



Stakeholder Kickoff Meeting Summary

May 6, 2019

City of Panama City Long Term Recovery Project

Purpose of Meeting	The purpose of the Stakeholder Kickoff Meeting was to provide information about the Long-Term Recovery Project, identify how the planning team will work with stakeholders to inform the project and avoid redundancies in the planning process, obtain stakeholder buy-in to the project, and generate excitement about the project among the stakeholders to create a more resilient City of Panama City after Hurricane Michael.
Facilitator(s)	City of Panama City, Hagerty Consulting, Dover Kohl & Partners
Notetaker	Florida State University
Date and Time	May 6, 2019, 1:00 – 4:00 pm CDT
Location	Alfred P. and Mamie V. Holley Academic Center

Notes

Welcome from the City

Mayor Greg Brudnicki and City Manager Mark McQueen provided an overview of the purpose of the Long-Term Recovery Project. Mr. McQueen noted that the City of Panama City's growth has been flat lined for more than 50 years. The 1960 population was 33,275 and the 2017 population was 36,986. Meanwhile Lynn Haven, Panama City Beach, and Bay County have all experienced growth more commensurate with statewide averages. The recovery from Hurricane Michael has created an opportunity for a cultural change to allow the City to reach its full potential.

The City is the county seat and the economic driver for the region, but the economy has not been resilient to the impacts of Hurricane Michael, and recovery is moving slowly. Mr. McQueen identified four lines of effort needed to make the City of Panama City the premier city in the Florida Panhandle. These lines of effort will be integrated into all planning activities:

- Safety and Security
- Infrastructure
- Economy
- Quality of Life

Mr. McQueen introduced the planning team, including Hagerty Consulting, HR&A Advisors, Dover Kohl & Partners, and kglobal, who will be leading components of the planning process to reach these project goals. A critical component of this process is stakeholder and public feedback. The outcomes of this project are going to include a solution that identifies the resources and plans that move the City from where we are now to where we want to be. And this is going to be successful with the participation of stakeholders and public to help identify this vision in the short and long term.

Project Goals and Vision

April Geruso, the Project Advisor from Hagerty Consulting, introduced the vision of the Long-Term Recovery Project to support a robust, inclusive, and comprehensive planning process to create a resilient City of Panama City. This project will focus on the four lines of effort that Mr. McQueen introduced, and is designed to help the City learn from the past to create a more resilient future. This project includes four distinct tasks to achieve this vision:

- **Recovery Action Planning:** Developing plans that provide a roadmap for ongoing community resilience and effective recovery from Hurricane Michael and future disasters.
- **Economic Development Strategy:** Building on existing strengths and key partners to grow the City's economic environment beyond pre-storm conditions.
- **Downtown Master Plan:** Providing a vision and plan for the City's downtown and its waterfront based on community input and participation.
- **Community Engagement:** Providing communication pathways to gather feedback on and share the future vision of the City.

Throughout this project, the planning team will work with stakeholders to identify local expertise to involve in the project, develop actionable plans based on feedback, and create a more resilient City of Panama City. There are major milestones in this process, including the following (more information available on RebuildPC.org):

- Design Charette Week: Week of June 17
- Work in Progress Review: Week of August 12 (exact date to be determined)
- Planning Outcomes Rollout: Week of September 23 (exact date to be determined)

There will also be other task specific meetings throughout the process and a public engagement campaign online to gather ideas and feedback to inform the planning process.

Project Outcomes

The planning partners for each task briefed the stakeholders on the outcomes of their planning task, detailed below. Additionally, the planning partners used PollEverywhere to gather information and feedback from stakeholders. The results from the PollEverywhere questions are included in the **PollEverywhere Results** section.

RECOVERY ACTION PLANNING

Dan Bradley, Deputy Project Manager and Planning Lead from Hagerty Consulting, introduced the Recovery Action Planning task. This task includes four deliverables:

- **Unmet Needs Assessment:** Summarizes Hurricane Michael's impacts on the City, looking at unmet needs of all populations in the community, to provide justification for additional funding to support successful recovery.
- **Recovery Action Plan:** Provides a roadmap for long-term recovery, including accountability for community priorities and recovery progress.
- **Pre-Disaster Recovery Plan:** Identifies an organization and guidance for community stakeholders to recovery from future disasters.
- **Redevelopment Plan:** Provides a strategy for future redevelopment, including decision-making guidance and priorities.

