a 'hackathon' to boost awareness of emerging technologies and their applicability to Palm Beach North
	 Encourage and enable use of technologies and innovative practices to enhance the efficiency and effectiveness of transportation, education, health care, government, and other services
Prepare for multimodal transportation systems that better connect Palm Beach North communities and better connect Palm Beach North to other regions	Work with municipal government and businesses to identify and help prioritize transportation/ mobility improvements



Regional Leadership

We will achieve our desired future only if we work together.

A prosperous economy, a high quality of life, and smart and connected region can be achieved only through collaboration among the private, public, academic, and civic sectors.

Many organizations have roles supporting Palm Beach North's economy and quality of life, ranging from neighborhood groups to business and industry associations to the 10 municipal governments to county-wide organizations with responsibility for planning, business recruitment, small business development, workforce, and tourism and related industries. The Palm Beach North Chamber can play a unique role as a convener and catalyst for the partnerships that will achieve the future vision for Palm

Beach North. The Chamber's role should be as a networker, matchmaker, and champion of the services provided by all of these partners.

A particular emphasis of the Chamber should be on identifying, advocating for, and, when necessary, leading initiatives that can catalyze change and move the region toward the future. The Chamber also should continually rethink how best to engage its members and partners to reflect changing expectations and leverage new technologies and collaboration methods. The Chamber also can play a role in identifying and nurturing new leaders who can carry the region forward. Finally, the Chamber can set and track progress toward key targets for future prosperity and quality of life.



Strategies	Potential Actions (Examples)
Establish Palm Beach North economic scorecard and benchmark progress toward the vision	Identify key metrics and develop a process for tracking progress over time
Position Palm Beach North Chamber as a leader at the regional and statewide levels in addressing emerging issues and implementing innovative practices	 Continue to participate in the Florida Chamber of Commerce and other statewide and national forums, and convene additional forums locally as applicable and practical Work with Palm Beach North stakeholders and young professionals to identify, promote, and mentor emerging leaders in the millennial and beyond generations
Strengthen partnerships with other regional organizations	 Continue cross-board membership and other formal and informal partnerships such as the Business Development Board of Palm Beach County, The Economic Council of Palm Beach County, and other chambers of commerce



What's Next?/ Launching Implementation

This Strategic Plan is intended to guide the programs and activities of the Chamber over the next five years. This plan provides overall strategic direction to the Chamber, with the expectation that priorities and actions will be identified on an ongoing basis. The Chamber's Board of Directors will direct Strategic Plan implementation, including setting priorities and milestones for specific activities and providing accountability for implementation. To initiate Strategic Plan implementation, the Chamber will:

- Create a Task Force to guide the review of existing programs and activities for consistency with the Strategic Plan;
- Launch a small number of new initiatives each year to implement the Strategic Plan;
- Align the Chamber's structure and organization to support the Strategic Plan;
- Refine marketing and other processes to communicate the Chamber's expanded role as a regional partnership;
- Fully integrate Palm Beach North brand with the Chamber organization;
- Advocate for public policies and investments that support these strategic imperatives;
- Monitor progress toward Strategic Plan implementation by establishing and tracking progress toward key community indicators; and
- Adjust Strategic Plan implementation as needed over time.

STRATEGIC PLAN STEERING COMMITTEE

- John Couris, Jupiter Medical Center (Chair)
- Rachel Docekal, The Lyrae Group
- Roger Amidon, Palm Beach Marriott Singer Island Beach Resort & Spa
- · Tim Burke, Palm Beach Post
- · John Carr, JRC Consulting Group
- Sal Faso, North County Neighborhood Coalition
- Michele Jacobs, The Forbes Company
- Philippe Jeck, Jeck, Harris, Raynor & Jones, P.A.
- Beth Kigel, Palm Beach North Chamber of Commerce
- · Jack Lighton, Loggerhead Marine Life Center
- · Andy Lukasik, Town of Jupiter
- Sydnee Newman, JRC Charitable Foundation
- Ava Parker, Palm Beach State College
- Shana Peterson-Sheptak, PNC Bank
- Pam Rauch, Florida Power & Light Company

WE WISH TO THANK THE FOLLOWING ORGANIZATIONS FOR PARTICIPATION IN INTERVIEWS AND SMALL GROUP DISCUSSIONS AS INPUT TO THIS STRATEGIC PLAN:

- Abacoa Golf Club
- Business Development Board of Palm Beach County
- CareerSource Palm Beach County
- · The Club at Ibis
- City of Palm Beach Gardens
- · City of Riviera Beach
- Cultural Council of Palm Beach County
- Discover the Palm Beaches
- The Economic Council of Palm Beach County
- Florida Atlantic University
- Florida Chamber of Commerce
- · Florida Power & Light Company
- Florida Restaurant & Lodging Association
- Florida Small Business Development Center in Palm Beach County
- Keiser University
- Levatas
- · Loggerhead Fitness
- Max Planck Florida Institute for Neuroscience
- MyDwellworks
- · Palm Beach County Administration
- Palm Beach County School District
- Palm Beach County Sports Commission

- Palm Beach Gardens Medical Center
- Palm Beach SCORE
- Palm Beach State College
- · Palm Beach Tourist Development Council
- Port of Palm Beach
- Pratt & Whitney
- Realtors Association of the Palm Beaches
- Rybovich
- Scripps Florida
- · Town of Juno Beach
- Town of Jupiter
- Town of Jupiter Inlet Colony
- Town of Mangonia Park
- Town of Lake Park
- Town of Palm Beach Shores
- United Technologies Corporation
- Village of North Palm Beach
- · Village of Tequesta

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