



PALM BEACH NORTH
CHAMBER OF COMMERCE

PALM BEACH NORTH CHAMBER OF COMMERCE STRATEGIC PLAN

2023-2025



Dear Colleagues,

Five years ago, the Palm Beach North Chamber of Commerce published its first Strategic Plan, committing to work together to create a stronger, more prosperous region.

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
- Resilient & Connected Region
- Regional Leadership

The past few years have been marked by tremendous change and disruption – from a global pandemic, economic shock, and extreme weather events to rapid development of new technologies and business models. Our region has weathered these disruptions and emerged stronger, continuing to welcome new residents, create new jobs and businesses, and sustain a high quality of life.

Again and again, collaboration has been key to our progress. We celebrate the unique character of our 10 municipalities, while working together on common opportunities and challenges: from growing logistics and distribution industries, to leveraging connectivity and data to improve public services and private industry, to improving our capacity to prepare for, respond to, and recover from disasters.

Today, we are proud to share this three-year Strategic Plan with the Palm Beach North region. In this Plan, we reaffirm our collective vision of Palm Beach North as Florida's Prosperity Coast® and recognize the unique role of the Chamber as a convener, catalyst, and champion to lead the region toward this vision.

To achieve this vision, we must continue to diversify our economy and develop and attract the skilled workforce of the future. We must continue to maintain a high quality of life for our residents – preserving the great places and

spaces that make our region so special, while ensuring all residents have access to housing, health and wellness, education, and economic opportunity. We must ensure our community services and essential infrastructure meet the daily needs of a growing population and economy – and also serve us well when we need them most during emergency events. And we must embrace the distinctive characteristics of our 10 municipalities and diverse population, while also speaking with a clear regional voice.

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

We invite you to continue to join us in this journey.

BOARD OF DIRECTORS

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Kathryn Rossmell
Lewis, Longman & Walker, P.A.

Cary Stamp
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Introduction: WHO ARE WE?

In the globe, the United States is a leading nation. In the United States, Florida is a leading state. In Florida, Palm Beach County is a leading county. And in Palm Beach County, Palm Beach North – the northern region of the county – is a leading region. From the natural beauty of beaches and trails that are our backyards to the art galleries and event spaces that thrill and delight us, Palm Beach North offers a high quality of life both indoors and outdoors. From the high-quality schools that educate our children to the businesses and research centers with global footprints that allow us to attract talent and investment and drive innovation, Palm Beach North is at the forefront of a changing world.

Palm Beach North is one of the most unique locations to live, learn, work, and play in the Sunshine State. The 10 unique and historic municipalities of the region make up Florida's Prosperity Coast®, leading the State.

The 10 municipalities and unincorporated areas in our region are home to more than 220,000 residents as of 2021. Our businesses employ a workforce of approximately 104,000. We account for 13 percent of Palm Beach County's population but over 15 percent of all jobs. Our average household income is well ahead of the County's, the State's, and the Nation's. We are well-educated – more than 40 percent of our residents have earned at least a four-year college degree. And we are entrepreneurial – one out of every nine workers are self-employed.

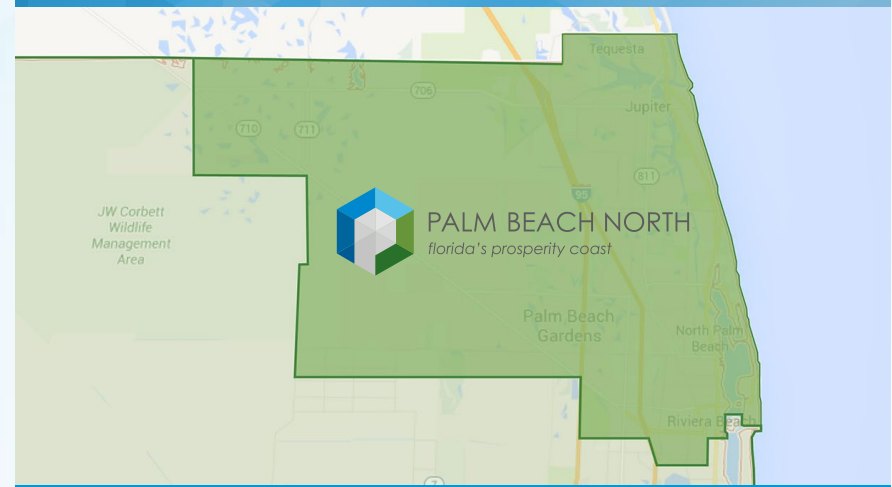
Our economy is supported by nationally ranked public and private high schools, colleges and universities, life science research centers, and hospitals. And we enjoy an extensive transportation infrastructure, including Interstate 95, Florida's Turnpike, two major rail corridors, the Port of Palm Beach, 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 over 750 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 as of 2022, according to the *South Florida Business Journal*.

