TOURISM MASTER PLAN
City Council Meeting
February 15, 2022

AGENDA

- Key Accomplishments

- Strategic Rationale

- Business Case and Industry Alignment

- Methodology & Timeline

- Implementations Plan

- Next Steps

- Questions

KEY ACCOMPLISHMENTS

- Hosted weekly **Tourism Steering Committee Meetings** with City Staff – 30

- Assembled **Tourism Task Force** – 61 organizations/individuals

- Led monthly **Tourism Task Force & Committee Meetings** – 7

- Coordinated subject-matter-expert **Guest Speakers** - 10

- **S.W.O.T. Analysis** – 331 responses categorized

- Partnered with Palm Beach State College to document **Tourism assets** – 196

- Created and ranked **Recommendations** – 95

- Developed **Tourism Master Plan** on time, on budget and on specification

STRATEGIC RATIONALE

- Links to City's **Strategic Plan** and **Department Objectives**

- Articulates a clear **Road Map** for future and **aligns Stakeholders**

- Creates **jobs** and increases **quality-of-life** for Residents

- Generates incremental **taxes** and **competitive advantage**

- Supports **community development** to include business, expansion, retention, and recruitment

- Accelerates **recovery** from Pandemic

- Drives **economic** value

BUSINESS CASE

HOTEL ROOMS

Palm Beach County	16,930
Lake Worth Beach	**473**
% of over all Rooms	**3%**

VISITATION

PBC Visitors 2019	8,200,000
Visitors to Lake Worth Beach based upon Hotel Rooms	**229,096**

ECONOMIC

Average Direct/Indirect Economic Impact/Visitor	**$900**
Estimated Direct/Indirect Annual Economic Impact	**$206,000,000**

Tourism on average generates **daily**
$564,000 *in direct/indirect Economic Value*

INDUSTRY ALIGNMENT

Organization	Destination Focus	Visitors	Cities
Brand USA	International generating **80 Million Visitors** from 194 Countries
U.S. TRAVEL ASSOCIATION	United States generating **2.29 Billion Visitors** for 19,500 Cities
VISITFLORIDA	Florida generating **131 Million Visitors** for 282 Cities
DISCOVER THE PALM BEACHES FLORIDA Tourist Development Council	Palm Beach County generating **8.2 Million Visitors** for 39 Cities
City of Lake Worth Beach FLORIDA	Lake Worth Beach generating an estimated **229,000 Visitors** for the destination

