

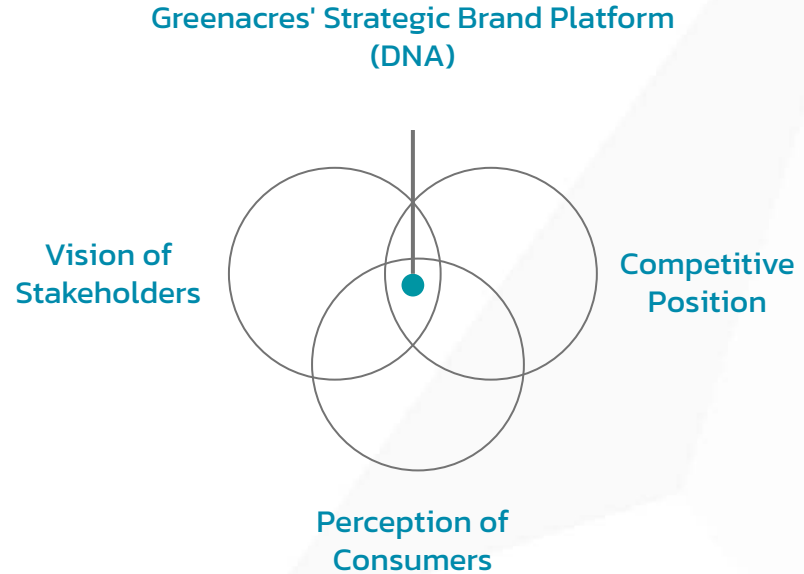
RESEARCH

Understanding

Research

This research stage addresses Greenacres' current brand positioning. We assess the environment, your consumers, current communications, and the competition. Most importantly, we gather firsthand information about Greenacres from our site visit experience.

We are looking for current attitudes regarding Greenacres. We are also trying to spot behavioral trends that exist around the current Greenacres brand. This stage is critical because it uncovers the relationship between three factors: the vision of the stakeholders, the perception of consumers, and the competitive position in the marketplace.



Materials Audit

Materials Audit

OVERVIEW

Purpose

The Materials Audit provides an overview of past research, marketing, promotions, and education done on behalf of Greenacres and its partners. Before we can determine where the new identity should go, we must understand where you have been.

Methodology + Results

A library of materials were provided by Greenacres representing economic development, tourism, resident recruitment and education, special programming, past research, studies and planning, etc. All materials were catalogued and reviewed to identify areas of recurring themes as well as areas of conflicting or divergent messaging.

Materials Audit

DOCUMENTS

- *City of Greenacres: 2019 Market & Situation Analysis*
- *City of Greenacres: 2019 Vision & Strategic Plan*
- *City of Greenacres: 2023 Annual Report*
- *City of Greenacres: 2023 City Link Fall Issue*
- *City of Greenacres: 2024 Hurricane Preparedness Guide*
- *City of Greenacres: 2043 Comprehensive Plan*
- *City of Greenacres: Vision for a Downtown, Final Report and Presentation, Urban Land Institute*
- *City of Greenacres Flyers*
 - *2024 Photo Contest*
 - *Annual Daddy Daughter Dance*
 - *Dangers of Social Media with Children: Free Informational Session*
 - *Egg'stravaganza 2024, English and Spanish*
 - *Holiday in the Park, English and Spanish*
 - *Ignite the Night*
 - *Quick Steps on How to Start a Home Business*
 - *Rock N Roll Sunday and Chili Cook-Off*
 - *Senior Health & Resource Fair 2024*
- *City of Greenacres Youth Programs Department Brochure*
- *City Zoning Map: City of Greenacres*
- *Fiesta de Pueblo Strategic Plan*
- *Florida Hispanic American Chamber of Commerce Brochure*
- *Greenacres Fire Department Report, 2024*
- *Municipal Boundary Map: City of Greenacres*

Materials Audit

PHOTOGRAPHY

- Activities
 - Youth, Teen, and Senior Programs
- Facilities
 - City Hall
 - Community Center
 - Community Hall
- Functions and Events
 - Artzy, 2020
 - Back to School Supply Drives, 2015–2022
 - Egg'Stravaganza
 - Els for Autism Internship Program
 - Fiesta de Pueblo
 - Florida League of Cities Banquet
 - Holiday in the Park
 - Ignite the Night
 - Ribbon Cuttings and Groundbreakings
 - Rock N Roll Sunday and Chili Cook-Off, 2023
 - Small Business Summit
- Historical Photos
 - Images and Newspaper Clippings
- Parks
 - Arbor Park
 - Greenacres Freedom Park
 - Samuel J. Ferreri Park
- Photo Contest Images
 - Fireworks
 - Garage
 - Greenacres Bowl
 - Nature Images
 - Raquetball
- Property Enhancement Grant Program
 - Before and Afters
- Videos
 - Egg'Stravaganza
 - Ignite the Night
 - Utility Boxes
 - Youth Center Groundbreaking

Internal Qualitative Data

Internal Qualitative Data

OVERVIEW

Purpose

The purpose of the Site Visit is to gain an understanding of the perceptions and attitudes of Greenacres residents and stakeholders towards their community and to experience first-hand what makes it a unique destination for visitors, residents, or business prospects.

Methodology + Results

The following summary reflects observations and input received during the North Star Site Visit, which took place from September 16-19, 2024. The information is not meant to be all-inclusive but rather highlights the most common themes experienced, uncovered, and voiced on the trip and following it. Input is listed in order of frequency. The site visit included an area familiarization (FAM) tour, stakeholder focus groups, stakeholder one-on-one interviews, undercover interviews, and local community one-on-one perception interviews.

Internal Qualitative Data

THEMES

Best Descriptors

Location	Endless Possibilities
Convenient	Undefined
Celebrating Diversity	Regular Folks
Kids	Business-Friendly
Green	Low Profile
Givers	Overlooked
Caring	Relatively Affordable
Comfort	Well-Managed
Pass-Through	Centralized
Buffer City	Events
Potential	Forgetful
Parks	For All

Greatest Assets

City Services
Events
PBSO
Parks
Bowling Alley / Skating Rink
Diverse Restaurants
Location
Passport Services
Fire Dept.
Community Center
Okeeheelee Park (proximity to)
Local Flavor
Youth Programs
Exit on the Turnpike

Internal Qualitative Data

THEMES

Opportunities

Redevelopment
Sports Destination
Pickleball Tournaments
Retail Destinations
Bringing People Together
Cultural Events
Connecting Small Businesses
Storytelling

Challenges

Traffic
Transportation
Mobility
Land-locked
No Available Land
City Boundaries
Constantly Evolving
Affordable Housing
Safety
Always Short on Funding
Rehabbing Existing Homes

Missing

Mixed Use
Downtown Area
Shopping
Good Brewery
Splash Pad
Walkability
Awareness
Signage and City Markers
Pole Banners
Messaging / A Story
Hotels
Historical Greenacres Days
Athletic Facilities
Sports Tourism
Healthcare
Public Art
Higher Education

Internal Qualitative Data

THEMES

What We Think Outsiders Say

"The middle of the county."

"That's where Okeeheelee Park is."

"I don't know much about it."

"No reason to go there."

"Quite a bit of crime."

"We don't even cross their mind."

"Where's that?"

"Traffic and crime."

"Other cities know us because of Andrea and the works she's done."

Most Important to Identity

Diversity

Green spaces

Location

Activities at Community Center

New Pickleball Center

High Quality Parks

Internal Qualitative Data

QUOTES

- "Affordability and accessibility are nice, but I still leave for most things."
- "City is very cooperative and easy to work with."
- "We're overlooked. We never come into the first list of communities as a go-to."
- "Lots of great city events. It pulls the community together."
- "Businesses that serve the county would be best located here."
- "We are in the highest earning county in the nation, but half of Greenacres' population is at the poverty line."
- "People move here mostly for the affordability."
- "All of PBC is diverse, but it's next level here."
- "One of the biggest challenges is to get people to step up as leaders here. There's a lack of civic engagement."
- "We're a middle to lower middle class. Lots of service industry workers."
- "We've always been the underdog, but we have the potential to be so much more."
- "So many different varieties of playgrounds. Very family oriented."
- "We're constantly giving back to the community. Always trying to make it as free or low-cost as possible."
- "Lots of blue collar and remote workers."
- "Our only opportunity for growth is redevelopment and annexation."
- "People used to say they lived in Lake Worth because they didn't want to say they were from Greenacres. But that's started to flip."
- "I'm embarrassed to say that after four years living here, I don't know much about Greenacres."
- "Nobody knows when they've entered Greenacres. There's no distinction."
- "To me, there is no good dollar spent if it doesn't touch the core of a family."

Internal Qualitative Data

QUOTES

- "We have to celebrate the diversity here."
- "Greenacres is an unknown."
- "We're so lucky to have Andrea McCue."
- "Greenacres hasn't done a great job of marketing itself or telling the story."
- "It's a small town in terms of how people treat each other; spending time together in the parks."
- "Everything is so close here. I take it for granted sometimes."
- "I sometimes still feel a little unsafe. I stick to near the community center because I know there are cameras and police presence."
- "We take care of our own, and foster growth of the kids who are from here."
- "Affordable housing is no longer affordable."
- "Anybody can have a Longhorn. Not everybody can have a Sabor Latino."
- Some people, they're so busy they just don't get back to you. But Greenacres, I know i can count on them. They always come through."
- "We maintain that neighborhood feel, but we aren't just a rural place."

Community Survey

Community Survey

OVERVIEW

Purpose

The purpose of the Online Community Survey is to gain a quantitative measure of the community's perceptions of Greenacres.

Methodology + Results

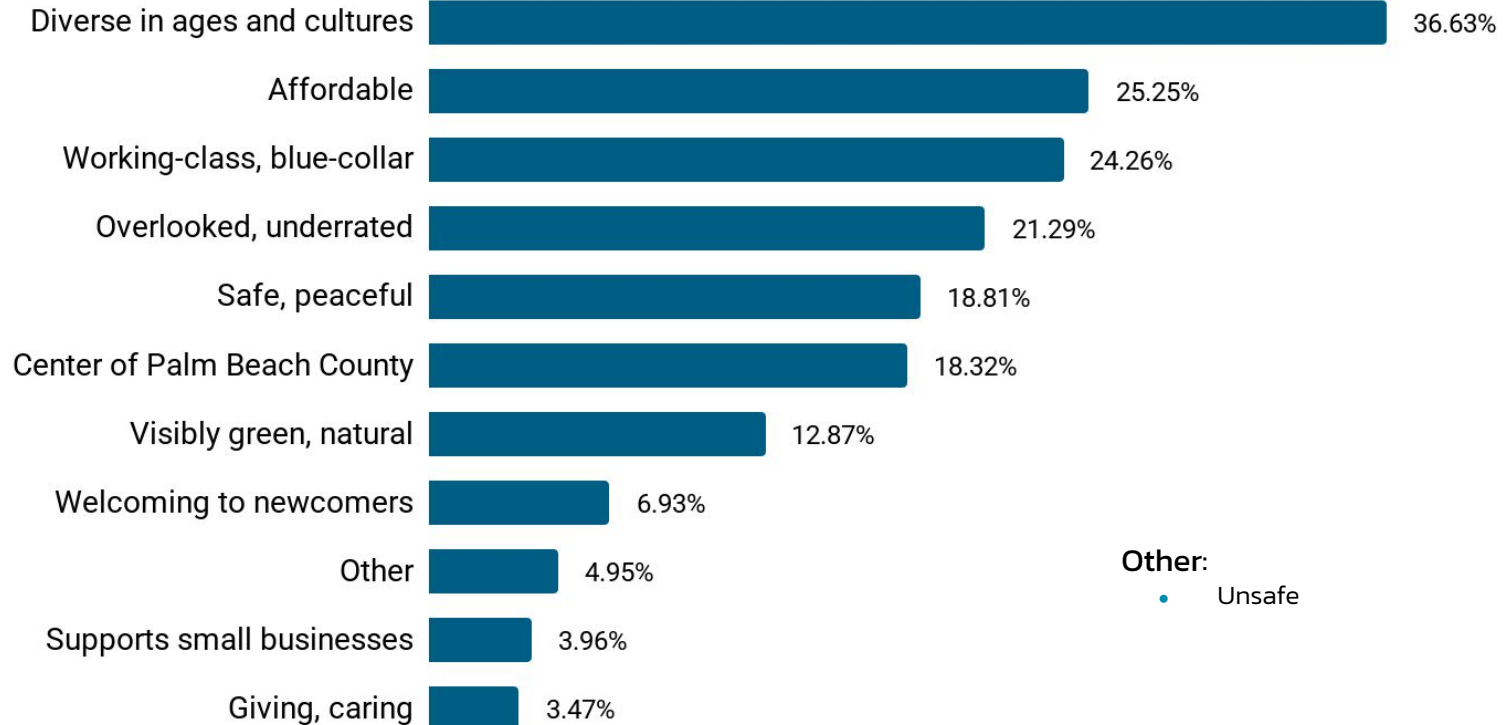
North Star developed an online survey informed by the results of the qualitative Site Visit conversations. Most questions were multiple choice, allowing for a quantitative measure of resident perceptions. Community members were encouraged to participate after the survey was posted on the brand website and publicized in local media.

150 survey responses were collected for this survey, allowing for a Margin of Error of **±8.00%** at the **95%** confidence level.

Please refer to [Appendix A](#) on the Google Drive for the complete Online Community Survey results.

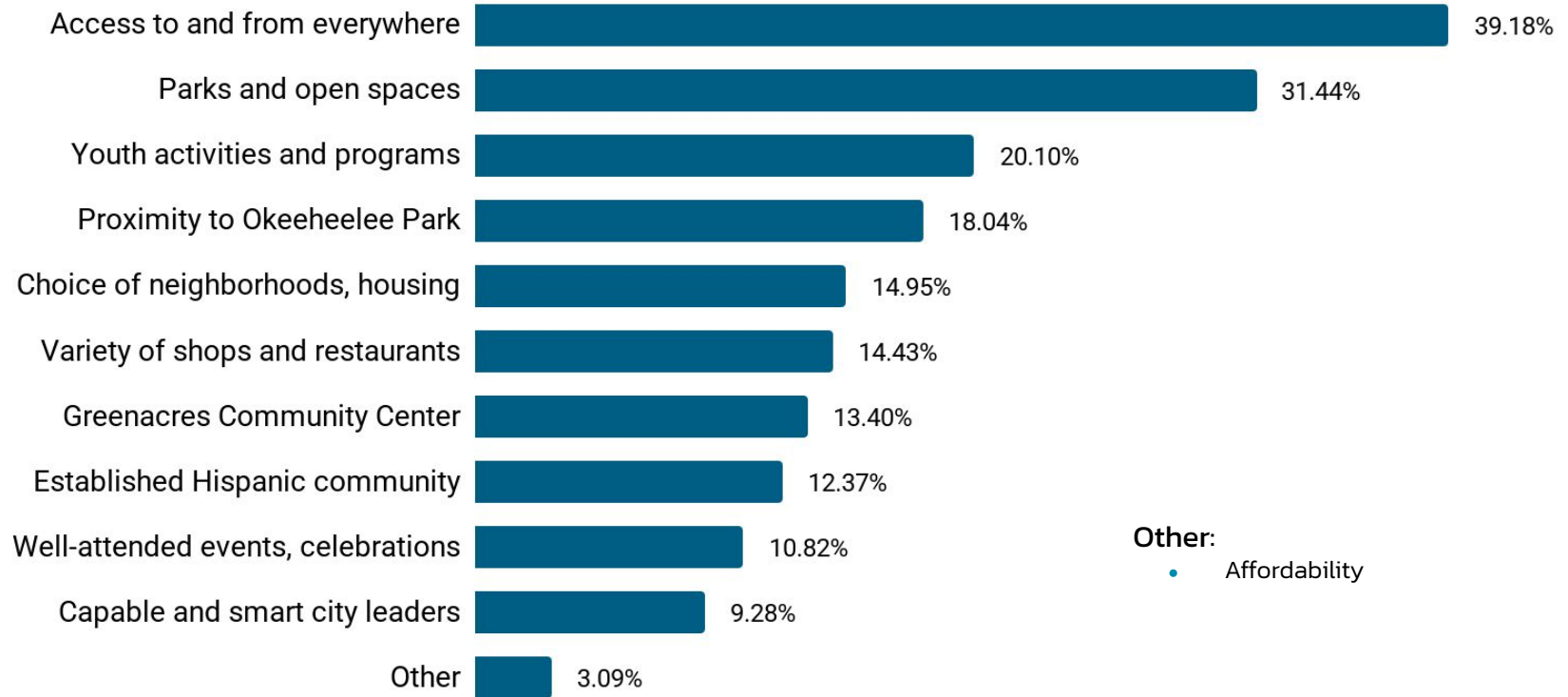
Community Survey

Which of the following do you think best describe Greenacres?
Choose up to two answers.



Community Survey

In your opinion, what are the two greatest assets of Greenacres?
Choose up to two answers.



Community Survey

What is the first adjective or descriptive phrase that comes to mind when you think of the following communities near Greenacres?

Lake Worth Beach

- Beach access
- Artistic, eclectic

Palm Springs

- Small
- Run-down, blighted

Royal Palm Beach

- Beautiful
- Far

Wellington

- Equestrian, horses
- Expensive, wealthy

Community Survey

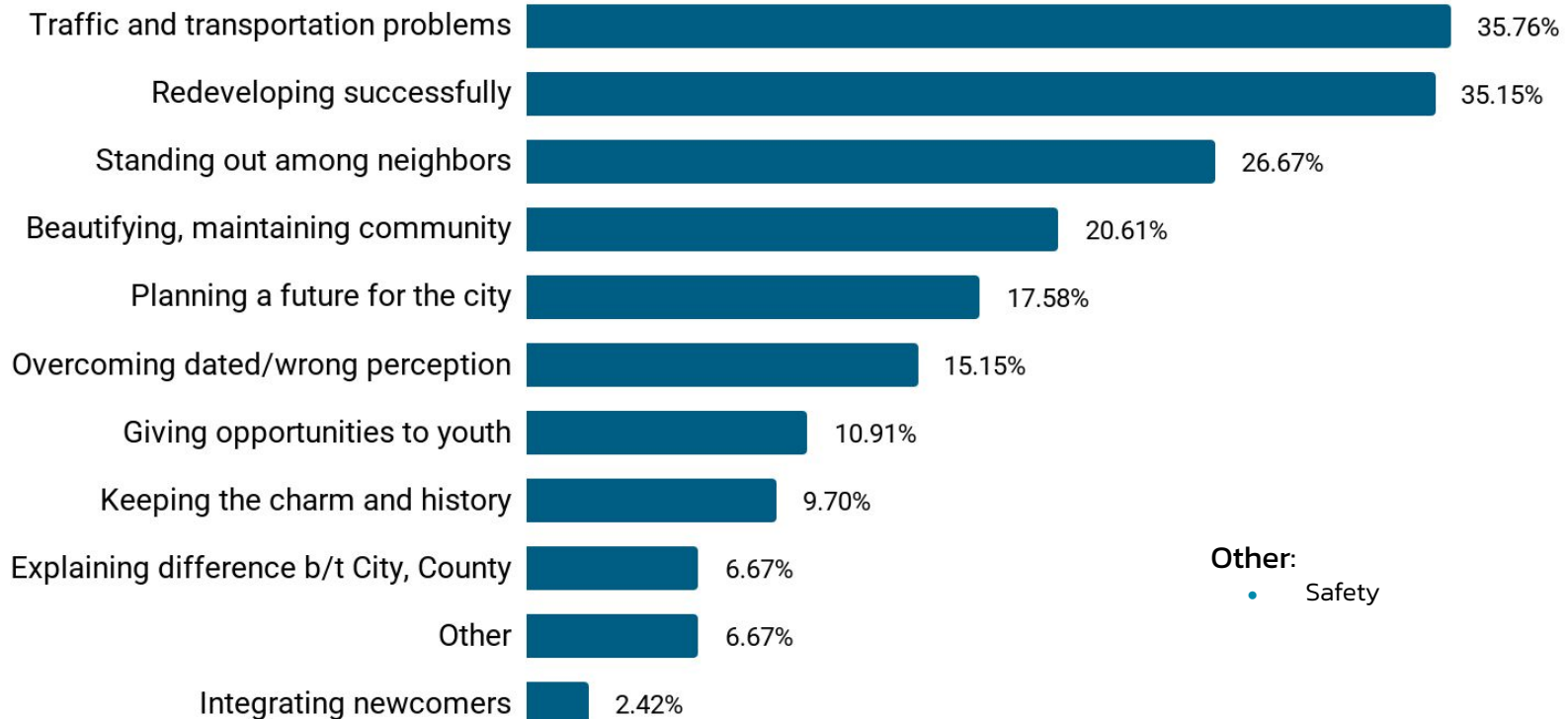
What distinguishes Greenacres from other nearby communities?

1. *Diversity*
2. *Central location*
3. *Great parks*

Other top answers include (in order of frequency):
Affordability, Events, City Services,
Sense of Community, Green

Community Survey

In your opinion, what are the greatest challenges currently facing Greenacres?
Choose up to two answers.



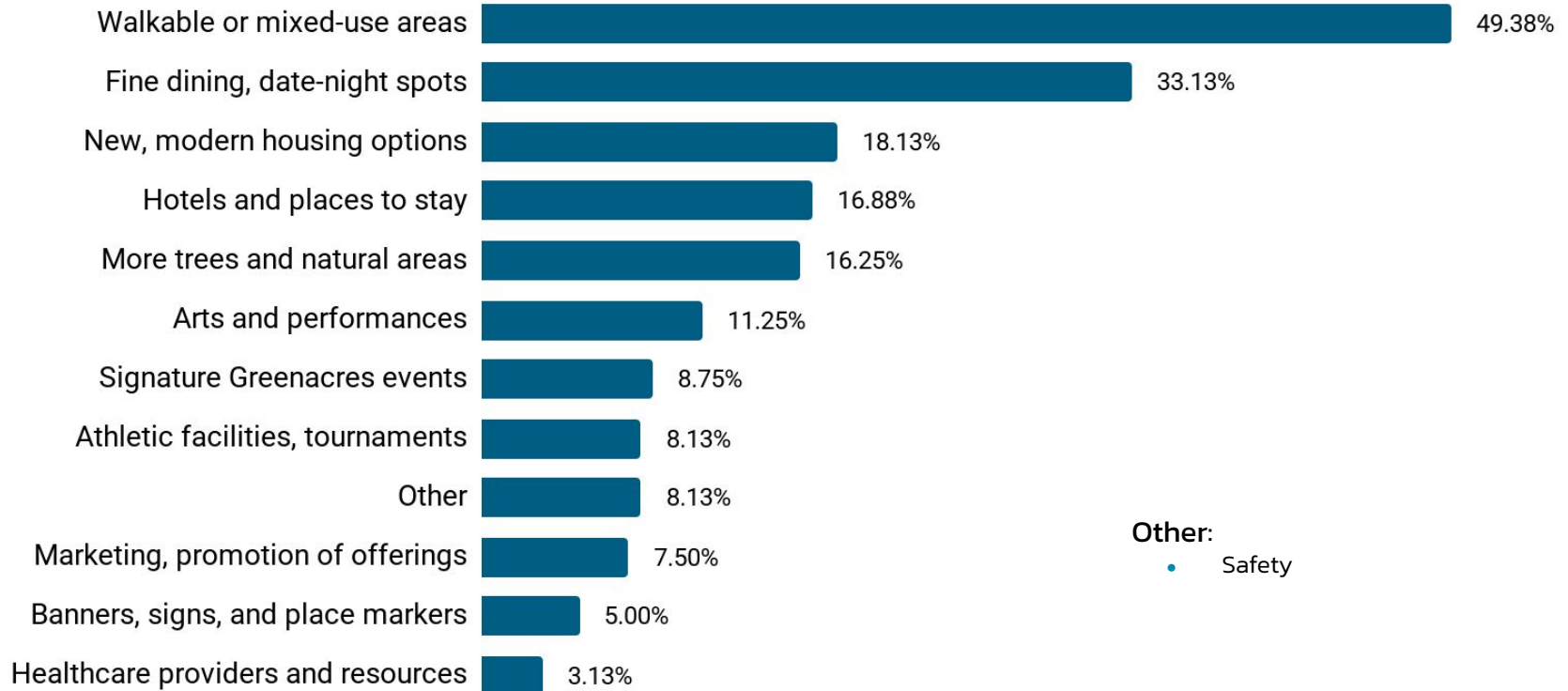
Other:

• Safety

Community Survey

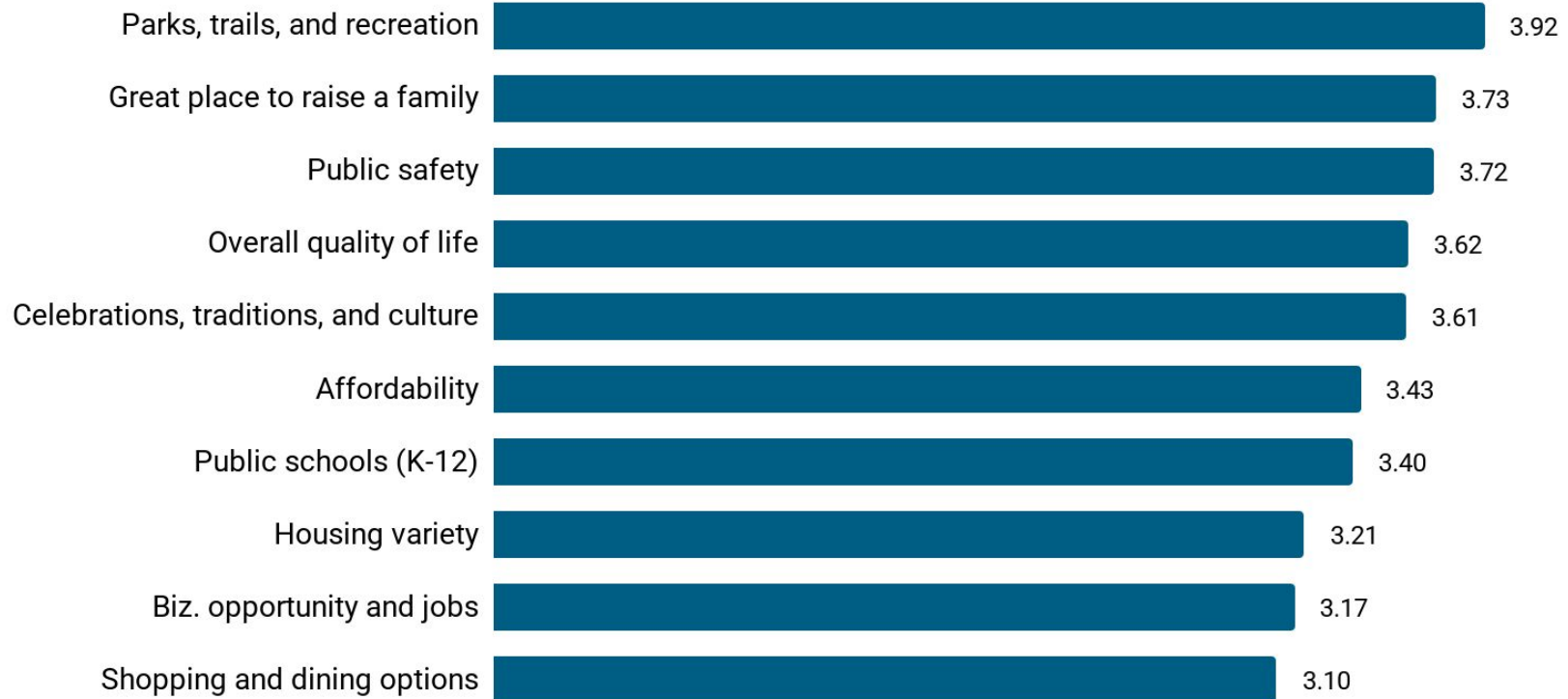
In your opinion, what is missing in Greenacres?

Choose up to two answers.



Community Survey

In your opinion, please rate the following Greenacres attributes and characteristics on a scale from 1–5, where 1 is "Poor" and 5 is "Excellent."



Community Survey

The year 2026 will mark the 100th anniversary of incorporation for the City of Greenacres. What places, people, or characteristics of Greenacres do you want to celebrate to commemorate this milestone?

Community Diversity

- "Highlight the richness of the culture diversity and the history of the city!"
- "We should have a multicultural celebration."

Progress & Future Plans

- "Show how Greenacres has changed in 100 years; show the progress."
- "Appreciation for the City's development and culture"
- "It would be great to explore Greenacres' history, understand how it has evolved over the years, and celebrate the City's progress. It would also be exciting to look ahead and learn about the future plans for Greenacres as it continues to grow."

History & Foundations

- "There's a fact about the history of this city that moves me. When LC Swain bought this land, it was his intention to make a community FOR the working class. I would hope to see that the vision of a working class city is celebrated."
- "Celebrate the founders. Teach residents about its history."

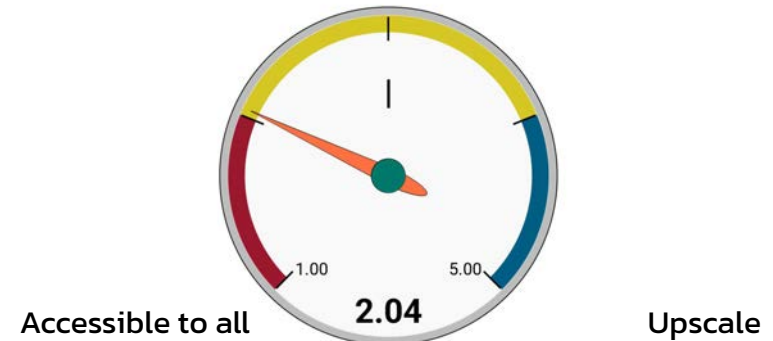
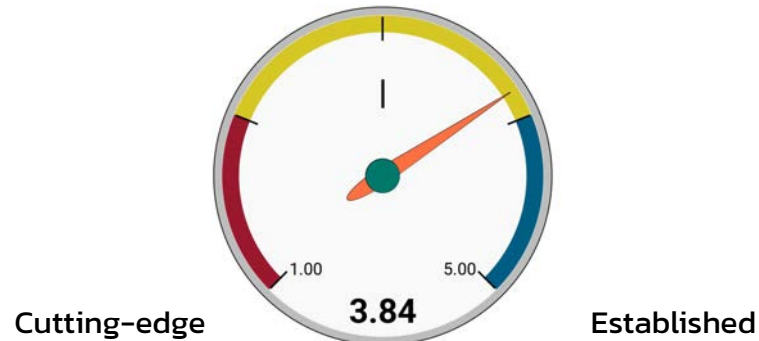
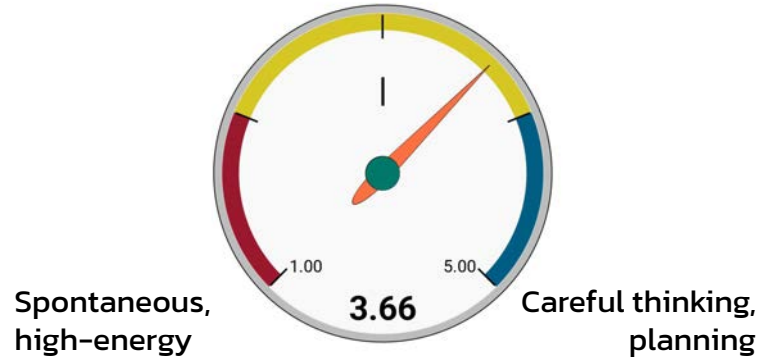
Parks & Green Spaces

- "Samuel J. Ferreri Community Park has been around for years, it has Liberty Park right behind it and it has held a lot of City events"
- "Highlight what makes Greenacres 'Green.' including the parks and nature."

Brand Character

Community Survey

The pairs of phrases below represent opposite characteristics. Please indicate which phrase is a better descriptor for Greenacres by marking a bubble on the spectrum from 1 to 5.



Community Survey

The pairs of phrases below represent opposite characteristics. Please indicate which phrase is a better descriptor for Greenacres by marking a bubble on the spectrum from 1 to 5.



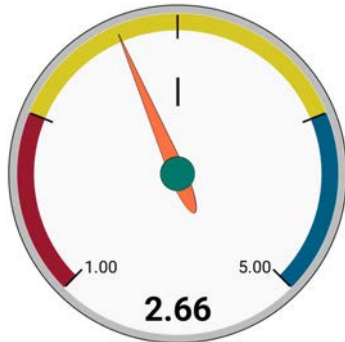
Bold

Subtle

Fun



Serious



Realistic

Idealistic

Community Survey

Which **vehicle** best represents
the personality of Greenacres?

42.47%

Minivan

Community Survey

Which of the images below best represents the personality of Greenacres?
Vehicles



Minivan
42.47%



Hybrid Sedan
23.39%



Pickup Truck
15.07%



Classic Car
15.07%



RV
2.74%



Off-road SUV
1.37%



Luxury SUV
0.00%



Imported
Coupe
0.00%

Community Survey

Which **Building/Architectural Style** best represents the personality of Greenacres?

46.58%

Planned Community

Community Survey

Which of the images below best represents the personality of Greenacres?
Buildings/Architectural Styles



Planned
Community
46.58%



Condominium
27.40%



Historic Home
21.92%



Farmhouse
2.74%



Modern
1.37%



Executive
Home
0.00%

Community Survey

Which **Brand Personas/Archetypes** best represents the personality of Greenacres?

47.22%

Helper

Community Survey

Which of the images below best represents the personality of Greenacres?
Brand Personas/Archetypes



Helper
47.22%



Teacher
19.44%



Best Friend
16.67%



Hero
8.33%



Explorer
2.78%



Creative
2.78%



Entertainer
1.39%



Tech Scientist
1.39%



Expert
0.00%

Community Survey

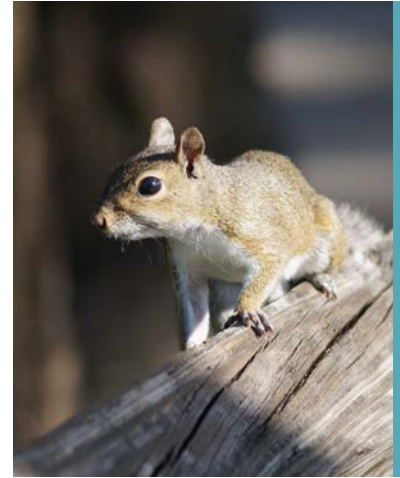
What visual symbol or landmark is iconic in Greenacres?
Share up to three answers.



Parks
25%



Trees
9%

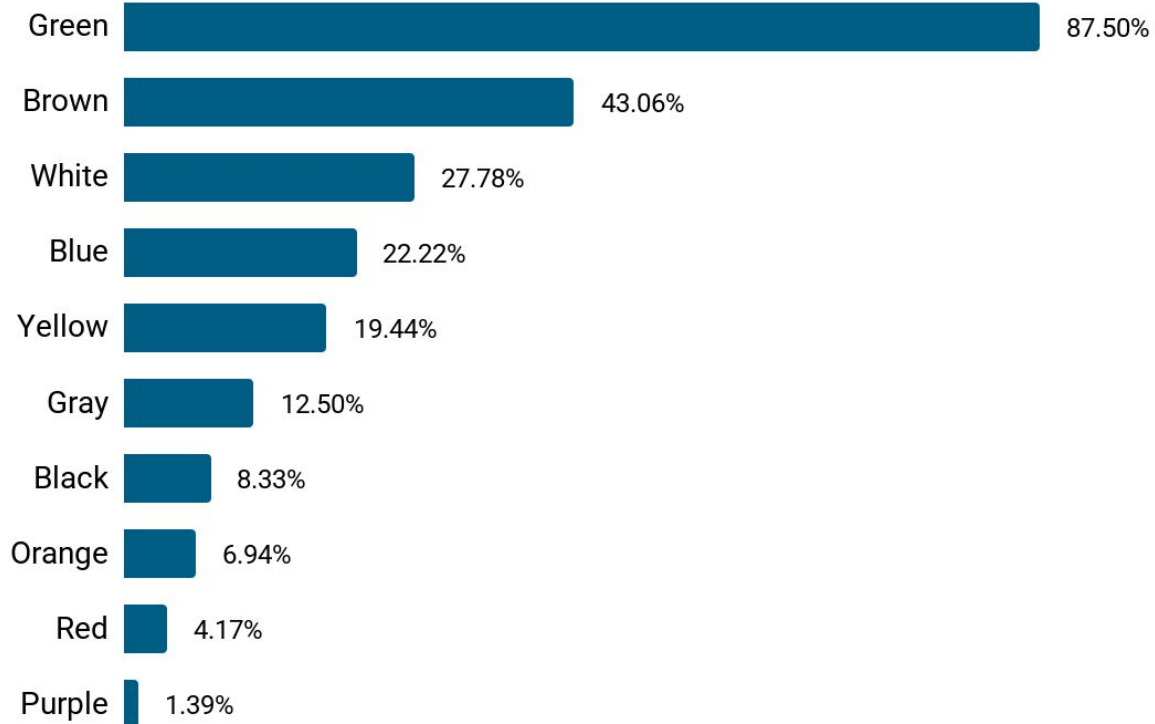


Squirrel
8%

Community Survey

Which colors do you most associate with the personality and physical nature of Greenacres?

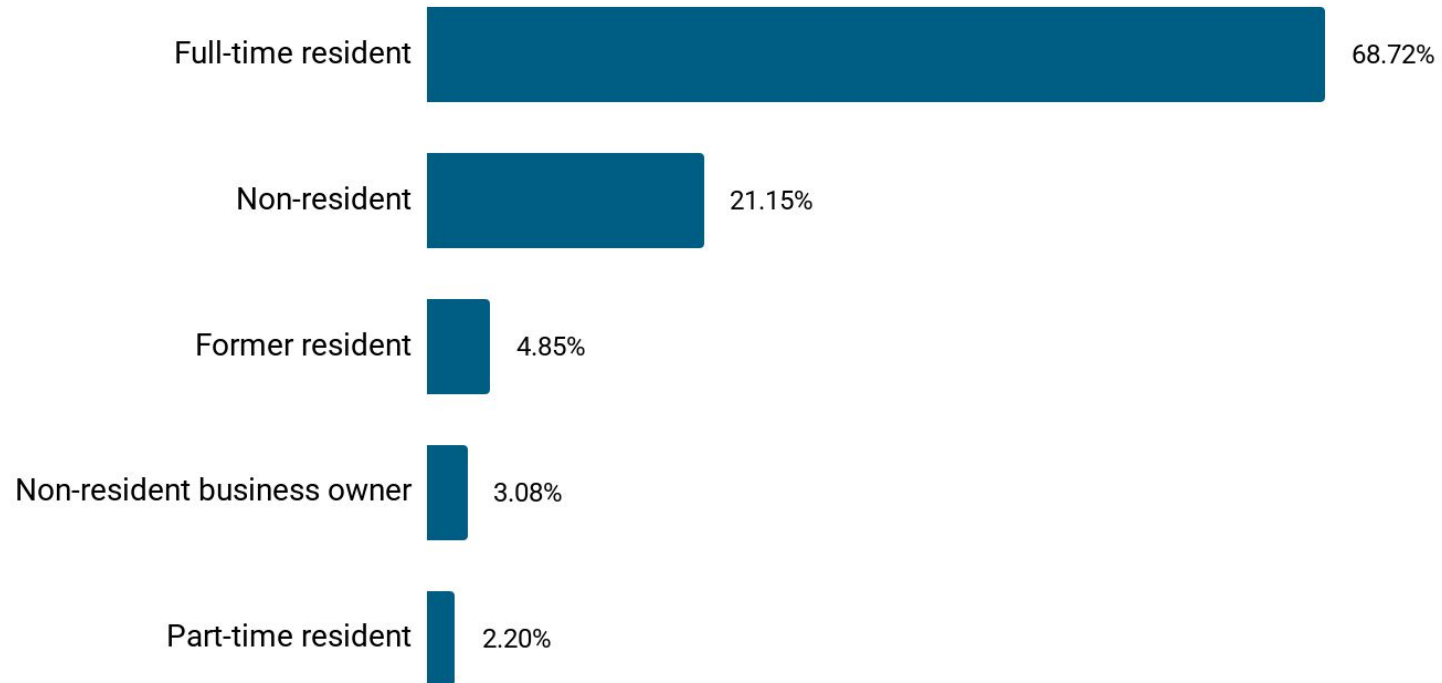
Choose up to three answers.