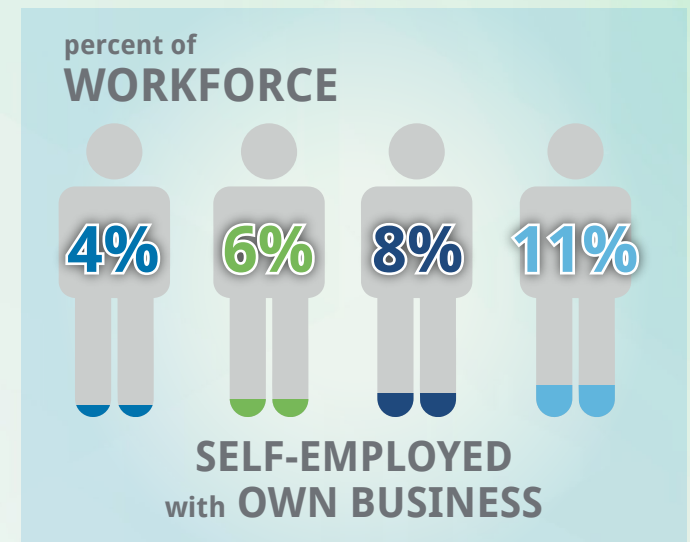
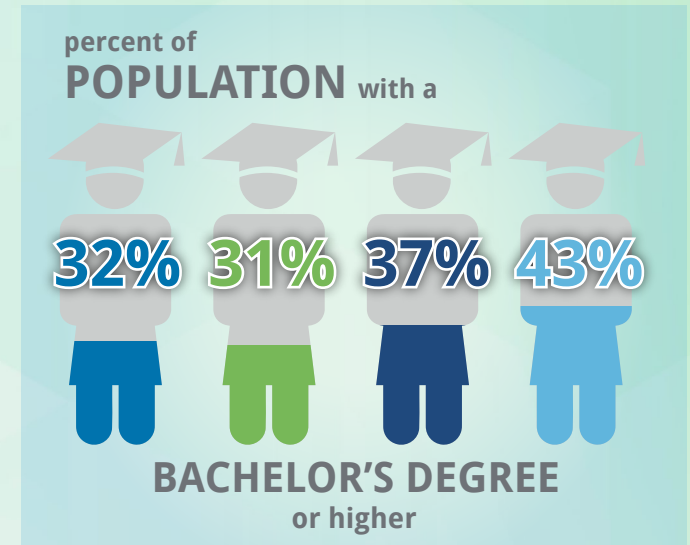
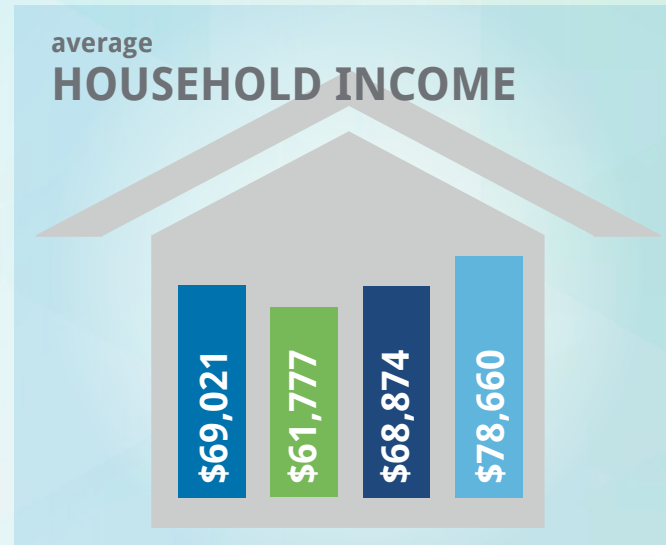
PALM BEACH NORTH MUNICIPALITIES

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



Sources:

U.S. Department of Commerce, Bureau of the Census, American Community Survey, Five-Year Estimate, 2021.

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 towns and cities, with numerous unincorporated developments throughout the region.

The development of the “North County” we know today 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 and RCA. The population living in incorporated areas expanded rapidly from about 13,000 residents in 1960 to 72,000 in 1980.