METHODOLOGY

Assemble Task Force	**Develop & Prioritize Recommendations**	**Produce Tourism Master Plan**
Document Tourism Assets	**Design 'Future State'**	**Communicate Tourism Master Plan**
Build Destination Fact Base	**Identify Best Practices**	**Implement Tourism Master Plan**
Create 'Current State'	**Conduct SWOT Analysis**	**Install Dashboard**
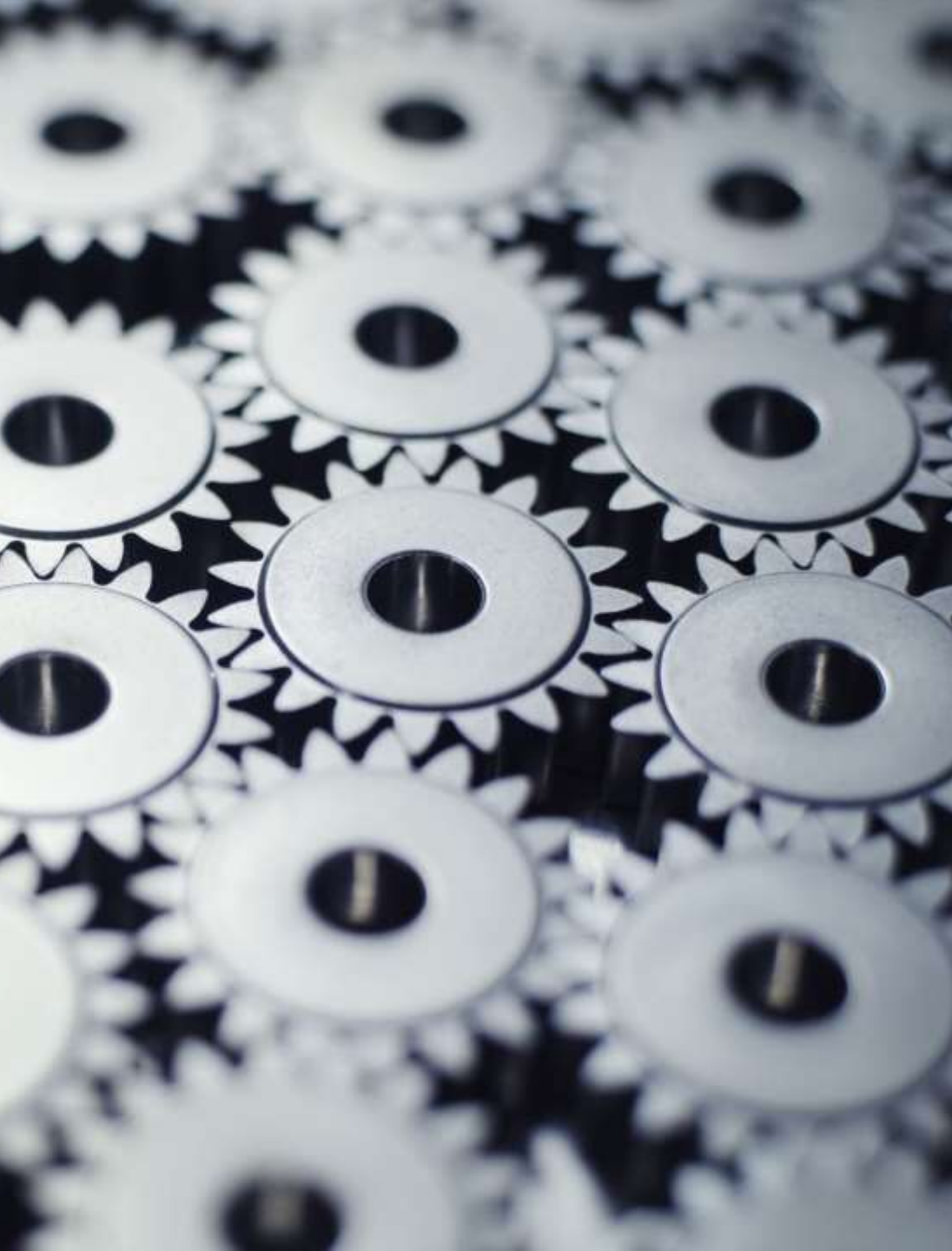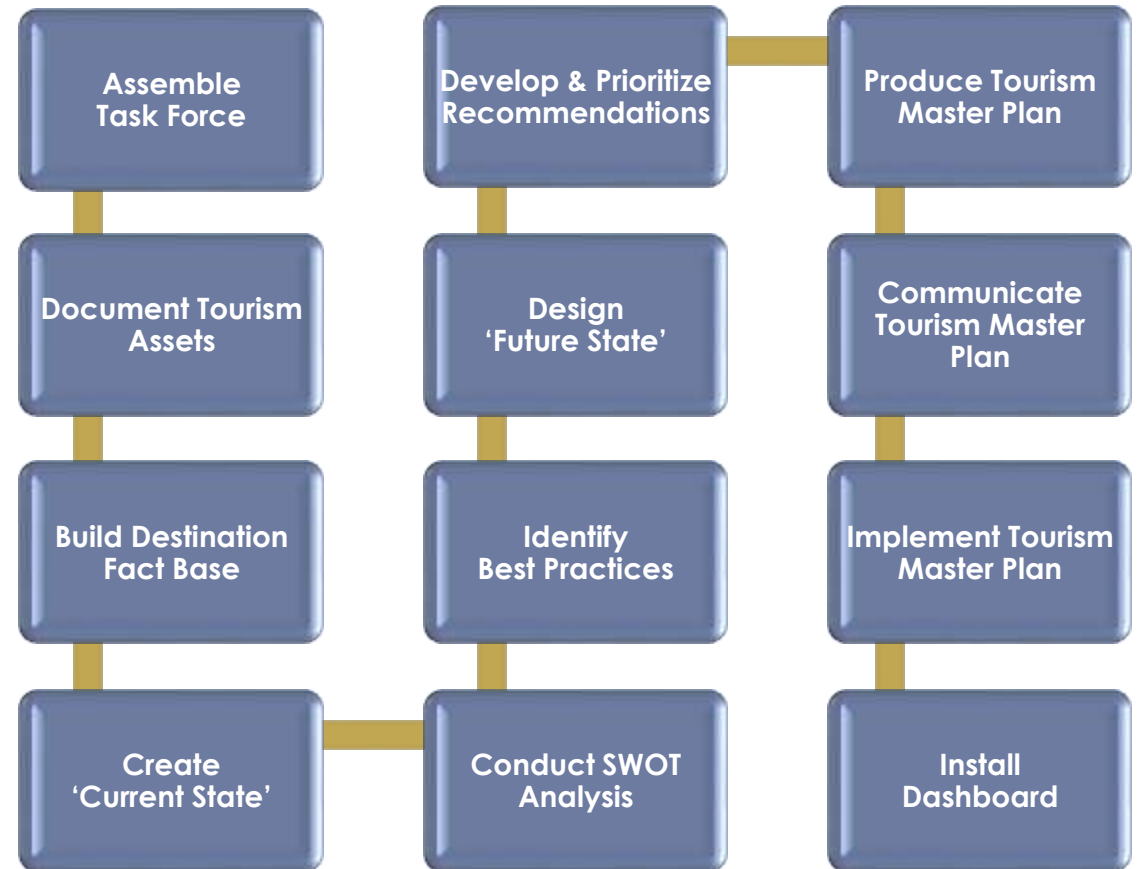
***12** Step process leveraging Industry Best Practice*