Demographics

Community Survey

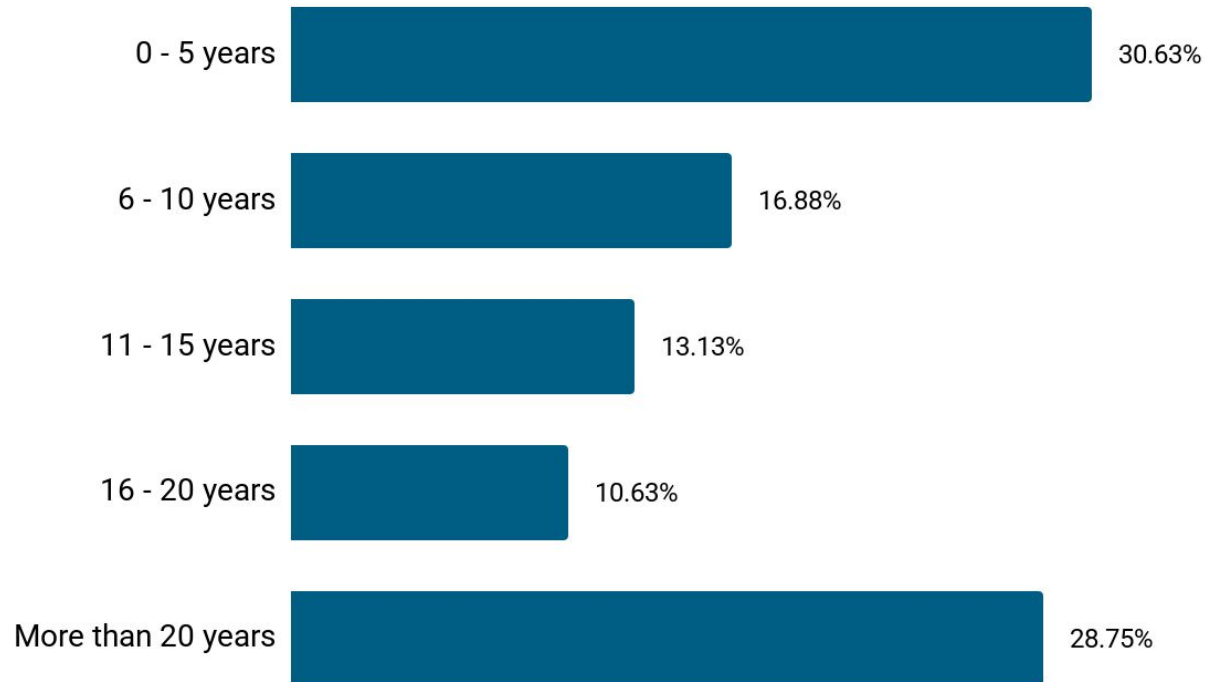
Do you currently live in Greenacres?



Community Survey

RESIDENTS ONLY

How long have you been a resident of Greenacres?



Community Survey

RESIDENTS ONLY

Why do you choose to live in Greenacres?

Convenient, Central Location

- "It is centrally located as well as convenient to travel to work for myself and family."
- "Quick and easy access to everything I need (grocery, restaurants, parks, shopping, Turnpike)."

Affordable Cost of Living

- "It has affordable taxes and housing."
- "I own a small condo, live on a minimal Social Security Retirement benefit, and cannot afford to live elsewhere."
- "Greenacres seemed to be the most affordable city when I was looking for a new home. This area is inexpensive compared to other places, such as Palm Beach Gardens, Boca Raton, Delray Beach."

Great Place for Families

- "The community is nice and pleasant for families to grow and start."
- "It's a fun, family-oriented, middle-class haven of middle America."

Feeling of Community

- "Great small town that does a lot for its community."

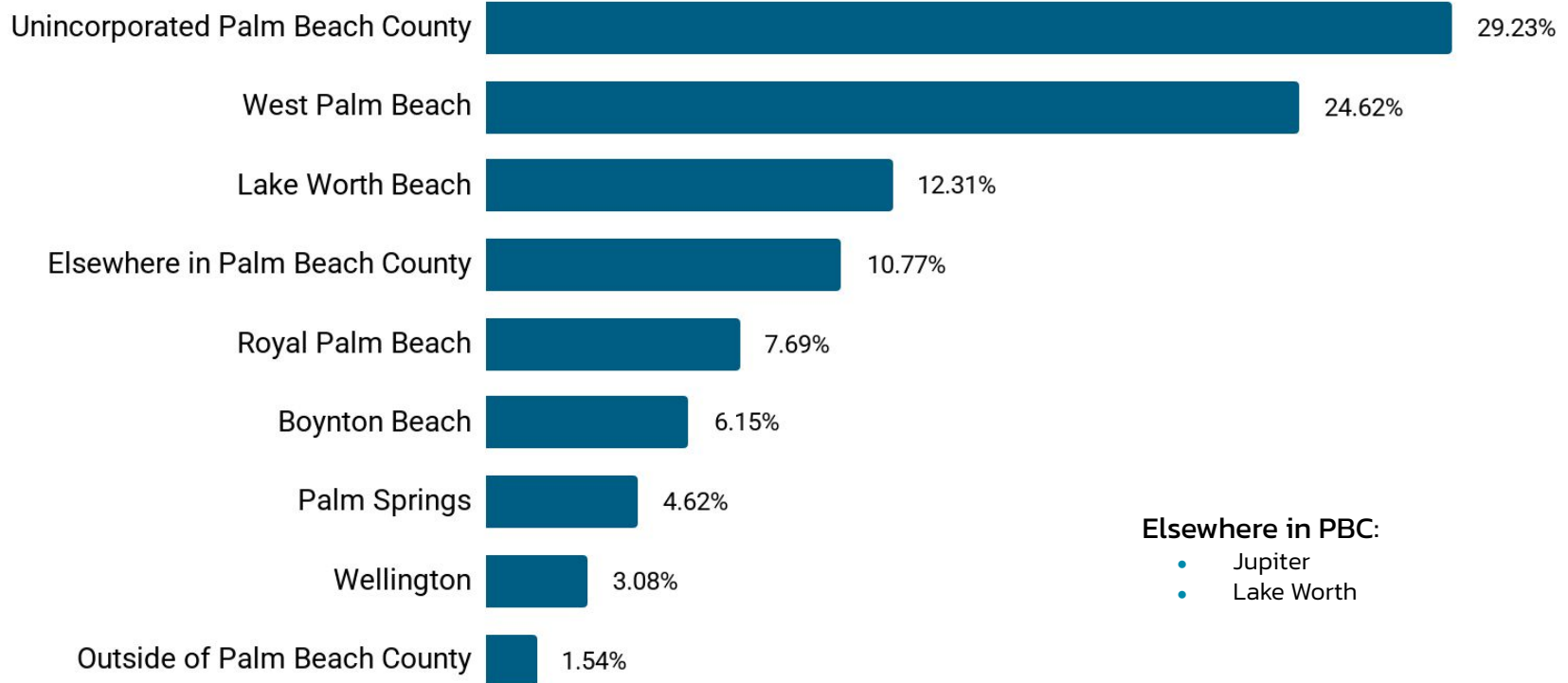
Multicultural Population

- "I love the diversity..."
- "Bilingual school."

Community Survey

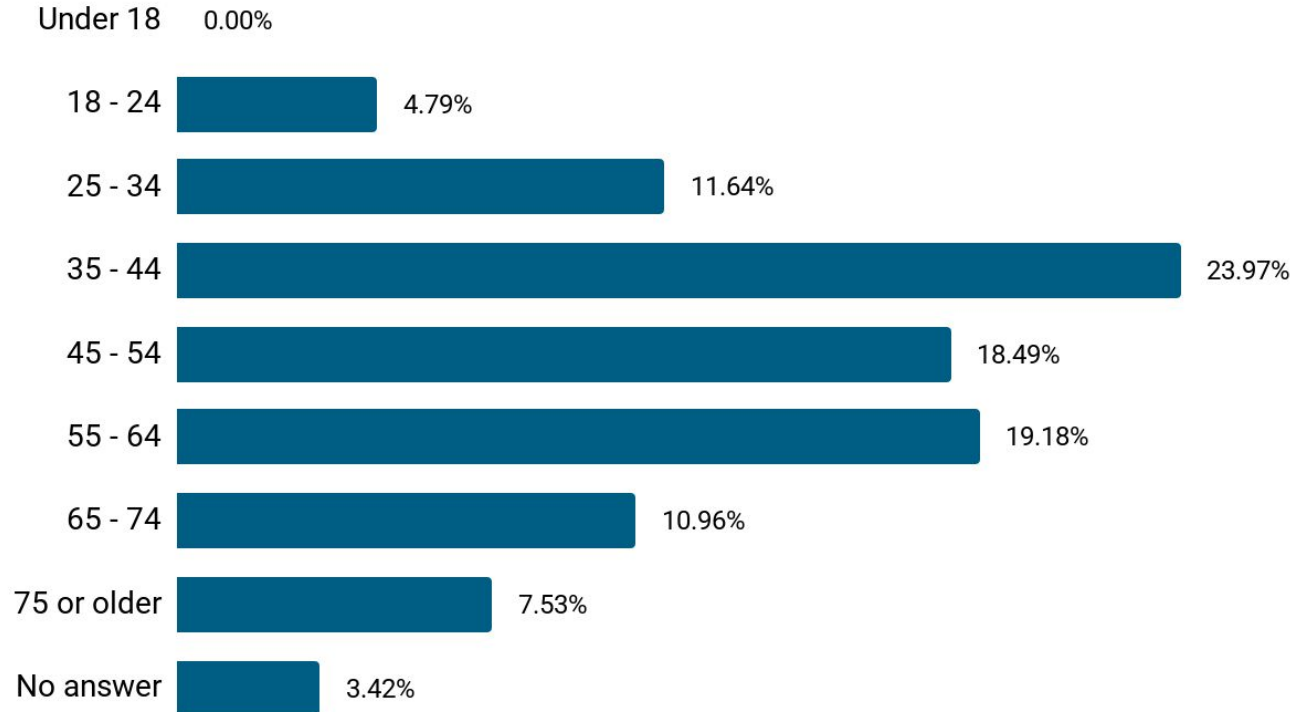
NON-RESIDENTS ONLY

In which community do you live?



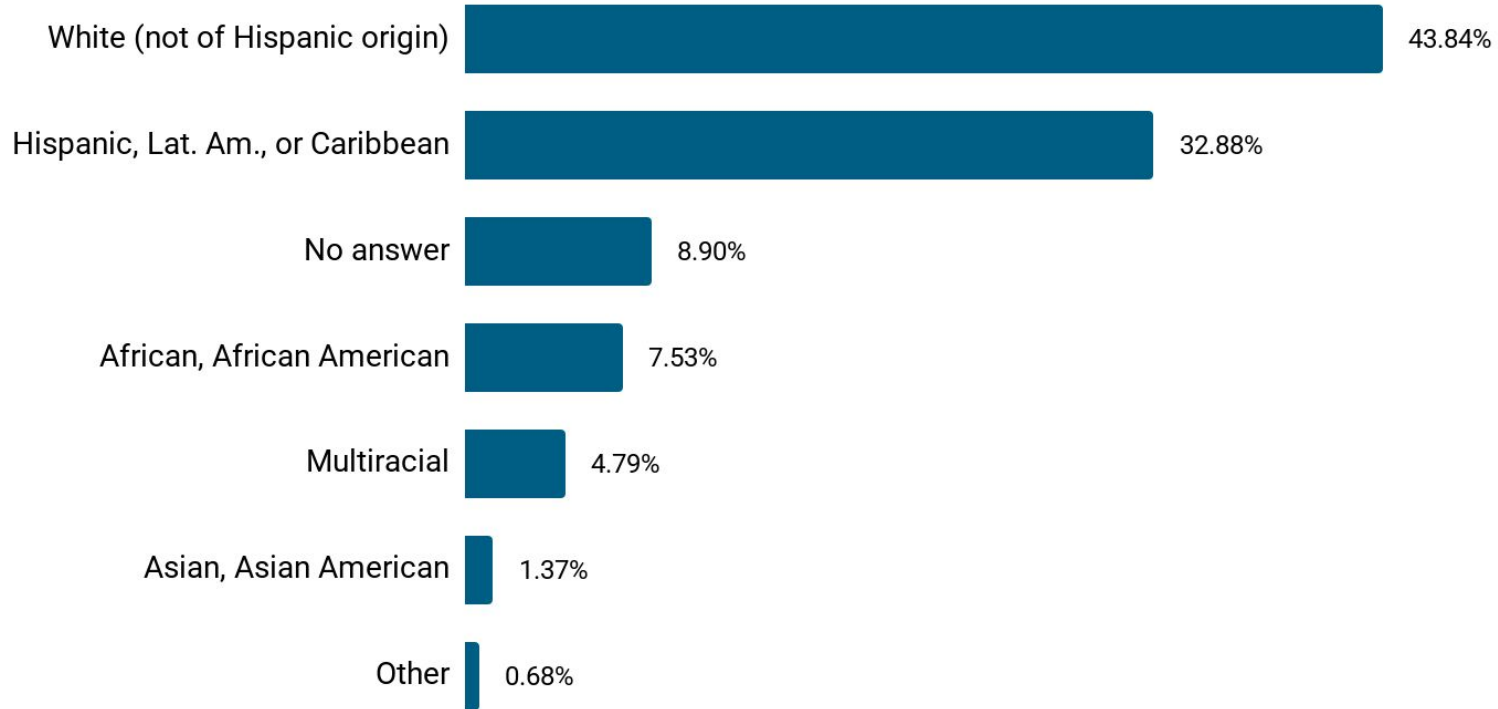
Community Survey

Which of the following includes your age?



Community Survey

Which of the following best describes you?



Brand Barometer

Brand Barometer

OVERVIEW

Purpose

The Community Brand Barometer measures strength of the Greenacres brand according to:

- Resident satisfaction with and advocacy for Greenacres as a place to live, visit, and conduct business.
- Greenacres satisfaction/advocacy relative to the nation.

Methodology + Results

Significant research* on a wide variety of customer satisfaction metrics found a single powerful question has the greatest ability both to measure current resident satisfaction and predict future community growth. That question, "Would you recommend your community to a friend or colleague as a place to live (or work or visit)?" is powerful because it surpasses the basic model of economic exchange, where money is spent for products or services. People who score their community high on the Brand Barometer actively recruit new residents, visitors, and businesses through positive word-of-mouth marketing. It is very personal. By making a strong recommendation, they are willing to risk their own character, trustworthiness, and overall reputation for no tangible reward.

**Research conducted by Satmetrix Systems, Inc., Bain & Company and Fred Reichheld, author of "The One Number You Need to Grow," Harvard Business Review (Dec. 2003).*

Brand Barometer

OVERVIEW

Methodology + Results (cont'd.)

The methodology for the Brand Barometer has been carefully developed and determined to be statistically significant. Participants in the community-wide surveys answered three questions:

- Would you recommend living in Greenacres to a friend or colleague?
- Would you recommend visiting Greenacres to a friend or colleague?
- Would you recommend conducting business in Greenacres to a friend or colleague?

Responses are measured on a 10-point scale with 1 being "Not at all likely" and 10 being "Extremely likely." Results are presented on an individual respondent level as well as an aggregate Brand Advocacy Score. Scores are calculated with response percentages in the following categories:

- Promoters (9 or 10) – Loyal residents who will continue fueling your growth and promoting your brand
- Passives (7 or 8) – Satisfied but unenthusiastic residents who are vulnerable to other opinions and brand
- Detractors (1-6) – Unhappy residents who can damage your brand and impede growth through negative referrals

$$\text{Brand Advocacy Score} = \% \text{ Promoters} - \% \text{ Detractors}$$

Brand Barometer

OVERVIEW

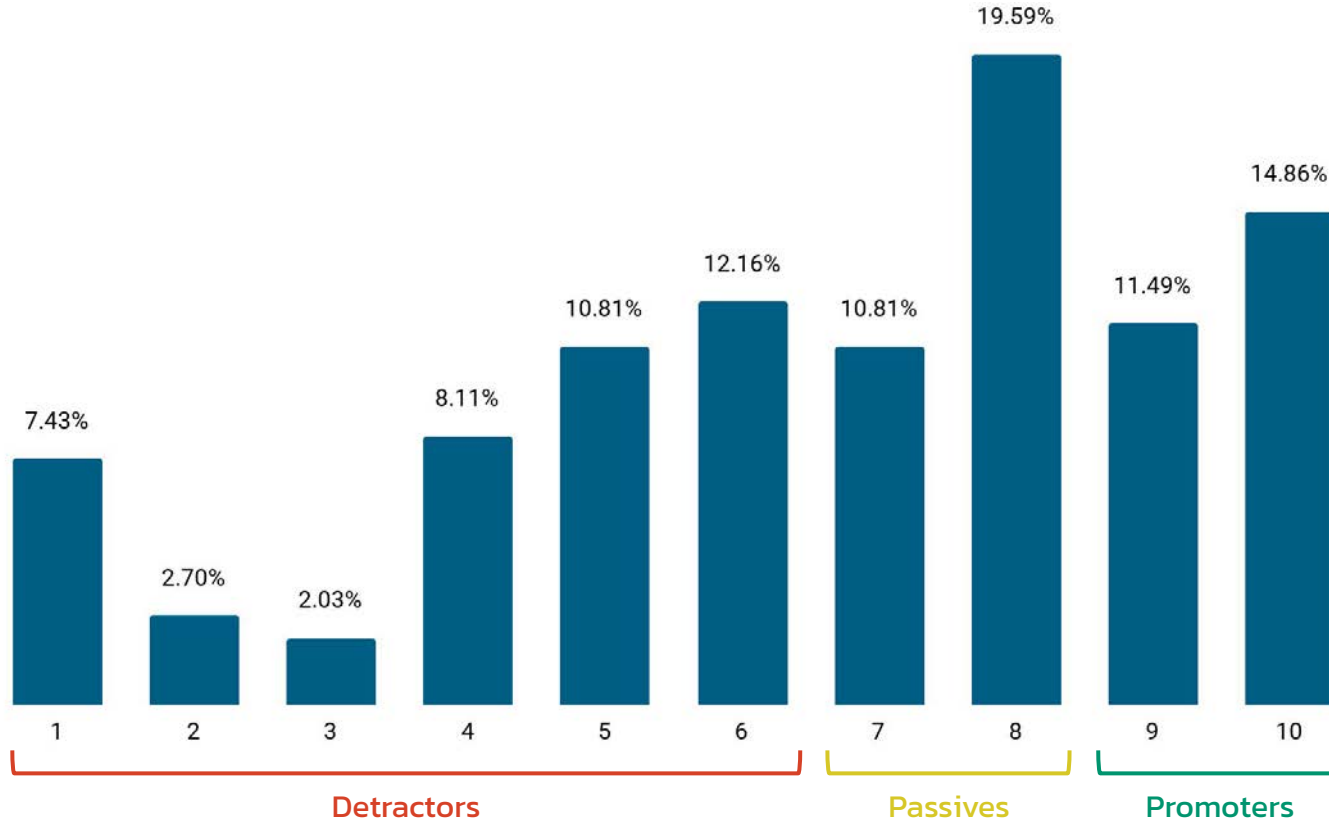
Methodology + Results (cont'd.)

Greenacres' Brand Advocacy Score can then be compared to a benchmark score that has been derived for the entire nation. North Star employs multiple survey methods through proprietary sources to determine national averages. Scores represent a stratified random sample of the entire U.S. population and are updated on a regular basis. You can use this information to track your own brand performance relative to national trends over time. In addition, you can repeat the Brand Barometer after a designated period and compare the results to your own benchmark score for an on-going metric of how community attitudes change over time and in response to specific events or activities.

Brand Barometer

On a scale of 1 to 10, with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend...

Living in Greenacres

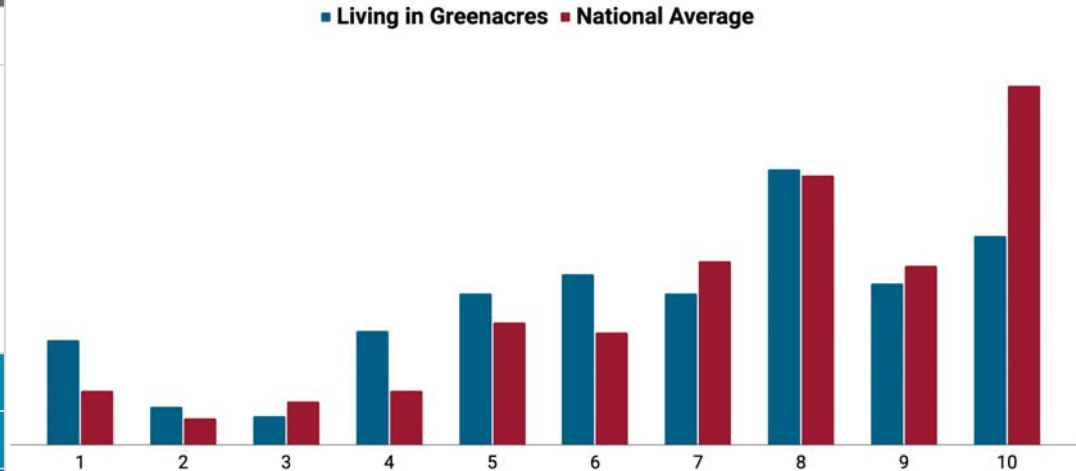


Brand Barometer

On a scale of 1 to 10, with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend...

Living in Greenacres

	Living in Greenacres	Greenacres Totals	National Average	National Totals
1	7.43%	Detractors	3.85%	Detractors
2	2.70%		1.88%	
3	2.03%		3.07%	
4	8.11%		3.84%	
5	10.81%		8.74%	
6	12.16%		8.03%	
7	10.81%	Passives	13.09%	Passives
8	19.59%	30.40%	19.17%	32.26%
9	11.49%	Promoters	12.78%	Promoters
10	14.86%	26.35%	25.57%	38.35%



Brand Barometer

On a scale of 1 to 10, with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend...

Living in Greenacres

-16.89%

Overall Brand Advocacy Score

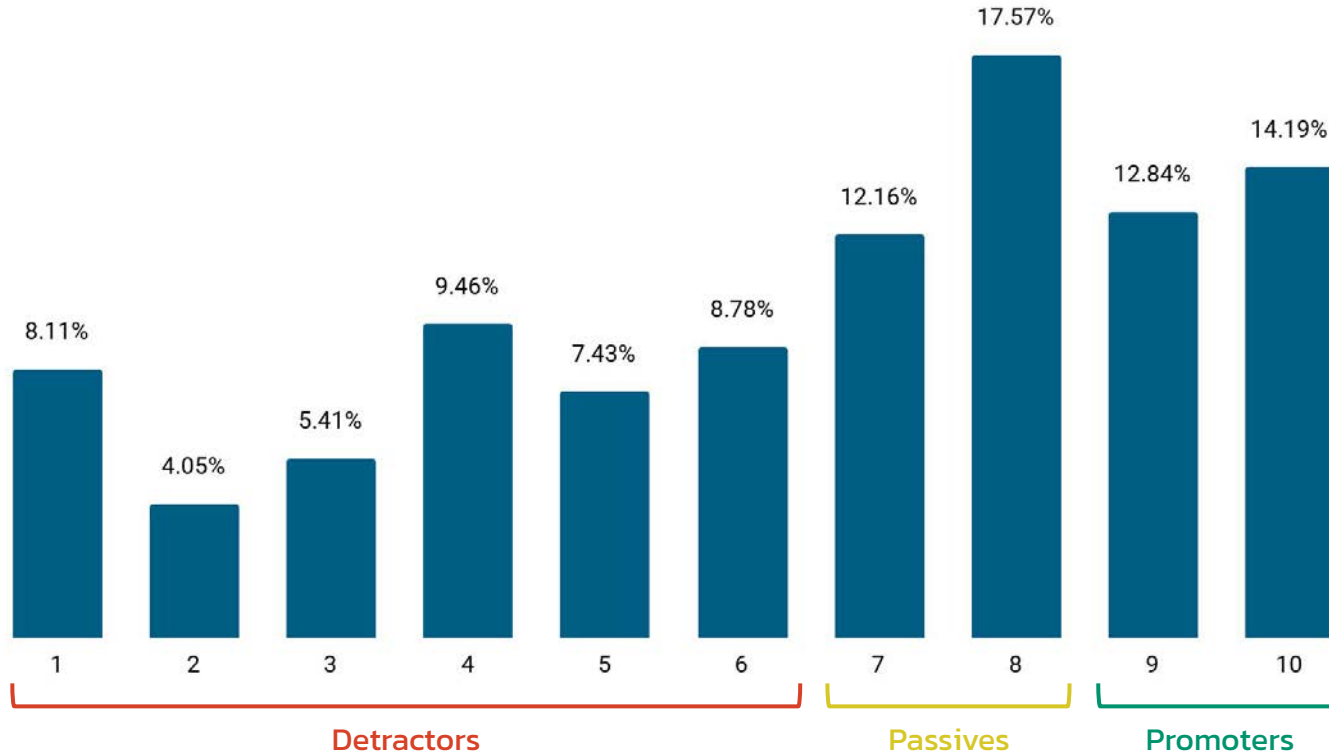
Living in Greenacres

(% of Promoters minus % of Detractors)

Brand Barometer

On a scale of 1 to 10, with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend...

Visiting Greenacres

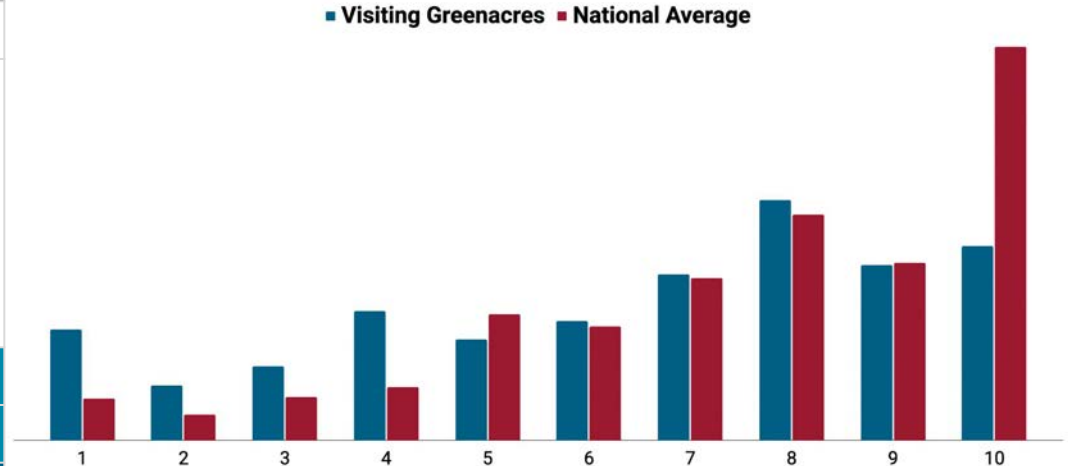


Brand Barometer

On a scale of 1 to 10, with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend...

Visiting Greenacres

	Visiting Greenacres	Greenacres Totals	National Average	National Totals
1	8.11%	Detractors	3.06%	Detractors
2	4.05%		1.89%	
3	5.41%		3.21%	
4	9.46%		3.90%	
5	7.43%		9.27%	
6	8.78%		8.38%	
7	12.16%	Passives	11.92%	Passives
8	17.57%	29.73%	16.49%	28.41%
9	12.84%	Promoters	13.05%	Promoters
10	14.19%	27.03%	28.83%	41.88%



Brand Barometer

On a scale of 1 to 10, with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend...

Visiting Greenacres

-16.21%

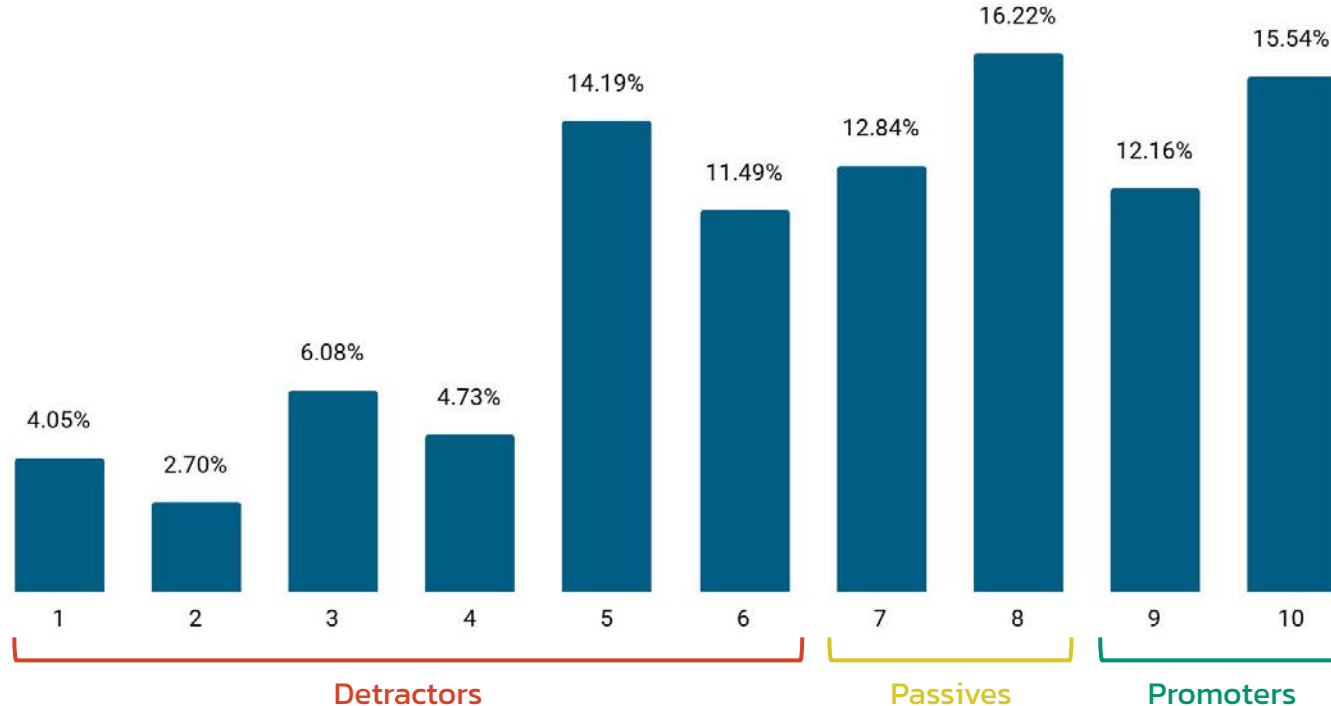
Overall Brand Advocacy Score
Visiting Greenacres

(% of Promoters minus % of Detractors)

Brand Barometer

On a scale of 1 to 10, with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend...

Conducting Business in Greenacres

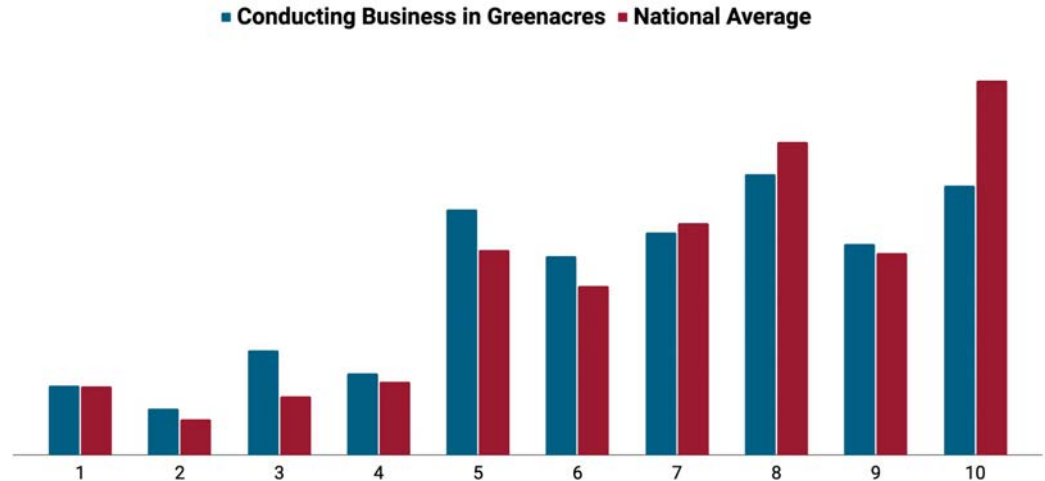


Brand Barometer

On a scale of 1 to 10, with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend...

Conducting Business in Greenacres

	Biz. in Greenacres	Greenacres Totals	National Average	National Totals
1	7.57%	Detractors	3.97%	Detractors
2	2.79%		2.07%	
3	3.19%		3.41%	
4	4.38%		4.24%	
5	19.52%		11.82%	
6	7.97%		9.81%	
7	13.15%	Passives	13.37%	Passives
8	17.53%	30.68%	18.07%	31.44%
9	6.37%	Promoters	11.63%	Promoters
10	17.53%	23.90%	21.62%	33.25%



Brand Barometer

On a scale of 1 to 10, with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend...

Conducting Business in Greenacres

-15.54%

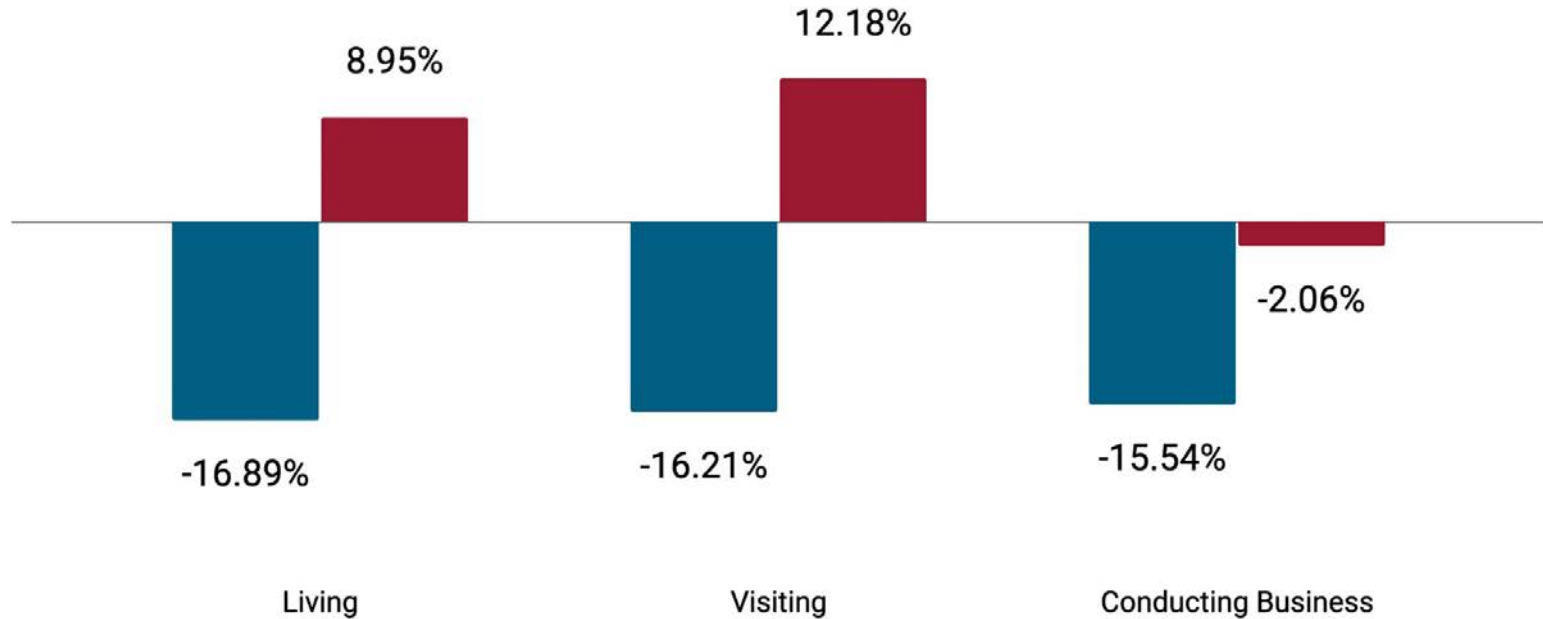
Overall Brand Advocacy Score
Conducting Business in Greenacres

(% of Promoters minus % of Detractors)

Brand Barometer

On a scale of 1 to 10, with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend Greenacres to a friend or colleague...

■ Greenacres ■ National Average



Consumer Awareness & Perception Study

Consumer Awareness and Perception Study

OVERVIEW

Purpose

The purpose of this study is to gain insight into consumer awareness, visitation, and perceptions of Greenacres. The survey measures:

- Overall top-of-mind perceptions of Greenacres and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends, and family)
- Strengths and weaknesses of Greenacres with identified community attributes
- Measurements of Greenacres quality of life indicators
- Measurement of Greenacres strengths and weaknesses

Methodology + Results

An Internet study was conducted among respondents in South Florida. A total of **300** surveys were completed and analyzed, allowing for a margin of error **±5.66** at the **95%** confidence level.

Terminating factors included: having lived or worked in Greenacres, being under 18, and being “Not at all familiar” with Greenacres.

Consumer Awareness and Perception Study

OVERVIEW

Methodology + Results (continued)

See [Appendix B](#) on the Google Drive folder for the complete CAP Study results.

We examined the responses for several questions relative to the particular responses to other questions in this study. This process of cross-tabulation is a type of analysis that looks at the variability of a characteristic between two or more groups. In other words, it compares opinions, behaviors, perceptions, etc. between different types of people (respondents). Cross tabulating data reveals much more detailed information than simply presenting the means, or averages, of an aggregated set of data. We have shared the most compelling cross-tabulations in the following pages. We present the question and responses in aggregate form followed by the detailed cross-tabulations.