Stakeholders in this task will be asked to attend meetings, review documents, provide feedback and comments, and identify additional stakeholders who need to be a part of the process.

ECONOMIC DEVELOPMENT STRATEGY

Hope Winship, from Hagerty Consulting, introduced the Economic Development Strategy because HR&A Advisors were not able to attend the Stakeholder Kickoff Meeting. The Economic Development Strategy task will include a robust stakeholder engagement process, including interview and focus groups, to complete an Economic Impact Assessment and develop economic development strategies for the City of Panama City. Economic development strategies coordinate local, regional, and national efforts to improve the City's economy based on local goals, priorities, and metrics for success. Local goals can vary, but may include:

- Business Recruitment
- Real Estate Market
- Quality of Life
- Workforce Training
- Entrepreneurship
- Address Economic Disparities

DOWNTOWN MASTER PLAN

Victor Dover, from Dover Kohl & Partners, provided an overview of this task to provide a strategic vision for what the City envisions for the downtown and its waterfront and a plan for how to achieve that vision. Mr. Dover identified a four-step planning process to develop the Downtown Master Plan:

- **Step 1, Kickoff and Analysis:** Dover Kohl & Partners has begun outreach and conducting site visits and stakeholder interviews to gather information. Additionally, they have begun to conduct an Existing Conditions Analysis.
- **Step 2, Design Charrette:** This will be a week of planning and engagement events, for the Master Planning and Recovery Action Planning tasks, to actively work with the community to identify their vision. This will include a hands-on design session, and on-site studio, and a Work-in-Progress presentation. All events will be held the week of June 17 (more information about times and locations will be on RebuildPC.org). It is important to invite people with different interests and perspectives to the Charrette events.
- **Step 3, Master Plan:** Dover Kohl & Partners will develop a Master Plan that identifies the community vision, provides visualizations, and establishes implementation steps for how to reach the vision.

Mr. Dover provided examples for how other communities with similar areas to the City of Panama City have approached planning and the outcomes of their work, encouraging the stakeholders to start visualizing the change that they want to see in the City of Panama City's downtown and its waterfront.

COMMUNITY ENGAGEMENT

Randy DeCleene, from kglobal, provided an overview of the work they are doing with the City of Panama City to address immediate short-term communications needs while preparing the City for long-term success. This including providing support in state and national media coverage, guiding positive messaging and advocating for authentic stories.

Next Steps

Ms. Geruso provided an overview of the next steps in the project, highlighting the need for robust participation throughout the planning process, including at the Design Charrette week (week of June 17).

Ms. Geruso also introduced the project website, RebuildPC.org, and encouraged stakeholders to go to the website to fill out a public survey, find out details for future meetings, and stay up-to-date on the planning process. Ms. Geruso also encouraged stakeholders to tell other community members about the website.

After the meeting was over, all stakeholders were invited to stay for a social hour to speak with the planning team and provide their insight on additional planning questions on vision boards. These results are captured in a following section.

PollEverywhere Results

If you could solve only one of the challenges the City is currently facing due to Hurricane Michael, what would it be?

- High Paying Jobs
- Housing
- Restore businesses
- Harrison Ave.
- Housing
- Mental health
- K-3 education
- Senior housing
- Business
- Housing
- Workforce housing
- Housing, housing, housing!
- Housing
- HOUSING
- Housing
- Housing
- New business owners
- Commercial recruitment
- Housing
- Housing

- Mental health
- Housing
- Housing
- Housing
- Economy
- House keeping
- Education
- Hope
- Affordable housing
- Readiness
- Funding
- Education
- Poverty
- Debris
- Employee housing
- Revitalize Downtown
- Revenue
- Trees
- Underutilized properties



- Housing
- Clean up the city
- Funding
- Affordable housing
- Education
- Housing
- Housing
- Housing
- Housing
- Housing
- Education
- Funding
- Housing
- Potential

From your perspective, what should we understand about the City's recovery that we would only know if we lived here?