TIMELINE

Assemble Task Force

April – August '21

Task Force Kickoff Meeting

August '21

Committee Meetings

September '21

Task Force Meeting & Draft Recommendations

November '21

Task Force Meeting to review Recommendations

January '22

July - August '21

Document Tourism Assets

September '21

Tourism Task Force Meeting & SWOT Analysis

October '21

Tourism Task Force Meeting

December '21

Tourism Task Force to Rank Recommendations

RECOMMENDATIONS SUMMARY
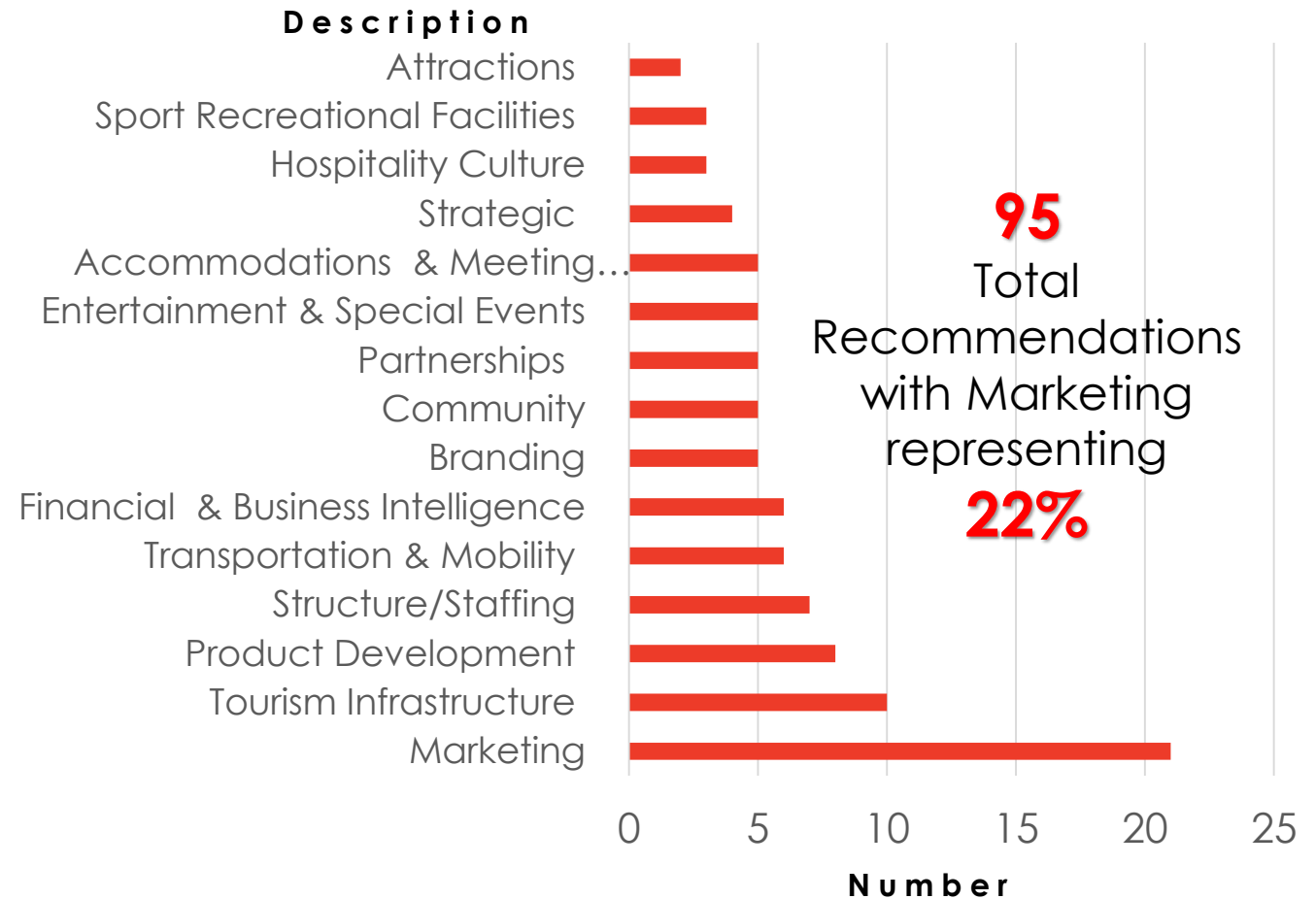
95 Total Recommendations with Marketing representing **22%**

Description	Number
Attractions	2
Sport Recreational Facilities	3
Hospitality Culture	3
Strategic	4
Accommodations & Meeting…	5
Entertainment & Special Events	5
Partnerships	5
Community	5
Branding	5
Financial & Business Intelligence	6
Transportation & Mobility	6
Structure/Staffing	7
Product Development	8
Tourism Infrastructure	10
Marketing	21

TOP 10 RANKED RECOMMENDATIONS

The following are those recommendations that received the highest score of a **five (5)**

RANKING	RECOMMENDATION DESCRIPTION	SCORE
1	Continue to address the **crime-challenge**	84.1
2	Clean and beautify the **City's downtown**	81.6
3	Support the renovation and re-opening of the **Gulfstream Hotel** to include all entitlements	78.9
4	Add **Visitors Tab** to City website to provide information on things to do in the destination	71.8
5	Ensure that Tourism continues to be a key pillar in the City's **Strategic Plan** and **Department Objectives**	71.1
6	List all City/CRA-sponsored **tourism-friendly events** on the Cultural Council's online events calendar	66.7
7	Continue to partner with Arts, Cultural, and Sporting events producers to develop a series of City-supported **outdoor festivals and events**	66.7
8	Engage City staff, CRA and Tourist Development Agencies to continue developing the Tourism Master & Implementation Plan to foster strategic **collaboration** and **alignment**	66.7
9	Develop a **Destination Marketing Plan** that will document the strategies/tactics to drive Visitors to destination	64.1
10	Complete the deployment of the **destination name change** to Lake Worth Beach	64.1

*Note, that the ranking of **ALL Recommendations** are located within the Appendix*

TOP 10 RANKED RECOMMENDATIONS

The following are those recommendations that received the two highest scores of a **five (5) and a four (4)**

