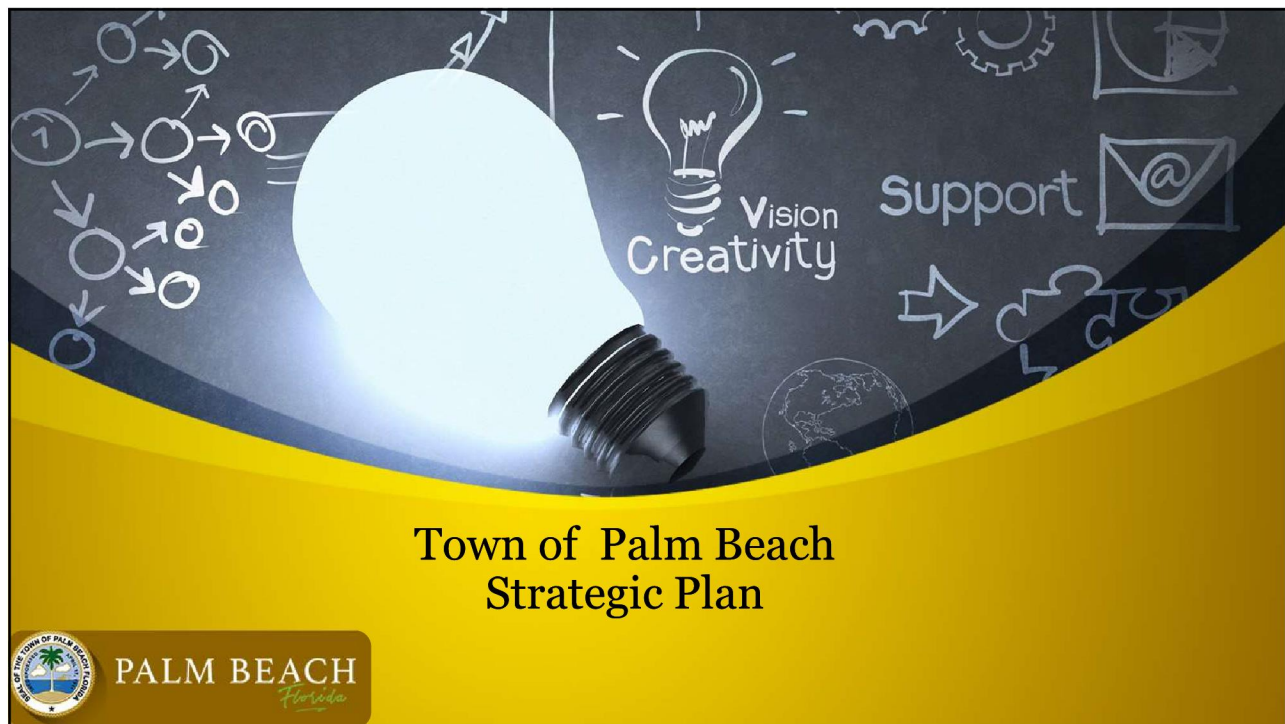
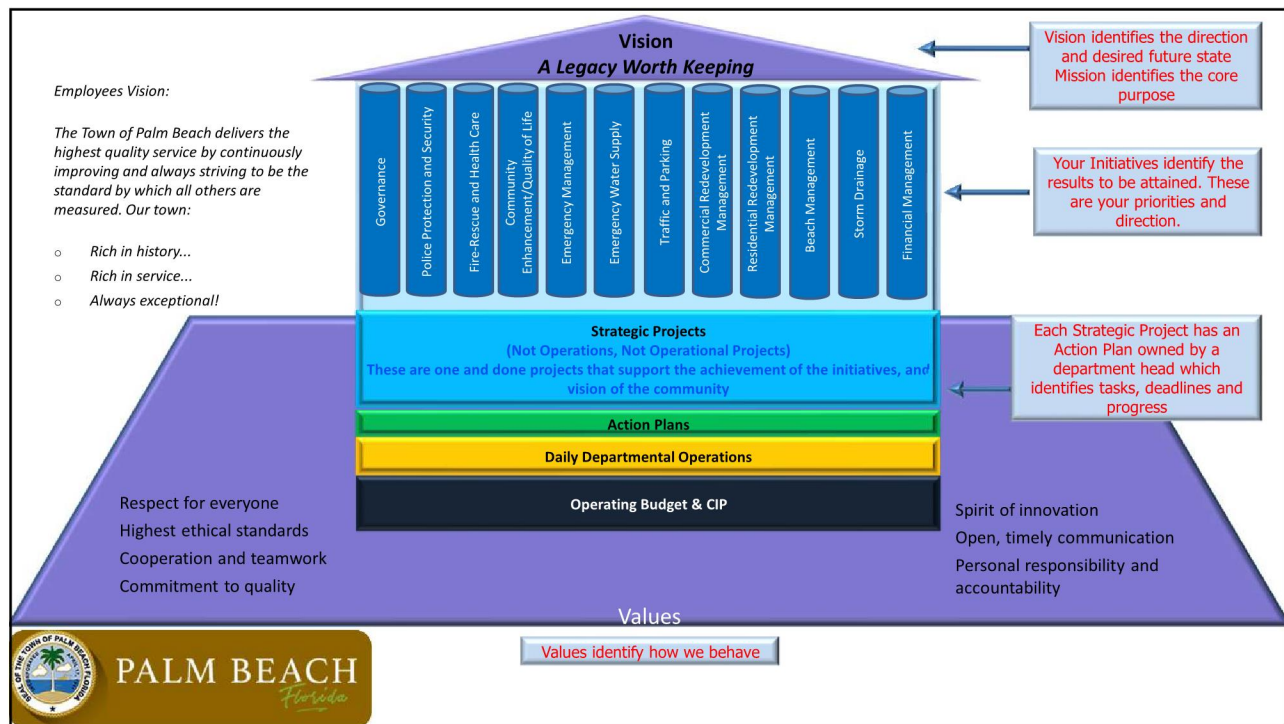