Consumer Awareness and Perception Study

SURVEY TERMINATION

300 Total Respondents

- 150 from Palm Beach County
- 150 from Broward and Miami-Dade Counties

Terminations included:

- 82 for living outside areas of interest
- 7 for being under 18
- 37 for having lived or worked in Greenacres
- 343 for not being familiar with Greenacres

Consumer Awareness and Perception Study

SURVEY ANALYSIS GROUPINGS

Markets

- Palm Beach County
- Broward and Miami-Dade Counties

Age

- Under 45 years old
- 45 years old and older

Visitors (237 respondents)

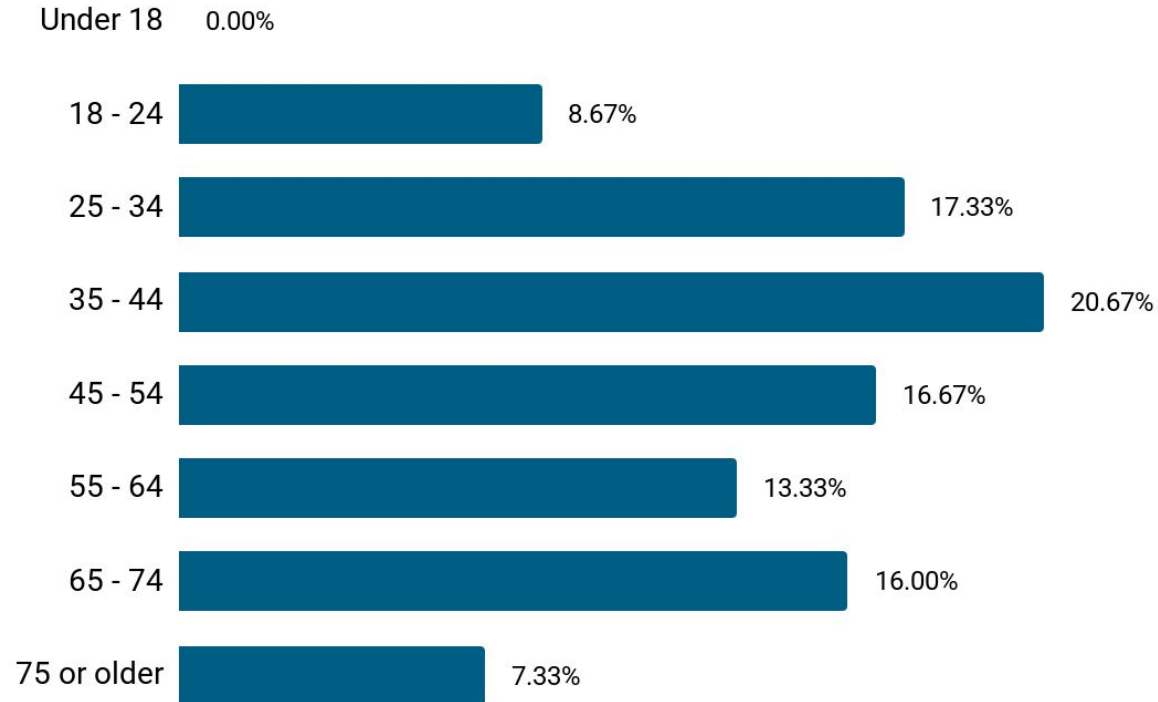
- Visitors indicated that they have visited Greenacres since 2021.

Gender

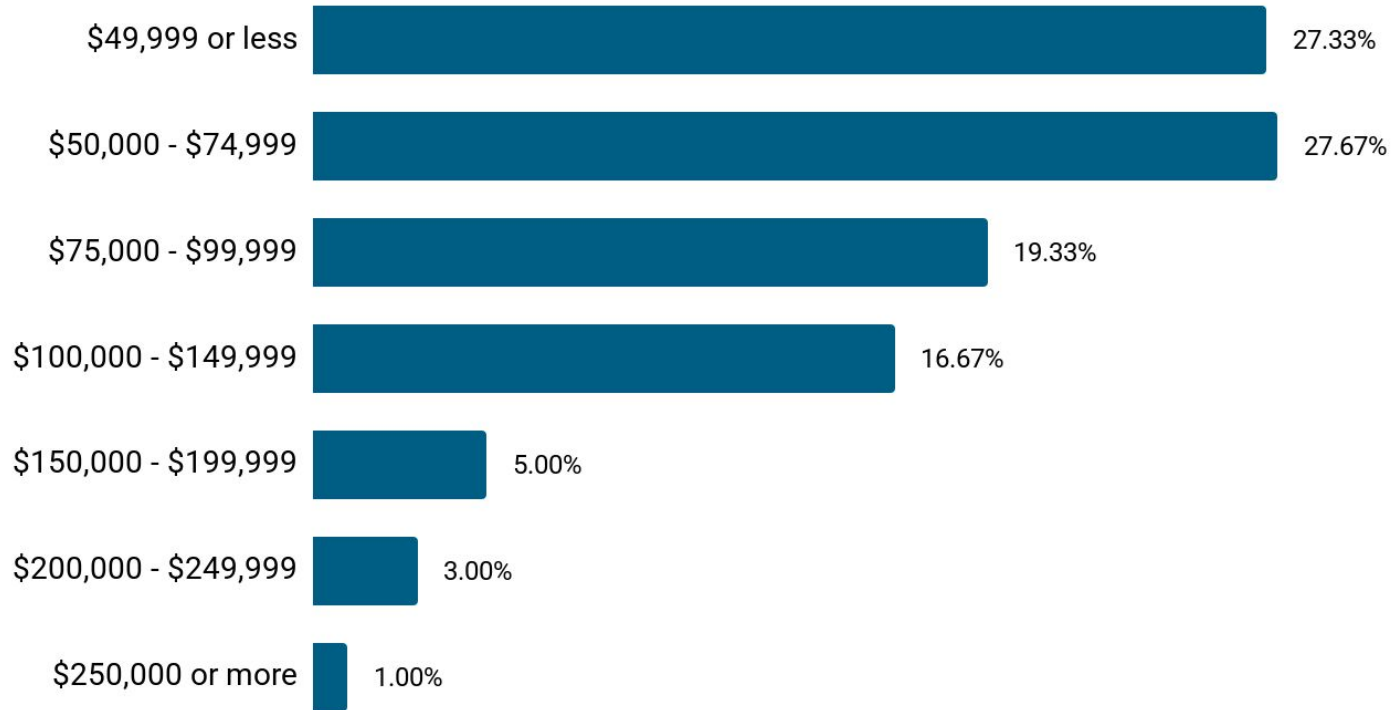
- Women
- Men

Demographics

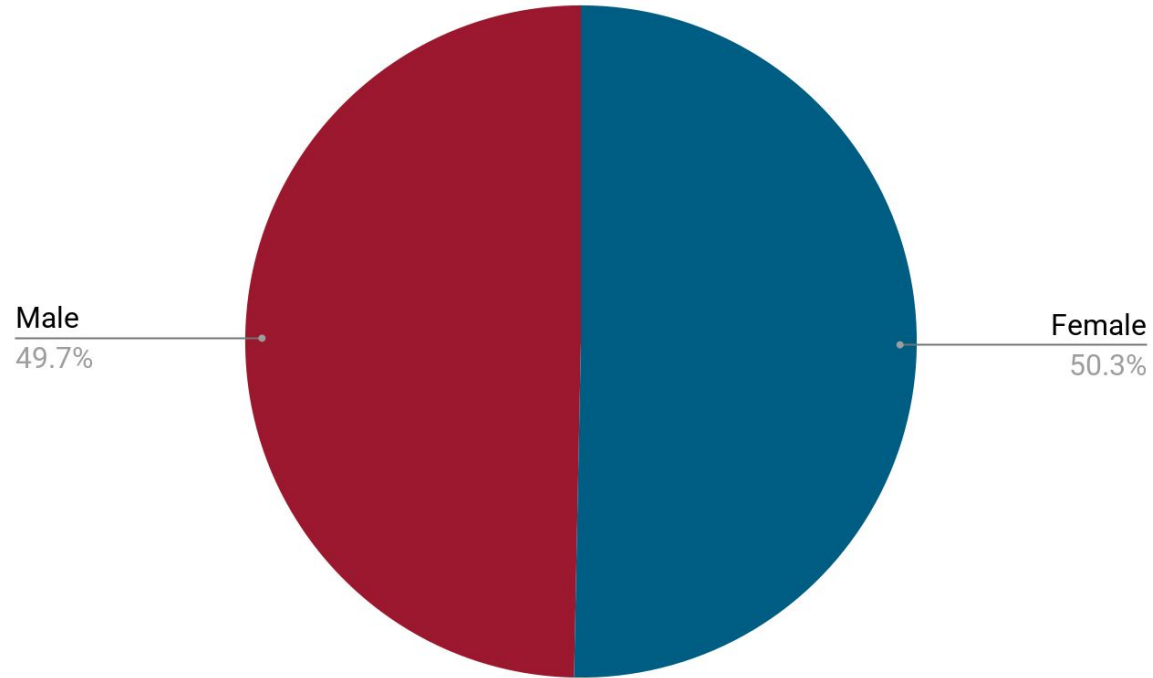
Which of the following includes your age?



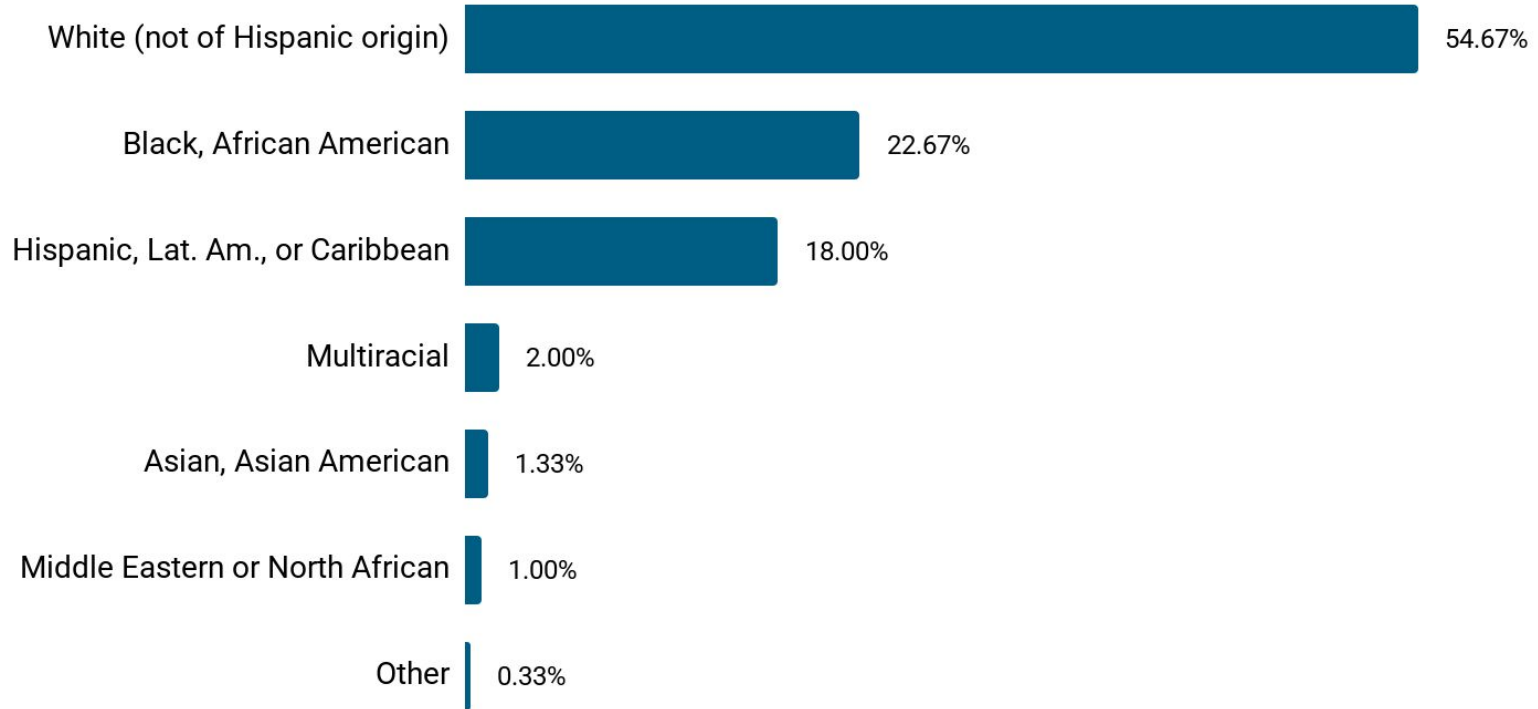
Which of the following ranges includes your total household income?



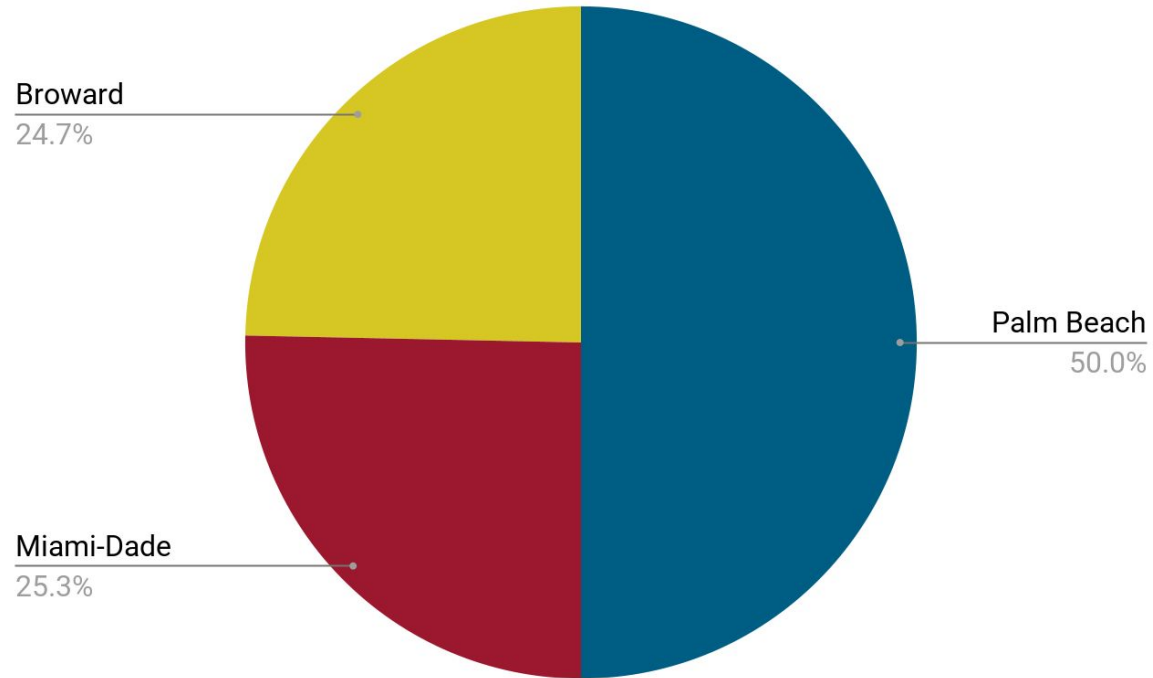
What is your gender?



Which of the following best describes you?



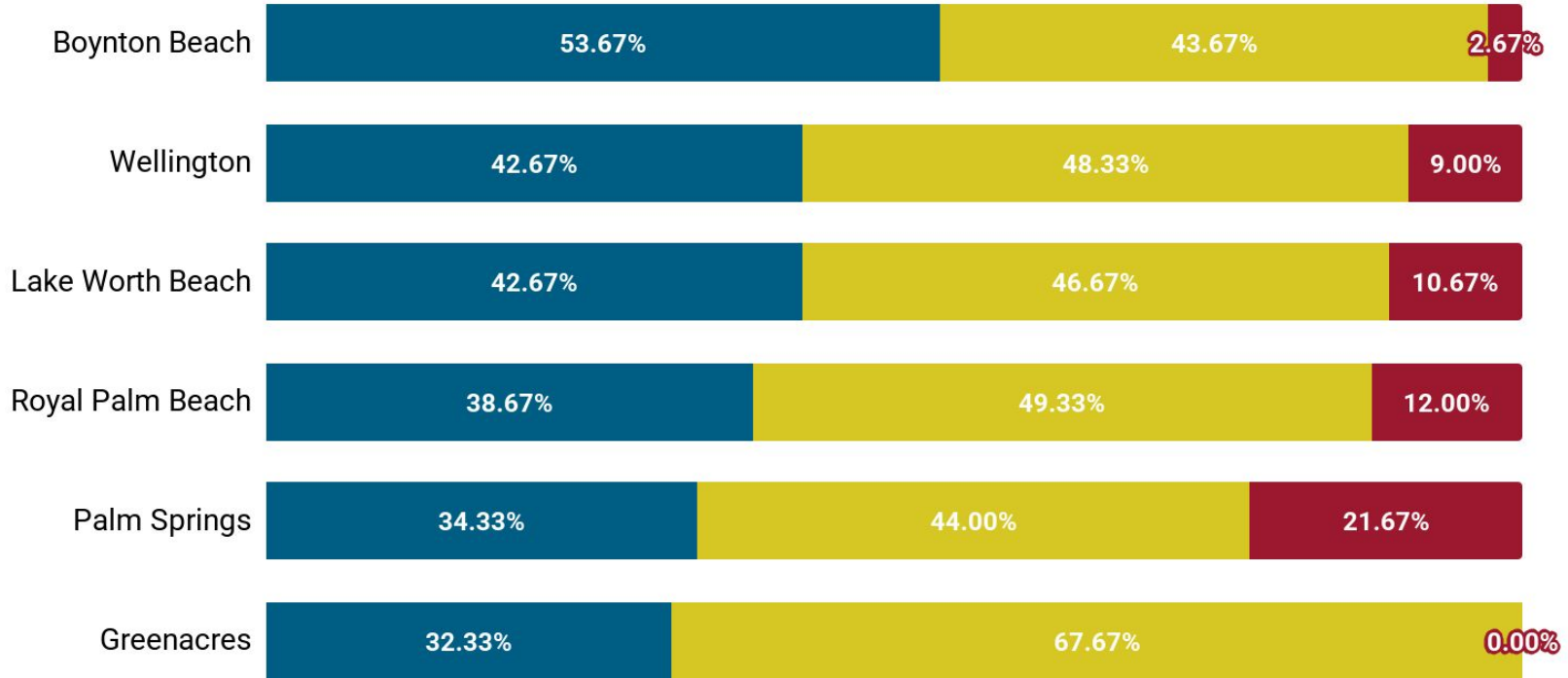
In which Florida county do you live?



Familiarity

How familiar are you with the following communities in Palm Beach County?

Very familiar Somewhat familiar Not at all familiar



TERMINATIONS INCLUDED

How familiar are you with the following communities in Palm Beach County?

Very familiar Somewhat familiar Not at all familiar

Greenacres



CAP Study

BY MARKET

How familiar are you with the following communities in Palm Beach County?

Very familiar Somewhat familiar Not at all familiar



CAP Study

BY AGE

How familiar are you with the following communities in Palm Beach County?

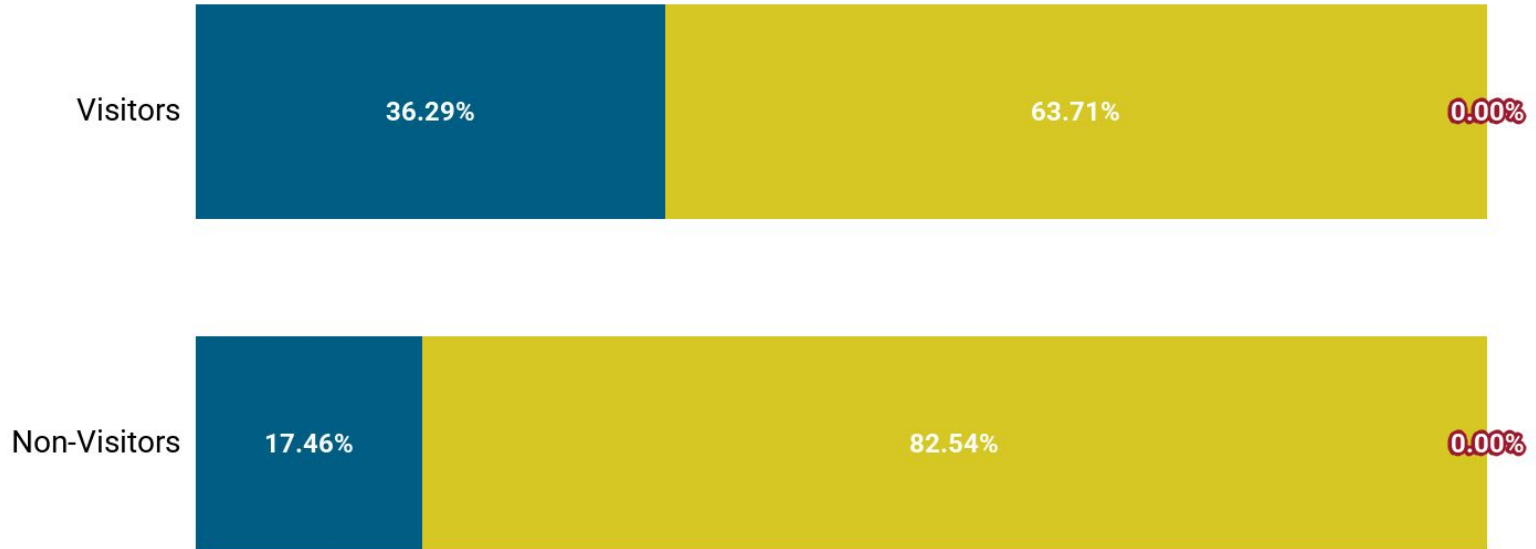
Very familiar Somewhat familiar Not at all familiar



BY VISITATION

How familiar are you with the following communities in Palm Beach County?

Very familiar Somewhat familiar Not at all familiar

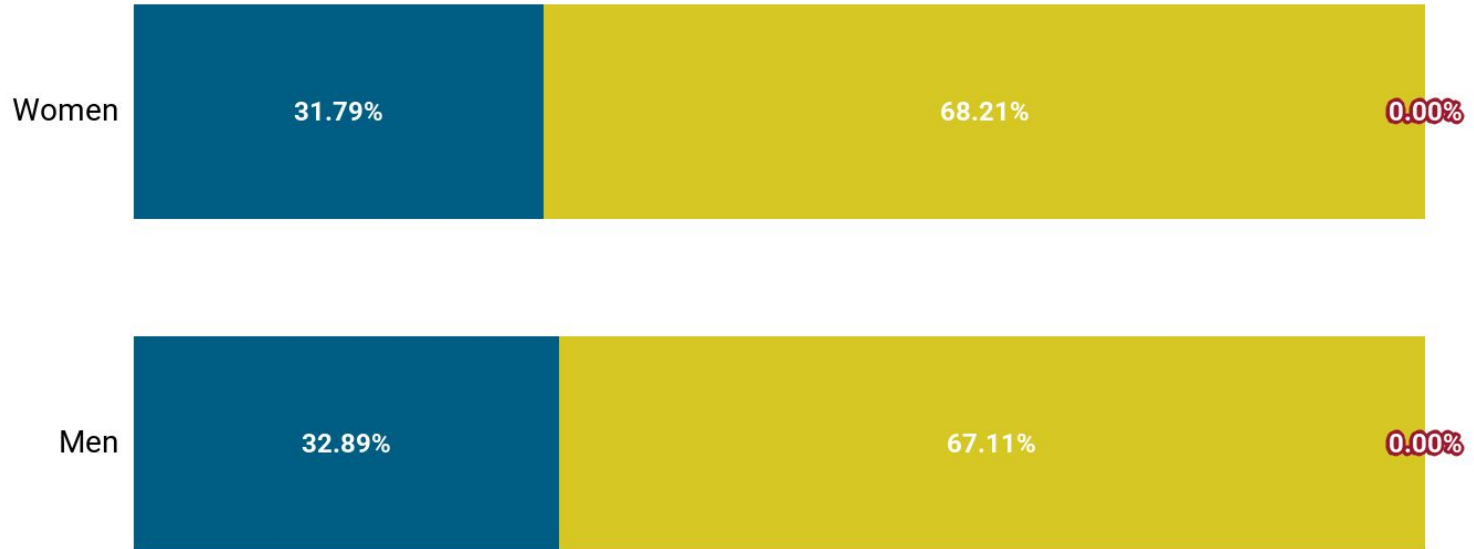


CAP Study

BY GENDER

How familiar are you with the following communities in Palm Beach County?

Very familiar Somewhat familiar Not at all familiar



Unaided Perceptions

CAP Study

When you think of these communities, what is the first thing that comes to mind?

Boynton Beach

- Beach
- Nice area

Greenacres

- Family-oriented
- Open land, trees

Lake Worth Beach

- Beach
- Beautiful

Palm Springs

- Rich, wealthy
- Palm trees

Royal Palm Beach

- Wealthy, expensive
- Busy, growing

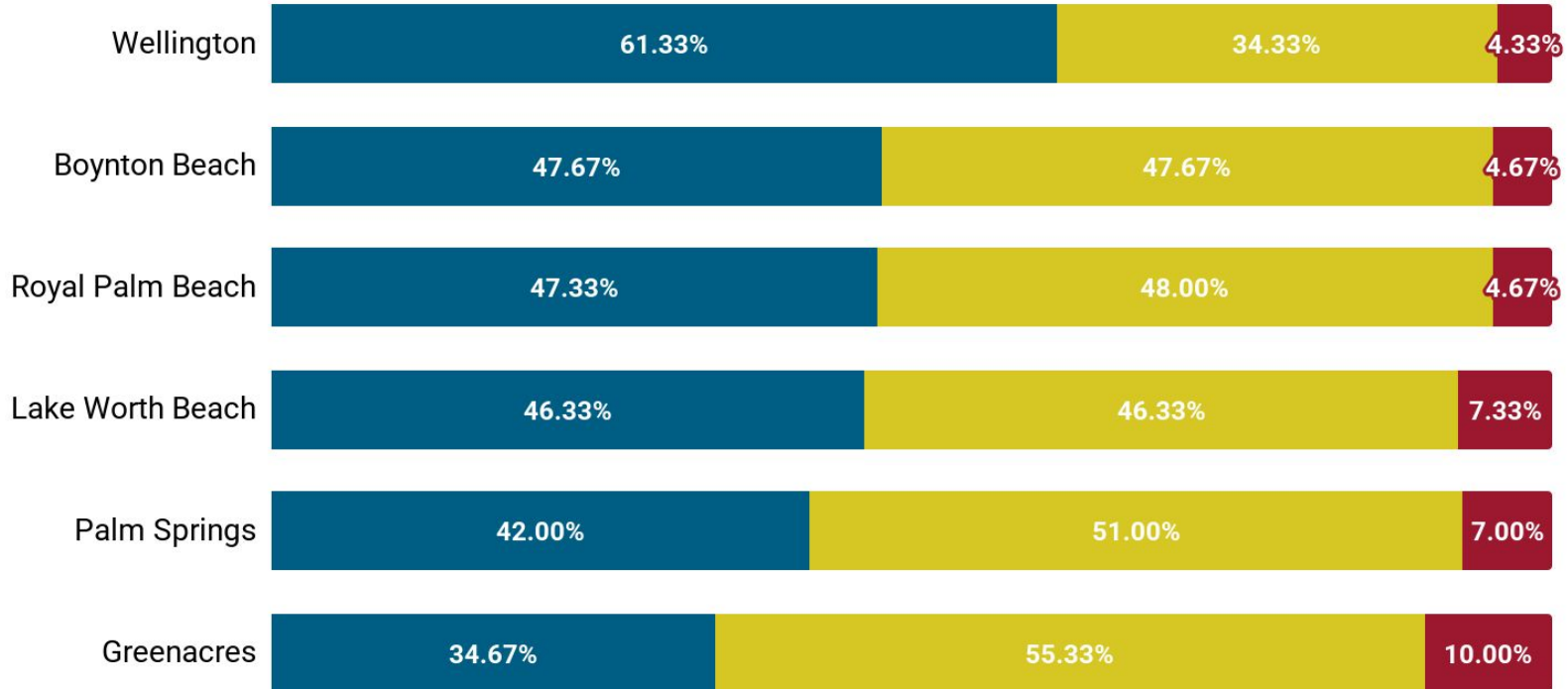
Wellington

- Equestrian, horse country
- Mall

CAP Study

From your perspective, do you think the following communities are improving, declining, or staying the same?

■ Improving ■ Staying the Same ■ Declining



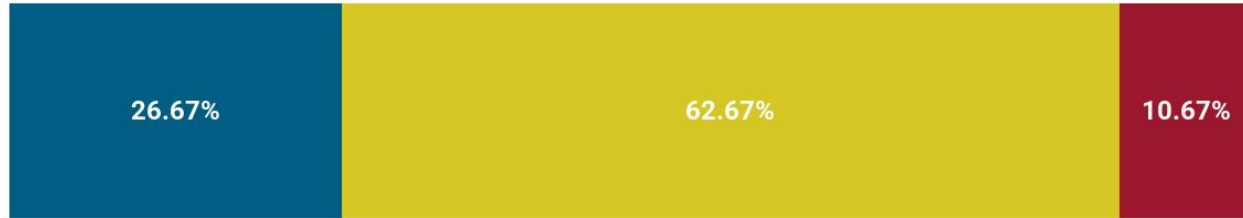
CAP Study

BY MARKET

From your perspective, do you think the following communities are improving, declining, or staying the same?

■ Improving ■ Staying the Same ■ Declining

Palm Beach



Broward + Miami-Dade



CAP Study

BY AGE

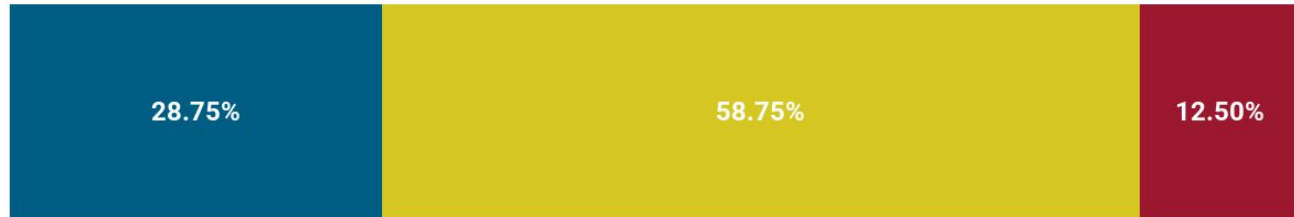
From your perspective, do you think the following communities are improving, declining, or staying the same?

■ Improving ■ Staying the Same ■ Declining

Under 45



45 And Over



CAP Study

BY VISITATION

From your perspective, do you think the following communities are improving, declining, or staying the same?

■ Improving ■ Staying the Same ■ Declining

Visitors



Non-Visitors

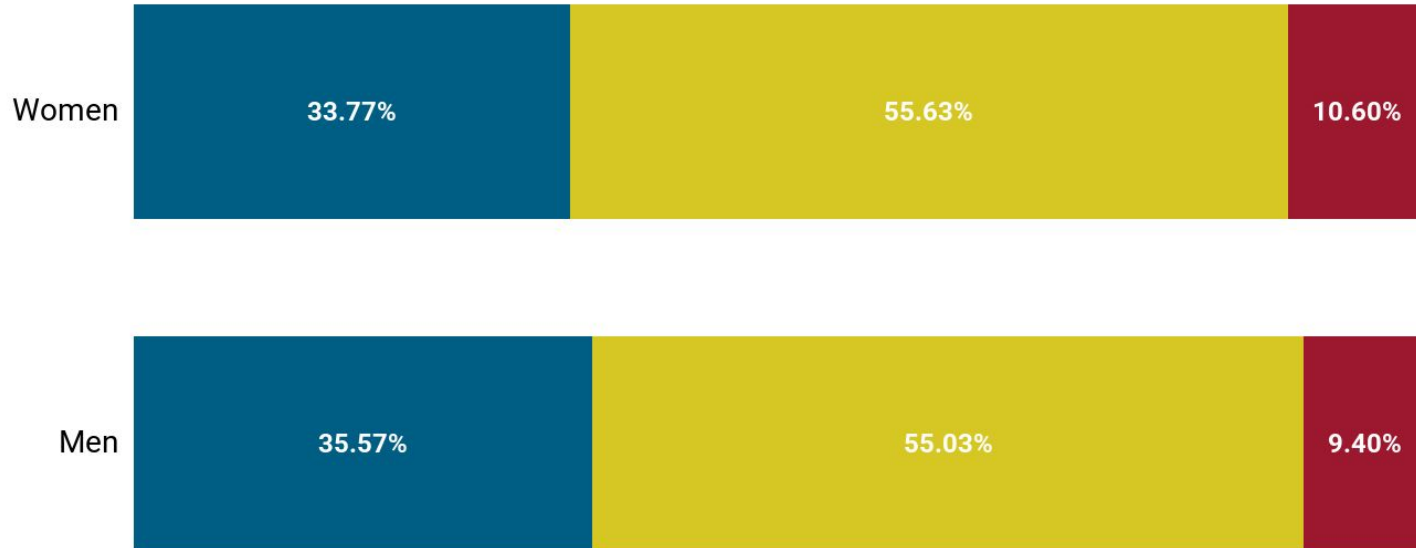


CAP Study

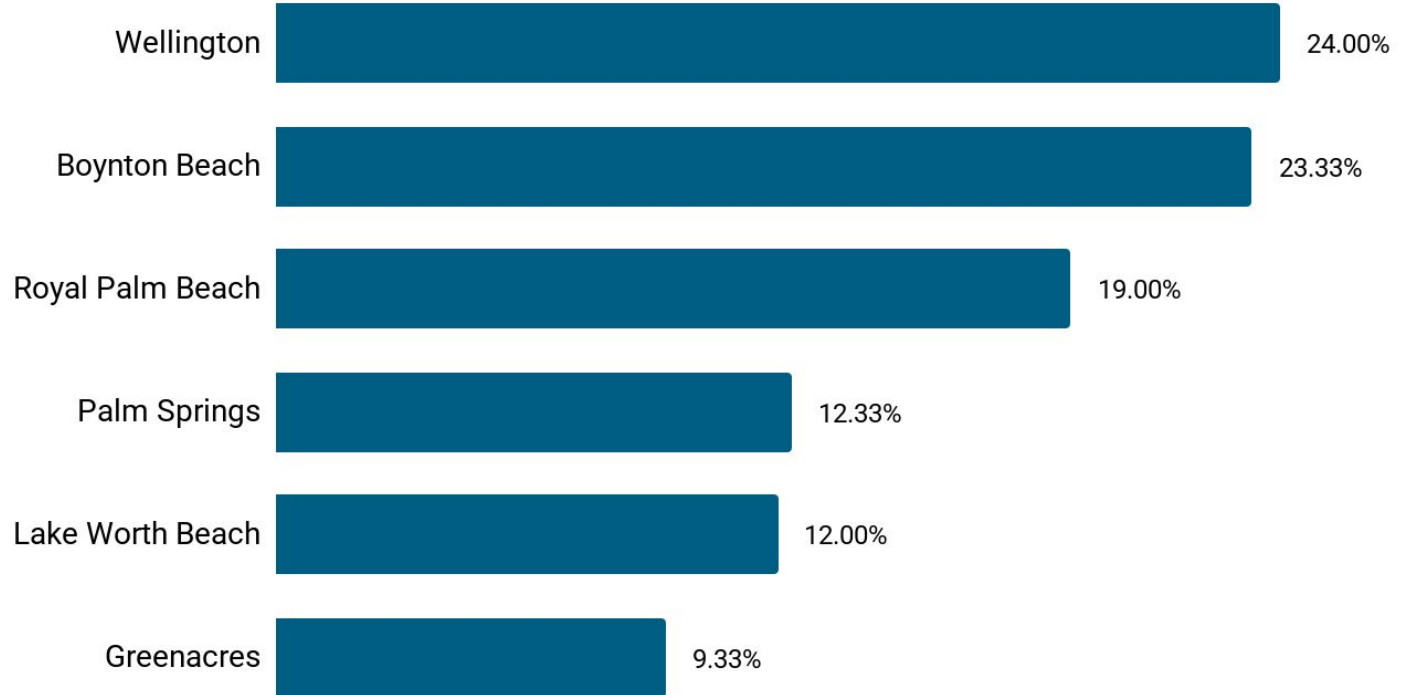
BY GENDER

From your perspective, do you think the following communities are improving, declining, or staying the same?

■ Improving ■ Staying the Same ■ Declining



In general, which of the following do you think are the best places for someone to...
Buy a home?

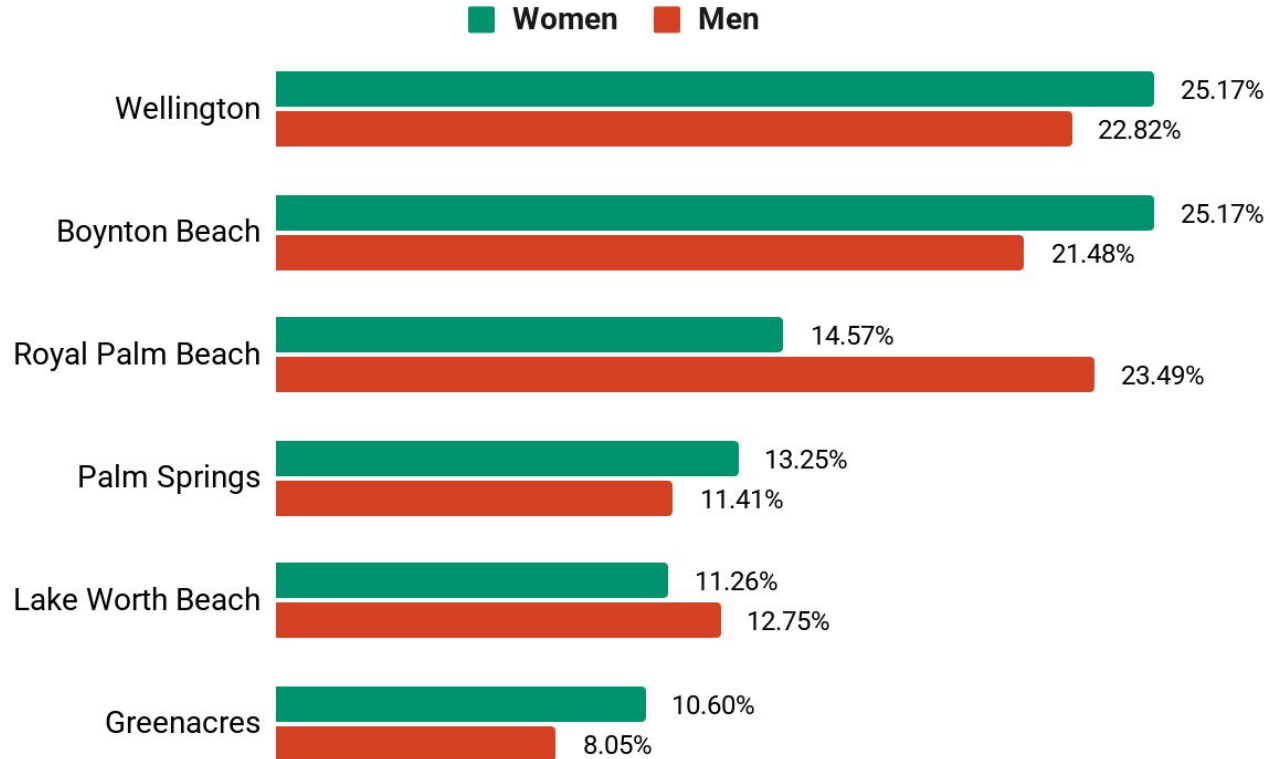


CAP Study

BY MARKET

In general, which of the following do you think are the best places for someone to...

Buy a home?