1950

FLORIDA POWER AND LIGHT COMPANY BECOMES INDEPENDENT COMPANY

LEONARD J. DEFERRANCISI
FLORIDA POWER AND LIGHT COMPANY ICE PLANT (MELBOURNE, FLORIDA) 005.JPG
[CC BY-SA 3.0 (HTTP://CREATIVECOMMONS.ORG/LICENSES/CC-BY-SA/3.0)]
OR GFDL (HTTP://WWW.GNU.ORG/COPYLEFT/FDL.HTML)]
VIA WIKIMEDIA COMMONS

1957

SUNSHINE STATE PARKWAY (NOW FLORIDA’S TURNPIKE) OPENS IN PALM BEACH COUNTY



1958

PRATT & WHITNEY OPENS PLANT IN NORTHERN PALM BEACH COUNTY

1968

PALM BEACH GARDENS COMMUNITY HOSPITAL OPENS; NOW PALM BEACH GARDENS MEDICAL CENTER

1979

PALM BEACH-MARTIN COUNTY MEDICAL CENTER OPENS; NOW JUPITER MEDICAL CENTER

1988

THE GARDENS MALL OPENS

1986

NORTH PALM BEACH COUNTY CHAMBER OF COMMERCE MERGES WITH PALM BEACH GARDENS CHAMBER OF COMMERCE



1940s

1950s

1960s

1970s

1980s

1955

RIVIERA BEACH CHAMBER OF COMMERCE EXPANDS AND IS RENAMED AS THE NORTHERN PALM BEACHES CHAMBER OF COMMERCE

1948

RIVIERA BEACH CHAMBER OF COMMERCE ESTABLISHED; JUPITER TEQUESTA JUNO BEACH CHAMBER OF COMMERCE ESTABLISHED; MORRISON FIELD RENAMED PALM BEACH INTERNATIONAL AIRPORT

1969

INTERSTATE 95 COMPLETED FROM WEST PALM BEACH TO PALM BEACH GARDENS

1980

PALM BEACH JUNIOR COLLEGE OPENS PALM BEACH GARDENS CAMPUS (NOW PALM BEACH STATE COLLEGE); PGA NATIONAL GOLF CLUB ESTABLISHED

1982

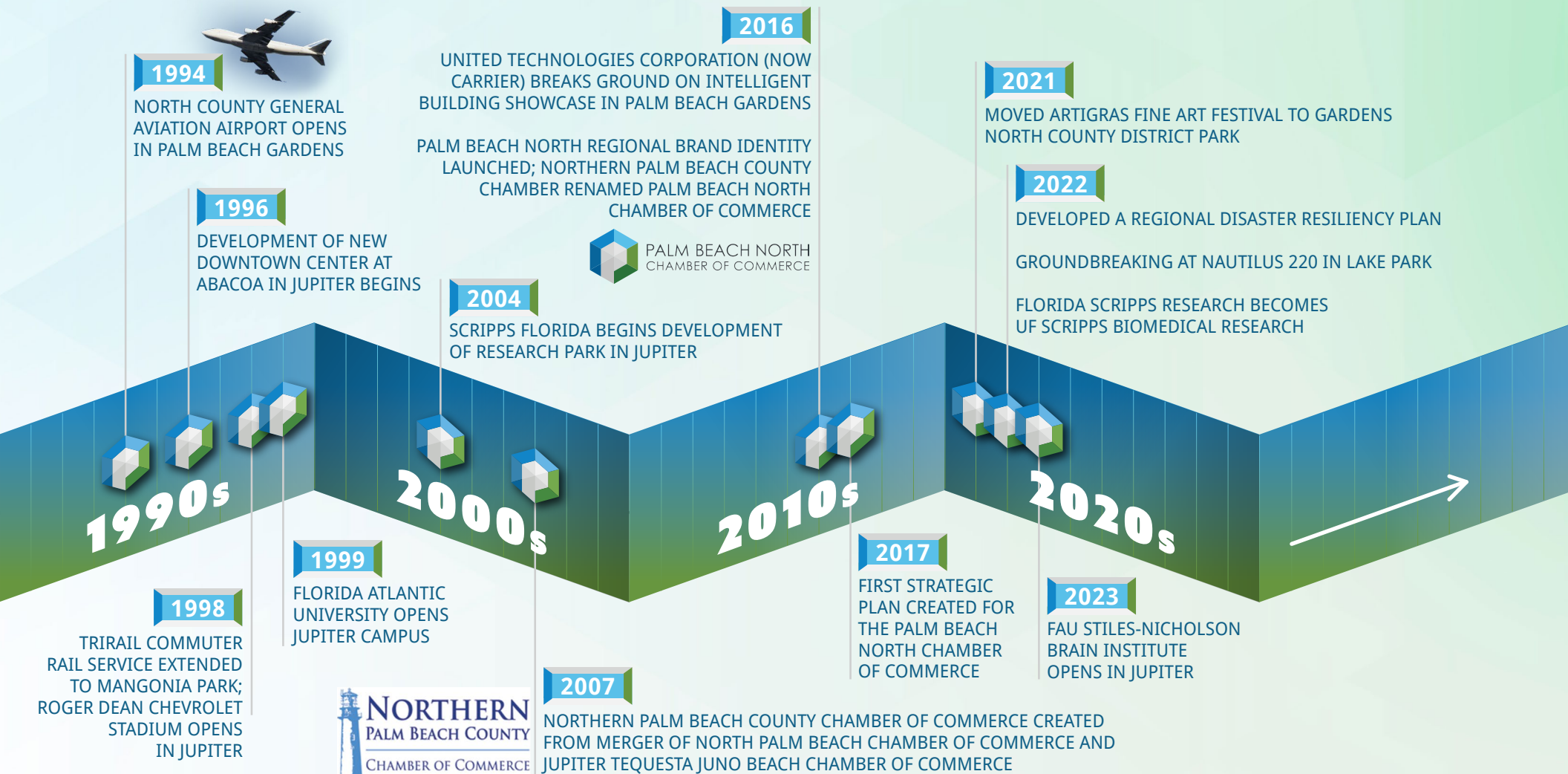
PALM BEACH GARDENS CHAMBER OF COMMERCE ESTABLISHED