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2



3

SWOT

- **What is a SWOT Analysis?**
 - Focuses on the key internal and external factors affecting the city.
 - SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats.
 - Strengths and Weakness is the analysis of Internal factors.
 - Opportunities and Threats represent factors external to the organization but still influencing and impacting your ability to execute on your mission.
- **Why do a SWOT Analysis?**
 - Used to generate meaningful information within each of the internal and external categories in order to identify advantages and risks.
- **What will I get from my SWOT?**
 - Identify obstacles to delivering on the Mission and Vision or in meeting goals and priorities.
 - It can be useful in providing direction as you move through the strategic planning process.
 - It can help to reveal the unseen possibilities or limitations within your organization.

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Internal Factors

When looking at your Internal Factors focus on these areas:

- Operational Abilities
- KSA (Knowledge, Skills, and Abilities)
- Core competences
- People (culture, employee competences)
- Technology
- Organizational resources (finances, processes, assets)

Strengths	Weaknesses
What do you do exceptionally well (better than other cities)?	Where do you need to improve?
What do citizens, businesses, and visitors identify as your strengths?	What can you do better?
What valuable resources or assets do you have?	What complaints do we get most often?
	Where are we vulnerable?

Next Step:
The Board will now dialog to identify definitions for common themes.



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Strengths Themes: Top 5

Responsive Town Government	13
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	10
Community Engagement and Support	10
Safe and Secure Town	10
Financial Sustainability	7



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Weaknesses Themes: Top 5

Mobility, Traffic, and Parking	13
Outdated Town Code	10
Lack of Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	8
Outdated Technology	7
Lack of Data for Decision Making	7



7

External Factors

When looking at your External Factors focus on these areas:

- Political/Regulatory (i.e. unfunded mandates)
- Economic Conditions
- Community Expectations/Perceptions
- Environmental
- Legal
- Resources: physical (land, location, natural resources, etc.)

Opportunities	Threats
What do we know about but haven't leveraged? Are there emerging trends we should be pursuing?	What obstacles stand in the way of our success? Do any of our internal weaknesses make us particularly vulnerable? How? Are there external environmental changes significantly influencing our ability to execute and be successful?

Next Step:
The Board will now dialog to identify definitions for common themes.



8



Opportunities Themes: Top 4

Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	4
Community Financial Support	4
Environmental Impact	4
Desirable Technology	3



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Threats Themes: Top 4

Environmental: Natural and Man-Made	18
Insecure Water Utility Service	9
Political Environment	7
Influx of non-residents	6



10

Creativity
Wrap Up



Next Meeting
March 18, 9:30 a.m.
Town Hall



Questions?
What can we clarify for
you?



Homework
Look for the next
assignment in email-
coming soon!



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Creativity





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Town of Palm Beach SWOT Exercise

Weaknesses

Themes	Comment	Top Item
Mobility, Traffic, and Parking	1. The first category of “weakness” is simply the flip side of the above described strengths. Because the Town is such a desirable place to live and enjoy life it attracts a lot of people. This results in significant traffic on the island due to both visitors and workers in the construction and landscaping trades.	1
Mobility, Traffic, and Parking	Traffic and parking. There is not enough parking and for some reason the town and the leadership continue to address the issue by restricting parking. The Worth Ave and County Road business districts in particular are restricted due to many streets with permit only parking. This is not town serving as the residents from outside the downtown cannot find parking. (I)	1
Mobility, Traffic, and Parking	Dependence on bridges and two in-town arteries with traffic choke points to enter and exit the island	1
Mobility, Traffic, and Parking	Significant conflict exists between motor vehicle, pedestrian and bicycle traffic	1
Mobility, Traffic, and Parking	Define and restrict time frames for delivery/ work trucks going on and off the Island during the “season” Nov - May	1
Mobility, Traffic, and Parking	increased traffic /lack of parking	1
Mobility, Traffic, and Parking	traffic/traffic/traffic	1
Mobility, Traffic, and Parking	traffic congestion	1
Mobility, Traffic, and Parking	Traffic and parking- bridge construction, West Palm Beach congestion and explosive growth, town construction, noise, trucks, in town space usage-Publix, royal poinciana, the royal, worth Ave –	1
Mobility, Traffic, and Parking	road and speed safety (north end)	1
Mobility, Traffic, and Parking	Partner with the town of West Palm Beach and the county on public transportation options that will reduce the flow of vehicular traffic (E)	1
Mobility, Traffic, and Parking	Study and develop a plan for autonomous vehicles and the impact on parking	1
Mobility, Traffic, and Parking	Develop a wholistic traffic and parking strategy for the town which can be explained to our residents	1
Outdated Town Code	Zoning is spot-oriented in much of the middle of the Town	2
Outdated Town Code	Develop a plan that regulates electric charging stations in multifamily buildings	2
Outdated Town Code	Update the building and zoning code	2
Outdated Town Code	Review and update management of both commercial and residential development	2
Outdated Town Code	Current building and zoning code needs significant improvement	2
Outdated Town Code	Further clarify zoning allowances - particularly for the north end	2