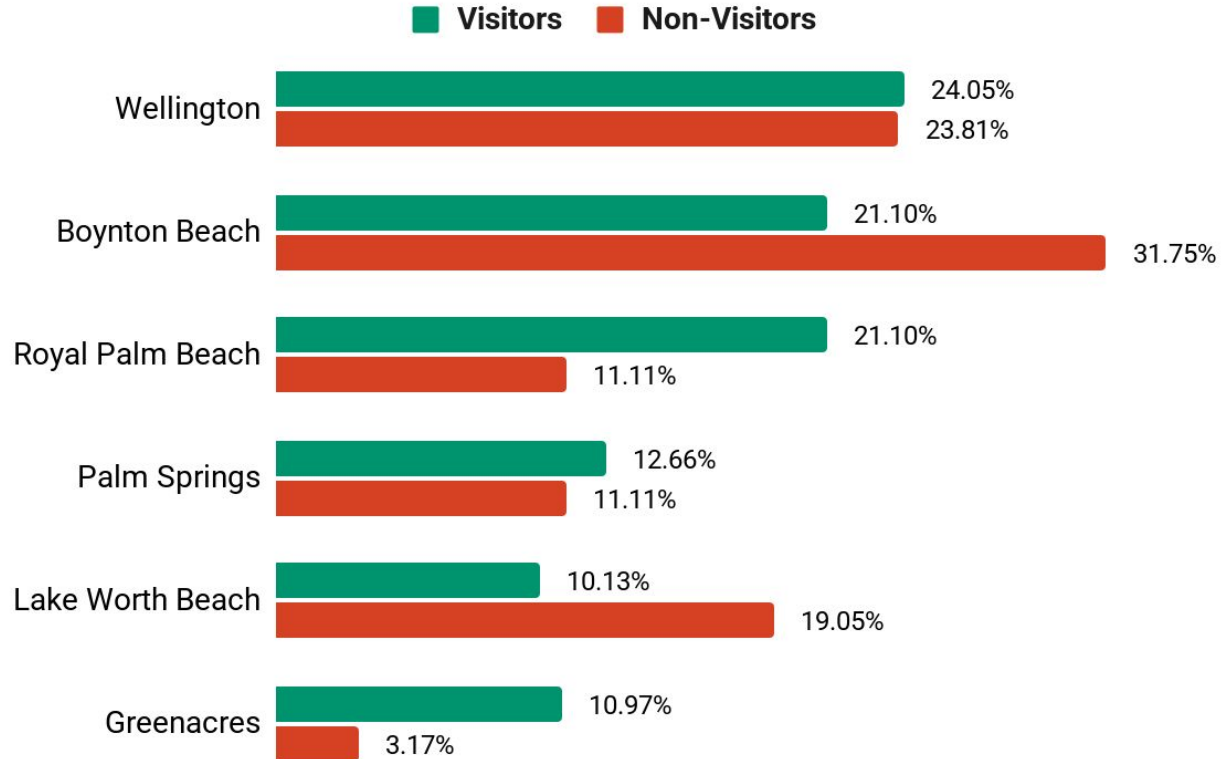


CAP Study

BY AGE

In general, which of the following do you think are the best places for someone to...

Buy a home?

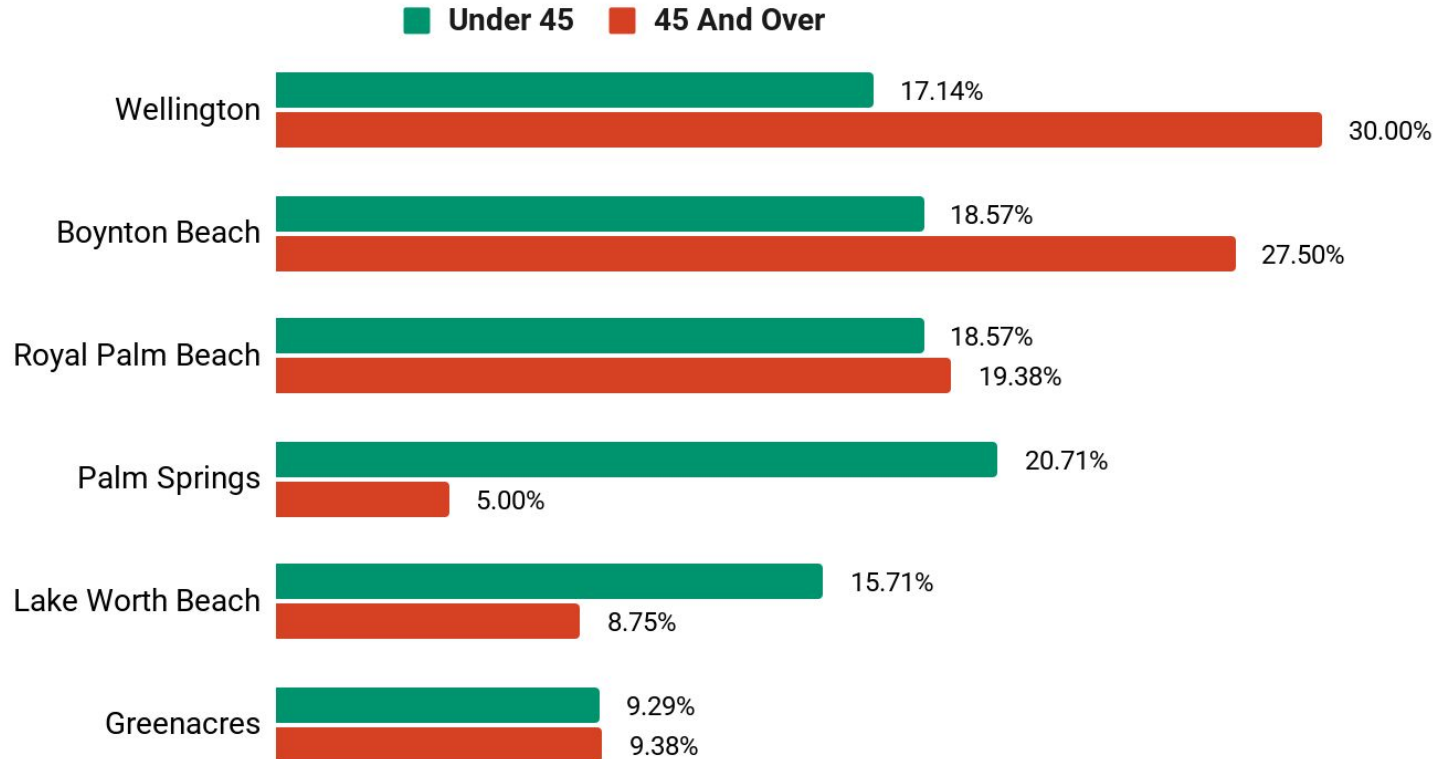


CAP Study

BY VISITATION

In general, which of the following do you think are the best places for someone to...

Buy a home?

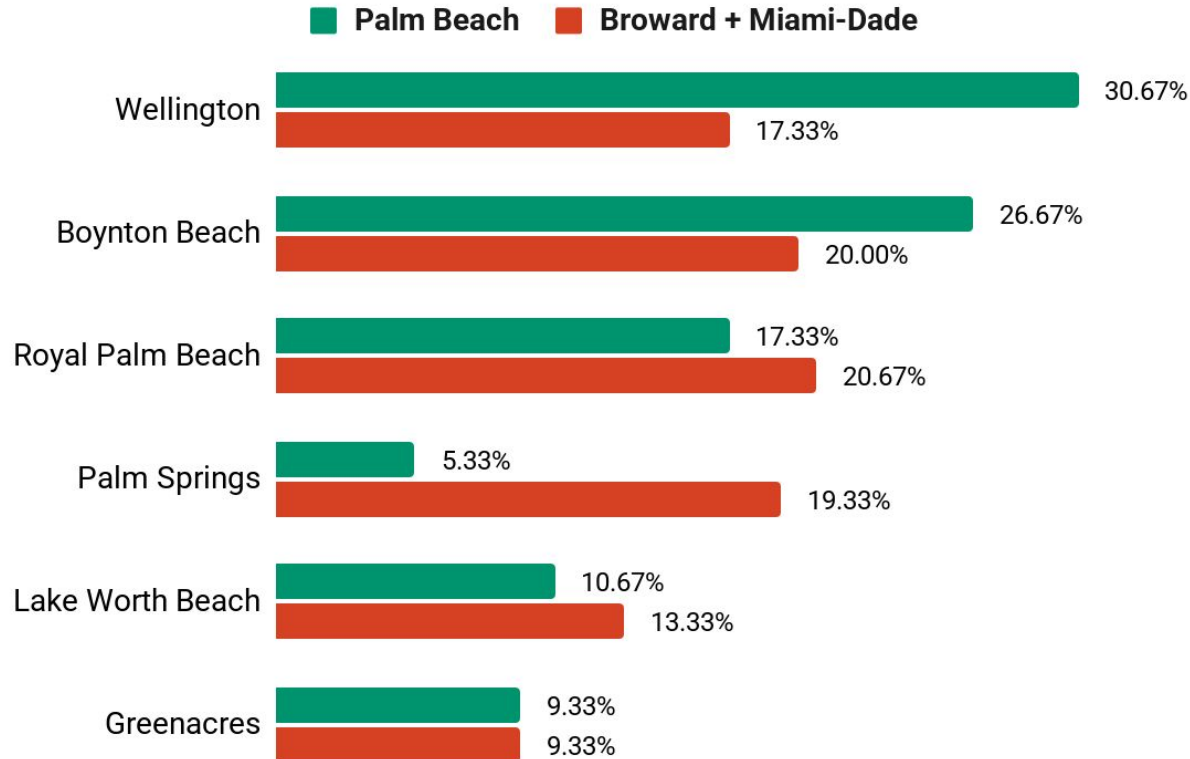


CAP Study

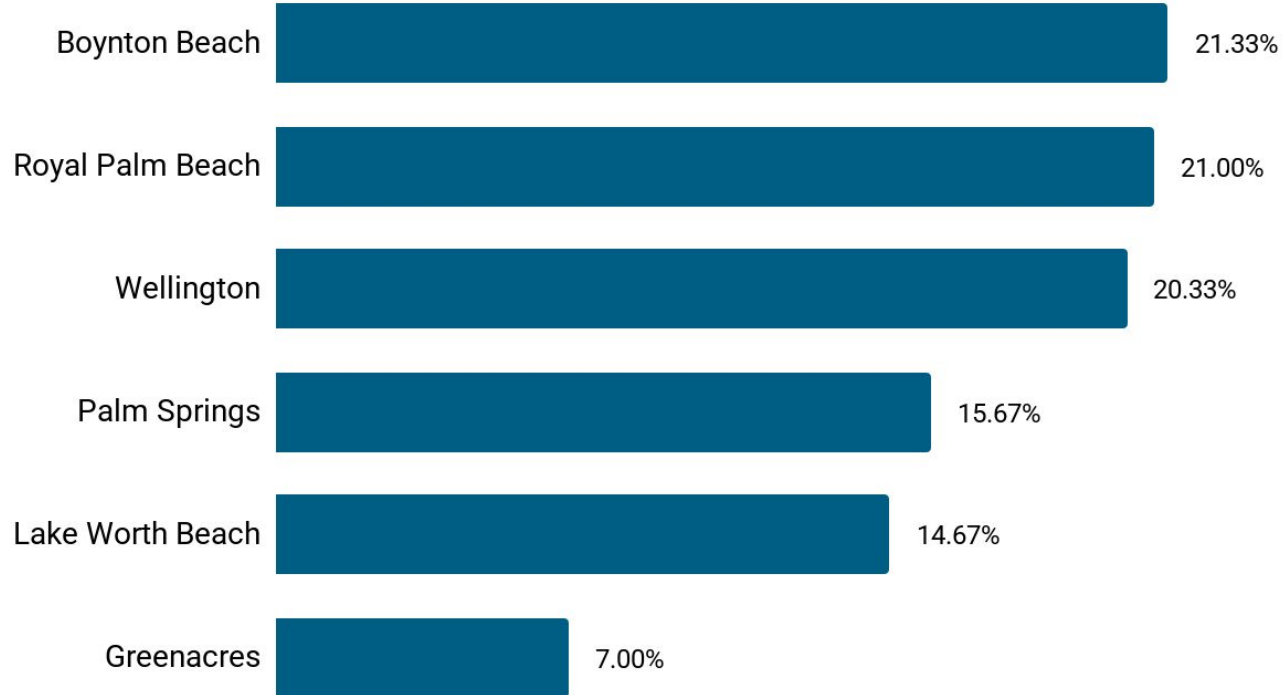
BY GENDER

In general, which of the following do you think are the best places for someone to...

Buy a home?



In general, which of the following do you think are the best places for someone to...
Start a business?

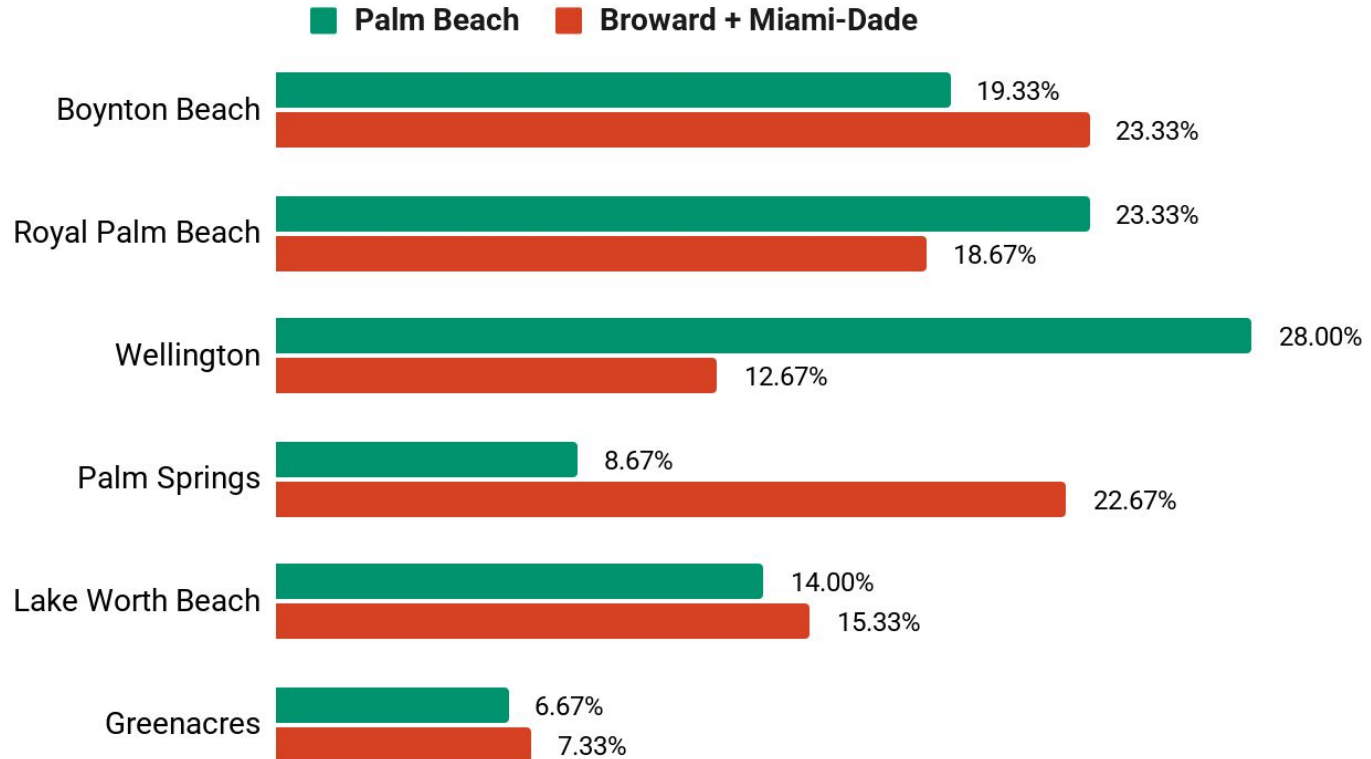


CAP Study

BY MARKET

In general, which of the following do you think are the best places for someone to...

Start a business?

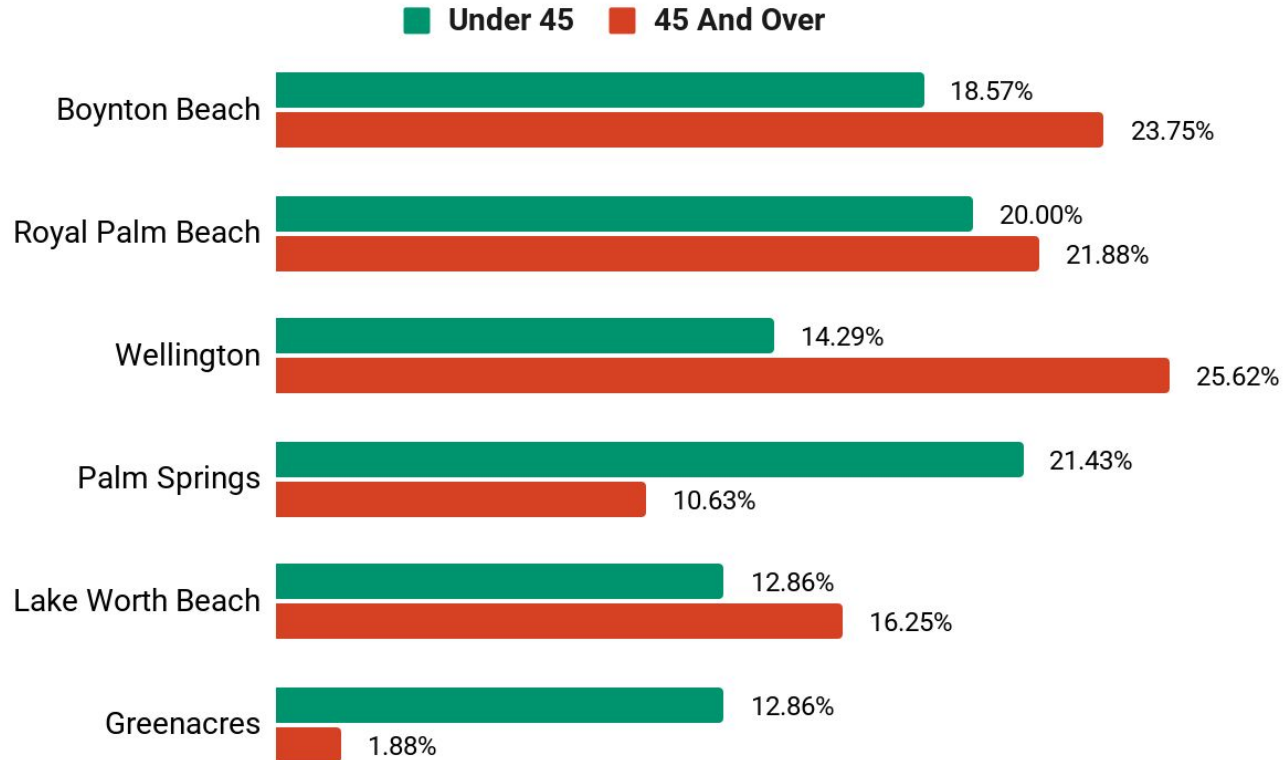


CAP Study

BY AGE

In general, which of the following do you think are the best places for someone to...

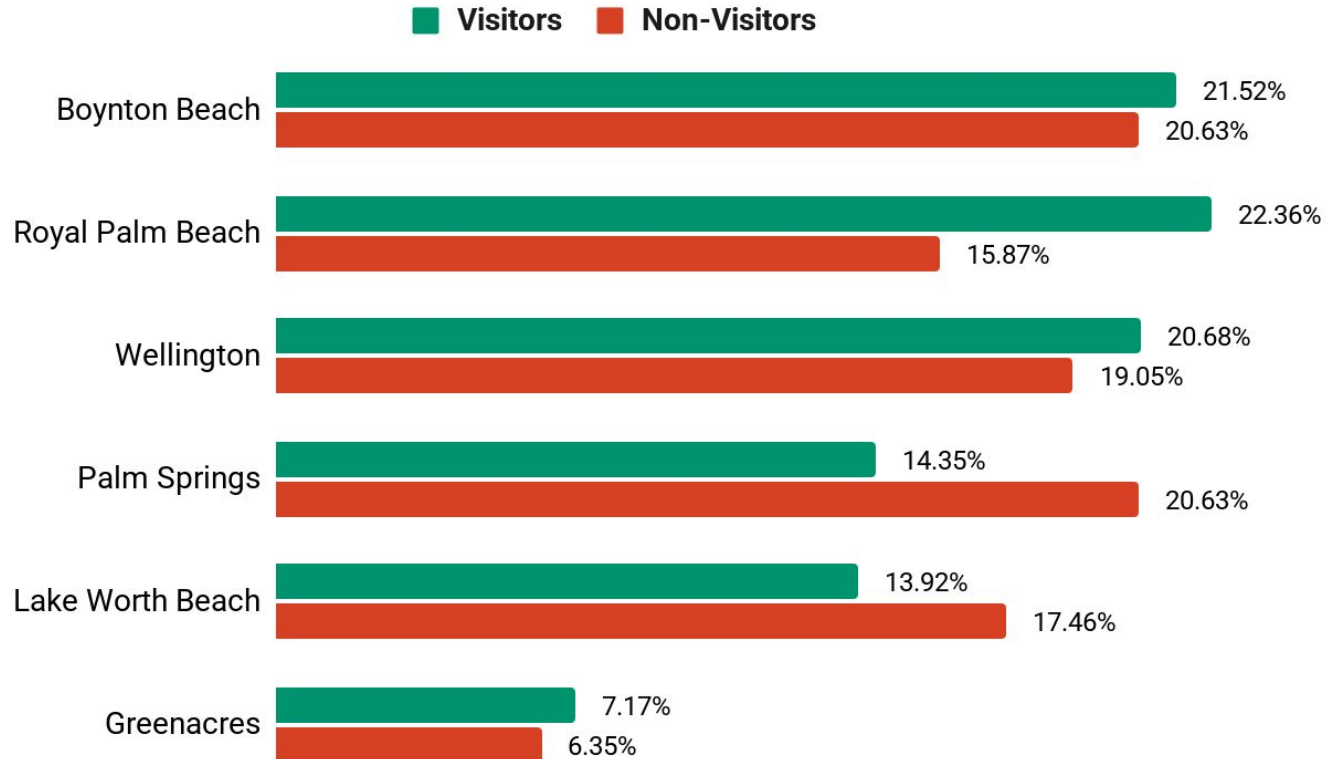
Start a business?



BY VISITATION

In general, which of the following do you think are the best places for someone to...

Start a business?

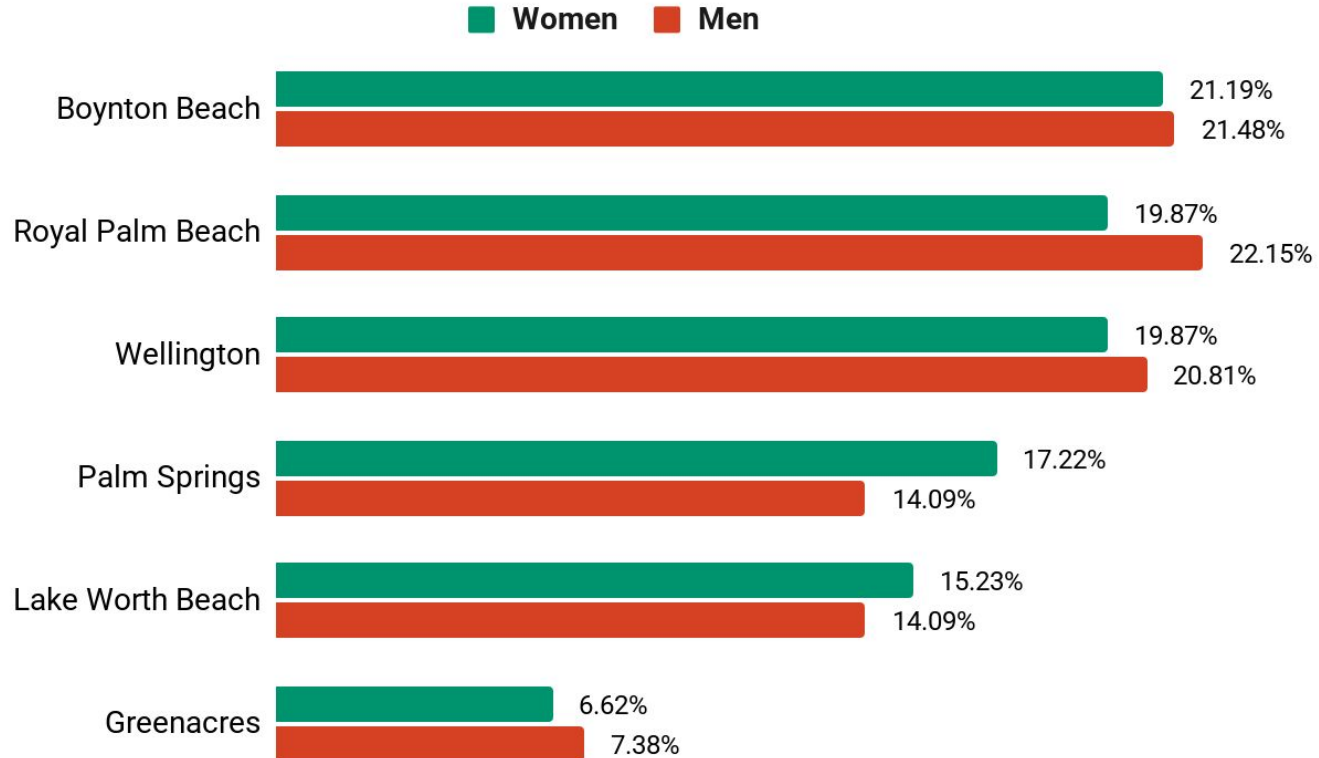


CAP Study

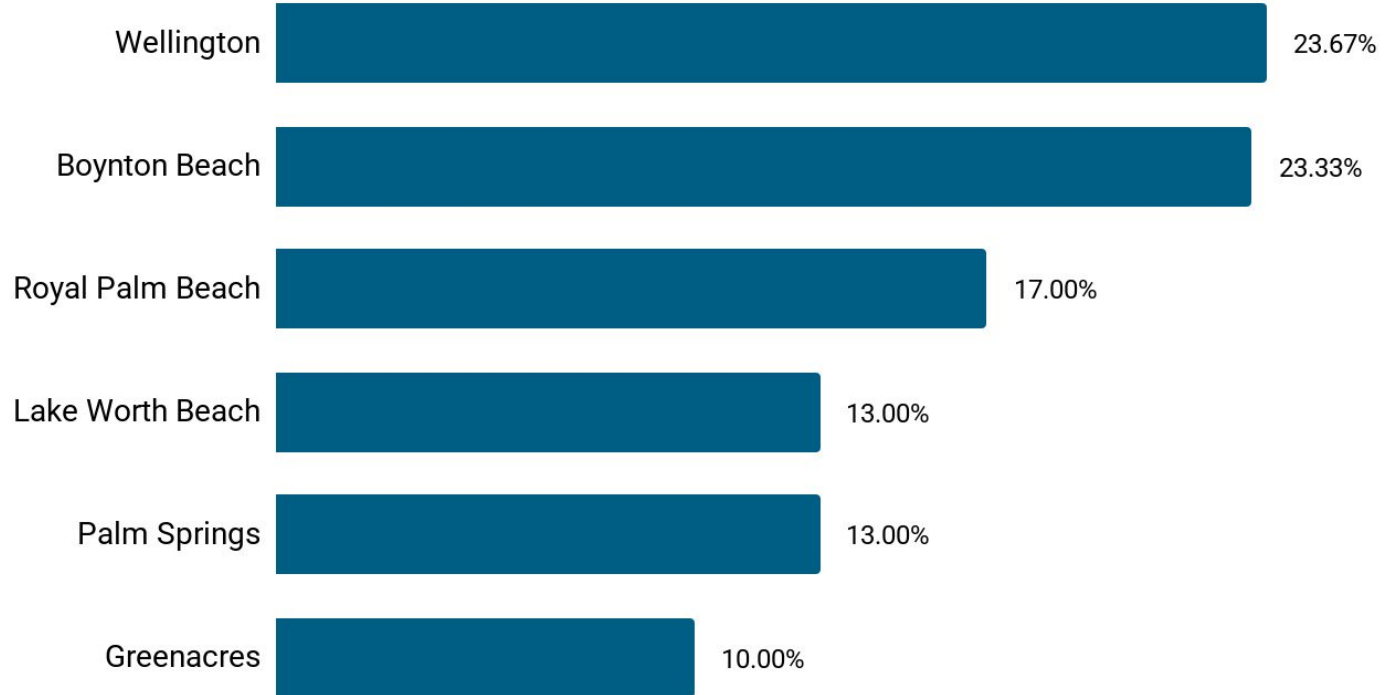
BY GENDER

In general, which of the following do you think are the best places for someone to...

Start a business?



In general, which of the following do you think are the best places for someone to...
Retire?

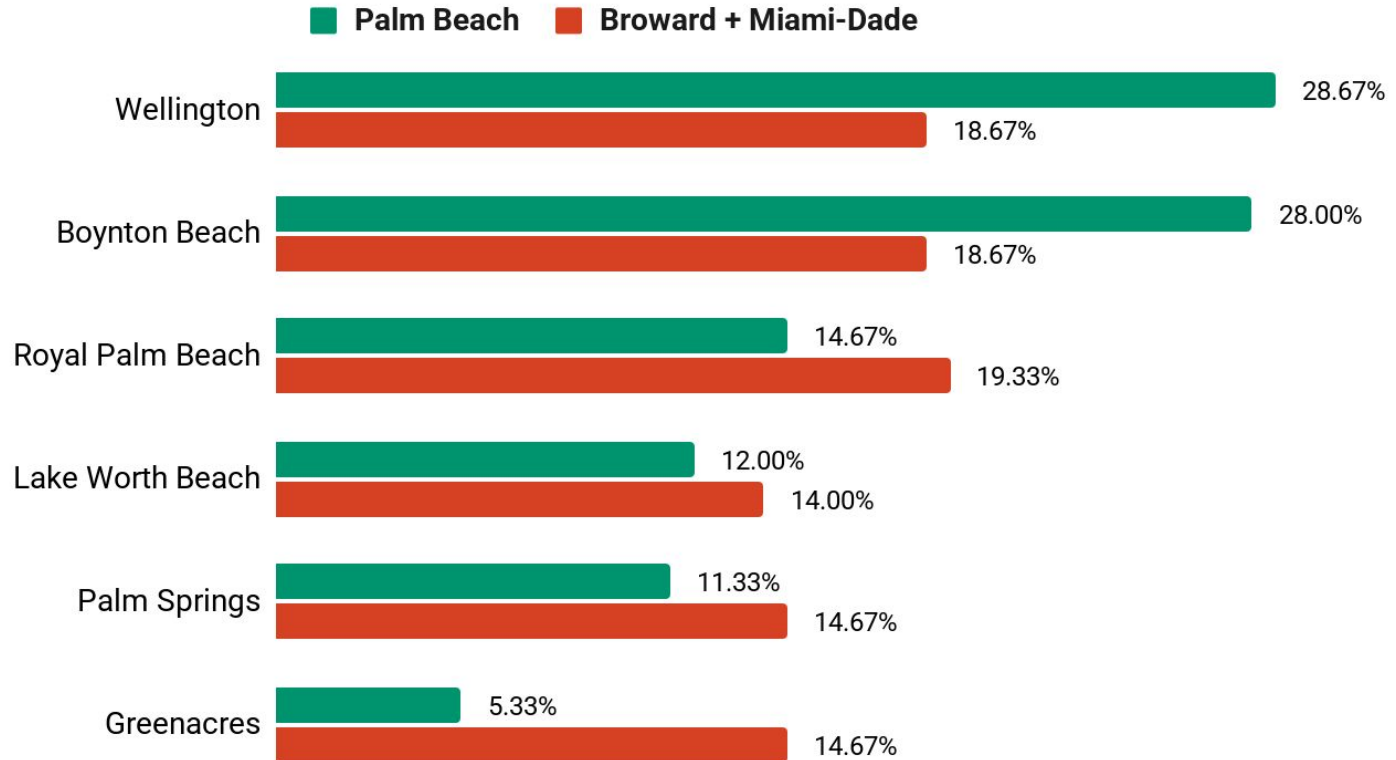


CAP Study

BY MARKET

In general, which of the following do you think are the best places for someone to...

Retire?

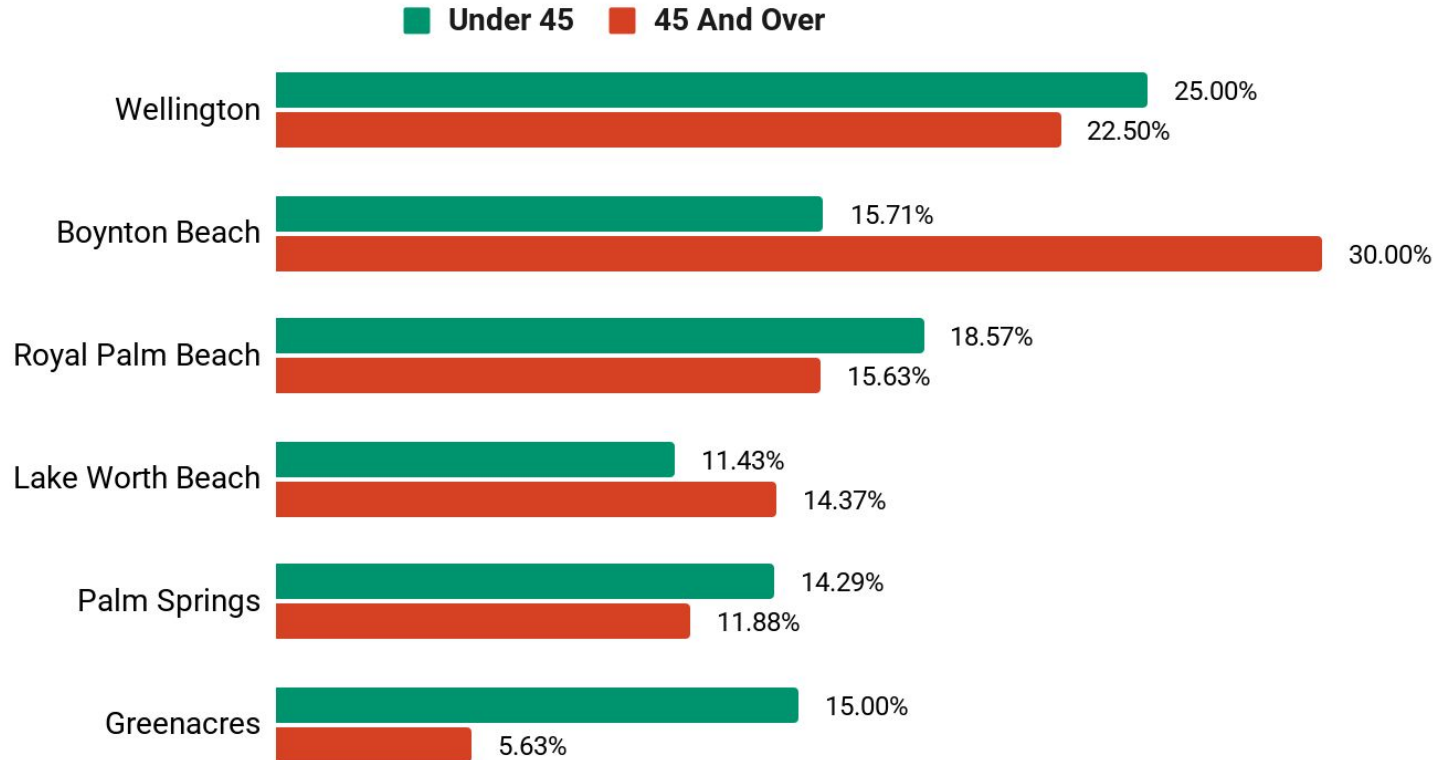


CAP Study

BY AGE

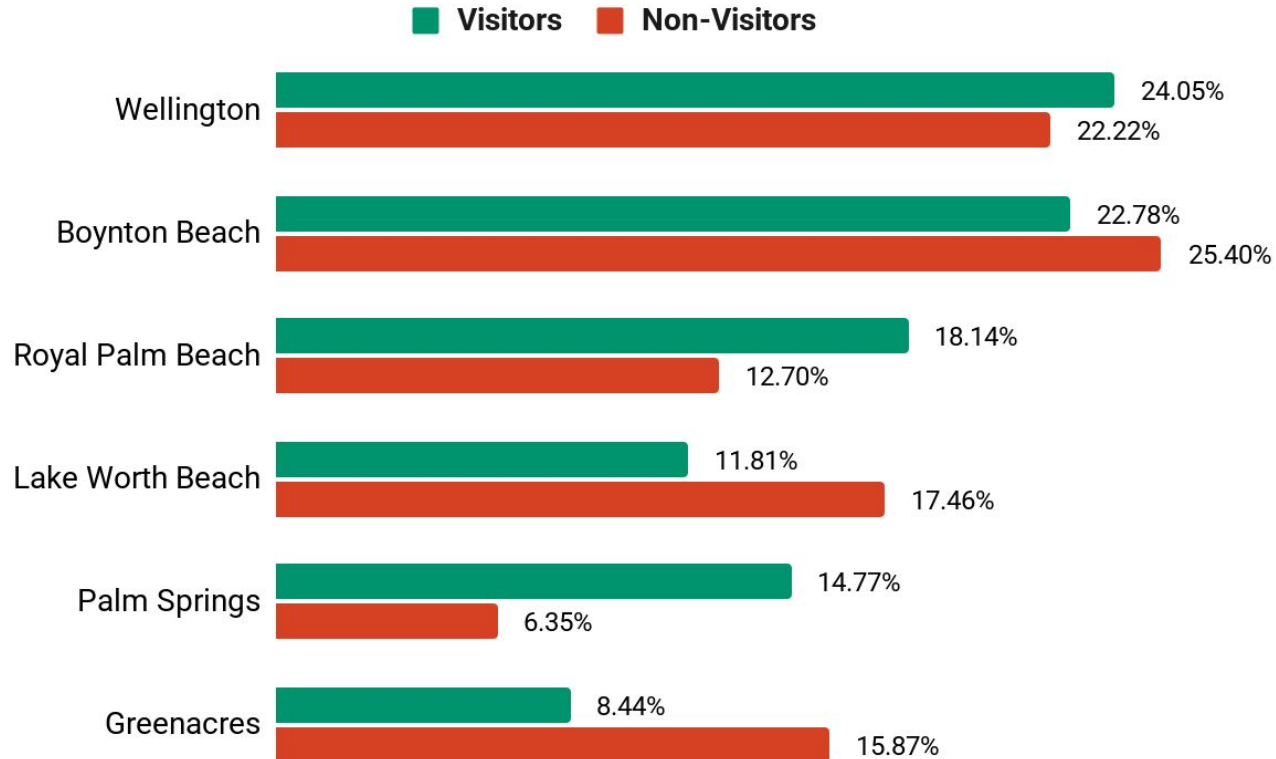
In general, which of the following do you think are the best places for someone to...

Retire?



BY VISITATION

In general, which of the following do you think are the best places for someone to...

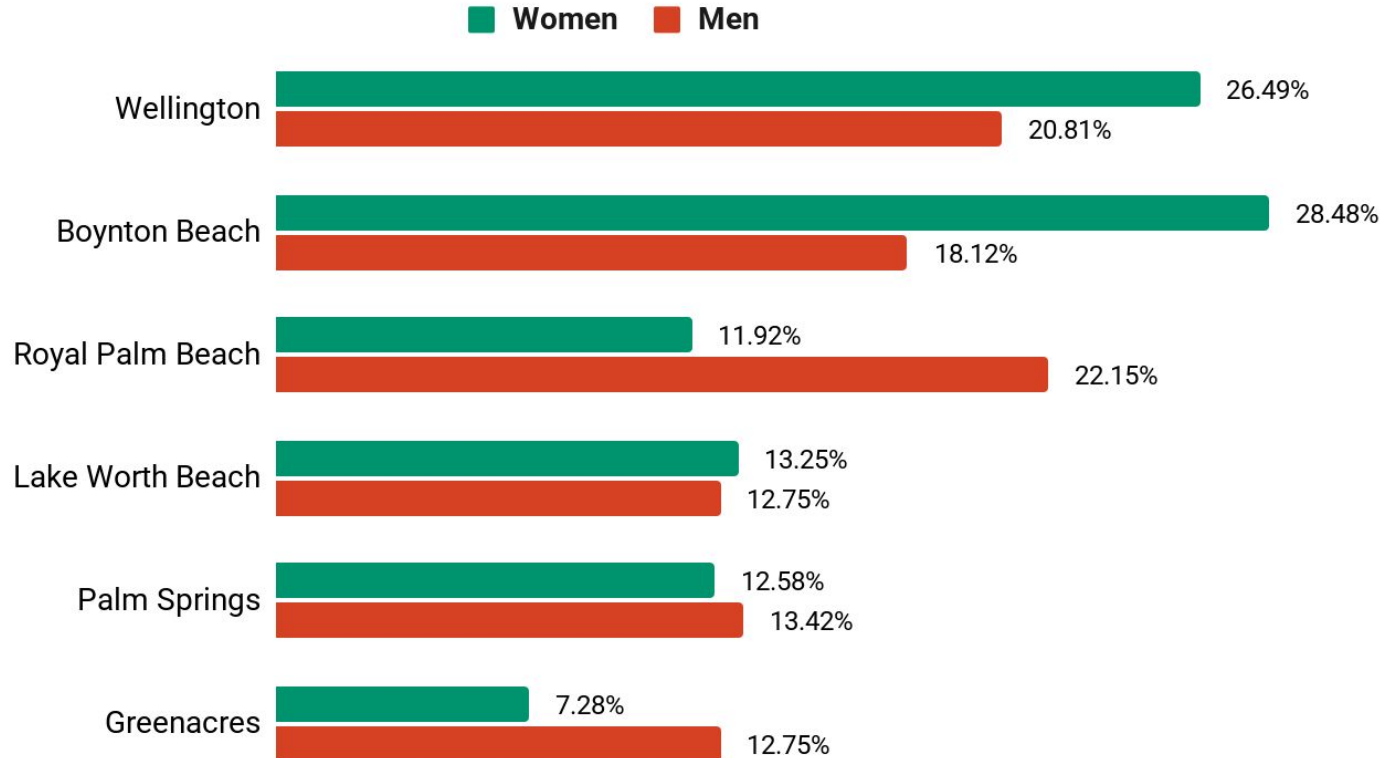
Retire?