- Our folks are not wealthy
- Sale empty city property
- People are skeptical of planning
- We need to build on our strengths rather than constantly trying to address our weaknesses.
- Insurance using The Book for claims, not adequate for repairs in this market
- Commercial retail recruitment needed
- Funding
- Citizen input has traditionally been a "formality"
- One of our challenges is our humble nature and self-reliance
- Erase jurisdictional lines for projects
- After Opal in 1995 there were significant long term recovery efforts. Need to make sure that what actions are put in place this time are sustainable
- Lack of Housing
- Need FEMA funding to flow
- Residents are skeptical of outsiders taking advantage of us
- Very small city
- It's harder than it looks.
- The angry people are loud
- Lots of people can only afford mobile homes.
- Better coordination with the county
- NIMBY
- Pictures don't tell the story.
- It's still heartbreaking
- Multigenerational
- Tight knit community
- Critical housing need
- Can't start quick enough
- Afraid of change
- Mental toll and stress is widespread
- Seeing is believing

What is your most reliable source of information about how recovery is going for the City?

- Word of mouth, need better information about city plans and schedules
- People struggling to accomplish the repairs to their properties
- Discussion other community leaders
- Radio WFSU
- FEMA
- Emergency management page on Facebook
- Conversations with city leaders
- Monday morning with the manager
- News Herald
- News Herald
- Meetings
- Establish consistent standards for sustainable restoration work
- Eliminate redundancy

- New Industry
- People moving here for our vast opportunities
- Aesthetic and historical considerations for rebuilding and new construction
- Diversified workforce and industries
- Diverse jobs available,
- New businesses, high tech recruitment
- Panama City being a destination place for business, education, convention
- Diverse businesses
- Robust economy with well paying jobs commensurate with skills
- Sensibility in housing costs
- Topgolf
- Model recovery plan implementation
- Skilled workforce
- Competition for vacant openings in area businesses
- Downtown grocery store
- Higher level of educational attainment and a vibrant community
- Class mobility
- Economic diversification
- Diverse Economic Drivers
- Downtown residence
- Increased per capita income
- Diverse economy
- Less blight
- Pop Growth that mirrors state
- No more natural disasters
- Very few run down vacant properties
- Best quality of life in NWFL
- Adequate living wages
- Thriving businesses
- Vibrant community
- Things to be proud of
- Active waterfront
- Thriving downtown
- Vibrant downtown
- Vibrant community
- Quality workforce

What should be areas of focus during the design charrette? Where are "opportunity sites"?
What potential public improvements should be explored (streets or public spaces)?

- Marina, Downtown and how you access area
- Goodbye stucco
- Someplace I want to go visit.
- Connect downtown to the already gentrifying St. Andrews area.
- Parks, bike and walking trails. Waterfront.
- Retain our history
- Placemaking / urban design
- Public transportation
- Foot traffic friendly
- Clear direction, no redundancy of processes and efforts
- Marina, Downtown and how you access area
- Recapture the unique historic features
- Improve Harrison Ave.
- Road diets, 4th and Harrison is too wide.
- Sidewalks
- Arts District
- Ped friendly Grace Ave from 4th to 11th
- Theater
- Waterfront mixed use
- Urban art
- Move the fuel depot
- Residential space
- Street trees
- Remove eye sore buildings
- Canopies over sidewalks
- Resilient Tree type s
- Historical preservation and the architectural aesthetic for rebuilding
- Waterfront residential
- Focus: pedestrian friendly.

- Long term economic growth
- Increased property values
- Improving community esteem
- Realize its fullest potential
- Be competitive in the growth game
- Create a waterfront downtown
- Developers to get excited here
- To finally bloom
- Collaboration
- Remove blight

Post-Meeting Surveys (Vision Boards)

How has Hurricane Michael changed how you think about opportunity and economy in your community?

- The city has great opportunity now. It's like a clean slate now.
- Opportunity to update infrastructure and downtown appearance
- Funding opportunities that we would never been exposed to but for the storm
- Businesses are struggling to return to work, insurance and govt. has not supported recovery.
- A catalyst for change. Too many times and too many years have passed without improvement because of vocal (minority?)
- Healthcare diversity and opportunities
- Speak from cultural base, which allows learning to happen. We have a great opportunity to re-invent our community.
- We have many citizens without much economic reserves. We need to strive towards diverse upward mobility.
- Begs the question: why would young people want to move here? Rebuild smartly and the next generation will return.

How do you, in your roles within the community, gauge the health and livelihood of Panama City since Hurricane Michael?

- Monitor new business licenses and meet with developers wanting to build new housing
- Student returning population
- People movement, expendable purchases, housing sales
- Poll my employees --> extrapolate
- Observation and social media channel tone of voice. Some are coping really well, seeing opportunity; others are stuck on 10/10/18. A very harsh divide between coping a civility
- More conversation about the future, and less about repairs and surveying
- Neighbors in the Cove and downtown, conversations with friends at church and restaurants

Which of the following are most important to Panama City's future growth?