Weaknesses

Themes	Comment	Top Item
Outdated Town Code	current town code-patchwork/difficult to navigate, multiple definitions, measurements of size unclear	2
Outdated Town Code	Some may think more restrictive zoning fits in here. There are some zoning changes that can and should be considered, particularly in the area of sea level rise. However, there is only so much that can be done under existing law.	2
Outdated Town Code	Continue to develop incentives for residents to renovate rather than replace the existing housing stock. (I)	2
Outdated Town Code	Rewrite town zoning code (this is in process) Management of commercial and residential zoning, development-streamline/make it easy to navigate, use single definitions where applicable, mixed use?	2
Lack of Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	There is limited access to Lake Worth for residents. There is very limited access points and the ones that are available are not widely known. Even the new town marina does not offer residents access to the lake. There is also a dock at the far north end where landing a boat or swimming is forbidden. The only public access points to the lake are in West Palm Beach, Lake Worth and Rivera Beach. (I)	3
Lack of Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Lack of health (hospitals) and public-education facilities on the island	3
Lack of Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Pressures of an increase in the size of the aging population appear to elevate demands for emergency medical services and they may experience slower response times to medical emergencies caused by increased traffic congestion	3
Lack of Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	create telemedicine centers	3
Lack of Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	time for emergency vehicles to get to hospitals due to increased	3
Lack of Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Lack of on-island medical services.	3
Lack of Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	new Playhouse and rec center and Phipps park "Town serving" programming-younger families, residents, employees	3
Lack of Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Focus on younger families moving to town and offerings for them as well as senior citizens	3

Weaknesses

Themes	Comment	Top Item
Outdated Technology	Town is behind in implementation of proven advanced IT programs—not a “smart” town.	4
Outdated Technology	Town government technology, while improving, appears to be insufficient for the stature of the community	4
Outdated Technology	town website could be more user friendly	4
Outdated Technology	Technology. Need on-line user-friendly access to planning/building information. Building plans, ordinances.	4
Outdated Technology	Upgrade the IT capability of the town to include effective cyber security	4
Outdated Technology	self assessment of technology,- town offices looking ahead- 5G, electric cars, charging stations...	4
Outdated Technology	Failure by the town to stay current with advancing technology	4
Lack of Data for Decision Making	Town lacks reliable detailed demographic data and therefore has no valid measure of residential population, service population, origin of visitors, number of part-time residents/full-time residents/day visitors/employees/etc.	5
Lack of Data for Decision Making	Construction and service demographics lack reliable detailed demographic data while widely held anecdotal evidence indicates much of the daytime traffic results from the construction and service sector	5
Lack of Data for Decision Making	Lack of information to solve problems. Who is coming to the Town, at what hours, for what purposes? How many construction, maintenance, service, pesticide trucks come to the town each day and how are we handling them? What solutions are there?	5
Lack of Data for Decision Making	There are no statistical feedback mechanisms to gauge public satisfaction—with Town services and with quality of life.	5
Lack of Data for Decision Making	Town does not have an accurate grasp on the population flow on a daily, weekly, month or seasonal basis.	5
Lack of Data for Decision Making	Inventory all available public parks and open spaces to determine if and how they can be improved in a sustainable way to lower the impact on the environment and provide additional recreational opportunities both passive and active for the residents. (I)	5
Lack of Data for Decision Making	Create a process or system to allow residents to provide real time feedback to the town on an ongoing basis. (I)	5
Aging Infrastructure	Upgrade the aged infrastructure of the town	
Aging Infrastructure	This period of increased ad valorem revenue caused by skyrocketing property values should be used to accomplish necessary infrastructure projects and training, and further development of the Town employee workforce	