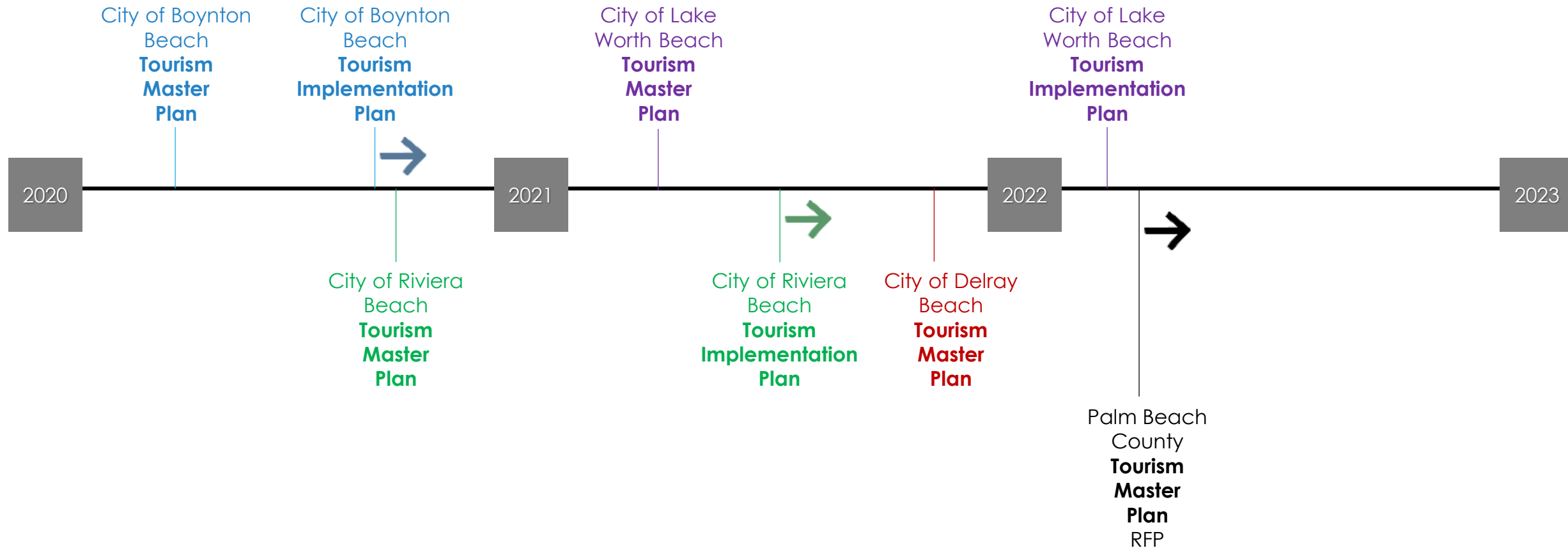| RANKING	RECOMMENDATION DESCRIPTION	5's	4's	TOTAL
1	Continue to address the **crime-challenge**	84.1	10.5	94.6
2	Ensure that Tourism continues to be a key pillar in the City's **Strategic Plan** and **Department Objectives**	71.1	21.1	92.2
3	Add **Visitors Tab** to City website to provide information on things to do in the destination	71.8	17.9	89.7
4	Review **content dissemination strategies** to ensure all social media channels are being optimized	53.8	35.9	89.7
5	Clean and beautify the **City's downtown**	81.6	7.9	89.5
6	Support the renovation and re-opening of the **Gulfstream Hotel** to include all entitlements	78.9	10.5	89.4
7	List all City/CRA-sponsored **tourism-friendly events** on the Cultural Council's online events calendar	66.7	20.5	87.2
8	Continue to partner with Arts, Cultural, and Sporting events producers to develop a series of City-supported **outdoor festivals and events**	66.7	17.9	84.6
9	Develop a plan to optimize the diversity of **parks, trails, waterways and beaches**	60.5	23.7	84.2
10	Link Tourism Master Plan to **County** and **State Travel Industry** organizations	50	34.2	84.2

Indicates that these Recommendations were not on the TOP 10 based upon a score of 5

IMPLEMENTATION PLAN

- Migrates from strategy development to **action-oriented** deployment

- Provides high-level execution **timeline**

- Defines **roles and responsibilities**

- **Focuses** on high-priority recommendations

- Tourism Strategic Solutions can provide **execution leadership**

IMPLEMENTATION PLAN EXAMPLES

City of Boynton Beach **Tourism Master Plan**

City of Boynton Beach **Tourism Implementation Plan**

City of Lake Worth Beach **Tourism Master Plan**

City of Lake Worth Beach **Tourism Implementation Plan**

2020

2021

2022

2023

City of Riviera Beach **Tourism Master Plan**

City of Riviera Beach **Tourism Implementation Plan**

City of Delray Beach **Tourism Master Plan**

Palm Beach County **Tourism Master Plan** RFP

SUGGESTED NEXT STEPS

City of Lake Worth Beach

- Establish a **budget** in invest in the Tourism Implementation Plan

- Identify a **resource** from City Staff and/or Council to be the "Tourism-Champion" and key point-of-contact

- Finalize **Tourism Implementation Plan** to focus on Statements-of-Work:
  o Enhance City **Website** with Tourism content
  o Develop a **Destination Marketing Plan**
  o Create Action Plans with **Tourist Development Council Agencies**
  o Assemble **Tourism Committee**

- **Approve** Tourism Strategic Solutions Implementation Plan and SOW's

Tourism Strategic Solutions

- Document SOW's, deliverables and **proposal**

- Advise **Tourism Task Force** of next steps

THANK YOU

Don Kolodz , President & CEO
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561.866.2021

