



RECOVERY PROGRESS REPORT

City of Panama City, Florida



Moving Forward: A Letter from City Manager Mark McQueen

October 8, 2020

In the two years since Hurricane Michael, the residents of the City of Panama City have shown me what resilience means. Hurricane Michael devastated our City and much of Bay County, but our communities continue to strive for more than just recovery – we are ready to build the City that is better than before the storm.

Using the long-term recovery plans released last year, the City has been hard at work to implement the recovery and redevelopment initiatives that will make our communities stronger, our residents healthier and happier, and our City more resilient. This report describes some of the incredible work being carried out by our dedicated civil servants, community members, and recovery partners. Actions such as the restoration of the Martin Theatre, the demolition of the old City Hall and other damaged buildings, and the removal of debris from the Panama City and St. Andrews Marinas have been important steps toward recovering the City's infrastructure and restoring its vibrant culture and sense of community.

While it can sometimes seem that recovery efforts are slow, I hope this report helps readers to see just how far we have come. I am pleased to share this glimpse of our recovery efforts, and I am even more excited to see what we accomplish next.

The release of this report is an important milestone, but our work is far from over. New challenges – including the COVID-19 pandemic and a powerful 2020 hurricane season – have created hindrances to the City's recovery. It will take commitment and continuous efforts to ensure that the implementation of our recovery and redevelopment strategies is meaningful to the communities they aim to benefit. I know that the City is ready to rise to the challenge. Together, we can build a resilient, thriving community and help make our city the premier city in the Florida Panhandle.



Mark McQueen
City Manager

A handwritten signature in blue ink, which appears to read "Mark McQueen". The signature is stylized and fluid.

City Manager Mark McQueen

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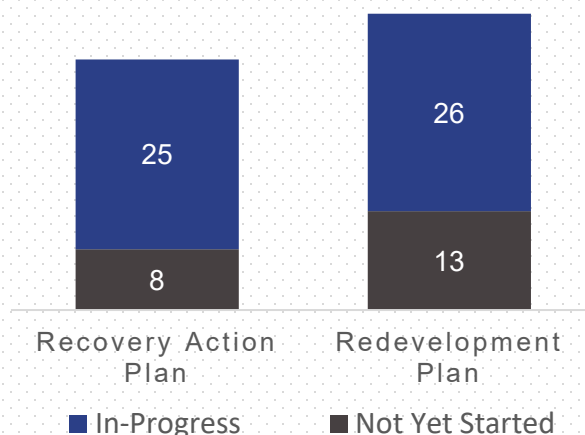
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Executive Summary

Hurricane Michael made landfall on October 10, 2018, as a Category 5 storm, devastating the City of Panama City, Bay County, the Florida Panhandle, and beyond. In the two years since the Hurricane, the City has taken action to recover from the storm and to **expand on the City of Panama City's potential to create a vibrant, thriving community** supported by the City's greatest asset – its residents. City leadership recognized that it was essential for the City to recover and be restored, but also recognized the opportunity to **achieve a new vision for the City**. The City's recovery efforts focused on four major priority areas: Safety and Security, Infrastructure, Economy, and Quality of Life. Together, these four focus areas continue to organize the City's unique assets and profound sense of community to guide recovery and build a world-class City.

In 2019, the City of Panama City developed a series of long-term recovery plans to support the City's vision **to create a resilient, innovative, safe, sustainable, and attractive community in order to become the premier City in the Florida Panhandle**. Since that time, the City has been working hard to begin implementation of these plans to support recovery from Hurricane Michael and increase community resilience. While there is still more to be done, the City has made notable progress on its recovery. The City has continued to make steps forward despite challenges from the ongoing Coronavirus Disease 2019 (COVID-19) pandemic.

This report is designed to summarize the progress made toward long-term recovery from Hurricane Michael after the publication of long-term recovery plans in 2019. In addition to providing an overview the process used to develop the report and a summary of how COVID-19 has impacted the City's recovery efforts, this report has four main sections: one for each of the Lines of Effort guiding the City's recovery. Each of these sections contains an overview of the strategies for recovery as outlined in the City's Recovery Action Plan and Redevelopment plan and a description of progress made toward those strategies. The report's final section summarizes next steps the City plans on taking in order to continue to work toward recovery.