Weaknesses

Themes	Comment	Top Item
Community Resistent to Change	Aging population, many of whom are resistant to change	
Community Resistent to Change	Because Palm Beach is considered "the best" in many areas, we are less open to change and often default to resisting change instead of managing change, even when change is inevitable	
Financial Sustainability	Underfunded pension model--Town employees live far longer than expected	
Insecure Water Utility Service	Do not own water or water distribution system, water distribution system (pipes) is old	
Lack of Community Engagement	Apathy--vast majority of the residents are not involved or aware of the town's current issues	
Town Leadership/Management	Town Leadership can spend more time on matters of strategic importance and less time on micromanaging less important tasks which could be delegated to senior staff	
Town Leadership/Management	Ensure that the town hires and retains the best talented leadership in all departments	
Town Leadership/Management	Town needs to proactively manage our beaches including sand placement via FEMA program	
Aging Infrastructure	explore lakeside and inlet flooding woods hole study Sea wall height/inlet " gate "?	
Relationships with neighboring communities	Water renewal contract more of a partnership versus client	
Aging Infrastructure	continue focus on maintenance of town utilities/ equipment	
Business attraction and development	How do we keep a mix of town serving businesses for residents' daily needs rather than regional attractors?	
Community Safety and Security	Pressures of crime, traffic and increased population appear to cause an increase in requirements for police services	
Community Safety and Security	There seems to be a lack of enforcement to motorized vehicles on the Lake Trail. With the added pressure on the recreational resources due to the increase in population in West Palm Beach and the county the town should work on developing policies and strategies to ensure safe use of the Lake Trail. (I)	
Complex and burdensome government processes	Clarity around building codes and the permitting process. It is difficult to understand how the permitting process works, why it takes so long and is so expensive. And yet there seems to be a never ending number of permits issued. The process is geared to professionals and not to the residents. This provides an incentive for speculative development as only professionals can understand the complexities of the process (I)	
Disengaged Business Owners	Some disengaged business property owners lead to vacancies in key shopping areas	

Weaknesses

Themes	Comment	Top Item
Environmental: Natural and Man-made	Loss of wildlife habitat for birds, butterflies and marine life.	
Environmental: Natural and Man-made	The town does not seem to have the expertise on staff to move the community toward a more sustainable landscape model. It seems that many of our municipal open spaces are treated with harmful chemicals and use non-sustainable materials when re-landscaping public areas. (I)	
Environmental: Natural and Man-made	pesticide use	
Environmental: Natural and Man-made	What is our Town's impact on stormwater going into Lake Worth? In order to deter blue/green algae and to support a healthy environment, is our runoff clean before it goes into Lake Worth?	
Environmental: Natural and Man-made	Inability to regulate pesticides and the extensive over-use of synthetic chemicals on private property.	
Financial Sustainability	burden on PB taxpayers to provide for the tourist/day visitor	
Financial Sustainability	Increase tax rates as necessary to support investment in the town of Palm Beach	
High Cost of Living	The increased cost of housing in the Town becomes a limiting factor in who can live here.	
High Cost of Living	Extremely expensive housing limits influx of younger people	
High Cost of Living	Because the Town is so desirable as a place to live, it is also an expensive place to live.	
Inability to regulate Town Borders	review potential permits for day use of visitors	
Inability to regulate Town Borders	burden of visitors / particularly spill over from WPB	
Inability to regulate Town Borders	Traffic and parking issues related to increased residential towers in West Palm Beach, increased construction on the Island. Increased daily visitors and people working in town.	
Insecure Water Utility Service	The Town does not have its own water supply and relies on a surface water system run by the City of West Palm Beach. Surface water is more prone to bacterial contaminants, which have increased in recent years due to many factors.	
Insecure Water Utility Service	Water. No secure source of safe drinking water. Water is wasted. 70% of all potable water goes to lawns and landscapes.	
Lack of Community Engagement	While communication with the community has improved, much opportunity exists to communicate better in real time and by further using available technology	
Over development	over building on the north end	

Weaknesses

Themes	Comment	Top Item
Over development	Erosion of historic character and charm due to inappropriate design, professional urbanist/architect who understands our traditional architecture and town plan to help review and shape the high volume of development proposals and infrastructure changes to streets and civic spaces	
Over development	Town may need additional staff and resources to handle increasing building activity and enforcement of ordinances and laws. Is there an overall curator for civic physical design issues or do we operate in silos?	
Political Environment	Limited outside political clout—relatively few voters as compared to major metropolitan areas	
Political Environment	Low comparative population to neighboring municipalities results in lesser clout with county and state officials than is desired	
Relationships with neighboring communities	I think that our leaders as well as many of in the community see our relationship with the non-residents who use the resources of the town as adversarial. This is not a productive posture as we look to develop strategies to manage the growth of West Palm Beach. (E & I)	
Relationships with neighboring communities	Develop on ongoing relationship with WPB as a “partner” to address impact of growth	
Relationships with neighboring communities	General ambivalence and some resistance to visitors/tourism	
Relationships with neighboring communities	Increasing pressure on the use of beaches and civic spaces.	
Restrictive Policies and Regulations	There is too much fear and hence restrictive policies in place to discourage people from outside of the town from enjoying the beaches, and parks that the town offers. This has the negative effect of restricting resident use of the facilities as well. (I)	
Safe and Secure Town	maintaining a safe environment	
Town Leadership/Management	The three main neighborhoods (North End, Mid-Town, South End) have different priorities for Town investments	
Town Leadership/Management	Ensure that Palm Beach remains compensation and benefits for the full employee base	
Unskilled staff	Most governmental employees do not reside in the Town of Palm Beach and therefore do not understand it as a resident would, potentially lessening personal commitment and ownership in some instances	
Unskilled staff	Need horticulturalist on staff to review plans and enforce landscape ordinance, for example.	
	Hot weather warrants improvement in providing shaded main pedestrian areas, opportunities appear to be available to improve this feature when utility undergrounding disturbs those areas	