CAP Study

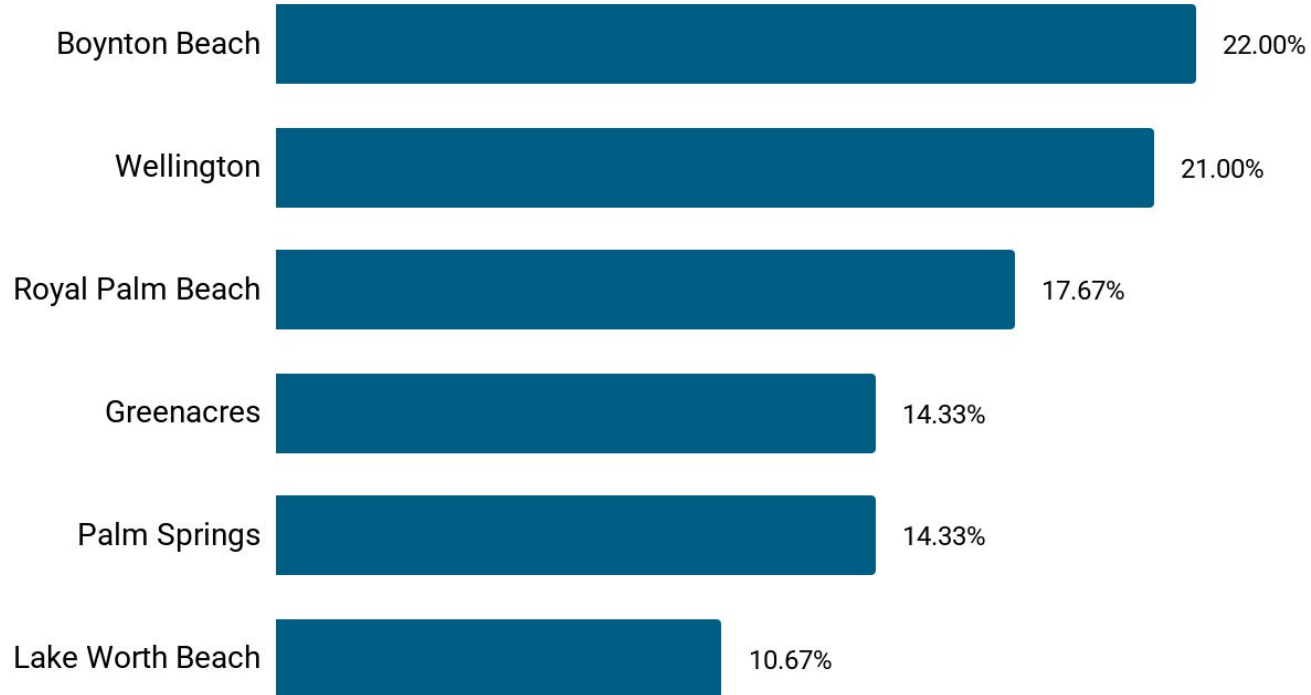
BY GENDER

In general, which of the following do you think are the best places for someone to...

Retire?

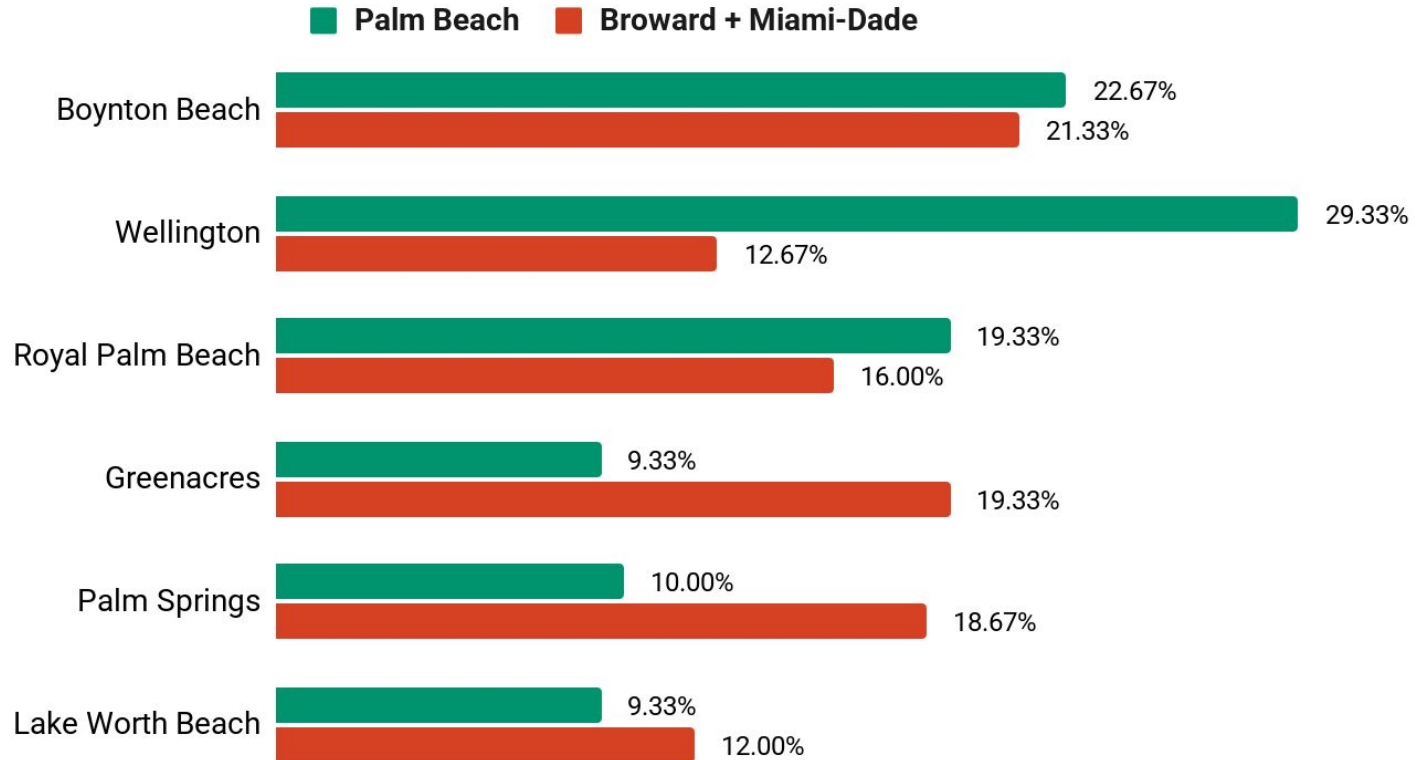


Which of the following places do you most associate with safe and peaceful neighborhoods of humble, working-class character?



BY MARKET

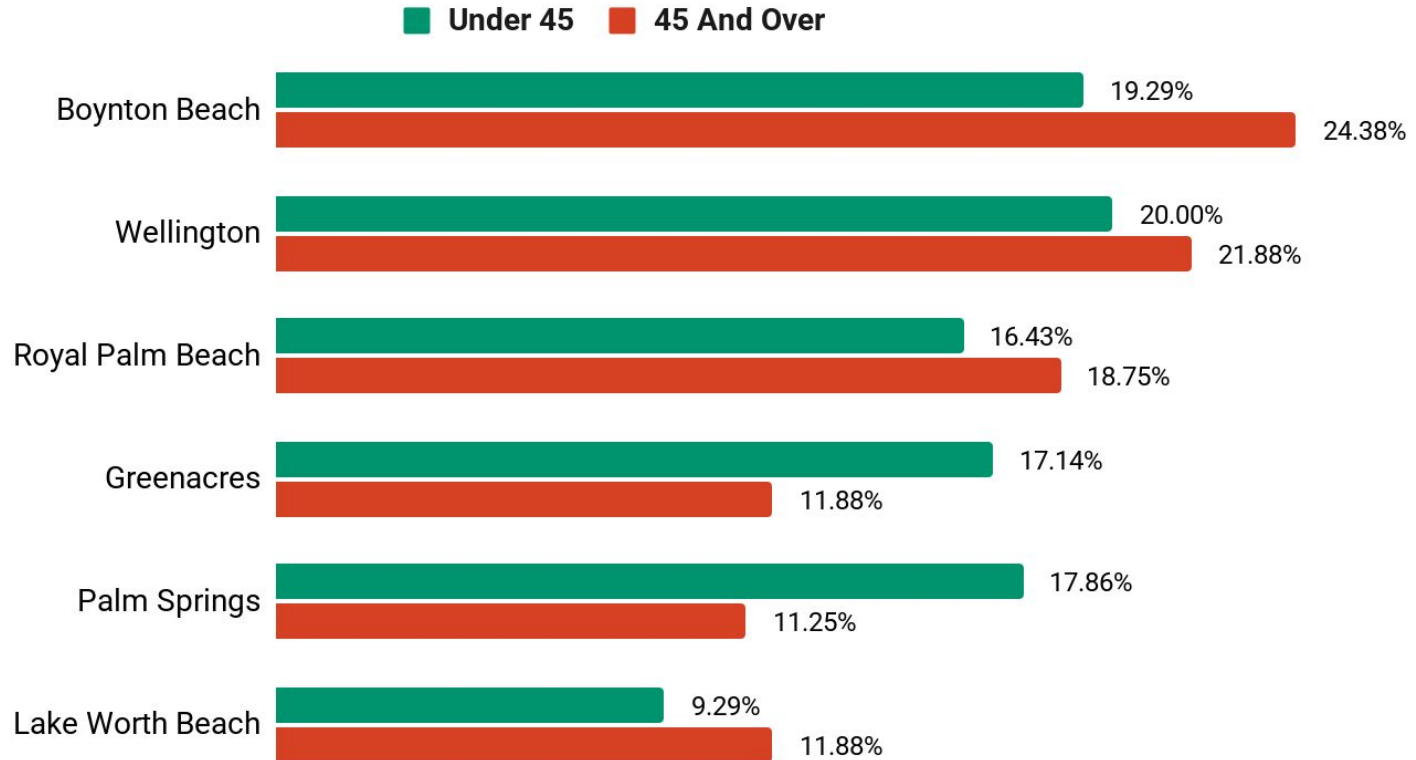
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CAP Study

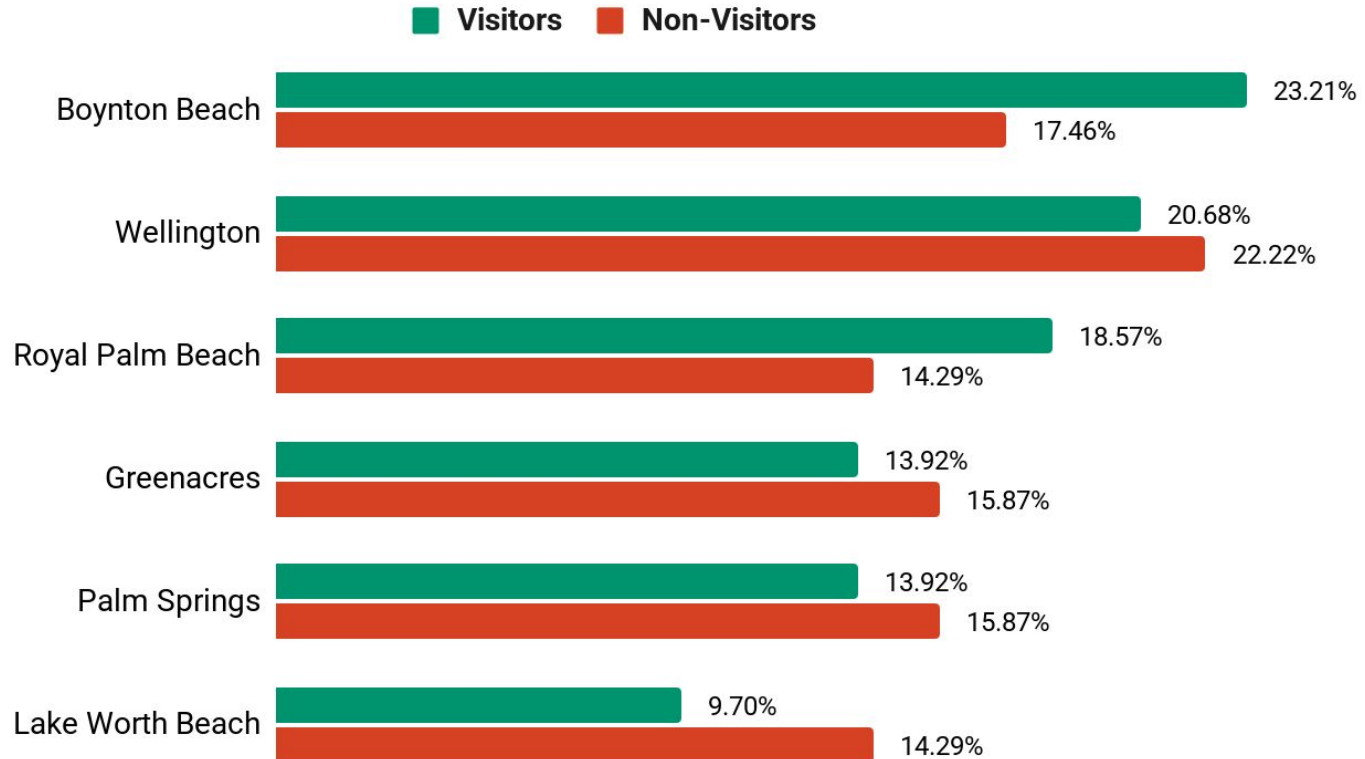
BY AGE

Which of the following places do you most associate with safe and peaceful neighborhoods of humble, working-class character?



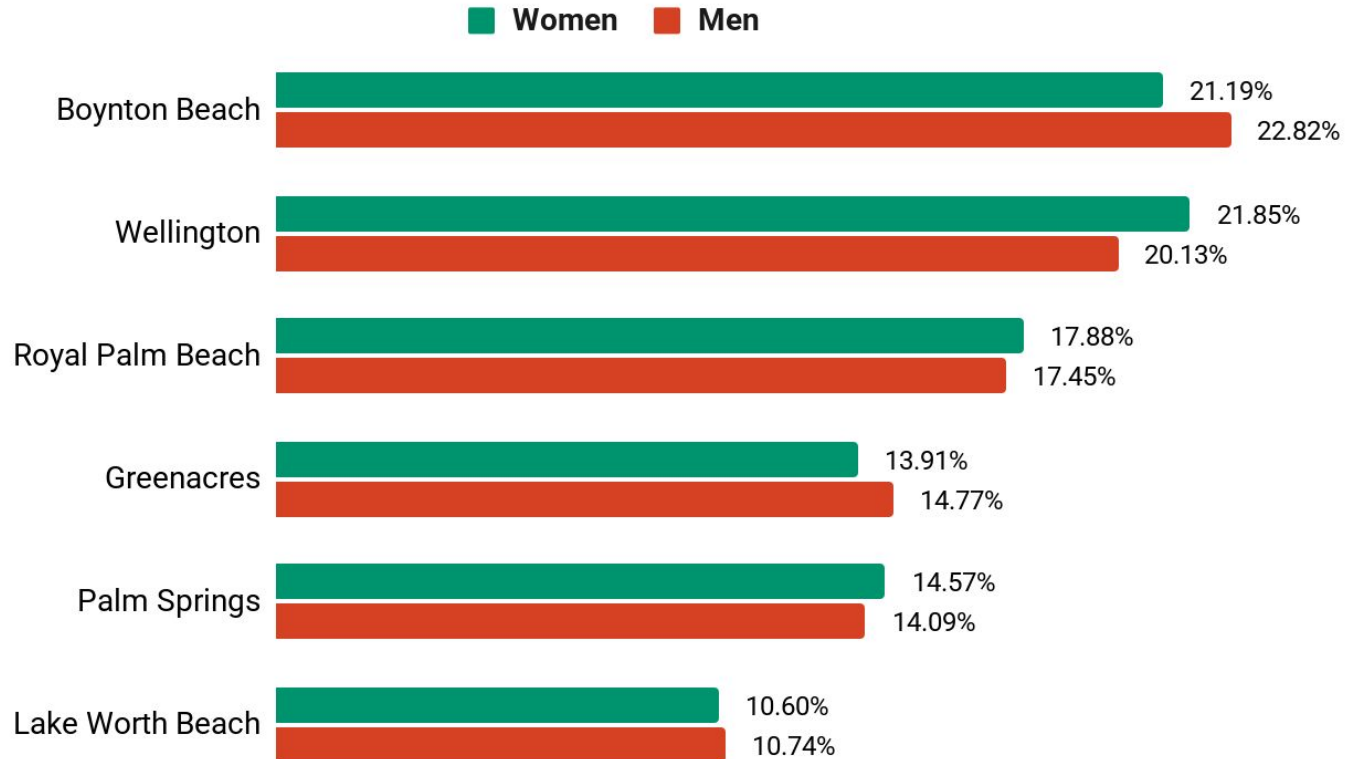
BY VISITATION

Which of the following places do you most associate with safe and peaceful neighborhoods of humble, working-class character?

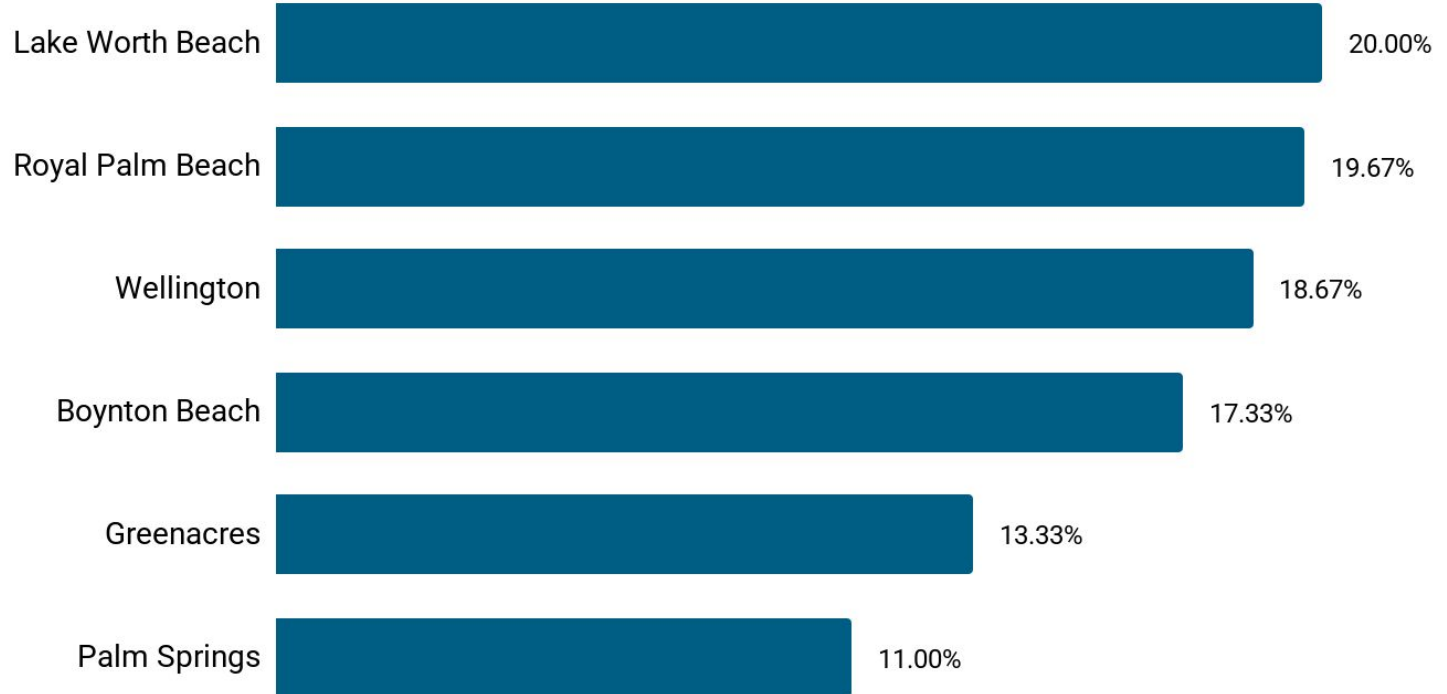


BY GENDER

Which of the following places do you most associate with safe and peaceful neighborhoods of humble, working-class character?

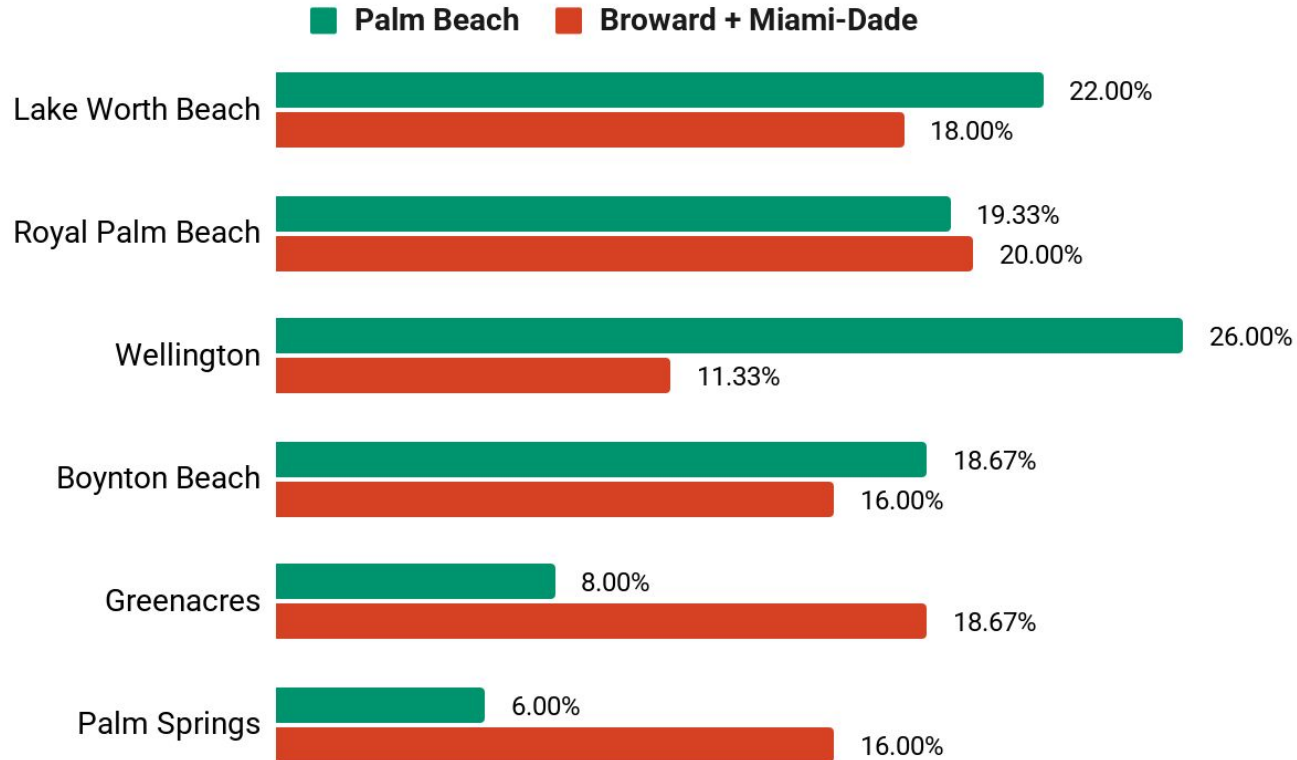


Which of the following places do you most associate with parks and other gathering spaces where people can spend quality time together?



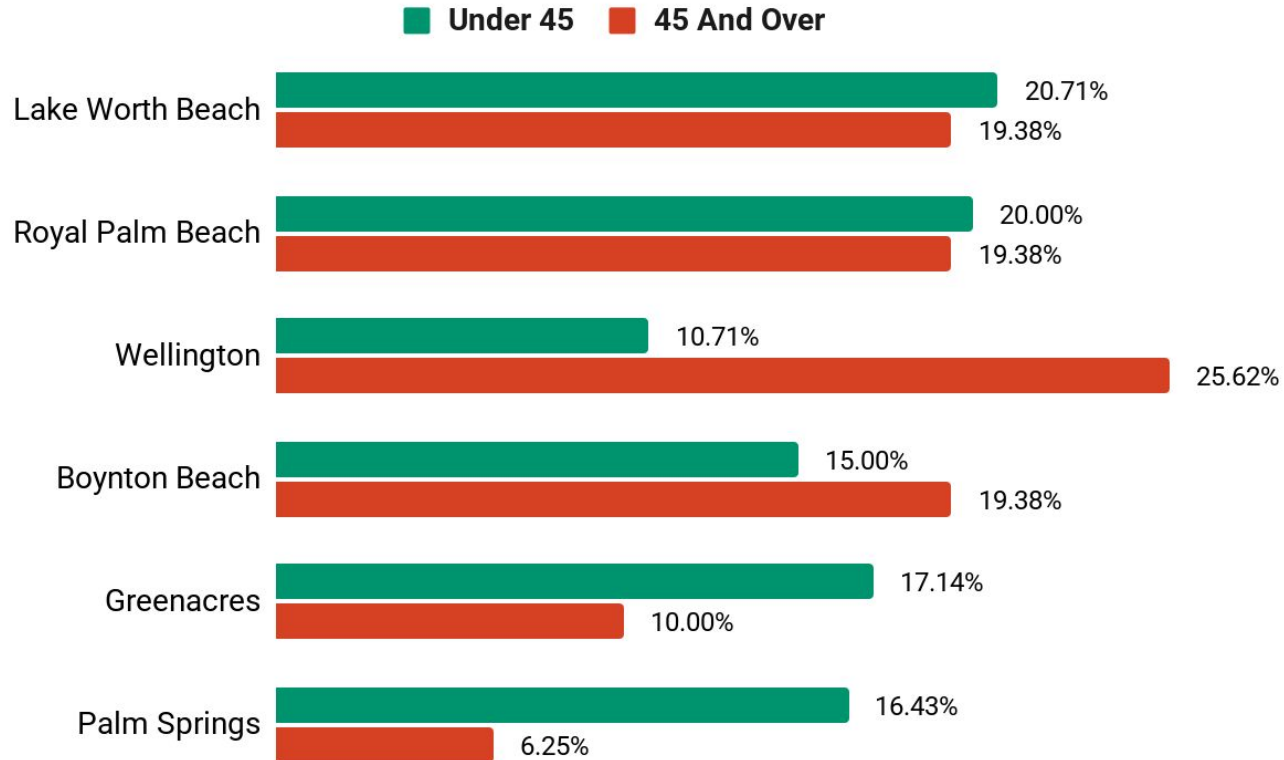
BY MARKET

Which of the following places do you most associate with parks and other gathering spaces where people can spend quality time together?



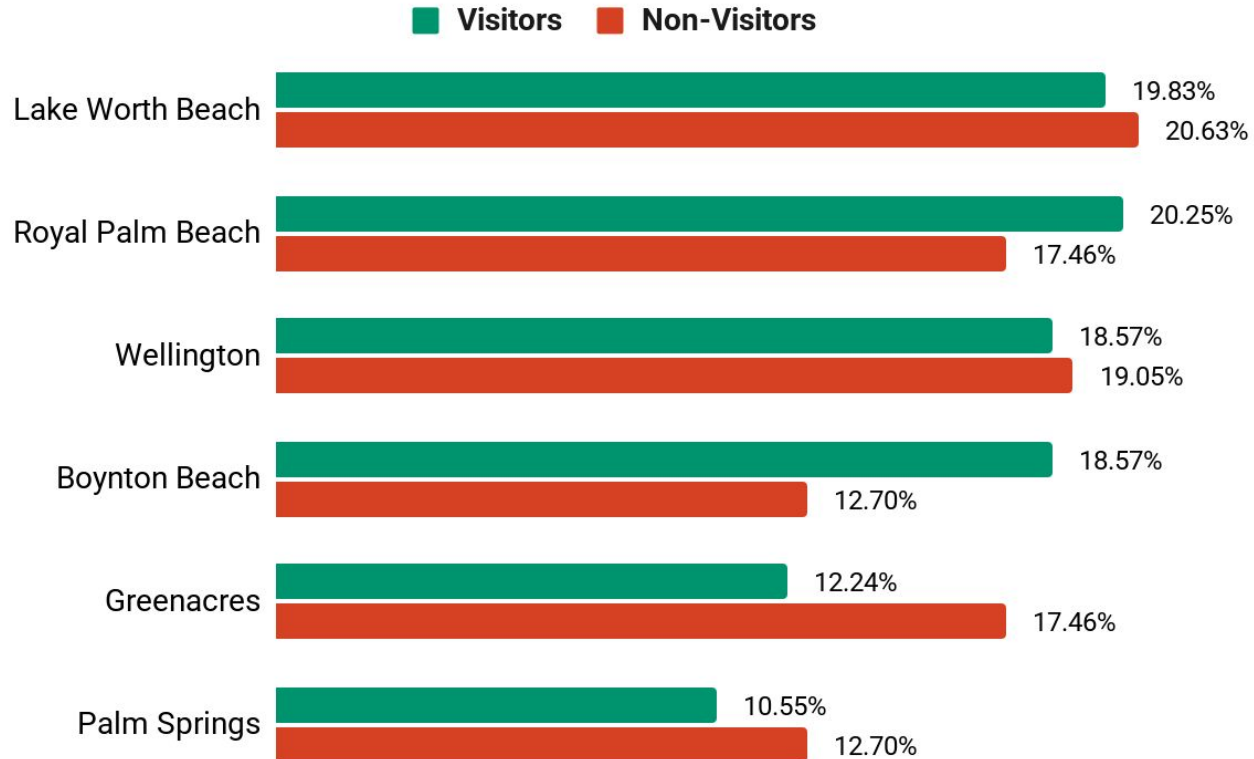
BY AGE

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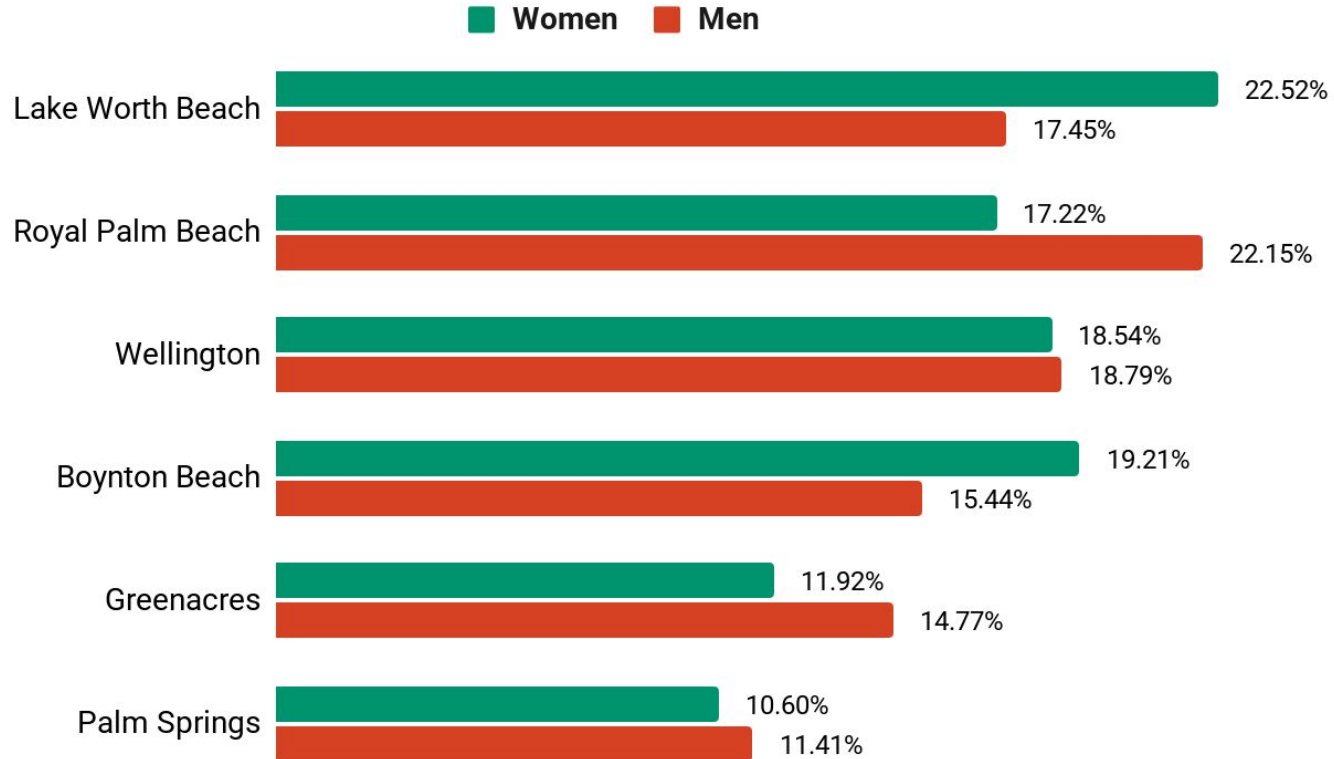
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Which of the following places do you most associate with parks and other gathering spaces where people can spend quality time together?

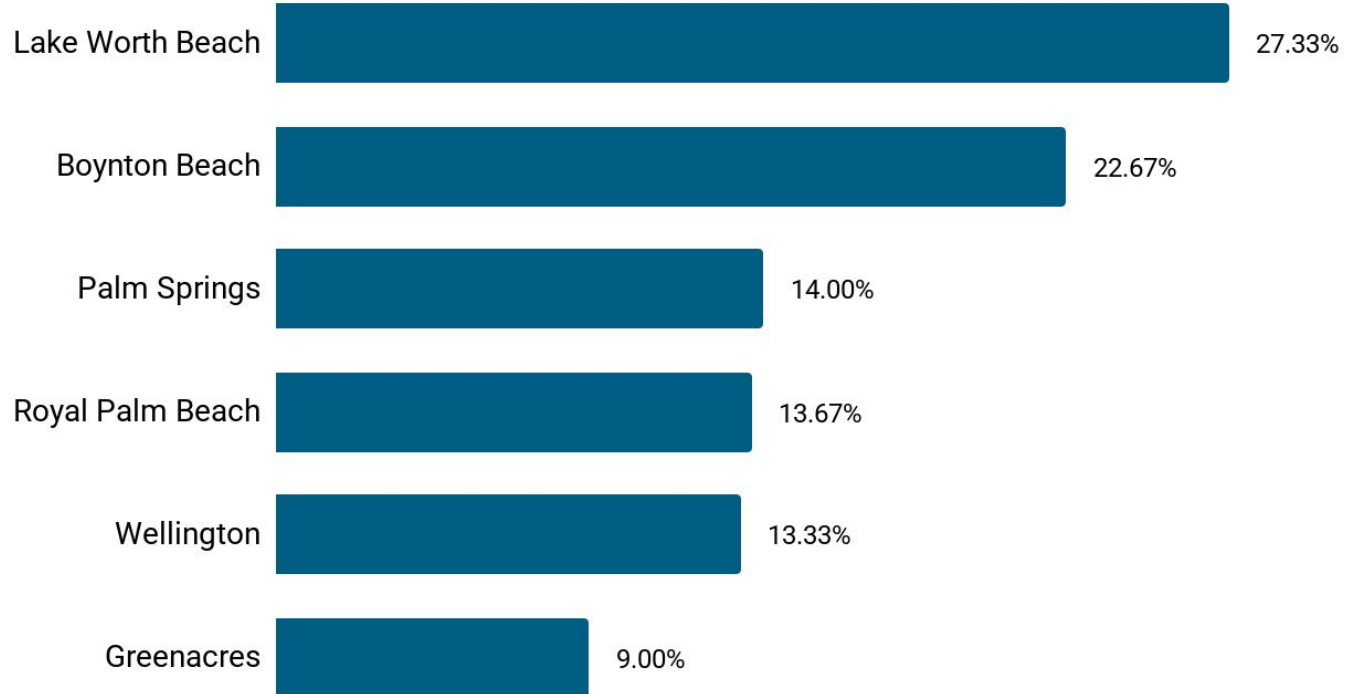


BY GENDER

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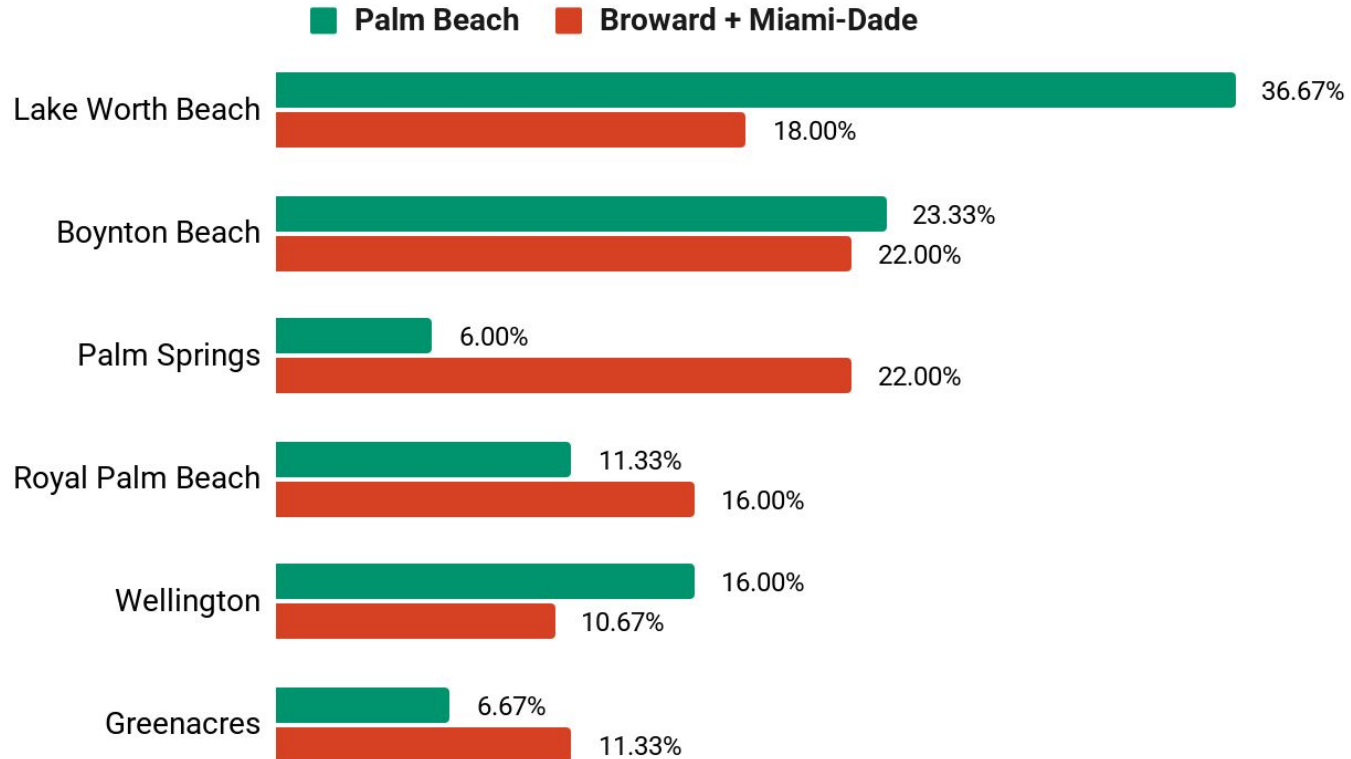


Which of the following places do you most associate with a lively multicultural community that supports a variety of local restaurants, businesses, and events?