1987

INTERSTATE 95
34-MILE MISSING LINK OF I-95 BETWEEN PALM BEACH GARDENS AND STUART OPENS, COMPLETING CORRIDOR FROM MIAMI TO MAINE



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. As the national economy changed in the latter part of the 20th century towards high-tech, high-skill sectors, the Palm Beach North region changed as well, bringing Scripps Florida (now the University of Florida Scripps Biomedical Research Center), the Max Planck Florida Institute for Neuroscience, and United Technologies (now Carrier) to the area during the past decade. The population has continued to grow, reaching more than 220,000 residents, including over 22,000 in the unincorporated areas, as of 2021.¹



¹ U.S. Department of Commerce, Bureau of the Census, American Community Survey, Five-Year Estimate, 2021.

A Look Ahead: WHERE ARE WE GOING?

In view of these disruptions and the opportunities they create for the region, the Palm Beach North Chamber of Commerce Board of Directors launched a strategic planning process in August 2022 to update the 2017 Strategic Plan and to set a course of action for the next three years. This Plan is designed to guide strategic decision-making about future Chamber programs, initiatives, and activities. In response to the dramatic changes of the last few years – and the spirit of “strategic improvisation” that informed the 2017 Strategic Plan – the Chamber Board reduced the five-year window of the previous Strategic Plan to a three-year horizon to emphasize immediate opportunities and build a more flexible implementation framework.

The Chamber appointed a 17-member steering committee to guide the strategic planning process, representing a mix of business, government, civic, and academic organizations. The strategic planning process included:

- A review of external trends and forecasts, including demographic, technological, and economic changes shaping the future of the Palm Beach North region; and
- A half-day strategic planning workshop with participation from more than 40 Chamber members and regional stakeholders from a wide array of public and private sector entities, from health sciences and entertainment to public education and regional planning. During the workshop, the Chamber presented the reaffirmed shared purpose and updated strategic imperatives. Following this presentation, workshop participants identified three-year desired outcomes for the region and discussed the roles of the Chamber and its regional partners to advance the region’s strategic imperatives.

These sources of input identified strengths, weaknesses, opportunities, and challenges facing the Palm Beach North region and helped to refine and update the priorities and actions for the Chamber to pursue over the next three years.



Moving Forward Together: OUR STRATEGIC DIRECTION

This Strategic Plan reaffirms the essential role of the Palm Beach North Chamber of Commerce 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



RESILIENT & CONNECTED REGION



REGIONAL LEADERSHIP





PROSPEROUS ECONOMY

Sustaining and growing a prosperous economy that can compete regionally, nationally, and globally has been the highest priority for the Chamber and its partners during the past five years. In the face of realignments in supply chains and economic disruption in numerous industries across the globe, economic growth and development will continue to serve as the north star for the Palm Beach North region. This requires the region to plan for the jobs of today as well as the jobs of tomorrow, including those that will be needed to employ and serve the more than 13,000 additional residents² that the region's incorporated communities are expected to add by 2030.