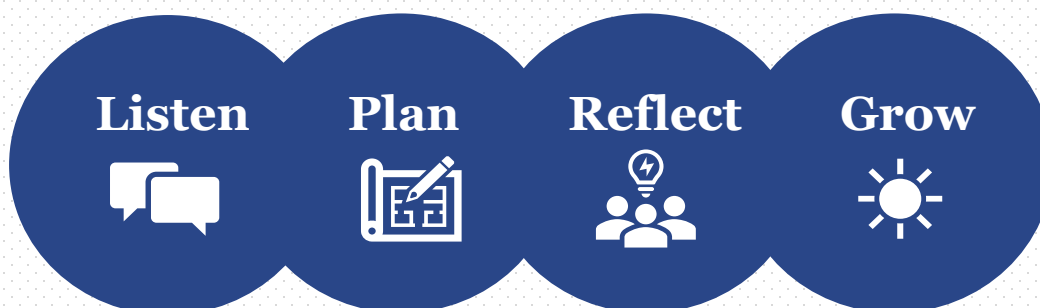


Completion Status Of Recovery Actions in the Recovery Action Plan And Redevelopment Plan (see Appendix A for a full summary of actions).

Report Development Process

In 2019, the City released several long-term recovery plans to guide the recovery and redevelopment of the City of Panama City. To gain a cohesive picture of the City's implementation of those plans, a series of interviews was conducted over a three-week period with fourteen City officials and stakeholders, including the City Manager and Local Disaster Recovery Project Manager.

The goal of the interviews was to hear from those primarily responsible for implementing the City's recovery projects and gather feedback about recovery progress. Representatives across multiple City departments were interviewed, enabling **a holistic view of the projects and initiatives that are planned or in-progress across the City**. The interview feedback was also used to inform updates to the City's Recovery Action Plan and Redevelopment Plan (see [Appendix A](#) for an outline of recovery actions outlined in the Plans and their completion status). In addition to the interviews, information gathered during the 2020 Charrettes helped inform greater understanding of the City's recovery progress. This report is the product of careful information-gathering and reflection about how the City of Panama City continues to recover from Hurricane Michael, grow, and achieve its vision



The City assessed its implementation of recovery efforts through information-gathering and careful reflection to understand how the City continues to recover from Hurricane Michael and grow as a community.

COVID-19 Impacts on Recovery

The COVID-19 pandemic has impacted every avenue of life in the U.S., and the City of Panama City is no exception. In the context of the City's recovery from Hurricane Michael, COVID-19 has impacted the number of developers interested in starting projects, the City's budget, and the availability of contractors. Additionally, there has been nation-wide shift from preparedness efforts—including hurricane preparedness—toward COVID-19 preparedness and recovery efforts. However, despite the COVID-19 pandemic, the City has continued to make progress in their recovery initiatives.

COVID-19 does impact daily operations; for example, hiring on-site people has been challenging.

Getting resources has been slow, and revenue-flows are impaired within the community.

The impacts of COVID-19 on the local community have had negative repercussions on the City's budget.

In process of restoring the Marina, we learned that the permit process will take much longer than expected due to delays from having staff work from home during the pandemic.

I'm worried about how City residents will shelter during hurricane season while also remaining socially distant.

We initially started off on a good footing, but COVID-19 has impacted recovery a lot. Reconstruction and redevelopment contractors are not as available as before.

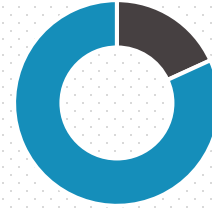




SAFETY AND SECURITY

Strategies for Recovery:

- Provide residents with safe and clean streets.
- Provide Panama City residents with access to high-quality healthcare facilities.
- Establish a culture of safety and security for all.



■ Not Yet Started ■ In-Progress

Status of Safety and Security recovery actions in the long-term recovery plans.

Recovery Progress:

Through the recovery process, the City aimed to provide residents with safe and clean streets and ensure the environmental security of the pristine St. Andrew Bay. One of the critical first steps along this line of effort was to clear all storm-related debris using a combination of City and community resources while minimizing illegal dumping. Debris was cleared from streets and Panama City Marina quite quickly after the storm with the help of volunteers, but some dead trees remain in wooded areas. Work to clear sub-surface debris in the Marina was completed by contractors in 2019. Additionally, the City is considering buying power lines currently owned by Gulf Power and discussing burying power lines where possible in order to support sustainable street lighting.