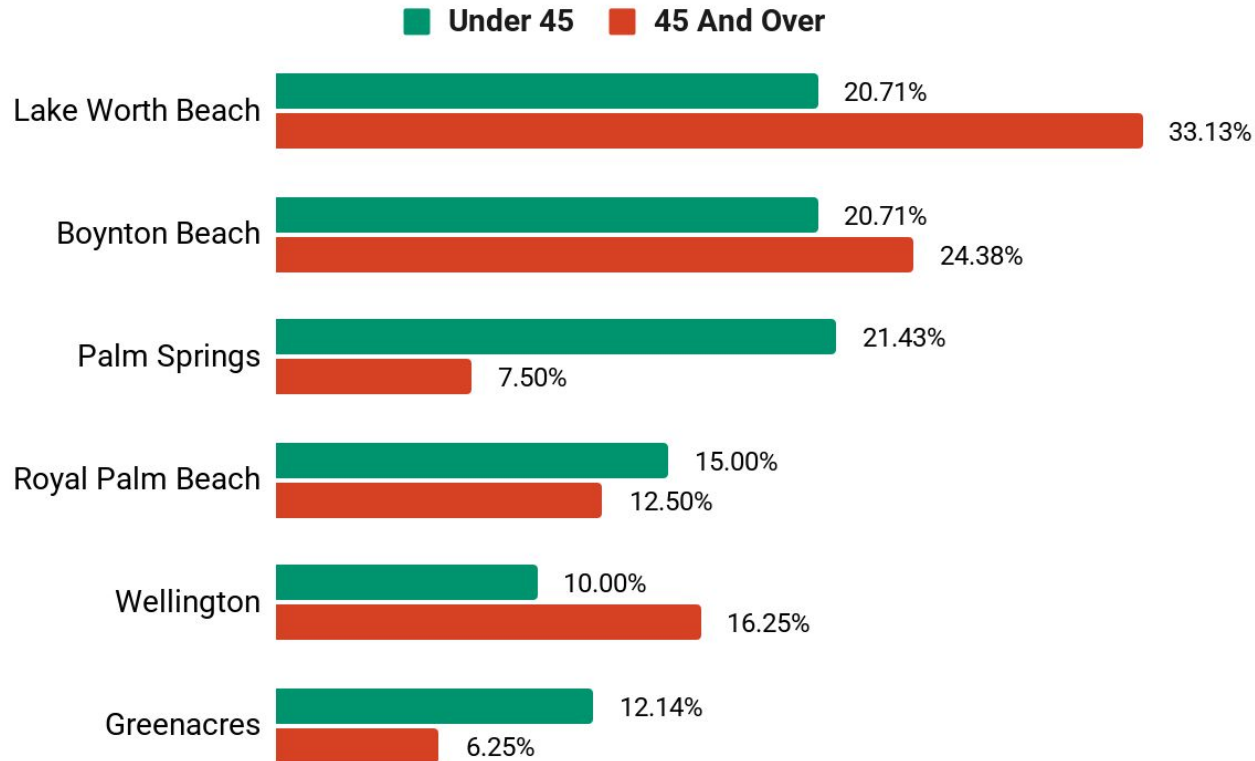
BY MARKET

Which of the following places do you most associate with a lively multicultural community that supports a variety of local restaurants, businesses, and events?



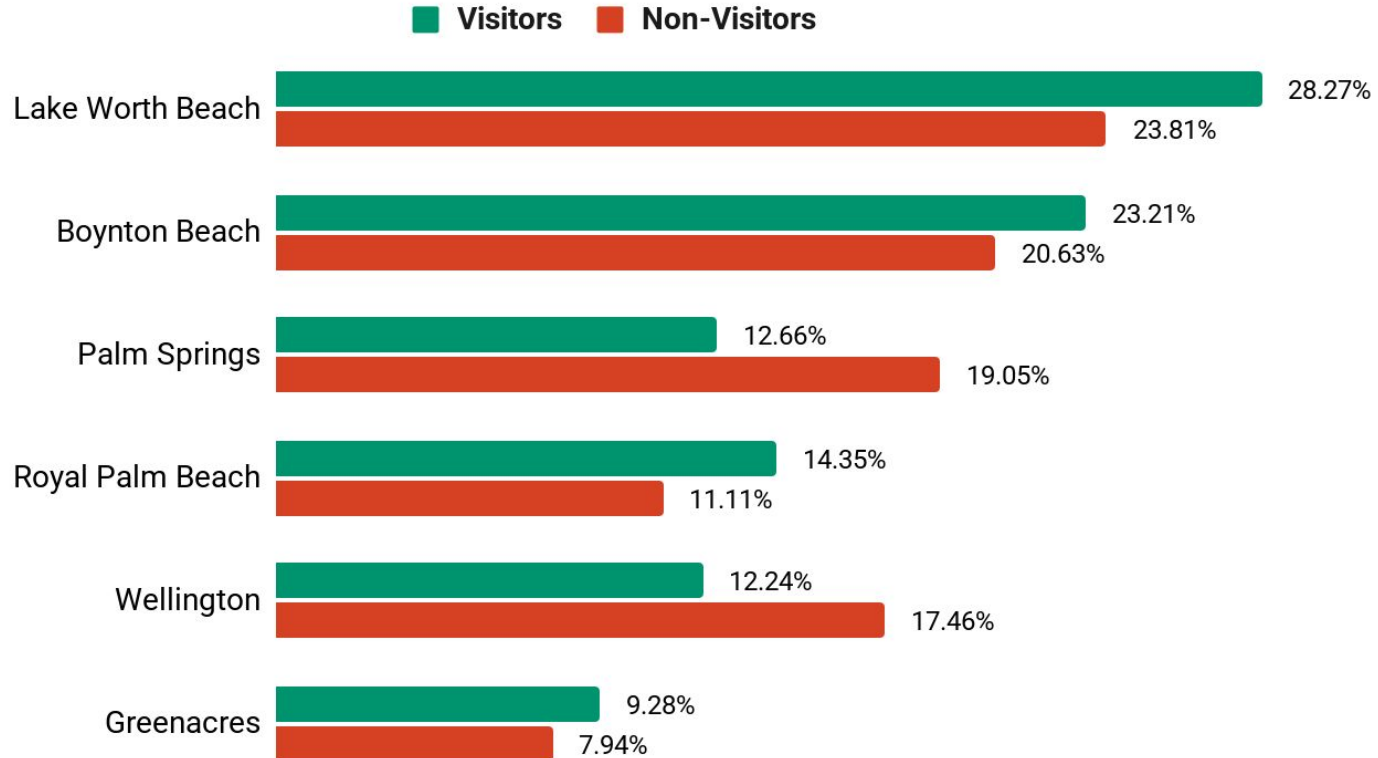
BY AGE

Which of the following places do you most associate with a lively multicultural community that supports a variety of local restaurants, businesses, and events?



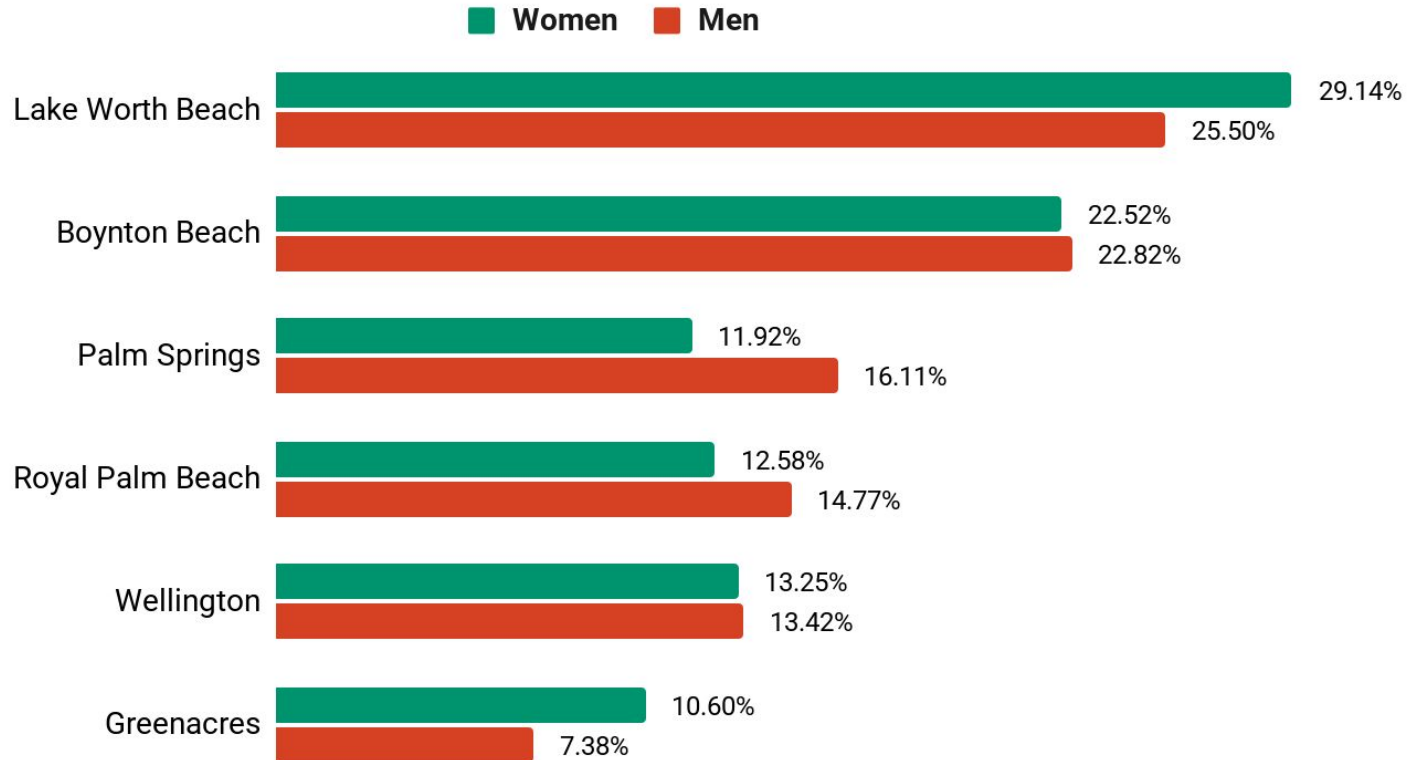
BY VISITATION

Which of the following places do you most associate with a lively multicultural community that supports a variety of local restaurants, businesses, and events?



BY GENDER

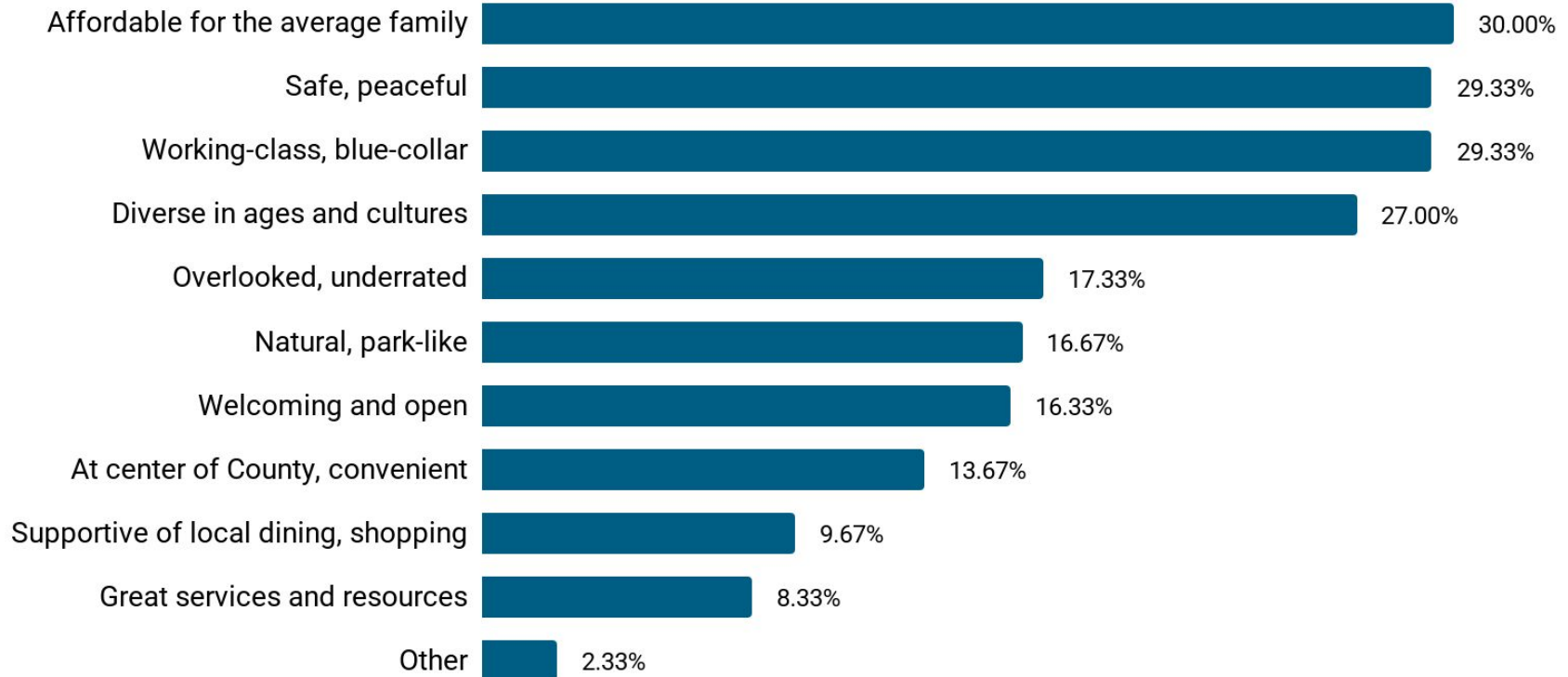
Which of the following places do you most associate with a lively multicultural community that supports a variety of local restaurants, businesses, and events?



Perceptions

Which phrase or adjective best describes Greenacres, Florida?

Choose two answers.

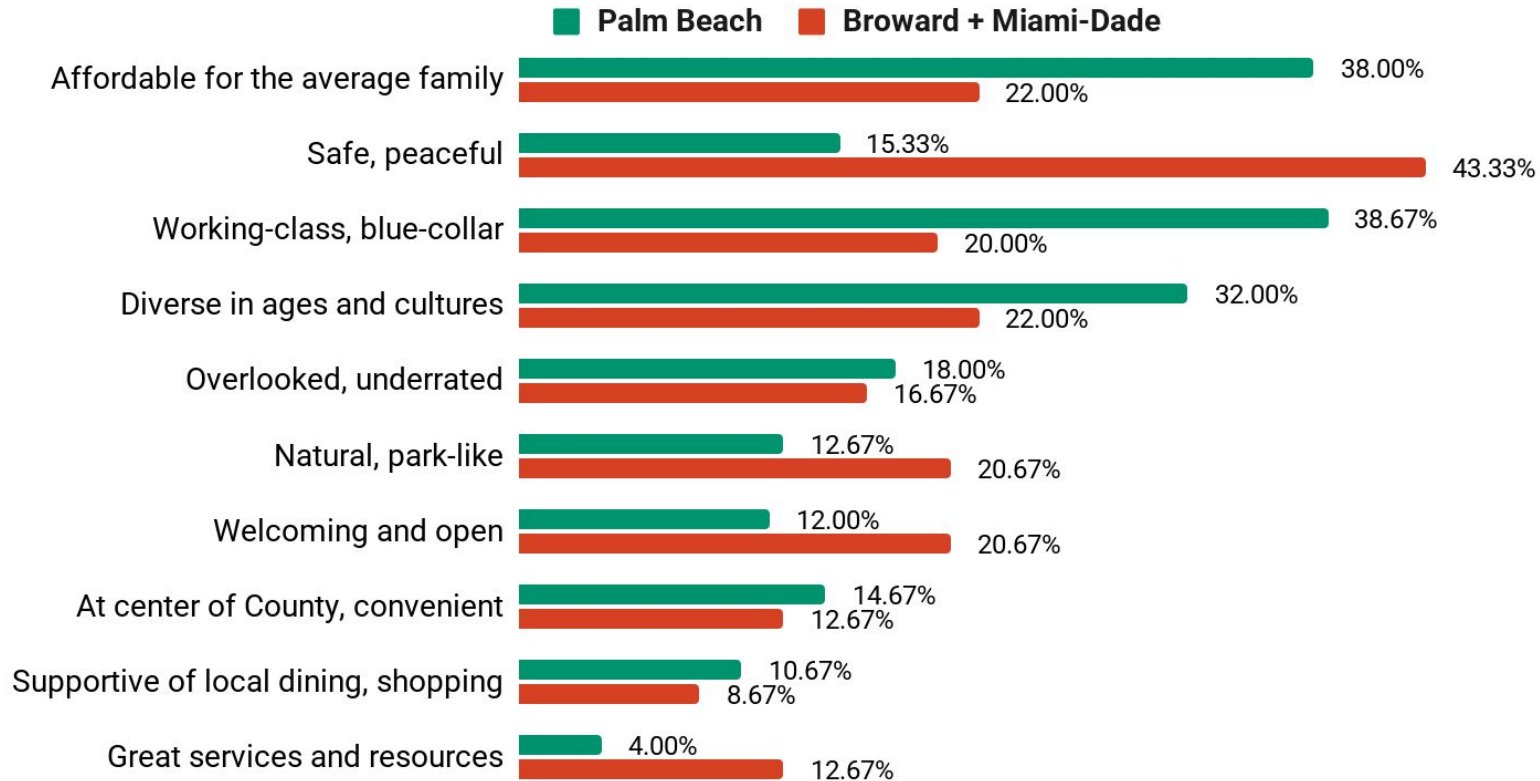


CAP Study

BY MARKET

Which phrase or adjective best describes Greenacres, Florida?

Choose two answers.

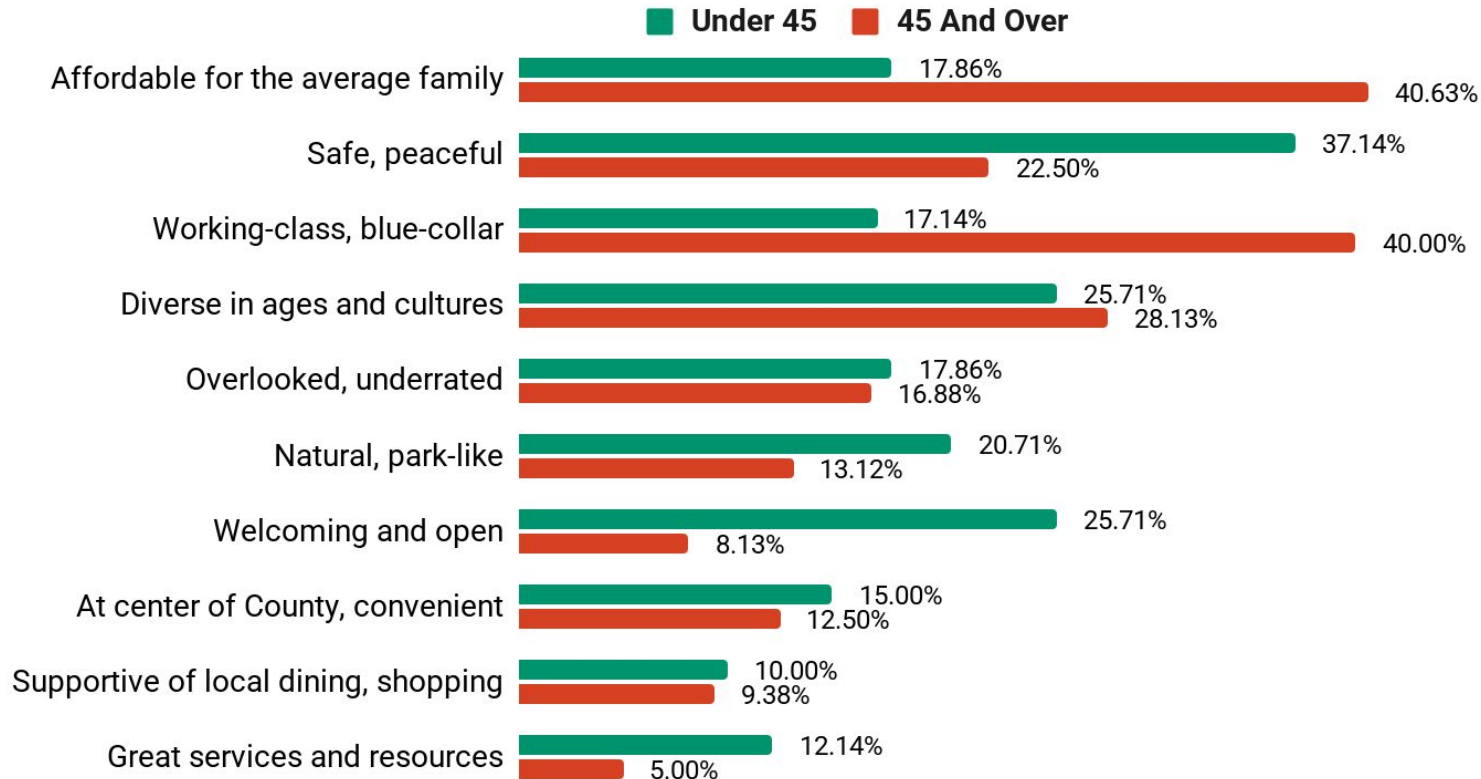


CAP Study

BY AGE

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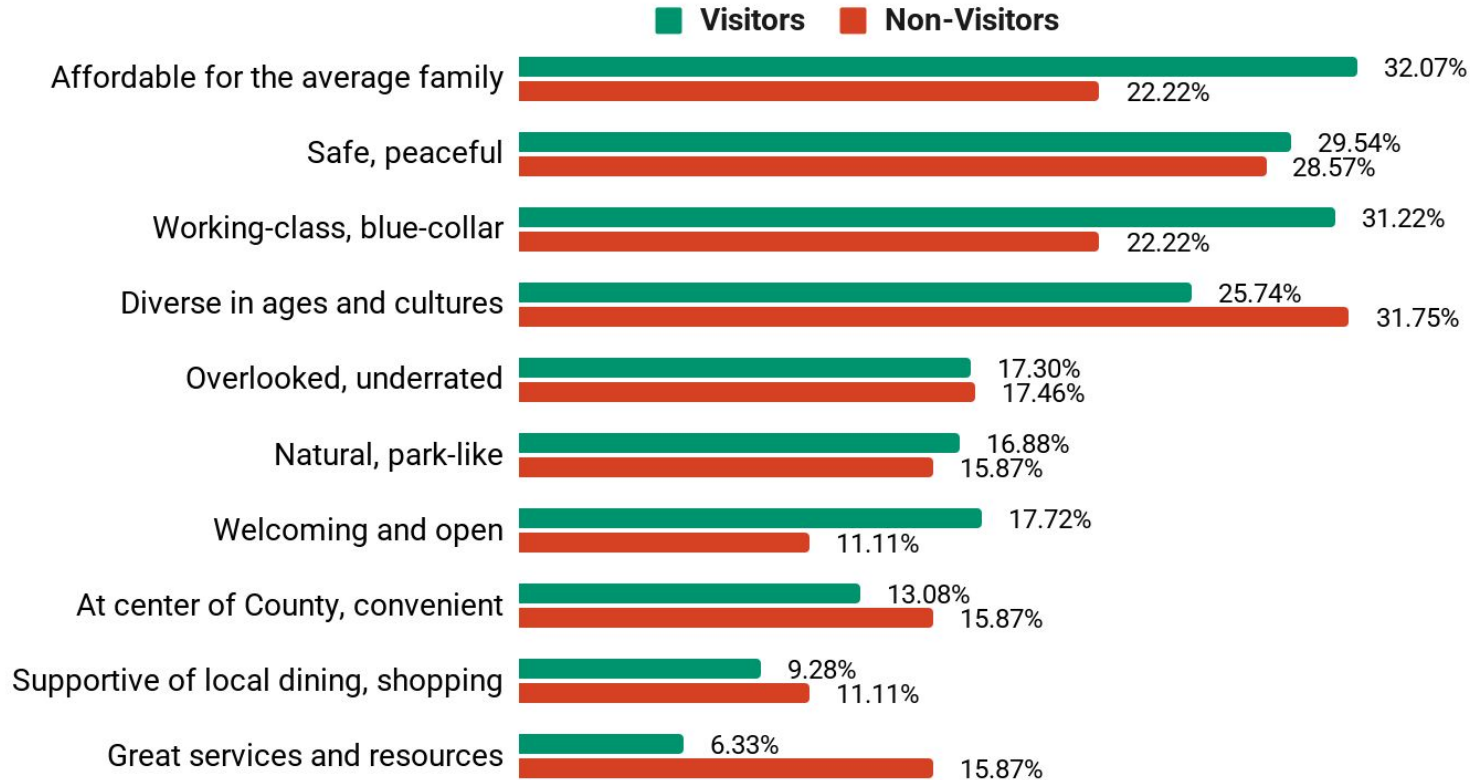


CAP Study

BY VISITATION

Which phrase or adjective best describes Greenacres, Florida?

Choose two answers.

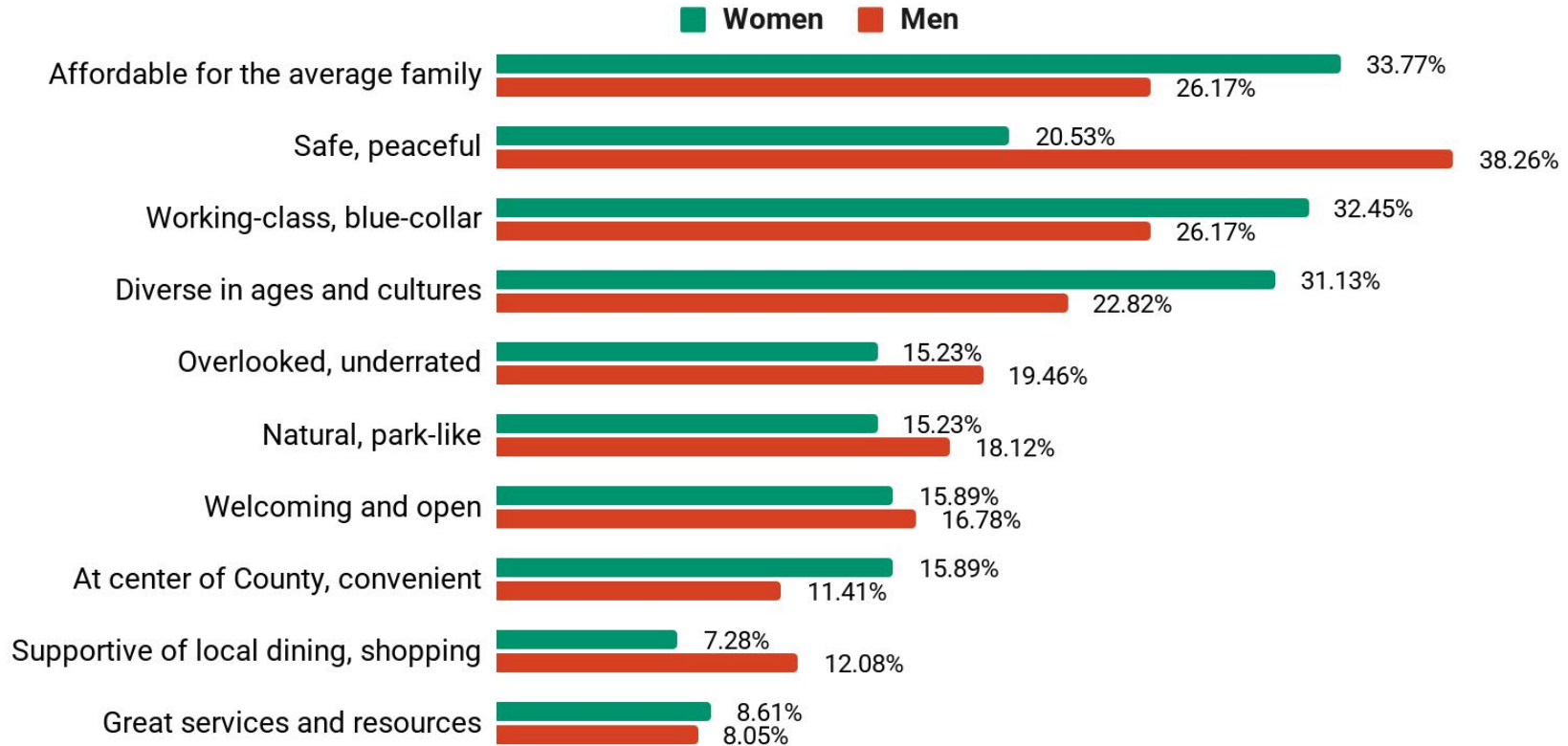


CAP Study

BY GENDER

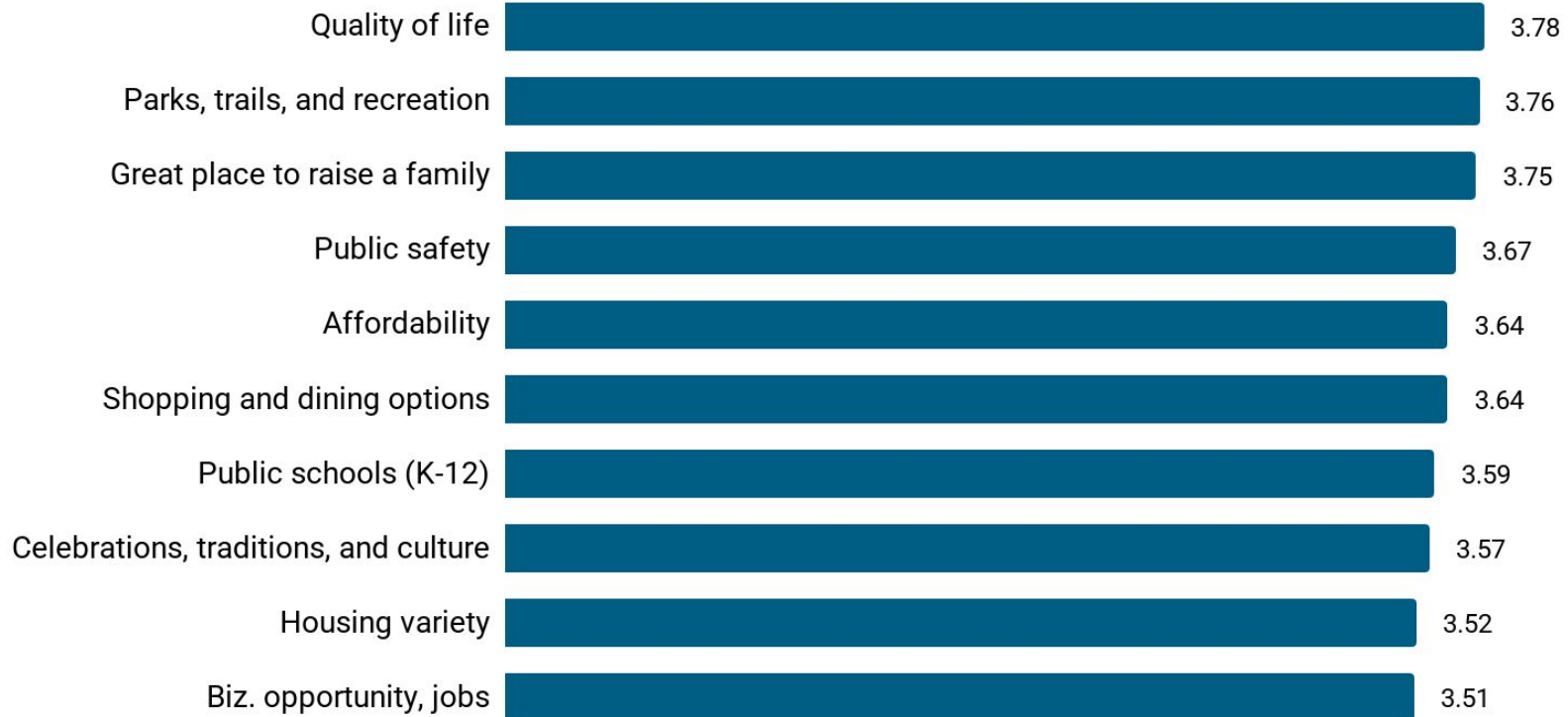
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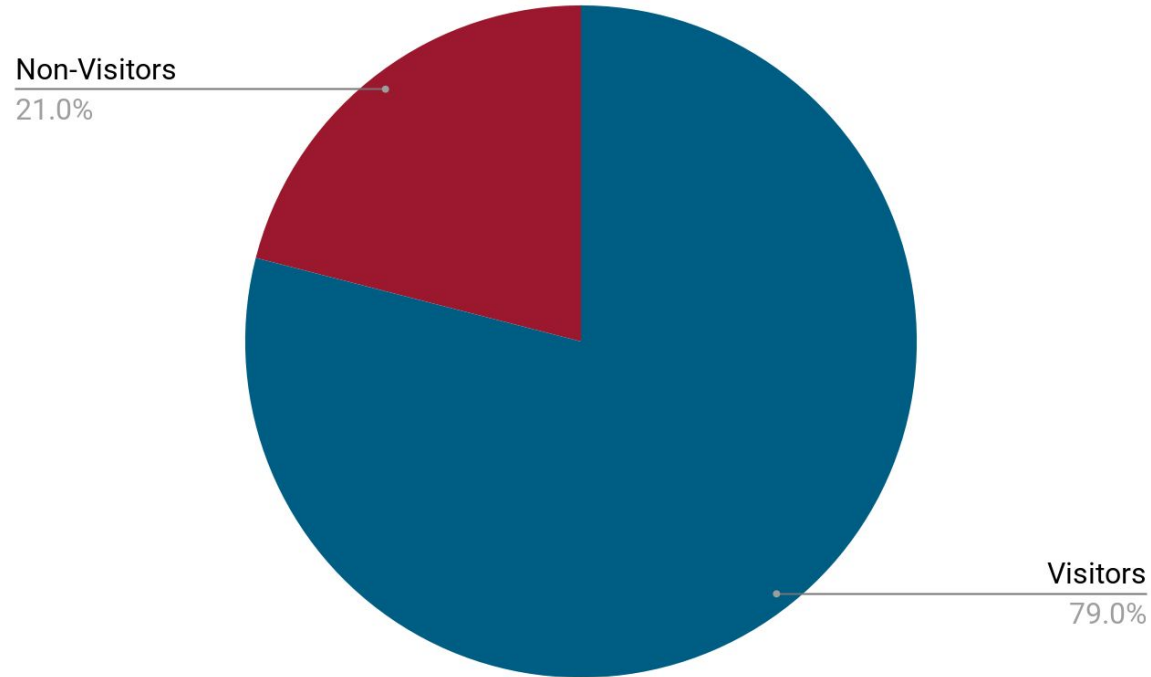


CAP Study

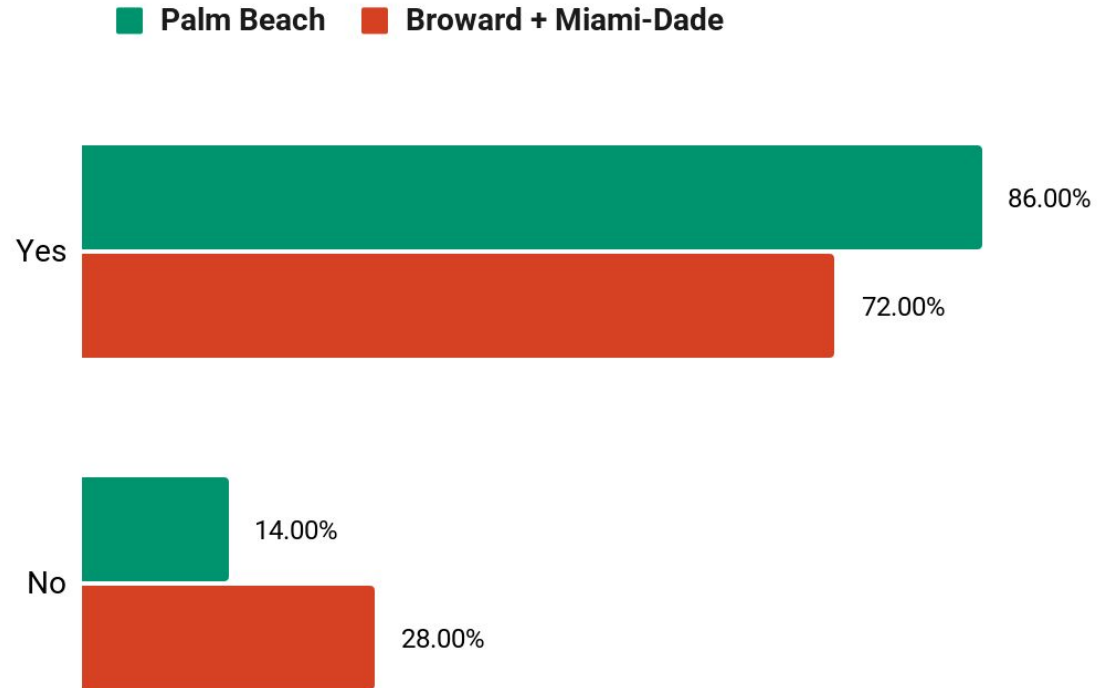
Based on your perception of Greenacres, in your opinion, please rate its following attributes on a scale of 1-5, where 1 is "Poor" and 5 is "Excellent."



Have you visited Greenacres in the past three (3) years?



Have you visited Greenacres in the past three (3) years?