Town of Palm Beach SWOT Exercise

Opportunities

Themes	Comment	Top Item
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Tela medical clinic - given aging population and lack of technical knowledge- a drop-in telemedicine clinic with staff to aid the patient with computer online connection	1
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	medivac helicopter service	1
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Proximity to airport.	1
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Good local schools. (But no affordable housing for teachers or other service professionals to live in town or close by as there used to be.)	1
Community Financial Support	Additional philanthropic opportunities may be available to benefit the town	1
Community Financial Support	Philanthropic residents who care about the Town.	1
Community Financial Support	Robust civic and cultural activities and a desirable place that easily attracts speakers, educators, musicians, etc. (Society of the Four Arts.)	1
Community Financial Support	Financial Resources and Philanthropy: We have financial resources and a robust philanthropic community, unlike many small towns of under a 9,000 permanent population.	1
Environmental Impact	Environmental Issues: A small town with a large impact: We face environmental challenges (safe drinking water, flooding, pollution) that are largely external but we have an opportunity to lead the region and demonstrate the way, due to our excellent local leadership and fortuitous local resources. The Green Initiative is one example. The over-use of synthetic chemicals in our town is a threat to our health. What other policies can we implement to confront these environmental issues?	1
Environmental Impact	Develop a comprehensive public-private plan to protect the island from water encroachment on both sides	1

Opportunities

Themes	Comment	Top Item
Environmental Impact	continuing education Environmental Native plants, pesticides- possibly more town incentives Rec center/ fire department/civic association/Healthcare committee partnerships for Health and Wellness	1
Desirable Technology	electric car stations	4
Desirable Technology	driverless cars / buses - stay on the leading edge to be able to implement	4
Desirable Technology	Through investments in IT, allow PB to evolve into a "smart town"	4
Business Development	Work with the Chamber of Commerce and property owners/landlords to attract unique small retail businesses to Palm Beach	
Mobility, Traffic, and Parking	traffic and parking Explore alternatives public/ private, shuttles, valet, carpooling, Uber, flex schedules Remote parking- employee and residential	
Environmental Impact	Subtropical climate allows adaption to post-pandemic conditions, allowing for more activities outdoors, more open-air architecture.	
Financial Sustainability	High demand and investment flowing into the Town could be directed towards town needs.	
Public-Private Partnerships	Consider public-private partnerships to beautify selected areas of the town (Royal Poinciana green strip, Phipps Ocean Park (underway), etc..	
Relationships with neighboring communities	I wonder if we are doing all we can to build relationships with the surrounding municipalities. Building strong relationships with the leadership in West Palm Beach, Riviera Beach, Lake Worth and other nearby municipalities could strengthen all of the beach side communities in conversations with the County and the State. (e & I)	
Relationships with neighboring communities	Participation in actions at the regional, state and national levels to solve local problems. (Water quality, over-use of pesticides, traffic and building regulations, greater home rule, etc.). The Town has residents with leadership and experience who could contribute to solving larger regional issues that impact the Town.	
	delivery drones - they are coming - will decrease delivery trucks However, unintended consequences- how many allowed / where/ when/ how?	
	I see little to put into this category. There is nothing that needs to be "leveraged".	
	The Town owns significant property in surrounding areas that is very valuable for future use	

Town of Palm Beach SWOT Exercise

Strengths

Themes	Comment	Top Item
Responsive Town Government	town focus on capital improvement maintenance	1
Responsive Town Government	employee retention has improved with enhanced benefits	1
Responsive Town Government	Experienced responsive town staff and elected officials, with exceptional communication between residents, staff and elected officials	1
Responsive Town Government	maintains public landscape	1
Responsive Town Government	. Protecting maintaining open spaces -	1
Responsive Town Government	parks/ paths / fountains /trimming/	1
Responsive Town Government	street/sidewalk clean up	1
Responsive Town Government	. the Worth Avenue "bougainvillea"	1
Responsive Town Government	. Lifeguards	1
Responsive Town Government	. Beach clean up	1
Responsive Town Government	8. The Town has enacted zoning restrictions which seek to preserve the small town character of the Town.	1
Responsive Town Government	. zoning - height restrictions/ setbacks/usage/ historic preservation	1
Responsive Town Government	Public beaches - access points well maintained	1
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Close proximity to airports, highways and outside businesses & recreation	2
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Access to vibrant downtown West Palm Beach with cultural offerings, public transportation (rail, airport and highways) and medical facilities.	2
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	rich cultural choices, landscape, architecture, shopping, restaurants and resident involvement	2
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Primary and secondary educational institutions, Rosarian, Benjamin, Palm Beach Day School, Oxbridge, Green School.	2

Strengths

Themes	Comment	Top Item
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	The town has a multitude of public spaces, these include the Four Arts, Town Parks, Preservation Foundation parks & Public Beaches, the Lake Trail.	2
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Distinctive institutions (e.g. Four Arts) & public facilities (e.g. Par 3)	2
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	First class hotels and accommodations (The Breakers, The Brazilian Court, Four Seasons, etc.); and excellent restaurants	2
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Excellent access to international airport, limited access highway system and rail transportation	2
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	6. Excellent cultural offerings for a relatively small town.	2
Access to Amenities: Cultural, Transportation, Recreation, Health Care, Education	Superior cultural opportunities are present in the Town and nearby	2
Community Engagement and Support	The town has high level of involvement from the residents, including participating in public hearings, access to elected officials, and the involvement of resident driven organizations that are engaged and active. These would include the Preservation Foundation, The Palm Beach Police and Fire Foundation, Chamber of Commerce and others	2
Community Engagement and Support	We have a very generous and wealthy group of residents who are willing to support civic projects.	2
Community Engagement and Support	Talented and engaged citizenry, many with a wealth of specialized knowledge	2
Community Engagement and Support	Engaged and supportive civic minded organizations: Citizens Association, Civic Association, Police and Firefighters foundation, Preservation Foundation, Friends of the Beach, etc..	2
Community Engagement and Support	Residents and businesspersons are generally extremely accomplished in a variety of endeavors and willing to volunteer their time toward betterment of the community	2
Community Engagement and Support	Residents and businesses are very philanthropic to local, national and global causes	2
Community Engagement and Support	Much improved communication with the community	2