BUSINESS DEVELOPMENT BOARD OF PALM BEACH COUNTY TARGET SECTORS

- Aerospace and aviation
- Business and financial services
- Clean energy and technology
- Healthcare
- Logistics
- Life sciences
- Manufacturing
- Marine industry and tourism
- Performing arts and culture

A key component to maintaining and expanding the Prosperous Economy of the Palm Beach North region is building strategies for specific industry clusters. This economic development strategy involves designing policies, organizing resources, and supporting research and development efforts to align with the needs and priorities of a business sector. This approach creates a supportive ecosystem for business growth, from business start-up to growth and expansion.

The Chamber will work closely with its regional partners to build targeted, supportive business development ecosystems for the various sectors that the Business Development Board of Palm Beach County has identified as strategically important and advantageous to the county as a whole, with emphasis on those with unique assets in Palm Beach North. In the past five years, the Chamber led a strategic planning effort for the logistics sector to identify actions that the Chamber and its partners could take to develop and retain a skilled workforce in this sector. This approach could be extended to other sectors as well.

² University of Florida Bureau of Economic and Business Research, 2022.

What Do We Need To Do?

Three-Year Outcomes	Potential Strategies	Potential Actions	Key Chamber Groups and Potential Partners
Above-average job growth in target industry clusters	<ul style="list-style-type: none"> Pursue industry cluster development strategies in targeted sectors 	<ul style="list-style-type: none"> Refresh and implement the Palm Beach North Logistics Initiative Action Plan Coordinate with the Business Development Board, businesses, research centers, and CareerSource Palm Beach County to develop strategies for targeted firm and talent attraction, retention, and development Coordinate with research centers, and colleges and universities to encourage tailored research and development in the targeted industry clusters 	<ul style="list-style-type: none"> Chamber Economic Development Committee Business Development Board of Palm Beach County Universities, colleges, and research centers Representative businesses from targeted industry clusters
Improved opportunities for high school and college graduates and entry-level workers, particularly in targeted industry clusters Expanded labor pool of employees with high-quality credentials	<ul style="list-style-type: none"> Work with CareerSource Palm Beach County and other partners on sector-specific workforce development, recruitment, and retention strategies 	<ul style="list-style-type: none"> Coordinate with businesses to develop programs for job learning, internships, apprenticeships, certification, and workforce training for the region's middle and high schools, technical schools, state colleges, and four-year colleges and universities 	<ul style="list-style-type: none"> CareerSource Palm Beach County Representative businesses from industry clusters Colleges and universities Palm Beach County School District Independent and private schools
More robust network of resources and support for small businesses, including women- and minority-owned businesses	<ul style="list-style-type: none"> Continue to support small business creation and growth, with an emphasis on women- and minority-owned businesses 	<ul style="list-style-type: none"> Facilitate discussions with community and civic groups, small businesses, and the Florida Atlantic University Small Business Development Center to identify issues and opportunities for women/ minority business ownership and small business creation and retention Establish and maintain one-stop business development site 	<ul style="list-style-type: none"> Chamber Small Business Advisory Council Florida Atlantic University Small Business Development Center Business and community organizations focused on women- and minority-owned entrepreneurship Chamber small business members Municipalities
Improvement in business climate for location, expansion, and development	<ul style="list-style-type: none"> Work with municipal governments to make Palm Beach North a business-friendly regulatory environment, including permitting for development 	<ul style="list-style-type: none"> Assist with communicating, aligning, and improving consistency of ordinances, permitting processes, fees, and other local government practices that impact business location and expansion decisions Facilitate discussions with developers and municipalities to discuss approaches for advancing large-scale economic development projects 	<ul style="list-style-type: none"> Chamber Economic Development Committee Business Development Board of Palm Beach County Developers Municipalities/public agencies Port of Palm Beach



High Quality of Life

To continue to grow the Palm Beach North economy, the Chamber and its partners must work together to ensure that the region remains an excellent place to not only work, but also to live, learn, explore, and play at all stages of life. While the Palm Beach North region represents 10 diverse communities, each with its own unique array of amenities and landmarks, we recognize the common responsibility of contributing to and sustaining the regional quality of life. This means investing in our community's health, housing, and education, so that people can find belonging and fulfillment for their entire lives: from starting a career and building a family to rising in business and seeing their children graduate to retiring comfortably.