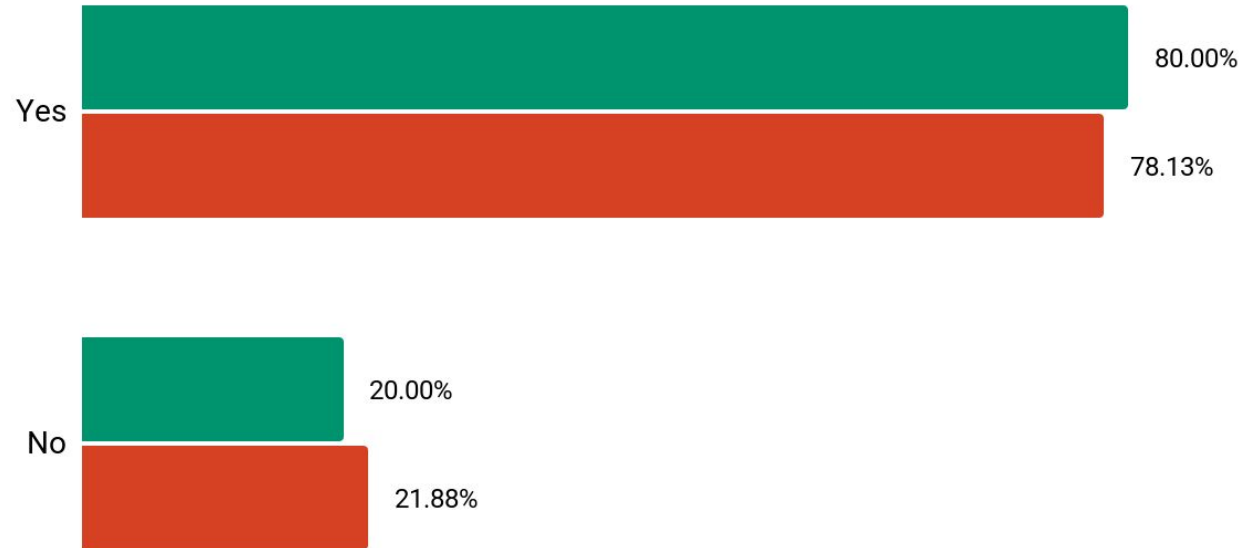


CAP Study

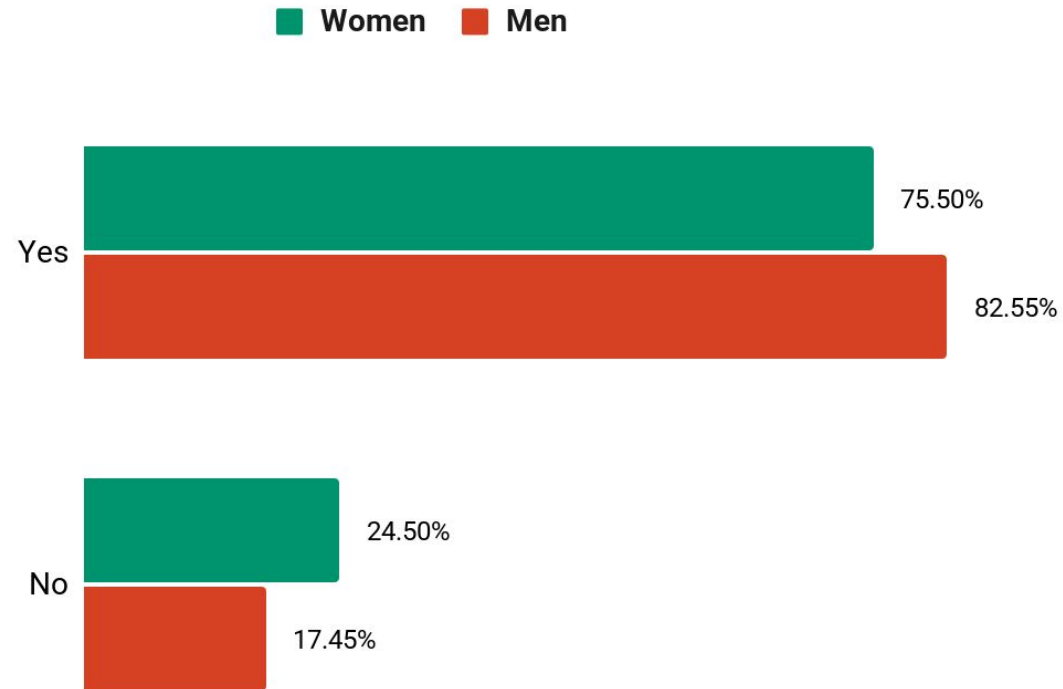
BY AGE

Have you visited Greenacres in the past three (3) years?

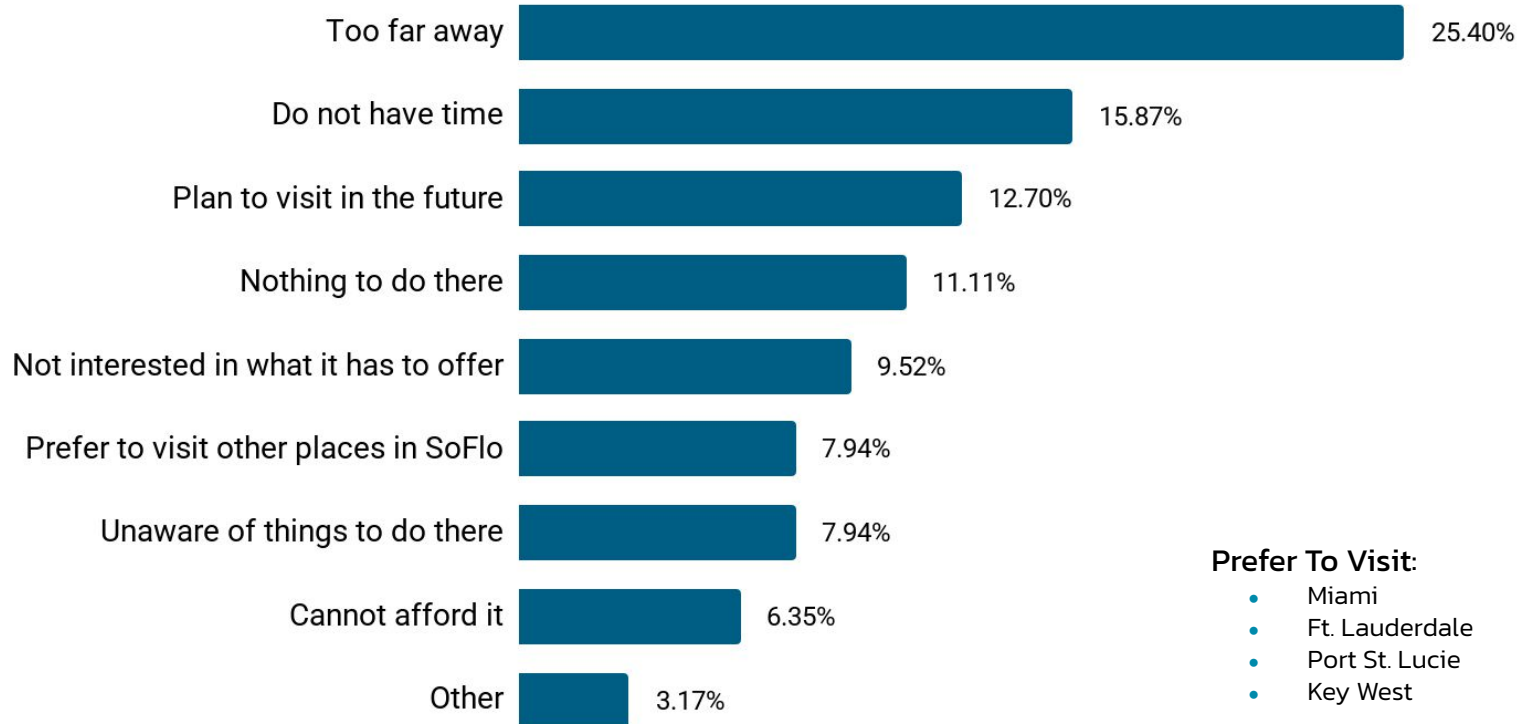
■ Under 45 ■ 45 And Over



Have you visited Greenacres in the past three (3) years?



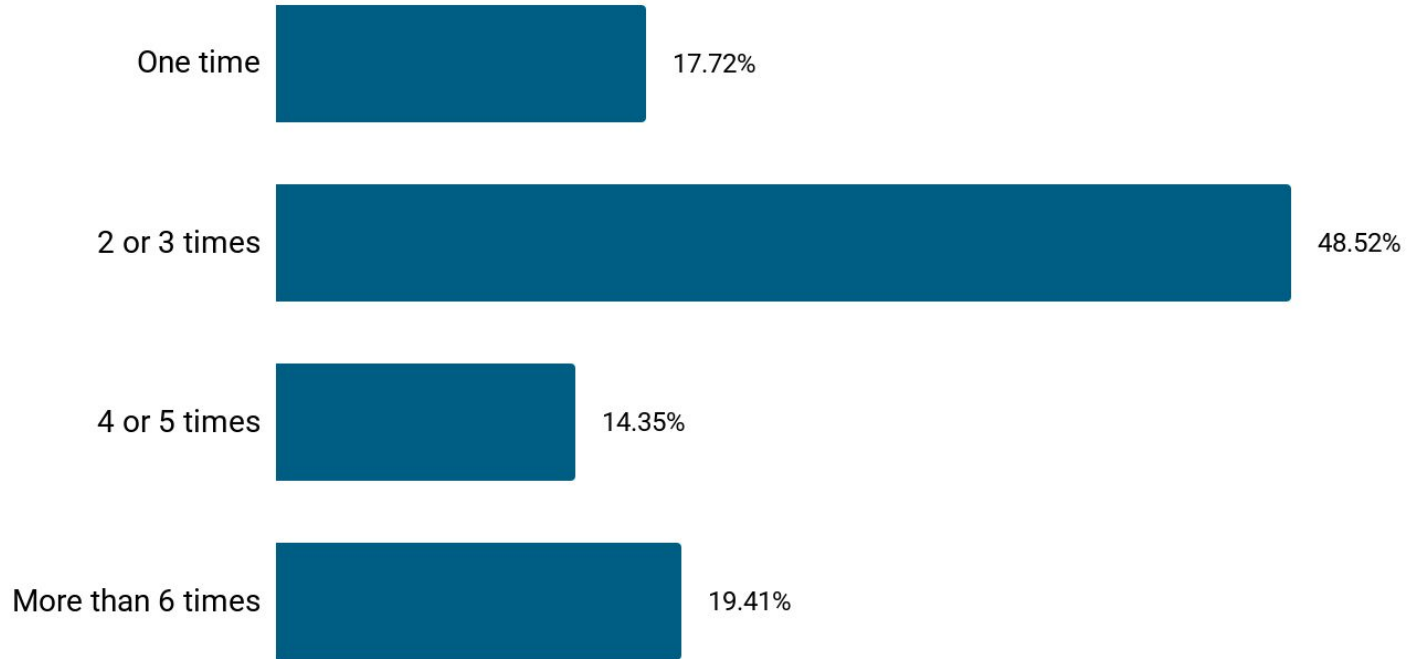
Why have you not visited Greenacres recently?

**Prefer To Visit:**

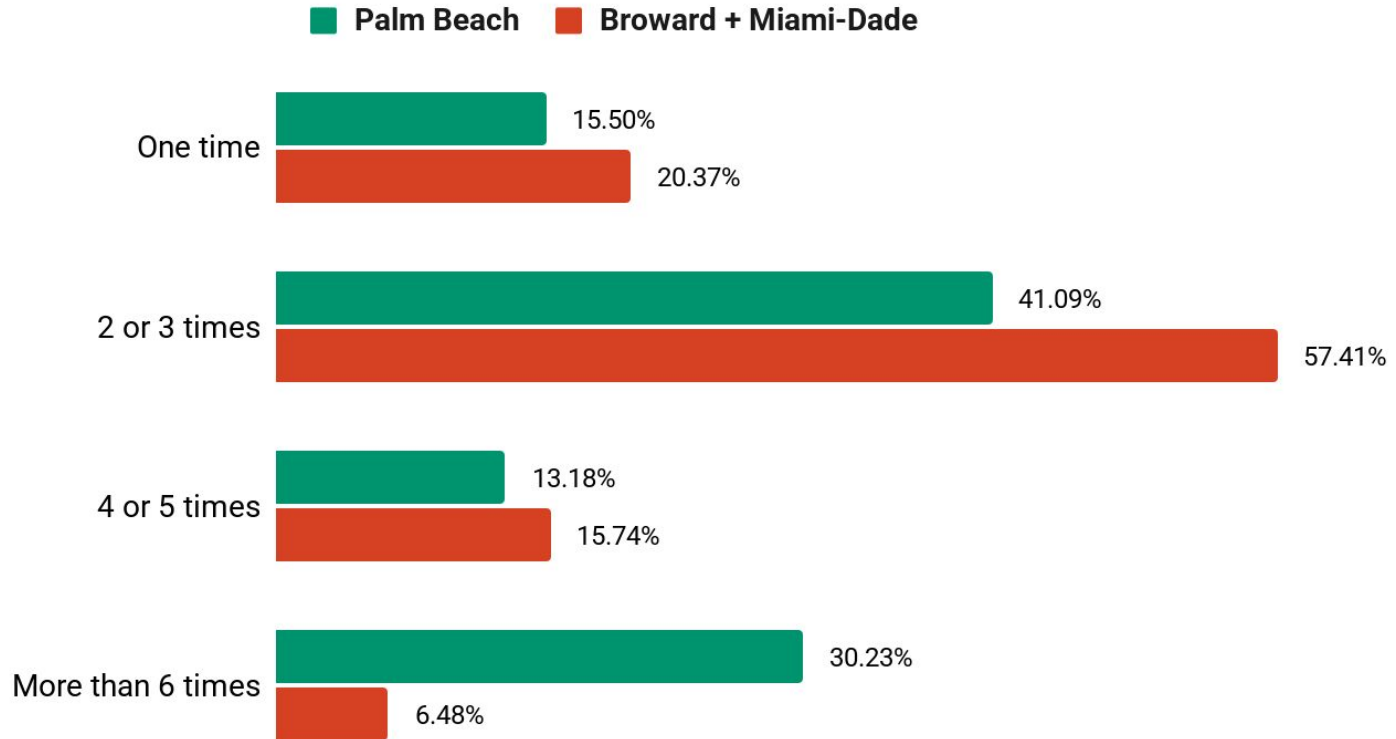
- Miami
- Ft. Lauderdale
- Port St. Lucie
- Key West

Visitors

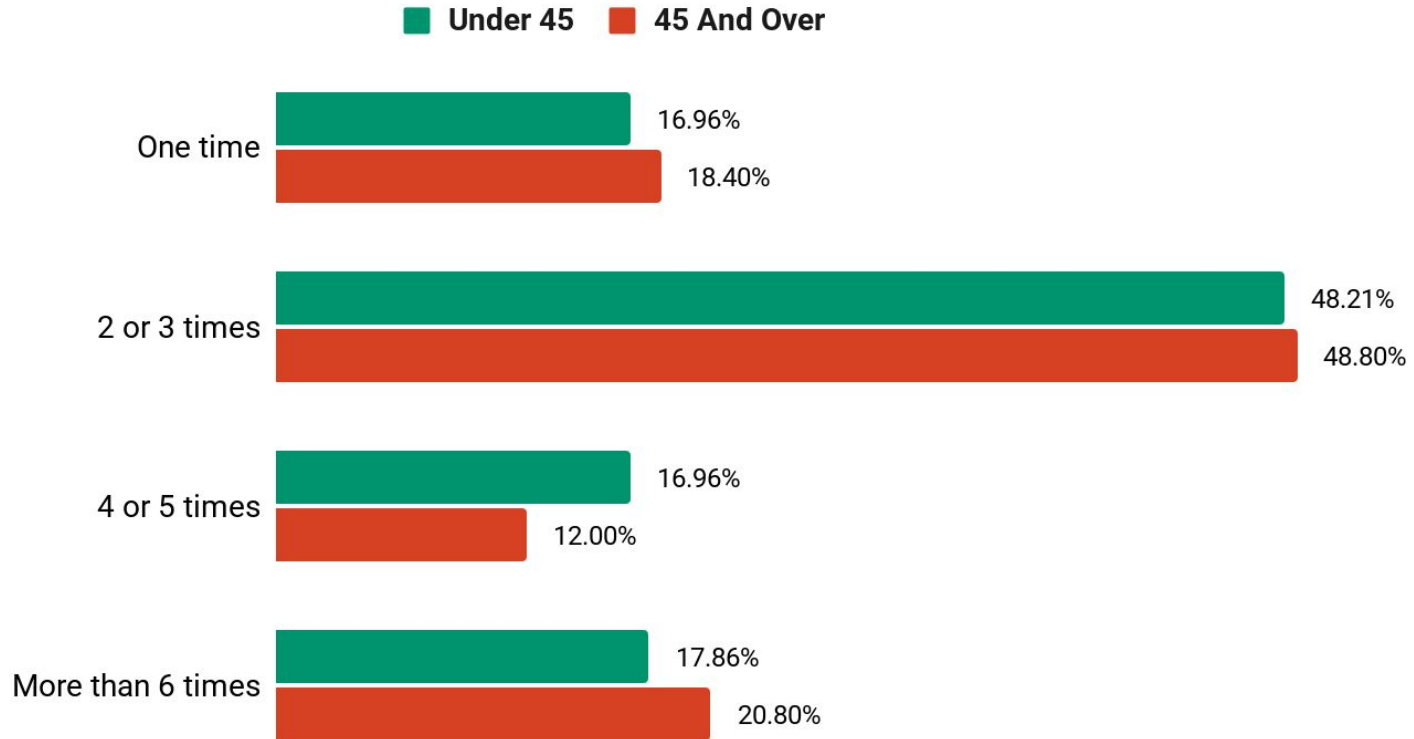
How many times have you visited Greenacres in the past year?



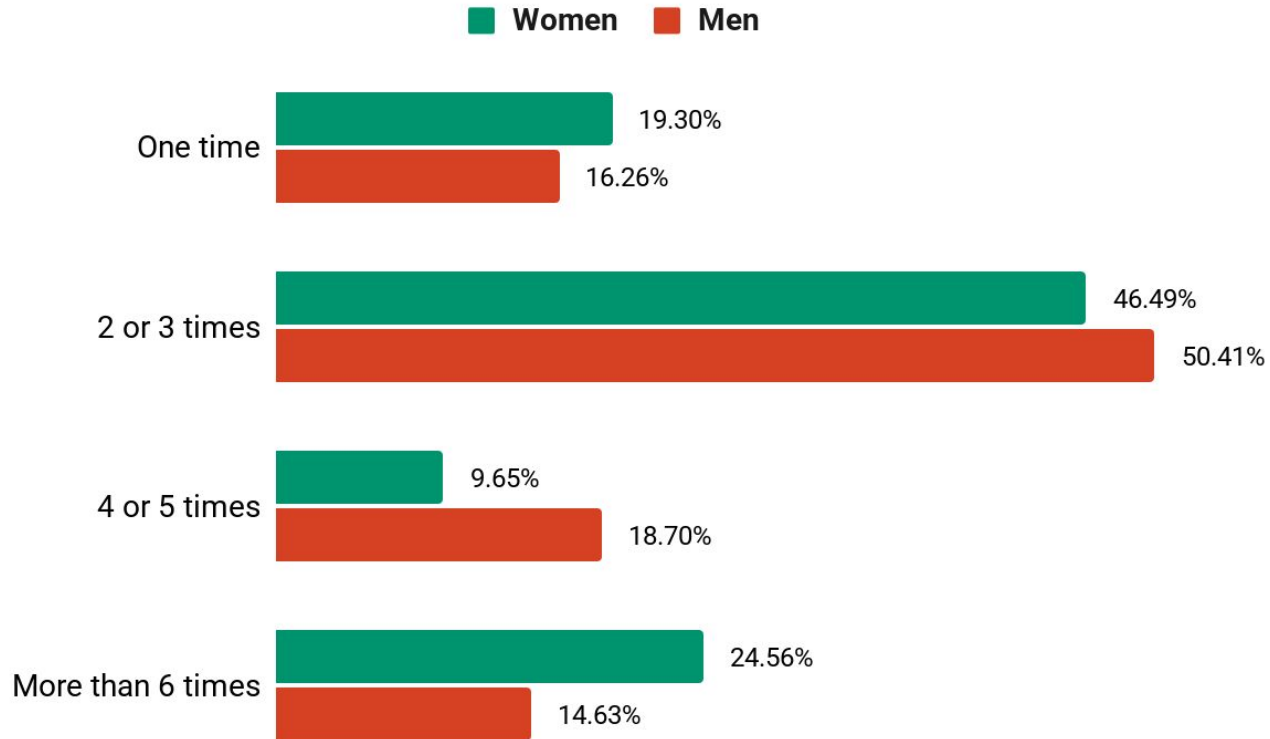
How many times have you visited Greenacres in the past year?



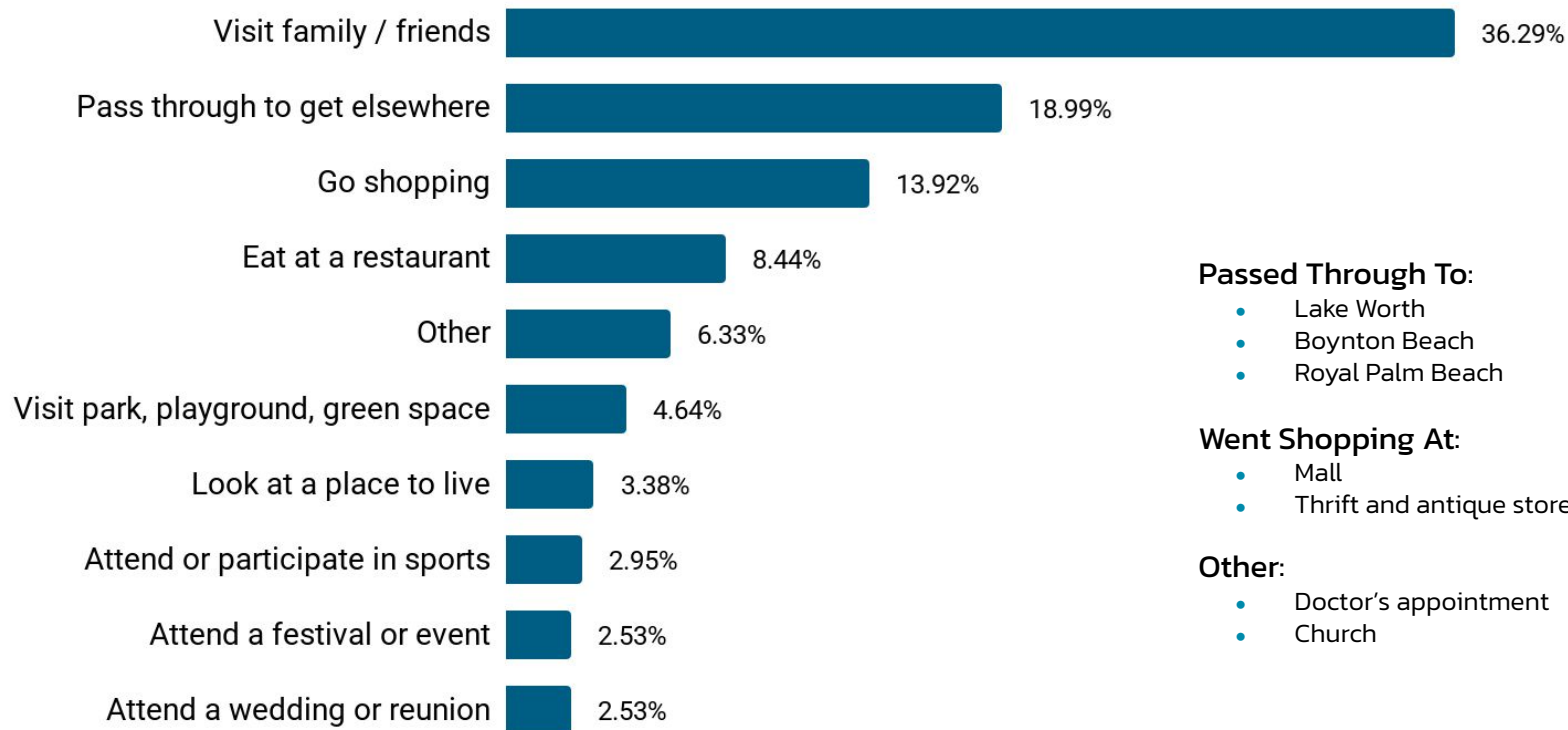
How many times have you visited Greenacres in the past year?



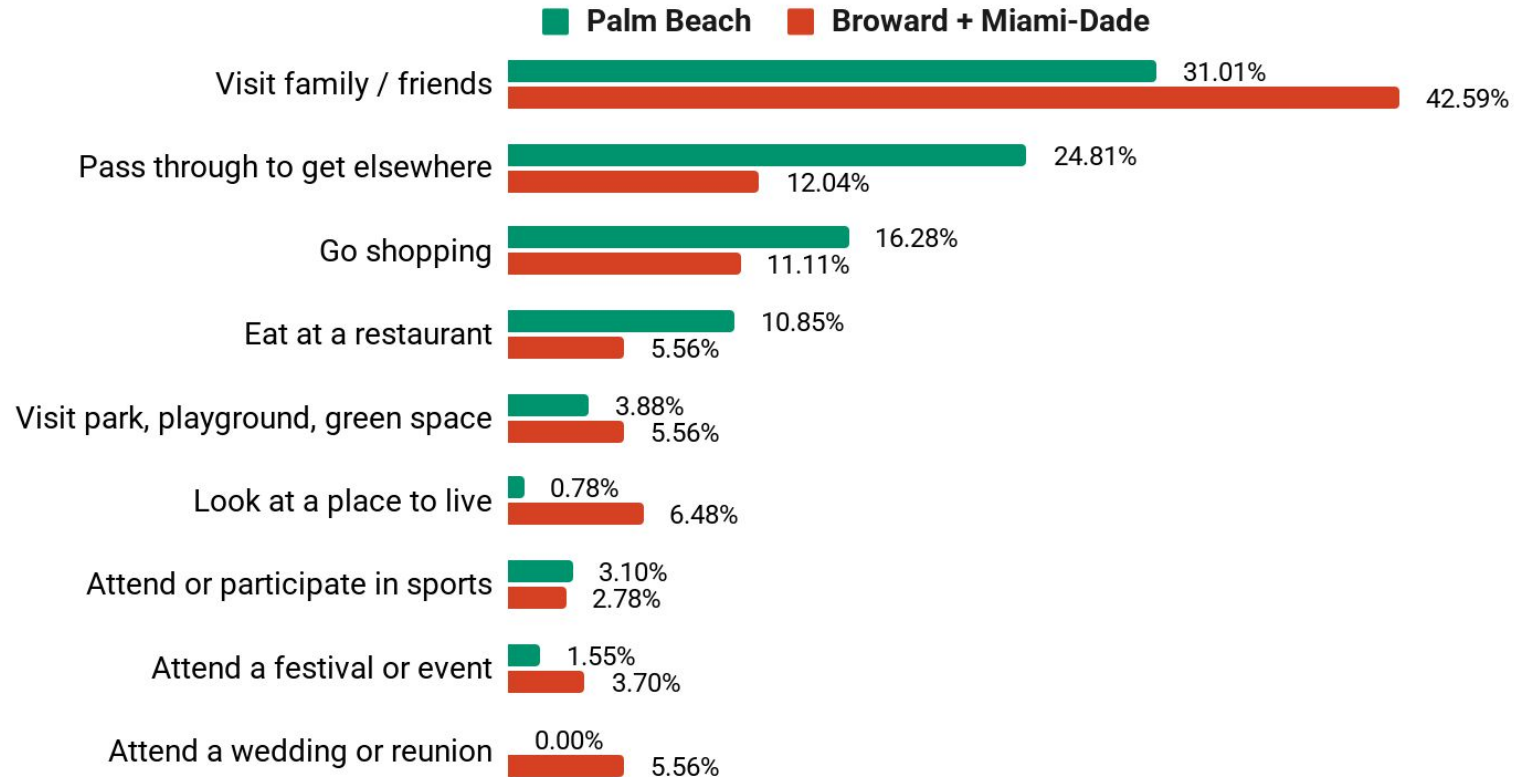
How many times have you visited Greenacres in the past year?



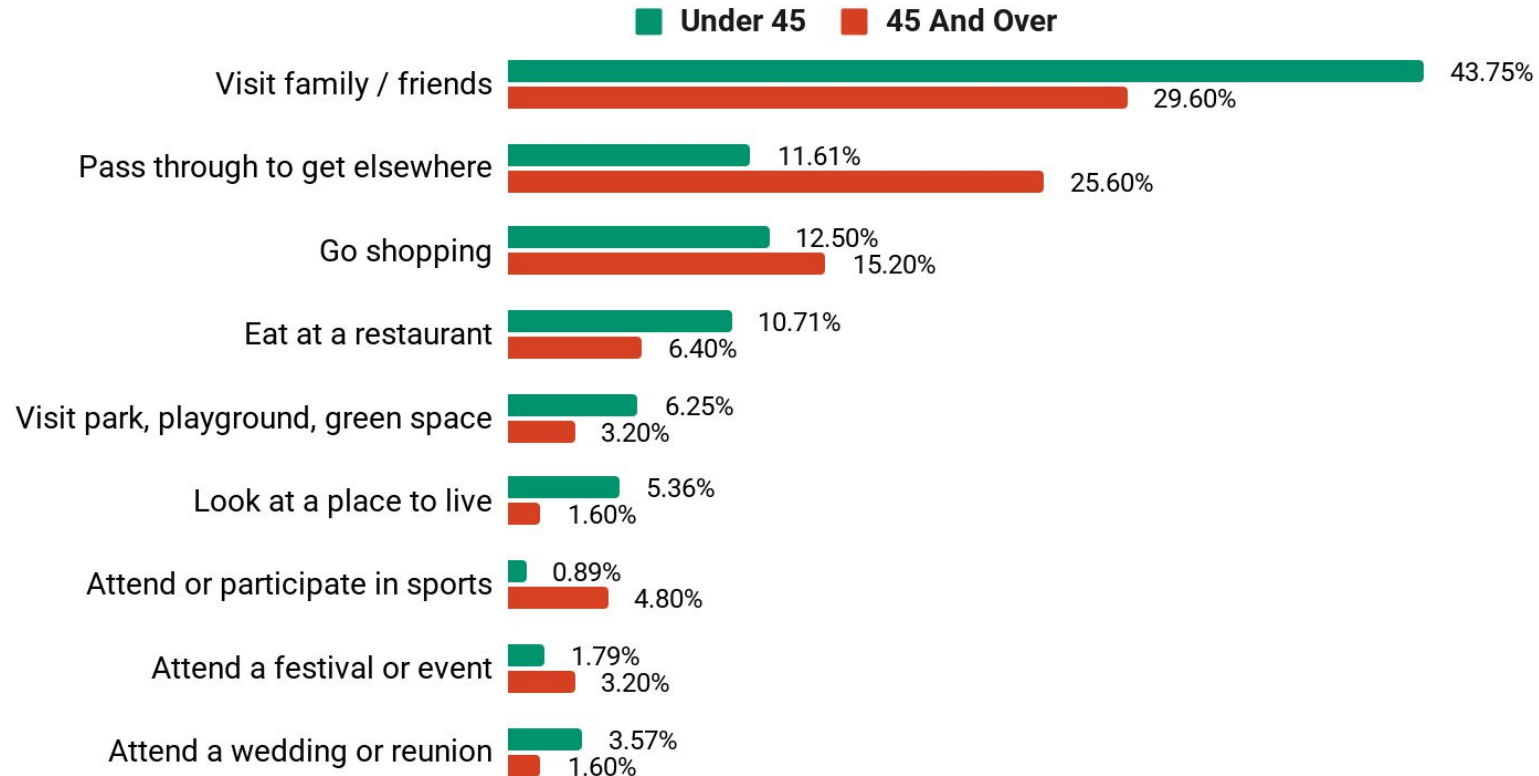
What was the primary purpose or main reason you visited Greenacres on your most recent visit?



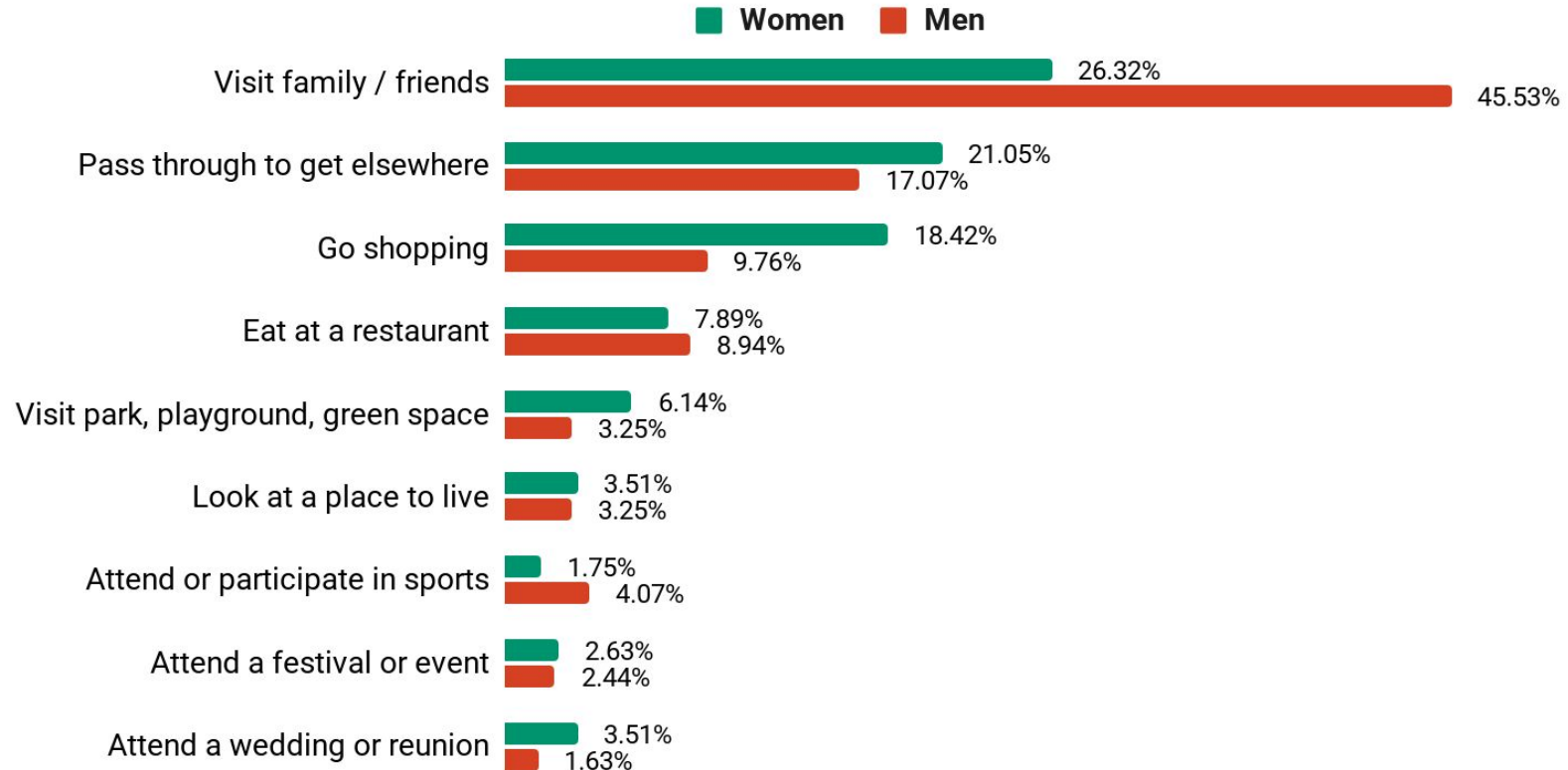
What was the primary purpose or main reason you visited Greenacres on your most recent visit?



What was the primary purpose or main reason you visited Greenacres on your most recent visit?



What was the primary purpose or main reason you visited Greenacres on your most recent visit?



What aspect of Greenacres leaves the most positive impression on visitors and newcomers?

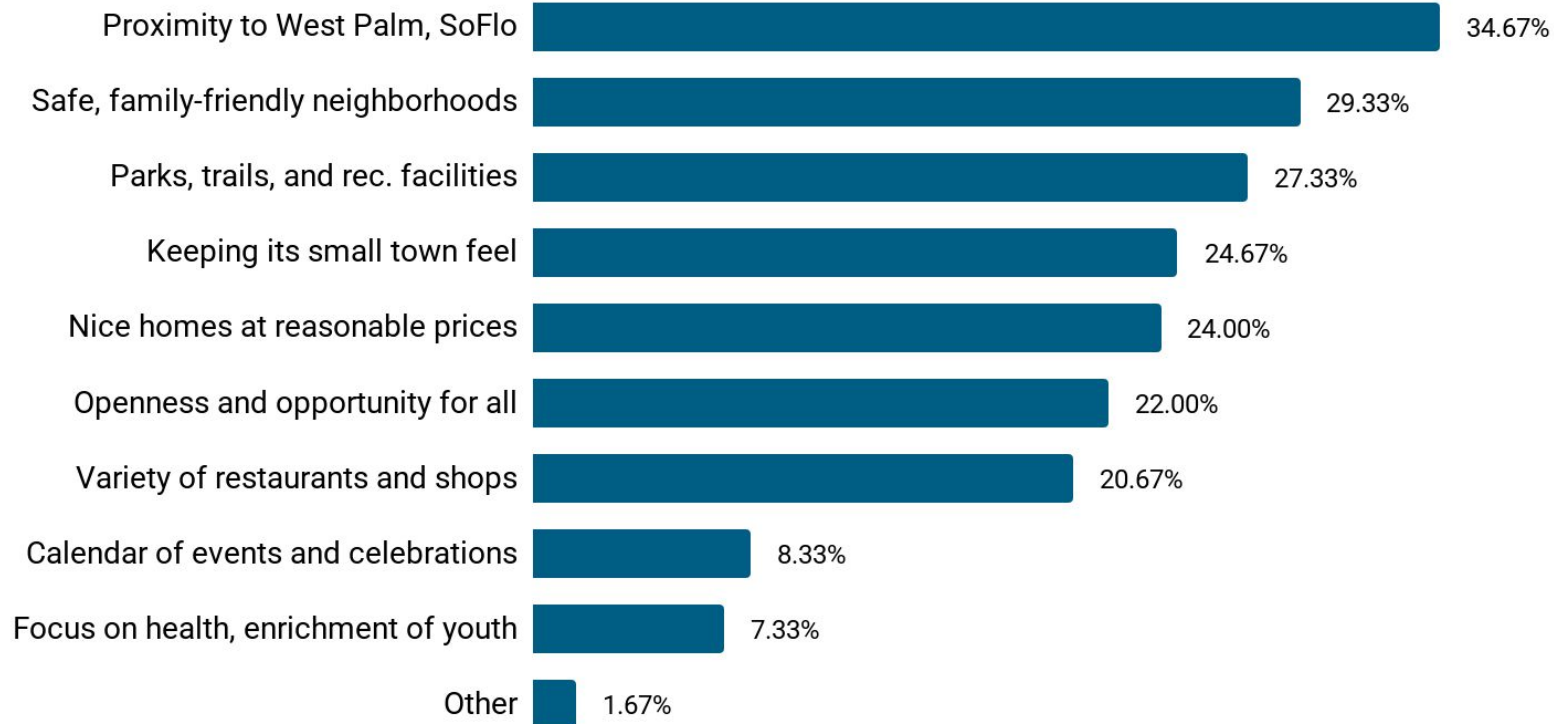
- "The parks are beautiful."
- "Very greenish with lots of trees"
- "It's loaded with stores and offices of all kinds."
- "It's a lot more peaceful than Miami."
- "The restaurants are very diverse."
- "It is clean and well maintained."
- "Beautiful homes in the tucked away communities"
- "Get more for your money"
- "Good diversity and lots of offerings for all types of people"
- "The local people are hospitable, and the neighbors get along well with each other."

What aspect of Greenacres leaves the most **negative** impression on visitors and newcomers?

- "The crime rate is slowly getting higher."
- "The traffic is very heavy."
- "Everything there is expensive."
- "It's pretty far from major cities."
- "Some areas are more dated and not maintained well."
- "Some of the businesses are run-down and/or in disrepair."
- "Not much to do, not many parks, not too many jobs."
- "It's getting too crowded."
- "Low income area"

All Respondents

What is most important to Greenacres' distinct identity?
(Without _____, Greenacres would lose its essence.)
Choose two answers.