Street sign damage was a challenge in the provision of safe streets. The City made temporary repairs directly after the storm and hired four contractors (one for each ward) to complete a damage assessment, which was finished in July of 2020. The City is now evaluating which repairs can be made internally and what needs to be contracted. A priority for the City is implementing a comprehensive street signage program that ensures all street signs on mast arms in the City limits are lit. Additionally, the City has deployed four community service personnel to focus on city-wide safety efforts.

The City's Police and Fire Departments continue to serve the community and promote safety and security.



The City also aimed to provide City of Panama City residents with access to high-quality healthcare facilities through the recovery process. The City established comfort stations directly after the storm to meet pressing healthcare concerns and recently received reimbursement for this action. Many healthcare facilities are still under construction after being damaged from the storm. Medical capacity and the number of available hospital beds in the City of Panama City is still lower than it was before the storm. The City is also seeking funding to help Bay Medical hospital establish a reliable freshwater source.

Related to this effort, the City has been working hard to establish a culture of safety and security for the whole community. This strategy has been complicated by the COVID-19 pandemic which has overshadowed preparedness efforts, including hurricane awareness campaigns.

Lastly, The City has been making progress to assess and implement soil stabilization measures. The City has allocated funding for a project currently underway to help with erosion problems at one of the City's parks and is pursuing Federal Emergency Management Agency (FEMA) Public Assistance to carry out similar projects in other parks across the City. Finally, to guide this process, the City has developed and is updating preparedness, recovery, and redevelopment plans to enhance economic vitality, resilience, and quality of life.

*The City is in the process of drafting **neighborhood plans** for three major neighborhoods (Glenwood, Millville, and St. Andrews) and is creating a **catalytic development plan** to bring new housing, businesses, and infill development projects to the City.*



Cleaning up storm debris and demolishing old and heavily-damaged buildings near the Panama City Marina, including the former City Hall, have been major recovery milestones for the City.





INFRASTRUCTURE

Strategies for Recovery:

- Restore infrastructure that expands access to the City's amenities and commercial centers.
- Implement strategies to restore, modernize, and make more resilient the City's energy, water, and wastewater systems.

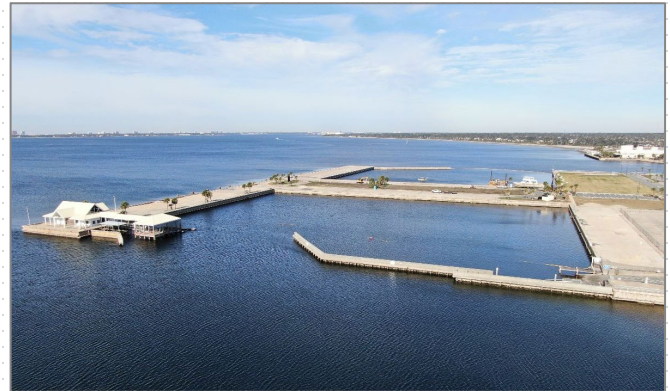


■ Not Yet Started ■ In-Progress

Status of Infrastructure recovery actions in the long-term recovery plans.

Recovery Progress:

The restoration of infrastructure to expand access to the City's amenities and commercial centers recognizes the critical importance of the City's infrastructure in achieving their goals for recovery and resilience. Within the spectrum of this strategy for recovery, a major focus has been on the shoreline infrastructure which promotes business, tourism, and the City's sense of community. At both the Panama City and St. Andrews Marinas, debris has been cleared and the City is moving forward with the St. Joe's developer to construct a new hotel to catalyze recovery and growth in the downtown area. Additionally, progress has been made to restore and improve a variety of transportation infrastructure. Specifically related to the roadways and sidewalks, the City completed recently completed a post-disaster road survey to understand the damage to the roads from Hurricane Michael and is actively seeking funding opportunities to conduct the repairs. After these repairs are made, this will pave the way for the City to look more closely at improvement of public transportation infrastructure, supporting equitable access to the City's amenities. Related to these efforts, the City has been working on rebuilding two playgrounds – recognizing the importance of outdoor recreation. Additional projects to restore parks, public green spaces, and recreational facilities are anticipated.



Cleaning up storm debris in the Panama City and St. Andrews Marinas was an important step to demonstrating recovery progress to the City's residents. Photo credit for birds-eye photo: WMBB-TV.