Ensuring the sustainability of this quality of life means building a community for all across all 10 municipalities and our unincorporated areas. While the increase in property values in the region is a sign of our economic strength and our attractive environment, we must balance this growth with an eye towards our essential workforce – our teachers, nurses, first responders, and front-line workers in the service and healthcare industries. Rising housing prices threaten the ability of these essential workers – as well as entrepreneurs and people just starting their careers – to find a place to live. The region must ensure that economic growth does not leave anyone behind, and that the region creates opportunities for all workers to find a foothold.

As we continue from recovery into resurgence, the region must continue to plan for the workforce and the communities of tomorrow. The Chamber and its partners must continue to support and advocate for policies that make the region such a special and attractive place to live. A region is more than its economy – it is our schools that educate the next generation and prepare them for the workforce; it is our parks and beaches that allow us to be active and connect with nature. The Chamber will work with its partners to continue the region's record of excellence in education and community health and wellness with targeted programming and public education campaigns that raise awareness of and engagement with these great places and great spaces.

What Do We Need To Do?

Three-Year Outcomes	Potential Strategies	Potential Actions	Key Chamber Groups and Potential Partners
Increased community health and wellness	<ul style="list-style-type: none"> Promote local and regional health and wellness campaigns 	<ul style="list-style-type: none"> Assist with and promote public education campaign Establish working group to assess community health and wellness and set priorities 	<ul style="list-style-type: none"> Nonprofit/philanthropic organizations involved in health and wellness
Expanded supply of affordable housing	<ul style="list-style-type: none"> Expand affordable housing supply and options, especially for workforce in essential services 	<ul style="list-style-type: none"> Work with municipalities, developers, and community organizations to develop approaches for increasing the availability, affordability, and accessibility of housing 	<ul style="list-style-type: none"> Municipalities Developers Community organizations Affordable housing advocacy groups Palm Beach County
Continued excellence in K-12 education and vocational education	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Work with CareerSource Palm Beach County to encourage the development of programs and curricula aligned with targeted industry clusters Continue promoting greater engagement between Chamber businesses and regional schools Support public education and communication campaigns on the value of education, including STEM and vocational fields 	<ul style="list-style-type: none"> Chamber Education Committee Palm Beach North Chamber of Commerce Foundation CareerSource Palm Beach County Palm Beach County School District Independent and private schools Vocational, technical, and trade schools Career education organizations



Resilient & Connected Region

As the Palm Beach North region confronts this era of rapid and dramatic change, we must prepare for and respond to a wide array of disruptive events that may occur more frequently and may have more significant impacts. From natural disasters, like hurricanes and floods, to man-made disasters, like cybersecurity attacks and terrorism, there are many risks that threaten the Palm Beach North community, its businesses, and its residents.

By thinking strategically, working across communities, and aligning efforts among public, private, civic, and educational institutions, the Palm Beach North region can make investments in infrastructure and essential services to protect ourselves and strengthen our communities. These critical components include our transportation network, our telecommunications and Internet systems, our electrical grid, our hospitals and health care systems, our emergency response systems, and our first responder services.

In the past few years, the Palm Beach North Chamber of Commerce worked with the 10 municipal governments and other partners to create a Smart and Connected Region Strategic Plan and a Resilience Action Plan, both of which provide guidance for leveraging technology and advancing tangible improvements in the ability for public and private sector entities alike to withstand disruptions and recover from them when they occur. The Chamber, the 10 municipal governments, and other partners will continue to deliver the actions established in these plans, including committing resources for implementation and pursuing funding for resilience planning, development, education, and training; and using innovative data tools and technology solutions to enhance the efficiency of first responder operations. The Chamber also will continue to convene the Disaster Resilience Task Force and the Smart and Connected Task Force to align investment strategies and to share best practices and lessons learned throughout the region.

This investment is not just for emergencies. In a globalized, high-tech world, connectivity is more important than ever to building a strong and diverse economy. Our essential systems and services bring our communities together and connect us to markets throughout the State, the Nation, and the world. High-speed internet, clean water, green energy, and innovative mobility options provide our residents, our visitors, and our businesses with new opportunities for mobility, growth, and development, and our region should strive to make these essential services accessible to everyone. The reliability and accessibility of these systems are foundational to the strength of our economy and quality of life, and they will play a significant role in making sure everyone in Palm Beach North has the opportunity to thrive.

What Do We Need To Do?