APPENDIX

TOURISM STRATEGIC SOLUTIONS

- Boutique consulting practice focused on **destination tourism optimization**

- Created and/or implemented Tourism Master Plans for **Boynton Beach, Riviera Beach, Lake Worth Beach** and **Delray Beach**

- Ability to assemble Task Force of Tourism and business-sector **subject-matter-experts**

- Existing City relationships and extensive travel industry **network**

- **Experiences** in several key Travel Industry sectors

CAREER EXPERIENCES

TRANSPORTATION

Hertz
Director,
Business Development

AVIS
Staff Vice President,
Direct Marketing

LODGING

Hampton Inn

EMBASSY SUITES

HOMEWOOD SUITES BY HILTON

Vice President,
Reservations

Comfort Inn · **Comfort Suites** · **Quality** · **Sleep Inn**
Clarion · **Cambria Suites** · **MainStay Suites**
Suburban · **Econo Lodge** · **Rodeway Inn**

CHOICE HOTELS INTERNATIONAL

Vice President,
Strategic Planning

VACATION OWNERSHIP

RCI®
Vice President,
Reservations

bluegreen RESORTS
Vice President,
Commerce

DESTINATION MARKETING

DISCOVER THE PALM BEACHES FLORIDA

Senior Vice President,
Destination
Development

RANKING	RECOMMENDATION DESCRIPTION	5's	4's	TOTAL
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9	Develop a plan to optimize the diversity of **parks, trails, waterways and beaches**	60.5	23.7	84.2
10	Link Tourism Master Plan to **County** and **State Travel Industry** organizations	50	34.2	84.2
11	Engage City staff, CRA and Tourist Development Agencies to continue developing the Tourism Master & Implementation Plan to foster strategic **collaboration** and **alignment**	66.7	15.4	82.1
12	Develop a **Destination Marketing Plan** that will document the strategies/tactics to drive Visitors to destination	64.1	17.9	82
13	Increase utilization of **LWB Casino meeting space** by developing strategies and partnering opportunities	56.4	25.6	82
14	Incorporate meeting space as part of the **Gulfstream Hotel project**	60.5	21.1	81.6
15	Review process to manage weekend event **parking**	52.6	28.9	81.5
16	Establish an annual **budget** to ensure the Tourism Master Plan is implemented on time and on specification	63.2	15.8	79
17	Leverage destination **videos** as it is the new currency of destination marketing and storytelling	38.5	38.5	77
18	Continue to explore **partnerships** with travel industry, County and State governments	46.2	30.8	77
19	Refresh an enhanced **destination branding strategy** that celebrates and elevates the unique way of life in the destination - free, relaxed, nature-loving, arts engaged, community-minded, multi-cultural, inclusive, contemporary, and a little bit edgy—with fun options for everyone	53.8	23.1	76.9
20	Continue to enhance the annual **Special Events Calendar** to provide an opportunity for Tourists/Residents to "test-drive" the destination	56.4	20.5	76.9
21	Engage short-term rental property owners in a **Lodging Certification Program** that provides them with online listing of available properties, reinforces the destination's brand, and links Visitor to the booking platforms; and adheres to State/County rules of engagement	52.6	23.7	76.3
22	Expand the **second floor** of the LWB Casino to infrastructure upgrades	57.9	18.4	76.3
23	Develop a team to focus on long-term **Tourism Product Development**	50	26.3	76.3
24	Research alternate **funding strategies** to create incremental private revenues to implement the Tourism Master Plan	60.5	15.8	76.3

RANKING	RECOMMENDATION DESCRIPTION	5's	4's	TOTAL
25	Leverage the **Cultural Council's Visitor Information Center** for distribution of City collateral/maps/event calendars	43.6	30.8	74.4
26	Develop suggested **Visitor Itineraries** that are unique and support authentic local experiences	43.6	30.8	74.4
27	Complete the deploy of the **destination name change** to Lake Worth Beach	64.1	10.3	74.4
28	Leverage Cultural Council to more effectively market local **cultural assets** and identify future opportunities	48.7	25.6	74.3
29	Reopen **Visitor Information Center** and add others	42.1	31.6	73.7
30	**Reinvest** in the City's alleyways, golf-course clubhouse, and parking	47.4	26.3	73.7
31	Establish a dedicated **staff** to manage the Casino Complex, including the pier, pool, lawn/ballroom, common spaces and retail/restaurant properties	50	23.7	73.7
32	City should approach Tourism from an **integrated, multi-departmental perspective** focused on economic development	47.4	26.3	73.7
33	Implement **data management platforms** that report key-performance-indicators including - Economic impact of Tourism; Room-nights generated; Visitor satisfaction; # of Visitors, Resident sentiment; Marketing ROI; Hotel performance metrics, Social and environment impacts; Overnight visitation, Leads/referrals to business; Social Media metrics; Earned media; Conversion metrics; Visitor Spending; and Venue operating profit	42.1	31.6	73.7
34	Extend **downtown corridor beautification** westward to A Street	44.7	28.9	73.6
35	Continue to distribute **walking maps** that define neighborhoods for Tourists	44.7	28.9	73.6
36	Develop a **communications strategy** to continue to educate the benefits of Tourism to community and businesses	25.6	46.2	71.8
37	Integrate **'Eco-Tourism'** to leverage the local natural assets	43.6	28.2	71.8
38	Establish a monthly **Bryant Park Community Concert** series	51.3	20.5	71.8
39	Conduct **Hotel Room Supply/Demand Research** to determine optimal number of hotel rooms	47.4	23.7	71.1
40	Maintain the one-stop **permitting process** with the Film & TV Commission	47.4	23.7	71.1
41	Leverage **best-practices** and emerging **trends**	44.7	26.3	71
42	Implement processes to measure **Visitor Satisfaction** to identify improvement opportunities	44.7	26.3	71
43	Investigate deployment of **shuttle services** to accommodate Visitor transportation needs	38.9	31.6	70.5
44	Collaborate with **Tourist Development Council Agencies** to develop partnerships, fam tours, major events, and tradeshows	38.5	30.8	69.3
45	Review the **Partnership Programs** at the Tourist Development Council Agencies to identify engagement opportunities	41	28.2	69.2
46	Unify the look of all City-focused **Tourism collateral**	48.7	20.5	69.2
47	Integrate Tourism into the City's **communication strategies** to enhance the general understanding of the importance and economic impact it has on the destination and direct/indirect jobs that are created	43.6	25.6	69.2
48	Explore marketing **partnerships** with the DOT, Brightline Trains, Tri-Rail, car rental companies, ride-sharing organizations and Palm Beach International Airport	48.7	20.5	69.2
49	Partner with **Meeting/Event Planners** as business event customers are looking for better collaboration with destinations to achieve greater business outcomes	35.9	33.3	69.2