Next, the City has prioritized modernization and restoration of the City's water and energy related infrastructure to improve the quality of life and health of the community. Key to this strategy is recognizing areas where the City can foster more resilient practices while making the City competitive. For example, the City has expanded its use of 5G, with a tower strategically located to support police operations.

Additionally, designs for new buildings at the City are including hardened structures (e.g., storm-safe roof structures, doors, and windows). Hurricane Michael revealed the need to ensure the resilience of the City's water related infrastructure. From that the City decided to develop a City-wide comprehensive stormwater management plan, identifying a partner in the University of Florida while continuing to seek funding. Additionally, the City plans to decommission the Millville Plant and develop a sanitary sewer system plan for the City.

*Developing a **robust stormwater management plan** is a critical priority to the City. The City has started creating stormwater management districts and hired a contracting partner to develop a management plan for the Downtown area. Recognizing how important this plan is to resilient infrastructure, the City is also **pursuing funding for a comprehensive drainage study** of the area to help create a plan that is specific to the region's drainage basins.*

Overall, the Infrastructure Line of Effort has made notable progress to recover from Hurricane Michael since the publication of the Recovery Action Plan and Redevelopment Plan in 2019. While there has been limited ground-breaking on the large-scale infrastructure projects that are required to fully transform the City, a lot of work has been ongoing behind-the-scenes to review damage and obtain funding, cutting through the red tape to be fully ready for construction.



The City has worked to harden infrastructure and expand water access to residents, including constructing new boat ramps like the one at Carl Gray Park. Photo credit for birds-eye photo: Panhandle Engineering, Inc.

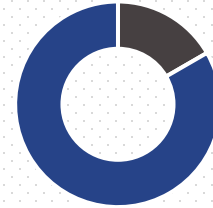




ECONOMY

Strategies for Recovery:

- Develop resources that support a diverse and vibrant economy.
- Reclaim the City's role as the Panhandle's primary economic engine.



■ Not Yet Started ■ In-Progress

Status of Economy recovery actions in the long-term recovery plans.

Recovery Progress:

Through the City's recovery from Hurricane Michael, the City is looking to develop resources that support a diverse and vibrant economy. In order to accomplish this, the City has secured and is identifying further funding to create and promote a suite of business development and recovery assistance programs. Additionally, the City has hired an Economic Development Manager and Senior Planner who are working alongside developers and investors to support business development. More broadly, the City will be soon be accepting quotes from developers for catalytic redevelopment projects across the City and is continuing to gain land through land acquisition programs, which may be used for future catalytic redevelopment projects. Lastly, the City has been strategically addressing blight through code enforcement and demolition to generate revenue, increase property value, and attract new investment. Three additional magistrates have been hired, increasing the number of code violation cases heard per month to support processing.



The City has several initiatives planned to increase economic activity in the City including bolstering tourism efforts by building a new Visitor Center, as seen in the rendering above.

The City has also made progress to reclaim the City's role as the Florida Panhandle's primary economic engine. A core component of driving tourism to the City is the civic center and convention center. The City is in the process of obtaining funding to construct a new civic center, which

will support cultural and multi-purpose uses. The City had two tourism initiatives that were scheduled to launch during the summer of 2020, but these initiatives were delayed due to the impact of the COVID-19 pandemic.

To support local businesses during the COVID-19 pandemic, the City updated its land development regulations, enabling local restaurants to make use of sidewalks and parking spaces for extended seating capacity that would abide by state-mandated social distancing regulations. In spite of the COVID-19 crisis, the City has reported an increase in visitors over the 2019 numbers. The City plans to build on this success with several new initiatives to encourage tourists to visit the area, including the construction of a new Visitor Center.

Overall, the City has seen strong progress in advancing economic recovery in the community. This is true despite the devastating nation-wide impacts of the COVID-19 crisis impacting jobs, travel, local businesses, and supply chains.

*One of the City's biggest recovery projects will be the **reconstruction of the Civic Center**. The City is currently pursuing FEMA Public Assistance funding to build a new Civic Center that is more environmentally efficient, less costly to maintain, and in a more central location. The new Civic Center would provide an attractive and convenient venue for conferences, concerts, and other activities that will support the local economy.*



QUALITY OF LIFE

Strategies for Recovery:

- Invest in an attractive housing market that is affordable to the City's workforce.
- Provide accessible community services to all residents and visitors.
- Honor Panama City's unique sense of place.
- Establish Panama City as the premier destination for arts and culture in the Panhandle.