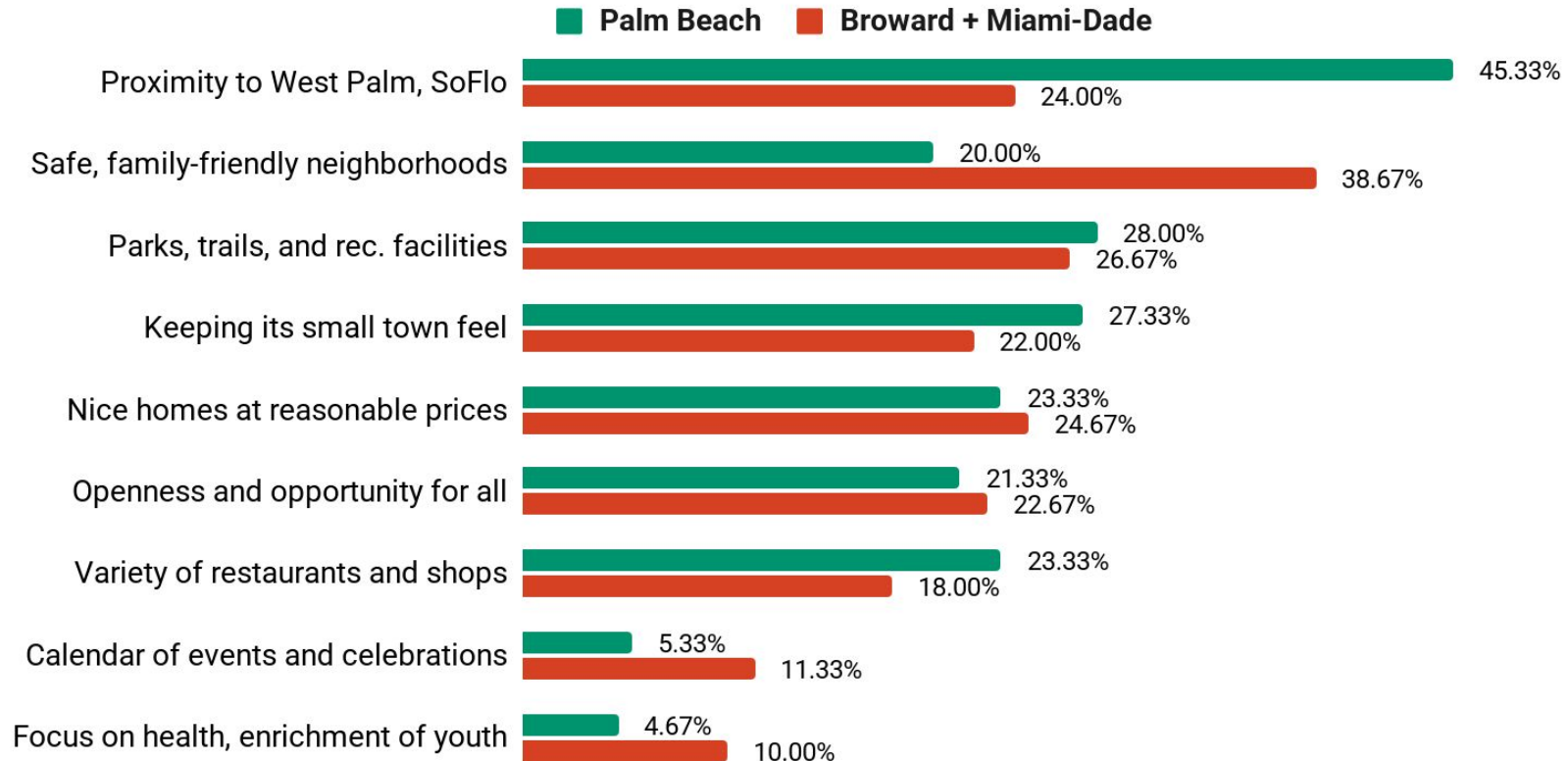


CAP Study

BY MARKET

What is most important to Greenacres' distinct identity?
(Without _____, Greenacres would lose its essence.)

Choose two answers.



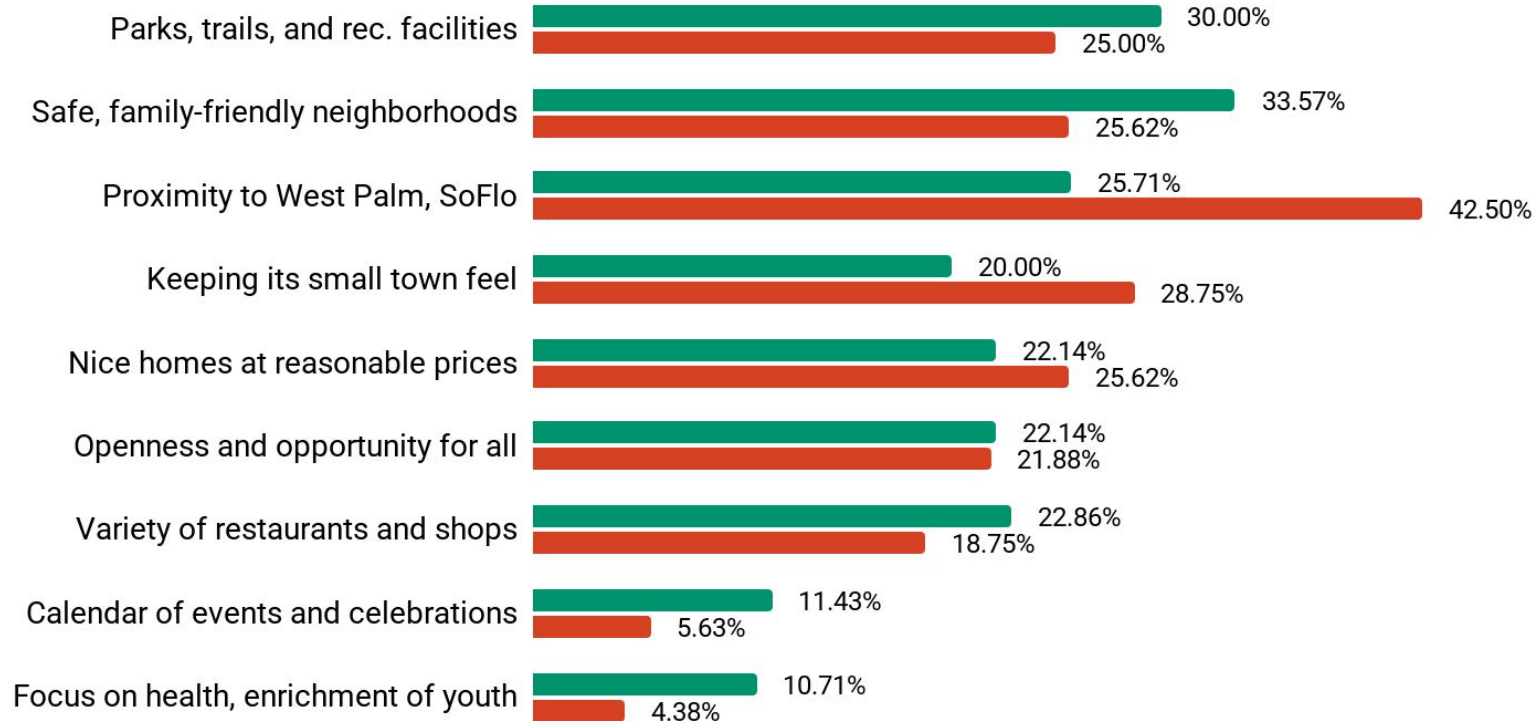
CAP Study

BY AGE

What is most important to Greenacres' distinct identity?
(Without _____, Greenacres would lose its essence.)

Choose two answers.

■ Under 45 ■ 45 And Over



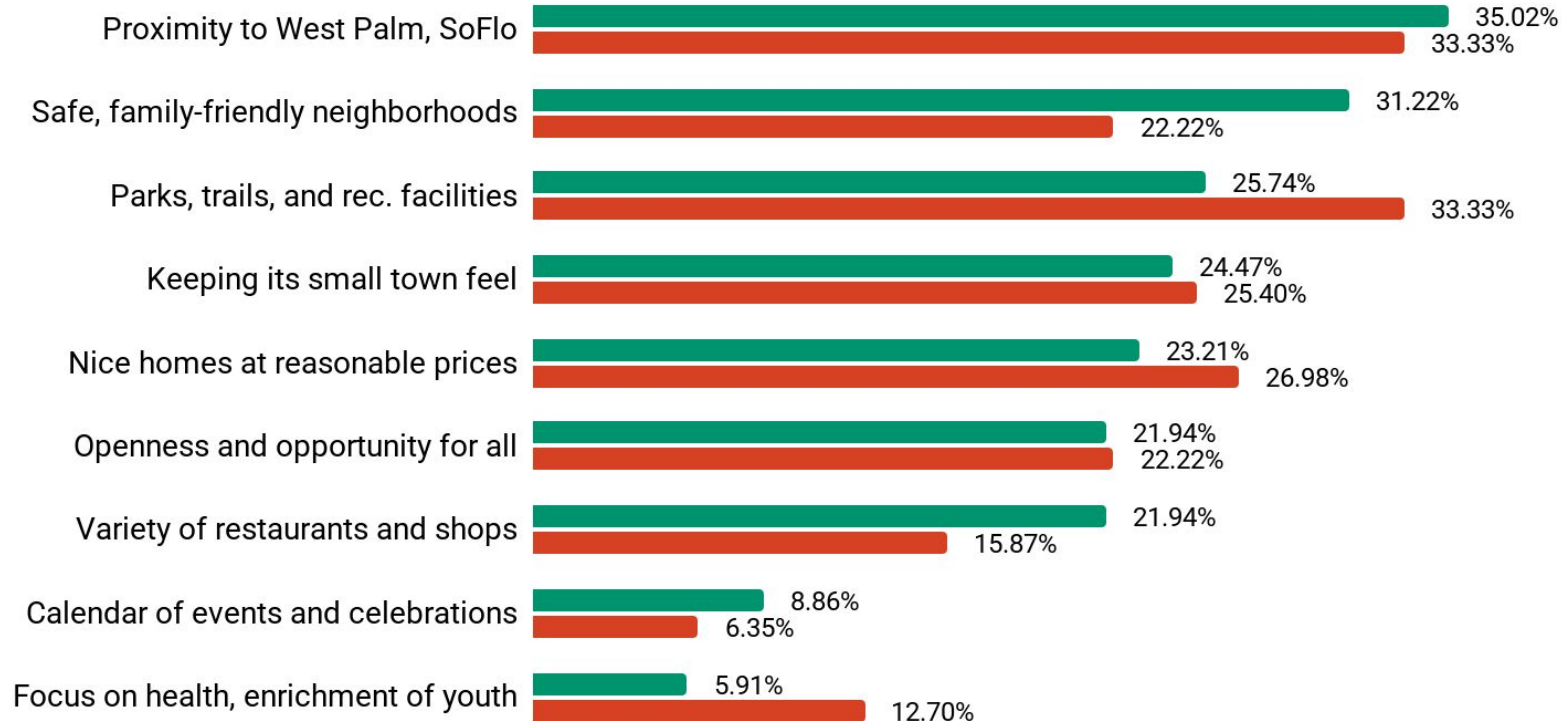
CAP Study

BY VISITATION

What is most important to Greenacres' distinct identity?
(Without _____, Greenacres would lose its essence.)

Choose two answers.

■ Visitors ■ Non-Visitors



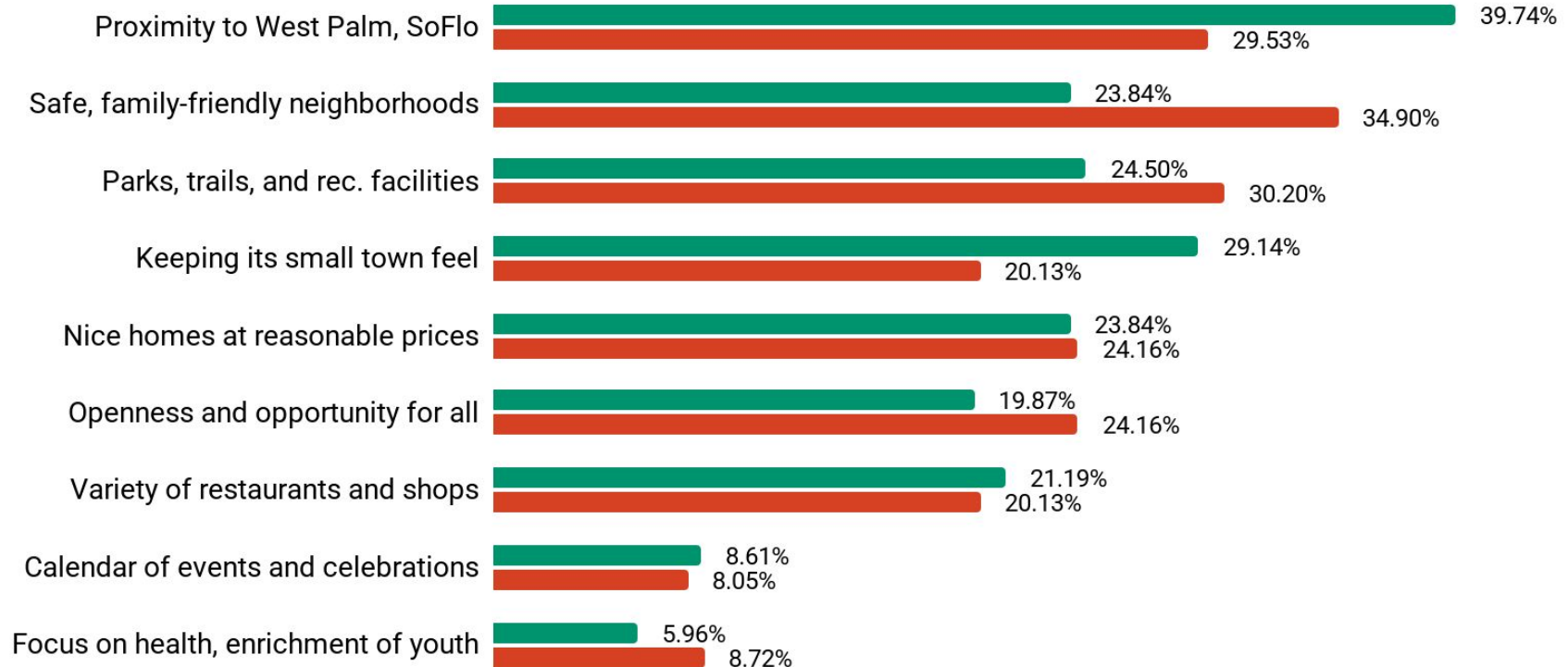
CAP Study

BY GENDER

What is most important to Greenacres' distinct identity?
(Without _____, Greenacres would lose its essence.)

Choose two answers.

■ Women ■ Men



External Qualitative Data

Influencer Perception Study

Influencer Perception Study

OVERVIEW

Purpose

The purpose of the Perception Study is to gain an in-depth understanding of the brand perceptions of Greenacres among important target audiences. What do these external constituents of the brand have to say about the area as a place to live or visit?

Methodology + Results

North Star consultants conducted perception interviews via telephone. The targeted audiences included leaders from nearby communities as well as regional officials and professionals in economic development and tourism. Questions were phrased to gather qualitative information. The following pages reflect frequent commentary and the most insightful conversations.

Influencer Perception Study

Assets

Diversity
Parks
City Govt.
City Manager
Housing Variety
Cultural Events
Restaurant Variety

Challenges

Reputation
Standing Out
Pass-Through City
Traffic
Little Available Land
Slow to Change

Missing

Shopping
Dining
A Key Attraction
Reason to Visit
Athletic Facilities
Mixed Use
Downtown Area

EXTERNAL PERCEPTIONS

Opportunities

Revitalization
Historic City Core
Redevelopment
Network for Businesses

Influencer Perception Study

QUOTES

- "Greenacres is seen as a stepping stone city. You move there because it's cheap, and then you move on."
- "The arts are barren, if you want to see a show or enjoy art, you have to go east."
- "Good variety of foreign markets/produce."
- "They do a lot of good youth sports."
- "You feel safe here. Events are well-organized, lot of police partnership."
- "There's never a problem or issue. You feel safe."
- "Nice, growing family town with unreached potential."
- "A lot of the people who live there work to serve people in other communities."
- "It's a flyover community."
- "I like the diversity there. It's not a bunch of bald white people."
- "Don't forget the old core of town. It's something to seize."
- "Reputation is that it's a poor city, but also very traditional."
- "Their council has historically been afraid of growth. They need to be ready to adapt for growth and embrace it."
- "Safety is a really tough thing. Once something gets labeled as unsafe, it's hard to shake that."

Competitive Positioning Review

Competitive Positioning Review

OVERVIEW

Purpose

The purpose of the competitive analysis is to better understand the market position and marketing executions of Greenacres' competition.

Methodology + Results

North Star reviewed communication materials from each of the following competitors in economic development and tourism to compile a short synopsis of their attributes. The materials reviewed include but are not limited to the websites for municipalities, economic development, chambers of commerce, and tourism as well as other communication materials such as brochures and visitors guides. Based on these materials, as well as other information we gather, we analyze each competitor's brand strength and focus on economic development and tourism.

- Lake Worth Beach
- Palm Springs
- Royal Palm Beach
- Wellington

Greenacres Logo Overview

CITY + COMMUNITY PARTNER LOGOS



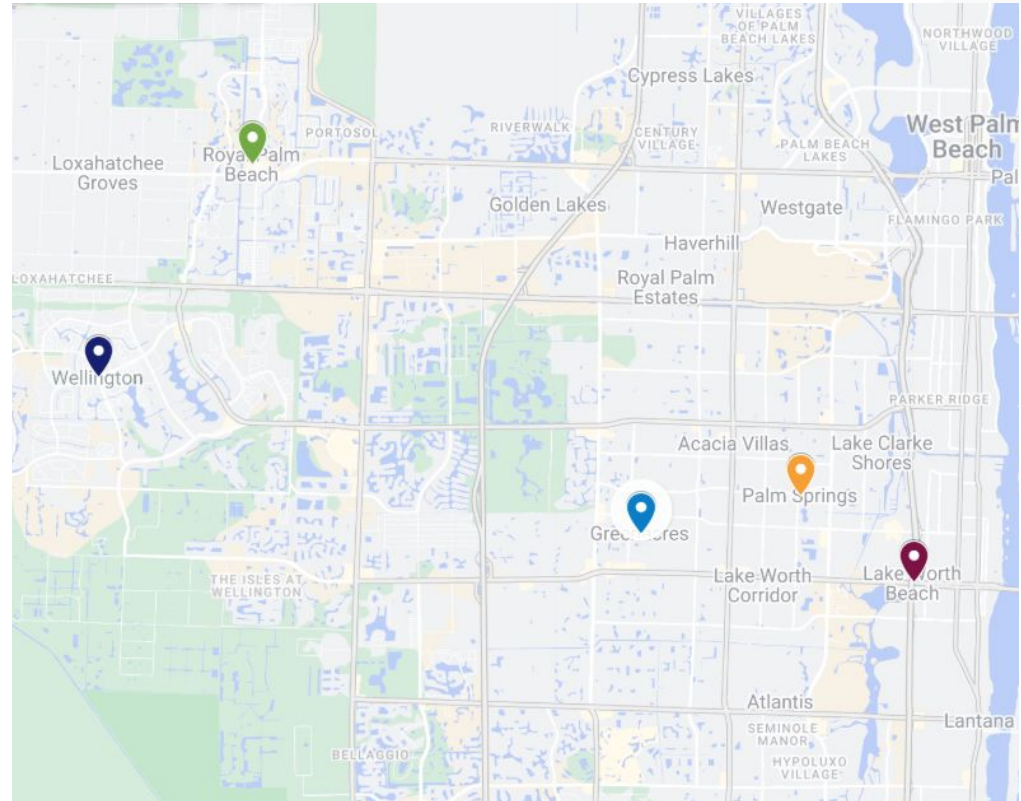
Competitors

Proximity

Greenacres to...

- Lake Worth Beach – 5 miles
- Palm Springs – 3 miles
- Royal Palm Beach – 11 miles
- Wellington – 11 miles

REGIONAL COMPETITORS



Competitor Logo Overview



REGIONAL COMPETITORS



Lake Worth Beach, FL

REGIONAL COMPETITORS



Straplines & Marketing Messages:

- N/A

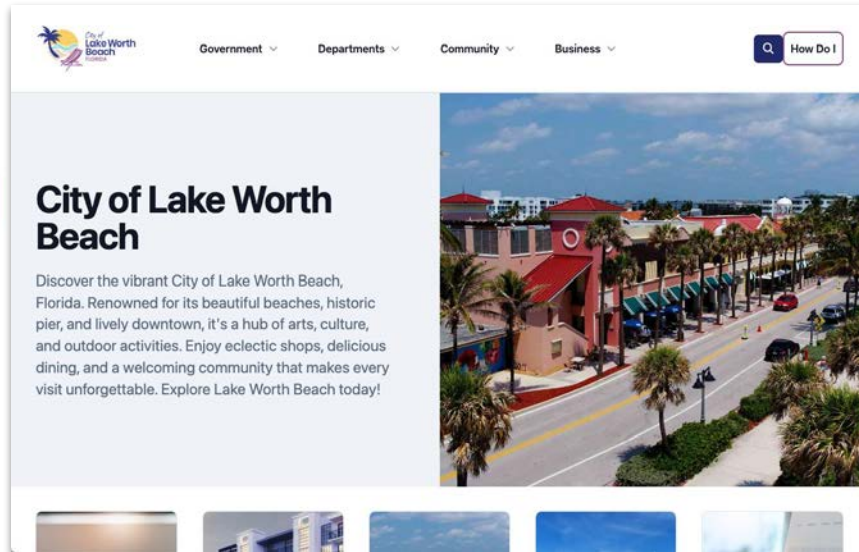
Insights:

- Residents voted to change the official city name from "Lake Worth" to "Lake Worth Beach" in 2019. The City stated that one of the main reasons for change was to distinguish itself from suburbs to the west, which have a reputation for higher crime rates. Additionally, the City hoped the name change would increase tourism.
- Lake Worth Beach has a vibrant downtown area, with classic, Old Florida buildings like the Lake Worth Playhouse and Beach & Casino Complex.
- Annual events include the Street Painting Festival, Palm Beach Pride, and bonfire nights at the beach.
- The City Recreation department maintains over 20 parks and facilities. Bryant Park is one of Lake Worth Beach's largest parks. It has a concert stage, 150-person seating area, trails, and boat access to the intracoastal.

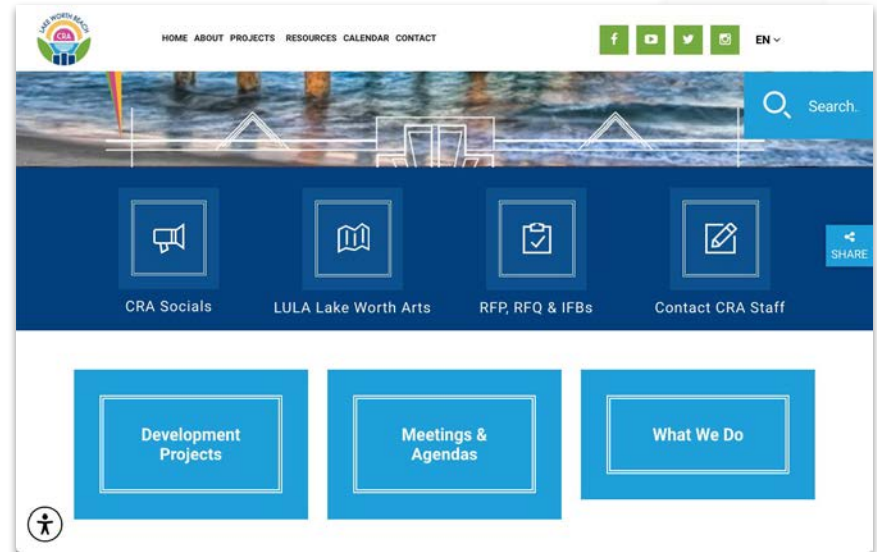
Lake Worth Beach, FL Websites

REGIONAL COMPETITORS

City



Community Redevelopment Agency



Palm Springs, FL

REGIONAL COMPETITORS



Straplines & Marketing Messages:

- "Garden Spot of Palm Beach County"
- "A Great Place to Call Home"

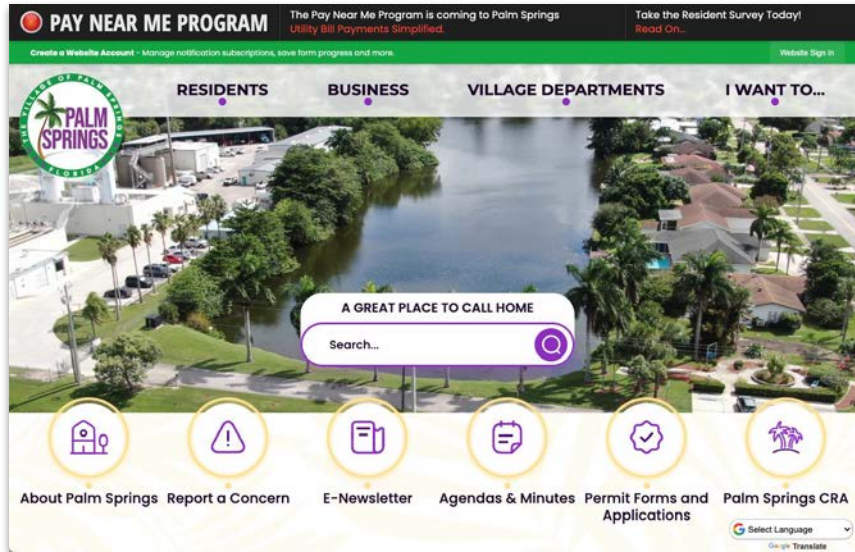
Insights:

- The Village likely received its name from the California city, due to its views of rolling forest and natural beauty.
- By 2010, Palm Springs became the first municipality in Palm Beach County in which a majority of its residents are of Hispanic or Latino ancestry.
- The largest employers in Palm Springs are Oxygen Development (a cosmetic manufacturer) and Fulton Holland Educational Services Center. The Palm Springs CRA classified two commercial sections for future capital projects.
- Annual events include Taco Fiesta in April, Hispanic Heritage Festival in October, and Family Movie Nights throughout the year.
- The Village Parks and Recreation department oversees 12 parks and facilities.

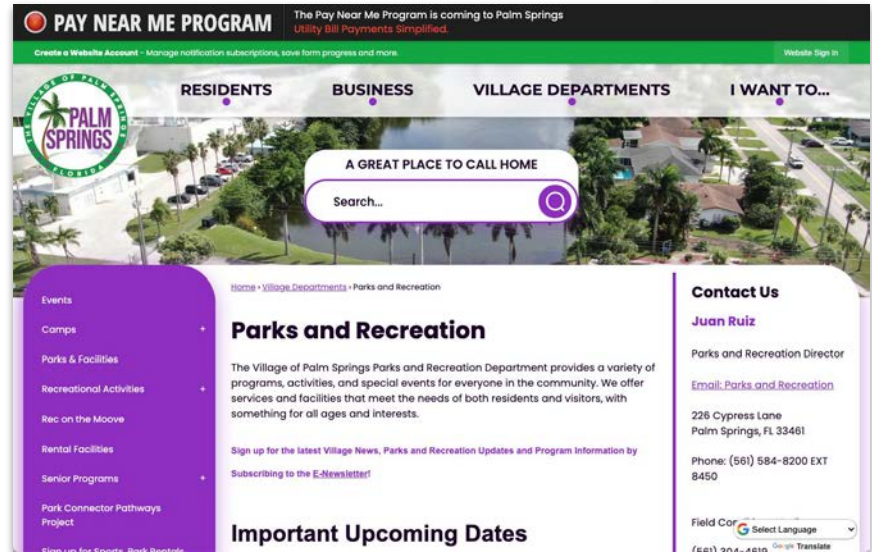
Palm Springs, FL Website

REGIONAL COMPETITORS

Village Homepage



Village Subpage



Royal Palm Beach, FL

REGIONAL COMPETITORS



Straplines & Marketing Messages:

- "A Place We Call Home"

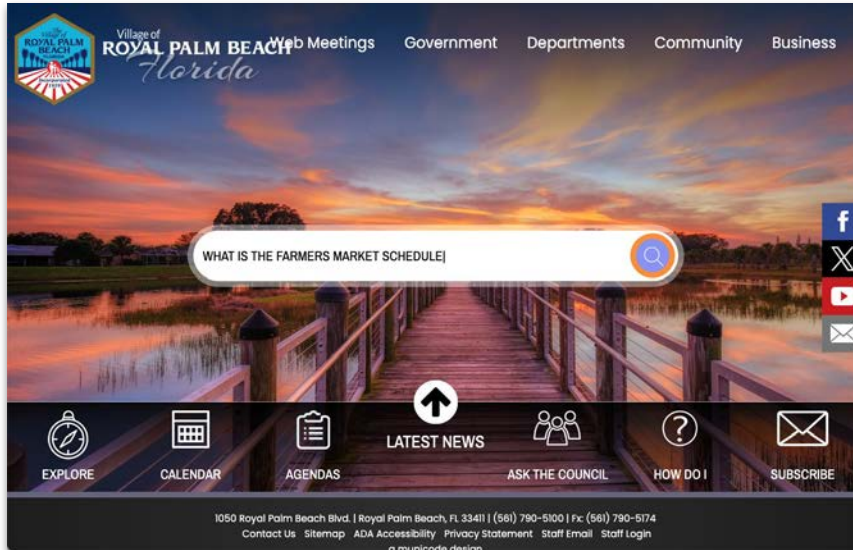
Insights:

- The Village's icon features a row of royal palm trees, for which the Village was originally named. Although "beach" is a part of the Village name, the community is 15 miles inland.
- Popular pastimes in Royal Palm Beach include golfing at the Village Golf Club and splashing around at Calypso Bay Waterpark.
- Royal Palm Beach is committed to creating an aesthetic environment, including more than 20 parks. The Village has set a high standard of 10 acres of park land per 1,000 residents. It has been named a Tree City USA since 1990, and the entire area within the Village limits is designated as a bird sanctuary.
- The Royal Palm Beach Pines Natural Area is made up of 773 acres of protected land. The area has trails for hiking and equestrian.

Royal Palm Beach, FL Website

REGIONAL COMPETITORS

Village



Village Subpage



Wellington, FL

REGIONAL COMPETITORS



Straplines & Marketing Messages:

- "A Great Hometown"
- "Winter Equestrian Capital of the World"

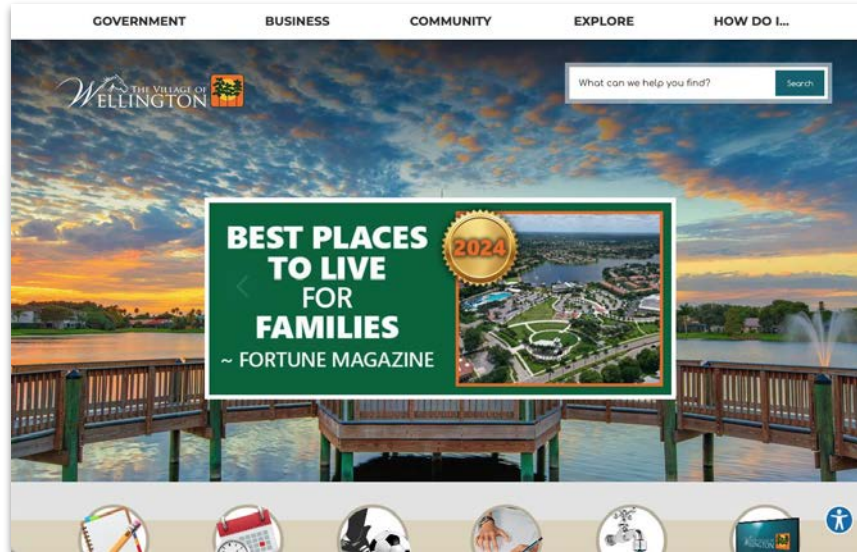
Insights:

- Wellington is the international winter equestrian capital of the world, and they hold the Winter Equestrian Festival every year January through April.
- The area was once known as the world's largest strawberry patch with 2,000 acres of farmland.
- The top industries are health care, retail, and professional services.
- Attractions include the Worth Avenue Clock Tower, two malls, high-end clothing stores, and Wellington Environmental Preserve that features nature trails and an observation tower.
- The Village Parks and Recreation department manages 18 parks and facilities as well as two nature preserves.
- GoWellington is the Village's app for residents to easily access information and receive updates. The app is branded similarly to the Village website.

Wellington, FL Websites

REGIONAL COMPETITORS

Village



Chamber of Commerce



Regional Metrics Rollup

REGIONAL COMPETITORS

City	Population (2023/24)	Population Change (20-23/24)	Unemployment Rate	Median Income	Median Home Price	Median Age	Regional Cost Of Living (H/L)	Bachelor's Degree or +	Racial Breakdown*
Greenacres	44,103	0.2%	5.4%	\$62,917	\$244,700	38.7	14.1% H	25.3%	43.3% Latino 22.7% White 28.4% Black
Lake Worth Beach	43,346	2.7%	6.3%	\$60,978	\$329,300	36.8	14.1% H	24.9%	48.0% Latino 29.7% White 18.9% Black
Palm Springs	27,132	1.0%	6.9%	\$59,602	\$234,500	36.2	14.1% H	15.9%	64.1% Latino 30.2% Mixed 17.5% White
Royal Palm Beach	39,489	1.4%	4.8%	\$92,382	\$389,300	40.2	14.1% H	35.8%	38.6% White 27.9% Latino 26.8% Black
Wellington	61,634	0.1%	4.6%	\$110,294	\$557,100	41.5	14.1% H	48.5%	52.4% White 26.9% Latino 17.9% Mixed

*White and Black Racial Breakdowns do not include Latino or Hispanic origin

Brand Review

REGIONAL COMPETITORS

Competitors' Brand Strength

This measures how strong the brand is at marketing the region – design currency, activation/use, representation of place, consistency across areas/departments



Competitive Summary

ANALYSIS

- Demographically, Greenacres is most similar to Lake Worth Beach. Based on U.S. census data, Greenacres has the highest population of Black and African American residents in this competitive set. Greenacres is also predicted to have the second-slowest rate of population growth, behind Wellington.
- None of the communities in this competitive set have particularly strong brands. The branding elements that they use do not distinguish them from each other or from the rest of Palm Beach County.
- Out of this set, Wellington has the strongest brand. They consistently use their tagline, “A Great Hometown,” in their messaging. Their logo depicts a horse, which they are well known for, as well as a group of trees. The trees appear in sub-logos and partner logos, like the Chamber, creating valuable brand recognition and consistency.
- Interestingly, all four of these competitors use trees in their logos/seals. Lake Worth Beach, Palm Springs, and Royal Palm Beach feature palm trees, while Wellington features pine trees. Greenacres may consider leaning into natural elements for an icon but may consider whether a tree (a palm tree in particular) will achieve the desired differentiation from neighboring communities.
- Additionally, Palm Springs, Royal Palm Beach, and Wellington all use language in their tagline and marketing messaging about “home.” While Greenacres is a wonderful place to buy a home and raise a family, the community may distinguish itself by leaning into other strengths and unique attributes. Lake Worth Beach does not promote a singular message or tagline, giving Greenacres the opportunity to stand out in this regard.

Competitive Summary

ANALYSIS

- Each of these competitors—and Greenacres—rely on The Palm Beaches Florida to promote their tourism assets. Likewise, several of them also use regional Chambers of Commerce, such as the Central Palm Beach County Chamber, to promote economic investment.
- While Royal Palm Beach does not heavily promote their tourism assets, their Village website features an [Explore webpage](#) that allows residents and visitors to easily see the Village's offering on an interactive map. Greenacres has an interactive map for their parks and may consider expanding the map to show other enticing attractions.
- Wellington provides an app, GoWellington, that houses all of the Village's resident information and makes it easy for community members to find municipal resources.
- Since the Village of Wellington is relatively new (celebrating its 30th anniversary of incorporation in 2025), there was no downtown gathering place. To solve this, Wellington built a Town Center in 2009 to serve as a community center. While each community's needs and capacities are different, Greenacres can look to Wellington's manufactured Town Center to serve as inspiration for a future community gathering place.

Key Insights

Using Data and Insights to Craft Your Brand Story

INSIGHTS

During this phase of the process, the body of quantitative and qualitative data uncovered in the research phase is analyzed to identify key themes and trends. From this, **a set of insights comprising the emotional sparks** of the Greenacres story are crafted. These insights lead to your unique strategic brand platform.

Your strategic brand platform, or DNA as North Star calls it, is the single most important and vital outcome of the branding process.

Like an individual's DNA, it is code for what makes the region special at its core. As such, **it must be distinct, ownable, and authentic**. It must differentiate Greenacres locally, regionally, and even nationally and increase awareness and regard within the community and beyond.

This differentiation must remain in keeping with the personality perceived by stakeholders, residents, and visitors.

Your Brand DNA as a Distillation and Reflection

INSIGHTS

Your strategic DNA should become the cornerstone for all creativity, action, policy, and passion moving forward. Imagine the cumulative potential for your community if all major decisions were made within the context of what makes the Greenacres truly different and special.

So where does all of this research lead us? One thing to remember in a process like this is that **we cannot tell you to be something you're not**. We won't do it even if that is your secret hope. Your brand will be based on what is true and authentic. That is why we study your history and culture but maintain an eye on the future and your aspiration.

What about your history and culture differentiates you and is relevant and meaningful today for your interests and goals?

Repetition, repetition, repetition. This is not just a rule of effective communication. **We know we are onto something when we start hearing similar thoughts and ideas about your community.**

Positioning helps us market. The job of the brand is to tell your most competitive story. The job of the strategy is to determine what that story should be about. On the following slides, we are using some voices from the research to highlight key insights from the research process.

We heard lots of great things.

INSIGHTS

Greenacres is known for its parks and peaceful environment

“

It's magical...it's like you're not in South Florida, it's a different vibe than Miami.*

“

In a lot of centrally located cities, you see more pavement than green, but we put in a lot of effort to truly be a tree city.

** external comment*

We heard lots of great things.

INSIGHTS

Diversity is a true strength in the community

“

We celebrate diversity here – ethnicities, religions, ages, etc.

“

Everyone in the region has diversity, but it's next level here.

We heard some concerns.

INSIGHTS

There is confusion about the city boundaries

“

Nobody knows where they actually live.
ZIP codes and boundaries are really confusing here.

“

The unclear boundaries can affect news coverage accuracy here. A lot of the crime reported here doesn't even actually happen in Greenacres.

We heard some concerns.

INSIGHTS

Where there's growth, there's growing pains

“

Traffic on Jog Road is a mess, and will continue to get bad.

“

It made me a little sad to see all the growth,
all my childhood places are getting demolished.

We heard some concerns.

INSIGHTS

Greenacres can be seen as a “flyover” city without a dedicated downtown or entertainment hub

“

The aspect of Greenacres that might leave the most negative impression on visitors and newcomers could be its lack of a vibrant downtown or entertainment district.*

“

I have spent very little time in Greenacres. It is between places that I do go, so I drive through it, but I have found no reason to stop.*

** external comment*

What's distinct?

INSIGHTS

Greenacres is a welcoming and friendly community.

“

The aspect of Greenacres that leaves the most positive impression on visitors and newcomers is the locals are welcoming and caring.*

“

Greenacres is more community centered than other cities.
The people matter the most.

** external comment*

What's distinct?

INSIGHTS

The city's history as an affordable place for the middle class to grow roots

“

Greenacres feels humble in a way. It's where working people live. They work all over the county but it's here is where home is after the shift ends.

“

There's a fact about the history of this city that moves me. When LC Swain bought this land, it was his intention to make a community FOR the working class.

What's distinct?

INSIGHTS

Greenacres has a strategically convenient location within PBC

“

Accessibility to local schools and surrounding towns, shopping centers etc.
Truly is the center of everything.

“

We're in the middle of it all. I heard from a county administrator that "You have it made because you have a turnpike exit."