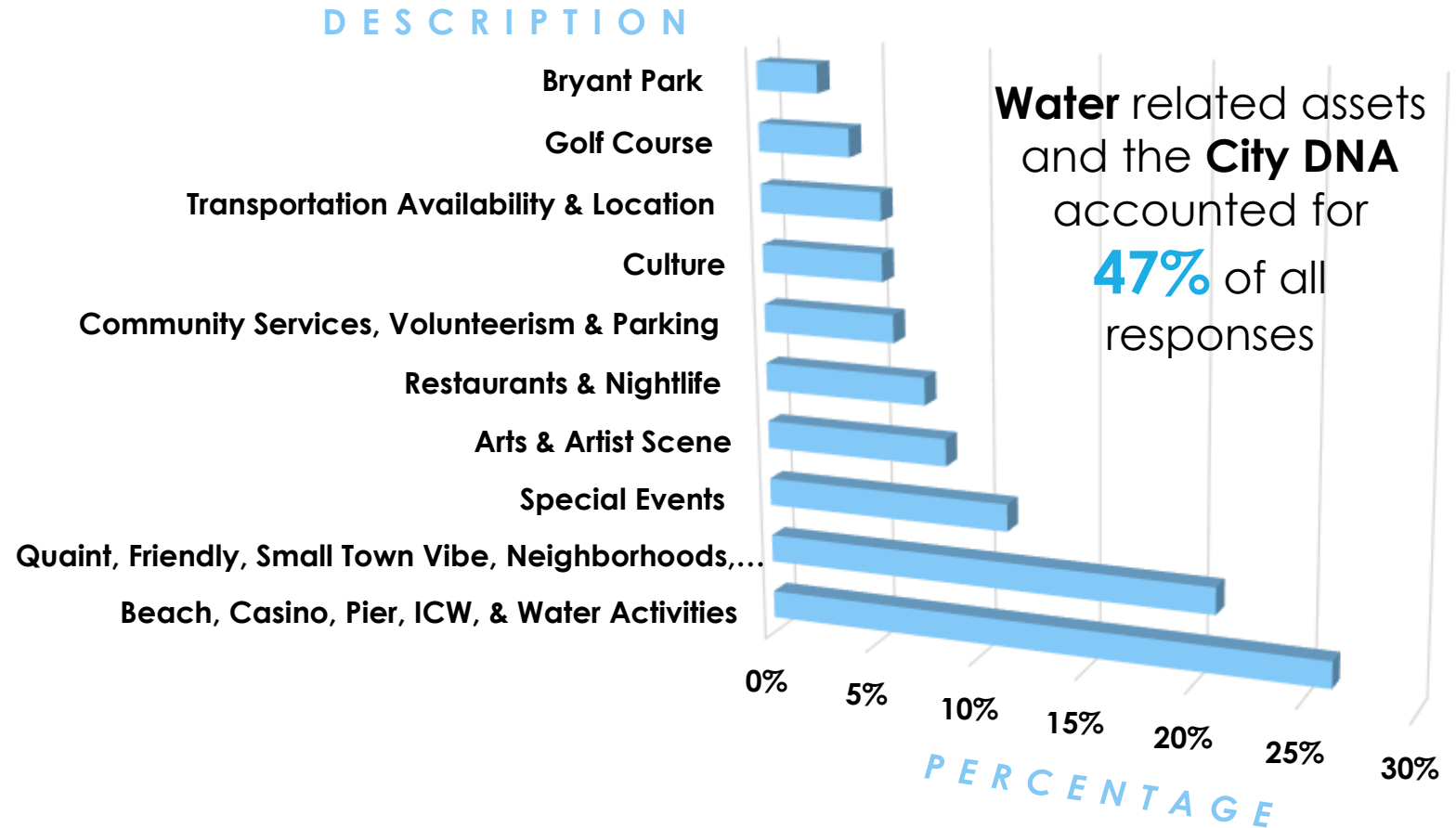| RANKING	RECOMMENDATION DESCRIPTION	5's	4's	TOTAL
50	Research new **"must-experience"** attractions that will support Visitor acquisition and retention strategies	35.9	33.3	69.2
51	Research how **technology** to create competitive advantage	28.9	39.5	68.4
52	Review key existing City **Job Descriptions** to incorporate Tourism responsibilities	39.5	28.9	68.4
53	Develop action plans with **Tourism Development Council Agencies** to ensure resources and intellectual capital are being optimized	46.2	20.5	66.7
54	Deploy **QR Codes** at all key businesses that link to a Tourist Landing Page	35.9	30.8	66.7
55	Implement the **"Destination Champions"** Program to encourage organizations to host meetings within the City	30.8	35.9	66.7
56	Engage Residents to document their own **tourism-related-experiences** that can be used as itineraries for Visitors to support living-like-a-local strategy which is an emerging trend	35.9	30.8	66.7
57	Identify **new entertainment venues** that will support acquisition and retention of Visitors	43.6	23.1	66.7
58	Update the Film Commission with **new location images** that will be used to market the destination for filmmakers and production professionals	41	25.6	66.6
59	Activate the existing **water-taxi system** and engage third party to provide other water related options	34.2	31.6	65.8
60	Implement a **Mobile Device Application** to create an engagement platform for the Traveler	46.2	17.9	64.1
61	Enhance **Content Management Systems** as Travelers are demanding more curated destination content, control, interaction and personalized information	25.6	38.5	64.1
62	Investigate **Public-Private-Partnerships** to enhance economic performance of LWB Casino parcel	53.8	10.3	64.1
63	Join **VISIT FLORIDA** Partnership Program	43.6	20.5	64.1
64	Partner with Palm Beach State College by leveraging the **Duncan Theatre** located on the Lake Worth Beach campus	41	23.1	64.1
65	Investigate how to attract **sand-related sporting events**	38.5	25.6	64.1
66	Enhance the City's **pool** into a state-of-the-art water/sports complex	47.4	15.8	63.2
67	Create a new City **Staff position** to spearhead the Tourism strategy	50	13.2	63.2
68	Conduct an assessment by Department to determine **human resources** required to implement and maintain the Tourism Master Plan	39.5	23.7	63.2
69	Identify additional locations to support **Visitor Selfies**	34.2	28.9	63.1
70	Implement research to monitor and better understand **Visitor perceptions** of destination appeal	34.2	28.9	63.1
71	Form a **Tourism Committee** comprised of City Staff, destination stakeholders and Travel Industry experts to focus on Tourism	47.4	13.2	60.6
72	Actively define **pedestrian zones**, so signs, restaurant seating, and other hazards will not continue to impede pedestrian traffic	42.1	18.4	60.5
73	Develop **blogs** for the destination highlighting key experiences for Visitors	30.8	28.2	59
74	Link **culturalconcierge.com** to City website	33.3	25.6	58.9