■ Not Yet Started ■ In-Progress

Status of Quality of Life recovery actions in the long-term recovery plans.

Recovery Progress:

Investment in attractive and affordable housing market opportunities for the existing community has been critical to the recovery process in the City of Panama City. The City is using funds from FEMA and the State of Florida's Hurricane Housing Recovery Program and anticipating using CDBG-DR funds to support housing planning and programs. The City is in the process of reassessing and capturing post-storm housing needs. The City's efforts to gather information about residences, developments, and other properties damaged in the storm has been slowed by COVID-19, but the City is focusing efforts on extending FEMA assistance and securing more permanent housing for community members still in temporary housing.

Additionally, the City is seeking funding to develop a robust housing plan, to include prefabricated houses, housing developer programs, and down payment assistance. Lastly, the City is working on developing policies and procedures to formalize the "tear-down, rebuild" program. A priority for the City is establishing policies around the creation of comfort stations for citizens who choose not to evacuate during future storms. Information on many of these housing programs and resources can be viewed on the City's website, RehouseBay.org. This website includes information regarding housing recovery from Hurricane Michael and the COVID-19 crisis.

*The City hired a restoration specialist to replace broken pigmented structural glass and add a new neon marquee to the front of the **historic Martin Theatre** in the Downtown area. The City is also considering development options for the Theatre's interior to modernize the space and make it more accessible.*

The City's recovery efforts were driven by honoring the City of Panama City's unique sense of place. A core component of the City's sense of place is the City's unique tree canopy. The City is actively pursuing three different grants to have a digital tree survey of all city property to have digital record of the tree canopy to identify where trees were damaged and monitor the canopy for future damage and restoration. The City is also working with ReTreePC, a non-profit, to organize tree give-away events and engage the public in the restoration of the City's tree canopy.

Another core component of the City's sense of place is the historic buildings. The City has successfully restored the Publishing Museum and is in the process of restoring the Martin Theatre. The City is currently working to get several historic buildings in the City on the National Register of Historic Places.



Restoring beloved local landmarks like the Martin Theatre and the McKenzie House to celebrate their unique historical and cultural contributions has been a priority to the City.

After Hurricane Michael, the City identified a unique opportunity to establish the City of Panama City as the premier destination for the arts and culture in the Panhandle. Since the storm, the City has developed multiple projects to encourage local artists to get involved in and share their talent with the local community. Two such projects currently underway are a mural program to create local artwork for buildings in the tourist corridor and a program to commission artwork on utility boxes throughout the City. Additionally, the City recently hired a new Events Program Supervisor and plans to hire a Youth-Focused Program Staffer to drive new community engagement initiatives.

The City has launched multiple initiatives to beautify the area, including a mural program to commission murals on buildings across the City, like those of Cameron Moberg (right) and Logan Flint (below) seen here. Photo credit: Cristiane Barragan (below) and Panama City Center for the Arts (right).



Next Steps

Safety and Security



- Continue to implement street repairs, street sign updates, and streetlight restoration to support safe streets.
- Continue to monitor the COVID-19 crisis and innovate to support healthcare preparedness in the “new normal.”
- Work to harden critical facilities, including hospitals, against severe weather.

Infrastructure



- Continue to secure funding from Federal funding programs, including the Federal Emergency management Agency’s Public Assistance and Hazard Mitigation Grant Program and the United States Department of Urban Development’s Community Development Block Grant Program.
- Complete efforts to strategically plan for infrastructure recovery.

Economy



- Continue to pursue land acquisition for properties where the owner is uninterested in making repairs to further address blight and increase property values.
- Initiate delayed tourism initiatives to support bringing visitors to the City.
- Continue to monitor the COVID-19 crisis and innovate to support business development in the “new normal”.

Quality of Life



- Work towards attaining funding to further advance quality of life initiatives.
- Take steps to provide accessible community services to all residents and visitors.
- Continue implementing recovery initiatives to support the improvement of local parks, recreational facilities, and community programs.