Strategies	Potential Strategies	Potential Actions	Key Chamber Groups and Potential Partners
Improved equity and accessibility of essential infrastructure (broadband, water, energy, mobility options)	<ul style="list-style-type: none"> Advocate for policy and investment to ensure broadband access and affordability 	<ul style="list-style-type: none"> Facilitate discussions with municipalities, public agencies, and business leaders to identify broadband gaps and identify strategies to address these gaps 	<ul style="list-style-type: none"> Municipalities/public agencies Palm Beach North businesses, especially those with need for high-speed broadband Energy, Public Works, and communications utilities Palm Beach County Florida Power & Light Company
	<ul style="list-style-type: none"> Advocate for and support local and regional efforts to expand mobility options for all residents 	<ul style="list-style-type: none"> Support municipalities' and public agencies' efforts to identify transportation needs and design solutions for multimodal and emerging mobility options, including connected and autonomous vehicles, electric vehicles, and micromobility 	<ul style="list-style-type: none"> Smart and Connected Region Task Force Municipalities Public transportation providers Palm Beach Transportation Planning Agency Florida Department of Transportation
Increased resilience within communities and across the region for essential infrastructure	<ul style="list-style-type: none"> Coordinate with partners on implementing disaster preparedness and recovery strategies and continuity of operations plans Encourage investment in infrastructure resiliency 	<ul style="list-style-type: none"> Implement the Resilience Action Plan Update and implement the Smart and Connected Region Strategic Plan Continue to facilitate discussions with municipalities, public agencies, and business leaders in essential services to identify vulnerabilities and develop solutions for increasing resilience 	<ul style="list-style-type: none"> Disaster Resilience Task Force Smart and Connected Region Task Force Municipalities/public agencies Palm Beach County Representative businesses, especially those located in floodplains or other vulnerable areas Energy, public works, and communications utilities Florida Division of Emergency Management Florida Department of Economic Opportunity Florida Department of Environmental Protection Florida Department of Transportation



Regional Leadership

The Palm Beach North Chamber of Commerce is proud of the role we play in the region, and we celebrate the broad network of partners with whom we work together on building a brighter future for this region. In the past five years, the Chamber has made significant progress developing partnerships with women and minority business organizations, small business associations, government agencies, and other stakeholders, including CareerSource Palm Beach County, the Business Development Board of Palm Beach County, the Economic Council of Palm Beach County, Discover The Palm Beaches, and other regional chambers of commerce – but there is more work to be done. A prosperous economy, a high quality of life, and a resilient and connected region can be achieved only through collaboration among and between private, public, academic, and civic sectors.

To realize this commitment to collaboration, the Chamber is thinking strategically about our future leaders and about how we can start preparing them today. This approach includes building pathways for engagement, participation, and development for members of disadvantaged groups. A deliberate and robust commitment to diversity, equity, and inclusion in our leadership development program is essential to ensure that the Chamber cultivates leaders from all corners of our region and builds a future that represents and creates opportunities for everyone.

Shaping the future also requires the Chamber to cultivate policy as well as people. We have thoroughly assessed our own operations, communications, and advocacy efforts and we are taking action to ensure that our messages are heard by decision-makers at the regional and state levels.³ At the same time, we are making sure the message that we tell with our partners about the Palm Beach North region resonates with entrepreneurs and growing businesses of all sizes – that from coast to coast and around the world, people know that this region is committed to sustaining and growing Florida's Prosperity Coast®.

³ The strategies and actions for this strategic imperative are interpreted as internal initiatives for the Palm Beach North Chamber of Commerce to lead. While our partners can and will play an important role in ensuring the realization of the three-year outcomes identified here, we are focusing on what we will take ownership of as we move forward.

What Do We Need To Do?

Three-Year Outcomes	Potential Strategies	Potential Actions
Improved diversity, equity, and inclusion in current and next-generation regional leadership	<ul style="list-style-type: none"> Strengthen Chamber leadership development activities 	<ul style="list-style-type: none"> Participate in, promote, and provide resources to support leadership development programs Establish, promote, and expand public and civic leadership training & development program Recruit a more diverse mix of participants for leadership training programs
Greater awareness and effectiveness of regional and statewide advocacy activities	<ul style="list-style-type: none"> Expand regional and statewide policy development and advocacy efforts with clear annual business agenda 	<ul style="list-style-type: none"> Elevate the visibility of the Chamber legislative agenda Participate in and facilitate policy and advocacy planning workshops with business leaders Monitor local, county, and state proposals and initiatives for public investment to assess their alignment with Chamber goals and objectives Support advocacy outreach for regional, state, and federal leadership Promote advocacy efforts in Chamber communications
Greater awareness of policy issues and solutions	<ul style="list-style-type: none"> Encourage interregional learning and exchange 	<ul style="list-style-type: none"> Facilitate and support learning sessions and field trips Promote issue education in Chamber communications Coordinate with and elevate policy education efforts led by partners and peers
Greater visibility for regional brand identity	<ul style="list-style-type: none"> Expand on brand identity to emphasize unique attributes and amenities in industry, hospitality, sports, recreation, arts, and cultural activities 	<ul style="list-style-type: none"> Promote Palm Beach North brand in Chamber communications Continue to maintain and refresh the brand website and materials Raise funds from stakeholders to expand the visibility and reach of the brand Encourage partner agencies to promote the Palm Beach North brand in internal and external communications