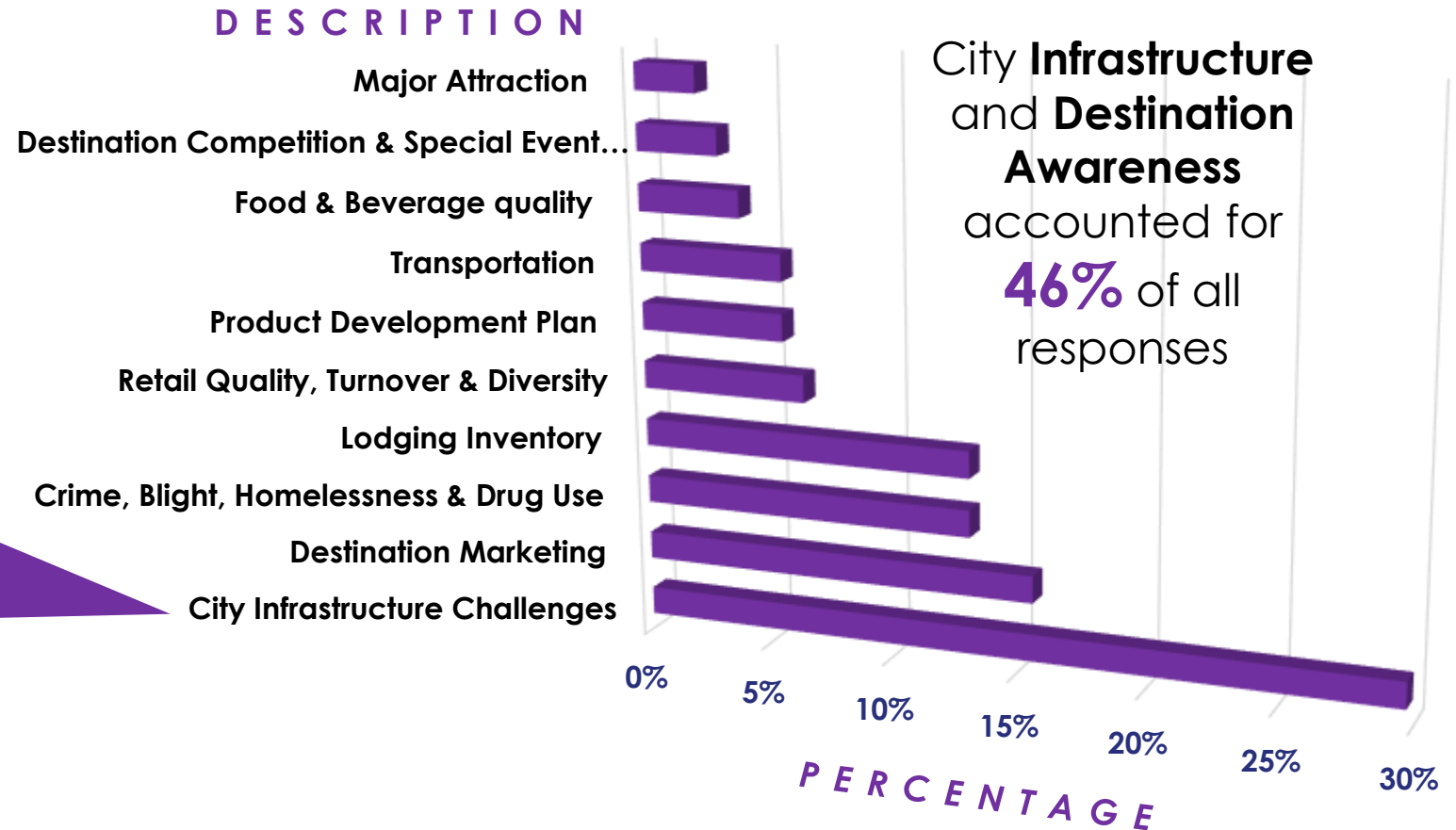| RANKING	RECOMMENDATION DESCRIPTION	5's	4's	TOTAL
75	Integrate information about **nearby resource** just beyond City limits - Duncan Theatre at PBSU; John Prince Park; Antiques Row; etc.	36.8	21.1	57.9
76	Create **walking tours** of downtown/neighborhoods	36.8	21.1	57.9
77	Develop **strategic alliance** with Palm Beach State College	36.8	21.1	57.9
78	Determine the investment required to implement a **Hospitality Certification Program** for the destination to create an "Aloha" type culture	28.2	28.2	56.4
79	Partner with the **Palm Beach Attractions Association** to optimize local authentic experiences	23.1	33.3	56.4
80	Identify the quantity and uniqueness of **dining/gastronomy assets** and partner with FRLA to determine product segments that could attract additional visitors and investors	28.9	26.3	55.2
81	Monitor **stakeholder opinions** and provide regular communications of key activities and business intelligence	23.1	30.8	53.9
82	Partner with **PBC Sports Commission** to develop action plans aimed at increasing sports related visitation	38.5	15.4	53.9
83	Enhance engagement with the **local community** to manage future considerations for the Visitor economy	28.2	25.6	53.8
84	Leverage **Real Estate Analysis** and develop recommendations for additional commerce	23.7	28.9	52.6
85	Continue to deploy **Way-finding Signage** with emphasis on LWB Casino and beach	23.7	28.9	52.6
86	Install **The Palm Beach Television Channel** in all hotels and high-traffic Visitor locations	28.2	23.1	51.3
87	Create a **Customer Relationship Management** database of the 200 business linked to Tourism	23.1	28.2	51.3
88	Utilize key **City locations** to enhance distribution of Cultural Council collateral - Magazine, Rack Cards and Destination Guides	25.6	25.6	51.2
89	Implement **Arts & Cultural Master Plan** sponsored by the Cultural Council of the Palm Beaches	34.2	15.8	50
90	Commission The Palm Beach's to conduct a **Visitors Profile Study** to support future target efforts	36.8	13.2	50
91	Identify future product/sports related **development** opportunities	33.3	15.4	48.7
92	Outsource the **implementation** of the Tourism Master Plan to a Consultant to provide oversight/leadership	34.2	13.2	47.4
93	Conducted an audit to determine **Wi-Fi access** in high traffic Visitor areas	23.7	23.7	47.4
94	Partner with Residents to become **Tourism Ambassadors** and volunteering to staff the Visitor Information Center(s)	30.8	15.4	46.2
95	Deploy the **Sunglasses icon** that the Cultural Council has created	15.8	21.1	36.9