Strengths

Themes	Comment	Top Item
Community Engagement and Support	A strong philanthropic community with a large number of nonprofit and community-serving organizations allowing residents to connect and find meaning in relationships with each other.	2
Community Engagement and Support	Excellent supportive civic organizations who are active partners with government	2
Community Engagement and Support	Exceptionally philanthropic residents	2
Safe and Secure Town	Public services of Police, Fire and Rescue, Garbage Collection, recycling is outstanding (I)	2
Safe and Secure Town	Extremely low crime rate	2
Safe and Secure Town	Exceptional Police & Fire Rescue departments	2
Safe and Secure Town	Low crime rate, especially considering the target valuation of Palm Beach and much higher crime rates of adjoining areas	2
Safe and Secure Town	Excellent availability and competence of emergency medical services with hospitals nearby	2
Safe and Secure Town	Excellent response to the Covid 19 Pandemic	2
Safe and Secure Town	provides clean safe environment	2
Safe and Secure Town	. Outstanding police force / fire department	2
Safe and Secure Town	strong safety and Emergency Management- police and fire departments. •Response time, COVID protocols (vaccine, testing, Regeneron) •Education of residents •Police and fire foundation and first responder foundation oPilot program in county sponsoring, funding and administering IRA accounts for eligible employees	2
Safe and Secure Town	Security. Excellent emergency services; police, fire and rescue. The town feels safe.	2
Financial Sustainability	Strong Town Finances (reserve fund ratings), retirement fund, management of finance is all in good shape	5
Financial Sustainability	High credit rating	5
Financial Sustainability	High property values produce high ad valorem taxes and financial stability of government is excellent	5
Financial Sustainability	5. A very strong tax base that provides significant revenue to the Town government thereby enabling the Town to provide excellent services and maintenance at a relatively low tax millage rate.	5
Financial Sustainability	Very substantial tax base (single family homes, Condo/Co-Op's, businesses)	5
Financial Sustainability	Town is financially solid	5

Strengths

Themes	Comment	Top Item
Financial Sustainability	We have an abundance of free sand available to us a result of the periodic dredging projects in the inlet. This excess, free sand is invaluable as we continue to work to re-nourish our beaches. (1)	5
Community charm and beauty	Beautiful physical environment—beaches, climate, landscape	
Community charm and beauty	A unique small-town culture of excellence in quality of life, the arts and lifestyle, supporting both residential and resort lifestyles	
Desirable climate and Environmental Setting	Highly desirable residential destination, one of the most favorable in the country based on numerous attributes including great weather, low taxes, beautiful environment, cleanliness of public spaces, low crime and interesting people	
Strong Town Leadership and Management	Excellent leadership in government by elected and appointed officials	
Strong Town Leadership and Management	strong and responsive town government, commissions plus staff good working partnerships	
Town Brand	Reputation--world class very private community - as a residence, resort, luxury shopping & an architectural destination	
	The Town's brand is excellent and highly regarded on a global basis providing potential untapped opportunity and possibly requiring additional protection	
Community Assets and Recreational Opportunities	Major assets include the new Marina and town docks, WPB property	
Community Assets and Recreational Opportunities	New Recreation Center with wonderful programming, world class docks, Par 3 Golf Course, Phipps Tennis. Rec Dept. now has increased revenues and improved quality of life for residents and employees	
Community Assets and Recreational Opportunities	Town owned land in West Palm Beach – could potentially generate future revenue for the Town	
Community Assets and Recreational Opportunities	Well maintained and managed recreational facilities and civic spaces Marina, golf, tennis, lake trail.	
Community charm and beauty	2. Small town charm with numerous beautiful residential areas with relatively low density.	
Community charm and beauty	We have a uniquely beautiful town, not only public buildings and spaces but private homes and businesses all contribute. This is due in large measure to the work of ARCOM, Landmarks, Preservation Foundation and Town Council monitoring building standards.	
Community charm and beauty	A unique small town culture of excellence in quality of life, the arts and lifestyle	
Community charm and beauty	A mixed-use walkable small town with a strong sense of place and identity	