What's Next: LAUNCHING IMPLEMENTATION

This Strategic Plan is intended to guide the programs and activities of the Chamber over the next three years. The three-year Strategic Plan will be accompanied by one-year Action Plans, which the Chamber will develop annually to establish a set of short-term actions aligned with the Strategic Plan. The Action Plans also will establish clear metrics to assess the Chamber's progress at the end of the year. The Action Plans will be revised and updated based on changes in priorities for the Chamber and its partners for the second and third years of the Strategic Plan's lifecycle.

The Chamber's Board of Directors will direct Strategic Plan implementation in alignment with the Action Plans, providing accountability for implementation.

To initiate Strategic Plan implementation, the Chamber will:

- Conduct a review of existing programs and activities for consistency with the Strategic Plan;
- Select initiatives and build metrics and milestones based on the priorities of the Chamber and its partners;
- Refine marketing, branding, communications, and other processes to promote the Chamber's role as a convener, catalyst, and champion for the Palm Beach North region and its partners;
- Advocate for regional, state, and federal public policies and investments that support these strategic imperatives;
- Monitor progress towards Strategic Plan implementation by exploring the development of a Palm Beach North Scorecard, modeled on the Florida Scorecard, that shows progress on key performance indicators for the region; and
- Update the Action Plans on an annual basis, with adjustment to the Strategic Plan as needed.

Acknowledgments

STRATEGIC PLAN STEERING COMMITTEE

- Dave Markarian, The Markarian Group (Chair)
- Chip Armstrong, The Armstrong Group at the Keyes Company
- Mike Bauer, Roger Dean Chevrolet Stadium
- Timothy Burke, ETC
- John Carr, R&R Industries
- Kevin DiLallo, Universal Health Services, Inc.
- Sal Faso, North County Neighborhood Coalition
- Michele Jacobs, Economic Council of Palm Beach County, Inc.
- Philippe Jeck, Jeck, Harris, Raynor & Jones, P.A.
- Ilan Kaufer, Florida Power & Light Company
- MaryLynn Magar, HeartCare Imaging, Inc.
- Stephanie Mitrione, Past Palm Beach North Chamber of Commerce Chair
- Nat Nason, Nason Yeager Gerson Harris & Fumero, P.A.
- Dr. Amit Rastogi, Jupiter Medical Center
- Traci Rollins, Gunster
- Kathryn Rossmell, Lewis, Longman & Walker, P.A.

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- Jeremy Allen, Village of Tequesta
- Chip Armstrong, The Armstrong Group at the Keyes Company
- Mike Bauer, Roger Dean Chevrolet Stadium
- Vice Mayor Chip Block, Town of Jupiter Inlet Colony
- Jay Boggess, The School District of Palm Beach County
- Ryan Boylston, 2TON
- Timothy Burke, ETC
- Dr. Nika L. Coleman-Ferrell, Palm Beach State College
- Jodi Cross, Florida Restaurant & Lodging Association
- Andy Dehart, Loggerhead Marinelife Center
- Michelle DeP Potter, Associated General Contractors of America – Florida East Coast Chapter
- Rosa Eckstein Schechter, Avenir Development, LLC
- Sal Faso, North County Neighborhood Coalition
- Alyssa Freeman, Marine Industries Association of Palm Beach County, Inc.
- George Gentile, 2GHO, Inc.
- Megan Houston, Palm Beach County Office of Resilience
- Michele Jacobs, Economic Council of Palm Beach County, Inc.
- Philippe Jeck, Jeck, Harris, Raynor & Jones, P.A.
- Ilan Kaufer, Florida Power & Light Company
- Kate Morretto, Town of Jupiter
- Sarah Kudisch, The Gardens Mall
- Brian J. LaMotte, WGI, Inc.
- David Lawrence, Cultural Council for Palm Beach County
- MaryLynn Magar, HeartCare Imaging, Inc.
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