Acknowledgements

Advisory Committee

Jennifer Aldridge, *Local Disaster Recovery Project Manager*

Kent Taylor, *Fire Chief*

Becky Barnes, *Purchasing Manager*

Sean DePalma, *Quality of Life Director*

Scott Ervin, *Police Chief*

Michael Johnson, *Community Development Director*

Jared Jones, *Assistant City Manager*

JP Jones, *Logistics Director*

Caitlin Lawrence, *Public Information Officer*

Mark McQueen, *City Manager*

Clint Murphy, *Capital Projects Engineer*

Johnny Sims, *Public Works Director*

Edward Turner, *Utilities Division*

Brandy Waldron, *Budget Director*

Mike Lane, *Director of Planning and Economic Development*

Patti Sunday, *Economic Development Manager*

Partnering Organizations

Destination Panama City

Dover, Kohl & Partners

Hagerty Consulting

HR&A Advisors

kglobal

All photos courtesy of the City of Panama City unless otherwise specified.

Appendix A: Recovery Actions

The Recovery Action Plan and Redevelopment Plan outline recovery strategies that align with the four Lines of Effort guiding the City's recovery: Safety and Security, Infrastructure, Economy, and Quality of Life. Within the strategies, the Plans lay out several actions the City can take to achieve that strategy. Summarized below are the actions from the Recovery Action Plan and Redevelopment Plan. Please note that some actions only relate to one plan rather than both, so the action numbers may not always be sequential for each Line of Effort.

Recovery Action Plan:

Action	Description	Completion Status
Safety and Security 1.1	Clear all storm-related debris using a combination of City and community resources while minimizing illegal dumping.	In-Progress
Safety and Security 1.2	Create and implement cohesive City street lighting strategy.	In-Progress
Safety and Security 1.3	Establish and implement comprehensive street signage program.	In-Progress
Safety and Security 2.1	Enact temporary solutions to meet pressing healthcare concerns for disaster survivors.	In-Progress
Safety and Security 2.2	Hurricane-proof hospitals and medical facilities	In-Progress
Safety and Security 3.1	Complete and standardize the City after-action process.	In-Progress
Safety and Security 3.2	Assess and implement soil stabilization techniques to mitigate losses during future events.	In-Progress
Safety and Security 3.3	Implement accessibility measures throughout the city.	Not yet started
Safety and Security 3.4	Enhance City preparedness by building facilities that can withstand a Category 5 hurricane and provide continuity of life-safety services.	In-Progress
Safety and Security 3.5	Develop preparedness, recovery, and redevelopment plans to enhance economic vitality, resilience, and quality of life.	In-Progress
Infrastructure 1.1	Enhance roadway network.	Not yet started
Infrastructure 1.2	Repair and restore sidewalk and existing non-motorized transportation pathways.	Not yet started
Infrastructure 1.3	Restore parks, public green spaces, recreational facilities and opportunities; increase access to amenities and improving health of natural resources.	In-Progress
Infrastructure 1.4	Restore Panama City Marina to promote business, sense of community, and recreational activities.	In-Progress
Infrastructure 1.5	Restore St. Andrews Marina to promote business, sense of community, and recreational activities.	In-Progress
Infrastructure 2.1	Develop Citywide comprehensive stormwater management plan that utilizes sustainable infrastructure.	Not yet started

Action	Description	Completion Status
Infrastructure 2.2	Harden and leverage power and communications infrastructure to bolster resilience.	In-Progress
Infrastructure 2.3	Modernize water, wastewater, and stormwater system infrastructure.	Not yet started
Infrastructure 2.4	Relocate the Millville Wastewater Treatment Plant.	Not yet started
Economy 1.1	Create and promote a suite of business development and recovery assistance programs.	In-Progress
Economy 1.2	Support catalytic redevelopment.	In-Progress
Economy 1.3	Strategically address blight to generate revenue, increase property value, and attract new investment.	In-Progress
Economy 2.1	Publicize and attract businesses and visitors to the City of Panama City.	In-Progress
Economy 2.2	Assess next steps for a civic center and convention center.	In-Progress
Quality of Life 1.1	Compile and disseminate information about housing resources and assistance.	In-Progress
Quality of Life 1.2	Reassess and capture post-storm housing needs.	In-Progress
Quality of Life 1.3	Create affordable, inclusive, and livework housing through code revision, incentives, and development requirements.	In-Progress
Quality of Life 1.4	Modernize public housing.	In-Progress
Quality of Life 2.1	Provide school children and their families with stability and safety through facility repair and health services.	Not yet started
Quality of Life 2.2	Establish a Long-Term Recovery Committee in the City to empower residents on the road to recovery.	Not yet started
Quality of Life 3.2	Repair historic buildings from previous disasters and identify opportunities to increase their resilience to future disasters.	In-Progress
Quality of Life 4.1	Support and encourage local artists to remain in the City and preserve the City's identity as an arts community.	In-Progress
Quality of Life 2.2	Establish a Long-Term Recovery Committee in the City to empower residents on the road to recovery.	Not yet started