Strengths

Themes	Comment	Top Item
Desirable climate and Environmental Setting	1. An excellent climate 8-9 months of the year.	
Desirable climate and Environmental Setting	4. The natural beauty of a barrier island.	
Reliable Town Infrastructure	The undergrounding of the utilities has had a huge impact on how the island looks and is expected to deliver more reliable service. (I)	
Reliable Town Infrastructure	underground utility project on track for completion 2026 Improved service, safety, reliability and aesthetics	
Reliable Town Infrastructure	Well maintained public infrastructure. New underground utilities.	
Strong Sense of Historic Preservation and Heritage	7. A strong landmark preservation program that preserves architecturally significance and historic structures thereby contributing to the Town's historic charm.	
Strong Sense of Historic Preservation and Heritage	Bias for preservation and valuation of history of the community is apparent	
Strong Sense of Historic Preservation and Heritage	protects Architectural heritage	
Vibrant commercial district	3. Numerous Town serving businesses that cater to Town residents including restaurants and shopping.	
	Resistant to overdevelopment and high density	
	Formal and informal high standards of civility generally exist	
	Incredibly robust residential housing demand	
	beach/ sand replenishment- government funding	

Town of Palm Beach SWOT Exercise

Threats

Themes	Comment	Top Item
Environmental: Natural and Man-Made	The continued poisoning of Lake Worth and the near shore Atlantic Ocean through pesticide and fertilizer run-off threatens some of the very resources that make our beach town so attractive.	1
Environmental: Natural and Man-Made	Rising sea levels with risk on both sides of the island	1
Environmental: Natural and Man-Made	Vulnerability to severe weather events including coastal flooding (King Tides, beach erosion)	1
Environmental: Natural and Man-Made	New and potentially more damaging pandemics	1
Environmental: Natural and Man-Made	Sea level and groundwater level rise threatens coastal structures and potentially the existence of the community	1
Environmental: Natural and Man-Made	Hurricanes present significant danger	1
Environmental: Natural and Man-Made	erosion of beaches	1
Environmental: Natural and Man-Made	extent of rising water tables	1
Environmental: Natural and Man-Made	global warming- sea level rise Flooding in town, residential and commercial areas Seawall on lakeside compromised? Stormwater and tent city through inlet	1
Environmental: Natural and Man-Made	continued use of synthetic chemicals Wildlife/ humans/ water supply	1
Environmental: Natural and Man-Made	Climate change, flooding, increasing number and strength of hurricanes.	1
Environmental: Natural and Man-Made	Environmental degradation of South Florida. Regional overdevelopment and pollution flowing into Lake Worth as well as the marine environment affecting our ability to have clean air, clean water and a healthy environment. Loss of wildlife habitat for birds, butterflies and marine life due to pollution. Dirty storm water entering Lake Worth, over-use of synthetic chemicals /pesticides on nonnative lawns and landscapes.	1
Environmental: Natural and Man-Made	2. The second category of "weakness" results from more natural causes. The Town is a relatively low lying barrier island in an era of sea level rise. (this is also a threat as discussed below).	1
Environmental: Natural and Man-Made	Vulnerable to increasing strength and occurrences of hurricanes and flooding exacerbated by climate change.	1
Environmental: Natural and Man-Made	global warming- flooding of island/ lake trail Drainage, current lakeside seawall not high enough?	1
Environmental: Natural and Man-Made	noise pollution - more cars/trucks more noise	1
Environmental: Natural and Man-Made	I was told by someone in authority in West Palm Beach that per capita we use an extraordinary amount of water. No doubt this is related to the irrigation needs of the community, but it also likely due to the fact that many residents are not sensitive to the cost of such usage. We can help our county and our state by being more conservative with our water. (I)	1

Threats

Themes	Comment	Top Item
Environmental: Natural and Man-Made	1. Sea level rise is a major threat to the Town. Parts of the Town flood regularly. While there is a coral ridge through the Town that provides elevation to some parts of Town, other areas are barely above sea level. This will become a greater threat as time passes and will require significant public works dollars to address.	1
Insecure Water Utility Service	The Town's water supply is suboptimal as it is supplied primarily via a surface water system prone to contaminants and that is threatened by sea water intrusion and sufficiency during drought	2
Insecure Water Utility Service	water - current conversations are ongoing - our contract with WBP will expire- next steps?	2
Insecure Water Utility Service	How will WBP be aquifers be affected due to increased population/usage	2
Insecure Water Utility Service	understanding our water sources	2
Insecure Water Utility Service	safe and reliable long term water supply New contract 2029 bacterial contamination * old water pipe maintenance and replacement and lost	2
Insecure Water Utility Service	Loss of water quality and reliable, clean drinking water source.	2
Insecure Water Utility Service	2. The lack of a reliable water supply is a significant threat. The Town residents currently "buy" water from West Palm Beach under a contract that expires in 2029. West Palm Beach relies on surface water that originated in lake Okeechobee. This water is contaminated with bacterial toxins and requires significant treatment. While West Palm Beach is working to address this issue, surface water as a source of drinking water in South Florida will only become more challenging over time.	2
Insecure Water Utility Service	Drinking water, while I understand that this currently being looked at as a special project, I think that it should be noted here. The ability to deliver clean drinking water is a critical service of any municipality.	2
Insecure Water Utility Service	Overdependence on West Palm Beach for water supply	2
Political Environment	Further drug legalization at the state level	3
Political Environment	Societal movements and upheavals—BLM, Antifa, etc...	3
Political Environment	State government increasingly reduces home rule lessening the Town government's from making decisions based on unique or local circumstances	3
Political Environment	Inability to make local decisions because of the erosion of home rule.	3
Political Environment	Home Rule: We need to stop the erosion of home rule so that we can address the unique challenges in our town. Would a study such as The Nantucket "Small Island/Big Data" help us identify and communicate the issues to convince others of our challenges?	3