S.W.O.T. ANALYSIS

- Standardized **template** Task Force completes

- Responses will be compiled, analyzed and **key findings** documented

- Results will be used to assist in developing **recommendations**

- Provides potential **insights** for City outside Tourism sector

STRENGTHS

DESCRIPTION

Water related assets and the **City DNA** accounted for **47%** of all responses

Category	
Bryant Park	
Golf Course	
Transportation Availability & Location	
Culture	
Community Services, Volunteerism & Parking	
Restaurants & Nightlife	
Arts & Artist Scene	
Special Events	
Quaint, Friendly, Small Town Vibe, Neighborhoods,...	
Beach, Casino, Pier, ICW, & Water Activities	

0%   5%   10%   15%   20%   25%   30%

PERCENTAGE

OPPORTUNITIES

DESCRIPTION

Special Events
and **Product Development/ Optimization** account for **40%** of all responses

Chart (horizontal bar, PERCENTAGE 0%–25%):

- Retail Diversification
- Food & Beverage
- Transportation
- Destination DNA Definition
- Lodging
- Enhanced Tours
- Destination Marketing
- Beach, Casino, Pier & ICW Activation
- Product Development & Optimization
- Special Events

0% 5% 10% 15% 20% 25%

PERCENTAGE

THREATS

D E S C R I P T I O N

- Transportation
- Hurricanes & Pandemics
- Lack of Lodging Inventory
- Enhanced Retail
- City Image
- Government
- Community Resistance to Change
- Competition from other Cities
- Resources to Implement Tourism Master Plan
- Crime, Blight, Homelessness & Drug Use

0% 5% 10% 15% 20%

P E R C E N T A G E