Redevelopment Plan:

Action	Description	Completion Status
Safety and Security 1.2	Continue to create and implement cohesive City street lighting strategy.	In-Progress
Safety and Security 1.3	Continue to establish and implement comprehensive street signage program.	In-Progress
Safety and Security 1.4	Enhance Downtown safety.	Not yet started
Safety and Security 2.1	Create and maintain long-term healthcare services throughout community health centers.	In-Progress
Safety and Security 2.2	Continue preemptive outreach to healthcare facilities to promote hazard mitigation.	In-Progress
Safety and Security 3.1	Promote a culture of preparedness.	In-Progress
Safety and Security 3.3	Implement accessibility measures throughout the city.	Not yet started
Safety and Security 3.4	Build facilities that can withstand severe weather and provide continuity of life-safety services.	In-Progress
Safety and Security 3.5	Update and maintain preparedness, recovery, and redevelopment plans to enhance economic vitality, resilience, and quality of life.	In-Progress
Infrastructure 1.1	Maintain and evolve roadway system.	Not yet started
Infrastructure 1.2	Establish and implement comprehensive city sidewalk and non-motorized transportation pathways.	Not yet started
Infrastructure 1.3	Implement citywide parks and recreation master plan, that includes programming, strategies to activate green space, and increased recreational opportunities and features.	In-Progress
Infrastructure 1.4	Expand and continue developing Panama City Marina to promote business, sense of community, and recreational activities.	In-Progress
Infrastructure 1.5	Expand access and programming around St. Andrews Marina to promote business, sense of community, and recreational activities.	In-Progress
Infrastructure 1.6	Enhance public transportation opportunities, infrastructure, and overall City connectedness.	In-Progress
Infrastructure 2.1	Monitor and evolve citywide comprehensive stormwater management to address vulnerabilities and meet demand.	Not yet started
Infrastructure 2.4	Identify City-based infrastructure for relocation.	Not yet started
Infrastructure 2.5	Implement bay and waterfront clean-up and restoration efforts and continue water quality monitoring system.	In-Progress
Infrastructure 2.6	Harden and retrofit City-based infrastructure.	In-Progress
Infrastructure 2.7	Incorporate and incentivize higher energy efficiency standards.	Not yet started

Action	Description	Completion Status
Economy 1.1	Provide a suite of business development and support programs to enhance economic opportunity and business development success in the City of Panama City.	In-Progress
Economy 1.2	Continue to support catalytic redevelopment.	In-Progress
Economy 1.4	Support the logistics sector and industrial development.	Not yet started
Economy 1.5	Develop strategies to improve the overall resilience of businesses in the City of Panama City.	Not yet started
Economy 2.2	Design, construct, and maintain cultural activity and multi-purpose centers.	In-Progress
Economy 2.3	Expand local jobs and training.	In-Progress
Economy 2.4	Increase tourism efforts to attract visitors to the City.	In-Progress
Quality of Life 1.3	Support and expand affordable, inclusive, and live-work housing.	In-Progress
Quality of Life 1.5	Formalize disaster housing plans, processes, and policies.	In-Progress
Quality of Life 2.1	Support the implementation of long-term school improvement programs, including wraparound services and programming.	Not yet started
Quality of Life 2.2	Establish a Long-Term Recovery Committee in the City to empower residents on the road to recovery.	Not yet started
Quality of Life 2.3	Create incentives that encourage individuals within the community to use renewable energy sources.	Not yet started
Quality of Life 3.1	Maintain citywide tree canopy.	In-Progress
Quality of Life 3.2	Identify and retrofit historic buildings and properties.	In-Progress
Quality of Life 3.3	Implement nature, wildlife, and water resources conservation initiatives.	Not yet started
Quality of Life 4.1	Support the local artist community as well as long-term placemaking initiatives.	In-Progress
Quality of Life 4.2	Organize community events to provide residents with temporary or long-term entertainment opportunities.	In-Progress