Threats

Themes	Comment	Top Item
Political Environment	Home Rule is being eroded by the state leaders. Every year it seems that the Legislators in Tallahassee chip away at the ability of towns and municipalities to manage issues on a local level. Years ago it was taking away the ability of municipalities to ban plastic bags, this year it is regulating of pesticide and herbicide application on residential landscaping.	3
Political Environment	Community is litigious and often blocks government initiatives	3
Influx of non-residents	Surrounding areas, with particular emphasis on the City of West Palm Beach, are growing extremely rapidly without the same density and traffic concerns as Palm Beach	4
Influx of non-residents	over building of WPB and WPB "spillover":	4
Influx of non-residents	Creating More tourists / more crime/ more traffic/ greater usage of public beach / more evasion of the "serenity" of Palm Beach	4
Influx of non-residents	potential increase in crime and demand on services in general due to day WBP spillover what is the financial burden to PB?	4
Influx of non-residents	explosive growth in West Palm and area Difficult to stay "town serving " Must focus on that Traffic, parking, beach use and access, restaurants, shopping	4
Influx of non-residents	Small town that with small residential population has to serve a much larger daily influx of visitors. (Nantucket study.)	4
Population Impacts	Average age of PB resident is mid-60's-need to attract younger people to Palm Beach	
Loss of Community charm and beauty	Small Town Character: Our popularity has a downside. The character and safety of a small walkable mixed-use historic town with local businesses can be lost incrementally with the regional development occurring and more pressure from nonresident users and tourism. How do we define the character that we all cherish? What data do we need to understand the threats and solutions? How do we handle the daily influx of people who want to visit the beaches, the parks and businesses or work on the Island? What emergency services will we need to provide for a larger population of daily visitors?	
Over Development	redevelopment challenges Intensive construction- size and scale Traffic, parking, trucks, noise inconvenience to residents	
Business retention and viability	increasing e-commerce encroachment on local business activity	
Business retention and viability	Small businesses are disappearing from the Town negatively impacting retail character	
Business retention and viability	Keeping a mix of town-serving businesses for residents' daily needs rather than regional attractors.	
Business retention and viability	On-line retail and large chain businesses threatening local businesses' ability to compete.	
Community Resistent to Change	A small, but very vocal group of residents who are resistant to change	

Threats

Themes	Comment	Top Item
Conflicting Community Priorities	Conflict between residential concerns and business concerns deserves some new thinking and improvement	
Cost of Living	No affordable housing for much needed employees in town.	
Cost of Living	Wealth of many new residents have artificially inflated property values and coinciding ad valorem taxes	
Disengaged Business Owners	Absentee property owners who are simply investors without a commitment to the town.	
Financial Inequity	promote tax fairness-20% taxes to Palm Beach versus 80% Palm Beach County	
Impacts of overdevelopment in neighboring communities	Excessive residential condo tower development in West Palm Beach adding to the problem of inadequate water, increased traffic, increased pressure on civic spaces.	
Infrastructure	Cell phone coverage for voice communications is generally poor in much of Palm Beach, cell phone providers do not improve their networks because low density results in lower numbers of cell phone subscribers in the Town	
Loss of Community charm and beauty	3. Palm Beach is one of the few communities in Florida with over 100 years of history. Towns with that long a history develop both an identity and a sense of community. Palm Beach has developed both. However as its identity as a desirable place to live increases, care should be exercised to ensure that it does not lose its sense of community. As real estate values increase, many longtime residents will be tempted to sell and move out of Town. Those who grew up here may not be able to come back and live here even if they are relatively successful financially. Soon Palm Beach may be a place that only the super wealthy can afford to live. While that may be fine, and certainly little can be done to prevent market forces from playing out, I fear there is a potential the Town may lose its sense of community.	
Loss of Community charm and beauty	The amount of building in the town, specifically in the North End threatens the unique character of that part of the island.	
Mobility, Traffic, and Parking	Increasingly congested access to/from Palm Beach through West Palm Beach and we have very limited influence with them.	
Mobility, Traffic, and Parking	Traffic calming and allowing developers to usurp traffic lanes in West Palm Beach has negatively impacted travel to and from Palm Beach through their city and restrains commerce in Palm Beach	
Over Development	The Breakers hotel maintains and option to build a large number of residential units on their existing property on the island. If built to the maximum this would have a huge impact on traffic as well as municipal services.	
Over Development	Increasing interest by predatory developers in hostile takeovers of aging condominiums threatens density and increased traffic congestion in Palm Beach's south end	
Population Impacts	Number of persons within the Town have increased dramatically over the past year or so and the increase took us by surprise	
Population Impacts	Town of Palm Beach residents are generally homogeneous and as a result benefits of diversity are lessened	

Threats

Themes	Comment	Top Item
Population Impacts	The massive growth of Palm Beach County and specifically the city of West Palm Beach threatens to overwhelm our community resources.	
Relationships with neighboring communities	need to develop ongoing strategic conversations with WBP to addresses massive WBP growth	