- Create or attract jobs: business provide jobs; the more jobs the better quality of life; high value/wage/skill jobs; 5G tech
- Create opportunities for higher wages: develop opportunities for 5G; focus on vocational skills; leverage 5G to bring tech companies and jobs
- Provide job training: invest in state lite local (?) (remove excuse of 'I can't' get there; community hubs of learning; hospitality, trade, craft are all in demand)

- Provide support for start-ups or small businesses: business bring jobs; tech incubator
- Invest in K-12 education: invest in Pre-K, 3, and 4 year old; partner between employers and schools; ages 3+ reading, illiteracy rates too high; we must have the best education system in the region if we are going to attract strong families to PC; cities 'family' of schools must be supported especially Pre-K to 3rd
- Invest in parks and public amenities: multipurpose paths (3x)
- Improve poverty intervention and services: Needs assessment to determine menu of services required must be outcome based (2x); Pride and opportunity instead of culture dependent on social services
- Incentivize real estate investment: reduce regulation/incentivize reinvestment; tax incentives
- Other: Public relations-too many naysayers to undermine and influence public opinion with no (connection or correction?) from city; Internal Education-too many city employees are under informed; Defining our waterfront community as unique that everyone wants to be part of

Which populations are not represented here today, or which ones are most likely to be left behind during recovery?

- Neighborhood: Glenwood
- Age of Residents: Millennials
- Communities (e.g. minority, vulnerable): special needs; seniors; pain med addicts; meth addicts and their families; Being the 'big city' in the region we receive families from jail inmates in other counties. This impacts our programs, facilities, and resources
- Other: Out of town stakeholders; all city business owners; art communities; tourism stakeholders - (?), restaurants, hotels, these are our frontline ambassadors; military members-live in our community

How do you recommend we engage [the identified populations], get their input, and make them part of the recovery process?

- Enlarge scope to low social economic status; target each by need; way to reach - focus on culture through education, social learning
- Start young; diversity is key; We have among highest rate of child removals from parents anywhere in the state. Those children likely will remain in our area based on historical trends. We need to tend to children who will age and stay here despite significant foundational challenges.
- Speak culture and go from there; reach out to pastors and deacons
- History

What character and appearance should new downtown buildings have? Are there any places you have been that are comparable to your vision?

- Brick, awnings, wide sidewalks, trees, lighting, ADA compliant, greenspace and parks
 - Washington, DC; Charlotte, NC

- Brick vernacular, Mediterranean revival, 1920s-1930s architecture, metal awnings, wide sidewalks, pedestrian friendly, historic district
 - St. Petersburg, FL
- Each building should have character and speak volumes about 'pride'. No metal buildings
- No metal buildings, pedestrian friendly, greenspace, wide sidewalks, brick
 - Savannah, GA; St. Petersburg, FL; Winterpark
- The feel and character of each area/neighborhood should dictate, not 'preconceptions'
- A character of easy feel, refined, beachy, laid back-openness, growth, invest in me
- Multi-storied building - residence upstairs, shops lower level
 - Savannah, GA
- Walkable downtown with lots of outdoor restaurants
- Harmonize the waterfront and greenspaces
- Let's reveal the unique haydays of downtown from the late 1800s-1940s. It's a broad but confined timeframe that will give us a theme. Plant oaks in public spaces and in the middle of the 4th St./Harrison intersection and surround it with brick/cobblestone
- Beachy, family fun
 - Myrtle Beach's renovations
- Get FEMA funding for a real shelter/civic center for next storm

What is your top priority for the future of downtown and its waterfront?

- Design guidelines
- Definition of the character of our downtown
- Utilization of our waterfront including bay and bayou
- Enhancement of our streets and sidewalks
- Greenspaces/creation of 'marina park' for all citizens
- Get people living and working/playing downtown. Stop closing downtown at 5pm.
- Walkability
- Historical appreciation in the architectural considerations that create an 'old' feel to the waterfront
- It would be great to see new developments (quality) along the waterfront - we need developers and property owners to 'buy in' and build.
- Restoration of families and businesses so a viable community re-emerges
- Active waterfront with conference center - multi use path
- Walkable, night life, clean, growth, tech, great shopping, restaurant
- Convert the most blighted properties into community assets
- Encourage the return of the boating community
- Oak trees, shaded spaces, picturesque spots, well-tended landscaped areas, chairs/benches overlooking the water